

bdht 2021 Statement of Compliance:

Regulator of Social Housing:
Consumer Standards



bdht Local Offer to Tenants

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Key Regulatory Documents:

- Regulating the Standards: Regulator of Social Housing (RSH) March 2020
- A guide to regulation of registered providers: HCA May 2015
- Tenant Involvement & Empowerment Standard: July 2017
- Home Standard: April 2015
- Tenancy Standard: April 2015
- Neighbourhood & Community Standard: April 2015
- Consumer Regulation Review: RSH 2019/20, 2018/19, 2017/18, HCA; 2016/17, 2015/16, 2014/15, 2013/14, 2012/13
- Sector Risk Profile: RSH; 2020

Reference Documents:

Benchmarking Note – unless otherwise stated all benchmarks referenced in this report are based on Housemark LSVT Central Club 2019/20 Full Report

Key Sources of Assurance

| 2020/21 | |
|---------------------|--|
| External Auditor | Mazars 45 Church Street Birmingham B3 2RT |
| Internal Auditors | Beever & Struthers St.George's House 215-219 Chester Road Manchester M15 4JE From 01/04/2021 BDO Two Snowhill Birmingham B4 6GA |
| Treasury Management | Chatham Financial 12 St James's Square London SW1Y 4LB United Kingdom |
| Legal Advisors | Trowers & Hamblins LLP 55 Princess Street Manchester M2 4EW |
| | Anthony Collins Solicitors 134 Edmund Street Birmingham B3 2ES |

| | |
|--|--|
| | Capsticks LLP 35 Newhall Street Birmingham B3 3PU |
| Business Plan Advisors | Altair Consultancy & Advisory Services Ltd, Tempus Wharf, 29a Bermondsey Wall West, London, SE16 4SA |
| Employment and Health and Safety Advisors | Citation Kings Court, Water Lane, Wilmslow, Cheshire, SK9 5AR |
| Landlord Health & safety Advisors | Pennington Choices Brookfield House, Grimsditch Lane, Norcott Brook, Warrington WA4 4EA |
| Cyber Security Advisor and Disaster Recovery | Central Networks & Technologies Ltd Rowan House Sandbrook Way Rochdale OR11 1LQ |
| Cyber Security – Penetration Testing | Defendza 51 Frederick Road Manchester M6 6FP |
| Fire Risk | STK Fire Risk Management 5A, Merrill's Hall Lane, |

| | |
|--|---|
| | <p>Wednesfield, Wolverhampton WV11 3QW</p> <p>And</p> <p>Bureau Veritas Suite 206 Fort Dunlop Fort Parkway Birmingham</p> |
|--|---|

Introduction

Each year the bdht Board publishes an assessment of compliance with the Regulator of Social Housing (RSH) regulatory standards. The Board has delegated the Compliance Committee to undertake a detailed assessment of compliance against the RSH “economic standards” whilst the Residents Scrutiny Panel undertakes the same role in respect of the RSH “consumer” standards. These detailed assessments will be published on the bdht website and summarised within the Annual Report to Residents. Within the annual accounts the bdht Board publish a statement of compliance with the Governance and Financial Viability (GFV) Standard.

This assessment has been undertaken by the bdht Resident Scrutiny Panel. Members of the Panel completing the assessment are:

| | | | | |
|-------------------|-------------------------|--|----------------|------------------|
| Annmarie Hulley | Chairman of the Panel | | Karen Moore | Tenant Member |
| Edwina Evans | Tenant Member | | Judith Barker | Tenant Member |
| Peter Worthington | Tenant Member | | Janet Lacy | Tenant Member |
| Brian Palmer | Shared Ownership Member | | Jeanette Guise | Leasehold Member |
| | | | | |

The Resident Scrutiny Panel has met quarterly since formation in October 2011 to monitor and scrutinise bdht performance against the national regulatory standards and bdht local offer to tenants. The Resident Scrutiny Panel has undertaken a detailed assessment of bdht performance during 2020/21 against the RSH consumer standards and the bdht offer to customers.

Overview

2020/21 has been a difficult year for everyone due to the impact of the pandemic. Government restrictions introduced in response to the pandemic meant bdht had, at short notice to radically change the way that it delivered services, with most staff having to work remotely from home whilst repairs staff had to wear PPE and adhere to strict socially distanced working practices.

Performance in service delivery has been impacted by these necessary changes, particularly repair response times and time taken to re-let empty homes. Many more repair appointments than usual had to be rescheduled at short notice due to either staff or customers having to self-isolate or being taken ill. All but emergency lettings had to be suspended for the first three months of 2020/21 and even as lock-down eased strict protocols had to be introduced to keep staff and customers safe, but all taking longer to complete than usual processes. More health and safety checks were completed late due to customers having to self-isolate, but despite this at year end all bdht homes had a current gas safety certificate and high levels of compliance against all health and safety strands.

2020/21 has also been a year of learning and innovation and some changes introduced as a result of Covid related restrictions will continue post pandemic. Listening to and acting on customer feedback has never been more important. With face-to-face meetings restricted we introduced virtual meetings using zoom for the Resident Scrutiny Panel and focus groups. As we emerge from lock-down face to face meetings will return but virtual meetings through zoom will continue – more choice, more engagement.

In this report we benchmark where possible against the last full annual report published by Housemark. This shows pre-pandemic performance for 2019/20. This does not provide a truly representative benchmark of performance during the pandemic and bdht performance during 2020/21 although not achieving outcomes expected from previous years does compare well the predictions being made for the sector for 2020/21 by Housemark and monthly/bi-monthly sector monitoring reports published by the Regulator of Social Housing during the pandemic.

The RSP is satisfied that during 2020/21 bdht continued to meet the expectations of the Regulator in regard to the “consumer” standards.

Tenant Involvement & Empowerment Standard

Bdht continues to demonstrate its commitment to excellent customer service through;

- Staff living the values (for example very high satisfaction scores in relation to staff attitude, compliments received and the results of mystery shopping);
- On-going coaching and support being provided to staff to deliver excellent service;
- Investment in technology to make it easier for customers to contact bdht (Mybdht) and for staff to respond (mobile technology).
- Bdht continues to listen to customers through complaint monitoring, on-going surveys, focus groups and the RSP and puts feedback into action. The role of residents in governance structures was strengthened in 2020 with the RSP now reporting directly to Board.
- Bdht is not however perfect, things do go wrong in a minority of customer interactions. During 2020 bdht made changes to a well established complaints process in order to ensure full compliance with the Code of Practice published by the Housing Ombudsman during 2020. Although revised targets were not met during 2020/21 bdht has demonstrated that it welcomes complaints, complies with the expectations of the Ombudsman and the level of complaints upheld demonstrates that bdht is not defensive and seeks to rectify issues and learn from complaints

Bdht can still improve its engagement with residents and from 2021 will be employing an independent research company to undertake all customer surveying, reporting findings every quarter so that we can react to customer feedback more quickly.

Home Standard

Bdht continues to maintain homes to the Decent Homes Standard. Despite the pandemic the 2020/21 planned works programme was delivered in full by the 31st March 2021 and generating extremely high levels of customer satisfaction (100% of respondents).

All repairs are delivered by appointment with three choices in time slots available. When last surveyed in 2019 88% of respondents were satisfied with the response repairs service, placing bdht in the best performing quartile of organisations benchmarked. As explained above the Covid related restrictions have had a big impact during 2020/21 on delivery of this service with repairs having to be rearranged at short notice and extended timescales to complete work. Whilst most jobs are completed “right first visit” we believe bdht can do more jobs “right first visit” and more quickly. Bdht has adopted a response repairs action plan to achieve this.

Bdht has invested heavily to maintain residents health and safety. Regular checks and inspections are carried out in regard to gas, electrical, lifts, legionella, fire and asbestos safety. Performance in completing regular checks and follow up works was impacted by Covid with outstanding checks and works at year-end resulting from customers failing to provide access. This commitment is recognised by tenants with 95% stating that bdht is “good” at looking after their health and safety.

Bdht provides financial support to the NHS Occupational Therapy service to ensure that where tenants homes require modification to meet changing needs, these needs can be assessed as soon as possible.

The 2019 Star survey showed high levels of customer satisfaction with the repairs and maintenance service (top quartile). Nevertheless, based on feedback from the survey bdht concluded that improvements could be made and during 2020/21 has

- Revised the funding model to ensure condensed glazing units are replaced more quickly
- Commenced replacement of inefficient storage heating systems with more efficient alternatives,
- Extended the circumstances where bdht will compensate/make good décor damaged during the course of repair works
- Adopted a response repairs action plan to complete more repairs “right first visit” more quickly.

Tenancy Standard

Bdht work closely with local authority partners offering 75% of allocations to local authority nominees. Bdht continue to work with the local Home Choice Plus choice based letting scheme.

Bdht has an Allocations and Tenancy policy setting out lettings criteria to ensure that the best use of scarce stock is maintained. Although not hitting target, satisfaction with the lettings process remains high.

Stock turnover during 2020/21 at 8.60% remains higher than for other organisations in our benchmark group. This is reflective of the higher than average proportion of sheltered housing within the bdht stock portfolio and use of bdht properties as temporary tenancies to assist the local authority in its duties to the homeless. Due to the pandemic re-let times increased to an average of 32 days during 2020/21, this is better than average performance when benchmarked.

The majority of bdht lettings are now once more on “life-time” tenancies with fixed term tenancies for either 2 or 5 years used only in very limited circumstances.

Neighbourhood and Community Standard

Bdht is committed to work ever closer with partner agencies (Board SLWG) to help build “excellent communities with passion and pride”. The Housing and Communities directorate have a number of plans in progress, such as local community plans and enhanced estate walkabouts which have the potential to make a real difference to communities and the lives of those living in these communities.

A detailed assessment against RSH consumer standards and the bdht local offer and all recommendations for improvement are set out below.

The Resident Scrutiny Panel are satisfied that bdht comply with RSH national consumer standards.

Resident Scrutiny Panel June 2021

RSH “Consumer” Standards

- **Tenant Involvement & Empowerment Standard 2017**
 - **Home Standard 2015**
 - **Tenancy Standard 2015**
- **Neighbourhood & Community Standard 2015**

The Regulator of Social Housing Regulatory Framework – Consumer Standards

The regulatory framework for social housing in England is made up of:

- regulatory requirements – what registered providers need to comply with
- codes of practice – a code of practice can amplify any economic standard to assist registered providers in understanding how compliance might be achieved
- regulatory guidance – this provides further explanatory information on the regulatory requirements and includes how the regulator will carry out its role of regulating the requirements.

The RSH regulatory standards for social housing in England are at the core of RSH regulatory requirements. Each standard sets out required outcomes and specific expectations of registered providers.

The role of the RSH is to proactively regulate the 3 standards which are classified as ‘economic’. These are

- the Governance and Financial Viability Standard
- the Value for Money Standard
- the Rent Standard

The Compliance Committee is delegated to undertake an annual assessment of compliance against these “economic” standards.

The remaining 4 standards are classified by the RSH as ‘consumer’ where the role of the RSH is reactive in response to referrals or other information received. The RSH will only intervene where failure to meet the standards has caused or could have caused serious harm to tenants. The consumer standards are

- the Tenant Involvement and Empowerment Standard
- the Home Standard
- the Tenancy Standard
- the Neighbourhood and Community Standard.

bdht compliance with these “consumer” standards is assessed each year by the Residents Scrutiny Panel reporting to Board.

| Standard | Tenant Involvement & Empowerment: Customer Service, Choice and Complaints |
|--|---|
| Required Outcomes : 1.1 Customer service, choice and complaints | |
| <p>1.1.1 Registered providers shall:</p> <ul style="list-style-type: none"> a. provide choices, information and communication that is appropriate to the diverse needs of their tenants in the delivery of all standards b. have an approach to complaints that is clear, simple and accessible that ensures that complaints are resolved promptly, politely and fairly. | |
| Specific Requirements: 2.1 Customer service, choice and complaints | |
| <p>2.1.1 Registered providers shall provide tenants with accessible, relevant and timely information about:</p> <ul style="list-style-type: none"> a. how tenants can access services b. the standards of housing services their tenants can expect c. how they are performing against those standards d. the service choices available to tenants, including any additional costs that are relevant to specific choices e. progress of any repairs work f. how tenants can communicate with them and provide feedback g. the responsibilities of the tenant and provider h. arrangements for tenant involvement and scrutiny. | |

2.1.2 Providers shall offer a range of ways for tenants to express a complaint and set out clear service standards for responding to complaints, including complaints about performance against the standards, and details of what to do if they are unhappy with the outcome of a complaint. Providers shall inform tenants how they use complaints to improve their services. Registered providers shall publish information about complaints each year, including their number and nature, and the outcome of the complaints. Providers shall accept complaints made by advocates authorised to act on a tenant's/tenants' behalf.

Bdht Compliance Position: Compliant

Registered providers shall provide tenants with accessible, relevant and timely information about how tenants can access services

bdht provides customers with a variety of access routes to services which include:

- Mybdht customer on-line self-service portal;
- "Freephone" for office and out of hours telephone calls,
- In person at our offices and at home,
- Text,
- Email, and
- by letter.

These channels are set out on the bdht [website](#), the Customer Care Service Standard and within the Annual Report to Residents.

Customers are also able to access services via social media (Twitter and Facebook).

bdht opening times are displayed at bdht offices and the website. bdht offices are open 8.30 am to 5.00 pm Monday to Thursday and 8.30 am to 4.00 pm on Fridays.

Customer information is immediately available to front-line staff to enable services to be customised around individual needs.

Registered providers shall provide tenants with accessible, relevant and timely information about: the standards of housing services their tenants can expect.

Working with residents bdht has developed a local offer for tenants which sets out the type and quality of service residents can expect from bdht. Supporting this over-arching offer are service specific standards, developed with residents, setting out in detail exactly what customers can expect when engaging with the service. During 2019/20 these service standards were republished following a full review

by members of the Residents Scrutiny Panel. Service standards are published and available from reception. Core service standards have been sent to all tenants and issued to all new tenants.

The local offer is set out in full in the Annual Report to Residents which is available online. This is reviewed annually by the Resident Scrutiny Panel. Indicators with SMART target are agreed annually by the Resident Scrutiny Panel to monitor delivery against the offer.

bdht information is available in large print, audio and easy-read. Translations are available on request.

Registered providers shall provide tenants with accessible, relevant and timely information about: how they are performing against those standards

The Annual Report to Residents provides tenants and stakeholders with a summary of performance during the year in delivery of the local offer and service standards. The Resident Scrutiny Panel monitors and scrutinises performance (quarterly) and from this produces this annual assessment of performance and the Annual Report to Residents.

The Resident Scrutiny Panel monitor performance through local offer performance indicators, business key performance indicators, complaints analysis, Tenant Mystery Shopping, customer surveys, focus groups, audits and detailed service scrutiny.

Residents also receive annual performance updates via social media.

Registered providers shall provide tenants with accessible, relevant and timely information about: the service choices available to tenants, including any additional costs that are relevant to specific choices

During 2020/21 bdht delivered all response repairs by appointment.

Confirmed repair appointments are offered in slots of AM 8:30 – 12:30, PM 12:00 – 17:00 (Fri 16:00) Mid 10:00 – 14:00 with flexibility and choice offered around “first appointment of the day” and tenant commitments such as the “school run”. An emergency repairs service is accessible outside of core office hours.

Bdht also offer choice in many planned works programmes, for example bathroom, kitchen and door replacement programmes.

bdht ask customers to give their preferred method of contact. This is recorded on QL so that wherever possible bdht communicate using this preferred method.

Tenants are also given choice in how they pay their rent, however, in order to minimise collection costs and maximise resources for service delivery, bdht expect that tenants will wherever possible pay their rent by Direct Debit.

Registered providers shall provide tenants with accessible, relevant and timely information about: progress of any repairs work

Bdht will make repair appointments with customers by phone, letter, text, email or directly via mybdht, dependent upon the tenants preferred channel of contact. Where a job cannot be completed in one visit bdht will confirm the next appointment with the customer by phone, letter, text or email. Text messages are sent to remind customers of appointments.

Tenants can track the status of a reported repair via mybdht.

Registered providers shall provide tenants with accessible, relevant and timely information about: how tenants can communicate with them and provide feedback

How customers can communicate with bdht is set out on the bdht website, in the Annual Report to Residents and in published service standards. During 2017/18 bdht wrote to all customers explaining how they can engage with bdht digitally via mybdht providing unique login and password details. This information is issued to all new tenants and publicised in communications with customers.

Tenants are encouraged to feedback to bdht through service surveys, compliments, comments and complaints and inspections. Feedback from customers either by complaint, compliment or comment is promoted via the Annual Report to Residents and social media updates based upon "You Said, We Did". Customers can provide feedback by phone, in person, via mybdht, email, letter or text.

During 2020/21 customers responded to transactional satisfaction surveys on over 1,000 occasions across eight service areas. These surveys help bdht understand what we are doing well, where we need to improve, customer priorities and outcomes from previous service improvements.

Customers are encouraged to provide feedback when things go wrong (see complaint section below) but also when things go well. We are able to learn from both. During 2020/21 we received 171 compliments.

| Number of Compliments | | | | | | | | | |
|-----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| 187 | 135 | 189 | 180 | 210 | 119 | 147 | 145 | 133 | 171 |

Registered providers shall provide tenants with accessible, relevant and timely information about: the responsibilities of the tenant and provider

The responsibilities of tenants and landlord are set out in bdht tenancy agreements and in published service standards and leaflets including a detailed Repairs Handbook explaining bdht and tenant responsibilities. Scripts within the Mybdht customer portal also provide customers with information on respective responsibilities in relation to specific enquiries.

Registered providers shall provide tenants with accessible, relevant and timely information about: arrangements for tenant involvement and scrutiny.

Bdht has a framework to involve residents:

| Involvement Activity | Involvement Group |
|----------------------------------|--|
| Scrutinising Performance | The Residents Scrutiny Panel |
| Developing services and policies | Customer focus groups and customer surveys |
| Community & estates | Tenant inspection, focus groups, customer surveys, "community days" & estate walkabouts |
| Service Monitoring & Improvement | Tenant Mystery Shopping, Tenant inspection, customer surveys, customer complaints, comments and compliments. |

Opportunities for resident involvement are set out in a service standard that has been sent to all tenants. Details are also available on the website and via the Mybdht customer online portal. Opportunities to be involved are promoted regularly through social media, each year in the Annual Report and via recruitment campaigns when specific vacancies arise.

Providers shall offer a range of ways for tenants to express a complaint and set out clear service standards for responding to complaints, including complaints about performance against the standards, and details of what to do if they are unhappy with the outcome of a complaint

The bdht complaints policy was revised during 2020 to fully align with the Code of Practice recently published by the Housing Ombudsman. The Board completed a self-assessment against the Code of Practice in 2020, the results of which are published on the bdht website.

We welcome complaints from customers as an invaluable tool to continuously review and improve services for all tenants. The bdht Complaints Policy gives tenants two ways to pursue a complaint - a “quick fix” within 2 working days, or, as a formal complaint where issues are more complex within 10 working days. A comprehensive guide to the award of compensation provides consistency in the award of compensation resulting from complaints.

Complaints can be made on an official complaint form or by phone, letter, Email, text, Twitter, facebook, online via “mybdht” customer portal or in person. bdht have developed a customer feedback form which customers can use to record complaints, compliments and comments. To make a complaint it is not necessary to complete the form, but an explanatory leaflet is sent to all complainants so they know what to expect from the complaint process.

Bdht response letters set out options available to the customer if they are not satisfied with the bdht response at each stage of the process including external escalation at the end of the internal process to a Designated Person/Ombudsman.

At the end of the internal process all complainants are issued with and invited to complete a satisfaction survey. Survey results are reported quarterly to the Residents Scrutiny Panel (the RSP provide a 6 monthly assessment of performance to Board).

Providers shall inform tenants how they use complaints to improve their services. Registered providers shall publish information about complaints each year, including their number and nature, and the outcome of the complaints.

Bdht has a comprehensive and systematic process which monitors complaints to identify common causes of complaint and uses complaints as an essential tool for service improvement. A summary of complaints received is reported quarterly to the Residents Scrutiny Panel together with resultant learning applied to improve services. The RSP can raise any issues of concern directly with the

Board. The Board also directly receive 6 monthly reports summarising performance in complaint handling, key themes emerging and learning applied.

All stage two complaints and complaints relating to health and safety are reported in summary to each Board meeting via the Report of the Chief Executive..

A summary of complaints received each year and the main improvements delivered as a result is included in the Annual Report to Residents. This information, together with regular updates via social media is intended to promote the complaints service on the basis of “you said - we did”.

The Housing Ombudsman now produces an annual landlord report summarising complaint handling performance over the previous year. This is published on the bdht website.

Providers shall accept complaints made by advocates authorised to act on a tenant's/tenants' behalf.

Complaints are accepted from advocates acting on behalf of a customer.

Recommendations for Improvement

- From July 2021 all customer perception and transactional surveying is to be undertaken through external research specialists ensuring that no potential bias exists and that reporting standards fully comply with any regulations that the Regulator may introduce.
- Under take a formal review of complaint handling to identify potential alternate complaint handling models to improve the customer experience and reduce complaint handling timescales.

| Standard | Tenant Involvement & Empowerment; Involvement & Empowerment |
|--|---|
| Required Outcomes: 1.2 Involvement and empowerment | |
| <p>1.2.1 Registered providers shall ensure that tenants are given a wide range of opportunities to influence and be involved in:</p> <ul style="list-style-type: none"> a. the formulation of their landlord’s housing-related policies and strategic priorities b. the making of decisions about how housing-related services are delivered, including the setting of service standards c. the scrutiny of their landlord’s performance and the making of recommendations to their landlord about how performance might be improved d. the management of their homes, where applicable e. the management of repair and maintenance services, such as commissioning and undertaking a range of repair tasks, as agreed with landlords, and the sharing in savings made, and f. agreeing local offers for service delivery. | |
| Specific Requirements: 2.2 Involvement and empowerment | |
| <p>2.2.1 Registered providers shall support their tenants to develop and implement opportunities for involvement and empowerment, including by:</p> <ul style="list-style-type: none"> a. supporting their tenants to exercise their Right to Manage or otherwise exercise housing management functions, where appropriate b. supporting the formation and activities of tenant panels or equivalent groups and responding in a constructive and timely manner to them c. the provision of timely and relevant performance information to support effective scrutiny by tenants of their landlord’s performance in a form which registered providers seek to agree with their tenants. Such provision must include the publication of an annual report which should include information on repair and maintenance budgets | |

d. providing support to tenants to build their capacity to be more effectively involved.

2.2.2 Registered providers shall consult with tenants on the scope of local offers for service delivery. This shall include how performance will be monitored, reported to and scrutinised by tenants and arrangements for reviewing these on a periodic basis.

2.2.3 Where registered providers are proposing a change in landlord for one or more of their tenants or a significant change in their management arrangements, they shall consult with affected tenants in a fair, timely, appropriate and effective manner. Registered providers shall set out the proposals clearly and in an appropriate amount of detail and shall set out any actual or potential advantages and disadvantages (including costs) to tenants in the immediate and longer term. Registered providers must be able to demonstrate to affected tenants how they have taken the outcome of the consultation into account when reaching a decision.

2.2.4 Registered providers shall consult tenants at least once every three years on the best way of involving tenants in the governance and scrutiny of the organisation's housing management service.

Bdht Compliance Position: Compliant

Opportunities for Involvement

Bdht operates a framework for resident involvement which was reviewed by Board in 2020 and can be summarised as:

| | | |
|---|---|--|
| Scrutinising Performance | The Resident Scrutiny Panel | Scrutiny of service performance (including delivery of local offer), reporting 6 monthly to Board and residents through the development of and approval of the annual report. Annual review of local offer. |
| Developing service priorities and policies | Customer Focus Groups (Qualitative) & Customer Surveys (Quantitative) The Residents Scrutiny Panel | Formulation and review of strategy, policy and procedures, local offer and service standards |

| | | |
|---|--|---|
| Community & estates | Tenant Inspection, “Community Days” & Estate Walkabouts, Community Surveys, Neighbourhood Focus Groups | Identification of estate/community priorities and issues. |
| Service Monitoring & Improvement | Tenant Mystery Shopping, Tenant Inspection, customer surveys, customer complaints, comments and compliments. | Testing service delivery and feedback |

Supporting formation of Tenant Panels

The formation of the bdht Resident Scrutiny Panel was agreed by Board in July 2011. The Panel consists of 9 tenants plus 1 leaseholder and 1 shared owner (plus any agreed co-optees). bdht financially compensates members in respect of this time commitment, travelling and other expenses incurred. bdht also provides administrative support to the Panel via the Business Improvement Team and facilitates internal and external training for Members.

Responding

The Panel meet quarterly to scrutinise and review performance and also meet to review the local offer to tenants and aligned local offer performance indicators each year. 6 monthly the Chair of the Panel produces a written report to Board confirming their findings. The Board must respond to any points raised by the Chair of the Panel not already agreed by the Executive.

The Panel presents their annual assessment of performance and Annual Report to Residents to the Board each July. In addition the Chair of the Panel attends all Board Meetings.

Supporting work of the Panel

The Residents Scrutiny Panel is supported administratively by the bdht Business Improvement Team with provision of generic and bespoke training provided by both internal and external trainers. Members of the Panel complete an annual personal development review and results are fed into an annual training programme. Members are supported through the delivery of annual training sessions.

The Panel routinely consider detailed reports on:

- performance against the bdht local offer;
- Complaints analysis;
- Results of Tenant Mystery Shopping;
- Summary of the results of tenant satisfaction surveys
- Tenant Inspections
- Minutes of Focus Groups.

Where the Panel have identified issues of concern, detailed service reports are provided by managers for scrutiny or the Resident Scrutiny Panel commission a Resident Scrutiny Panel Enquiry Group to undertake a detailed service review. During 2021 the Panel launched such an Enquiry into the handling of ASB. The outcomes of this review will be reported to residents via next years' Annual Report.

Annual Report

The Board has delegated development of the annual assessment of performance (RSH consumer standards) and the Annual Report to Residents to the Resident Scrutiny Panel. This is to ensure that the assessment is independent of the Board and the Annual Report is reflective of residents views and designed in a format receptive to residents. The format and content of the Report are reviewed annually by the Resident Scrutiny Panel to ensure continuous improvement year-on-year.

Each annual report sets out expenditure on response repairs, voids, planned and cyclical works, plus overall expenditure on the basis of for every £ spent, how much was spent on repairs and maintenance.

Building capacity

The Resident Involvement framework provides a variety of opportunities for involvement based on the required time commitment and residents interests and abilities. The framework is designed to provide the potential, with training and support provided, for residents to move (if they so wish) to greater involvement and ultimately provide effective succession planning all the way to Board membership.

Right to Manage

Support will be provided should such a request be received.

Local Offer

Tenants were consulted in detail during the development of the bdht local offer via the 2010 Big Consult which included tenant focus groups, customer surveys and a community road-show. The offer is reviewed annually by residents through the Residents Scrutiny Panel. The offer was again reviewed in 2021 taking into account the proposals set out by government in The Charter for Social Housing Residents social housing white paper.

Performance monitoring and scrutiny

The Resident Scrutiny Panel is the resident led group with the specific role, within the bdht governance framework, to monitor performance and scrutinise service delivery. The RSP now reports directly to Board. The Chair of the RSP has an open invitation to attend all Board meetings so that members of the RSP have a clear understanding of strategic business issues.

Residents are also able to scrutinise in detail service specific performance through involvement in Resident Scrutiny Panel Enquiry Groups.

The work of bdht Tenant Inspectors and Tenant Mystery Shoppers and outcomes from customer focus groups and customer surveys feed into these scrutiny and improvement groups.

Change in the Management of Stock

bdht will consult tenants regarding any significant change in the management of stock – this is set out contractually within bdht tenancy agreements. Consultation with tenants will set out clearly the costs and benefits of relevant options.

Tenant Consultation on Scrutiny & Governance

Review completed during 2016. 2019 Review commissioned from independent consultants (Central Consultancy) with recommendations reporting to the Joint Meeting of the PRC and RSP on the 19th June 2019.

Recommendations for Improvement

- Resident Engagement Policy subject to cyclical review July 2021

| Standard | Tenant Involvement & Empowerment: Understanding and responding to diverse needs |
|--|---|
| Required Outcomes: 1.3 Understanding and responding to the diverse needs of tenants | |
| <p>1.3.1 Registered providers shall:</p> <ul style="list-style-type: none"> a. treat all tenants with fairness and respect b. demonstrate that they understand the different needs of their tenants, including in relation to the equality strands and tenants with additional support needs. | |
| Specific Requirements: 2.3 Understanding and responding to diverse needs | |
| <p>2.3.1 Registered providers shall demonstrate how they respond to tenants' needs in the way they provide services and communicate with tenants.</p> | |
| Bdht Compliance Position: Compliant | |
| <p>A core bdht value is to treat customers fairly. Understanding the diversity of our customers and delivering equality of service is at the heart of what we do.</p> <p>During 2019/20 a Board Short-Life Working Group undertook a detailed review of the bdht equality and diversity strategy. The Board approved the revised Strategy in July 2019. The Board receive regular updates on implementation and delivery of outcomes every 6 months.</p> <p>All members of staff have attended Equality & Diversity awareness courses (repeated annually for new starters) and frontline members of staff have received additional specific training in handling hate crime. Board members have undertaken specific strategic equality & diversity training to ensure effective leadership at the highest level on this issue. The 2018 board member skills gap analysis identified a lack of "expert" knowledge of equality and diversity at board level. As part of the 2018 board recruitment process a new member was recruited to the Board with such expertise.</p> <p>Bdht has contacted tenants identified as being potentially affected by welfare reform to raise awareness and identify options to mitigate any potential loss of housing benefit. bdht has deployed additional resources to support residents into employment. In 2016 the Fusion Project (now Driving Futures) commenced through the work of a job coach and digital support. During 2020/21 this team were able to support residents impacted economically by the pandemic including where furloughed or made redundant.</p> | |

Bdht has developed the Independent Living Team to provide an enhanced housing management service for tenants and shared owners living in sheltered housing. This replaced support services withdrawn during 2014 following the withdrawal of County Council Supporting People funding.

From March 2014 bdht introduced a tenancy sustainment service for all general needs tenants in their first year of tenancy. From April 2019 bdht introduced the “Ready, Set, Go” initiative providing pre and post tenancy support for new tenants. This service, delivered by members of the Housing Needs, Allocations and Communities Teams (members of the former Tenancy Sustainment Team moving to the Allocations and Communities teams) is designed to provide a more holistic support mechanism for tenants moving into bdht homes.

bdht works in partnership with local partners to promote equality and diversity and is a member of the local Hate Crime Partnership.

During 2019/20 9% of tenancies termination were under 12 months duration, this compared to 14% during the previous year.

Understanding the different needs of tenants

bdht believes that it is essential in delivering excellent services to firstly fully understand its customers and their needs. bdht uses a number of tools to achieve this objective including:

- Customer perception surveys,
- Focus Groups
- Journey mapping groups
- Complaints and compliments.

The QL Management system makes available to frontline officers relevant customer information to enable service delivery to be sufficiently flexible to respond to the individual needs of customers.

All policies and projects are subject to Equality Impact Assessments

Responding to Tenants Varying Needs.

Many services have been changed to take account of the diverse needs of customers, for example:

- Visiting service for customers with mobility problems;
- Flexible appointments for repairs and gas servicing

- Mobile hearing loop;
- Leaflets are available in large print, and
- Bdht provides financial support to the local NHS to minimise the time tenants await OT assessments and undertake adaptations up to a value of £1,000 without need for a DFG.

Bdht provides access to interpretation and translation services. Offices are DDA compliant.


Recommendations for improvement

- Monitor implementation of the Equality & Diversity Strategy
- ED & I Recruitment Strategy in Place
- A transparent pay structure that aligns with bdht's culture and EDI ambition.

Listening & Involving You



- We aim to deliver excellent customer service, in a way that suits you.
- We will treat you fairly, with courtesy and respect.
- We will ensure that you are listened to, and give you opportunities to be involved.
- We will respond quickly to complaints, and learn from our mistakes.
- We will provide regular feedback on the lessons we have learnt via social media and the Annual Report to Residents

|  Customer Care | Year End 2019/20 | Top Quartile ⁱ | Target 2020/21 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | PI Against Target | Trend |
|---|------------------|---------------------------|----------------|--------|--------|--------|--------|-------------------|-------|
| Transactional customer satisfaction with overall service provided by bdht | 97.76% | NA | =>99% | NA | NA | 96% | 96% | A | ↔ |
| Percentage of Incoming Calls Abandoned | 2.0% | 4.24% | <4% | 4.16% | 6.42% | 6.58% | 8.06% | R | ↓ |
| The number of repair requests received through Mybdht as a % of all repair requests | 9.02% | NA | =>10% | 26.72% | 17.13% | 15.09% | 13.99% | G | ↓ |

Key Issues

Tenant Satisfaction – see also customer satisfaction summary report included within the VBR pack.


Incoming Calls Abandoned –.phone handling performance has been impacted this year due to Covid 19. The main reasons for this are:-

- Office closure/limited numbers of staff in the office – most members of staff have worked wholly or primarily from home since March 2020. Initially staff working from home relied on calls to office phones being diverted to mobile devices. Functionality within the internal office phone system to divert to other team members when staff were unavailable was lost. Mitel phone software

upgrades now enable all staff to log in remotely from home to the office phone system and allow diverts to operate as if in the office.

- Increased demands on available Customer First resource (“call-centre team). As a result of Covid 19 many more routine repair jobs have had to be rescheduled at short notice either due to customers shielding or staff being in self-isolation or off sick. This has generated more calls to and from customers and diverted staff resource on to re-scheduling of jobs. With less staff to take calls and call volumes increasing, call wait times are longer and more calls are being abandoned. Staff from other teams have been deployed to support Customer First in answering calls but a further review of resources is underway.

Repairs via Mybdht – although target has been beaten, the increase in reporting of repairs has been less than what might have been expected given the impact of Covid 19 on access to services generally.

|  Complaints | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | PI Against Target | Trend |
|--|------------------|--------------|----------------|-------|-------|-------|-------|-------------------|-------|
| % of complaints resolved at stage 1 | 82% | NA | 92% | 67% | 74% | 78% | 82% | R | ↑ |
| % of Formal Complaints Investigated Within Target Timescales | 80% | 95.5% | 90% | 33% | 47% | 54% | 57% | R | ↑ |
| Number of complaints resolved as “quick fixes” as a % of all complaints resolved | 58% | NA | 66% | 61% | 56% | 55% | 58% | R | ↑ |

Complaint handling performance has improved over the course of the year, in particular resolution of complaints at Stage 1. Here, although not achieving the aspirational target set, performance is in line with that achieved last year.

Performance in investigating complaints within target timescales is much more disappointing. The Business Improvement Team have taken a number of steps to prevent delays

- The QL housing management system uses a red, amber, green system to alert managers to actions nearing or exceeding target timescales;
- QL Action BI005 ensures that Directors are aware of which managers have complaints and as a reminder to check their letters (implemented at point of QL);
- QL Action BI076 was added within the last year for Heads of Service, to check with managers 8 days into the investigation and also to inform them of what complaints their managers have;
- Complaint guidance documentation has been available to managers - last updated in December 2020, a copy of which was emailed to all managers on 9th Dec 2020, with link to its location on the Intranet;
- Complaint training for Managers was completed in 2019 (March) and in 2020 (August)
- Weekly complaint reports are sent to all relevant managers showing current and overdue complaint actions;
- Monthly report sent to relevant Head of Service to show quick fix satisfaction results, with detail on the 'dissatisfied' results
- Quarterly report on complaints is completed for SMG;
- Discussions regarding complaint results at most monthly KPI meetings;
- Quarterly presentation is done to all Managers at the Manager's meeting, and
- BI liaise with managers when required as complaint investigation is ongoing.

Covid 19 cannot be used as a justification for the target not being achieved, although it has impacted. Complaints have increased this year compared to last (see detail Complaints Report). Receipt of complaints has been skewed toward the last 6 months of the year and with a much higher impact on certain teams, principally those managing response repairs and major works (damp and mould in particular). As a consequence of this the additional workload has fallen on a limited number of managers, just at a time when those services were particularly stretched. A vicious circle – a service under strain due to Covid generates more complaints for a service that is already stretched.

The percentage of complaints dealt with as quick fixes has not achieved target, but performance again is in line with that achieved last year. Since publication of the Housing Ombudsman's Code of Practice emphasis has been on customer choice and removing BI Team discretion to channel complaints along specific pathways.

| Standard | The Home Standard: Quality of Accommodation |
|---|---|
| Required Outcomes | |
| <p>Registered providers shall:</p> <ul style="list-style-type: none"> ensure that tenants' homes meet the standard set out in section five of the government's Decent Homes Guidance and continue to maintain their homes to at least this standard meet the standards of design and quality that applied when the home was built, and were required as a condition of publicly funded financial assistance, if these standards are higher than the Decent Homes Standard in agreeing a local offer, ensure that it is set at a level not less than these standards and have regard to section six of the government's Decent Homes Guidance | |
| Specific Requirements | |
| <p>1.1 Registered providers may agree with the regulator a period of non-compliance with the Decent Homes Standard, where this is reasonable. Providers shall ensure their tenants are aware of the reasons for any period of non-compliance, their plan to achieve compliance and then report on progress delivering this plan.</p> | |
| Bdht Compliance Position: Compliant | |
| <p>bdht performance in improving tenants homes to meet (and now exceed the Decent Homes Standard) and improve the energy efficiency of our properties has generated high levels of customer satisfaction with the overall quality of their home. 88% of respondents to the 2019 Star Survey expressed satisfaction with the quality of their home (above the top quartile benchmark of 86.6%), with nearly half (48%) stating that they are “very satisfied”.</p> | |
| Decent Homes Standard | |
| <p>All bdht properties meet the Decent Home Standard (or where this is higher, the standard of design and quality when built) and will continue to do so with annual investment to maintain and exceed the standard going forward.</p> | |

A database is maintained to record all tenants refusing to have improvements made to their home. These tenants are contacted annually to determine if they will allow improvements to be made. Specific budget provision is made to ensure that works to these properties can be undertaken as soon as tenants allow. This budget provision also allows such properties to be improved should they be vacated.

bdht's stock condition software within the new housing management system (QL) contributes to the 40 year business plan to ensure that the investment required is continually allocated to maintain bdht's properties.

Stock condition surveys have been undertaken to nearly all bdht stock with just 205 properties (5% of stock) which have not been surveyed in the last 10 years. Bdht are targeting to survey 400 properties during 2021/22 with priority given to these properties. Surveys continually update the stock condition software. The condition survey incorporates home, health and safety rating system (HHSRS) and records SAP used to calculate average SAP ratings.

Design & Quality

All new bdht homes are built to current design and quality standards and all bdht's properties meet the Decent Homes Standard. bdht has a Decent Home Plus Policy to maintain its properties at an enhanced DHS level that takes into consideration an enhanced level of improvements, the environment, Equality Act requirements and the wider community (estates work). This was developed with tenants.

Over the last twelve months we have improved properties in the following ways:

| Component | Number of Homes |
|----------------|-----------------|
| External Doors | 116 |
| Flat Roofs | 78 |
| Main Roofs | 10 |
| Roofline Works | 82 |
| Bathrooms | 51 |
| Kitchens | 88 |
| Boilers | 233 |

| | |
|------------------------|----|
| Rewires | 46 |
| Consumer Unit Upgrades | 85 |
| Windows | 29 |
| Storage Heaters | 5 |

Affordable Warmth Programme

Bdht is committed to reducing fuel poverty by improving the thermal efficiency of its lowest rated homes and improving the energy efficiency of homes through the installation of modern boilers, Improved wall insulation and external wall insulation EWI schemes . As a result of works the percentage of bdht homes meeting a minimum of Band D for energy efficiency has increased to 98.69% and 75.07% achieve a Band C. The average SAP rating for bdht homes is 73.26 (better than the benchmark average).

The Asset Management Strategy 2021-24 was approved by Board in May 2021 and sets out how we plan to contribute to the “path to net zero” carbon emissions. The Strategy sets out how we are setting energy performance targets in line with government targets of Band “C” by 2030, to include all stock at Band “D” by 2025.

Local Offer

The bdht local offer and supporting policies set standards equal or above the statutory Decent Homes standard (see above).

1.1 Not required

Recommendations for Improvement

| | |
|--|---|
| Standard | The Home Standard: Repairs & Maintenance |
| Required Outcomes | |
| <p>Registered providers shall:</p> <ul style="list-style-type: none"> • provide a cost-effective repairs and maintenance service to homes and communal areas that responds to the needs of, and offers choices to, tenants, and has the objective of completing repairs and improvements right first time • meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes. | |
| Specific Requirements | |
| <p>2.1 Registered providers shall ensure a prudent, planned approach to repairs and maintenance of homes and communal areas. This should demonstrate an appropriate balance of planned and responsive repairs, and value for money. The approach should include: responsive and cyclical repairs, planned and capital work, work on empty properties, and adaptations.</p> | |
| <p>2.2 Registered providers shall co-operate with relevant organisations to provide an adaptations service that meet tenants' needs.</p> | |
| Bdht Compliance Position: Compliant | |
| <p>bdht provides an in-house repairs service carried out by a team of multi-skilled trades people (CRT), supplemented by specialist contractors. During 2020/21 external contractors have supported in-house teams to address a back-log of repairs that built up during the first and second lock-downs. This added to the cost of service provision but was necessary in these unprecedented times to maintain service delivery to customers.</p> | |
| <p>bdht benchmark the efficiency of the service using Housemark and sector efficiency analysis published by the Regulator of Social Housing.</p> | |
| <p>The latest benchmarking VfM sector scorecard for 2019/20 shows that the bdht repairs and maintenance service overall offers good value based on cost per unit, ratio of response to planned works and customer satisfaction. Although the ratio of expenditure on routine maintenance to planned maintenance at bdht was slightly higher than average, the actual expenditure on maintenance per unit was</p> | |

significantly lower than the average whilst expenditure on major works was just above average. Satisfaction with the repairs service places bdht in the top quarter of those organisations in our peer group.

| Indicator | Median Performance Benchmark | Bdht Performance 2019/20 | Quartile Performance |
|--|------------------------------|--------------------------|----------------------|
| Maintenance Cost per Unit | £1060 | £892 | Top Quartile |
| Major Repair Cost per Unit | £814.5 | £876 | Third Quartile |
| Ratio of response repairs to planned maintenance | 0.49 | 0.51 | Third Quartile |
| Satisfaction with repairs and maintenance | 74% | 87.7% | Top Quartile |

Repairs by Appointment

100% of repairs were undertaken by appointment during 2020/21.

Responding to tenant needs/right first visit

The QL Housing Management System has enhanced repair diagnostics to assist Customer First Staff to correctly identify the repair required, allocate the correct time allowance, materials and operative to maximise opportunities to complete the **job right first time**. This aspect of the repairs service scored lowest in the 2017 Star Survey with just 85% of respondents confirming satisfaction with repairs being completed “right first time”. This only increased to 86% in the 2019 Survey. During 2020/21 89% non-gas repairs were completed “Right First Visit”, the same as in the previous year, whilst 82% of gas repairs were completed Right First Visit during 2020/21 a reduction from the 87% achieved during the previous year. A Response Repairs action Plan has been approved to target more repairs to be completed right first visit more quickly.

Offering Choice

Where appointments are offered (**100%** of jobs) bdht offer choices in respect of appointments (slots of AM 8:30 – 12:30, PM 12:00 – 17:00 (Fri 16:00) Mid 10:00 – 14:00). Emergencies are attended the same working day. Improved scheduling software allows appointments to be booked more accurately.

87.63% of respondents to the 2019 Star Survey were either “very satisfied” or “fairly satisfied” with the repairs and maintenance service delivered by bdht. This places bdht in the Housemark top quartile (86.21%).

Maintaining health and safety of tenants.

bdht carry out approximately 10% annual stock condition surveys. This was suspended during 2020/21 due to the pandemic. 95% of bdht homes have been surveyed in the last 10 years. The 205 properties not surveyed in the last 10 years will be prioritised for inspection in the 2021/22 surveying programme. The Home Health & Safety Rating System (HHSRS) is an integral part of the survey. Any repairs are recorded at the time of the survey and then any works are carried out as required. Additionally any other defects that affect the HHSRS are picked up when repairs are carried out to the properties by bdht’s in-house repairs team.

The Asset Management Strategy sets out in detail how bdht will ensure tenants remain safe in their homes. The strategy encompasses bdht’s approach to the management, monitoring and reporting of compliance in respect of:

- Gas;
- Asbestos;
- Fire Risk Assessment;
- Legionella;
- Electrical Inspections;
- Lifting Equipment;
- Portable Appliance Testing;
- Tree Management.

The Board receive an annual report setting out bdht’s compliance in respect of each Health and safety strand. The Strategic Balanced Scorecard reported to the Board members within the Business Assurance report includes metrics for all landlord health and safety strands, as does the Local Offer Scorecard reported to the Residents Scrutiny Panel.

During 2019/20 our approach to managing landlord health and safety duties was subject to audit by specialist health and safety auditors (Pennington Choices). Pennington Choices have been commissioned to carry-out a rolling three year programme of audits. During 2020/21 this focused on Fire Risk. Fire Risk Assessments undertaken during 2020/21 initiated 1666 actions which were all completed by the 31st March 2021. Specialist reviews are also undertaken by Gas Safe and by the NICEIC (electrical installations).

All bdht homes with a gas supply are subject to an annual gas service inspection. As at 31st March 2021 all bdht rental stock had a current gas safety certificate

95% of respondents to the 2019 Star Survey said that bdht is “good” at looking after their safety, 77% of respondents stated that bdht is “very good” in this respect.

2.1 bdht aims to maintain a balance between planned and responsive repairs. During 2019/20 response the ratio of repairs expenditure to planned expenditure was 0.51, this is slightly higher than the Housemark VfM Sector Scorecard median average of 0.49. Repairs are analysed annually to identify where work can be transferred to planned programmes and away from reactive delivery.

All bdht homes meet the DHS. The planned works programme varies from year to year dependent upon the extent of works necessary in that year to maintain DHS compliance. In years when planned works expenditure is lower the balance of spend can place bdht in the lower quartile. With an action plan to reduce the volume of response repairs undertaken this should bring further balance to planned against response repair expenditure.

Bdht has a five year planned works programme with stock information extracted from its stock condition software that is reviewed annually. There are systems and contracts in place to take account of all cyclical works such as water treatment works, electrical testing, drainage works etc.

An additional annual budget is available to ensure Decent Home works previously refused by tenants is undertaken when properties are vacated.

2.2 bdht funds two part-time (1.2 FTE) NHS occupational therapist posts to improve the aids and adaptations service for bdht tenants. The occupational therapists work closely with the asset management department to ensure that equipment and adaptation works are incorporated into the planned works programme to achieve value for money.

Bdht’s fully funded OTs work in conjunction with the local health authority to ensure an integrated service between both service providers. Bdht funding to the OT service minimises waiting times for bdht tenants. Bdht also funds and carries out all works with a value up to £1,000 recommended by the OT service to bdht homes. Higher value works are normally arranged by the local authority through Disabled Facilities Grant funding. Bdht liaise with the local authority to promote the interests of bdht tenants awaiting DFG works. In exceptional circumstances where delays in DFG funding will severely impact on tenants quality of life bdht will fund and undertake these

higher cost works. Voids that have received equipment and adaptation works are assessed by the OT to ensure the best letting match prior to occupation.

Recommendations for Improvement


Bdht are seeking to improve repairs performance through implementation of the Response Repairs Action Plan


Your Home




- We will ensure that you have a decent and safe home to live in that is suitable to your needs and affordable.
- We will provide feedback on our performance in maintaining your safety in your home in the Annual Report to Residents
- We will strive using renewable technologies to make your home as energy efficient and affordable as possible.
- If you are disabled, we will help you adapt your home to suit your needs.
- Where your home is too large for you; to assist you in moving to a smaller home that is suitable to your needs.
- We will repair your home promptly, and improve it when required. We will make appointments and try to fix faults first time. Where we cannot fix the repair right first visit we will keep you informed of what is happening until we do complete the work.

|  | Quality & Improvements | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | PI Against Target | Trend |
|---|---|------------------|--------------|----------------|-------|-------|-------|-------|-------------------|-------|
| | Percentage of homes meeting DHS | 100% | 100% | 100% | 100% | 100% | 100% | 100% | G | ↔ |
| | Tenant satisfaction with improvements to homes | 99.50% | NA | 97% | NA | NA | 100% | 100% | G | ↑ |
| | Progress in delivery of DHS work Streams: % on target | 100% | NA | 100% | 0% | 26% | 46% | 100% | G | ↑ |

|  Aids & Adaptations | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | PI Against Target | Trend |
|--|------------------|--------------|----------------|-------|--------|-------|-------|-------------------|-------|
| No. of weeks for bdht OT to complete an assessment from initial referral date. | 19 | NA | 10 | 23 | 3 | 5 | 17 | R | ↓ |
| % of OT Works Completed in Target (Urgent 5 days) | 83.87% | NA | 100% | 100% | 84% | 80% | 82% | R | ↑ |
| % of OT Works Completed in Target (Non-Urgent 60 days) | 92.31% | NA | 100% | 100% | 67.31% | 71% | 74% | R | ↑ |
| Key Issues | | | | | | | | | |
| <p>OT Assessment Time - impacted by Covid 19, OT resource directed by NHS to focus on hospital discharges during lockdown, the waiting time figure has therefore increased dramatically during Quarter 4. However as pressure on hospitals has reduced over the last month the OTs are no longer focussing on hospital discharges and a renewed focus will be given directly to bdht waiting list.</p> <p>Satisfaction - No surveys undertaken during Quarter 4</p> <p>Urgent Works and Non-Urgent Works – most jobs suspended during the first period of lock-down impacted performance as back-log was completed as restrictions eased. Delivery of the repairs service has generally been impacted by Covid restrictions which has continued to impact on the delivery of adaptations both directly and in-directly throughout the last 12 months.</p> | | | | | | | | | |

|  Response Repairs | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 YTD | Qtr 3 YTD | Qtr 4 | PI Against Target | Trend |
|--|------------------|--------------|----------------|-----------|------------|------------|------------|-------------------|-------|
| Response repairs completed right first visit | 89.38% | 97.07% | 90% | 96.02% | 91.82% | 89% | 89% | A | ↔ |
| Average Time to Complete Emergency Repairs | 0.47 days | NA | 0.6 days | 0.05 Days | 0.84 days | 0.54 days | 0.39 days | G | ↑ |
| Average Time to Complete Non-Emergency Repairs | 30.60 days | NA | 25 days | 39 Days | 56.10 days | 47.77 days | 43.95 days | R | ↑ |
| Percentage of repairs completed within 20 calendar days | 63.28% | NA | 85% | 87.38% | 67.3% | 68.16% | 67.31 | R | ↓ |
| Percentage of repairs completed within 60 calendar days | 89.46% | NA | 95% | 90.12% | 80.06% | 84.08% | 85.53% | R | ↑ |
| Percentage of repairs taking more than 60 calendar days to complete | 10.46% | NA | 5% | 9.88% | 19.94% | 15.91% | 14.46% | R | ↑ |
| Key Issues | | | | | | | | | |






Overall repairs performance continued to improve during Quarter 4. Despite the second lockdown in December repairs (emergency and non-emergency) continued to be undertaken. During Quarter 4 Covid 19 continued to impact performance as customers self-isolated/shielded and as staff were required to self-isolate. More appointments are having to be re-arranged at short notice due to staff sickness/required to self-isolate. This is leading to more complaints which in turn is putting more pressure on managers to resolve. As Covid case rates fall access issues are easing but a back-log of repairs remains to be tackled.






|  Gas Repairs | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | PI Against Target | Trend |
|---|------------------|--------------|----------------|--------|--------|--------|--------|-------------------|-------|
| % of gas repairs completed right first visit | 87% | NA | =>90% | 94.77% | 85.14% | 82.68% | 82% | R | ↓ |
| Gas out of hours: % of call-outs where boiler left working. | 75.97% | NA | =>80% | 77.78% | 81.4% | 87.70% | 89.31% | G | ↑ |

Key Issues

Right First Visit – jobs are always reviewed to see if works could have been completed in one visit, majority of jobs requiring a follow-on visit are the result of the need for specialist parts to be ordered, or additional time/labour required to complete the job. A review of standard van-stock and Travis shelf-stock is under-way to ensure stock availability reflects demand.

| Landlord Health & Safety Gas Safety | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | PI Against Target | Trend |
|--|------------------|--------------|----------------|--------|-------|--------|-------|-------------------|-------|
| % of Homes with a valid gas safety certificate (at month/year end) | 100% | 100% | 100% | 99.83% | 100% | 99.98% | 100% | G | ↑ |

| | | | | | | | | | |
|---|-------------------------|---------------------|-----------------------|--------------|--------------|--------------|--------------|--------------------------|---|
| Number of gas services completed outside of anniversary date | 10 | NA | 0 | 198 | 218 | 222 | 232 | R |  |
| <p>Gas servicing – all properties had a valid gas safety certificate at the 31st March 2021. Covid 19 has presented difficulties over the last twelve months as tenants and staff are forced to self-isolate and as a result more properties were serviced over target than normal. Bdht continues to complete regular updates to the regulator on this and performance is in line with, if not better than, the sector as a whole.</p> | | | | | | | | | |
| Landlord Health & Safety Fire Safety | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | PI Against Target | Trend |
| Valid FRA undertaken to all bdht communal areas (including managed properties). | 100% | NA | 100% | 100% | 100% | 100% | 100% | G |  |
| Progress against action plans | 100% | NA | 100% | 100% | 100% | 100% | 100% | G |  |
| Schemes audited by Fire Service attaining full compliance | 100% | NA | 100% | 100% | 100% | 100% | 100% | G |  |
| Schemes audited by Fire Service resulting in non-compliance | 0% | NA | 0% | 0% | 0% | 0% | 0% | G |  |
| <p>The latest cycle of fire risk assessments have now been completed and all 1600 recommendations were implemented on target by the 31st March 2021. This area has been subject to an in-depth audit and further improvements identified which are subject to a 6 month action plan following which a further audit will be undertaken.</p> | | | | | | | | | |



| Landlord Health & Safety Electrical Safety | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | PI Against Target | Trend |
|---|------------------|--------------|----------------|--------|--------|--------|--------|-------------------|---|
| Domestic - % of Programmed EICRs Completed | 99.84% | NA | 100% | 100% | 63% | 83% | 97% | A |  |
| Domestic - % Properties with a Current EICR | 99.95% | NA | 100% | 99.87% | 99.58% | 99.79% | 99.92% | A |  |
| Domestic - % of Works Generated from EICR Completed in Target | 69.49% | NA | 100% | NA | 0% | 0% | 36% | R |  |
| Communal - % Properties with a Current EICR | 100% | NA | 100% | 100% | 100% | 100% | 100% | G |  |
| Communal - % of Works Generated from EICR Completed in Target | 94.37% | NA | 100% | NA | NA | NA | NA | G | |
| PAT Testing: % of Scheme Appliances tested annually | 100% | NA | 100% | 100% | 100% | 100% | 100% | G |  |

Due to the pandemic accessing tenants homes to carryout routine electrical inspections has been more difficult than in previous years. 22 properties scheduled for inspection in the 2020/21 programme remain outstanding the majority of which are being actioned through the no access procedure inclusive of tenants that have opted to continue to shield for health reasons.

In terms of current certification 3 properties are currently out of compliance and do not have an in date EICR due to no access issues.

The percentage of follow-on works remains low, Covid 19 and access issues have impacted performance greatly but the 11 day target set is extremely challenging, especially where this concerns a full re-wire. Target timescales are being re-evaluated for 2021/22. Where any issues are identified on inspection that are potentially dangerous these are remedied immediately and before certification can be issued.

| Landlord Health & Safety Asbestos Management | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | PI Against Target | Trend |
|--|------------------|--------------|----------------|-------|-------|-------|-------|-------------------|-------|
| % of Communal Areas Surveyed Annually in Target | 100% | NA | 100% | 100% | 100% | 100% | 100% | G | ↔ |
| % of Works Raised Completed in Target | 100% | NA | 100% | NA | NA | NA | NA | G | |
| No works identified. | | | | | | | | | |
| Landlord Health & Safety Legionella Testing | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | PI Against Target | Trend |
| % of Properties with a Valid Testing Certificate | 100% | NA | 100% | 100% | 100% | 100% | 100% | G | ↔ |
| % of Schemes with Current Risk Assessments | 100% | NA | 100% | 100% | 100% | 100% | 100% | G | ↔ |

| | | | | | | | | | |
|--|-------------------------|---------------------|-----------------------|---------------|--------------|---------------|---------------|--------------------------|---|
| % of Works Raised Completed in Target | 100% | NA | 100% | NA | NA | NA | NA | G | |
| No works identified. | | | | | | | | | |
| Landlord Health & Safety Maintaining Lifting Equipment | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | PI Against Target | Trend |
| % of Lifting Equipment with a Thorough Inspection Certificate | 100% | NA | 100% | 96% | 78% | 85.55% | 76.46% | R |  |
| % of Properties with a Valid Service Certificate | 89.81% | NA | 100% | 85.05% | 99% | 98.25% | 97.37% | A |  |
| % of Works Raised Completed in Target | NA | NA | 100% | NA | NA | NA | NA | G | |
| Key Issues | | | | | | | | | |
| <p>Thorough Inspection Certificate - There are currently 20 domestic properties without a current TIC of these 20, 2 properties have denied access ranging from 215 - 231 days beyond their target. All properties have had several points of contact and now received a final letter which advises to make contact with us and to discontinue use. The communal lift at Willow Court is out of certification but has now been decommissioned as it is under refurbishment.</p> | | | | | | | | | |
| <p>Valid Service Certificate - 3 domestic properties are behind with servicing and access is being arranged.</p> | | | | | | | | | |
| <p>Bdht does not have a statutory duty to service lifts in domestic premises, only lifts in communal areas.</p> | | | | | | | | | |

| Standard | Tenancy Standard: Allocations & Mutual Exchange |
|---|---|
| Required Outcomes | |
| <p>1.1 Registered providers shall let their homes in a fair, transparent and efficient way. They shall take into account the housing needs and aspirations of tenants and potential tenants. They shall demonstrate how their lettings:</p> <ul style="list-style-type: none"> • make the best use of available housing • are compatible with the purpose of the housing • contribute to local authorities' strategic housing function and sustainable communities <p>There should be clear application, decision-making and appeals processes.</p> <p>1.2 Registered providers shall enable their tenants to gain access to opportunities to exchange their tenancy with that of another tenant, by way of internet-based mutual exchange services.</p> | |
| Specific Expectations | |
| <p>1.1 Registered providers shall co-operate with local authorities' strategic housing function, and their duties to meet identified local housing needs. This includes assistance with local authorities' homelessness duties, and through meeting obligations in nominations agreements.</p> <p>1.2 Registered providers shall develop and deliver services to address under-occupation and overcrowding in their homes, within the resources available to them. These services should be focused on the needs of their tenants, and will offer choices to them.</p> <p>1.3 Registered providers' published policies shall include how they have made use of common housing registers, common allocations policies and local letting policies. Registered providers shall clearly set out, and be able to give reasons for, the criteria they use for excluding actual and potential tenants from consideration for allocations, mobility or mutual exchange schemes.</p> | |

- 1.4 Registered providers shall develop and deliver allocations processes in a way which supports their effective use by the full range of actual and potential tenants, including those with support needs, those who do not speak English as a first language and others who have difficulties with written English.
- 1.5 Registered providers shall minimise the time that properties are empty between each letting. When doing this, they shall take into account the circumstances of the tenants who have been offered the properties
- 1.6 Registered providers shall record all lettings and sales as required by the Continuous Recording of Lettings (CORE) system.
- 1.7 Registered providers shall provide tenants wishing to move with access to clear and relevant advice about their housing options.
- 1.8 Registered providers shall subscribe to an internet based mutual exchange service (or pay the subscriptions of individual tenants who wish to exchange), allowing:
- a tenant to register an interest in arranging a mutual exchange through the mutual exchange service without payment of a fee
 - the tenant to enter their current property details and the tenant's requirements for the mutual exchange property they hope to obtain
 - the tenant to be provided with the property details of those properties where a match occurs.
- 1.9 Registered providers shall ensure the provider of the internet based mutual exchange service to which they subscribe is a signatory to an agreement, such as HomeSwap Direct, under which tenants can access matches across all (or the greatest practicable number of) Internet based mutual exchange services.
- 1.10 Registered providers shall take reasonable steps to publicise the availability of any mutual exchange service(s) to which it subscribes to its tenants.
- 1.11 Registered providers shall provide reasonable support in using the service to tenants who do not have access to the Internet.

Bdht Compliance Position: Compliant

- 1.1 bdht allocates housing in a fair, transparent and efficient manner through Home Choice Plus (a sub-regional choice based lettings scheme provided to our customers in conjunction with our local authority partner Bromsgrove District Council) and in conjunction with other local authority partners where we have developed social and affordable housing in other districts.

Making best use of available housing

bdht allocates 75% of lettings (net of internal transfers) to local authority nominees.

Priority for re-housing is awarded to overcrowded and under-occupying households within the bdht Home Choice Plus Policy.

The bdht Allocations and Tenancy Policy states that

“In order to meet housing needs and make best use of limited stock bdht will not normally allocate accommodation where this will result in the property being under-occupied. bdht has adopted the governments criteria setting out the size of accommodation that an applicant can be allocated based on household type and number of bedrooms.”

The use and operation of Local Lettings Plans is set out in the Allocations and Tenancy Policy

Bdht had originally targeted to develop 122 new homes during 2020/21 but initially as a result of the pandemic (sites being initially closed and then operating within government guidelines) Section 106 development partners had to rephase handover dates. This has been compounded during 2021 when developers have again re-phased handover dates but this time in response to meeting demand from a booming sales market (driven by the Stamp Duty holiday and demand exceeding supply). This has been at the expense of affordable housing handovers. In total bdht developed 86 new homes for rent or shared ownership during 2020/21. All homes targeted for development on sites owned by bdht and delivered with Homes England funding were delivered within the year. All social/affordable rent units are subject to nomination agreements with local authorities.

Compatible with the purpose of the housing

Whilst adhering to sub-regional Home Choice Plus policies, sufficient flexibility exists within the scheme for bdht to operate in accordance with our own policies which allow for local letting criteria to be taken into account. These help us to sustain communities and ensure that we are fully responsive to the needs and aspirations of our prospective tenants.

Properties are allocated in accordance with strict occupancy criteria to ensure best use of the available accommodation. This criterion was amended in 2012 to align with occupancy rules contained within the Welfare Reform Act.

bdht employ an occupational therapist who works closely with the allocations team to ensure that adapted properties are matched with potential tenants requiring a property so adapted.

Working with the local authority

bdht officers work closely with the local authority strategic housing team and contribute to their housing strategy. bdht contribute to the development of housing strategy in our local areas in a number of ways, these have included:

- Providing a financial contribution toward a local housing market assessment;
- Active membership within the local strategic partnership.
- Attendance at strategic housing events.

As part of the bdht strategy to mitigate the effects of welfare reform, bdht continue to work closely with the local Housing Benefit Team to identify bdht tenants impacted by the “bedroom tax”, benefit cap, and the introduction of Universal Credit.

Decision making & appeals

Bdht operates an internal appeals process for bdht tenants in regard to decisions made under the lettings policies (including the Allocations, Assignment and Succession policies).

The bdht complaints process is used to deal with other causes of dissatisfaction with the lettings service.

Bdht also co-operates with the local authority appeals process for banding and homeless decisions where decisions are made by bdht on behalf of the local authority under contractual arrangements.

1.1 Choice Based Lettings (as above). bdht also manage the homeless duty on behalf of Bromsgrove District Council (BDC). As part of this contract bdht officers assess homelessness duties, provide advice, assistance and practical support to potentially homeless customers.

With partner agencies bdht gained DCLG status as a “Centre of Excellence” for youth homelessness.

Under contract from BDC, bdht was charged during 2018 with the successful implementation of the requirements of the Homelessness Reduction Act 2017. Bdht has built on existing commitments to homelessness prevention. During 2020/21 bdht prevented **40** households from becoming homeless, this is significantly lower than in previous years and reflects the general ban on evictions made by the government during the pandemic and slow-down in the private lettings market during much of 2020/21. The table below summarises our performance in preventing homelessness since 2012.

| Homeless Preventions | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 79 | 76 | 65 | 71 | 66 | 89 | 109 | 82 | 40 |

bdht has worked with BDC to reduce BDC reliance on temporary accommodation such as hostels to meet the needs of homeless households. As a result all 4 local authority hostels have been closed and replaced by self-contained units developed by bdht. Bdht has agreed to provide up to 42 units of temporary self-contained accommodation at any-time.

1.2 The Home Choice Plus policy operated by bdht gives priority for both under occupation and overcrowding within the banding structure.

Allocation criteria have also been amended within the Allocations and Tenancy Policy (to align with under-occupancy terms of the Welfare Reform Act) so that allocations will not be made where this would result in under-occupation as defined by the Welfare Reform Act.

Despite these changes clients are still able, within the limits of the revised criteria, to choose on which actual properties they place a bid.

1.3 CBL includes the Common Housing Register, Allocations and Tenancy policy and local letting criteria within the policy.

Criteria for exclusion are set out in the Home Choice Plus policy and bdht Allocations and Tenancy policy

1.4 The Home Choice Plus Scheme was subject to a full Equality Impact Assessment as part of the scheme development. Documents and leaflets are available in different formats, including easy read. Translation and signing service is available. The Home Choice Plus website has a AAA rating for accessibility. One to one interviews are available and a specialist officer provides specific help for vulnerable customers.

1.5 During 2020/21 the bdht average re-let time for all void properties at 32 days, bettering the Housemark average of 42.5 days for organisations in the bdht benchmark group.

1.6 Core compliant. Reporting processes validated through internal audit in 2009 and 2015.

1.7 Housing options interviews are offered to all applicants to ensure that customers are aware of all housing choices available to them before deciding which option(s) to pursue.

1.8 Bdht work in partnership with “HomeSwapper”. This is a national internet based register of tenants who want to exchange tenancy. Promotional leaflets are available in reception and a link is provided from the bdht website.

Tenants can register an interest under this scheme without payment of a fee as bdht pays the subscription fee. Bdht tenants are, therefore, able to do everything set out here under paragraph 1.8 without payment of a fee.

During **2020/21 39** tenants swapped homes by mutual exchange, this is significantly higher than in recent years and possibly reflected a slow-down in the supply of available family housing during the year.

| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Mutual Exchanges | 21 | 34 | 27 | 36 | 28 | 28 | 28 | 26 | 39 |

1.9 The HomeSwapper scheme is compliant with this requirement.

1.10 Homeswapper leaflet displayed at Reception and scheme promoted and signposted via website.

Service standard for mutual exchange published and available from Reception or on request.

Mutual exchange application form and “moving home” leaflet are available from Reception.

1.11 Internet access provided at bdht offices to help customers access the HomeSwapper service. Housing Needs Officers and Support Officers will provide additional support where required.

1.2 Bdht work in partnership with “HomeSwapper”. This is a national internet based register of tenants who want to exchange their tenancy. Promotional leaflets are available in reception and a link is provided from the bdht website.

Recommendations for improvement

- Add Core compliance to 2021/24 internal audit strategy within the scheduled regulatory compliance audit

| Standard | Tenancy Standard; Tenure |
|--|--------------------------|
| Required Outcome | |
| <p>2.1 Registered providers shall offer tenancies or terms of occupation which are compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community, and the efficient use of their housing stock.</p> <p>2.2 They shall meet all applicable statutory and legal requirements in relation to the form and use of tenancy agreements or terms of occupation.</p> | |
| Specific Expectations | |
| <p>2.1 Registered providers shall publish clear and accessible policies which outline their approach to tenancy management, including interventions to sustain tenancies and prevent unnecessary evictions, and tackling tenancy fraud, and set out:</p> <p>2.1.1 The type of tenancies they will grant.</p> <p>2.1.2 Where they grant tenancies for a fixed term, the length of those terms.</p> <p>2.1.3 The circumstances in which they will grant tenancies of a particular type.</p> <p>2.1.4 Any exceptional circumstances in which they will grant fixed term tenancies for a term of less than five years in general needs housing following any probationary period.</p> <p>2.1.5 The circumstances in which they may or may not grant another tenancy on the expiry of the fixed term, in the same property or in a different property.</p> <p>2.1.6 The way in which a tenant or prospective tenant may appeal against or complain about the length of fixed term tenancy offered and the type of tenancy offered, and against a decision not to grant another tenancy on the expiry of the fixed term.</p> <p>2.1.7 Their policy on taking into account the needs of those households who are vulnerable by reason of age, disability or illness, and households with children, including through the provision of tenancies which provide a reasonable degree of stability.</p> <p>2.1.8 The advice and assistance they will give to tenants on finding alternative accommodation in the event that they decide not to grant another tenancy.</p> <p>2.1.9 Their policy on granting discretionary succession rights, taking account of the needs of vulnerable household members.</p> | |

2.2 Registered providers must grant general needs tenants a periodic secure or assured (excluding periodic assured shorthold) tenancy, or a tenancy for a minimum fixed term of five years, or exceptionally, a tenancy for a minimum fixed term of no less than two years, in addition to any probationary tenancy period.

2.3 Before a fixed term tenancy ends, registered providers shall provide notice in writing to the tenant stating either that they propose to grant another tenancy on the expiry of the existing fixed term or that they propose to end the tenancy.

2.4 Where registered providers use probationary tenancies, these shall be for a maximum of 12 months, or a maximum of 18 months where reasons for extending the probationary period have been given and where the tenant has the opportunity to request a review.

2.5 Where registered providers choose to let homes on fixed term tenancies (including under Affordable Rent terms), they shall offer reasonable advice and assistance to those tenants where that tenancy ends.

2.6 Registered providers shall make sure that the home continues to be occupied by the tenant they let the home to in accordance with the requirements of the relevant tenancy agreement, for the duration of the tenancy, allowing for regulatory requirements about participation in mutual exchange schemes.

2.7 Registered providers shall develop and provide services that will support tenants to maintain their tenancy and prevent unnecessary evictions.

2.8 Registered providers shall grant those who were social housing tenants on the day on which section 154 of the Localism Act 2011 comes into force, and have remained social housing tenants since that date, a tenancy with no less security where they choose to move to another social rented home, whether with the same or another landlord. (This requirement does not apply where tenants choose to move to accommodation let on Affordable Rent terms).

2.9 Registered providers shall grant tenants who have been moved into alternative accommodation during any redevelopment or other works a tenancy with no less security of tenure on their return to settled accommodation.

Bdht Compliance Position: Compliant

2.1 The original Tenancy Policy was developed in liaison with BDC & RBC to align with the Tenancy Strategy of these authorities.

In May 2017 the Board of bdht agreed a new Allocation and Tenancy Policy consolidating both allocation and tenancy policies into a single document. This Policy was subject to further review and amendment in April 2019.

The Allocation and Tenancy Policy sets out:

- offer criteria, including size, suitability and age criteria;
- grounds on which offers will be withheld including reasons where an offer of accommodation may not be made to an applicant in order that tenancies are both suitable and sustainable
- operation of Local Lettings Plans;
- allocations to sheltered and extra care schemes;
- internal transfers, management moves and decants;
- lettings to staff, Board members and involved residents;
- operation of starter tenancies;
- use of fixed term tenancies;
- factors applicable in determination of the length of any fixed term tenancy offered, including occupancy criteria;
- renewal of fixed term tenancies, including management and income criteria applied;
- designation of homes at “social rent” and “affordable rent”;
- right to appeal decisions made under the policy.

2.1 The Allocations and Tenancy Policy sets out the type of tenancy bdht will grant in particular circumstances. bdht also has additional policies such as the:

- ASB Policy;
- Neighbourhood Management Policy;
- Anti-Fraud and Corruption Policy, and
- Income Collection and Debt Policy

these outline the bdht approach to community interventions, tenancy sustainment, prevention of eviction and tenancy fraud.

2.1.1, 2.1.2, 2.1.3, 2.1.4, and 2.1.5 Set out within the Allocation and Tenancy Policy

2.1.6 Set out in the Allocation and Tenancy Policy and within the Appeals Procedure

2.1.7 Set out within the Allocation and Tenancy Policy.

2.1.8 Set out within the Allocation and Tenancy Policy.

2.1.9 Rights of Succession are set out in the Assignment & Succession Policy and tenancy agreements. Under the Allocation and Tenancy Policy where an applicant does not have the right to succeed a bdht property, however, bdht believe that there would be a duty under Part VII of the Housing Act, should they become homeless, bdht may consider offering a management move.

2.2 Under the Allocation and Tenancy Policy

- fixed term tenancies only apply in exceptional circumstances (equity and housing related debt). In these circumstances a fixed term assured shorthold tenancy of 2 and 5 years will be offered respectively).

2.3 Under the Allocation and Tenancy Policy

Fixed term tenancies will be reviewed during the last year of the tenancy term and a decision letter, which will include the reason for non-renewal, will be delivered to the tenant a minimum of 6 months prior to the end of the original term of tenancy.

Decisions to renew the tenancy and the length of the new tenancy will be delivered to the tenant 6 months prior to the end of the original tenancy.

2.4 Starter tenancies are offered to all new tenants and are for a minimum of 12 months with the ability to extend up to 18 months if there have been any breaches of tenancy (Allocations and Tenancy policy).

2.5 This requirement is set out in the Allocations and Tenancy Policy.

2.6 All new tenants provide a photo identification at sign-up and this is retained on the tenancy file for future reference. All new general needs tenants receive enhanced housing management services for the first year of tenancy.

Subletting information is included in the tenancy agreement. bdht have a sub-letting procedure. We manage this on a case by case basis. Bdht is a founding member of the Shires Tenancy Fraud Forum, which is a consortium of Registered Providers in the West Midlands and hosted by Powys County Council. Presentations given by member organisations have outlined best practice, including participation in the

National Fraud Initiative, and involvement from specialist legal providers (e.g. implementation of Unlawful Profit Orders). Membership in this consortium also includes performance benchmarking, and sharing of learning.

bdht are members of an internet based national HomeSwapper.

2.7 Tenants are helped to maintain tenancies through the work of the Communities Team, Income Team, 360 Support Team (formerly the Sunrise Team) and the Independent Living Team (previously the Sheltered Living Service).

The Income team provides advice, assistance and sign-posting to specialist services where tenancies could fail financially, and was expanded to provide detailed advice and support to tenants impacted by the effects of welfare reform and Universal Credit.

The ASB and tenancy management policies stress the need to prevent eviction wherever possible using non-legal tools such as “community interventions” and mediation in the first instance.

2.8 bdht complies with this requirement.

2.9 bdht complies with this requirement.

The Tenancy Policy (as incorporated into the Allocations and Tenancy Policy) and tenancy agreements have been reviewed by solicitors to ensure legal and regulatory compliance.


Recommendations for improvement

Allocation & Tenancy Policy is due for cyclical review in 2021.

Your Choices




- To house local people, we aim to build as many new homes in Bromsgrove and surrounding areas as we can.
- We will give you as much choice as possible, to find the most suitable, affordable home.
- We will work with you to prevent you becoming homeless, or find solutions if you are.
- We will offer you a tenancy that meets your housing needs.

|  Development | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | PI Against Target | Trend |
|---|------------------|--------------|----------------|-------|-------|-------|-------|-------------------|-------|
| Number of new homes developed/acquired | 109 | 150 | 100 | 0 | 21 | 53 | 86 | R | ↑ |
| Satisfaction with quality of new home | 100% | NA | 100% | NA | NA | 100% | 100% | G | ↔ |
| Percentage of repairs completed within 28 days within the 12 months defects liability period. | 90.5% | NA | 100% | 100% | 100% | 80% | 79% | R | ↓ |

Key Issues

Properties Developed - where bdht has direct control over sites (where we own the land and are the developer) all completion targets have been met. Overall target has not been achieved due to delays on Section 106 sites where bdht is reliant on private developers. Covid 19 has significantly slowed the handover of Section 106 properties during 2020/21. These properties have not been lost to bdht but are re-profiled for handover in 2021/22.

Repairs in Target – during Quarter 4 only two-thirds (67%) of repairs were completed in target at an average of 19 days. Longest wait for completion was 64 days. The Development Team continue to pursue developers for timely data on completions against target.

|  Re-lets | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | PI Against Target | Trend |
|---|------------------|--------------|----------------|------------|-------|-------|-------|-------------------|-------|
| Average re-let times for sheltered and general needs combined (excluding new build) | 21.01 | 28.51 | 20 | 23.36 days | 27 | 26 | 32 | R | ↓ |
| Satisfaction with condition of re-let home – did property meet letting standard | 90.16% | NA | 95% | NA | NA | 83% | 88% | R | ↑ |
| Satisfaction with the overall allocation process | 96.06% | 98% | 97% | NA | NA | 95% | 96% | A | ↑ |

Key Issues –

Average Re-Let Times – performance impacted by Covid 19

- 40 properties being unable to let during the first national lockdown;
- More cumbersome lettings process to maintain the health and safety of staff and tenants during the pandemic.





Re-let times have also been impacted by






- A higher than usual number of properties requiring extensive work to re-let – more very long standing tenancies have terminated during the pandemic than in most years (47 terminations where the tenancy was over 20 years in duration, compared to 32 in an average year)

- To reduce costs and maintain budget compliance voids are being held to be repaired in-house (rather than externalising) this does, however, increase void time.

Meeting the Letting Standard – 3 residents stated that they were not issued with the standard – this was when viewing processes were first amended due to Covid restrictions and additional staff from other teams had to assist to clear backlogs built up during the first lockdown – the need for and importance of the re-let standard appears to have been missed in a minority of lettings – the team were reminded of importance to ensure customers viewing the property are issued with and understand the letting standard. Since this all respondents confirmed that the letting standard was achieved.

Satisfaction with letting Process – overall satisfaction remains high, just one respondent has expressed dissatisfaction.

|  Prevention | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | PI Against Target | Trend |
|---|------------------|--------------|----------------|--------|-----------|-----------|--------|-------------------|---|
| Number of households prevented from becoming homeless | 82 | NA | 95 | 11 | 16 | 23 | 40 | R |  |
| <p>Preventions – Bdht have, on behalf of BDC, carried on providing the homelessness service throughout the period of lockdown, including provision of emergency accommodation. Options to prevent homelessness actually occurring during this time have been limited as the private letting market closed and turnover in bdht homes reduced. Although lockdown restrictions have eased this is still a difficult operating environment.</p> | | | | | | | | | |
|  Shared Ownership | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 ytd | Qtr 3 ytd | Qtr 4 | PI Against Target | Trend |
| Average Number of Repairs Ordered by Shared Owners per Property – During Defects Period | NA | NA | Monitor | 2.18pa | 2.16pa | 1.85pa | 1.30pa | G |  |

| | | | | | | | | | |
|---|----|----|----------|---------|-----------|-----------|------------|----------|--|
| Average Time to Complete Emergency Repairs – During Defects Period | NA | NA | 1 day | 0 | 0 | 0 | 4.33 days | R |  |
| Average Time to Complete Non-Emergency Repairs – During Defects Period | NA | NA | 28 days | NA | 18.4 | 18.4 | 22.88 days | G |  |
| Average Number of Repairs Ordered by Shared Owners per Property – Following Defects Period | NA | NA | Monitor | 0.13pa | 0.19pa | 0.21pa | 0.21pa | G |  |
| Average Time to Complete Emergency Repairs – Following Defects Period | NA | NA | 0.6 days | 0 days | 0 days | 0 days | 0 days | G |  |
| Average Time to Complete Non-Emergency Repairs – Following Defects Period | NA | NA | 25 days | 0.4 day | 2.85 days | 6.09 days | 18.80 days | G |  |

Key Issues

A small number of emergency repairs were completed over target, the issue is often delays in completions being reported by the developer rather than completion of the actual work.

| Standard | Neighbourhood & Community Standard: Neighbourhood Management |
|---|--|
| Required Outcomes | |
| Registered providers shall keep the neighbourhood and communal areas associated with the homes that they own clean and safe. They shall work in partnership with their tenants and other providers and public bodies where it is effective to do so. | |
| Specific Expectations | |
| 1.1 Registered providers shall consult with tenants in developing a published policy for maintaining and improving the neighbourhoods associated with their homes. This applies where the registered provider has a responsibility (either exclusively or in part) for the condition of that neighbourhood. The policy shall include any communal areas associated with the registered provider's homes. | |
| Bdht Compliance Position: Compliant | |
| Bdht amalgamated a number of estate based policies into an over-arching Neighbourhood Management Policy in 2011, this was reviewed in May 2015 and again in 2018. | |
| Bdht recognises that our neighbourhoods and communities are not homogeneous and that local needs and priorities vary from estate to estate. During 2019/20 bdht began work with residents and partner agencies drawing up local community plans to ensure resources and action plans are targeted to meet the specific needs of each community. Delivery of the first Community Plan at Burcot Lane in Bromsgrove, planned for 2020/21 was delayed due to Covid 19 restrictions but will now be delivered during 2021/22, this includes a £1million investment in the estate by bdht. | |
| In response to priorities identified by tenants, and to deliver service efficiencies, bdht has now brought in house contracts to deal with fly tipping, graffiti and street cleansing to ensure our estates are clean and pleasant places to live. | |
| Bdht have recruited and trained Tenant Grounds Maintenance Inspectors to assess that the grounds maintenance contractor has undertaken work in accordance with the contract specification. Similarly Tenant Cleaning inspectors check on the standard of cleaning in communal areas. Findings are reported to Environmental Services Team including any required works to meet standards. A summary report is provided to the Residents Scrutiny Panel on a quarterly basis. | |

Tenant inspections during 2020/21 were curtailed due to Covid 19 and the need to maintain tenant safety. In previous years iInspector scores show a high level of compliance with contracts, although improvements are still sought in regard to full compliance with the cleaning specification.

In 2021 bdht recruited a new grounds maintenance contractor through competitive tender. The specification was developed with residents and amended to see a return to cut and collect and away from mulching based on feedback from residents. Residents were involved in the selection of the contractor.

Bdht has a number of key strategic links with local organisations, including the police, the fire service, the college, the NHS and local charities. We are actively involved in the Bromsgrove and Redditch Network, Bromsgrove Partnership, North Worcestershire Safety Partnership & SOCJAG and others. We are partnering effectively with these organisations, and other local community facilities to complement our offer, and not overlap.

The bdht Estates Officer undertakes estate walkabouts on a cyclical basis (frequency is determined by a risk assessment) to identify issues of concern and feedback to customers. Tenants, residents and representatives of partner agencies are all invited to participate. During 2020/21 bdht had plans to develop these walkabouts further with senior bdht officers in attendance from multiple disciplines in order to ensure all issues identified are actioned quickly. These plans were also put on hold due to Covid but will resume as lockdown restrictions ease.

The Housing & Communities Directorate lead bdht efforts to obtain tenant feedback on community matters at a series of community fun days held during the summer each year since 2015. During 2019/20 four events were held in Charford, Sidemoor, Norton and Hollywood. Unfortunately these events were not repeated during 2020/21 due to Covid-19 restrictions. We hope they can resume in August 2021.

Grounds Maintenance

All grounds maintenance work is undertaken by external contractor. Compliance with contracts is managed by the Environmental Services Team.

Satisfaction with the grounds maintenance service is high (see Grounds Maintenance inspector scores shown above). Members of the Environmental Services Team also undertake compliance checks.

Fly-Tipping

Removal of fly-tipping is important in maintaining both the visual appearance of estates but also ensuring that any health hazards are removed. 100% of fly-tipping reported to bdht was removed within our 5 working day target. Dealing with fly-tipping costs bdht around £40,000 each year.

Housing Officers working in partnership with Bromsgrove District Council to co-ordinate approaches to tackling fly-tipping.

Communal Cleaning

All communal cleaning is now undertaken by external contractors. Compliance with contracts is managed by the Environmental Services Team.

Bdht has recruited and trained tenants to act as communal cleaning inspectors (inspection results show a high degree of contract compliance – see comments above). Members of the Environmental Services Team also undertake compliance inspections.

1.1 All bdht policies, procedures and service standards are developed in consultation with our customers. Tenants were involved in the process to select grounds maintenance and cleaning contractors. The Grounds Maintenance specification was revised in 2021 as part of the re-tender exercise and amended following extensive consultation, principally seeing a return to cut and collect – a priority for residents. The current cleaning specification was amended following extensive consultation with tenants.

With residents bdht has developed a range of policies and service standards to maintain neighbourhoods, including:

- Neighbourhood management policy incorporating, grounds maintenance, vehicle and bdht land use and estate cleansing;
- Hate crime
- ASB

Recommendations for Improvement

- Implement and develop Community Plans delayed due to Covid 19
- Implement programme of enhanced estate walkabouts delayed due to Covid 19
- Neighbourhood Management Policy is due for cyclical review in 2021

| Standard | Neighbourhood & Community Standard: Local Area Co-Operation |
|---|---|
| Required Outcomes | |
| Registered providers shall co-operate with relevant partners to help promote social, environmental and economic wellbeing in the areas where they own properties. | |
| Specific Expectations | |
| <p>2.1 Registered providers, having taken account of their presence and impact within the areas where they own properties, shall:</p> <ul style="list-style-type: none"> • identify and publish the roles they are able to play within the areas where they have properties • co-operate with local partnership arrangements and strategic housing functions of local authorities where they are able to assist them in achieving their objectives | |
| Bdht Compliance Position: Compliant | |
| <p>Bdht has a number of key strategic links with local organisations, including the police, the fire service, the college, the NHS and local charities. We are actively involved in the Bromsgrove and Redditch Network, Bromsgrove Partnership, North Worcestershire Safety Partnership & SOCJAG, Worcestershire Strategic Housing Partnership, and others. We are partnering effectively with these organisations, and other local community facilities to complement our offer, and not overlap.</p> <p>Bdht work to develop learning, skills and job opportunities for local people through our own job coaches. Bdht also supports training opportunities, with partners, through fully functional training rooms at the Charford community POD.</p> <p>Each year bdht (Covid rules permitting) holds community days in Charford, Sidemoor, Norton and Hollywood. These events have been supported by our partners and local businesses, with many gifts being donated as prizes. Likewise bdht supports community events run by other organisations including the local Council.</p> <p>2.1 bdht uses a number of methods to publicise its role in the communities it serves including:</p> <ul style="list-style-type: none"> • Social Media • Posters | |

- Service Standards
- Annual Report to Residents
- Newspaper articles,
- bdht Website

bdht are active members of North Worcestershire Safety Partnership and work in partnerships with the local authority (concerning homelessness, housing needs, community safety, the local economy and environmental health).

Recommendations for Improvement

Current focus is on the role bdht plays in the Bromsgrove district, where the majority of stock is located. Strategies need to develop in line with stock acquisition and development to set out the extent of our community contribution in local authorities where we have a minority stock holding.

| Standard | Neighbourhood & Community Standard: Anti-Social Behaviour |
|--|---|
| Required Outcomes | |
| Registered providers shall work in partnership with other agencies to prevent and tackle anti-social behaviour in the neighbourhoods where they own homes. | |
| Specific Expectations | |
| 3.1 Registered providers shall publish a policy on how they work with relevant partners to prevent and tackle anti-social behaviour (ASB) in areas where they own properties. | |
| <p>3.2 In their work to prevent and address ASB, registered providers shall demonstrate:</p> <ul style="list-style-type: none"> • that tenants are made aware of their responsibilities and rights in relation to ASB • strong leadership, commitment and accountability on preventing and tackling ASB that reflects a shared understanding of responsibilities with other local agencies • a strong focus exists on preventative measures tailored towards the needs of tenants and their families • prompt, appropriate and decisive action is taken to deal with ASB before it escalates, which focuses on resolving the problem having regard to the full range of tools and legal powers available • all tenants and residents can easily report ASB, are kept informed about the status of their case where responsibility rests with the organisation and are appropriately signposted where it does not • provision of support to victims and witnesses | |
| Bdht Compliance Position: Compliant | |
| Bdht has published an Anti-Social Behaviour Policy which is due for cyclical review in 2021. The RSP has commissioned a RSPEG into ASB and the outcome of this review will inform policy development. | |
| In January 2021 the Board approved a Housing and Communities Strategy (2021-2024) which sets out the Boards' strategic approach to create sustainable homes and communities. The strategy says that | |

“We also recognise that we work better together. The best solutions for communities happen when the community is empowered itself, with organisations and agencies supporting them. We are not here to proscribe solutions. We are here to engage, listen and enable. We’re here to support and facilitate.”

The Strategy places a focus on preventing ASB and enforcement as a last resort.

During 2020/2021 bdht received **573** reports of Anti-Social Behaviour, nuisance or a requirement for community intervention, this compares to **620** reports during 2019/20. The estates generating most complaints (50% of the total number) were Sidemoor 110 (down from 130 during 2019/20), Norton 100 (up from 78 during 2019/20).and Charford 74 (down from 98 in the previous year.

Case Officers regularly review cases (twenty day reviews) and provide updates to Reporters of ASB. The Communities Team manager undertakes regular case audits to ensure process compliance.

During 2020/21 BDHT received **9 formal** complaints relating to how we dealt with ASB (two fewer than were received during 2019/20). However customer satisfaction with case handling increased during 2019/20 to 79% (compared to 68% during 2018/19).

Bdht work in partnership with local statutory and voluntary agencies to deal with ASB. Bdht are active members of Safer Bromsgrove, Serious Organised Crime Group, Bromsgrove Partnership, the Bromsgrove Hate Crime Partnership (HCP), MAPPA, MARAC, MATES, and Community Safety Partnership. Housing officers work closely with the Police to tackle local community issues.

3.1 ASB policy specifically refers to working with partners to tackle ASB. This commitment is confirmed within our published service standard.

3.2 New tenants are made aware of their rights and responsibilities in relation to ASB at their sign-up visit. This is reinforced at post tenancy engagement with their Housing Officer (or in sheltered schemes their Independent Living Advisors).

Tenants rights and responsibilities regarding ASB are also set out in the:

- Tenancy Agreement and
- ASB leaflet.

bdht places a great deal of emphasis on prevention of ASB, such prevention work includes;

- Family Interventions project referrals
- Referrals to floating support
- Community Interventions
- External support agencies
- bdht Good Neighbour Agreements
- Acceptable Behaviour Contracts
- Mediation
- Case conferences
- Restorative justice

Where other options fail, or the ASB is so severe, bdht will take legal action, including injunctions and tenancy demotions. Bdht will seek to evict tenants in the most severe of cases or as a last resort.

During **2020/21 no** tenants were evicted for anti-social behaviour (this compares to 2 during 2020/21). During 2020/21, due to the pandemic the government extended notice periods and placed a ban on evictions in all but the most serious of circumstances.

The Communities Team regularly attend training to keep up with changes to legislation and best practice.

Tenants and residents can report ASB through a variety of channels:

- In writing
- In person
- online via the “mybdht” customer portal
- Out of hours
- Email

Postings via social media are also addressed.

Referrals to other specialist agencies are made where appropriate.

Support for witnesses is provided through:

- Access to the bdht “Communities Fund”

- Referrals to Victim Support via the police
- Access to the Sanctuary Scheme (Domestic Violence)
- Membership of MARAC, an organisation supporting victims of domestic abuse.

Recommendations for Improvement

Review of ASB policy including recommendations from the RSPEG into ASB when reported.

Your Neighbourhood








- We will work with you to make your communities as pleasant as possible.
- We will help to reduce crime, and tackle anti-social behaviour.
- We will work with partners to support people to find employment opportunities, and access benefits and training available to them.
- We will help people and communities to reach their full potential
- We will work with you to sustain your tenancy.
- If you are affected by welfare reform and the introduction of Universal Credit we will work with you and provide support

|  | Neighbourhood | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | PI Against Target | Trend |
|---|---------------|------------------|--------------|----------------|-------|-------|-------|-------|-------------------|-------|
| Response to fly-tipping within target time | | 100% | NA | 100% | 100% | 100% | 100% | 100% | G | ↔ |
| Ground Maintenance Inspection - % of inspections stating grass cutting standard met in full | | 96% | NA | 95% | NA | NA | 80% | 80% | R | ↔ |
| Cleaning: % of inspections – cleaning specification met | | 95% | NA | 97% | NA | NA | 98% | 98% | G | ↔ |

Key Issues

Grounds Maintenance – inspections suspended until November, 1 inspector out 5 stated that grass cutting did not meet standard due to grass cut during wet weather. As inspections did not resume until after the completion of the grass cutting season we assume these inspections were completed prior to formal resumption of tenant inspections.

|  Anti-Social Behaviour | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | PI Against Target | Trend |
|---|------------------|--------------|----------------|-------|-------|-------|-------|-------------------|--|
| ASB - % of respondents expressing satisfaction with handling of ASB report. | 78.57% | NA | =>75% | NA | NA | 100% | 89% | G |  |
| % of customers satisfied with their neighbourhood – estate walkabouts | 84% | NA | >85% | NA | NA | NA | NA | | |
| Key Issues | | | | | | | | | |
|  Employment Services | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | PI Against Target | Trend |
| Total Number of tenants working with bdht employment support services moving into employment. | 23 | NA | 30 | 3 | 7 | 9 | 11 | R |  |
| Covid 19 restrictions have meant less direct contact with those searching for work, during Quarter 1 team were re-deployed to provide support for any customer suffering financial hardship during the current crisis, including providing assistance and support in finding employment. Again directly supporting customers to move into work but current economic uncertainty with fewer jobs available and more applicants seeking work means this YE target is no longer be achievable. | | | | | | | | | |

| Tenancy Sustainment | Year End 2019/20 | Top Quartile | Target 2020/21 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | PI Against Target | Trend |
|---|------------------|--------------|----------------|--------|--------|--------|--------|-------------------|---|
| Number of tenancies terminating in under 12 months expressed as a % of all terminations | 8.97% | NA | <12% | 14.49% | 11.26% | 12.35% | 12.04% | A |  |
| The report generating impact of Universal Credit remains unavailable and requires further development to ensure accuracy. | | | | | | | | | |

ⁱ Housemark Central LSVT Benchmarking Club 2019/20