

bdht 2022 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 2020/21, 2019/20, 2018/19, 2017/18
- Sector Risk Profile: RSH; 2021

Reference Documents:

Benchmarking Note – unless otherwise stated all benchmarks referenced in this report are based on Housemark LSVT Central Club 2020/21 Full Report

Key Sources of Assurance

2021/22	
External Auditor	Mazars 45 Church Street Birmingham B3 2RT
Internal Auditors	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
Fire Risk	STK Fire Risk Management 5A, Merrill's Hall Lane, Wednesfield, Wolverhampton WV11 3QW
Gas Safety Audits	Quality Gas Audit Ltd Suite 8 1666 High Street Knowle Solihull West Midlands B93 0LY
Electrical Safety Audits	NICEIC Warwick House Houghton Hall Park Houghton Regis Dunstable LU5 5ZX

Lift Safety	<p>Servicing: Concept Elevators (UK) Limited Concept House Norton Canes Business Area Jerome Road Norton Canes Cannock WS11 9UE</p> <p>LOLER Inspection: British Engineering Services Unit 718, Eddington Way Birchwood Park Warrington WA3 6BA</p>
Legionella Testing	<p>Taurus Water Hygiene 3a Dudley Street Sedgley Dudley DY3 1SA</p>
Cyber Security Advisor and Disaster Recovery	<p>Central Networks & Technologies ltd Rowan House Sandbrook Way Rochdale OR11 1LQ</p>
Cyber Security – Penetration Testing	<p>Defendza 51 Frederick Road Manchester M6 6FP</p>
Customer Perception & Transactional Surveying	<p>MEL Research 37 Temple Street Birmingham B2 5DP</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
Brian Palmer	Vice Chairman of the Panel Shared Ownership Member
Peter Worthington	Tenant Member
Jeanette Guise	Leasehold Member
Judith Barker	Tenant Member

Paul Green	Tenant Member
Gerald Ingram	Tenant Member
Deborah Brockbank	Tenant Member
Dean Amess	Tenant Member
Alan Turk	Tenant 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 2021/22 against the RSH consumer standards and the bdht offer to customers.

Overview

2021/22 was a year when we moved out of Covid related lock-down measures to a “new normal”. For bdht this “new normal” is an amalgamation of a return to service delivery (pre-covid) whilst retaining the agile flexibility developed in response to lock-down.

Despite the easing and then removal of lockdown restrictions during 2021/22, this has still proved a difficult year in being able to deliver services as set out in our local offer. There have been several factors that have impacted on performance:

- Release of demand built up during lockdown, for example regarding response repairs. Overall, for the year demand for repairs increased by 6.6% compared to 2019/20, but during Quarter 1 (April – June 2021) it increased by 18.8% (compared to the same period in 2019/20), putting a significant strain on in-house resources. To meet demand more repairs had to be undertaken by external contractors this year than previously.
- Global supply chain delays have impacted delivery of new homes as well as planned and response repairs.
- Covid has continued to impact our ability to deliver services, appointments have had to be re-arranged as staff and customers have had to self-isolate.
- A very strong housing market has seen private development partners focus on delivery of homes for market sale at the expense of social and affordable homes, causing delays to supply of new bdht homes.

2021/22 has seen further rises in complaints about bdht services. The Panel is satisfied that bdht is an organisation that welcomes complaints and is seeking to improve services based on this feedback.

Despite these difficulties the Panel have evidence of improvements in service delivery during 2021/22, for example speedier average repair times. Bdht has also increased resources to

- support tenants impacted by the pandemic and now the cost-of-living crisis,
- ensure that the customer voice is heard and acted upon with the appointment of a Resident Engagement Officer and Customer Resolution Officer, and
- ensure residents are safe in their homes.

Bdht has also responded positively to recommendations made by the Panel to improve the way reports of anti-social behaviour are handled. We are monitoring implementation of the improvement Plan over the coming year.

The RSP is satisfied that during 2021/22 bdht continued to meet the expectations of the Regulator regarding 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 and self-serve at a time convenient for them. During 2021 the Mybdht functionality was improved to enable residents to not only report repairs but to also book appointments.
- Bdht continues to listen to customers through complaint monitoring, on-going surveys, focus groups and the RSP and puts feedback into action. This commitment was strengthened during 2021/22 with the appointment of a Resident Engagement Officer to support teams engaging with customers and feeding back outcomes.
- Bdht is not perfect, things do go wrong in a minority of customer interactions. During 2021 bdht made further changes to our complaints process to provide a better customer experience and maintain full compliance with the Housing Ombudsman Code of Practice.
- Although complaint handling targets were not met during 2021/22 bdht has put in place a revised process and additional resource to ensure targets are met in future. We have now appointed a Customer Resolution Officer to independently investigate complaints providing greater consistency in service and speedier resolution of complaints.
- The level of complaints upheld demonstrates that bdht is not defensive and seeks to rectify issues and learn from complaints.
- Bdht has demonstrated that it welcomes complaints and complies with the expectations of the Ombudsman.
- To ensure that we obtain regular and reliable feedback during 2021 bdht commissioned an independent research company (MEL Research) to undertake all customer surveying and will be 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 and the 2021/22 planned works programme was delivered in full by the 31st March 2022. The performance of one contractor delivering one element of the planned works programme did not perform to the standard expected, despite intervention from bdht surveyors, generating customer dissatisfaction and complaints. Bdht has apologised to all customers impacted as a result. Lessons have been learnt and will be taken forward when tendering for the 2022/23 programme.

All repairs are delivered by appointment with three choices in time slots available. **86%** of respondents to the 2021/22 customer perception survey said that they were satisfied with the response repairs service, placing bdht in the best performing quartile of organisations benchmarked. During 2021/22 we began the implementation of our Response Repairs Improvement Plan, this (together with the easing of lockdown restrictions) has resulted in a significant reduction in waiting times for repairs compared to 2020/21.

Bdht has invested heavily to maintain residents health and safety. Regular checks and inspections are carried out regarding gas, electrical, lifts, legionella, fire, and asbestos safety. Performance in completing regular checks and follow up works was still impacted during 2021/22 by Covid with some residents having to delay providing our operative access due to self-isolating. Bdht's commitment to residents' health and safety is recognised by tenants with **93%** 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.

Both the 2021/22 Star perception and repairs transactional survey showed high levels of customer satisfaction with the repairs and maintenance service (top quartile). Nevertheless, further improvements can be made as evidenced by the number of complaints received, particularly regarding the way we manage reports of damp and mould within customer homes. Bdht will continue to implement actions within the Response Repairs Improvement Plan and the revised damp and mould process introduced during 2021 in response to complaints made.

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 2021/22 at 7.26% was the second lowest recorded in the last 11 years. This low turnover has impacted on bdht's ability to meet local housing need, particularly from families needing larger homes. Bdht continue to assist the local authority in its duties to the homeless, including provision of self-contained units of temporary accommodation. Although reducing in comparison to 2021/22 the time to re-let vacant homes remained well above target during 2021/22 at 28 days. During 2021/22 fewer works were externalised resulting in longer turnaround times but the service was delivered within budget.

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 help build "excellent communities with passion and pride". The Housing and Communities directorate have several initiatives in progress, such as local community plans (Burcot Lane flats being the first) and enhanced estate walkabouts which have made 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 2022

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

bdht delivers 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.

Tenants are encouraged to feedback to bdht through service surveys, compliments, comments and complaints and inspections. Feedback from customers either by survey, 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 2021/22 customers responded to transactional satisfaction surveys on nearly 400 occasions across 5 service areas with nearly 700 customers responding to the annual Star Survey. 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 2021/22 we received 217 compliments.

Number of Compliments									
2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
135	189	180	210	119	147	145	133	171	217

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 2021 to align with further guidance 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.

Bdht welcomes 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.

MEL Research undertake a continuous complaint service transactional survey contacting a random sample of service users throughout the year. Survey results are reported quarterly to the Residents Scrutiny Panel (the RSP provide a 6 monthly assessment of performance to Board) and annually 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

- The Housing Ombudsman has undertaken a review of the 2020 Code of Practice and issued a revised edition, bdht has undertaken an initial assessment of compliance which was presented to Board in May 2022. This assessment has identified a number of improvements required to achieve full compliance, including revisions to the Complaint Policy (revisions approved by Board May 2022). Changes include appointment of a non-executive Director as complaint lead. All improvements shall be implemented prior to September 2022 allowing Board to complete a compliant self-assessment for publication by 1st October on the bdht website.

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 2021/22 the Panel completed an Enquiry into the handling of ASB and commenced a review of services to leaseholders. The outcomes of ASB review will be reported to residents via the 2022 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 2022 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 triennially, most recently in 2019. The 2019 Review commissioned from independent consultants (Central Consultancy) reported, with recommendations to the Joint Meeting of the PRC and RSP on the 19th June 2019.

Recommendations for Improvement

- Triennial review of opportunities for engagement due in 2022. The RSP will complete the review via a RSP Enquiry Group including access to wider customer views via survey results and focus groups, to report to Board in November 2022.

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 2021/22 this team were able to support residents impacted economically by the pandemic, and those now impacted by the rise in the cost of living.</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.

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.

Bdht asks tenants to provide personal information to enable us to understand their needs and monitor delivery of services to ensure equitable access and service experience. 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 various audio formats, 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

- ED & I Strategy due for review by October 2022.



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 2020/21	Top Quartile ⁱ	Target 2021/22	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend
Perception customer satisfaction with overall service provided by bdht	90%	NA	=>95%	NA	NA	88%	87%	A	↓
Percentage of Incoming Calls Abandoned	8.06%	4.24%	<5%	4.48%	4.40%	4.10%	4.01%	G	↑
The number of repair requests received through Mybdht as a % of all repair requests	13.99%	NA	=>15%	11.15%	17%	14.62%	11.31%	R	↓

Key Issues

Tenant Satisfaction – MEL Research have now been appointed to undertake all customer surveying. Surveying commenced in September and results are reported to the RSP quarterly. Although not achieving target satisfaction has held up relatively well given the impact of Covid-19 on service delivery. The Board has targeted to achieve 95% satisfaction by 2027 and the Corporate Plan is being updated to set out how this will be achieved.

Repairs via Mybdht – the majority of residents still contact bdht by phone to report repairs. Focus groups have shown the importance to customers of the assurance provided by speaking to a Customer First Officer that the repair has been logged and an appointment confirmed. Since the start of Quarter 4 20121/22 the on-line system has been upgraded to allow customers to actually book a repair

appointment via Mybdht rather than just to report the repair. This has, not, however, seen an upturn in use of the service with the vast majority of customers continuing to report repairs via telephone.

 Complaints		Year End 2020/21	Top Quartileⁱⁱ	Target 2021/22	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend
% of complaints resolved at stage 1		82%	NA	92%	81.58%	80.60%	83.52%	84%	R	
% of Formal Complaints Investigated Within Target Timescales		57%	93.5%	90%	65.85%	61.43%	61.46%	65%	R	
Number of complaints relative to the size of the landlord (per 1,000 units)	All	72	NA	<45 per 1000 units	103	102	99	96	R	
	Formal	27	NA	Monitor	30	32	33	34	R	
	Quick Fix	44	NA	Monitor	73	70	66	61	R	



From the 1st January the newly appointed Customer Resolution Officer (Grace Joiner) took over investigation of Stage 1 formal complaints from service managers.

Percentage of Complaints Resolved at Stage 1 – during Quarter 4 2021/22 84% of complaints were resolved at Stage 1 which is consistent with the overall performance for the year. This is an area of focus for the CRO and during March 2022 94% of cases closed were resolved at Stage 1.

Percentage of Complaints Investigated in Target Timescales – improving investigation times was a key driver behind the appointment of the CRO and we are already seeing significant improvement with 90% of Stage 1 investigations completed in target within the final Quarter 2021/22.

Number of Complaints per 1,00 units – 149 formal complaints received during the year and 267 quick fixes received (irrespective of outcome but excluding those that were cancelled). These are divided by 4.349 (at the 31st March bdht had a total stock holding of 4349 properties – tenancies, leaseholders, shared owners and including properties managed on behalf of others). This continues to show a high volume of complaints being generated compared to last year (which itself saw record levels of complaint).

Tenant Satisfaction – Low response rate with 6 out of 14 respondents satisfied with how their formal complaint was handled.

Resident Engagement	Year End 2020/21	Top Quartile ⁱⁱⁱ	Target 2021/2 2	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend
% of Tenants expressing satisfaction that bdht listens and takes tenants views into account	73.47%	72.8%	75%	NA	NA	73.09 %	73.05%	A	
Tenant satisfaction with landlord's engagement with tenants (Keeping you informed)	NA	NA	80%	NA	NA	79.28 %	80.63%	A	
Key Issues									

Ensuring the customer voice is acted upon is a key strategic objective with increased resources to the Business Improvement Team to co-ordinate customer feedback and ensure bdht responds to this feedback. Dedicated post within the business created to ensure communication with residents improves.

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. 83.11 % of respondents to the 2022 Star Survey expressed satisfaction with the quality of their home (above the median quartile benchmark of 83%).</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 3.38% of stock not surveyed in the last 10 years. Bdht are targeting to survey 400 properties during 2022/23 with priority always given to these properties. Surveys update the stock condition software quarterly. 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	125
Flat Roofs	49
Main Roofs	22
Roofline Works	11
Bathrooms	66
Kitchens	140
Boilers	212

Rewires	38
Consumer Unit Upgrades	201
Windows	53
Storage Heaters	11

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.

Bdht is currently developing an Environmental Sustainability Strategy.

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

Registered providers shall:

- 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

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.

2.2 Registered providers shall co-operate with relevant organisations to provide an adaptations service that meet tenants' needs.

Bdht Compliance Position: Compliant

bdht provides an in-house repairs service carried out by a team of multi-skilled trades people (CRT), supplemented by specialist contractors. During 2021/22 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.

bdht benchmark the efficiency of the service using Housemark and sector efficiency analysis published by the Regulator of Social Housing.

The latest benchmarking VfM sector scorecard for 2020/2021 shows that the bdht repairs and maintenance service overall offers good value based on cost per unit and customer satisfaction. Although major repair costs are high compared to the benchmark, this reflects bdht focus on undertaking substantial works to ensure stock meets the DHS and issues are correctly diagnosed and rectified. This has

ensured that high levels of customer satisfaction with the repairs and maintenance service have been maintained, despite the impact of the pandemic.

Indicator	Median Performance Benchmark 2020/21	Bdht Performance 2020/21	Quartile Performance
Maintenance Cost per Unit	£1111.5	£925	Top Quartile
Major Repair Cost per Unit	£725	£1047	Bottom Quartile
Satisfaction with repairs and maintenance	74%	87.7%	Top Quartile

Repairs by Appointment

100% of repairs were undertaken by appointment during 2021/22.

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 2021/22 86% non-gas repairs were completed “Right First Visit”, whilst 82% of gas repairs were completed Right First Visit. All jobs requiring more than one visit are assessed to determine if they could have been completed in a single visit. In most instances the job could not. It is important, as part of our improvement Plan that where jobs do require an initial inspection these are identified and when an inspection is required that the job is correctly managed so that the work is correctly managed avoiding repeated future visits. Whilst we are not completing more works in a single visit, the last 12 months has seen a significant reduction in time taken to complete repairs. The Response Repair Action Plan, together with easing of lockdown measures has driven this improvement. Further improvements are required to achieve targets and we shall continue to implement the Action Plan to achieve these.

Repair Category	Target Timescale	Average Time to Complete Repairs 2020/21 (Working Days)	Average Time to Complete Repairs 2021/22 (Working Days)
Emergency/Out of Hours	sameday	1.5	2
Routine Appointed Repairs	11 working days	25	14
Larger Works	21 working Days	73	22
Roofing Work	45 working Days	48	29
Gas Emergency Repairs	sameday	1	1
Gas Routine Appointed Repairs	8 working days	17	13
Larger Gas Repairs	21 working days	77	38

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.

86.23% of respondents to the 2022 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 (83.05%).

Maintaining health and safety of tenants.

bdht carry out approximately 10% annual stock condition surveys. 97% of bdht homes have been surveyed in the last 10 years. Those not surveyed in the last 10 years will be prioritised for inspection in the 2022/23 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.

Bdht employ specialist health and safety auditors (Pennington Choices) to provide assurance as to compliance with landlord health and safety responsibilities. Outcomes from audits undertaken Pennington Choices each year are scrutinised by the Compliance Committee. 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 2022 all bdht rental stock had a current gas safety certificate

93% of respondents to the 2022 Star Survey said that bdht is "good" at looking after their safety, **71%** of respondents stated that bdht is "very good" in this respect.

2.1 bdht aims to maintain a balance between planned and responsive repairs. The Asset Management Strategy (2021-24) sets out at paragraph 5.1.7 how the strategy will deliver value for money

"through delivery of the capital improvement and cyclical maintenance programs will ensure that bdht looks at how we procure contractors and materials, enabling the efficient delivery of investment programs and service contracts without compromising on customer satisfaction, quality, timescales, service and health and safety. This will focus on ensuring an approach with continuity through new build homes, capital and cyclical investment programs and a customer orientated repairs service that underpins bdht's approach of spend to save, with timely and targeted investment programs reducing the overall repairs burden"

This approach is under-pinned by robust stock condition data, just 3% of stock has not been surveyed in the last 10 years and management of assets through bespoke stock appraisal software.

Repairs are analysed annually to identify where work can be transferred to planned programmes and away from reactive delivery.

During 2020/21 the Total CPP of Major & Cyclical Works at bdht was £1,619 against a Housemark median of £1,619. During the same period the Total CPP of Response and Void Repairs was £1,002 against a Housemark median of £1,078

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 continuing 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 2020/21	Top Quartile	Target 2021/22	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	100%	NA	=>97%	NA	NA	NA	100%	G	↔
	Tenant satisfaction with the health and safety of their home	95.08%	NA	=>96%	NA	NA	93%	93%	A	↓
	Progress in delivery of DHS work Streams: % on target	100%	NA	100%	21%	40%	61%	100%	G	↔

Satisfaction – Health and Safety of Home - Perception surveying commenced in September. Results show continued high levels of satisfaction, albeit a slight drop when compared to results from the 2019 survey.										
	Aids & Adaptations	Year End 2020/21	Top Quartile	Target 2021/22	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.	17	NA	10 weeks	14 Weeks	25 Weeks	38 Weeks	39 Weeks	R	↓
	Satisfaction with aids and adaptation service	NA	NA	=>97%	NA	NA	NA	NA		
	% of OT Works Completed in Target (Urgent 5 days)	82%	NA	100%	51.70%	44%	59%	63%	R	↓
	% of OT Works Completed in Target (Non-Urgent 60 days)	74%	NA	100%	90.90%	93.30%	94.20%	91%	R	↑
Key Issues										
OT Assessment Time - although the longest wait for bdht residents is above target, due to dedicated funding of posts by bdht this wait remains significantly lower than for non bdht residents locally.										
Urgent OT Works – 7 urgent OT works completed over target, days over target ranging from 6 to 34 days. Cause of delays included tenant missing appointment, contractor availability, additional works identified and delay in supply of materials.										

 Response Repairs	Year End 2020/21	Top Quartile	Target 2021/22	Qtr 1	Qtr 2 YTD	Qtr 3 YTD	Qtr 4	PI Against Target	Trend
Response repairs completed right first visit	89%	97.19%	=>90%	87.76%	86.78%	86.63%	85.96%	R	↓
Average Time to Complete Emergency Repairs	0.39 days	7.7 days all cats	0 days	0.5	0.58	0.82	0.85	A	↓
Average Time to Complete Non-Emergency Repairs	43.95 days	NA	25 days	27.68	25.31	26.13	25.14	G	↑
Percentage of repairs completed within 20 calendar days	67.31	NA	85%	65.3%	71.39%	72.28%	73.97%	R	↑
Percentage of repairs completed within 60 calendar days	85.53%	NA	95%	92.5%	93.66%	93.27%	93.23%	A	↑
Percentage of repairs taking more than 60 calendar days to complete	14.46%	NA	5%	7.47%	6.34%	6.73%	6.77%	A	↑






Satisfaction with repair carried out (transactional)	NA	97.78%	99%	NA	NA	NA	91%	R	
<p>Key Issues The Response Repairs action plan is currently being delivered with the aim of reducing waiting times for repairs. Waiting times are reducing but demand still remains high (around 7% higher than for the same period in 2019). In order to meet customer expectations resources will need to be increased. In the short-term more work has been externalised but in the long-term internal capacity will be increased – this will provide a better VfM solution.</p> <p>Right First Visit – van stocks have been audited and reviewed to ensure all operatives carry those spare parts most regularly required.</p> <p>Satisfaction – transactional repairs surveying is now undertaken by MEL Research. This introduces independence in the collation of feedback. Although below target and benchmarks these are largely based on in-house surveying as previously undertaken by bdht. These independently sourced results align more closely with perception survey results and would if replicated in the Star Survey place bdht firmly in the top quartile.</p>									
 Gas Repairs	Year End 2020/21	Top Quartile	Target 2021/22	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend
% of gas repairs completed right first visit	82%	NA	=>90%	80.21%	79.54%	81.73%	81.78%	R	
Gas out of hours: % of call-outs where boiler left working.	89.31%	NA	=>80%	83.87%	85.25%	87.20%	81.68%	G	
Key Issues									

Right First Visit – the Gas Team Leader regularly reviews jobs to identify any additional jobs that should have been completed in a single visit. Most taking additional visits are where a specialist part has to be ordered or two operatives are required to complete the job.




Landlord Health & Safety Gas Safety	Year End 2020/21	Top Quartile	Target 2021/22	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%	100%	100%	100%	100%	G	↔
Number of gas services completed outside of anniversary date	232	NA	0	8	15	21	27	R	↑

Gas servicing – all properties had a valid gas safety certificate at the 31st March 2022. During the year a small number of properties have been serviced after expiry of certification, in all instances this has been where customers have failed to provide access. In most cases, but not all, this has been due to residents having to self-isolate. Except where residents are self-isolating bdht will initiate legal proceedings to gain access.

Landlord Health & Safety Fire Safety	Year End 2020/21	Top Quartile	Target 2021/22	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%	59%	100%	G	
Landlord Health & Safety Electrical Safety	Year End 2020/21	Top Quartile	Target 2021/22	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend
Domestic - % of Programmed EICRs Completed	97%	NA	100%	50%	84%	91%	96%	A	
Domestic - % Properties with a Current EICR	99.92%	NA	100%	99.98%	99.90%	99.98%	99.98%	A	
Domestic - % of Works Generated from EICR Completed in Target	36%	NA	100%	57.14%	51.84%	46.87%	42.84%	R	
Communal - % Properties with a Current EICR	100%	NA	100%	100%	100%	100%	100%	G	
Communal - % of Works Generated from EICR Completed in Target	NA	NA	100%	0%	70%	70%	34%	R	

PAT Testing: % of Scheme Appliances tested annually	100%	NA	100%	100%	100%	100%	100%	G	
<p>Domestic EICR Testing Programme - Total testing programme for 2021/22 is 713 homes with 690 completed by the 31st March. Access issues, including tenants having to self-isolate has delayed completions. All 23 outstanding properties are within the no-access procedures.</p> <p>Domestic Properties Current EICR Certification - 1 property is without an EICR. This property has been a persistent no access but has now been re-assigned to another contractor with an appointment made for the 7th April.</p> <p>Completion of Works Generated – urgent works are all completed at the time of inspection. All other remedial works are targeted to be completed in 21 working days. Completion of works in target is impacted due to customers self-isolating or reluctance to have invasive works completed. Other factors impacting include competing demands on contractors to both complete servicing and remedials. For next years programme remedial works will be issued to contractors dedicated to these works with other contractors focusing on completion of initial inspections.</p>									
Landlord Health & Safety Asbestos Management	Year End 2020/21	Top Quartile	Target 2021/22	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	
Landlord Health & Safety Legionella Testing	Year End 2020/21	Top Quartile	Target 2021/22	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	NA	NA	100%	100%	100%	70.68%	100%	G	
Landlord Health & Safety Maintaining Lifting Equipment	Year End 2020/21	Top Quartile	Target 2021/22	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend
% of Lifting Equipment with a Thorough Inspection Certificate	76.46%	NA	100%	84.34%	100%	100%	100%	G	
% of Properties with a Valid Service Certificate	97.37%	NA	100%	93.58%	100%	100%	100%	G	
% of Works Raised Completed in Target	NA	NA	100%	NA	NA	40.90%	75.86%	R	
Key Issues									
<p>Works Raised - There are 7 outstanding actions following service visits these are all low - level improvement works, such as cracked light diffuser, lock not working properly, ID number needs to be displayed etc.</p> <p>Contractor has been advised that all outstanding action are to be completed by end of April.</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>1.1.2 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>2.1.1 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>2.1.2 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>2.1.3 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>	

- 2.1.4 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.
- 2.1.5 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
- 2.1.6 Registered providers shall record all lettings and sales as required by the Continuous Recording of Lettings (CORE) system.
- 2.1.7 Registered providers shall provide tenants wishing to move with access to clear and relevant advice about their housing options.
- 2.1.8 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.
- 2.1.9 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.
- 2.1.10 Registered providers shall take reasonable steps to publicise the availability of any mutual exchange service(s) to which it subscribes to its tenants.
- 2.1.11 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 108 new homes during 2021/22 but due to S106 development partners re-profiling scheme handovers (in favour of market sale), supply chain issues and planning delays only 61 new units were delivered by year-end. 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 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.

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 2021/22 bdht prevented **57** 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 and into 2021/22. The table below summarises our performance in preventing homelessness since 2013.

Homeless Preventions	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	76	65	71	66	89	109	82	40	57

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. Bdht provides 3 units of temporary “supported” units of self-contained accommodation for the homeless (one bedroom flats) and 6 of these units are “static-temporary” self contained units (4 flats, 1 house and 1 maisonette) solely for short-term letting to homeless households. Bdht has also made available on a permanent basis a specialist unit for cases of domestic violence requiring temporary self-contained accommodation.

2.1.2 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.

2.1.3 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

2.1.4 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.

2.1.5 During 2021/22 the bdht average re-let time for all void properties at 28 days, bettering the Housemark average of 42.5 days for organisations in the bdht benchmark group (2019/20).

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

2.1.7 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.

2.1.8 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 **2021/22** 31 tenants swapped homes by mutual exchange, this is lower than that achieved during 2020/21 but in line with previous years.

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Mutual Exchanges	34	27	36	28	28	28	26	39	31

2.1.9 The HomeSwapper scheme is compliant with this requirement.

2.1.10 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.

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

2.1.2 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

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Standard	Tenancy Standard; Tenure
Required Outcome	
<p>1.2.1 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>1.2.2 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>2.2.1 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> <ol style="list-style-type: none"> a) The type of tenancies they will grant. b) Where they grant tenancies for a fixed term, the length of those terms. c) The circumstances in which they will grant tenancies of a particular type. d) 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. e) 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. f) 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. g) 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. h) The advice and assistance they will give to tenants on finding alternative accommodation in the event that they decide not to grant another tenancy. i) Their policy on granting discretionary succession rights, taking account of the needs of vulnerable household members. 	

2.2.2 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.

2.2.3 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.

2.2.4 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.

2.2.5 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.

2.2.6 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.

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

2.2.8 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).

2.2.9 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

1.2.1 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 and September 2021.

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 independent living and extra care schemes;
- internal transfers, management moves and decants;
- lettings to staff, Board members and involved residents;
- operation of starter tenancies;
- types of tenancy offered, including 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.

2.2.1 a,b,c,d,e,g, & h Set out within the Allocation and Tenancy Policy

2.2.1f Set out in the Allocation and Tenancy Policy and within the Appeals Procedure

2.2.1i Set out within the Allocation and Tenancy Policy & Assignment & Succession Policy.

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.

2.2.2 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).

2.2.3 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.

2.2.4 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).

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

2.2.6 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.

2.2.7 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.

2.2.8 bdht complies with this requirement.

2.2.9 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

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 2020/21	Top Quartile	Target 2021/22	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend
Number of new homes developed/acquired	86	139	108	13	26	29	61	R	↓
Satisfaction with quality of new home	100%	NA	100%	NA	NA	NA	NA		
Percentage of repairs completed within 28 days within the 12 months defects liability period.	79%	NA	100%	50%	84%	91%	92%	R	↑

Key Issues

Most development units are being delivered via Section 106 schemes with private developers. With market sales so buoyant developers have been re-phasing development pipelines, favouring market sales at the expense of affordable units. These units have not been lost but have been delayed, with some now estimated to be handed over during 2022/23. Material shortages and delays have also impacted on both the delivery of S106 developments and our own schemes. The total units delivered during this current financial year reduced to 61. These missing homes are not lost, just delayed.

 Re-lets	Year End 2020/21	Top Quartile	Target 2021/22	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)	32	28.51	20	46.31	31.33	29	28	R	↓
Satisfaction with condition of re-let home – did property meet letting standard	88%	NA	95%	NA	NA	NA	NA		
Satisfaction with the overall allocation process	96%	97.79%	97%	NA	NA	NA	NA		
Key Issues –									
<p>Average re-let times – a number of factors have combined to impact on re-let times this year, these include the residual impact of Covid-restrictions earlier in the year that meant each letting took longer to complete, retaining work-in-house to ensure costs remain within budget, when the number of voids received exceeds internal capacity, this leads to delays, the number of voids requiring major works take longer to complete, refusals – year-to-date 30% of all offers have been refused – each refusal can delay the final letting time. Sheltered stock (where turnover is also highest) has the highest rates of refusal.</p>									

	Prevention	Year End 2020/21	Top Quartile	Target 2021/22	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend
	Number of households prevented from becoming homeless	40	NA	95	14	30	47	57	R	
Preventions –										
Preventions are lower again this year, reflecting the lock-down ban on evictions and slow-down in the private rental market during lock-down.										
	Shared Ownership	Year End 2020/21	Top Quartile	Target 2021/22	Qtr 1	Qtr 2 ytd	Qtr 3 ytd	Qtr 4	PI Against Target	Trend
	Average Number of Repairs Ordered by Shared Owners per Property – in defects period	1.30pa	NA	<2	0.56	1.09	1.69	2.46	A	
	Average Time to Complete Emergency Repairs – During Defects Period	4.33 days	NA	0	6 days	10.50 Days	13.25	12.25	R	

% Non-Emergency Repairs completed in target – During Defects Period	(22.88 days)¹	NA	100%	66.67%	92%	97%	93%	R	
Average Number of Repairs Ordered by Shared Owners per Property – Outside defects period	0.21pa	NA	Monitor	0.06	0.17	0.19	0.19		
Average Time to Complete Emergency Repairs – Following Defects Period	0 days	NA	0 days	None	0	0	0	G	
% Non-Emergency Repairs completed in target – Following Defects Period	(18.80 days)²	NA	100%	37.5%	58.82%	66.67%	72%	R	
Key Issues									
The figures reported are not always an accurate reflection of contractor performance as developers are often slow to up-date us on works completed, the development team meet regularly with development partners to raise any performance concerns. Contractually developers should complete all non-emergency work within 28 days.									

¹ Indicator changed from average time to % completed in 28 day target)

² Indicator changed from average time to % completed in 28 day target)

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	
<p>Bdht amalgamated a number of estate based policies into an over-arching Neighbourhood Management Policy in 2011, this was reviewed in May 2015, 2018 and again in April 2022.</p> <p>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 and is now being delivered during 2021/22 and 2022/23, this includes a £1million investment in the estate by bdht.</p> <p>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.</p> <p>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.</p>	

Inspector scores show a high level of compliance with contracts during 2021/22, 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 Communities Team, supported by the Resident Engagement Officer undertake community 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 August 2021 bdht held four Community Days at Shawfields (Wythall), Burcot Lane flats, Catshill and Charford. Over 200 families attended these events. Whilst the focus was on “fun” the opportunity was also taken to obtain feedback. Members of the RSP also attended to promote resident engagement.

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

- Develop further Community Plans
- Develop mechanisms to provide consistent feedback to residents based on “you said, we did” principles

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.</p>	
<p>The bdht Chief Executive is Chair of the Bromsgrove Partnership, our Head of Sustainable Homes leads the Community Wellbeing Theme Group of the Bromsgrove Partnership, and our Director of Housing & Communities is heading the local Digital Inclusion Partnership. The Director of Housing & Communities is also governor of a local First School, nominated to the position via the local authority.</p>	
<p>Other partnerships where bdht engage include</p> <ul style="list-style-type: none"> • MARAC • MAPP • Home Choice Plus Steering Group • Bromsgrove Homelessness Strategy Steering Group • Supported Living Provider Forum 	

- Hate Crime Forum
- West Midlands Welfare Reform Group
- Mercia Fraud Forum
- Children & Young People Providers Group
- Ageing Well Sub-Group

We are partnering effectively with these organisations, and other local community facilities to complement our offer, and not overlap.

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.

Each year bdht 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.

2.1 bdht uses a number of methods to publicise its role in the communities it serves including:

- 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 was reviewed and revised in February 2022. The RSP undertook a RSPEG into ASB and the recommendations were reported to Board in November 2021. The recommendations were adopted by Board and an improvement plan developed in response, reported to the RSP in March 2022.	

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 2021/2022 bdht received **639** reports of Anti-Social Behaviour, nuisance or a requirement for community intervention, this compares to **573** reports during 2020/21, and possibly reflects the move from lockdown during 2021 (the level reported is consistent with Covid levels).

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 2021/22 BDHT **12 formal** complaints relating to how we dealt with ASB (three more than were received during 2020/21). 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 **2021/22 no** tenants were evicted for anti-social behaviour.

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

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 2020/21	Top Quartile	Target 2021/22	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend
Satisfaction with neighbourhood as a place to live		85%	85.5%	>85%	NA	NA	91%	90%	G	↑
Feeling safe in neighbourhood		84%	NA	>85%	NA	NA	87%	88%	G	↑
Response to fly-tipping within target time		100%	NA	100%	100%	92%	95%	98%	A	↓
Ground Maintenance Inspection - % of inspections stating grass cutting standard met in full		80%	NA	95%	89%	89%	89%	90%	R	↑

Cleaning: % of inspections – cleaning specification met	98%	NA	97%	98%	97%	97%	97%	G	
Tenant satisfaction with landlord actions to keep communal areas clean and safe	66%	NA	70%	NA	NA	64%	64%	R	
Number of complaints relating to communal areas, relative to the size of the landlord	NA	NA	3.33 per 1000 units	2.77	4.16	4.38	5.29	R	

Key Issues

Grounds Maintenance – a new grounds maintenance contractor was appointed in 2021/22 following the previous contractor withdrawing from the market. The new contractor was appointed by competitive tender 3 months into the grass cutting season. For the remainder of the cutting season the new contractor was playing “catch-up”. This has impacted on inspection results. The RSP receive quarterly inspection updates and are monitoring service delivery 6 monthly with managers.




Complaints - YTD we have received 23 complaints relating to communal areas (8 during Q4) with 18 of the 23 dealt with as quick fixes. Issues raised included delays to fixing communal door lock, door entry system, the quality of grounds maintenance and communal cleaning, communal lift repeatedly out of service, failure to redecorate communal areas and damage to shrubs in a communal garden by a contractor, failure to notify that works to communal areas commencing, failure to complete works, mess left by bdht in communal areas, and communal car-parking.

 Anti-Social Behaviour	Year End 2020/21	Top Quartile	Target 2021/22	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend
ASB - % of respondents expressing satisfaction with handling of ASB report.	89%	87.52%	=>75%	NA	NA	NA	43%	R	
Number of Reports of anti-social behaviour, relative to the size of the landlord	NA	NA	<90	100	103	151	147	R	

Key Issues

Satisfaction Small number of surveys returned to date, 6 out of 14 respondents were satisfied, with all other respondents either “fairly” or “very” dissatisfied. Because MEL are catching up on a back-log of surveying most of the cases surveyed will pre-date the full implementation of the ASB Improvement Plan agreed with the RSP.

During the year bdht received 639 reports of “ASB”, or an average 147 reports per 1,000 properties (based on a total of 4349 homes). These “ASB” reports also include a number of tenancy management cases which are not true ASB cases. The RSH is in the process of introducing Tenancy Satisfaction Metrics and ASB cases per 1,000 units will be one such. So that bdht performance is fairly compared with that of others it is important that in future reports are categorised accurately and that reports are able to only include true cases of ASB.

 Employment Services	Year End 2020/21	Top Quartile	Target 2021/22	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.	11	NA	30	2	6	11	15	R	
During Covid lockdown focus of team has been on general support to residents. One team member has been seconded to focus on neighbourhood coaching at the Norton flats to tackle asb. Focus of remaining job coach will return to employment but capacity to help is reduced. Focus on joint working with Job Club and Job Centre.									
Tenancy Sustainment	Year End 2020/21	Top Quartile	Target 2021/22	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	NA	NA	<4% ³	3.23%	3.79%	3.27%	2.53%	G	
Tenancy Turnover – Number of Evictions Rent Arrears and ASB (% of Stock)	0.03%	0.11%	<0.41%	0%	0.05%	0.14%	0.10%	G	
Two evictions due to rent arrears/abandonment and 2 evictions due to failure to provide access/abandonment. An annual equivalent turnover of 0.14 per based on total rented stock of 3814 units.									

³ Definition has changed from previous years so that terminations of tenancy due to death, nursing home or internal transfer or transfer to other HA are excluded

ⁱ Housemark Central LSVT Benchmarking Club 2020/21

ⁱⁱ Housemark Central LSVT Benchmarking Club 2020/21

ⁱⁱⁱ Housemark Central LSVT Benchmarking Club 2020/21