

	<b>CWB Scrutiny Committee</b> 21 September 2021
	<b>Report from the Strategic Director          of Community Wellbeing</b>
<b>Brent Housing Management Performance</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non-Key Decision
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	Appendix 1 – Resident Engagement Framework Appendix 2 – Spotlight Newsletter
<b>Background Papers:</b>	None
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### 1.1. Purpose of the Report

The purpose of this report is to update the Community Wellbeing Scrutiny committee on the operational performance of Brent Housing Management (BHM). The report is organised around three key themes: Contacting Us; Your Home; and Your Neighbourhood. These themes reflect what matters to our residents, therefore, they drive the work of BHM to ensure we are focused on outcomes for residents rather than the work of individual teams.

## 2. Recommendations

- 2.1. That the committee note the information provided in this report and is assured about BHM's focus on Brent council housing residents, that there is a grip on operational performance and there are actions in place to tackle underperformance.

## 3. Contacting Us (Customer Contact and Resident Engagement)

### *Customer Contact*

- 3.1. BHM's transformation plan included a commitment to merging the housing contact centre with the council's wider customer access team to create one front door for all council services and ensure consistent experiences. BHM retained management of the contact centre from until January 2021 to ensure that the CRM had been successfully implemented across all housing services – BHM was the first (and pilot) area in the Council for implementing the CRM system.
- 3.2. Table 1 below shows call answering performance and highlights two key milestones, which affected performance for call answering: the first was the implementation of the CRM 2019/20, the CRM implementation was a significant change and had negative impact on performance in the first instance. It was embedded through 20/21 during the pandemic, and the move to the corporate contact centre has built on the CRM and there has been a successful transition as evidenced in the improved call answering performance.

**Table one: Call answering performance**

<b>Landlord Management</b>	<b>BHP (Oct 2017)</b>	<b>BHM</b>	<b>BHM</b>	<b>BHM</b>	<b>Corporate</b>
<b>% of Housing Management calls answered in the contact centre</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22 (YTD)</b>
	71%	78%	72%	74%	82%

- 3.3. Call answering rates are only one measure, though. One of the main complaints under BHP (when call answering rates were not dissimilar to now), was the customer experience was poor. Long call waiting times and a focus on answering the call rather than answering the question left residents feeling dissatisfied with the service. BHM set a target of reducing average call waiting time down below 5 minutes and this is now the focus for both BHM and the customer access service. Year to date performance is currently 6 minutes 22 seconds, but as Table 2 shows it has just dipped under 5 minutes in August and the aim is now to maintain and improve this until the end of the year. Key actions to improve performance include side by side coaching with officers, improving processes and system efficiency and cross skilling the team.

**Table two: Detailed performance for call answering for 2021/22**

	<b>April-21</b>	<b>May-21</b>	<b>June-21</b>	<b>Jul-21</b>	<b>Aug-21</b>	<b>YTD 21/22</b>
<b>Number of calls received</b>	5,829	5,349	6,268	5,850	5,850	23,296
<b>Number of calls answered</b>	4,978	4,140	4,660	4,987	5,060	18,765
<b>% of calls answered</b>	86%	78%	76%	85%	86%	82%

<b>Average waiting time</b>	4 mins 09 secs	8 mins 40 secs	7 mins 45 secs	5 mins and 54 secs	4 mins 39 secs	6 mins 22 secs
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- 3.4. In addition to this focus on the call centre, Tenants and Leaseholder Services (a team within Housing Management Customer Services) fully launched the Housing Portal on the Council’s My Account platform in March 2021. The Housing Portal enables all residents to log repairs (in both the home and communal areas) and get updates, check their rent or service charge balance and update their information. Unlike email correspondence, it is fully integrated into back office systems through workflow to improve the service response, and so residents can log on to get updates – so they don’t need to call the contact centre.
- 3.5. The Portal was tested through 2020 with 760 tenants and a small sample of 30 providing detailed feedback during testing. There are now 711 active users - 544 tenants and 167 leaseholders. The numbers would have been higher, but a decision was taken to pause the promotion of My Account earlier in 2021 whilst an assessment of accessibility standards was carried out. This has now been completed and we are now promoting the service, but it means that whilst accounts were activated, the volume of activity is not at the level expected.
- 3.6. For the Housing Portal to have a genuine impact on the demand for BHM calls through the Contact Centre, the target is for 25 requests to be raised via the portal per day of which 80% should be repairs related by March 2022. BHM has now increased communication with tenants and leaseholders to promote My Account including posters in communal entrances, information to resident associations and articles in the new resident engagement newsletter Spotlight. Further work with the Corporate Communications team is being done to ensure messaging that encourages residents to sign up to My Account is being included in all relevant housing campaigns and materials.

***Resident Engagement***

- 3.7. The publication of the Social Housing White Paper reinforced the need for social landlords to engage with residents and ensure their voices are heard at all levels of the organisation and these voices are reflected in the decisions being made. This is something we had already prioritised through the Customer Experience panel, but when we checked on progress earlier in the year we were disappointed to find that residents do not feel well engaged:
- 27% of the residents surveyed were unhappy with the opportunities to make their views known
  - 31% of residents felt that we didn’t listen to and act on their views.
- 3.8. Therefore, we worked with the Customer Experience Panel to make a number of changes.
- 3.9. Firstly, BHM commissioned the Tenant Participation and Advisory Service (TPAS) to hold a series of workshops with tenants and leaseholders to understand how they feel we could involve residents in decision making, improve communication and build trust. Feedback from tenants and leaseholders told us they wanted to receive more information about what the service is doing,

specifically paper based newsletters. More events to be held locally rather than at the civic centre, more community activities and a clearer process for resident led governance including scrutiny for services. A new resident engagement framework has been drafted and consulted on with residents (see Appendix 1). This engagement framework includes three levels of engagement, specifically designed to reflect the feedback from tenants and leaseholders and what they believe constitutes successful resident engagement. The priority is to finalise the Engagement framework and focus on implementation, key projects for delivery include the Leaseholder Forum and a resident led committee to assist with Scrutiny and Governance.

3.10. Secondly, it is clear that we need to increase visibility on BHM estates and for officers at all levels of the organisation to be seen on BHM estates and to be accessible to residents. The core of this is the full roll out of the patch based housing officers, which was implemented in 2020, but with Covid restrictions wasn't able to be fully rolled out. This team is now the focus for day to day feedback, and those officers should be known on their patches. In addition, since the beginning of this financial year, there have been five estate walkabouts carried out by a Head of Service, with one or more senior manager, Councillor or resident champions. These took places at:

- Field House
- Chamberlayne Mansions
- Stonebridge and St Raphaels
- Windmill Court
- Cavendish Close
- Granville

3.11. When completing a walkabout, those attending agree a set of actions and photograph the current issues identified on that walkabout. The responsible Housing Officer for that walkabout then logs each job and teams provide an update on progress including after shots meaning a presentation can be provided showing the positive impact of the walkabout. This process has been replicated by all Housing Officers who have throughout August 2021, completed one walkabout of an estate in their patch accompanied by Ward Councillors. Feedback from Ward Councillors is these walkabouts have been well received.

3.12. Thirdly, in line with changes across the sector, BHM has now implemented Transaction surveys across 5 areas: Anti-Social Behaviour, Lettings, Planned Maintenance (external), Planned Maintenance (internal) and Responsive Repairs communal. These have all been operational for the last 3 months, and where we have statistically significant numbers, they are included in the report. The surveys are activated automatically from the CRM system implemented as part of the transformation when BHM was brought back into the Council. However, these text and email notifications generate low response rates, so we have had to implement call-outs. The service is committed to continue with this approach, though, to ensure that we get up-to-date feedback from people as they use the service, so we can make changes more quickly, and communicate these changes to residents.

3.13. Finally, BHM has also introduced a new newsletter 'Spotlight' which updates residents on a specific area of the service see Appendix 2 for an example of this newsletter. To go alongside this newsletter, we are working to reinvigorate the borough wide resident meetings using Teams. Two of the new style themed meetings have been held over the summer and attended by the Cabinet Member and the senior managers:

- the first was 'Spotlight on the leadership team' where residents had an opportunity to hear from and question the Lead Member for Housing and Welfare Reform as well as senior managers on BHM's current priorities for delivering improvements
- the second was 'Spotlight on repairs' where residents had the opportunity to hear from and question senior managers from Wates as well as the Leadership team for BHM.

3.14. Both sessions were challenging and raised a range of issues and actions, but overall people were very positive about the opportunity to raise those issues that were an ongoing concern, or they couldn't get sorted elsewhere. The BHM leadership team know that maintaining a strong focus on all of the above, and clearly communicating how they make a difference is a key priority going forward.

#### 4. Your Home (Repairs, Planned Works and Compliance)

##### **Repairs**

4.1. Responsive repairs performance has continued to improve over the last few years as table 3 below shows.

**Table three: Repairs performance**

	<b>BHP (Oct 2017)</b>	<b>BHM</b>	<b>BHM</b>	<b>BHM</b>	<b>BHM</b>
	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22 (YTD)</b>
<b>% of repairs completed within 14 days (excludes communal and external works)</b>	79%	76%	94%	86%	95%
<b>Repairs Satisfaction</b>	71%	79%	83%	86%	83%

4.2. BHM has continued to deliver responsive repairs and planned maintenance works during the Covid lock down period. This was initially challenging. However, by working closely and transparently with the Integrated Asset Management contractor Wates, it was possible for both contractor and operatives to adapt to a new way of working. This included greater utilisation of technology, alternative material supply chains, and robust operating procedures for working in residents'

homes.

- 4.3. However, as highlighted in the complaints section of this report, there is further work to do on the management of complex repairs requiring several different tradespeople. Complex works refers to disrepair, structural, dampness and mould, roofing, and multi-trade larger works. The number of complex works has risen gradually during the last few years, and a backlog grew because Wates were dealing with these larger complex jobs as if they were responsive repairs, and utilising numerous works orders. This led to significant hand-offs, lack of ownership, and poor visibility.
- 4.4. All complex repairs are now logged separately, and tracked jointly by BHM and Wates. A dedicated team comprising of Wates' staff and Brent officers has been established to address this backlog, and Property services has recruited a dedicated manager to lead on these works, who will be supported by 2 surveyors to ensure that there is a strong management grip on complex repairs. The works are being managed using planned maintenance principles. This comprises preparing work programmes, resident engagement and project management techniques, and Wates is increasing its supply chain and supervisory resource to ensure that the backlog is reduced and maintained at an acceptable level (from 750 to 250 by February 2022).
- 4.5. Wates also has serious challenges at present in terms of the contractor and material supply chain, and staffing. Unprecedented demand exists in the construction market and this is impacting on Wates' ability to deliver services. Notwithstanding this, a culture of openness and transparency will be implemented in order that residents are kept informed as to the impact of market conditions on service delivery. This is a significant risk area to resolving the issues. Therefore, it is essential that open communication with residents takes place, and works are properly prioritised.
- 4.6. Transactional surveys have been developed to monitor this new approach to complex and communal repairs to provide confidence on the quality of service being delivered. This will facilitate the signing of off works as fully completed with good resident satisfaction. Surveys will be undertaken once works are completed, and will be more of an interview format due to the complexities and variety of issues. Longer-term works may require an intermediate survey to provide additional assurance.

#### ***Planned Works***

- 4.7. Brent Housing Management has made a significant investment in maintaining the condition of its Housing property and in improving the amenity for our residents over the last 3 years. The following number of individual blocks have had external planned maintenance works in the last 3 years. Year 2021 / 2022 is in progress.

Year	Number of blocks	Status
2019/20	37	Completed
2020/21	126	Completed

2021/22	121	In progress
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- 4.8. The majority of properties have works completed within the required timescales. However, there have been occasions during lockdown and most recently of delays due to material and contractor resource shortages. This is a recognised issue in the construction industry at present, and may be the case for several years. This is due to unprecedented demand for construction works, the loss of labour due to Brexit, and shortage of materials.
- 4.9. Following Grenfell, the Council has invested heavily in improving the fire safety standard in its housing stock. The programme consisted of:
- 654 street properties comprising 1608 dwellings. 673 of these dwellings are leasehold.
  - 454 purpose built low and medium rise blocks comprising 4606 dwellings. 1872 of these dwellings are leasehold.
- 4.10. The works specification was derived via the fire risk assessment and a detailed site survey of each property. Each dwelling had to be accessed to ensure that the full specification was installed. The works were essential in ensuring that the Council's landlord fire safety responsibilities were fulfilled. However, the works also included refurbishment of communal areas, redecoration, floor finishes, fire stopping and compartmentation, fire rated doors, master key locks for easier future access for maintenance, domestic and communal heat and smoke alarms, and emergency lighting.
- 4.11. The transactional surveys undertaken in recent months show the importance of these surveys in getting immediate feedback. Internal and external works were both carried out by Wates (the same contractor during the same period), but there are significant differences in satisfaction, and understanding this is crucial in improving the service:
- Overall satisfaction for external works is 63% positive, 11% neutral and 26% negative, which BHM believe reflects the fact that external works create inconvenience, improve the life of the building, but don't usually bring immediate benefits for residents. Therefore, the focus needs to be on how we communicate the importance of these changes and how we minimise the inconvenience
  - Overall satisfaction with the internal works is 83% positive, 8% neutral and 9% negative, which reflects the immediate improvements residents have seen.

### **Compliance**

- 4.12. All housing properties have a current compliant fire risk assessment (FRA). When FRAs are undertaken, they result in a number of remedial actions being required. These are classified as fire safety works, mechanical and electrical maintenance, and management actions. These are categorised as urgent works or as programmed works. The programmed works are those, which are more complex and will take some time to complete.
- 4.13. Gas safety was also maintained during Covid lockdown. However, the service was impacted by the Government's moratorium on enforcement during a difficult

time especially for vulnerable residents. Court injunctions for enforcement action also ceased and took some time to remobilise. However, the service is returning to normal with the access procedure now being fully operational and court injunctions being applied for where necessary.

- 4.14. A domestic electrical testing and upgrade programme has also been successfully delivered over the last few years. Access to homes has been excellent, with no complaints by residents. A positive sign of keeping tenants safe in their homes and cooperation due to the importance of the works.
- 4.15. Whilst the Government have not yet released the expectation for Personal Emergency Evacuation Plans (PEEPs), BHM has taken a proactive approach to identifying residents who in the event of a fire would not be able to evacuate the building should the London Fire Brigade deem it necessary. In 2020, BHM contacted all residents living in a high-rise tower block owned or managed by the Council residents to self-identify if they believed they would not be able to evacuate should they be required to do so and therefore required a PEEP. This information is now held in Gerda boxes, which in the event of a fire the Fire Brigade would access and know which addresses to prioritise assistance too. The second phase and one that Central Government have used as an example of good practice is now underway. This involves an assessment of the 675 identified residents by an occupational therapist who will determine the needs of these residents and then working with BHM officer's equipment will be installed to facilitate a safe, self-evacuation. An example of this equipment is a visual alarm for those who are deaf.

## **5. Your Neighbourhood**

- 5.1. How external areas are maintained is a top priority for residents, specifically litter and rubbish including waste collection, car parking and anti-social behaviour.
- 5.2. In 2019, BHM insourced the estate caretaking service from Wettons due to poor performance and low satisfaction with the service. A 12-month review was completed on the internal and external cleaning standards delivered by the estate caretaking service in September 2020. The purpose of this review was to assess the impact of investment introduced to the Estate Caretaking service e.g. new equipment, since the service transferred back into the Council. This review found that the average number of days to resolve an issue when the service was outsourced was 75, for BHM the average number of days is 31. Additionally, between March 2020 – August 2020 when this survey had just started, 84% of all estate caretaking cases were closed down in less than 20 days compared to just 24% of cases for the same period the year before under Wettons.
- 5.3. To build on these improvements there is now a focus on improving bin storage and capacity across BHM estates – the lack of storage and overflow is often an issue for residents and is also an issue in terms of responsibility between the estate cleaning service and Veolia. An audit for all communal bins was carried out in 2019/20 to assess capacity levels across Brent Council estates. This exercise highlighted that a significant number of bins were broken or missing and

historically had not replaced, contributing to overflowing and contaminated waste and resulting in non-collection and increased litter on estates.

- 5.4. Delivery of 576 new bins across 135 Council owned blocks between May – September 2021 has been completed to tackle this. The first phase of this programme saw immediate benefits with Veolia reporting seven estates who were previously on a twice weekly collection resuming a once a week collection. Alongside this programme, BHM and Veolia introduced food waste bins, something not previously available to those living in Council owned blocks. Since these have been delivered, food waste contamination decreased from an average of over 50% in May to 0-15% in June.
- 5.5. Again as part of the focus on transactional surveys, BHM undertook a survey after the bin changes, which showed a significant improvement in satisfaction for those who noticed the bin changes to those who didn't - 27% higher levels of satisfaction. Again this provides important lessons about not only making changes, but clearly communicating those changes, which links back to the engagement framework and commitment to improving communication.
- 5.6. BHM has also negotiated a new agreement for tackling side waste and contaminated waste with Veolia supported by colleagues in Environmental Services. Veolia will now self-report any bins or side waste that cannot be collected and a second crew will come out and clear these bins. This means residents will not have to experience a continued build-up of waste.
- 5.7. Parking is a long standing issue which has been difficult to tackle because legislative changes meant that the previous service was unable to enforce PCNs on BHM land. Therefore, a new approach had to be developed and consulted on. BHM gained approval from Cabinet to pilot controlled parking zones on five Council Estates, following formal consultation, one of the five estates voted not to have controlled parking but the remaining four are now progressing to implementation. The four estates are:
  - Alexandra Court, the first to go live, goes live in September 2021
  - Summit Court
  - Landau House
  - Joules House
- 5.8. The external parking contractors who are working with BHM to roll out off-street controlled parking have surveyed all remaining Council estates and consultation for these sites will start from October 2021. This project will be delivered over a longer period due to the investment required to ensure the car park surfaces and layouts are appropriate for traffic management enforcement.
- 5.9. Anti-social behaviour is a concern for both tenants and leaseholders. This is both the threat of ASB and how BHM handles ASB cases. Working with the Council's Community Safety service, the Service Level Agreement has been overhauled and the service standards have been put in place to ensure that ASB is addressed proactively and sensitively. This service level agreement has underpinned a full workstream review of all types of ASB that is reported to BHM and how these scenarios are managed so more effective processes are put in

place and residents experience are more consistent. This approach will also help residents to know what to expect from the team and the level of enforcement that is proportionate to the issue being raised.

5.10. To date there has been a significant amount of joint work between BHM and Community Safety to build relationships with residents living in areas or blocks that are known to be areas of high activity for the Police or where there are multiple households causing a nuisance. These meetings have been well received and have been predominantly held in the South Kilburn area. To resolve these issues, a specialist officer within the Police has assessed the design of several blocks and made a number of recommendations that can be implemented by BHM to design out or deter crime. These are being worked into a programme for delivery.

5.11. However, there is still a lot of work to do. Although the transaction surveys have only had a limited number of responses (34), there is clearly a lot of dissatisfaction with the way ASB is handled. Only 21% of the 34 people who have responded so far were happy with the way their ASB concerns were handled, and only 15% were satisfied with the outcome. ASB issues are often difficult, take a lot of work to tackle and do not always deliver the outcome that residents want, but BHM has to work harder to ensure that residents are happy with the way their ASB concerns are handled, to ensure BHM staff are listening and responsive even if they can't always solve the problem.

## 6. Rent collection

6.1. At the start of the Covid-19 pandemic, BHM identified the impact to rent collection was the single biggest risk for both the organisation and tenants who would ultimately be experiencing hardship. It was projected that the impact would be £2million if the service did not respond proactively. BHM designed and implemented a new Rent Arrears Management system (RAMS) in three months meaning the system launched in June 2020. The design of the system allowed BHM able to identify any households who prior to the pandemic were in credit and now because of the pandemic fallen into arrears; there were 272 council tenants that came under this category. To assist these residents, BHM acted as a key stakeholder in the development of the Council's Resident Support Fund and ensured tenants with arrears because of the pandemic were supported to make applications. A total of £295K was awarded to Council tenants clearing arrears.

**Table four: Rent collection performance**

<b>Landlord Management</b>	<b>BHP</b>	<b>BHP</b>	<b>BHP (Oct 2017)</b>	<b>BHM</b>	<b>BHM</b>	<b>BHM</b>	<b>BHM</b>
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22 YTD</b>
<b>% of rent collected</b>	98.5%	99.3%	99.6%	98.6%	99.1%	99.2%	98.2%

6.2. The table above above rent collection rates from 2015/16 through to current performance year to date. It should be noted that performance throughout the year fluctuates significantly depending on the payment cycle and type of funds covering residents rent e.g. Universal Credit is paid monthly whereas tenants remaining on housing benefit may pay weekly.

## 7. Complaints

- 7.1. Complaints are another important part of the BHM focus on residents. A service as large as BHM (e.g. BHM carries out 30k repairs a year) and as complex will always get complaints, so it is important that the service responds to them well, and they are effectively dealt with at Stage 1, and do not escalate to Stage 2 unnecessarily.
- 7.2. A new case audit tool was developed and tested in the first half of 2021. The tool sets out clear standards for all complaint responses to be assessed against, including the need to speak to the complainant directly. It was tested retrospectively on Stage 1 complaint responses from the end of 2020 to ensure they were done to the right standard and all actions were completed. It highlighted a number of issues, both for the service as a whole and for individual managers. It is now being rolled out as a core management tool. All managers within BHM have received training on the standards and using this tool as part of their broader approach to managing staff performance, and it went live for all in September 2021.
- 7.3. Overall there has been a slight reduction in Stage 1 Housing Management complaints in 2021. Customer Services received 74 stage 1 complaints in the period April to August 2021, compared to 140 during the same period in 2020. Managers believe this is because of the new working practices as ‘the new normal’ set in. For example, Customer Service officers have taken advantage of working bases out in the community, partnering with Family Wellbeing Centres, so patch Housing Officers have a regular slot at these centres, so people can meet their housing officer at advertised times. However, Property Services received 168 stage 1 complaints in the period April to August 2021, up from 121 during the same period in 2020, which reflects an increase in the need for repairs, but also the increase in more complex works identified above.
- 7.4. There has been a slight reduction in Stage 2 complaints, and the current projection/target is to have no more than 60 Stage 2 complaints this year down from 79 last year. In Customer Services there were 7 Stage 2 complaints from April-July 2021, down from 9 in the same period last year. In Property there were 19 Stage 2 the same as last year. Property Services complaint responses, specifically those that escalate to a Stage 2, span multiple teams and as the section on complex repairs sets out the key actions to tackle this issue.

Service Areas	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Housing Management - Customer Services	0	1	1	2	3

Housing Management - Property Services	2	3	8	5	1
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## 8. Finance

- 8.1. The Welfare Reform Act 2016 imposed a 1% rent reduction a year for 4 years from April 2016 to March 2020. The final financial year of reductions being 2019/20. The resulting loss of rental income for Brent over this period was £23 million when compared to the income that would have been due to the Council if this was not imposed.
- 8.2. It was therefore necessary to make revenue savings of £3.6m between 2017/18 and 2019/20 within the HRA to compensate for the loss of rental income. A combination of these savings and the use of HRA reserves has helped to achieve a balanced budget during the period of rent reduction.
- 8.3. In October 2017, the government announced a return to the option of increasing rent by CPI plus 1% for 5 years for all local authorities, starting in April 2020. A return to the CPI plus 1% model for 5 years from April 2020 will provide some stability and certainty over planned investment in the current stock, service improvements and new developments, at least in the short to medium term. The approach to be taken by the government beyond 2025 remains uncertain for all local authorities.
- 8.4. Efficiency savings targets of 2% are incorporated into the annual budget setting process and HRA business plan, in line with the Council's overall budget setting process. The efficiency target across management and repairs equates to a £0.5m budget reduction for 2021/22, with an average saving reduction of £1.6m per annum over 30 years.

## 9. Equalities

- 9.1. Ensuring that services are accessible and inclusive is at the centre of BHM's culture as a landlord. This report includes some details on the demographics of the current BHM tenants of which there are 12,095 records (some of which include joint tenancies). The following information is used by the service when completing a Equalities Impact Assessment to identify any one group who may be impacted by decisions or changes.
- 9.2. There are a high proportion of female tenants than male tenants living in BHM homes. Again, further work needs to be carried out to ensure a tenant who is transgender, or non-binary feels comfortable in specifying their preference and their preferences are used when communicating with BHM.

**Table showing Gender breakdown of current tenants where data is held**

Gender	Number of tenancies	%
Female	6,084	62%
Male	3,802	38%

Total	9,886	100%
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- 9.3. There are currently 1,168 tenants who have an adaption in their property. This gives an indication of disability amongst the tenant population but an area that needs to be improved by BHM. All BHM officers are currently receiving mandatory Deaf Awareness Training.
- 9.4. The table below shows the majority of tenants are Black. BHM is working closely with the officers coordinating the Black Community Action plan to ensure any key priorities for the Black Community regarding housing form part of service improvement. This data however does show that black residents a disproportionately represented in social housing managed by BHM.

**Table showing Ethnicity breakdown of current tenants where data is held**

<b>Ethnicity</b>	<b>Number of tenancies</b>	<b>%</b>
<b>Black</b>	3,246	52.9%
<b>White</b>	1,956	31.9%
<b>Asian</b>	789	12.9%
<b>Mixed Race</b>	103	1.7%
<b>Other</b>	43	0.7%
<b>Total:</b>	6,137	100%