

Insight and Impact Report 2025/26

Working Together. Holding Each Other to Account.

1. Our Shared Commitment

This report sets out how residents and BCHG have worked together during 2025/26 to improve services.

It brings together:

- Engagement activity
- Formal scrutiny and their service review recommendations
- Customer Scrutiny Conference – service improvement plan
- Tenant Satisfaction Measures
- Complaints insight

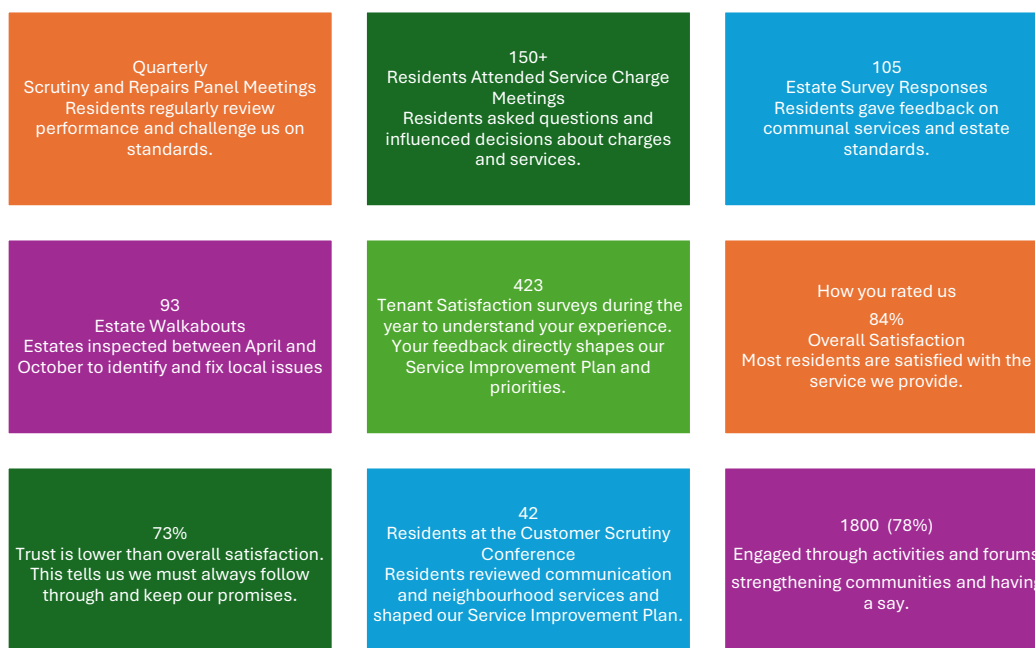
It shows:

- What residents told us
- What we agreed needed to change
- What has improved
- Where improvement is still needed
- How progress is monitored

This reflects our co-regulatory approach. Residents influence decisions. BCHG acts and reports openly on progress.

2. What We Heard Across the Year at a glance

During 2025/26, resident insight was gathered through surveys, local meetings, scrutiny panels, estate walkabouts and complaints analysis.



“When I call them, they come out when they say they will.”

“Nothing gets followed up properly. You have to keep chasing.”

The Key Themes

Across engagement and feedback activity, residents consistently told us:

1. Communication, Closing the Loop, Case Management

Residents want timely updates, clear next steps and confirmation when actions are complete. Delays often become complaints when communication is unclear or inconsistent.¹

2. Right First Time Delivery

Whether repairs, gas, estate services or customer contact, residents expect services to be delivered correctly without repeat visits, delays or the need to chase.²

3. Pride in Neighbourhood and Visible Contribution

Residents want to see the difference BCHG makes locally, clean, safe and well-maintained spaces, alongside community activity that strengthens belonging and wellbeing.³

4. Influence Over Strategic Direction

Residents want their voice reflected in our Strategic Plan and service priorities. They expect not only to be consulted, but to shape decisions and see how their input has influenced outcomes.⁴

These themes directly informed our Service Improvement Plan and our 2025–26 monitoring priorities.

How this is monitored:

Performance and progress are reported bi-monthly to the BCHG Board, through the Resident Scrutiny Voice Panel, the Repairs Partnership Board, and by the Senior Leadership Team via the Customer Feedback Improvement Panel. This makes sure that resident insight informs governance and operational decision-making.

1. Communication, Closing the Loop, Case Management

A. Why This Matters

Clear communication is central to trust between landlord and residents. When residents understand what will happen, when it will happen and who is responsible,

¹ Service Improvement Plan 2025 and the evidence base behind the agenda

² Tenant Satisfaction Measures 2025-26 feedback

³ Service Improvement Plan 2025

⁴ RSVP, Complaint Feedback 20 recurring complaints

confidence is strengthened. When updates are unclear or inconsistent, issues are more likely to escalate.

The gap between overall satisfaction at 84% and trust at 73% highlights that while transactions are delivered well, long term confidence depends on consistency and keeping commitments over time.

B. What We Heard

Communication and closing the loop were raised across multiple engagement settings and reinforced through scrutiny and complaint analysis.

This included:

- Scheme meetings and service charge Q&A sessions
- The 2025 Customer Scrutiny Conference
- Repairs Partnership Board challenge
- Complaint reviews

Residents told us that dissatisfaction often arose when:

- They did not know what would happen next⁵
- Timescales were unclear or changed without explanation
- Follow-up actions were not confirmed
- Cases required repeated contact to resolve

Importantly, this was not always about the technical quality of work, but about how cases were managed and communicated.

C. What the Data Tells Us

Complaint analysis shows:

- Stage 1 complaints are more likely to relate to isolated technical issues.
- Escalated complaints (Stage 2) more frequently involve expectation management and communication gaps.
- 20 repeat complaints during the year were linked to case handling rather than the original repair.
- TSM feedback in consecutive years indicates that overall satisfaction is influenced by how well residents feel listened to, informed and respected.⁶

This triangulation suggests that while core service delivery is largely functioning, communication and case ownership are key drivers of perception and trust.

⁵ Upheld complaints theme

⁶ Power BI presentation to SLT Jan 2026 impact of Listening/Informed

Case Study Housing Ombudsman Determination – ASB Case

Complaint reference 202425731 was escalated to the Housing Ombudsman following prolonged reports of anti-social behaviour. The Ombudsman found maladministration in the handling of the case.

BCHG was ordered to:

- Issue a formal apology
- Pay £250 compensation
- Provide the resident with a clear written action plan within 6 weeks, setting out how the ongoing ASB would be addressed

What This Identified

The determination highlighted weaknesses in case structure, documented action planning and consistent communication over time. The issue was not the absence of action, but the lack of clear, coordinated and recorded case management.

Action Taken

In response, BCHG has:

- Introduced clearer requirements for structured ASB action plans
- Strengthened oversight of complex and long running cases
- Reinforced expectations around documented updates and escalation
- Increased internal monitoring of case progression

Why This Matters

Transparency about Ombudsman findings is essential to maintaining trust. Where standards fall short, we acknowledge this, comply with determinations and strengthen systems to prevent recurrence.

This case reinforces that effective ASB management requires clear planning, consistent oversight and visible follow through.

D. What This Means

Strong technical performance alone does not guarantee satisfaction. The resident journey must be clear, consistent and well managed from first contact to resolution. This insight shifts our focus from isolated service fixes to strengthening end-to-end case management and expectation setting.

E. What We Have Changed

In response to resident challenge and complaint learning:

- Increased focus on closing the loop within case management
- Enhanced monitoring of repeat complaints
- Repairs Partnership Board scrutiny of communication planning within projects
- Additional training is being procured to strengthen how colleagues manage resident conversations, particularly where expectations cannot always be met. The focus is on listening, clear explanation and managing difficult conversations constructively.

Action on closing the loop is included in the Service Improvement Plan from the Customer Scrutiny Conference 2025.

These changes strengthen ownership, consistency and oversight.

F. Impact So Far

Early indicators show:

- Improved oversight of repeat complaints
- Clearer internal case ownership
- Stronger scrutiny challenge on communication planning

However, communication remains a leading driver of dissatisfaction. Sustained improvement is required to achieve consistent resident confidence.

Impact assessment: **Moderate and developing.**

G. How This Is Monitored

Progress is:

- Held accountable to SIP by the Resident Scrutiny Voice Panel
- Reviewed quarterly through the Repairs Partnership Board
- Reported bi-monthly to BCHG Board through performance reporting
- Monitored through complaint trend analysis and TSM results

This ensures continued oversight and accountability.

2. Right First Time Delivery

A. Why This Matters

Repairs is the single largest driver of satisfaction. Residents expect services to be delivered correctly without repeat visits or delays. Repeat work reduces confidence and increases escalation.

Repairs satisfaction stands at 80%, reflecting stable core delivery. However, repeat issues influence perception and complaint escalation.

B. What We Heard

Right first-time delivery was raised through:

- Complaints relating to repeat repairs and follow-up visits
- Feedback during scheme meetings and estate walkabouts
- Challenge through the Repairs Partnership Board
- Discussion at the Customer Scrutiny Conference

Residents told us that frustration increases when:

- The same issue requires multiple visits
- Appointments are missed or rescheduled
- Work is completed but problems reoccur
- They need to make repeated contact to progress an issue

This concern often overlaps with communication, mentioned above, but residents are clear that avoiding repeat work is equally important.

Appointments and Repeat Visits

Resident feedback:

“Appointments keep getting changed at short notice and no one seems to consider that I work. Then the job isn’t completed properly. When it has to be rebooked, I have to use my holiday to deal with it.”

What happened

Appointments were changed with limited notice and the repair required more than one visit to complete. This caused inconvenience and loss of annual leave for the resident.

What this shows

- Short notice changes increase frustration
- Quality and first-time completion matter
- Repeat visits affect trust, even if the issue is minor

What we are doing

- Improving communication when appointments need to change
- Strengthening monitoring of repeat repairs
- Reinforcing quality standards and clear sign off

This case reflects why right first-time delivery and clear communication remain priority areas for improvement.

C. What the Data Tells Us

Complaint trend analysis shows that repeat issues contribute disproportionately to escalated complaints.

Stage 1 complaints are more likely to involve:

- Recurrence of the same repair
- Delays in completing follow-up work
- Third party contractor
- Perceived lack of ownership

TSM perception results relating to repairs and overall satisfaction indicate that first-time resolution and reliability are important drivers of confidence.

Estate walkabouts and annual visits by the Customer Relation Managers also highlight where minor issues escalate if not addressed promptly.

This suggests that consistency and quality control are key to reducing dissatisfaction.

D. What This Means

Right first-time delivery is not only about technical competence. It requires:

- Accurate diagnosis
- Effective scheduling
- Clear case ownership
- Quality assurance

Reducing repeat issues lowers complaint escalation and improves resident confidence. Improvement in this area strengthens both operational efficiency and perception of service quality.

Right First Time applies equally to capital programmes. Where feasibility and communication are not fully aligned, resident confidence is affected.

Case Study Wednesbury – Electric Boiler Conversion

A small number of homes were upgraded from storage heaters to electric boilers as part of a capital investment programme. The programme was paused when it became clear the local electricity grid could not support further upgrades.

This was not communicated clearly at the time. Some residents received upgrades while others did not, creating a perception of unfairness.

Learning and Action

- Stronger pre project feasibility checks with utility providers
- Clearer communication plans built into capital works delivery
- Defined communication triggers if programmes pause or change

This case reinforces the importance of early risk assessment, fairness and transparent communication within capital investment programmes.

E. What We Have Changed

In response to resident feedback and scrutiny:

- Case study resident attended Tool Box Talk and told her story
- Introduced Ask Once so First Time applied to all Teams
- Repairs Partnership Board strengthened monitoring of quality standards
- Greater oversight of repeat complaints and recurrence tracking (CFIP report)
- Increased focus on project planning and communication for capital works
- Review of stock condition and asset data presentation to residents

These actions aim to improve diagnosis, reduce recurrence and strengthen accountability.

F. Impact So Far

Early indicators show:

- Improved visibility of repeat complaint patterns
- Greater scrutiny of quality standards through the Repairs Partnership Board - Golden Rules embedded – shoe covers, badge, line of sight on DMC.
- Customer boarded to support clearer tracking of project communication plans
- Communication around some capital works remains inconsistent and requires further improvement.

However, recurrence remains a concern in some cases, particularly where complex works are involved. Continued monitoring is required.

Impact assessment: **Moderate and improving.**

G. How This Is Monitored

Performance is:

- Reviewed quarterly by the Repairs Partnership Board
- Considered through complaint trend analysis
- Reported bi-monthly to Board through performance reporting
- Reflected in TSM repairs perception results
- Transactional surveys

This ensures oversight of both service quality and resident experience.

3. Pride in Neighbourhood and Visible Contribution

A. Why This Matters

Residents want to feel proud of where they live. Clean, safe and well-maintained neighbourhoods contribute directly to wellbeing, safety and overall satisfaction. Visible local presence and community activity also strengthen belonging and trust. This theme supports the Neighbourhood and Community Standard and contributes to overall perception measures within TSM.

B. What We Heard

Pride in neighbourhood was raised through:

- Estate walkabouts
- Estate Communal Survey
- Scheme meetings
- ASB-focused resident meetings
- Informal engagement during community activities

Residents told us they value:

- Clean communal areas
- Prompt resolution of estate issues
- Visible action on ASB concerns
- Investment in shared spaces
- Community activity that strengthens connection

At Siviter Court, residents raised ASB concerns which led to improvements in fencing design and security measures. At Vantage Point and other schemes, residents influenced decisions on carpets, boilers and furniture choices. This reflects both environmental standards and visible contribution.

C. What the Data Tells Us

Between April and October:

- 93 estates were inspected through walkabouts.

- 105 residents responded to the Estate Communal Survey.

Complaint themes relating to neighbourhood and ASB highlight that dissatisfaction increases where estate standards decline or follow-up action is not visible.

TSM neighbourhood-related perception measures indicate that environmental quality and safety influence overall satisfaction. This suggests that visible, timely action on local issues is key to maintaining confidence.

D. What This Means

Pride in neighbourhood is shaped by both:

- Day-to-day estate management
- Visible responsiveness to concerns
- Investment decisions
- Community participation

Where action is visible and consistent, confidence strengthens. Where issues are left unresolved, dissatisfaction grows. This theme links service delivery with community wellbeing.

E. What We Have Changed

In response to resident feedback:

- 93 estates inspected with actions identified
- 8 Neighbourhood plans developed across multiple schemes
- At Siviter Court ASB concerns addressed through resident meetings and design improvements.
- Resident influence incorporated into communal investment decisions
- Fire safety and awareness sessions delivered
- Community wellbeing activities supported across schemes

Alongside neighbourhood improvements, responsive services such as minor/ major adaptations help residents remain independent and continue living safely in their homes.

- During 2025/26 BCHG delivered 68 ⁷minor adaptations 10⁸ major adaptations, helping residents remain independent in their homes.

⁷ Aid and adaptation budget

⁸ Retirement Living DFG

Case Study

Supporting Independent Living Through Home Adaptations

During 2025/26 BCHG completed **68 minor home adaptations** to support residents with mobility, safety and daily living needs. These included grab rails, stair rails, lever taps, raised toilets and small access improvements.

In addition, **ten residents at retirement living schemes** were supported by Scheme Managers to secure major adaptations, including level access shower rooms.

These practical changes help residents remain safe, independent and able to continue living in their homes as their needs change.

Case Study

Responding to Resident Concerns – Siviter Court, Rowley Regis

Siviter Court is a new development in Rowley Regis. Shortly after residents moved in, lived experience highlighted concerns about the defensibility of the open space around the scheme. Residents felt the layout reduced their sense of safety and boundary definition.

A resident meeting was arranged on 12 June 2025. Residents expressed their concerns clearly and requested fencing to improve security.

Following the meeting, a small group of residents worked with BCHG to review options and agree a suitable solution. Fencing works were completed in January 2026.

This case demonstrates how neighbourhood concerns are addressed in practice:

- Early listening to lived experience
- Open discussion through a resident meeting
- Resident involvement in shaping the solution
- Delivery of a physical improvement

It also reflects the Neighbourhood Standard by showing that neighbourhood management is not limited to maintenance but includes responding to safety concerns and improving residents' confidence in their local environment.

The scheme continues to be monitored through estate inspections and resident feedback to ensure the improvement remains effective.

These actions combine service management and community strengthening.

F. Impact So Far

Early indicators show:

- Improved visibility of estate issues through structured inspections
- Direct action taken following ASB concerns
- Increased resident participation in local meetings and activities
- Positive informal feedback on community events and improvements
- Helping residents to live independently

However:

- Neighbourhood satisfaction varies between schemes. Ensuring consistency and equity across locations remains a focus.
- Participation levels differ across locations
- Sustained improvement depends on consistent follow-up

Impact assessment: High engagement activity; variable measurable perception impact.

G. How This Is Monitored

Neighbourhood performance is:

- Reviewed through estate walkabouts
- Service Improvement Plan 2025
- Informed by Estate Communal Survey results
- Monitored through complaint trends relating to ASB and environment
- Reported through governance structures and resident scrutiny

This ensures both operational standards and resident experience are overseen.

4. Influence Over Strategic Direction

A. Why This Matters

Residents expect not only to be consulted, but to shape decisions and see how their voice influences outcomes.

Genuine influence strengthens accountability, improves decision-making and builds trust in governance.

This theme supports the Transparency, Influence and Accountability Standard by demonstrating that resident voice informs strategy, policy and service priorities.

B. What We Heard

Residents told us that influence must be meaningful and visible. This was raised through:

- Quarterly RSVP meetings
- The 2025 Customer Scrutiny Conference
- Policy review focus groups under “No voice, no approval”
- Repairs Partnership Board meetings
- Cross-organisation networking events

Residents were clear that they expect:

- Clear feedback on how their input changes decisions
- Involvement at early stages of policy design
- Ongoing review of scrutiny recommendations
- Transparency over recurrence and root cause issues

This reflects a shift from consultation to co-production.

C. What the Data and Governance Feedback Tell Us

During 2025/26:

- The Customer Scrutiny Conference directly shaped the Service Improvement Plan.
- Scrutiny recommendations from previous service reviews continued to be tracked and reported.
- BCHG Board attend engagement meetings for direct assurance
- Residents were involved in policy reviews, including Access and Gas Policy, Tenancy and Mutual Exchange Policy, and Repairs Policy.
- Procurement processes included defined parameters for resident influence.

Governance reporting confirms that resident insight is considered within Board performance discussions and strategic monitoring. This demonstrates structured resident involvement at both operational and strategic levels.

Feedback to residents is published following Board review, ensuring transparency and visibility of decisions.

D. What This Means

Influence is strongest when:

- Residents are involved early
- Recommendations are tracked over time
- Outcomes are publicly reported
- Governance structures are open to challenge

Strategic influence is not a one-off event. It requires consistent feedback loops and visible accountability. This approach embeds co-regulation rather than just linear engagement.

E. What We Have Changed

In response to resident challenge and evolving expectations:

- Strengthened tracking of scrutiny recommendations
- Agreed and published Service Improvement Plan Following Conference
- Increased resident involvement in policy design
- Defined parameters of influence in areas of procurement processes
- Created clearer governance reporting routes for resident insight

These changes strengthen transparency and accountability.

F. Impact So Far

Early indicators show:

- Increased resident confidence in challenging service performance
- Clearer link between scrutiny findings and service actions

- Greater visibility of how resident input influences policy

However:

- Continued work is required to evidence long-term impact on satisfaction and perception
- Consistency of influence across all service areas remains a development area
- Difficult at times to read the actual and real impact as at times it is intrinsic and its value not yet realised.

Impact assessment: Strong governance embedding; ongoing evaluation of perception impact.

G. How This Is Monitored

Strategic influence is monitored through:

- Quarterly RSVP meetings
- Repairs Partnership Board
- Bi-monthly Board reporting
- Service Improvement Plan tracking
- Ongoing policy review cycles

This ensures resident voice remains embedded in governance structures.

Overall Assurance Position

During 2025/26, resident influence has continued to strengthen across both operational delivery and strategic decision-making. Scrutiny recommendations are not only made but tracked over time and reported openly. There is clearer visibility of follow-through and accountability.

Operational consistency is improving, particularly in case management and monitoring of repeat complaints. We have greater clarity on where recurrence occurs and who owns resolution.

Core technical service delivery is broadly stable. However, communication, expectation management and consistency remain the strongest drivers of resident perception. This requires sustained focus and continued challenge through scrutiny and governance.

Governance oversight is structured and embedded. Resident insight is reported regularly to Board, considered through scrutiny panels and reflected in the Service Improvement Plan. Progress is monitored through performance reporting, complaints analysis and TSM results.

This positions us as improving and self-aware, with clear lines of accountability and continued areas for development.