

DRAFT Joint Asset Management Strategy 2023 – 2033 – Three Year Investment Plan

Strategic Objective: 1. Investing intelligently in our homes		
Objectives - WHAT	Actions - HOW	Date - When
Intelligently invest sufficient resources to ensure our homes are safe, in good condition and are 'desirable' both now and in the future (by reflecting the 'things that matter' to customers)	<ul style="list-style-type: none"> • Setup decent homes module in capita. • Embed the Compliance and Workflow Modules of Open Housing • Formally refresh the financial capital investment required for the SMBC Housing Stock every two years 	<ul style="list-style-type: none"> • 2023/24 • 2023/24 • 2024/25
Embed a robust approach to data management covering all compliance activities, performance indicators and stock condition data - the fundamental 'building block' of intelligent investment	<ul style="list-style-type: none"> • Formalise the process to the collection and entry of stock data and profile information using capita system. • Work with building safety managers to develop process for data checks on components requiring service. • Further develop the stock data collection plan to include staff from wider service areas • Develop and implement the corporate data strategy including data cleansing and verification within the Housing System. 	<ul style="list-style-type: none"> • 2023/24 • 2023/24 • 2023/24 • 2024/25
Undertake option appraisals of our poorly performing stock	<ul style="list-style-type: none"> • Complete the options appraisal programme in response to the 6 identified low rise properties and identify an action plan for implementation • Develop reporting and tracking the impact of completed Options Appraisals through Asset Management Strategy Delivery Group • Develop year 2 and 3 options appraisal programmes in response to the updated asset performance information. 	<ul style="list-style-type: none"> • 2023/24 • 2023/24 • 2024/25

Strategic Objective: 2. Ensuring safe, high-quality homes		
Objectives - WHAT	Actions - HOW	Date - When
Ensure there are transparent and auditable processes to ensure homes are safe and in good condition	<ul style="list-style-type: none"> • Commission and review Third Party Audits for external assurance purposes on are six main areas of safety compliance • Embed transparent systems and processes for reporting of building safety • Implement the three year Building Safety Implementation Plan • Work with strategic partner for mechanical and electrical safety works to ensure accurate data, systems and processes are in place. 	<ul style="list-style-type: none"> • 2023/24 • 2023/24 • 2024/25 • 2024/25
Ensure there is sufficient investment to provide a high-quality standard of home	<ul style="list-style-type: none"> • Respond to changes in legislation, customer expectations and rising investment costs as affordable through the Capital Investment Works Programme • Introduce capital investment work programmes in response to the new decent homes standard requirements • Review the amount of investment identified in the HRA Business Plan in comparison to the amount of investment required 	<ul style="list-style-type: none"> • 2025/26 • 2024/25 • 2024/25
Improve the accessibility of our homes to meet the 'lifetime' needs of our customers	<ul style="list-style-type: none"> • Improve access to service delivery information through on-line channels • Implement housing assistance policy for council owned homes and private properties • Review standards of service in accordance with available funding to properties that require adaptation • Implement the lifetime homes standard to new build properties 	<ul style="list-style-type: none"> • 2023/24 • 2023/24 • 2024/25 • 2025/26
Improve our systems and use of 'business intelligence' to ensure we invest intelligently - proactively managing disrepair, damp and mould and reducing our day-to-day spending	<ul style="list-style-type: none"> • Implement the damp, mould and disrepair Action Plan to reduce complaints and proactively improve property conditions • Create new works planned work programmes to offset the demand of repair works required from the revenue budget • Implement plans to reduce the number of reported repairs in the first two years of tenancy 	<ul style="list-style-type: none"> • 2023/24 • 2024/25 • 2024/25

Strategic Objective: 3. Supporting net zero plans by investing in 'greening' our homes		
Objectives - WHAT	Actions - HOW	Date - When
Develop a flexible, phased approach to energy efficiency investment	<ul style="list-style-type: none"> Review the energy efficiency position of the Housing Stock in accordance with the latest environmental guidance. Work on poorest performing properties first and map against known fuel poverty areas Whilst heating technology is still developing introduce other treatments Investigate connections between rent arrears and low performing housing stock Prepare retrofit surveys in advance so that information is available for new funding streams 	<ul style="list-style-type: none"> 2023/24 2023/24 2025/26 2024/25 2024/25
Deliver an £11million energy efficiency programme so that all properties are EPC Band C by 2030 / 31	<ul style="list-style-type: none"> Complete energy efficiency works to all properties with an EPC Rating lower than 'F', LADS 2 and SHDF Funding programmes Capture the increased energy rating score through a post completion EPC Survey following capital improvement works Ensure an effective maintenance programme is in place for new eco technology installations Implement a forward programmes of energy efficiency works consisting of windows / doors, lighting, replacement heating equipment and insulation measures 	<ul style="list-style-type: none"> 2023/24 2023/24 2025/26 2025/26
Seek out external funding opportunities to support our delivery and maximise our Capital Investment Funding	<ul style="list-style-type: none"> Work in partnership with SMBC to attract funding via the West Midlands Combined Authority for Solihull properties Establish new funding streams and develop a strategic partner approach to maximise new funding opportunities. Develop forward programmes of works that can respond to emerging grant funding opportunities to maximise external contributions Consider piloting a holistic whole house approach to carbon reduction investment projects in remote locations 	<ul style="list-style-type: none"> 2023/24 2024/25 2023/24 2025/26

Strategic Objective: 4. Ensuring high-rise living is 'fit for the future'		
Objectives - WHAT	Actions - HOW	Completion Date – when
Complete the Building Safety Capital Works Programmes by 2025	<ul style="list-style-type: none"> • Complete Sprinkler installs to all tower blocks. • Undertake structural surveys in order to understand the structural integrity and life expectancy of blocks • Complete Spandrel panel replacement programme and improve ventilation in communal areas. 	<ul style="list-style-type: none"> • 2023/24 • 2024/25 • 2024/25
Develop an overarching strategy for Building Safety Management to the high-rise blocks	<ul style="list-style-type: none"> • Deliver the Building Safety Implementation Plan • Appoint Building Safety Managers • Quantify the findings of the Structural Findings • Implement Resident Engagement Strategy and Block Specific Engagement Plans with residents • Complete Building Safety Cases 	<ul style="list-style-type: none"> • 2024/25 • 2023/24 • 2024/25 • 2024/25 • 2024/25
Review sustainable heating solutions for the blocks as part of our net zero plans	<ul style="list-style-type: none"> • Benchmark the life cycles on heating and develop block replacement plans. • Consider the merits of further investment and expansion of the district heating systems with existing or new technologies e.g. ambient loop or battery technology • Engage external advisors to develop heating solutions that address Fuel Poverty 	<ul style="list-style-type: none"> • 2024/25 • 2025/26 • 2023/24
Develop a high rise strategy and standard	<ul style="list-style-type: none"> • Produce a High Rise Strategy identifying the approach to management, maintenance, safety and investment • Review service standards for housing management services such as frequency of estate inspections • Review approach to Capital investment within High Rise Blocks to avoid disproportionate investment e.g. feasibility of kitchen upgrade rather than full new installation • Where we have high turnover look at letting standard and lettings policy, blocks with an age restrictions are performing better than those without. • target high turnover properties / difficult to let Blocks 	<ul style="list-style-type: none"> • 2023/24 • 2024/25 • 2024/25 • 2024/25 • 2023/24
Develop detailed option appraisals based on survey results. appraisals on all poor performing blocks to ensure they are 'fit for the future'	<ul style="list-style-type: none"> • Undertake viability study for the conversion of unused space and bedsits to create larger living accommodation • Identify approaches and strategies for alternative housing provision to high rise residential blocks 	<ul style="list-style-type: none"> • 2024/25 • 2025/26

Strategic Objective 5 – Providing safe and attractive neighbourhoods that support thriving communities		
Objectives - WHAT	Actions - HOW	Completion Date – when
Invest in improving the useability and attractiveness of local open space for both recreation and amenity use	<ul style="list-style-type: none"> • Explore a new ‘Neighbourhood and Community’ standard setting out how we will work in partnership with the Locality Groups and residents to ensure our neighbourhoods are attractive, safe and secure • Embed new communal cleaning contract • Review performance of Strategic Environmental Contract • Continue with Cyclical and Enveloping programmes in partnership with the Estates Service to improve footpaths, fencing and car parking (link with natural capital strategy) • Identify opportunities to improve car parking facilities • Maximise ‘social value’ with our contractor organisations 	<ul style="list-style-type: none"> • 2023/24 • 2023/24 • 2023/24 • 2025/26 • 2024/25 • 2025/26
Ensure garages and outbuildings are secure and well-maintained and contribute positively to our neighbourhoods working in partnership with our Thriving Community Locality groups	<ul style="list-style-type: none"> • Review the optimal use of garage sites as part of the Garage and Small Site Policy • Consider further development opportunities under the “HRA” as part of the hierarchy of use for garage areas • Review CCTV and Lighting Provision to assist with place based ASB Matters • Develop list of sites suitable for green infrastructure, community gardens, Vehicle charging etc. 	<ul style="list-style-type: none"> • 2023/24 • 2024/25 • 2024/25 • 2025/26
Encourage residents to be good neighbours	<ul style="list-style-type: none"> • Promoting ownership and pride in gardens and communal areas. • Implement key initiatives of the engagement framework e.g. planting of seeds. • Ensure all staff and contractors act as SCH’s ‘eyes and ears’ – proactively managing the safety and condition of our homes and neighbourhoods 	<ul style="list-style-type: none"> • 2024/25 • 2024/25 • 2025/26

Strategic Objective 6 - Building new affordable and sustainable homes		
Objectives - WHAT	Actions - HOW	Completion Date – when
Support and develop regeneration schemes to support and create thriving communities within Kingshurst and Chelmsley Wood	<ul style="list-style-type: none"> • Complete the demolition and ground work preparation to the Kingshurst Village Centre Regeneration Scheme • Complete the building of the Community/health/commercial construction at Kingshurst Village Centre • Deliver regeneration project milestones up to project completion at Kingshurst Village Centre Regeneration Scheme • Provide ongoing support to master planning process for Chelmsley Wood 	<ul style="list-style-type: none"> • 2023/24 • 2024/25 • 2025/26 • 2025/26
Carry out more stock acquisition and explore remodelling opportunities to meet housing need and deliver community benefits	<ul style="list-style-type: none"> • Manage SCH's annual programme of property acquisitions to meet the housing need of the Borough • Explore mixed-tenure development as a means of maximising the delivery of affordable housing and supporting inclusive and thriving communities • Explore remodelling developments as a means of maximising the delivery of affordable housing • Make better use of existing stock for example, building new homes to replace poorly performing stock 	<ul style="list-style-type: none"> • 2025/26 • 2025/26 • 2025/26 • 2025/26
Maximise opportunities for building new homes through the Council's corporate assets including under-used, surplus or brownfield land	<ul style="list-style-type: none"> • Commence on site works and deliver agreed Phase 3 pipeline works • Work with SMBC to identify suitable redevelopment sites and deliver development sites particularly in the South of the Borough • Adopt the requirements for the Future Homes standard and changes to Building regulations. • Undertake low carbon design and specification for all prospective SCH new build schemes • Identify partners in order to develop a Solihull approach to Community led housing projects. 	<ul style="list-style-type: none"> • 2023/24 • 2025/26 • 2024/25 • 2023/24 • 2025/26

Strategic Objective 7 - Ensuring customer engagement in shaping our future services		
Objectives - WHAT	Actions - HOW	Completion Date – when
Embed customer engagement at the heart of the service delivery through our policies and practice	<ul style="list-style-type: none"> • Implement the Customer Engagement Framework principles within the way that we work • Provide customers with a range of ways to engage with us and have their say in the delivery of this strategy • Implement Building Safety Resident Engagement and Communications Plan • Improve customer perception to above the median benchmark for satisfaction with homes and repairs and maintenance. 	<ul style="list-style-type: none"> • 2025/26 • 2023/24 • 2024/25 • 2024/25
Carry out reviews of new customers experience of our services	<ul style="list-style-type: none"> • Work with customers to co-design new SCH standards • Home improvement advocates to engage with procurement and contract management • Support SCHape Panel and VIP Reviews such as the experience of new customers moving into homes and the design of building safety block plans 	<ul style="list-style-type: none"> • 2024/25 • 2023/24 • 2025/26
Involve customers in 'piloting' and promoting the success of new technologies and approaches for example, heating and ventilation systems and renewables	<ul style="list-style-type: none"> • Engage with our residents when reviewing the introduction of new technologies for heating or property improvements • Environmental sustainability resident group to influence decisions and hold us to account for performance 	<ul style="list-style-type: none"> • 2025/26 • 2025/26
Work with customers to develop a 'reward' scheme to recognise and incentivise positive actions, engagement and behaviours'	<ul style="list-style-type: none"> • Explore options that support us in being more efficient and encourage greater ownership/ investment by customers in their home and neighbourhood • Review the merits of a customer reward scheme 	<ul style="list-style-type: none"> • 2024/25 • 2024/25

Strategic Objective 8 – Building Fantastic Teams		
Objectives - WHAT	Actions - HOW	Completion Date – when
Contribute to the SCH People Offer and our Passion in People Strategy	<ul style="list-style-type: none"> Empowering managers to take responsibility and manage Offer a mentoring scheme for managers Providing a coaching offer for staff Implement Health and wellbeing action plan 	<ul style="list-style-type: none"> 2023/24 2024/25 2024/25 2023/24
Recruit, retain and develop people with the knowledge, skills, competencies and behaviours we need for now and in the future	<ul style="list-style-type: none"> Actively promote vacancies and apprentices to ensure that we employ a diverse workforce Review future opportunities for expansion in service delivery and train staff so that they are competent to carry out service delivery requirements now and for the future e.g. energy efficiency works, drainage Conduct a training needs analysis and provide development opportunities to 'grow our own' and combat the current construction sector skills shortage 	<ul style="list-style-type: none"> 2023/24 2024/25 2024/25
Embed a learning culture where people are empowered to take accountability	<ul style="list-style-type: none"> Look at succession planning and how current staff can help shape the future of the service Challenge historic views and practices in the context of organisational values and the one team approach Develop induction programmes for all new staff, and new starter buddies. 	<ul style="list-style-type: none"> 2023/24 2023/24 2023/24
Benchmark the structure and costs of our asset management service to ensure it is 'fit for purpose', adequately resourced and represents good value for money	<ul style="list-style-type: none"> Carry out value for money review of service. Review requirements for future van fleet and reduce our impact on the environment Review the range of repairs and maintenance service delivery models Identify the optimum balance between in-house and external contractor delivery Benchmark our remuneration packages against other providers. 	<ul style="list-style-type: none"> 2024/25 2024/25 2025/26 2024/25 2025/26
Maximise social value outcomes through our DLO and contractor partners	<ul style="list-style-type: none"> Creating training and apprenticeship opportunities within the service and with contractor partners Participate in community events Carry out work placements and support of Kickstart scheme 	<ul style="list-style-type: none"> 2024/25 2025/26 2025/26