



SCH Delivery Plan 19/20

Economic Growth and
Managed Growth Scrutiny
Board

5th March 2019



Solihull
Community Housing
Shaping our neighbourhoods

Presentation

- Context
- Achievements
- Policy context
- Strategic and operational priorities
- Delivery milestones and key performance indicators
- Further edits



SCH Delivery Plan 2019-20

- SCH is required to produce a Delivery Plan every year
- Articulates the vision and ambition of SCH
- It details the work to progress the SCH Future Strategic Vision (FSV) and support / deliver SMBC's Council Plan priorities
- Progress reported to SCH / SMBC Quarterly Monitoring Board – chaired by cabinet member
- Delivery Plan 18 / 19 achievements include:
 - Redesigned Homelessness service to be compliant with new legal duties (HRA 2017)
 - Launched new Wellbeing service model
 - Worked with SMBC to develop new housing schemes, including supported housing Saxon Court
 - Developed / implemented a new Asset Management Strategy
 - Taken the lead role in developing and implementing Locality Working
 - Worked to maintain income levels while supporting tenants / residents through a period of major welfare reform
 - Development of rebrand



Wider Policy Context – Social Housing

- The Delivery Plan for the coming year reflects the changing social housing landscape:
 - Grenfell Tower
 - Inquiry
 - Hackitt Review
 - Building a Safer Future – Implementation Plan

Social Housing Green Paper key themes

- Ensuring homes are safe & decent
- Effective resolution of complaints
- Empowering residents & strengthening the Regulator
- Tackling stigma & celebrating thriving communities
- Expanding supply & supporting home ownership

- High value vacant homes provisions not being implemented
- Lifting Housing Revenue Account borrowing cap



Strategic Priorities

- The Plan introduces 6 Strategic Priorities (which are informed by the key themes identified in the Social Housing Green Paper and which complement the Solihull Council Plan priorities):
 1. To deliver a step change improvement in customer satisfaction and engagement with SCH services
 2. Utilise opportunities for stock growth in the context of the Solihull Strategic Housing Framework and invest intelligently in the current housing stock
 3. Embed 'safer homes' as a core theme, integrating tenant engagement as an essential component
 4. Implement Locality Working
 5. Framework for Staff Development
 6. Increase digital engagement



Operational Priorities

- In addition, the Plan sets out Operational Priorities for each service area:
 - Housing and Communities
 - Housing Options & Homelessness
 - Income Collection
 - Estate Management
 - Wellbeing Service
 - Asset Management and Development
 - Stock Investment
 - Repairs Service
 - Customer and Business Support
 - Customer Contact
 - Performance Management
 - Governance
 - Safeguarding



Delivery Milestones

Strategic Priorities	Milestone	By When
1. Deliver a step-change improvement in customer satisfaction	<ul style="list-style-type: none"> Deliver improved customer satisfaction as demonstrated by KPI outcomes Implement a SCH wide refresh of customer excellence training Launch the Customer Promise and publish core service standards Introduction of a new policy that will support earlier and swifter resolution of complaints Implementation of a revised customer engagement and involvement framework Review approach to tenant scrutiny 	Q1-4 Q1-4 Q1-4 Q1-4 Q1-4 Q1-4
2. Utilise opportunities for stock growth in the context of the Solihull Strategic Housing Framework	<ul style="list-style-type: none"> Collaborate with SMBC on specific projects relating to stock growth and new build activities Explore the potential for SCH future involvement in Council owned sites Explore opportunities presented by the lifting of the HRA borrowing cap to add to the social housing stock e.g. by increasing the acquisitions programme Start on site – two developments (33 homes) Progress development of seven homes (bungalows) built to Passive House standard 	Q1-4 Q1-4 Q1-4 Q1-4 Q1-4
3. Embed 'Safer Homes' as a core theme, integrating tenant engagement as an essential component	<ul style="list-style-type: none"> Safer homes information on website, digital platforms Drop-in surgeries at high rise blocks Monitor and implement recommendations from the Grenfell Tower inquiry, Hackitt Review Delivery accompanied fire risk assessments, involving residents in the programme of annual fire risk assessments Undertake Type 2 and Type 4 (intrusive) fire risk assessments, which will inform strategic oversight of the fire integrity of purpose built blocks of flats within SCH management 	Q1-4 Q1-4 Q1-4 Q1-4 Q1-4
4. Implement Locality Working	<ul style="list-style-type: none"> Develop wider locality networks that engage and embed the role of the health, voluntary and community sectors Launch three locality plans Review locality opportunities for family and case specific partner joint working 	Q1-4 Q1 Q1
5. Staff development	<ul style="list-style-type: none"> Roll out of a revised appraisal scheme Support for development of response and appropriate action plans to the employee engagement survey (TEDD), including the recently established Staff Engagement Group Review of HR policies, procedures and associated processes Development of the HR intranet and toolkits to support managers and promote self-service Support for Staff Conference Support to leadership development and culture change programme for staff Development of a wellbeing strategy Equality and diversity briefings and training to the SCH Board and staff 	Q1-4 Q1 Q1-4 Q1-4 Q1 Q1-4 Q1-4 Q1-4
6. Delivery digital engagement	<ul style="list-style-type: none"> Improved SCH website design and functionality and the launch of a SCH App for mobile devices Ensure effective implementation of customer self-serve through 'My SCH Account' Implement a new CRM system 	Q1-4 Q1-4 Q1-4

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Delivery Milestones

Operational Priorities	Milestones	By When
Housing and Communities	<ul style="list-style-type: none"> • Embed the Housing Options and Homelessness Staffing and working arrangements to maximise prevention and relief outcomes • Review temporary accommodation requirements • Continue our work to consider larger office space for the customer facing Housing Options team • Further develop the Solihome Service and achieve 40 placements during 2019-20 • Delivery the CIH Make a Stand pledge commitments by September 2019 • Bring forward Stage 1 recommendations for amendments to the Housing Allocations Scheme • Monitor and evaluate the impact of the Housing Contacts contract on low level arrears recovery • Further promote the use of digital rent payment options • Develop a supported housing offer 	Q2 Q1-4 Q1-4 Q1-4 Q2 Q1 Q1 Q2
Asset Management and Development	<ul style="list-style-type: none"> • Deliver the Repairs Improvement Plan • To put customer service at the forefront of the investment and repairs service via a new Customer Service Team • Deliver a stock investment capital works programme • Conclude the work of the Asset Management Stock Investment Group • Refocus our compliance team to become the 'Safer Homes Team', promoting simple, non-technical speak and understanding for customers • Embed a safety culture across our managed stock, engaging with and involving our customers in the safety aspects of the homes they live in • Improve performance on responsive repairs (right first time and appointment kept) by achieving the agreed stretch targets set out in the Key Performance Indicators • Challenge existing practices to promote innovation to improve the services we offer through proactive staff and customer engagement 	Q1-4 Q1-4 Q1-4 Q1-4 Q1-4 Q1-4 Q1-4 Q1-4
Customer and Business Support	<ul style="list-style-type: none"> • Priority focus on improving performance on rent collection; responsive repairs (right first time and appointments kept); gas servicing; and tenant satisfaction • Carry out a SCH Board appraisal and develop a fresh Board development programme • Introduce a competency framework for multi-agency safeguarding training • Continue implementation of the new SCH Brand • Agree an effective measurement that will enable us to report the social value of our work 	Q1-4 Q1-4 Q1 Q1-4 Q1-4

Key Performance Indicators

- The Delivery Plan is underpinned by a set of Key Performance Indicators, which this year incorporates stretch targets for improving customer satisfaction in the following focus areas:
 - Repairs
 - New homes
 - Anti-social behaviour
- These metrics will be informed by survey work which is currently being undertaken. The agreed targets will be included in the report to Cabinet Member at the end of March



Ref	Title	Target 18/19	Target 19/20
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Neighbourhood Services
Income collection and welfare reform

NS1	Percentage of rent collected of rent due	97.90%	98.00%
NS2	Percentage of leaseholder service charges collected	98.50%	99.00%
NS4	Percentage of rent paid by digital means including Direct Debit	50.00%	60.00%
WR3	Reduction in arrears due to Money Advice Team intervention	£220,000	£350,000

Tenancy and Estate Management

NS9	Percentage of flatted blocks passing inspection (cleaning)	new	98.00%
NS10	Percentage of scheduled estate inspections completed	new	90.00%
NS33	Percentage of ASB cases closed with successful resolution	95.00%	97.00%

Home Options

HO1	Average stay in temporary accommodation (all) - days	100	112
HO3	Average stay in temporary accommodation (Budget hotels) – days	42	10
HO5	Percentage of homeless approaches where prevention or relief achieved	40.00%	60.00%

Well Being

WB1	Percentage of Minor adaptation works completed on time	97.50%	99.00%
WB2	Percentage of Major adaptation works completed on time	95.00%	99.00%
VB20	Net gain of paying Wellbeing service users	revised	108

Ref	Title	Target 18/19	Target 19/20
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Asset Management

AM1	Percentage of properties with valid gas certificate	100.00%	100.00%
AM2	Percentage of repair jobs completed in timescale - All repairs	98.00%	99.00%
AM3	Percentage of appointments made - Response repairs	95.00%	98.00%
AM4	Percentage of appointments kept - Response repairs	96.00%	98.00%
AM7	Percentage of repairs completed right first time	90.00%	94.50%
AM17	Average number of repairs per property	2.92	2.78

Voids and lettings

VL1	Average re-let time of voids - days	19	18
VL13	Percentage of rent loss due to voids	0.90%	0.90%
VL16	Number of Lettable voids	85	85

Corporate

CR1	Percentage of complaints resolved at stage 1	95.00%	97.00%
CR5	Short term staff sickness days	4.00	4
CR11	Enquiries resolved at first point of contact (Contact Centre)	80.00%	85.00%
CR28	Digital Inclusion customer portal	New	10.00%

SMBC Corporate Leadership Team Comments

- Important to emphasise commitment to taking a community focussed approach through SCH service delivery
- Reflect ambition to be an exemplar in delivery of capital investment for example in delivering environmental impact measures to support the green prospectus and embracing smart technology
- Highlight work to prevent homelessness
- Highlight commitment to supporting employment for example apprenticeship programme
- Highlight possible opportunity for involvement in Kingshurst scheme
- Underline the contribution of housing to health improvements



SCH Board – Final Comments

- The SCH Board approved the final draft of the Delivery Plan on 26 February, having made the following additional comments:
 - Highlight the performance aspirations of the Board
 - That specific examples be included to show how SCH contributes to each of the Solihull Council Plan priorities
 - An additional delivery milestone to develop a business plan for the retro-fitting of sprinklers in high rise flats
 - To sharpen descriptions of the purpose / expected outcomes for some of the deliverables
 - Some minor wording and typographical amendments



SCH Delivery Plan 2019-20 Final Edits

- These comments, together with the latest feedback received from Solihull MBC, and the views of the Economic Development and Managed Growth Scrutiny Board (5 March 2019), will inform the Plan that will be presented for approval to the Cabinet Member for Environment and Housing (27 March 2019)

