

Delivery Plan 2021 - 2022



Solihull
Community Housing
Shaping our neighbourhoods

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1. Foreword

Welcome to the Solihull Community Housing (SCH) Delivery Plan for 2021-2022, which sets out our priority activities for the coming year.



Over the last 12 months all of our lives have been dominated by the threats posed by the coronavirus pandemic. Very sadly, loved ones have been lost and health and livelihoods endangered. The social and economic consequences of the global health emergency will be with us for some time to come, but the roll-out of vaccines does offer hope of a return to some sort of normality.

The overriding priority has been, and continues to be, the health and wellbeing of Solihull residents and our employees. There have been unavoidable operating and service restrictions which have forced us to work very differently. The way in which our teams have risen to these challenges has been outstanding. We have learned a lot from the experience and there is plenty to build upon in the coming year, including an appraisal of the potential benefits of a 'blended' approach between office based and remote working.

Under normal circumstances, leaving the European Union would perhaps have been the most significant development at a national level. We are yet to see

how the longer term economic, trade and labour market implications play out for the housing sector.

Last November, the Social Housing White Paper was published, setting out a 'Charter for Social Housing Residents' and which also outlined plans for new regulation, a strengthened Housing Ombudsman to speed up complaints and a set of tenant satisfaction measures that social housing landlords will have to report against.

We anticipate that service pressures on our income collection, housing options and neighbourhood teams will intensify in the current climate. Many of our tenants and other residents will be experiencing hardship and precarious housing circumstances as a consequence of the pandemic. This Delivery Plan includes activity to ensure that our services can respond effectively, taking account of individual needs. We will embed the SCH Equality, Diversity and Inclusion Policy, and associated Action Plan, as well as continuing to develop a comprehensive Inclusive Service offer

for our customers. We have also engaged a mental health support worker and increased our capacity to support people into employment.

Fire and building safety, decarbonisation and preparedness for increased, proactive, regulation are major priorities for the coming year. The restrictions arising from the pandemic inevitably impacted on the delivery timeline for new build development but, nevertheless, we are proud to have worked with the Council to deliver valuable extra homes for social rent. Notwithstanding the competing demands on funding streams, we will progress further developments in 2021/22 and take a lead on the regeneration of Kingshurst Village Centre. We are also developing a very much needed supported housing scheme for young people.

Prudent investment in the existing housing stock will continue, utilising the increasing stock condition and asset performance data to inform improvement works and option appraisals that will contribute to meeting the Council's climate change goals, as well as ensuring that homes continue to be sustainable in the face of the challenges ahead.

In these particularly difficult times, effective governance and a sound financial footing are essential if we are to achieve our ambitions. We will continue to work with our Council colleagues to maintain robust and effective monitoring processes.



This Delivery Plan includes activity to ensure that our services can respond effectively, taking account of individual needs.

SCH is committed to being open, transparent and accountable to our customers, and to involve them in decision making. To this end, we will measure ourselves against the National Housing Federation's new Code of Governance. A comprehensive suite of revised service standards has been published on our website and we will continue to enhance our customer engagement framework to deliver on the SCH Board's commitment to ensure that the 'voice' of our residents is heard at the highest level within the organisation. We are also pleased to welcome a new Tenant Board Member.

People are at the centre of what we do and how we do it. In the coming year we will embed the recently developed SCH People Strategy. This strategy prioritises the health and welfare of individuals and teams, while continuing to develop the knowledge, skills and leadership behaviours which will promote excellent services and improve levels of customer satisfaction. As always, SCH aspires to be a high performing organisation.

2. Solihull Community Housing – Fact File



1.

We manage 9,910 tenanted homes and 1,261 leasehold properties, together with 4,644 garages and 38 shared ownership properties.



2.

We manage 109 temporary accommodation units for homeless households in need of urgent accommodation, which are sourced from within the Council's own housing stock and supplemented by 54 properties acquired through private sector leasing (PSL) arrangements.



3.

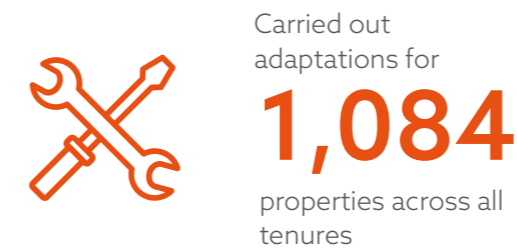
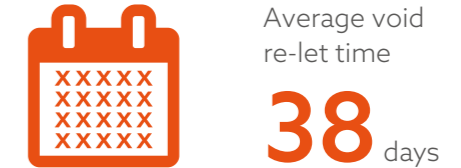
There are 2,569 households on the Council's Housing Register.



4.

We employ 264 full time equivalent staff.

In the calendar year 2020 we:



3. Our Strategic Vision

Strategic Aims
Commitments
Values

The SCH Strategic Vision for 2020 to 2025:

Creating better homes and thriving communities

Values:

- **H**onesty
- **E**xcellence
- **A**chieving together
- **R**espect
- **T**ransparency



SCH is not just concerned with what we do but how we do it. Alongside our core values, the following commitments will underpin all that we do:

Promote environmental sustainability

We fully and actively support the Council's climate change goals. A Climate Change declaration was approved by Full Council in October 2019, which is the Council's statement of intent to protect the environment. This is supported by the Council's Climate Change Prospectus, which was refreshed in March 2020 and is the roadmap to delivering greater sustainability.

Solihull Community Housing (SCH) is totally committed to environmental sustainability and we will support the Council through our Energy and Environmental Sustainability Strategy.

Be inclusive

We will always be inclusive in our direct service delivery but also in our wider work to develop thriving communities. We will always work in a way that ensures everyone feels valued, that their contribution matters and they are able to realise their full potential, no matter their background, identity or circumstances. We will meet our moral and legal responsibilities under the Equality Act 2010.

In 2021-2022 we will implement and embed the SCH Equality, Diversity and Inclusion Policy, and associated Action Plan. The priorities set out in the Action Plan are integral to the activities set out under each of the Strategic Objectives, influencing our work across the organisation.

Last year, SCH attained level one 'Disability Confident' accreditation and we are now working towards level two.



Always listen to our customers

We will always listen to our customers – we recognise that high quality customer care and taking the opportunity to learn from our customers is key to delivering services which are both effective and efficient.

Embed an organisational culture to support our values

We will instil an organisational culture which 'lives and breathes' the SCH values and commitments.

Support our customers who need it

We know that some of our customers will need support and we will embed a clear approach to supporting vulnerable customers across all SCH services. We understand and will always meet our safeguarding responsibilities.

These values and commitments will influence the way that SCH works with our customers, our partners and with each other, to progress the strategic aims and delivery milestones which will move us towards our vision.

SCH has adopted five strategic aims for 2020 to 2025.

Creating Homes

Creating homes for the future to meet the needs of our customers.

More than Bricks and Mortar

A clear and accessible service offer to improve the lives of our customers.

Strengthening Communities

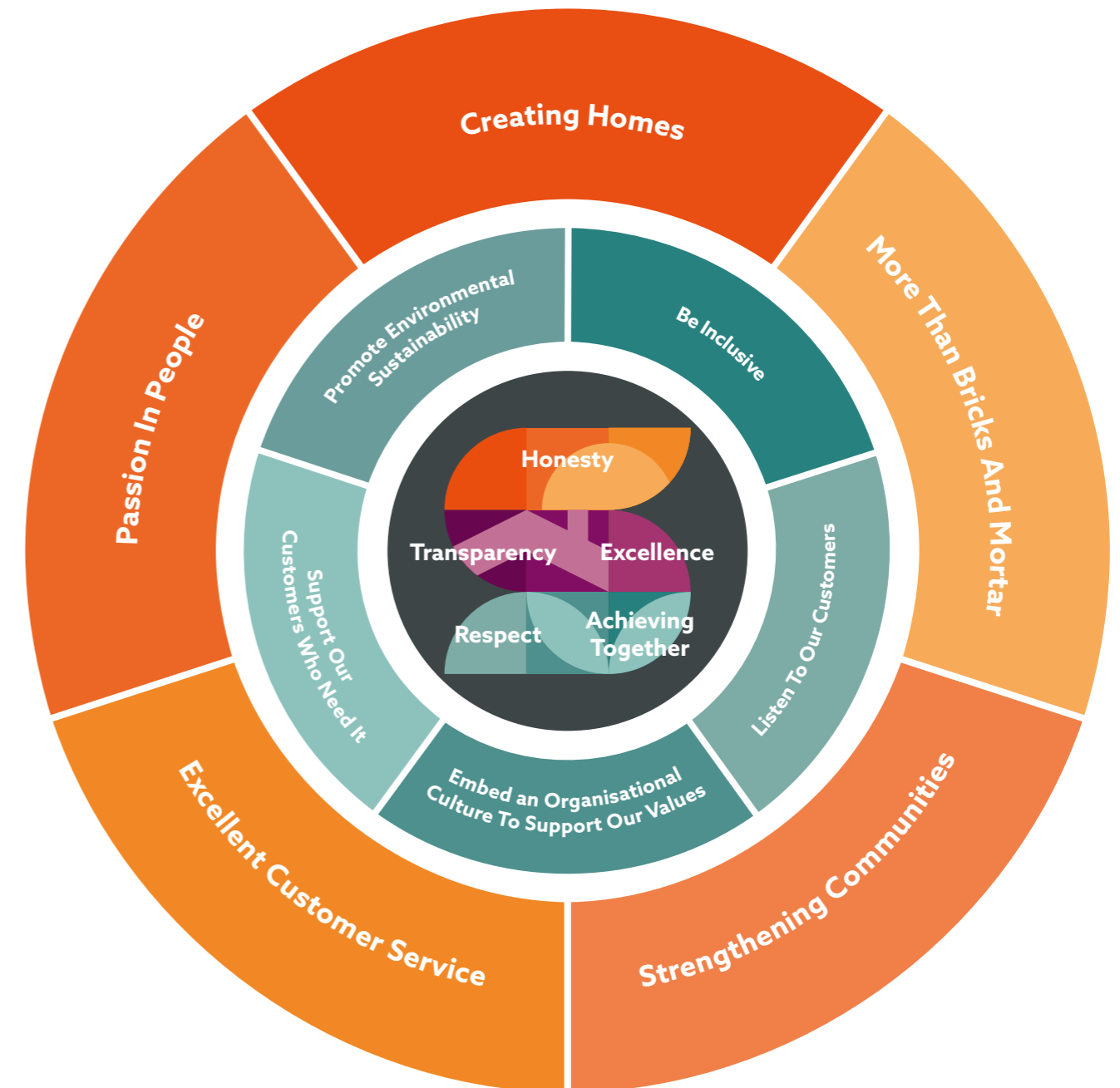
Enable resilient and thriving communities.

Excellent Customer Service

Deliver excellent customer service, consistently using community and customer driven insight.

Passion in People

Creating a great place to work, where the whole team feels valued, empowered and motivated, with the tools needed to deliver excellent services.



4. SCH Support for the Solihull Council Plan



SCH is an Arm's Length Management Organisation (ALMO) established in 2004 to manage housing services on behalf of Solihull Council. We are a limited company with one shareholder, which is Solihull Council.

The work of SCH is aligned with the Solihull Council Plan 2020-2025. The plan emphasises that everything the Council does should contribute to one or more of the five building blocks for sustainable inclusive growth:

1. Building a vibrant economy
2. Promoting and delivering social value
3. Enabling communities to thrive
4. Actioning our climate change declaration
5. Improving skills and access to good work

At the heart of the Plan are nine key things to do by 2025:

1. Revitalising our towns and local centres
2. UK Central (UKC) and maximising the opportunities of HS2
3. Increase the supply of housing, especially affordable and social housing
4. Enhance Solihull's natural environment

5. Improve Solihull's air quality
6. Reduce Solihull's net carbon emissions
7. Take action to improve life chances in our most disadvantaged communities
8. Enable communities to thrive
9. Sustainable, quality, affordable provision for adults and children with complex needs

SCH will support the delivery of the Council Plan, including specific contributions on:

- Improving neighbourhoods through partnership working in locality areas to support thriving communities
- Tackling anti-social behaviour across tenures
- Engaging with residents
- Preventing homelessness
- Helping to improve the health and wellbeing of residents through improvements to homes and the environment, with a focus on reducing carbon emissions
- Participating in safeguarding arrangements and work to reduce exploitation
- Helping tenants to sustain their tenancies, including tailored support for care leavers transitioning to independent living in Council tenancies
- Supporting independent living for residents of Solihull

5. What we will deliver in 2021-2022

Introduction

The SCH Strategic Vision 2020-2025 maintains the focus on improving core service delivery, while developing the potential of our customers and staff team to enhance outcomes for Solihull residents and communities.

The safety of the homes we manage and the wellbeing of our customers and other residents feature strongly in our objectives and delivery milestones for the coming year.

The provision of more social housing, through development and acquisition, in partnership with the Council is extremely important in meeting housing need. This joint work has already resulted in the provision of valuable new supported accommodation and delivered extra homes on difficult sites. SCH will continue to support activity to create extra homes and regenerate estates wherever we can add value, and so welcome the opportunity to take a lead role in the Kingshurst Village Centre regeneration scheme.

SCH has a strong commitment to wider partnership working, recognising the important role that housing can play in achieving positive health outcomes, safeguarding children and adults with care and support needs, tackling exploitation and creating safer and thriving communities. New legislation to support victims of domestic abuse will be enacted this year. SCH will work with the Council and other partners to ensure that the additional obligations placed on local authorities are met. SCH actively contributes and, where appropriate, leads on work with our partners and in support of the Solihull Council Plan.

SCH is striving to be one of the best performing organisations in the social housing sector and, to this end, we have set challenging key performance indicators to drive our commitment to continuous improvement. We will test and validate our improvement journey through benchmarking and, where appropriate, by seeking accreditation or making submissions for sector awards.

Our ambitions cannot be achieved without a skilled and motivated team, empowered to make decisions. The Executive Leadership Team recognises that staff need support to perform effectively in often difficult and stressful situations, and against a background of high expectations. A comprehensive leadership development programme commenced last year and will continue into 2021/22. This has already had a positive impact on the way that senior leaders are empowered to work together to deliver the priority actions and service improvements set out in this Plan. This programme is an important driver in fostering the culture of mutual accountability, support and performance focus needed to achieve the aspirations set out in the SCH Strategic Vision. Our new People Strategy embraces this leadership development work, providing the fundamental platform for a range of initiatives designed to maximise the potential and promote the welfare of the individuals and teams who are the heartbeat of SCH.

The Covid-19 pandemic has had a dramatic impact on the way we carry out our business, with people working in different ways and from different locations. We have achieved significant learning from this experience and, during the coming year, we will carry out an appraisal of the options for embedding blended working in the longer term.

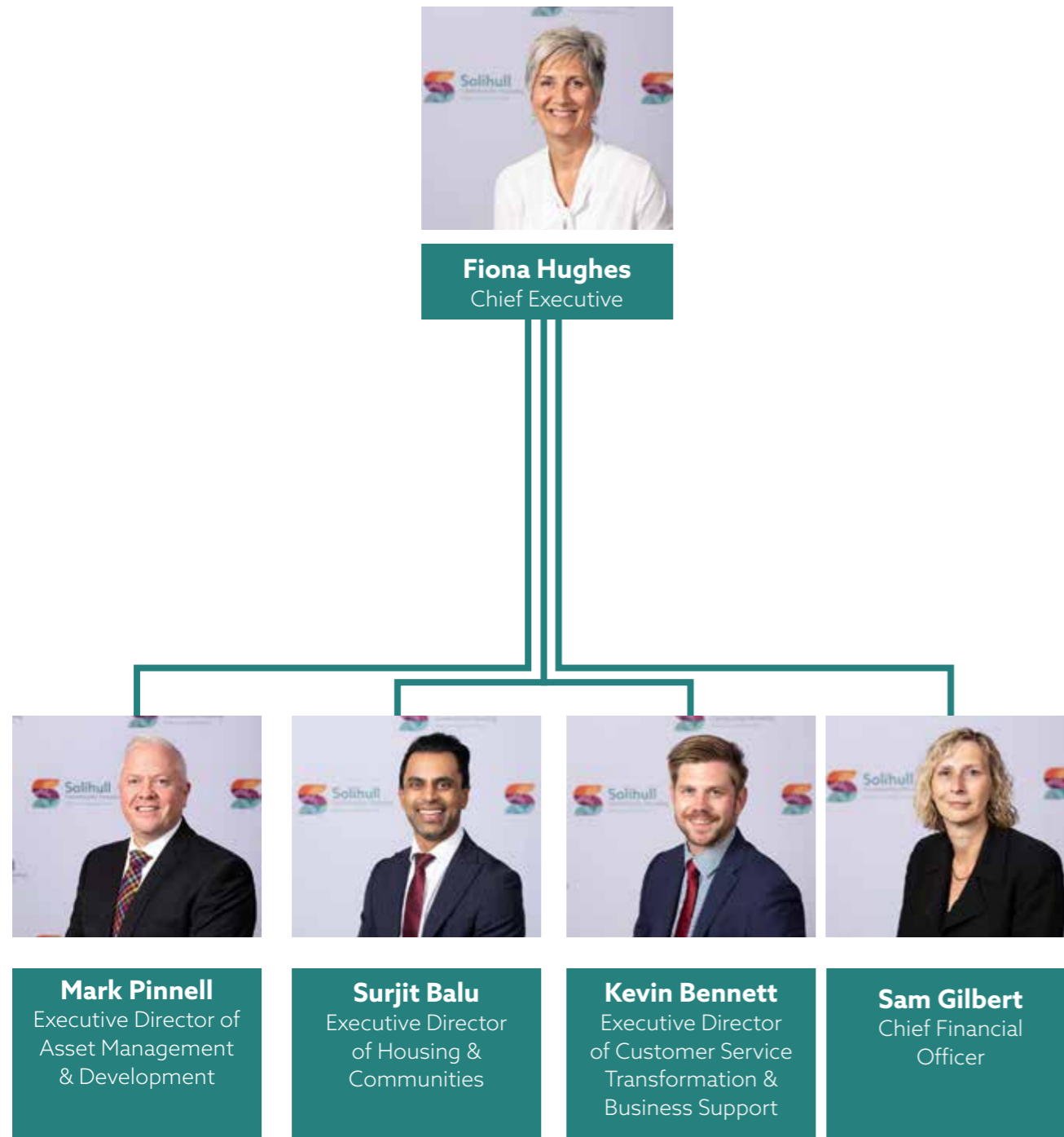
In 2020-21 we instigated a number of targeted improvement programmes. The activities to progress this work are embedded within the Delivery Plan.

Our commitment to delivering environmental sustainability

SCH fully supports the Council's Climate Change Declaration and Prospectus. Mindful of the environmental impact of SCH business activities, we are developing an action plan based on an assessment of our carbon footprint. We will also take every opportunity to promote good practice amongst our staff, customers, suppliers and contractors.

The SCH Executive Team

To deliver on the services set out in the coming pages we have an executive team who oversee the organisation.



SCH Services

The activities carried out by SCH are delivered through the following core service areas. Each core service area is overseen by an Executive Director reporting to the Chief Executive.

Strategic objectives for each service area are set out below and support the delivery of the SCH Strategic Vision 2020-2025. Against each strategic objective we set out our key activity milestones for delivery and key performance metrics through our Key Performance Indicators (KPIs).

The diagram below provides an overview of our strategic aims and objectives which are set out in more detail on the following pages.

Strategic Aims	Strategic Objectives
Creating Homes	<ul style="list-style-type: none"> Data driven approach to manage our stock portfolio in a proactive, green and environmentally sustainable way Ensure our homes are safe Optimise the value and impact of the property maintenance service Growth in social housing in partnership with Solihull Council
More than Bricks and Mortar	<ul style="list-style-type: none"> Delivering excellent core housing management services that are integrated and highly visible Enhanced service offers to support our wider customer base to achieve positive outcomes Reducing homelessness and risk of homelessness across the Borough
Strengthening Communities	<ul style="list-style-type: none"> Working collaboratively with partners and stakeholders to create resilient and thriving communities Implement a Community Engagement roadmap to empower customers and involve them in the heart of decision making and further support thriving communities
Excellent Customer Service	<ul style="list-style-type: none"> Delivering services for customers in the way they want and reduce customer effort Continuously improving services and processes through customer insight Embedding a clear approach to supporting vulnerable customers across all SCH services
Passion in People	<ul style="list-style-type: none"> Supporting and developing our staff

Asset Management and Development

This service area is overseen by Mark Pinnell – Executive Director of Asset Management & Development

Activities:

- Building safety
- Day to day repairs and void properties
- Managing the capital investment programme
- Support the Council in the supply of additional homes for social rent
- Providing environmental services through the Better Places Team

Strategic objective 1: Data driven approach to manage our stock portfolio in a proactive, green and environmentally sustainable way

Building on our existing knowledge, achieving a deeper understanding of the condition of the housing stock and how it is performing to meet current needs, as well as its sustainability to meet anticipated needs, is critical to inform investment decisions. With a clear understanding of performance, SCH will be able to take steps to improve the energy performance of its properties and operations to meet the Solihull Council climate targets.



In 2021-22 we will:

Work package	Milestones	By when
1. Use stock condition data to inform stock investment decisions including Options Appraisal to evaluate the stock we manage	• Building on the 2 year (2020-2022) interim Asset Management Strategy, Publish a joint (SCH/Solihull Council) 5 year strategy setting out the approach to managing and maintaining housing assets.	Q1-Q4
	• Identify archetype and/or location of poorly performing assets through the stock performance tool and apply options appraisal methodology to poor performing stock	Q3
		Q1-Q4
	• The agreed capital programme 2022/23 is informed by the updated stock appraisal model	Q1-Q4

Work package	Milestones	By when
2. Understand the environmental impact of both SCH Operations and the Social Housing portfolio and start planning to achieve net zero carbon targets by 2030 in partnership with SMBC	• Consider and propose programmes of works to increase the SAP rating for properties below SAP rating EPC Band D to include the setting and monitoring of targets and forecasting financial implications.	Q3
	• Consider options and propose alternative greener solutions including financial appraisal, to replace inefficient storage heaters to 5 high rise.	Q1-Q4
	• Quantify carbon emission levels for SCH managed stock	Q1
	• Quantify carbon emission levels for SCH business operations	Q2
	• Set the strategic approach to carbon reduction in the SCH Energy and Environmental Sustainability Strategy linking back to the Asset Management Strategy and aligned with SMBC Net Zero targets	Q2-Q4
3. Working with our residents to reduce fuel poverty	• Engage with residents and help to reduce their fuel and utility costs through signposting to initiatives providing free support and advice	Q1-Q4

Strategic objective 2: Ensure our homes are safe

The Grenfell Tower tragedy highlighted the terrible consequences of unsafe buildings and inadequate safety arrangements. To ensure that homes within SCH management continue to be safe -

In 2021-22 we will:

Work package	Milestones	By when
1. Embed a culture of safer homes across SCH staff and customers	• Collaborate with West Midlands Fire Service and service areas across SCH to deliver a programme of events to focus on building safety	Q4
	• Contribute to / produce quarterly newsletters, Social media campaigns, website updates to inform our customers with a specific focus on a safety related topic.	Q1-Q4
	• Recruit, train and promote the importance of Resident Safety Champions	Q1-Q4
	• Maintain a register of staff competencies and skill sets in relation to building safety and compliance	Q1-Q4

Work package	Milestones	By when
2. Collaborate with SMBC to ensure legislative requirements relating to Building Safety are achieved and compliance maintained	• Play an active role in the joint SMBC/SCH Building Safety Project Board to prepare for the implementation of new legislation	Q1-Q4
	• Through the SCH Building Safety Group, prepare to implement agreed SCH responsibilities emerging from new building safety legislation	Q1-Q4
	• Robust monitoring of compliance across all areas of building safety through SCH and Solihull MBC Corporate Health and Safety Board and Quarterly Monitoring Board	Q1-Q4
3. Delivery of Building Safety Related Capital Projects	• Sprinkler installation – mobilise and commence delivery of sprinklers, completing 12 blocks by year end	Q1 ongoing
	• Spandrel Panel replacement – progress through planning and mobilisation process, and commence delivery	Q1 ongoing
	• Commission structural surveys of all Large Panel System High rise buildings and report on findings	Q4
	• Pilot 2 high rise buildings with the fitting of externally mounted closing devices on apartment fire doors – to inform an ongoing inspection process	Q3
4. Utilise technology to underpin and enhance approach to building safety to include future reporting requirements and recording compliance	• Further develop the use of Quick Response (QR) codes to provide up to date relevant information for our residents	Q1-Q4
	• Implement 'Golden Thread' approach to centralise building specific compliance / safety information in a central location with robust server resilience	Q2
	• Agree our building safety management system in response to the Building Safety Bill so that it encompasses all compliance activity	Q4
	• Implement a Public Portal to report / record the 'Tenants Voice' for all safety related issues – to include workflow and audit capability	Q2

Strategic objective 3: Optimise the value and impact of the property maintenance service

We recognise that our residents place repairs and maintenance at the top of their priorities and understand the impact the service we provide when completing these works has on them. The provision of an efficient, cost effective and customer focussed repairs service is a core service and a key commitment for SCH. Similarly, minimising the length of time that homes are empty and delivering them for letting to an appropriate standard to meet the needs of the incoming tenants is a core commitment.

In 2021-22 we will:

Work package	Milestones	By when
1. Improve efficiency and delivery of the Maintenance Service	• Implement actions arising from the review of the Asset Management service and VFM benchmarking exercises.	Q4
	• Complete an options appraisal based on the benchmark information to explore potential opportunities to grow internal work force to deliver some works currently delivered by external contractors	Q1-Q4
	• Use procurement and contract management activities to maximise quality, value and effectiveness of our services	Q1-Q4
2. Review policies and procedures to provide customer centric service	• Introduce repairs advocates recruited from our customer base to work directly with the team to ensure residents are actively involved in helping to shape and inform our delivery and improve satisfaction levels.	Q1
	• Review customer recharge policy to ensure clarity and consistent VFM approach	Q2
	• Implementation of our agreed service standards for Repairs and Voids to drive up the quality of our homes	Q1-Q4
	• Formulate an action plan to prioritise and address the main drivers of customer dissatisfaction (Damp and Mould, Plumbing repairs etc.)	Q1
	• Complete repairs staff focussed customer service training	Q2
	• Continue with customer journey mapping exercise to highlight duplication and areas of improvement.	Q1



Strategic objective 4: Growth in social housing in partnership with Solihull Council

We will continue to work with the Council to contribute to the growth of social housing, which will include a mix of homes for social rent and shared ownership. SCH is committed, where possible, to new homes being sustainable. Energy efficient properties will benefit our customers in terms of being more affordable and will contribute to better health outcomes. In 2021/22 we will complete delivery of 22 homes for shared ownership and progress the 2nd and final phase of garage site development, which will see the future delivery of 23 new net zero homes.

In 2021-22 we will:

Work package	Milestones	By when
1. Work with Solihull Council to build new, environmentally sustainable homes	• Two sites delivering 22 shared ownership homes will complete in 2021/22:	
	– Wagon Lane, 15 homes	Q2
	– Halifax Road, 7 homes	Q3
	• Enable the development of 23 new net zero homes across 4 sites:	Q4
	– Daylesford Road A, 6 units	
– Daylesford Road B, 9 units		
– Campden Green, 3 units		
– Anglesey Avenue, 5 units		
• Progress Lakeside redevelopment through to planning / tender stages (indicative 28 units)	Q3	
• Lead the delivery of the Kingshurst Village Centre regeneration, working in partnership with the Council	Q1-Q4	
• Continue to utilise 1-4-1 spend effectively to acquire additional properties (17 required)	Q3	



Key Performance Indicators (KPIs) 2021-2022

Ref	2021/22	Target 20/21	Target 21/22
AM1	Percentage of properties with valid gas certificate	100.00%	100.00%
AM2	Percentage of repair jobs completed in timescale – All repairs	99.00%	99.00%
AM3	Percentage of appointments made – Response repairs	98.00%	98.00%
AM4	Percentage of appointments kept – Response repairs	98.00%	98.00%
AM7	Percentage of repairs completed right first time	95.00%	95.00%
AM17	Average number of repairs per property	2.50	2.50
AM20	Average time taken to complete a repair	New	7.5 days
VL1	Average re-let time of voids – days	18	18
VL13	Percentage of rent loss due to voids	0.90%	0.90%
VL16	Number of Lettable voids	70	85
WB2	Percentage of Major adaptation works completed on time	99.00%	99.00%
WB1	Percentage of Minor adaptation works completed on time	99.00%	99.00%

Housing and Communities

This service area is overseen by Surjit Balu -Executive Director of Housing & Communities

Activities:

- Tenancy enforcement and estate services
- Tenure blind anti-social behaviour (ASB) response
- Income collection
- Tenancy sustainability & support
- Money advice
- Housing options and homelessness
- Wellbeing service: supporting people to continue to live independently

Strategic objective 1: Delivering excellent core housing management services that are integrated and highly visible

Improving quality and access to core housing management functions will continue to be key areas of focus for 2021-22. Functions such as dealing with anti-social behaviour and collecting rent remain a priority. Our aim is to provide services that are responsive and personalised to the needs of our customers. We understand the way in which customers engage with us is changing and, in response to this, our approach is moving towards a more mobile, flexible approach. Our ambition for greater visibility to customers out 'on the patch' has been significantly frustrated by the Covid-19 pandemic, but we will continue to explore ways to achieve this within prevailing restrictions. We will review and modify key housing management functions to ensure they continue to deliver high quality services that customers want.



In 2021-22 we will:

Work package	Milestones	By when
1. Increase visibility and responsiveness of Tenancy and Estate Management services	• Review digital technology options for mobile working across the service area	Q2-Q3
	• Review the Neighbourhood Service delivery model through consultation with residents and staff, to achieve higher visibility and customer satisfaction	Q3
2. Carry out a comprehensive service review of our Neighbourhood Services Team	• Review of structure, process and practice to improve the offer to customers and the wider community, with a key focus on dealing with anti-social behaviour and estate management, including delivery of a tenure neutral anti-social behaviour service	Q3-Q4
	• Develop insight and reporting tools to improve satisfaction and responsiveness of the service	Q3-Q4

Work package	Milestones	By when
3. Re-engineer the income collection / arrears recovery process	• Introduce new and efficient income collection process	Q1-Q2
	• Introduce a robust data insight and analytics tool to support the team in reducing arrears owed	Q1-Q2
	• Strengthen the offer to customers provided by the Money Advice Team	Q1
	• Increase rent payments via digital means	Q1-Q2
	• Reposition the work of the Eviction Prevention Panel following challenges in 2020-21 in recovering rent arrears owed	Q1
4. Deliver on new cleaning contract, focusing on quality	• Procure and mobilise a new cleaning contract	Q3
	• Strengthen staff management capacity to oversee cleaning performance and contract	Q3
	• Greater use of insight and digital tools to monitor contract delivery and quality	Q3
5. Carry out a review of the Tenancy Policy	• Review the policy and embed approach to ensure this meets the needs of customers	Q3
6. Work in partnership with the Council to deliver the Kingshurst Village Centre regeneration	• Complete relocation of displaced residents	Q4
7. Maximising use and occupation of housing stock	• Promote options to support customers move home where they are under-occupying properties, so as to free up family sized accommodation	Q1 (on-going)



Strategic objective 2: Enhanced service offers to support our wider customer base to achieve positive outcomes

Additional support to sustain tenancies is an important part of our work because it helps to prevent customers getting into difficulties which, if not addressed, may result in financial problems or ultimately giving up or otherwise losing their homes. We will enhance our sustainment offer to prepare people for moving into their new homes and help to them to keep it. This includes targeted support for care leavers taking up new tenancies. We are also committed to supporting some of our more vulnerable customers and to enabling people in the wider community to access wellbeing services.

In 2021-22 we will:

Work package	Milestones	By when
1. Deliver activities to support people moving into new SCH tenancies to enable tenancy sustainment	• Deliver two pre-tenancy workshops (half yearly)	Q2 & Q4
	• Enhance and promote clear referral pathways to employment and training opportunities available for new customers, building on existing and new partner relationships	Q2
2. Subject to approval / consultation, implement the revised Housing Allocation Policy	• Carry out consequent system changes	Q3
	• Publication and promotion of policy	Q4
3. Maximise opportunities for access to, and growth of the Wellbeing Service	• Develop and launch a new 3 year pricing model for the Wellbeing Service	Q3
	• Carry out an evidence based study to establish the need for a 'low-level' support offer aimed at some of our more vulnerable older customers	Q2-Q3
4. Enabling access of Wellbeing customers to new digital telecare technology	• Development of a 3 year digital telecare switchover plan for customers with analogue equipment	Q3
	• Procurement of a telecare equipment and service provider	Q3
5. Establish Saxon Court as a flagship scheme and community hub for integrated wellbeing services	• Development of Saxon Court service to become a community hub for wellbeing services	Q4
	• Intergenerational activities and becoming a focal point for information and guidance for older people services in the north of the borough	Q4
6. Supporting innovative and flexible use of Disabled Facilities Grants to further support people in their homes	• Working with social care teams and SCH Asset Management to maximise opportunities for customers, enhancing quality of life and occupation of homes through innovative and creative technology through DFG support	Q3-Q4

Strategic objective 3: Reducing homelessness and risk of homelessness across the Borough

SCH provides the main statutory homelessness service on behalf of the Council. We work closely with the Council's other service providers: St Basils (young people aged 16 – 24) and the Solihull Integrated Addiction Service (SIAS) (rough sleeper outreach and services to single people aged 25 and over).

The Homelessness Reduction Act changes resulted in a higher volume of service requests and increased pressure on temporary accommodation provision. This was exacerbated by the Covid-19 pandemic and associated restrictions, particularly during the strict national 'lockdown' implemented in March 2020 and continuing into the early part of the 2020-21 financial year. A number of services, including the general allocation and letting functions were suspended. SCH also supported the Council in delivering the 'everyone in' policy to protect rough sleepers at a time when the paramount objective was to restrict the spread of the virus.

A detailed Housing Options Development Plan was in place during 2020-2021 and this will be kept under review and modified during the coming year, supporting the priorities set out in the Council's Homelessness and Rough Sleeping Strategy 2020-2023. Our key performance measure relating to homelessness is the percentage of homelessness prevented or relieved and we have set a target of 50% to reflect our ambition and to support the delivery of Solihull's Homelessness and Rough Sleeping Strategy.

We will continue to support the Housing First initiative; working with the Council and other partners to accommodate people who are rough sleeping, or at risk of rough sleeping.

In 2021-22 we will:

Work package	Milestones	By when
1. Progress accommodation options for the Home Options Service	• Develop and manage project plan for front line co-located accommodation and services for Home Options and Solihull Youth Hub	Q1-Q4
2. Review Housing Options team structure / arrangements to maximise service delivery	• Develop insight and reporting tools to improve satisfaction and responsiveness of the service	Q3-Q4
	• Working in partnership with the Council, ensure a robust appraisal of the range of funding streams for the service	Q3-Q4
3. Strengthen the focus on prevention of homelessness	• Develop a Temporary Accommodation Strategy in conjunction with SMBC	Q3-Q4
	• Review the Housing Options Development Plan	Q1
4. Further develop flexible accommodation offers	• Embed and further develop the 'Call before you serve' approach aimed at private sector landlords	Q1
	• Expand the Private Sector Leasing service	Q1
5. Expand the tools available to gather and improve customer satisfaction	• Develop a robust alternative offer to the use of hotel accommodation as temporary accommodation	Q3-Q4
	• 'Open' access to the customer satisfaction tool within Jigsaw, the IT system used by the Home Options Service	Q2

Strategic objective 4: Working collaboratively with partners and stakeholders to create resilient and thriving communities

As a key housing provider, we are committed to creating resilient and thriving communities. Our role in local neighbourhoods and estates extends much further than the homes we manage. Tackling anti-social behaviour is an example of where partners such as the Council, SCH and the police can co-ordinate effective remedial action. Identifying and responding to social isolation can also be enhanced by effective joint working.

In 2021-22 we will:

Work package	Milestones	By when
1. Continued support and contribution to the SMBC Strategic Environmental Contract (SEC) review	<ul style="list-style-type: none"> Meaningful input and contribution to SEC review Review of Neighbourhood working practices and processes to support delivery 	Q1 (on-going) Q1 (on-going)
2. Deliver on commitments contained in the SCH / SMBC tenure neutral anti-social behaviour service	<ul style="list-style-type: none"> Work with the Council to design and implement a revised tenure neutral anti-social behaviour service Develop and support approach to improving customer satisfaction of the service to deliver the KPI Ensure robust SLA review meetings and appropriate follow-up action with SMBC 	Q1 (on-going) Q1 Q1-Q4
3. Develop a seamless SCH / Solihull Council approach to estate inspections, focusing on quality	<ul style="list-style-type: none"> Develop joint SCH / Solihull Council estate inspection programme, targeting one estate per month to capture wider environmental issues Review specification of the contract with Solihull Council to establish effective management of high density sites of forestry/ trees across SCH stock 	Q1 Q3



Key Performance Indicators (KPIs) 2021-2022

Ref	2021/22	Target 20/21	Target 21/22
NS1	Percentage of rent collected of rent due	98%	98%
NS2	Percentage of leaseholder service charges collected	99%	99%
NS4	Percentage of rent paid by digital means including Direct Debit	70%	80%
WR3	Reduction in arrears due to Money Advice Team intervention	£350k	£550k
WR15	Current tenant arrears as % of rent debit	3.5%	3.5%
NS9	Percentage of flatted blocks passing cleaning inspection	98%	98%
NS10	Percentage of estate inspections completed	90%	98%
HO1	Average stay in temporary accommodation (all) - days	112	112
HO3	Average stay in temporary accommodation (Budget hotels) - days	10	10
HO5	Percentage of homeless approaches where prevention or relief achieved	50%	50%
WB20	Net gain in paying Wellbeing service users	108	108

Customer Service and Business Support

This service area is overseen by Kevin Bennett – Executive Director of Customer Service Transformation & Business Support

Activities:

This is a cross-cutting service area focused on customer contact and engagement providing support to front line housing management teams.

- Customer Contact Centre
- Customer satisfaction and engagement activity
- Complaints handling
- Policy planning including safeguarding
- Communications
- Performance management
- Locality working



Strategic objective 1: Implement a Community Engagement roadmap to empower customers and involve them in the heart of decision making and further support thriving communities

Meaningful engagement with customers is an essential component of the 2020-2025 Vision. This requires a fundamental shift for SCH to ensure customer involvement in policy making decisions.

In 2021-22 we will:

Work package	Milestones	By when
1. Embed the Engagement Framework with customers and communities, with continued validation and collaboration with the Tenant Participation Advisory Service (TPAS).	• Achieve TPAS Accreditation (champion standard)	Q1
	• Embed and mature the refreshed resident 'SCHAPE' Panel to: <ul style="list-style-type: none"> • Increase representation, inclusivity and participation in co-designing services throughout the year. • Design an effective interface with the SCH Board 	Q3-Q4
	• Design and implement an engagement strategy to support the Kingshurst Village Centre regeneration	Q1-Q2
	• Implement a digital engagement plan to increase 'My SCH' portal, social media and website activity	Q2
	• Refresh the content of the SCH website using customer insight. Ensure content and services are accurate and updated	Q1

Work package	Milestones	By when
2. Support and develop Locality Working	<ul style="list-style-type: none"> • Work with the Council to streamline the partnership framework overseeing Locality Working and Thriving Communities • Develop a business case and delivery plan to implement a Resident Academy • Work with partners to enhance SCH's contribution to employment support activity 	<p>Q2</p> <p>Q2</p> <p>Q1-Q2</p>

Strategic objective 2: Delivering services for customers in the way they want and reduce customer effort

Easy access to services by a variety of means for the convenience of our customers is a primary focus for the coming year, building on the foundations already in place. This, together with 'doing what we say we will do' and getting it 'right first time' will be essential components of our customer offer. Digital enhancement will further this objective and, overall, we will expect that successful progress will be evidenced by a reduction in the number of complaints and increased satisfaction with our services.

In 2021-22 we will:

Work package	Milestones	By when
1. Mature the SCH customer satisfaction framework across the business to support effective customer operations, increasing customer satisfaction and improving complaint performance	<ul style="list-style-type: none"> • Carry out key customer journey reviews across all services using Lean Six Sigma methodology aligned to the SCH Service Standards for 2021/22 • Develop documented Standard operating procedures across key service areas as a prerequisite to Workflow mobilisation • Deliver the Contact Centre improvement plan and revised operating model focused on efficiency, quality & technology • Deliver and embed complaints handling processes to align with the Housing Ombudsman Code of Guidance. 	<p>Q1-Q4</p> <p>Q2</p> <p>Q2</p> <p>Q1-Q3</p>



Strategic objective 3: Continuously improving services and processes through customer insight

SCH is committed to continuous improvement. Two key elements to achieving targeted improvement are to use data effectively and to co-design services with our customers. Only in this way can we ensure that we are focusing on the right things and reconfiguring our services and underpinning processes in ways that suit our customers.

In 2021-22 we will:

Work package	Milestones	By when
1. Strengthen business intelligence and improvement to develop data led services and a rigorous approach to continuous service improvement	• Implement a data & business intelligence framework within SCH to improve data quality, accuracy and standardisation	Q3
	• Strengthen the SCH data insight capability to include analytics across wider operational services and align performance to industry peers through benchmarking	Q1-Q4
	• Embed digital data analytics to demonstrate growing digital engagement	Q1
	• Embed automated performance dashboards to inform day to day operational delivery and decision making	Q1
	• Establish an Innovation Fund to facilitate development of innovative service delivery based on evidence and good practice	Q1-Q4
	• Implement a quarterly customer perception tracker, in line with emerging national policy	Q1-Q4
	• Review opportunities to measure and validate the quality of SCH services through external accreditation and/or industry awards	Q1-Q4
2. Through a 12 month Information Technology (IT) delivery plan implement technology improvements and upgrades including enablers to digital working for staff and customers.	• Mobilise a business wide cloud based workflow system (to be fully operational in 2022/23)	Q1-Q4
	• Implement further high volume/ low complexity services into the 'My SCH' portal to increase digital uptake	Q1-Q3
	• Implement wider Office 365 package to digitally Enable the SCH workforce	Q2
	• Complete a business review for 'web chat' functionality within the Contact Centre	Q4
	• Full review of website functionality as a digital enabler / capability	Q1-Q4
	• Complete an options appraisal to benchmark existing property maintenance IT systems with new technologies to reduce costs, increase efficiency and improve tenant services.	Q2

Strategic objective 4: Embedding a clear approach to supporting vulnerable customers across all SCH services

SCH has legal obligations and responsibilities to safeguard and promote the welfare of children and adults with care and support needs. We are actively involved in safeguarding and wider partnership arrangements, including activity to prevent and respond to exploitation.

Within the wider context of providing consistently high standards of service to customers, recognising and working closely with vulnerable customers is a high priority for SCH. In developing and embedding this approach we aim to be caring and respectful by being sensitive to individual needs and by providing support in a non-judgemental way.

In 2021-22 we will:

Work package	Milestones	By when
1. Define and embed the service offer for vulnerable customers across SCH	• Embed the new Vulnerability Policy and Priority Service Register within SCH	Q1-Q4
	• Scope the achievement of the BSI 18477 Inclusive Service Provision framework for SCH to be accredited with a British Standard	Q1
	• Instigate the BSI 18477 accreditation audit and achieve the Standard	Q2-Q3
	• Identify & internally recruit Inclusive Service / Vulnerability Champions	Q2
2. Deliver our safeguarding responsibilities	• The SCH Safeguarding, Exploitation and Domestic Abuse (SEDA) group to continue embed standards and good practice across the organisation	Q1-Q4
	• Complete organisational and multi-agency case audits as required by the LSCP and SSAB	Q1-Q4
	• Utilise the Learning Pool and other online learning opportunities to enhance SCH and multi-agency training	Q1-Q4
	• Produce an action plan for developing a whole organisation approach to domestic abuse	Q2
	• Assess requirements and capacity for seeking Domestic Abuse Housing Alliance (DAHA) accreditation	Q4

Strategic objective 5: Supporting and developing our staff

The SCH People Strategy provides the foundation for this area of work and is critically linked to high performance outcomes across SCH as an organisation:

The following work packages frame aspects of the People Strategy upon which we will focus in 2021-2022. The work streams are interdependent and highly influential in fostering the culture which we wish to instil throughout SCH.

In 2021-22 we will:

Work package	Milestones	By when
1. Increase workforce engagement, Health and Wellbeing	• Design a blueprint for smarter working at SCH, including the blending of remote and office based approaches	Q1-Q4
	• Work in partnership with the Staff Engagement Group to capture employee views in addition to the employee engagement survey and involve staff in organisational plans.	Q1-Q4
	• Maintain the ELT Roadshows with quarterly organisational wide leadership interaction.	Q1-Q4
	• Achieve Thrive at Work Bronze award.	Q4
	• Complete quarterly wellbeing activities business wide.	Q1-Q4
	• Deliver staff conference (Subject to Covid)	Q3
	• Deliver staff awards event (subject to Covid-19)	Q3
2. Build a Progressive, Collaborative and Healthy organisation	• Develop and implement structural, contractual and policy changes that support our corporate goals and ensure they are applied fairly and consistently and in line with our values and behaviours.	Q1-Q4
	• Implement and embed the Equality, Diversity and Inclusion Policy and Action Plan	Q1-Q4
	• Develop further training/ awareness around mental health first aid and develop a culture of openness and positivity that reflects in the SCH culture.	Q2-Q3
3. Ensure SCH has a Sustainable Workforce	• Strengthen the recruitment process at SCH to ensure the organisation can select people from the widest possible pool, appointing those with the right values, skills motivation and competencies.	Q3
	• Using our appraisal processes and organisational talent pool, create opportunities for people to move into different roles and be as flexible as we can to meet both theirs and the organisation's needs.	Q1-Q4

Work package	Milestones	By when
4. Strengthen performance and progression through investing in skills, competencies and recognition.	• SCH will recognise high performance and outstanding organisational commitment throughout the business using a 'recognition framework.	Q2
	• Further embed the Leadership and Development Programme across the organisation fostering a culture of high performance, talent, coaching and succession.	Q1-Q4

Key Performance Indicators (KPIs) 2021-2022

Ref	2021/22	Target 20/21	Target 21/22
AM19	Satisfaction with response repairs service	92%	92%
VL19	Satisfaction with new home	87%	87%
NS6	Satisfaction with ASB case handling	87%	87%
CR2	Overall satisfaction	85%	85%
CR1	Percentage of complaints resolved at stage 1	97%	97%
CR5	Short term staff sickness days	4	4
CR11	Enquiries resolved at first point of contact (Contact Centre)	85%	85%
CR28	Percentage of tenants using customer portal	20%	20%
CR29	Satisfaction with customer service Contact Centre	90%	90%
CR32	Employee engagement	85%	85%
CR34	Complaints resolved in timescale	90%	90%

6. Finance, Governance and Risk

This area is overseen jointly by Samantha Gilbert & Fiona Hughes.

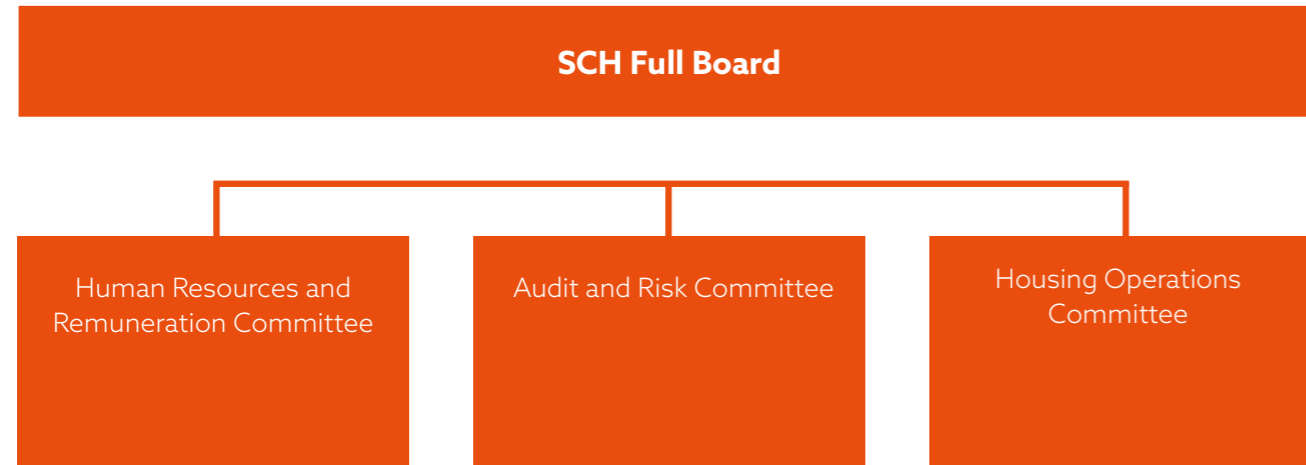
Financial sustainability is an essential foundation that will enable us to do the things that we need to do to move towards our strategic vision. Working closely with the Council we have embedded a robust system of financial control. This has enabled SCH to assist the Council in achieving its Medium Term Financial Strategy (MTFS).

Good governance is essential for SCH to achieve its objectives and drive improvement, as well as to maintain legal, regulatory and ethical standards. SCH is committed to deliver robust and challenging governance. It is governed by a Board and three committees which report into it.

Risk Management

Risk management is embedded across all teams and enables SCH to effectively take action to mitigate against the most serious risks. The SCH corporate risk register is reported to Board annually and overseen quarterly by the Audit & Risk Committee. This year we will review our risk management policy.

SCH Governance Framework



In 2021-22 we will:

Work package	Milestones	By when
1. Reinforce SCH's commitment to corporate responsibility and good governance	<ul style="list-style-type: none"> Undertake 360 degree Board appraisal Maintain rigour in risk management through organisational compliance with the JCAD system Complete a self-assessment against the revised NHF Code of Governance 	Q1 Q1-Q4 Q1
2. Provide assurance on SCH's approach to health and safety	<ul style="list-style-type: none"> Complete health and safety audit Embed the SHE Assure framework across the business 	Q1-Q4 Q1-Q4
3. Embed improvements to procurement function	<ul style="list-style-type: none"> Implement revised procurement framework 	Q1
4. Consistently review the SCH framework for emergency planning and business continuity in response to unforeseen events	<ul style="list-style-type: none"> To keep under constant review our Covid-19 response and recovery planning, and adapt services as appropriate 	Q1-Q4





Vision Doc

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