



**Solihull**  
Community Housing  
Shaping our neighbourhoods

# Delivery Plan

## 2020 / 2021

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# 1. Foreword

Welcome to the Solihull Community Housing (SCH) Delivery Plan for 2020/21, which sets out our priority work for the next 12 months.



SCH Board Chair, Richard Hyde and SCH Chief Executive, Fiona Hughes

As we put the finishing touches to this delivery plan for the forthcoming year, the impact of the Covid 19 global pandemic was becoming clear and as the situation evolves, the consequences for the specific milestones and targets set out in this plan will crystallise. However, we have taken the decision to continue with the publication of this plan as it sets out our ambition albeit that some of the delivery dates will doubtless need to be adjusted to reflect the current climate. Everyone is affected by Covid 19 and we are committed to maintaining the delivery of our services as best we can during the current emergency response and will continue to do so as we move into a recovery position. Very importantly, we are maintaining contact and offering assistance to those of our tenants who are at greatest risk as well as supporting the council to look after the most vulnerable residents in Solihull.

In many ways the coming year is a fresh start. SCH has developed a new five-year Strategic Vision, which will direct our focus, resources and aspirations over the next five years to 2025. This Plan represents 'year-one' of the new strategy and we will begin to deliver on our five strategic aims (set out in section 3) through 13 strategic objectives (represented graphically on page 13).

These objectives will be progressed by completion of detailed delivery milestones for each service area and underpinned by challenging key performance indicators (KPIs). Improving the customer experience is an overriding priority and work will continue to improve satisfaction levels. This will be supported by new technology and systems of working, as well as a commitment to increasing customer involvement and engagement.

The political and policy landscape is also changing. At a national level, Brexit has officially happened and there is a new government with a strong majority to implement its policy agenda. Housing related measures in the legislative programme include bills on building and fire safety, together with reforms in the private rented and leasehold sectors. The reintroduction of the Domestic Abuse Bill was also confirmed. On new homes there will be a renewed Affordable Homes Programme, with further promotion of home ownership, including a discounted 'First Homes' scheme and a new shared ownership model.

A Social Housing White paper is promised, to focus on empowering tenants and to support the continued supply of social housing, as well

as improving regulation, redress and housing quality. The strengthening of regulation will increase the scrutiny under which we operate. Good governance and effective risk management is therefore essential and SCH will ensure this is reflected in all that we do.

An ever increasing focus is being placed on tackling the effects of climate change. There is a UK target to achieve net-zero carbon emissions by 2050. The West Midlands Combined Authority target is to achieve net-zero by 2041 and, locally, Solihull Council aims to be net carbon zero by 2030, which will be matched throughout SCH. The implications for housing are considerable and this year SCH will publish an environmental sustainability strategy.

Demand for social housing in Solihull remains high and we will continue to work with the Council to increase the supply of social housing wherever possible, make the best use of the existing housing stock and improve homelessness prevention.

Our role in supporting and delivering on Council priorities remains a primary focus and we will work with our Council colleagues and other partners to promote thriving communities.



*"Our role in supporting and delivering on Council priorities remains a primary focus and we will work with our Council colleagues and other partners to promote thriving communities."*

We continue to strive to deliver excellent core housing management services such as maintaining safe and healthy homes, and maximising income and sustaining tenancies.

SCH will seek to maximise the wider contribution we can make to help improve the health and wellbeing of our customers. Preventing homelessness, tackling anti-social behaviour, delivering the SCH Wellbeing and Better Places services, promoting public health initiatives, and signposting training and employment opportunities, are examples of where we can offer support.

SCH is concerned not just with what we do; but how we do it. Improving technology, processes and making best use of the information available to us, are all part of this. However, we are here to serve people and the people who work for us are the most valuable resource that we have to do that. This year we are investing in the training and development of our staff teams, supporting them to enhance their skills, attitudes and behaviours to strive for excellence in service delivery.

**Richard Hyde, SCH Board Chair, and Fiona Hughes, SCH Chief Executive**

# 2. Solihull Community Housing – Fact File



1.

We manage just fewer than 10,000 tenanted homes and just under 1,300 leasehold properties, together with nearly 5,000 garages and a small number of shared ownership properties.



2.

We manage just more than 100 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 nearly 50 properties acquired through private sector leasing (PSL) arrangements.



3.

There are just fewer than 2,500 households on the Council's Housing Register.



4.

We employ just fewer than 260 full time equivalent staff.

In the calendar year 2019 we:



Let  
**710**  
Council homes



Achieved a void  
turnaround of  
**21** days



**235**

households were assisted with rehousing when homelessness could not be prevented or relieved



**97.27%**  
of rents due  
were collected



**435**  
households where  
homelessness was  
prevented or relieved



Carried out  
adaptations for  
**1,840**  
properties across all  
tenures



**154,085**  
telephone calls were  
received into our Contact  
Centre



**£8.6m**  
invested in improving  
the housing stock we  
manage



**37,701**  
repairs were carried out



We carried out  
**1,968**  
Wellbeing Service visits



**9,007**  
gas services were  
carried out



# 3. Our Strategic Vision

Strategic Aims  
Commitments  
Values

SCH has refreshed its strategic vision for 2020 to 2025:

## Values:

- Honesty
- Excellence
- Achieving together
- Respect
- Transparency

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 support the Council's climate change goals. Solihull Council has made a declaration of intent recognising the climate change emergency and is taking positive action through its Climate Change Prospectus, setting a target for the Council to become net zero carbon by 2030. Solihull Community Housing (SCH) is totally committed to environmental sustainability and we will develop and implement a complementary SCH strategy to ensure that we work with and support the Council effectively.

## 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.

## 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 the next five years.

## 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

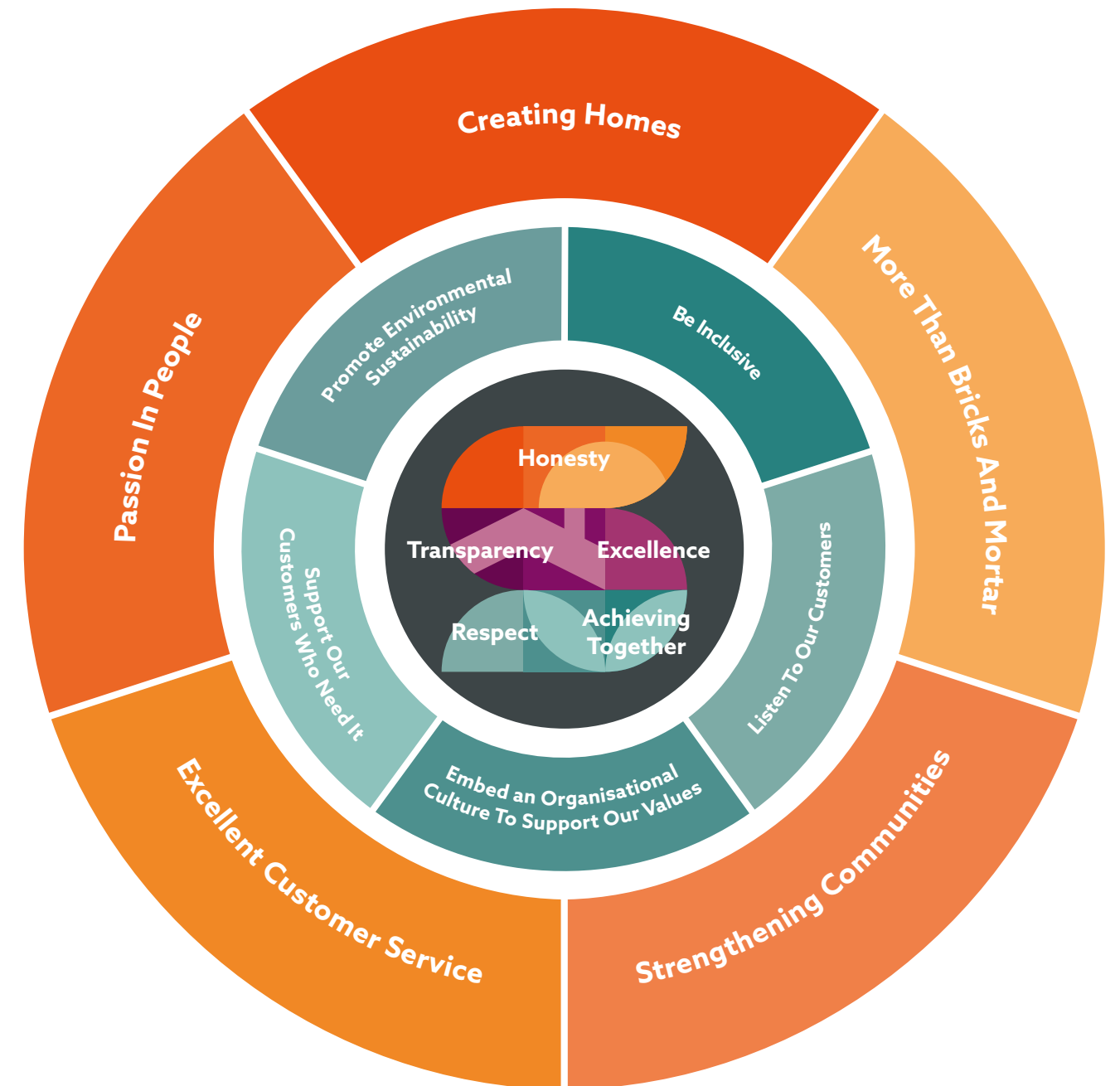
Enable resilient and thriving communities

## 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



Our five year vision is attached at the back of this one year Delivery Plan and is available here: [Link](#)

## 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 2018-2020: 'A step to 2020, a stride to 2025'

**The Council Plan sets out five priorities which represent the major steps that need to be taken to move closer to achieving the vision:**

1. Securing inclusive economic growth
2. Planning and delivery for Solihull's low carbon future
3. Managing demand and expectation for public services
4. Developing and delivering our approach to services for adults and children with complex needs
5. Making the best use of our people and physical assets

SCH will support the delivery of the Council Plan overall in the forthcoming year and will provide specific contributions in the following ways:

- Tackling anti-social behaviour across tenures
- Engaging with residents to improve services
- Working locally and regionally to prevent homelessness
- Helping to improve the health and wellbeing of residents through improvement to homes and the environment, with a focus on delivery of a low carbon future
- Improving neighbourhoods through partnership working in locality areas to support thriving communities
- Support the Council in reducing inequality between different areas of the borough
- Actively participating in safeguarding arrangements, including activity to prevent and protect children and adults from exploitation
- Supporting new and existing tenants to sustain their tenancies, including a package of support for care leavers transitioning to independent living in Council tenancies

<sup>1</sup>The Council Plan will be reset during 2020.

## 5. What we will deliver in 2020-2021

### Introduction

Our new strategic vision 2020-2025 builds upon the work carried out by SCH to date, maintaining 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 are top priorities and 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.

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, and safer communities. SCH actively contributes and, where appropriate, leads on work with our partners and in support of the Solihull Council Plan.

We will do everything we can to support the Council's Declaration of Intent in relation to the climate change emergency, both in terms of how we deliver our functions and, wherever possible, influencing our customers.

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.

Our ambitions cannot be achieved without a well trained and motivated staff team, empowered to

make decisions. The Executive Management Team recognises that staff need support to perform effectively in often difficult and stressful situations, and against a background of high expectations. Training and development opportunities for our staff and supporting their wellbeing will be important in the coming year.

The new SCH corporate brand was fully embedded last year and this new brand reflects the different approach and aspirational nature of our refreshed Vision.

### Our commitment to delivering environmental sustainability

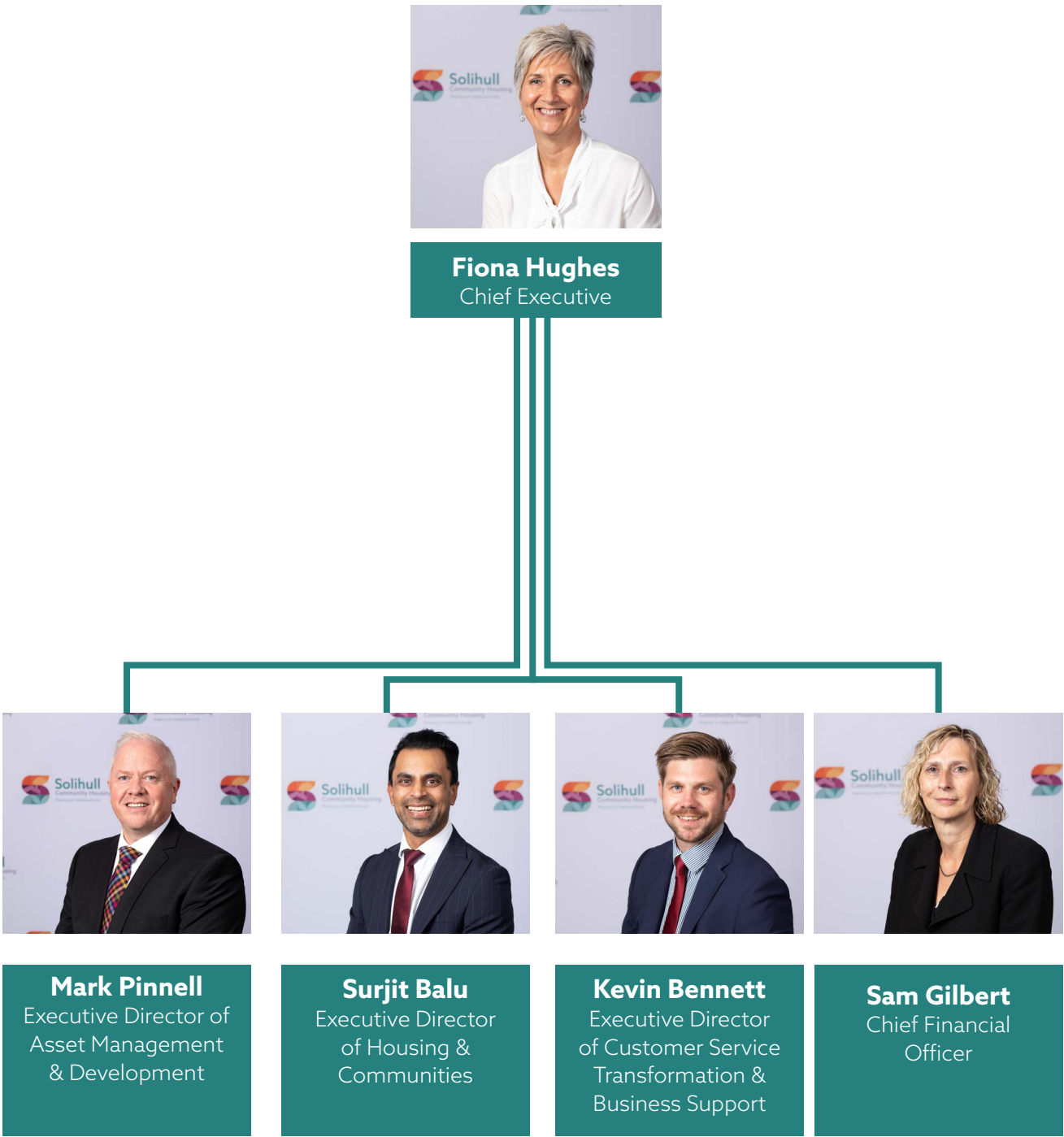
Solihull Council has recognised the gravity of the climate change emergency and made a declaration of intent to take positive action through its Solihull Climate Change Prospectus, which includes setting a target for the Council to become net carbon zero by 2030. SCH is fully committed to environmental sustainability and also plan to become net carbon zero by 2030. In the coming year we will publish a strategy setting out how we will achieve this.

Action has already been taken to make the housing stock more energy efficient through, for example, the installation of biomass heating in over half of the high rise homes we manage. This plan sets out the further measures we will take in 2020-2021.

Positive action to address the effects of climate change extends beyond 'bricks and mortar'. The SCH environmental sustainability strategy will encompass the environmental impact of business activities across the organisation, and how we may promote good practice amongst our staff, customers, suppliers and contractors. Every little helps, and we have already identified an environmentally friendly alternative for our newsletter packaging.

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 new 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	Growth in social housing in partnership with Solihull Council
	Provide an efficient and effective repairs service
	Ensure our homes are safe
	Data driven green approach to our managed portfolio
More than Bricks and Mortar	Enhance service offers to support our wider customer base to achieve positive outcomes
	Reducing homelessness and risk of homelessness across the borough
	Delivering excellent core housing management services that are integrated and highly visible
Strengthening Communities	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
Excellent Customer Services	Embedding a clear approach to supporting vulnerable customers across all SCH services
	Continuously improving services and processes through customer insight
	Delivering services for customers in the way they want and reduce customer effort
Passion in People	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 green approach to our managed portfolio.

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.

In 2020-21 we will:



Mark Pinnell

Work package	Milestones	By When
1. Develop a robust approach to the collection and management of stock condition data	• Undertake a comprehensive stock condition survey to establish stock condition baseline	Q1
	• Embedded agile / technological end user solution for the collection of ongoing stock condition data	Q1
	• Establish and agree a data collection process and programme to ensure consistency of data collected and quality on an ongoing basis	Q1
	• Establish programme for routine collection of stock condition data – 5 year rolling (20% of stock per annum)	Q1
2. Use stock condition data to inform stock investment decisions and establish an Options Appraisal process to evaluate the stock we manage	• Publish a joint (SCH/Solihull Council) Asset Management Strategy setting out the approach to managing and maintaining housing assets, including garage sites.	Q4
	• Introduce and embed stock performance tool to report upon the performance of our properties	Q1

	<ul style="list-style-type: none"><li>• Identify archetype and/or location of poorly performing assets and apply options appraisal methodology</li><li>• Agree options for appraisal methodology to eliminate poor performing stock identified through the stock performance tool</li><li>• The agreed capital programme 2021/22 is informed by accurate stock performance data</li></ul>	<div>Q3</div> <div>Q4</div> <div>Q3</div>
3. Invest in greening the stock	<ul style="list-style-type: none"><li>• Install external wall insulation programme to improve the thermal efficiency of approximately 120 properties</li><li>• Identify and propose a programme of works to increase the SAP rating for properties below SAP rating EPC Band D</li><li>• Identify and replace approximately 130 inefficient heating systems to improve energy efficiency</li><li>• Carry out work towards achieving net-zero carbon emissions, as an organisation, by 2030 (matching Solihull Council's aim and supporting the Combined Authority's plan for a West Midlands target of net-zero emissions by 2041), to include:<ul style="list-style-type: none"><li>• Quantify carbon emission levels for SCH managed stock</li><li>• Quantify carbon emission levels for SCH business operations</li><li>• Set the strategic approach to carbon reduction in the SCH asset management strategy</li><li>• Work with Solihull Council to begin identifying potential future tasks and investment activity required to achieve net zero carbon along with associated financial impacts.</li></ul></li></ul>	<div>Q1-Q4</div> <div>Q3</div> <div>Q1-Q4</div> <div>Q1-Q4</div>



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 2020-21 we will:

Work package	Milestones	By When
1. Embed a culture of Safer Homes across SCH staff teams and residents	• Collaborate with the West Midlands Fire Service and service areas across SCH to deliver a programme of events to focus on building safety	Q1 - Q4
	• Promote a positive focus with colleagues, front line service providers and tenants relating to building safety via social media, website and intranet.	Q1 - Q4
	• Include regular items on building safety in team briefings, and staff and resident newsletters	Q1-Q4
2. Collaborative holistic approach to building safety	• Ensure health and safety representation/critique at tender stage where applicable as part of the procurement process	Q1
	• Recruit resident safety champions to work with us to challenge practices and promote the safety message	Q3
	• Robust monitoring of compliance across all areas of building safety through Quarterly Monitoring Board	Q1-Q4
	• Conclude structural survey to establish feasibility to install sprinklers across all high rise buildings	Q2
3. Deliver all government recommendations from the Building Safety Implementation Plan (Hackitt) and Grenfell Inquiry report (Moore-Bick)	• Quarterly Fire Door Inspection regime • Competency based staff training • Include as part of the annual Health and Safety report updates and responses to relevant legislative changes and updates	Q1 Q1-Q4 Q4
4. Pilot 'Smart' technologies to improve safety related communications	• Develop Quick Response (QR) codes (a type of barcode) so that staff and customers can use smartphones to view safety and property related information such as fire risk assessments, planned works and safety information sheets.	Q3

Strategic objective 3: To provide an efficient and effective Repairs and Voids 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 2020-21 we will:

Work package	Milestones	By When
1. Map Repairs and Voids processes to improve efficiency, delivery and customer communication	• Process map customer journey and put plans in place to improve service delivery	Q1
	• Clearly identify repair 'hot spots' and introduce remedial activity to address individual and collective issues	Q2
	• Clear, demonstrable reduction in both abandoned and follow-on repairs leading to a more efficient customer focussed service	Q3
2. Clearly define the levels and standards of service, for Responsive Repairs and Voids	• Develop a customer informed responsive repairs standard	Q1
	• Develop a 'fit for let' standard to balance demand of time, resource and customer expectation	Q1
3. Establish current efficiencies and explore potential opportunities to grow internal work force	• Benchmark existing internal trade based workforce and service provision	Q3
	• Review services that are currently delivered by external contractors and consider an internal work force delivery solution.	Q4

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

Working with Solihull Council to contribute to the growth of social rented homes continues to be a priority for SCH. 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 2020-21 we will:

Work package	Milestones	By When
1. Work with Solihull Council to provide future proofed warm, healthy new homes	<ul style="list-style-type: none"><li>Deliver a total of 43 new affordable dwellings across 5 sites</li></ul>	
	<ul style="list-style-type: none"><li>- 7 Low energy mobility bungalows for social rent – Faulkner Road</li></ul>	Q4
	<ul style="list-style-type: none"><li>- 7 Social rented dwellings – Willow Way</li></ul>	Q4
	<ul style="list-style-type: none"><li>- 7 Shared Ownership houses – Brackleys Way</li></ul>	Q4
	<ul style="list-style-type: none"><li>- 7 Shared Ownership houses – Halifax Road</li></ul>	Q4
	<ul style="list-style-type: none"><li>- 15 Shared Ownership houses – Wagon Lane</li></ul>	Q4 - Q1 2021
	<ul style="list-style-type: none"><li>Develop a ‘Green Consideration’ record / process to provide an audit of Green consideration across all development schemes</li></ul>	Q1-Q4
	<ul style="list-style-type: none"><li>Progress the redevelopment of Lakeside to the planning submission stage</li></ul>	Q4
	<ul style="list-style-type: none"><li>Work with SMBC to develop a housing scheme for the Kingshurst village centre</li></ul>	Q1-Q4



Key Performance Indicators (KPIs) 2020-2021 <sup>1</sup>

Ref	2020/21	Target 19/20	Target 20/21
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	94.50%	95.00%
AM17	Average number of repairs per property	2.78	2.50
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	85	70
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%

<sup>1</sup>VL1;VL13; and VL16 – performance against these indicators is reliant on functions carried out by teams within both the Asset Management and Housing and Communities service areas

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
- Locality working

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 be a key area of focus for 2020-21. 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 will move towards a more mobile, flexible approach, with more staff visible to customers out 'on the patch'. We will review and modify key housing management functions to ensure they continue to deliver high quality services that customers want.



In 2020-21 we will:

Work package	Milestones	By When
1. Increase visibility and responsiveness of housing management services	• Have highly visible, agile teams working in the community	Q3
	• Equip staff with digital technology and tools needed to work flexibly with customers in the community	Q3
2. Deliver on new cleaning contract focusing on quality	• Procure and mobilise a new cleaning contract	Q3 - Q4
	• Strengthen staff management capacity to oversee cleaning performance and contract	Q3

3. Carry out a comprehensive review of our income management and arrears collection process	• Review processes and practice to improve levels of rent and arrears collection and implement revised process, but also maintain a personal approach to arrears recovery	Q1-Q2
	• Develop insight and reporting tools to support income and arrears collection	Q2
	• Strengthen offer of support via the Money Advice Team and wider agencies to support customers	Q2
4. Reduce rent arrears owed	• Revise rent and arrears targets following service review	Q2
	• Expand use of our automated rent arrears dialling system to wider customer groups	Q1

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 2020-21 we will:

Work package	Milestones	By When
1. Maximise opportunities for access to, and growth of the Wellbeing service	• Develop and launch a 'low-level' support offer aimed at some of our more vulnerable customers Targeting for a 10% take up rate of customers in SCH designated older persons blocks	Q3
	• Further development of service to support pathways enabling patient/customer discharge from hospital	Q3



<b>2. Establish Saxon Court as a flagship scheme and community hub for integrated wellbeing services</b>	<ul style="list-style-type: none"> <li>Development of Saxon Court service to become a Community Hub for wellbeing services, widening our support offer and contributing to the reduction of social isolation</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Intergenerational activities and becoming a focal point for information and guidance for older people services in the north of the borough</li> </ul>	Q3
	<ul style="list-style-type: none"> <li>Expansion of the allocation panel/ process to support 'low level' Wellbeing support offer through Saxon Court and other schemes</li> </ul>	Q2
<b>3. Supporting innovative and flexible use of Disabled Facilities Grants to further support people in their homes</b>	<ul style="list-style-type: none"> <li>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 use of technology through DFG support</li> </ul>	Q3
<b>4. Propose revised Housing Allocation Policy</b>	<ul style="list-style-type: none"> <li>Develop proposals for Stage 2 revisions to the Solihull Housing Allocation Scheme</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Progress approval by Solihull Council</li> </ul>	Q3
<b>5. Deliver activities to support people moving into new SCH tenancies to enable tenancy sustainment</b>	<ul style="list-style-type: none"> <li>Deliver two pre-tenancy workshops (half yearly)</li> </ul>	Q2 and Q4
	<ul style="list-style-type: none"> <li>Review and improve the tenancy sustainment offer</li> </ul>	Q2
<b>6. Improve customer pathways and access to training &amp; employment opportunities</b>	<ul style="list-style-type: none"> <li>Develop a process to identify and refer new tenants eligible for work programmes to the Solihull Council Employment and Skills service</li> </ul>	Q2

### 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).

In common with other local authority areas, the Homelessness Reduction Act changes have resulted in a higher volume of service requests and increased pressure on temporary accommodation provision. A detailed Housing Options Development Plan has been established which supports the Council's Homelessness and Rough Sleeping Strategy 2020-2023, and which will continue to be implemented during 2020-2021. Our key performance measure relating to homelessness is the percentage of homelessness prevented or relieved and we have set a target of 50% as a stretch target to reflect our ambition to add value and go beyond the Solihull Council Homelessness and Rough Sleeping Strategy, which has a target of 45%.

A further priority for us is to support the Housing First initiative; working with the Council and other partners to achieve the target to accommodate 27 people who are rough sleeping, or at risk of rough sleeping, by the end of March 2021.

#### In 2020-21 we will:

Work package	Milestones	By When
<b>1. Implementation of the Housing Options Development Plan</b>	<ul style="list-style-type: none"> <li>Develop a flexible alternative to the use of hotel accommodation for use as temporary accommodation for four families</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Launch homelessness self-service portal to improve digital access to information and self-service</li> </ul>	Q1
	<ul style="list-style-type: none"> <li>Implement a robust system of review and audit of Officer casework</li> </ul>	Q1 (on-going)
	<ul style="list-style-type: none"> <li>Implement a robust programme to visit people in temporary accommodation (minimum monthly)</li> </ul>	Q1 (on-going)
<b>2. Accommodation strategy for the housing options service</b>	<ul style="list-style-type: none"> <li>Undertake an options appraisal for office and front line accommodation for the housing options service</li> </ul>	Q1
	<ul style="list-style-type: none"> <li>Review options and agree preferred option</li> </ul>	Q2
<b>3. Support and contribute to Solihull's Homelessness and Rough Sleeper Strategy</b>	<ul style="list-style-type: none"> <li>Ensure input into and delivery of commitments</li> </ul>	Q1 - Q4

<b>4. Support of wider West Midlands Combined Authority agenda on homelessness</b>	<ul style="list-style-type: none"> <li>Deliver on commitments made to provide accommodation for 27 people identified through Housing First by the end of 2020/21, achieving 14 placements collectively with partners by March 2020</li> </ul>	Q2 (on-going)
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**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. Last year we took the lead in developing Locality Working, which is a key element of the Solihull Council Plan and brings together in partnership the work of people and place based organisations. Tackling anti-social behaviour is an example of where partners such as the Council, SCH and the police can co-ordinate effective remedial action through regular Locality Tasking Forums. Identifying and responding to social isolation can also be enhanced by effective joint working. Moving into 2020-21, we will build on the excellent work already carried out and work with partners to deliver on the commitments made in the Locality Plans.

**In 2020-21 we will:**

Work package	Milestones	By When
<b>1. Support and further develop Locality Working</b>	<ul style="list-style-type: none"> <li>Continued support of Locality Working and hosting of tasking forums</li> </ul>	Q1 (on-going)
	<ul style="list-style-type: none"> <li>Joint hosting of stakeholder events with partners to embed approach at a granular level</li> </ul>	Q1 (on-going)
	<ul style="list-style-type: none"> <li>Translation of Locality Plans for each of the three areas (North, East, West) into operational delivery of commitments</li> </ul>	Q3
<b>2. Align delivery of neighbourhood services to locality areas</b>	<ul style="list-style-type: none"> <li>Focus on intelligence led multi-agency working through Locality Tasking</li> </ul>	Q1 (on-going)
	<ul style="list-style-type: none"> <li>Develop a programme of community engagement events/ opportunities to gain feedback and input</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Align staff teams to each of the three locality areas</li> </ul>	Q3

<b>3. Deliver a comprehensive suite of pro-active tenancy management and neighbourhood services, including making full use of anti-social behaviour interventions and tools available</b>	<ul style="list-style-type: none"> <li>Review anti-social behaviour business process to improve customer satisfaction</li> </ul>	Q3
	<ul style="list-style-type: none"> <li>Have in place a pro-active tenancy audit and estates visiting programme</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Prompt investigation of alleged tenancy fraud, referring cases to Solihull Council for further investigation and action</li> </ul>	Q1 (on-going)
	<ul style="list-style-type: none"> <li>Map 'hot spot' areas for anti-social behaviour and develop localised plans to address issues such as target hardening and, escalating to Locality Tasking where appropriate</li> </ul>	Q3
<b>4. Deliver commitments contained in the SCH/ Solihull Council Service Level Agreement on tenure neutral anti-social behaviour service delivery</b>	<ul style="list-style-type: none"> <li>Ensure continued close working with the Council partner agencies, such as the police, to identify and tackle instances of anti-social behaviour in the public and private sector</li> </ul>	Q1 (on-going)
<b>5. Develop a seamless SCH / Solihull Council approach to estate inspections, focusing on quality</b>	<ul style="list-style-type: none"> <li>Participate in the Strategic Environmental Contract (SEC) review with Solihull Council to ensure a seamless approach</li> </ul>	Q1 (on-going)
	<ul style="list-style-type: none"> <li>Develop joint SCH / Solihull Council estate inspection programme, targeting one estate per month to capture wider environmental issues</li> </ul>	Q1
	<ul style="list-style-type: none"> <li>Development of an agreed approach to effective management of high density sites of forestry/trees across SCH stock</li> </ul>	Q3

Key Performance Indicators (KPIs) 2020-2021

Ref	2020/21	Target 19/20	Target 20/21
NS1	Percentage of rent collected of rent due	98.00%	98.00%
NS2	Percentage of leaseholder service charges collected	99.00%	99.00%
NS4	Percentage of rent paid by digital means including Direct Debit	60.00%	70.00%
WR3	Reduction in arrears due to Money Advice Team intervention	£350,000	£350,000
WR15	Current tenant arrears as % of rent debit	n/a	3.50%
NS9	Percentage of flatted blocks passing cleaning inspection	98.00%	98.00%
NS10	Percentage of estate inspections completed	90.00%	98.00%
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	60.00%	50.00%
WB20	Net gain in paying Wellbeing service users	108	108

Customer Service and Business Support <sup>2</sup>

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<sup>3</sup>
- Customer satisfaction and engagement activity
- Complaints handling
- Policy planning including safeguarding
- Communications
- Performance management

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

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 2020-21 we will:

Work package	Milestones	By When
<b>1. Establish a refreshed framework of engagement with customers and communities, including validation through Tenant Participation Advisory Service (TPAS)</b>	<ul style="list-style-type: none"><li>• Conclude TPAS accreditation reflecting our commitment to excellent resident engagement</li><li>• Implement a refreshed scrutiny process and function to increase representation, inclusivity and community footprint</li><li>• Use the new scrutiny approach to ensure residents have the opportunity to input into the way SCH works by co-designing services to improve our services</li><li>• Implement a structured and targeted community events plan that is tailored to our residents and communities for the year</li><li>• Implement a digital engagement plan to increase 'My SCH' portal, social media and website activity</li><li>• Refresh the content of the SCH website using customer insight. Ensure content and services are accurate and updated</li></ul>	<div>Q3</div> <div>Q1</div> <div>Q2</div> <div>Q1</div> <div>Q2</div> <div>Q1</div>



<sup>3</sup>Governance support is provided directly to the SCH Board and Chief Executive. Human resources, equalities, IT, legal and financial services are provided to SCH from the Council  
<sup>4</sup>The Council also provides front line customer access to SCH services through Solihull Connect



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 2020-21 we will:

Work package	Milestones	By When
1. Implement a customer satisfaction framework across the business to support effective customer operations, increasing customer satisfaction and reducing complaints.	• Carry out key customer journey reviews across all services where satisfaction is lowest, identifying and implementing improvement actions and reducing complaints	Q1-Q4
	• Agree a new contact centre operating model that supports improved service delivery across satisfaction, technology, right first time and customer demand	Q2
	• Embed a new Customer Relationship Management (CRM) system to support customer interaction	Q2
	• Refresh targeted customer service training for key frontline staff across the business	Q3



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 under pinning processes in ways that suit our customers.

In 2020-21 we will:

Work package	Milestones	By When
1. Strengthen business intelligence and improvement to develop data led services.	• Strengthen the SCH data insight capability to include analytics across wider operational services and align performance to industry peers through benchmarking	Q2
	• Implement digital data analytics	Q1
	• Implement consistent operational performance dashboards to inform day to day operational delivery and decision making	Q2
	• Develop a Business Change Team to include a dedicated project manager and technical business analysts	Q1
	• Complete a review of equalities and diversity, including use of data, with a view to accelerating our approach to inclusivity in all service areas	Q1
2. Through a 12 month Information Technology (IT) delivery plan implement technology improvements and upgrades including enablers to digital working for staff and customers.	• Implement further high volume/ low complexity services into the 'My SCH' portal.	Q2
	• Replace Open Housing server and upgrade	Q2
	• Implement Office 365 package	Q3
	• Implement E-Learning	Q1
	• Complete a contact centre technology gap analysis and delivery plan	Q1
	• Embed and retrofit CRM functionality	Q2
	• Complete full review and business case for business workflow solution	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 2020-21 we will:**

Work package	Milestones	By When
<b>1. Define the service offer for vulnerable customers across SCH</b>	<ul style="list-style-type: none"><li>Build and implement a service register to identify vulnerable customers</li></ul>	Q1-Q4
	<ul style="list-style-type: none"><li>Follow the BSI 18477 Inclusive Service Provision framework: requirements for identifying and responding to consumer vulnerability</li></ul>	Q1-Q4
	<ul style="list-style-type: none"><li>Equip staff with the skills to work with and support vulnerable customers in our communities through training</li></ul>	Q1-Q3
<b>2. Deliver our safeguarding responsibilities</b>	<ul style="list-style-type: none"><li>The SCH Safeguarding, Exploitation and Domestic Abuse (SEDA) group to embed standards and good practice across the organisation</li></ul>	Q1-Q4
	<ul style="list-style-type: none"><li>Complete organisational and multi-agency case audits</li></ul>	Q1-Q4
	<ul style="list-style-type: none"><li>Ensure staff are trained to identify and respond to safeguarding concerns, and to be able to participate in multi-agency work and case meetings commensurate with their job roles and responsibilities</li></ul>	Q1-Q4

**Strategic objective 5: Supporting and developing our staff**

The knowledge, skills and behaviours of our staff are central to achieving our objectives. We want to create a working environment where our staff teams are motivated, empowered and feel supported. As well as supporting our existing staff, we are growing and developing the skills and experience of others through our commitment to an apprenticeship scheme.

**In 2020-21 we will:**

Work package	Milestones	By When
<b>1. Invest in a leadership development programme and further embed consistent practice around appraisals, training and high performance</b>	<ul style="list-style-type: none"><li>Successfully procure an external partner organisation to implement a leadership development programme</li></ul>	Q1
	<ul style="list-style-type: none"><li>Launch the leadership development programme across the business to achieve high performing individuals and teams</li></ul>	Q1
	<ul style="list-style-type: none"><li>Develop a SCH talent/development pool to support organisational succession planning</li></ul>	Q3
	<ul style="list-style-type: none"><li>Embed the new appraisal process around performance and behaviours with consistency</li></ul>	Q1
	<ul style="list-style-type: none"><li>Implement e-learning toolkit</li></ul>	Q1
<b>2. Accelerate staff health, wellbeing and engagement initiatives</b>	<ul style="list-style-type: none"><li>Implement key staff engagement/culture activities reflecting staff survey results</li></ul>	Q2
	<ul style="list-style-type: none"><li>Develop further training/awareness around mental health first aid and develop a culture of openness and positivity that reflects in the SCH culture survey</li></ul>	Q2-Q4
	<ul style="list-style-type: none"><li>Identify and develop opportunities for inclusion at SCH to reflect our diverse communities</li></ul>	Q3
	<ul style="list-style-type: none"><li>Gain Thrive at Work Bronze award</li></ul>	Q3
	<ul style="list-style-type: none"><li>Introduce 'My Healthy SCH' through quarterly wellbeing initiatives</li></ul>	Q1-Q4
<b>3. Embed organisational culture to reflect SCH Values</b>	<ul style="list-style-type: none"><li>Deliver staff conference</li></ul>	Q3
	<ul style="list-style-type: none"><li>Deliver staff awards event</li></ul>	Q4
	<ul style="list-style-type: none"><li>Re launch the SCH HEART values across the business to form 'Our Heart Beat'</li></ul>	Q1
	<ul style="list-style-type: none"><li>Work with staff to identify a set of HEART behaviour indicators which will form part of all appraisals</li></ul>	Q1
	<ul style="list-style-type: none"><li>Internally select and empower 'Culture Champions' to work across the business to promote and embed the SCH HEART values</li></ul>	Q1
	<ul style="list-style-type: none"><li>Implement a quarterly Executive Management Team (EMT) roadshow to informally meet with staff and discuss with staff the HEART values and provide open door SCH leadership</li></ul>	Q1-Q4

Key Performance Indicators (KPIs) 2020-2021

Ref	2020/21	Target 19/20	Target 20/21
AM19	Satisfaction with response repairs service	91.50%	92.00%
VL19	Satisfaction with new home	87.00%	87.00%
NS6	Satisfaction with ASB case handling	84.00%	87.00%
CR2	Overall satisfaction	n/a	85.00%
CR1	Percentage of complaints resolved at stage 1	97.00%	97.00%
CR5	Short term staff sickness days	4.00	4.00
CR11	Enquiries resolved at first point of contact (Contact Centre)	85.00%	85.00%
CR28	Percentage of tenants using customer portal	10.00%	20.00%
CR29	Satisfaction with customer service Contact Centre	n/a	90.00%
CR32	Employee engagement	n/a	85.00%
CR34	Complaints resolved in timescale	n/a	90.00%

# 6. Finance, Governance and Risk

This area is overseen jointly by Samantha Gilbert , Chief Financial Officer &, Fiona Hughes SCH Chief Executive.

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 is highly committed to responsible procurement and our procurement team adopt the highest standards to ensure our procurement processes are fair and transparent. This year we will carry out a review of our procurement processes to improve them where possible.

We are dedicated to protecting the data we hold and ensuring it is never shared inappropriately. This year we will have an audit of our information governance processes to ensure they meet the highest standard. All our staff are also trained in this area of work.

Health and safety is of the utmost importance and we are constantly striving for improvement. This year we will implement a new health and safety management system to support our staff to deliver more effectively.

SCH Governance Framework





In 2020-21 we will:

Work package	Milestones	By When
1. Reinforce SCH's commitment to corporate responsibility and good governance	<ul style="list-style-type: none"><li>Complete an internal audit of information governance</li><li>Review the procurement service</li><li>Review the Risk Management Policy</li><li>Develop a SCH strategy on environmental sustainability</li></ul>	Q1 Q2 Q3
2. Provide assurance on SCH's approach to health and safety	<ul style="list-style-type: none"><li>Complete a health and safety audit</li><li>Ensure staff receive ongoing training on all health and safety matters appropriate to their job role</li></ul>	Q3 Q1-Q4
3. Improve effectiveness of the health and safety function	<ul style="list-style-type: none"><li>Implement a new health and safety management system</li></ul>	Q4





Vision Doc

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