

Strategic Topic

Substantive Items

Committee Reports

Items below this line are for receipt and/or approval, without discussion
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Closing Items

SOLIHULL COMMUNITY HOUSING

BOARD MEETING

Monday 30 November 2020 at 6.00 pm Endeavour House - Meriden Drive, Kingshust
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AGENDA

Ref	Item	Purpose	Lead	Report Type	Report Classification
1	Chair's Welcome and Introduction				
2	Apologies for Absence				
3	Declarations of Interest				
4	Minutes of the meeting held on 28 September 2020				
5	Action Log				
6	Chief Executive's Update	Fiona Hughes – Chief Executive			
7	Health and Safety Report for Quarter 2 2020/21	Mark Pinnell – Executive Director of Assets and Development Mark Wills – Health and Safety Team Manager SMBC			
8	Compliance against Housing Ombudsman Code of Practice	Kevin Bennett – Executive Director of			

		Customer Service Transformation and Business Support			
9	Budget 2021/22 - CONFIDENTIAL	Samantha Gilbert – Chief Financial Officer			
10	Financial Monitoring for Quarter 2 2020/21 - CONFIDENTIAL	Samantha Gilbert – Chief Financial Officer			
11	HouseMark Annual Report on Benchmarking	Kevin Bennett – Executive Director of Customer Service Transformation and Business Support			
12	Performance Exception Report for Quarter 2 2020/21	Kevin Bennett – Executive Director of Customer Service Transformation and Business Support			
13	Draft Delivery Plan 2021	Fiona Hughes – Chief Executive			
14	Chair's Report from the Audit and Risk Committee Meeting held on 5 October 2020	Nigel Page – Chair of Audit and Risk Committee			
15	Chair's Report from the Human Resources and Remuneration Committee Meeting held on 12 October 2020	Jenny Fletcher – Chair of Human Resources and Remuneration Committee			
16	Chair's Report from the Housing Operations Committee Meeting held on 23 November 2020	Chris Williams – Chair of Housing Operations Committee			
17	Forward Plan				
18	Any Other Business				

19	Review of Meeting				
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SOLIHULL COMMUNITY HOUSING BOARD MEETING – 28 SEPTEMBER 2020 MINUTES

Present: Richard Hyde (Chair), David Bell, Ben Burton, Jenny Fletcher, Nigel Page, Patricia Smith (Vice Chair), Louise Tubbs, and Chris Williams

Officers: Fiona Hughes; Surjit Balu; Kevin Bennett; Samantha Gilbert; Mark Pinnell; Nick Page (Item 6); Sarah Barnes (Item 6); Mary Morrissey; Mary Moroney; Mark Wills (until end of Item 8); Ed Roper (Item 9)

1. CHAIR'S WELCOME AND INTRODUCTION

The Chair welcomed members to the meeting and in particular Nick Page, SMBC Chief Executive; Sarah Barnes, SMBC Head of Business and Intelligence and Mary Morrissey, SMBC Director of Economy and Infrastructure.

The Chair noted that we were disappointed that Patricia Smith had not won the Housing Heroes award but were grateful that her very valuable contribution to SCH and the local community had been recognised by her being shortlisted for the Lifetime Achievement Award.

2. APOLOGIES FOR ABSENCE

An apology was received and accepted from Diane Howell.

3. DECLARATIONS OF INTEREST

There were no new declarations of interest.

4. MINUTES OF THE LAST MEETING

There were no matters arising from the previous minutes.

DECISION

THE BOARD

(i) APPROVED

the minutes of the meeting held on 27 July 2020.

5. ACTION LOG

There were no matters arising from the Action Log which was accepted and noted.

DECISION

(i) NOTED

the action log.

6. SMBC COUNCIL PLAN

Nick Page introduced the presentation on the Council Plan for 2020 – 2025 which contains a lot of ambitious targets for the Borough. However, as we are currently in the second wave of Covid-19 with increasing numbers of cases the main focus for the Council is and will be for the immediate future on keeping staff and residents safe and responding to the national crisis. The majority of Council employees are still working from home with only critical services based at the Council House.

Covid-19 has provided both health and economic challenges and Solihull is working with both the Combined Authority and the Local Enterprise Partnership to try to mitigate the impact regionally as well as feeding into the national response.

The targets set out in the Council Plan will need to be revisited in the New Year and reset to reflect the impact that Covid is having on the ability to deliver the projects.

The Council is also looking at the transitional arrangements for the UK as we implement Brexit and in particular working with the Inland Revenue on plans for Solihull to be an Inland Port. It is essential to keep transport of goods moving efficiently to avoid a negative impact on our economy.

Solihull is a great place to live and has solid foundations. House prices have remained high and the schools are high achieving and in demand along with significant economic assets such as Jaguar Land Rover and the airport. However, Covid has had a disproportionate impact on the Borough with the highest levels of furloughed staff in the West Midlands living in Solihull and economic impacts on the airport and other businesses. Many of the most economically active residents in the Borough have been impacted by furlough or job losses directly as a result of the pandemic.

When the Council start to reset for the future post-Covid there will be a need to learn from the experience and not necessarily go back to the way in which we delivered services pre-pandemic. We need to work smarter and be more agile and flexible.

There have been some benefits from the crisis not least the reduction in carbon footprint from less travelling around the Borough but also the Council has recorded the lowest sickness absences since records began, the highest productivity, highest customer satisfaction and lowest level of complaints. The recovery period needs to build on these positives.

The benefits of HS2 and UK Central are very important to the future of Solihull and we need to maximise the opportunities presented which includes potential opportunity for SMBC to develop Council housing to address the shortage in the Borough. We need to be ambitious, where we can and move away from high rise flats and provide high quality /high density homes over the next 25 years. This does pose a problem with regard to land for developments as 75% of the Borough is green belt.

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Solihull relies heavily on income from Business Rates which is significantly reduced which will leave an estimated budget shortfall at the end of the financial year of approximately £25m. This along with existing budget pressures on both adult and children's social care will mean the Council having to make some very difficult decisions regarding savings.

Fiona Hughes presented the slide on areas of mutual interest for SMBC and SCH which are around providing homes, the Energy and Environmental Sustainability Strategy and enabling communities to thrive which is happening through the Localities project.

Richard Hyde thanked Nick Page and Sarah Barnes for the presentation and commented that it is a very difficult time for all as we cope with the pandemic but he is reassured to hear that SCH is a trusted partner for the Council.

Board member questions /statements:

1. There are plans for significant investment in the high rise housing stock and Board asked if the need for financial savings would impact on these plans?

Nick Page responded that the investment required around health and safety issues are non-negotiable and we will continue with these plans.

2. Board welcomed plans to increase the supply of social housing but asked for some clarity around whether this would be Council or Housing Association owned stock as generally the rents for Housing Association are higher and the quality of service is not always as high?

Nick Page advised that this question would be a matter for the controlling political group to decide but that in his opinion SCH would be a key trusted partner to work with SMBC to deliver additional social housing where this is possible.

3. There is land available for development in Solihull but the main issue is that the Council are obliged to maximise return for the land in the short term (cash terms) but if the Council also considered longer term benefits of providing more social housing on the land i.e. in reduction in the levels of homelessness in future and reducing cost of managing homelessness then this would assist increasing supply. Some housing stock is coming to end of economic life particularly if high levels of investment required to achieve carbon reduction targets. However, this would put added pressure on demand for land?

Nick Page reiterated that the Council needs ambitious plans for the future to meet growing demands on services. SCH needs to look at producing proposals to work with SMBC that deliver the greatest impact for as many people as possible within the available funding.

4. There are challenges around delivering a net zero carbon pledge, particularly in relation to the housing stock. What are the Council expecting of SCH?

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Nick Page advised that in terms of new developments he would like to see leading edge technologies used to deliver world class carbon negative properties with, for example, 5G connections and waste sorting at source.

It was agreed that the Board Away Day in February 2021 would consider how SCH could respond to the challenges presented by Nick Page.

Nick Page offered to attend a future SCH Board meeting to discuss the Council Plan and how SCH can help the Council deliver the ambitions set out in the plan.

DECISION

(i) NOTED the content of the presentation.

(ii) AGREED to consider future proposals to respond to the challenge raised in the discussion with Nick page and the Council Plan.

Nick Page and Sarah Barnes left the meeting at 7.05 pm.

7. CHIEF EXECUTIVE'S UPDATE

Fiona Hughes introduced the report and explained that a considerable amount of resources were now being devoted to the response to the second wave of Covid and whilst all services were running at present there is the possibility that some services will need to be paused again if shielding of vulnerable residents is reintroduced and we are asked to support the Council with this work. Key officers from across SCH feed into the Council incident response cell and we are currently reviewing actions which would be required if there is a positive case of Covid identified in a high rise building.

Fiona advised that we need to be mindful of the wellbeing of staff in order to get through what is likely to be a long and challenging winter period.

Fiona highlighted the rent arrears key performance indicator which is presenting a challenge and advised that the Government ban on evictions had now been lifted and SCH were supporting both our own tenants and those in the private sector with less supportive landlords.

Board members noted that our rent arrears position appears worse than some in our benchmarking group due to the fact that we have a higher percentage of tenants on Universal Credit. Board members also asked that the Executive team look to encourage all staff to have the flu vaccination this year.

Board requested that SCH consider some way to recognise the work of former Tenant Scrutiny members who have given a lot of time and energy to engagement activities in the past but will not be involved in the new framework.

SOLIHULL COMMUNITY HOUSING BOARD MEETING – 28 SEPTEMBER 2020 DECISION

- (i) **NOTED** the content of the report

Ed Roper joined the meeting at 7.25 pm.

8. HEALTH AND SAFETY REPORT FOR QUARTER 1 2020/21

Mark Wills introduced the report and highlighted appendix 1 which is an overview of the Fire Safety Bills and appendix 2, compliance against the Home Standard Duty.

Mark Wills advised that the Health & Safety Executive will be carrying out spot checks on businesses to check compliance with Covid Secure standards. Included in the spot checks will be a check on Risk Assessments, the application of social distancing in the workplace and the engagement of staff in developing risk assessments.

It was noted that there had been a reduction in the number of incidents in quarter 2.

Ben Burton, who is the Board Member Health & Safety Champion confirmed that he had met with Mark Pinnell and Mark Wills prior to the meeting and was satisfied with the processes in place for health and safety.

DECISION

- (i) **NOTED** the content of the report
- (ii) **NOTED** appendix 1 – overview of Draft Building and Fire Safety Bills
- (iii) **NOTED** appendix 2 – SCH compliance report in relation to Home Standard Duty Compliance
- (iv) **NOTED** appendix 3 – Accident /Incident Reporting Analysis

Mark Wills left the meeting at 7.31 pm.

9. SCH ENERGY AND ENVIRONMENTAL SUSTAINABILITY STRATEGY

Fiona Hughes introduced the report which sets out a proposed framework for an Energy and Environmental Strategy for SCH to meet the aspirations set out in the Delivery Plan. There are no targets set at present but the proposed strategy broadly splits into two categories:

1. Residential properties – these assets are owned by the Council and investments to reduce carbon will need to be agreed through the Council
2. Business Operations - SCH has more control over this area

It is critical that SCH is aligned to the Council in delivering this strategy and we are working closely with SMBC colleagues.

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Mark Pinnell added that there are a lot of unknown elements in relation to carbon management currently and we need to complete work on establishing the baseline position of the impact social housing has on carbon. At best the retrofitting of external wall insulation can result in an 80% reduction in carbon. New build projects present an opportunity to design environmental sustainability into the properties but comes at a cost which is approximately 60% higher than traditional build. SCH are currently developing 8 bungalows which will be carbon neutral and this will demonstrate what can be achieved.

There is a considerable amount of work to be done with regard to encouraging higher levels of recycling by residents and explaining what low carbon actually means.

Appendix 1 to the report sets out the proposed framework for the strategy but this will be modified as changes in the sector are introduced.

Mary Morrissey commented that the proposed strategy looks good but the key performance indicators, action plan and targets will be of key importance. SMBC and SCH need to ensure that we achieve the maximum return on any investments which will involve establishing life cycle costing and long term benefits for residents such as addressing fuel poverty.

Board members made the following statements / raised questions:

1. It is essential that we establish our baseline position and the gap analysis so we can identify costs associated with delivering low carbon stock and business operations. Data will be key to measuring the change in behaviours and success of the strategy.
2. There are links to the Asset Management Strategy and we need to consider if some of the housing stock will no longer be viable to maintain if there is significant investment required to meet the carbon neutral position.
3. The report shows good direction of travel but needs to have targets, milestones and measures of success developed. Board asked for the timescales for completing these elements and asked if SCH had the internal expertise to complete the work or would require additional assistance?

Fiona Hughes advised that we are unable to provide timescales at the present time as we are working on producing the baseline position having started the process with residential stock. SCH will require additional expertise but we will want to avoid duplicating work being carried out on behalf of SMBC. We will continue to work closely with the Council to develop and deliver the strategy.

DECISION

- (i) **NOTED** the content of the report

Ed Roper left the meeting at 7.49 pm

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10. BUDGET STRATEGY REVIEW 2021/22 – 2023/24

Sam Gilbert introduced the report which is the first of two budget reports to be presented to Board. This report sets out proposals and assumptions for the Housing Revenue Account budget plan and there will be another report in November on the SCH budget.

Sam Gilbert advised Board that there is uncertainty over the CPI inflation rate which poses a risk to rental income. The Office for Budget Responsibility (OBR) continues to forecast a CPI level of 2% for the longer term beyond 2020/21 but the short term forecast for quarter 3 2020/21 has reduced from 1.7% to 1.3%. Due to the inter-dependency on rental income a slight fluctuation to the CPI rate can have a significant impact on resources available. The full impact of Covid has not yet been factored into the CPI to-date but the rate at August 2020 was 0.2% which could result in a loss of £1m. SCH could cushion the impact of a reduced CPI level for a short period of time from Budget Strategy Reserves but this could not be sustained for a prolonged period and could result in the need to identify further savings in the future.

DECISION

- (i) NOTED** the outline HRA budgets for 2021/22 – 2023/24
- (ii) APPROVED** the revision of SCH savings as set out in table 2
- (iii) APPROVED** the use of SCH Management Fee for funding the budget shortfall on Ipswich House as detailed in paragraph 6.7
- (iv) NOTED** that the detailed review of the future capital investment is ongoing as set out in paragraphs 6.8 to 6.11
- (v) AGREED** to receive a further report for the detailed 2021/22 SCH operating budget on 30 November 2020
- (vi) NOTED** the SCH reserves position

11. REVENUE AND CAPITAL FINANCIAL MONITORING AND FORECAST 2020/21 – JUNE 2020 (QUARTER 1)

Sam Gilbert introduced the report which sets out the financial position to the end of June 2020 with forecasts to the end of the financial year. The table at 3.4 in the report sets out the forecast outturn position for revenue expenditure of £178k underspend.

Sam Gilbert advised that in accordance with financial regulations she is recommending that SCH move to the Oracle Cloud platform for financial monitoring. The Council have already started the implementation programme and it is proposed that SCH follow a similar migration.

The pension fund is subject to a revaluation by actuaries every three years and this year this has resulted in a reduction in the employer's contribution resulting

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in an annual saving of £276k and section 6 of the report sets out proposals for the allocation of this surplus to meet cost pressures.

Board member questions:

1. Section 9 in the report sets out the position in relation to savings which are all showing as green. Will this position need to be revised in light of additional cost pressures arising from the impact of Covid?

Sam Gilbert advised that she was confident that the savings identified can be delivered and that the impact of Covid will be offset by the pension fund savings.

DECISION

- (i) **NOTED** the latest forecast to year end for the current financial year 2020/21
- (ii) **NOTED** the progress on delivery of 2020/21 planned savings
- (iii) **NOTED** the current and forecast reserves position
- (iv) **NOTED** the Chief Financial Officer continues to recommend the Oracle financial platform as detailed in paragraph 3.6
- (v) **NOTED** the additional spend on high-priority tree works of up to £100k as detailed in paragraph 4.7
- (vi) **RATIFIED** the virement of Asset Management budgets as detailed in paragraph 4.9
- (vii) **NOTED** the £82k cost pressure relating to the 2020/21 pay award as detailed in paragraphs 5.1 and 5.2
- (viii) **RATIFIED** the virement of surplus superannuation budgets as detailed in paragraphs 6.1 and 6.2

12. CHAIR'S REPORT FROM THE HOUSING OPERATIONS COMMITTEE MEETING HELD ON 7 SEPTEMBER 2020

Chris Williams advised the Board that the Committee had focussed on three key areas:

Homelessness – particularly the changes in length of time cases are active due to legal constraints arising from the introduction of the Homelessness Reduction Act. There is also a shortage of both temporary accommodation and permanent accommodation to meet growing demand on the service. The demand is likely to further increase when the Domestic Abuse Bill is enacted in April next year.

Equality of Access to Housing - the Committee received a detailed report on the demographics of persons approaching for housing either through

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homelessness or joining the housing register. This did not highlight any concerns relating to access from persons with protected characteristics. We were further reassured that the Equalities Advisor, Niku Mawby has carried out mystery shopping in this area and did not find any issues in relation to accessing the service.

Trees – the Committee received the annual update on progress with delivering the five year tree maintenance programme which due to the impact of Covid is likely to see slippage into year six. The Committee noted that there will be a further report to full Board in November in relation to the trees which are causing specific quality of life issues for residents that sit outside of the five year programme. The report will set out proposals for dealing with these specific sites.

13. FORWARD PLAN

DECISION

(i) **NOTED** the Forward Plan.

14. ANY OTHER BUSINESS

None.

15. REVIEW OF THE MEETING

All Board members confirmed that they were happy with the meeting and felt that there had been productive discussions. The presentation from Nick Page was particularly welcomed along with the opportunity for further close partnership working with the Council. Members were also grateful to the Director of Economy and Infrastructure for attending and contributing to the meeting.

The meeting ended at 8:20 pm

Signed by chair:

Date:

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Solihull Community Housing Board Action Log

Green = completed and will be removed from next log and a record is kept by the Governance Team

Amber = in progress due to be completed by due date

Red = not completed or unlikely to be completed by due date

Items not yet due or put on hold due to Covid do not have a colour code

1. Actions outstanding / pending / in progress

Ref	Action	Responsible Person	Due Date	Comments	Status
1119-5	Strategic Vision should set out a target for Energy Efficiency / Carbon Management Approach. Board members to send thoughts on approach to Chair /CEO	Fiona Hughes/ Kevin Bennett/All Board members	0120	Energy Efficiency /Carbon Management referenced in the Strategic Vision and the CEO and Chair of Board to discuss target setting with a view to presenting a future report to Board on this topic. The CEO would welcome comments from Board members to feed into report Progress report to Board 28 September 2020	Green
1119-8	Board requested review of the charging for the Handyperson service and the eligibility criteria	Surjit Balu	1020	Review of Fees and Charges to be included in Budget report to Board 30 November 2020	Amber
1119-9	IOSH Health & Safety Training to be arranged for Chair and Chief Executive and offered to other Board members	Mary Moroney	1220	On hold due to Covid-19 pandemic but will look to identify course delivered via video conferencing.	Amber
0920-1	Board asked for some recognition of the contribution of members of the former Scrutiny	Kevin Bennett	0321	To be considered post Covid and proposals reported back to Board	

	Panel who will no longer be part of the SCHape Tenants Panel.				
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SOLIHULL COMMUNITY HOUSING

BOARD MEETING: MONDAY 30 NOVEMBER 2020

REPORT OF THE CHIEF EXECUTIVE

CHIEF EXECUTIVE'S UPDATE

1. Purpose of Report

- 1.1 This report sets out key areas of progress delivered through the Chief Executive since the last Board meeting and provides an update to the Board.

2. Recommendation – Item for Noting

- 2.1 The Board is recommended to:

(i) **NOTE** the content of the report.

3. Covid-19 Response and Recovery

- 3.1 As Board are aware, SCH play a full and active role as a key local authority partner in the emergency planning framework, which enables co-ordination of the pandemic response. This includes:

- Community engagement and communication of key Covid messaging
- Supporting enforcement action where appropriate
- Supporting the public health response to outbreak management including more focussed engagement where properties are managed by SCH
- Supporting vulnerable customers either through formal arrangements set out through government and health guidance for the clinically extremely vulnerable or for customers known to us who are struggling within the current situation
- Supporting the local response to national developments such as for example the drop and collect testing pilot

- 3.2 In addition, SCH has an incident response team which meets twice weekly and brings together all aspects of the business to enable a swift and co-ordinated response from SCH to Covid. This is led by Mark Pinnell and includes:

- Oversight and updating of risk assessments at the facility and service level

- Oversight of arrangements to maintain Covid safe service delivery in supported housing schemes such as Saxon Court including for example making arrangements to provide Covid secure visiting opportunities through the construction of a purpose built pod
- Oversight of remote working arrangements to ensure compliance with health and safety
- Oversight of resource challenges as a result of numbers absent / self-isolating
- Oversight of communications both internally and externally to communities
- Oversight of the response to any Covid outbreaks at SCH requiring immediate action such as the temporary closing of Endeavour House

3.3 As Board are aware, SCH are currently delivering our full suite of services although many are being delivered through different arrangements to ensure they are Covid safe. We are therefore in full recovery mode while at the same time still maintaining our response arrangements as national guidance and the regional / local position require.

4. Covid-19 – Performance Indicators

4.1 Table 1 shows data collected during September and reported in October on Covid Indicators. This month the ASB data has been removed because the comparison is no longer in the HouseMark report. The HouseMark comparators change each month so we cannot have continuous comparisons on all indicators.

	HouseMark	SCH Position	Trends, Actions & Forecasts
Staffing (workforce Sickness)	4.60%	4.24%	<p>Trend: Since May absence levels have been stable at +/- 4% although September saw an increase of around 0.7% across the sector. SCH absence is lower than the sector and is falling.</p> <p>Actions: SCH continue to capture Covid related absence and have increased support and recognition for staff to support wellbeing.</p> <p>Forecast: SCH are forecasting potential increases in absence aligned with normal winter trends and are actively reviewing workforce requirements.</p>
Lettings Activity	Void rent loss 1.79% Properties void and available to let 0.90%	Void rent loss 1.31% Properties void and available to let 1.20%	<p>Trend: Rent loss due to voids increased by 0.22% since March putting SCH in a favourable position compared to the sector where rent loss has increased by 0.70%.</p> <p>The number of properties void and available to let though is slightly higher than sector average.</p> <p>Actions: SCH reinstated lettings on the 8th June and are working to reduce the backlog of fit for let (FFL) properties. In response to Covid, we have adopted new ways of working, which includes a new approach to viewings and signups</p>

			<p>and are reducing the overall amount of FFL properties on a monthly basis. We continue to review working practices to increase the number of properties let, in addition to the total number of resources within the team.</p> <p>Forecast: The sector forecast is that median year end loss will be 1.62%.</p>
Arrears	3.49%	4.17%	<p>Trend: SCH has seen an increase in arrears of 0.57% since March compared with an increase of 0.50% across the sector.</p> <p>Action: SCH is currently undertaking a review of our approach to income recovery and has identified a number of key areas of focus which will enable us to maximise our overall collection rates. We have invested within our Money Advice Team which now provides a much stronger offering in addition to stronger links with SMBC's Income and Awards Team. We are using more detailed insight to target our resources which includes a more early intervention and prevention approach.</p> <p>Forecast: The median position forecast in October is a further increase of 0.20% before end of year.</p>
Gas Safety	99.20%	99.99%	<p>Trend: SCH have maintained the 'sector norm' Gas Safety position (99.9%) throughout the Covid period, with the benchmark data showing an improvement across the sector.</p> <p>Actions: SCH are reviewing the remaining annual profile of this workstream but it is known that there are a number of 'isolating residents' in the profile of gas inspection addresses in coming weeks which may have an impact on the compliance position.</p> <p>Forecast: SCH will maintain strong compliance performance, but are required to carefully manage resources whilst respecting residents' views to isolate during this challenging time.</p>
Repairs	268 non urgent repairs per 1000 properties	240 non urgent repairs per 1000 properties	<p>Trend: Non urgent repairs have increased across the sector and the number of repairs for this month is now higher than the monthly average for last year of 220, which reflects the national position.</p> <p>Actions: Repair levels are being monitored and additional resources are being as appropriate to maintain service levels.</p> <p>Forecast: Currently there is no backlog of repairs and KPI performance is demonstrating satisfactory performance levels.</p>

5. Organisational Planning and Development

- 5.1 A significant priority since the last Board meeting has been the development of the Delivery Plan for 2021/22. Preparation for the development of the Delivery Plan has included analysis of our mid-year performance position and our HouseMark benchmarking position for last year 2019/20 – both of which have informed our drafting process.
- 5.2 In approaching the Delivery Plan process, it has been important to recognise the constraints of the current environment. In this context, I have sought agreement from SMBC through the Quarterly Monitoring Board to continue the current Delivery Plan framework into next year and also to roll over some of the milestones we will not be able to deliver in the current year.
- 5.3 Further detail on the Delivery Plan and performance are contained in separate reports on the agenda.

6. Passion in People

- 6.1 I know Board will recognise the absolute importance of this core aim and particularly in the current circumstances. It has been a key priority for me and we have a number of key threads of work ongoing, many of which feature in this year's Delivery Plan and will also feature in next year's plan. I would like to highlight the following threads of work.
- 6.1.1 We are developing a People Strategy to bring together the ambition of SCH to be a great place to work – Our vision is to be recognised as an organisation that is known to be where 'fantastic people do remarkable things'. We will do this by:
- Growing the business through talented people.
 - Developing a Stronger employer brand to attract and retain good people.
 - Creating opportunities Together for people to excel.

Key objectives of the strategy will be to:

- Increase workforce engagement.
- Build an innovative, progressive, collaborative and healthy organisation.
- Build a sustainable Workforce.
- Recognise and reward success.
- Invest in skills, knowledge and competences.
- Strengthen performance and progression.
- Increase awareness of Health and Wellbeing.

- 6.1.2 Leadership Development Programme – this is continuing at pace and is now being rolled out to a wider group of managers – through underpinning reflective leadership it is facilitating a culture of collaborative leadership.
- 6.1.3 SCH future blended working approach – planning is being co-ordinated through HR / Finance / Facilities and IT to understand the cost and viability of SCH moving to a blended working offer beyond Covid to enable sustainability of positive learning which has emerged.
- 6.1.4 Staff Celebration Week – commencing on 30 November we have a full week of celebration to recognise the great work of staff in recent months.
- The week highlights stories submitted by staff showcasing how we have all had to work in really different ways, facing unprecedented challenges which we have overcome to deliver business as usual, in the most unusual of circumstances.
 - Staff have shared their stories of the difference made to them by others and how we have achieved together – one of our HEART values.
 - Managers will be sharing how teams have continued to deliver Business as Usual whilst adapting procedures yet still providing services to those most in need.
 - The week will also celebrate staff who are celebrating their 25 and 40 year long service anniversaries at SCH.
 - We will see the launch of part of our new recognition framework, which includes e-cards for staff and managers to recognise staff.
- 6.1.5 At present we have 25 Culture Ambassadors, who oversee Staff Engagement projects. The role of a culture ambassador is to represent the voice of our staff and work with them on change or improvement projects. Their role involves listening to staff views and understanding their challenges, developing solutions that will have a real impact and influencing change for the benefit of staff and SCH.

7. Executive Leadership Team (ELT) Roadshows

- 7.1 As part of the continuing commitment of ELT to keep in touch with staff across the organisation and provide opportunities for dialogue, we have delivered a programme of ELT roadshow discussions. These supported the ELT commitment to engagement with staff, enabled imparting of key messages and provided a forum to listen to the everyday challenges/successes of staff. Approximately 150 staff took part in the roadshows and provided some good feedback.

Roadshows were held virtually and hosted by the ELT. Each of the ED's provided a summary of the strategic objectives in the Delivery Plan and

provided an outlook for their respective areas for the next 6 months. Headline feedback and comments included:

- Staff welcomed the opportunity to hear about the wider business position and work of other teams. Staff were also pleased with the amount of progress that had been made against the Delivery Plan. Staff did ask for a pragmatic approach to objectives for the second two quarters of the year.
- Working from home was a key theme across all roadshows. Most staff were positive about being able to work in an agile manner and saw many benefits of this. There were staff that expressed a need to work from the office environment for practical and personal wellbeing needs. Developing a good balance was agreed as the key to moving forward.
- ELT highlighted wellbeing support available for staff and advised of further investment to support staff through training and access to support services.
- The IT offer to support staff working in an agile manner was a key theme. Staff advised of limited opportunities to interface virtually with other staff and partners and expressed the need for a robust solution. (This is being addressed through the MS Teams rollout).
- Some great examples of collaborative working came to the fore i.e. Shielding and Vulnerability work. Staff had positive experiences of this joint working approach.
- How we involve customers in the delivery of services was also a theme in some sessions.
- In broad terms, staff appreciated the opportunity to engage with the ELT and felt their voice had been heard.

8. Building Safety

8.1 As always, this is a key priority for us with key headlines being:

- Response and preparation for the Building Safety Bill which will include very significant changes relating to the management of High Risk Residential Buildings – mainly high rise
- Installation of sprinklers – capital project
- Replacement of spandrel panels – financial approval expected

8.2 A communication and engagement plan is being developed to establish a framework to facilitate the involvement of residents in the above as well as maintain full communication as capital work is undertaken with regard to the installation of sprinklers and the replacement of spandrel panels. This work will commence with the distribution of the first edition of a regular newsletter to all high rise residents at the end of November. This will be an important and exciting development for SCH and we will be recruiting additional resource to ensure we are able to provide a comprehensive response for residents

9. New Build and Acquisitions

9.1 We are currently progressing work on five sites:

Site	Complete	Note
Faulkner Road	January /February 2021	
Willow Way	January /February 2021	
Brackleys Way	January /February 2021	
Wagon Lane	June /July 2021	
Halifax Road	November 2021	Work due to start January 2021 following completion of the sold garage which is expected imminently

- 9.2 Kingshurst Village Centre – Works continue to progress with SCH playing a leading role alongside UKC, Building Design Studio (BDS) to plan next steps and discuss commission of next stage works.
- 9.3 Lakeside - Architect and topo survey appointed, project team meeting January 2021.
- 9.4 Acquisitions – The 1:4:1 spend take up requires approximately 20 acquisitions over the next 13 months (including the 3 x 1 Bed next steps properties). We are currently progressing 5 properties which include the 3 x 1beds for the next steps allocation to complete by March 2021.

10. Board and Governance

- 10.1 Board are recruiting to fill two Board member vacancies. The closing date for Tenant Board Members has now passed and we have received 8 good applications and are carrying out the necessary eligibility checks before moving to interview in early December. We will be advertising the independent Board member vacancy in the next couple of weeks in Inside Housing (which is moving to a monthly publication) and Public Finance – journal for CIPFA qualified accountants. The advert will also be advertised via LinkedIn and on our website.
- 10.2 The National Housing Federation published a revised code of guidance on 12 November 2020 and whilst it is not a requirement for ALMO's to strictly follow the code, it does represent good practice for us to measure ourselves against the code and map any areas of improvement needed. This work is being done and will be reported to Board at the next meeting.

11. Policy Update

- 11.1 The Charter for Social Housing Residents: Social Housing White Paper was published on 17 November 2020. It sets out a charter for what every social housing resident should expect (see appendix):

Be safe in your home:

- To know how your landlord is performing
- To have complaints dealt with promptly and fairly
- To be treated with respect
- To have your voice heard by your landlord
- To have a good quality home and neighbourhood to live in
- To be supported to take your first step to ownership

11.2 An early finding arising from the Grenfell Tower Inquiry was that the concerns of residents went unheeded. The main thrust of the white paper is to strengthen the regulation of social housing and ensure that the 'voice' of social housing tenants is listened to.

11.3 The Regulator of Social Housing (RSH) currently employs a reactive approach to the regulation of the Consumer Standards (which also apply to council owned housing). The comprehensive measures set out in the white paper are designed to create a strong proactive consumer regulatory regime, strengthening the formal standards against which landlords are regulated and requiring that they:

- Be transparent about their performance and decision-making (so that tenants and the regulator can hold them to account)
- Put things right when they go wrong
- Listen to tenants through effective engagement

11.4 The Domestic Abuse Bill is expected to come into force April 2021. The Bill contains a range of measures to support victims of domestic abuse, including new duties for local authorities. Requirements include:

- Establishment of a statutory multi-agency Board
- A duty requiring councils to provide support to persons in 'safe accommodation'

There are also provisions which:

- Protect the existing 'lifetime' security of those who have to change tenancies as a result of domestic abuse
- Will mean that anyone who is homeless as a result of being a victim of domestic abuse will have priority need.

11.5 SCH is working with the Council to prepare for the new duties. Consequent changes to the Homelessness Code of Guidance have been drafted for information. The revised guidance will be effective when the Domestic Abuse

Act comes into force.

- 11.6 The Chancellor will be delivering the 2020 Spending Review on 25 November, setting out spending plans for the next year.

12. Support to Vulnerable People

- 12.1 SCH are working with SMBC to support the Borough's Clinically Extremely Vulnerable (CEV) residents. CEV residents were asked to shield during the first lockdown and whilst this is not the case during the current lockdown, the government has strongly advised that CEV residents stay at home as far as possible. A letter has been sent to all CEV residents providing guidance and where support is required to stay at home, they have been asked to register on a central database. Similar to the shielding project, we are providing support to SCH residents on behalf of SMBC.
- 12.2 From over 1,100 CEV residents, we have provided support to just over 350 residents, through a combination of new registrations, or to previous shielding residents who received ongoing support from us. The nature of the support has changed during this project from direct, ongoing support, to a one call, triage approach and residents are supported to access services through the various referral pathways that have been developed over the last 8 months. The take up of support has been relatively low as the majority of residents have good support networks in place. The majority of support centred around access to food, and befriending services as a result of social isolation.
- 12.3 SCH have also identified 250 vulnerable residents who received ongoing support from us during the previous lockdown. Wellbeing calls have been made to this cohort to ensure support mechanisms are still in place, and to identify any additional support needs. The pathways used for the CEV project have also been utilised, and residents have been signposted to and referred through to services where needed.

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The Charter for Social Housing Residents - Social Housing White Paper (Summary)

Chapter 1: To be safe in your home

Key points

- Regulator of Social Housing’s consumer regulation objectives to explicitly include safety
- Social landlords to identify a nominated person responsible for complying with their health and safety requirements
- Formal channels for information sharing between the Regulator of Social Housing and the new Building Safety Regulator
- Consultation on mandating smoke and carbon monoxide alarms in social housing
- Consult on electrical safety in social housing
- Support the development of statutory and good practice guidance on engaging residents in all tenures on safety issues

Chapter 2: To know how your landlord is performing

Key points

- New access to information scheme for social housing tenants of housing associations.
- Landlords to provide a clear breakdown of spending, including levels of executive pay, alongside their tenant satisfaction measures.
- Landlords to identify a senior person in their organisation who is responsible for ensuring they comply with the consumer standards.
- Landlords to report to every tenant on ‘such matters’ at least once a year, if not continuously, using technology.
- Regulator of Social Housing to bring in a set of tenant satisfaction measures for all landlords on ‘things that matter to tenants’. Paper includes draft measures for further consultation:

Box A: Draft Tenant Satisfaction Measures	
Theme	Draft tenant satisfaction measures
Keeping properties in good repair	<ul style="list-style-type: none"> • Decent Homes Standard compliance • Responsive repairs completed right first time • Tenant satisfaction with landlord’s repairs and maintenance service
Maintaining building safety	<ul style="list-style-type: none"> • Compliance with health and safety obligations: • Gas safety • Electrical safety • Fire safety • Asbestos • Water safety • Lift safety • Tenant satisfaction with the health and safety of their home
Effective handling of complaints	<ul style="list-style-type: none"> • Number of complaints relative to the size of the landlord • % of complaints resolved within agreed timescale • Tenant satisfaction with landlord’s complaints handling
Respectful and helpful engagement	<ul style="list-style-type: none"> • Number of complaints relating to fairness and/or respect, relative to the size of the landlord • Tenant satisfaction that their landlord listens to their views and takes notice of them • Tenant satisfaction with landlord’s engagement with tenants

Responsible neighbourhood management	<ul style="list-style-type: none"> • % of communal areas meeting the required standard • Number of complaints relating to communal areas, relative to the size of the landlord • Tenant satisfaction with landlord actions to keep communal areas clean and safe • Tenant satisfaction with landlord contribution to the neighbourhood associated with their home • Number of complaints relating to anti-social behaviour, relative to the size of the landlord • Tenant satisfaction with landlord's handling of anti-social behaviour
Overall	<ul style="list-style-type: none"> • Tenant overall satisfaction with the service their landlord provides

Box B: Draft Financial Measures	
Theme	Draft tenant satisfaction measures
Executive remuneration	<ul style="list-style-type: none"> • Chief Executive or equivalent salary, relative to the size of the landlord • Executive remuneration, relative to the size of the landlord
Efficiency and effectiveness	<ul style="list-style-type: none"> • Management costs, relative to the size of the landlord

Chapter 3: To have your complaints dealt with promptly and fairly

Key points

- Removing the 'democratic filter' which is already covered in the Building Safety Bill
- Stronger action by the Housing Ombudsman
- Keep the Housing Ombudsman's powers under review and consider ways to strengthen them, including possibly making the Complaint Handling Code a legal requirement – or at least a regulatory one.
- Run an awareness campaign for social housing residents about their rights, how to make a complaint, and how to escalate a complaint.
- Maintain residents' confidence in the Housing Ombudsman Service through the appointment by the Ombudsman of an independent reviewer by March 2021
- Formalise and strengthen the relationship between the Regulator of Social Housing and the Housing Ombudsman.
- From March 2021, publish reports on the complaints the Housing Ombudsman has handled for individual landlords, as well as the determinations on individual cases.

Chapter 4: To be treated with respect, backed by a strong consumer regulator for tenants

Key points

- Proactive consumer regulation by the Regulator of Social Housing, with inspections at least every four years for landlords with more than 1000 homes, and 'short notice' property condition surveys. Inspection results will be published, and landlords may have to agree a Performance Improvement Plan with the regulator.
- A specific role for the Regulator on both safety and transparency, and a review of the consumer standard and the option of a code of practice on the consumer standards.
- Removing the 'serious detriment test', which has restricted the regulator's ability to act.
- Stronger enforcement powers for the Regulator, particularly unlimited fines, and the ability to step in and do emergency repairs if a landlord has systematically failed to do them.

- Clarifying that contracts between local authorities and managing agents such as an ALMO or TMO would be null and void if they stopped the regulator from regulating.
- A review of the right to manage guidance
- Stronger economic regulation of housing associations
- An independent advisory committee to support the regulator in discharging its functions.
- The new expectations will be backed by extra resources and changes to the governance of the regulator to make sure there are the right skills and capabilities at all levels.
- At the same time as making the other changes the regulator will be given new powers to deal with the 'innovative organisations' that have been taking advantage of non-profit private registered provider status to filter off profits to other organisations particularly in the area of specialist supported housing.

Chapter 5: To have your voice heard by your landlord

Key points

- The Regulator of Social Housing to require landlords to seek out best practice and consider how they can continually improve the way they engage with social housing tenants.
- Ongoing ministerial engagement to continue to listen to residents and enable them to have their voices heard.
- A new opportunities and empowerment programme for social housing residents, to support more effective engagement between landlords and residents, and to give residents tools to influence their landlords and hold them to account.
- Review professional training and development to consider the appropriate qualifications and standards for social housing staff in different roles, including senior staff. This will also consider best practice for delivering support on mental health and, if required, set out proposals for new qualifications.

Chapter 6: To have a good quality home and neighbourhood to live in

Key points

- Review the Decent Homes Standard, including energy efficiency, and improving communal and green spaces.
- Look at the impact of housing conditions on health and actively consider options to mitigate these impacts.
- Consider how well housing staff are equipped to work with people with mental health needs and encourage best practice for landlords working with those with mental health needs
- Clarify roles on anti-social behaviour
- Review how housing is allocated as fairly as possible to achieve good outcomes for communities
- Review and amend regulatory standards to make it clear that landlords should have a policy on how they should tackle issues surrounding domestic abuse, working with other agencies as appropriate.

Chapter 7: To be supported to take your first step to ownership

Key points

- A new shared ownership model
- the 'Help to Buy' programme and reduced stamp duty for first time buyers
- Supporting the Right to Buy
- Introducing the new Right to Shared Ownership, and
- The fact that leasehold reform will also affect Right to Buy Leaseholders and those living in social housing developments.

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SOLIHULL COMMUNITY HOUSING

FULL BOARD MEETING 30 November 2020

HEALTH AND SAFETY QUARTERLY REPORT JULY – SEPTEMBER 2020 (Quarter 2)

Report of the Health and Safety Support Team SMBC

1. Purpose of Report / Introduction

- 1.1. The purpose of this report is to provide SCH Board with an update on legislative changes and guidance, corporate health and safety activity, any areas of specific concern and recommendations for improvement.
- 1.2. The SCH Board, Chief Executive and Executive Leadership Team (ELT) have overall accountability and responsibility for ensuring the effective management of health and safety within SCH. The success of the Health and Safety Management System in place relies on the commitment, engagement and support from all levels of managers and employees in the organisation.
- 1.3. The SMBC Health and Safety Support Team's (HSST) role is to provide health and safety competent assistance, advice and guidance in order to help the SCH Leadership Team to fulfil their health and safety responsibilities.
- 1.4. Due to the timing of this report, **some activity in Quarter 3** (October–December 2020) has also been included.

2. Recommendation

- 2.1. The Board is recommended to:
 - (i) **NOTE** the contents of this report.
 - (ii) **NOTE** Appendix 1 – NFA Presentation on the Council's Clienting Role
 - (iii) **NOTE** Appendix 2 - SCH Compliance report in relation to Home Standard Duty Compliance
 - (iv) **NOTE** Appendix 3 - Accident/Incident Reporting Analysis Q2 2020/21.

3. Regulatory Interventions

- 3.1. The SMBC Health and Safety Support Team are not aware of any health and safety regulatory interventions affecting SCH for this quarter. It is understood that the Health and Safety Executive (HSE) have been undertaking spot checks in schools within the Borough to assess their Covid-19 risk assessment and Covid-secure arrangements. This started in October 2020.

4. Legislative / guidance updates

- 4.1. There have been no new specific health and safety legislative updates for this quarter.
- 4.2. The HSE are undertaking a Construction Health Inspection Initiative in October 2020. This initiative will see health and safety inspectors targeting construction sites across Great Britain.

5. Covid-19

- 5.1. A number of safety alerts and guidance have been issued from the Health and Safety Executive (HSE) and mostly relate to issues connected with the Coronavirus outbreak. These include:

- Face masks and face coverings
- PPE, fit testing and RPE
- Legionella risks during the pandemic
- Get help with risk assessment and becoming Covid-19 secure
- Social distancing in the workplace
- Drivers welfare
- Cleaning your workplace
- Hand sanitisers and disinfectants
- Working at home temporarily and longer term and protecting homeworkers
- Building Safety e-bulletin
- Work-related stress, worker wellbeing and mental health
- Preventing slips, trips and falls
- Gas safety e-bulletin advertising Gas Safety Week 14 – 20 September

6. First aid during the coronavirus (COVID-19) pandemic

- 6.1. The HSE have recently [revised their guidance](#) on first aid requirements in non-healthcare settings during the coronavirus (COVID-19) pandemic. The guidance also deals with first aid cover and qualifications at this time. You can find advice on:

- checking your first aid needs assessment
- how first aiders should treat casualties from a safe distance, minimise shared breathing zones and wash hands thoroughly

- providing first aid cover during the pandemic, including sharing first aid cover with other businesses
 - First aid certificate extensions
- 6.2. HSE's COVID-related guidance includes updates for workplace first aiders with expired offshore medic, offshore first aid, first aid work and emergency first aid at work certificates, due to improved availability of first aid training.
- 6.3. It is crucial that employers considering using people with expired first aid certificates start planning when requalification training will occur and provide evidence if required that staff are scheduled to attend a training course.
- 6.4. If SCH need additional First Aid trained personnel or have staff that are due to expire then they can contact the HSST to check on course availability and costs.
- 6.5. The guidance documents are available on the [HSE website](#).

7. Working safely during Coronavirus (Covid-19) outbreak

- 7.1. The HSE and Government continue to update legislation and guidance relating to restrictions due to the pandemic. During the preparation of this report tighter restrictions were introduced in Solihull due to a rapid rise of cases in the borough. The Government introduced a tiered system of risk across England and Solihull was placed in Tier 2, High Risk. An Incident Response Team has been set up in SCH to respond to this and is currently meeting on a daily basis to review the current situation and local outbreaks.
- 7.2. During this quarter arrangements were going well with undertaking Covid-19 Risk Assessments for each service area, to ensure they could be made Covid-19 secure. No significant issues were found and staff had begun to return to the office in a socially distanced set up. However as this report was being drafted **a number of positive Covid-19 cases have been reported within the contact centre at Endeavour House**, resulting in the temporary closure of the building and a reduction to a skeleton staff at the Chapelhouse Hub. As it is likely that these cases were contracted in a work setting, this has resulted in **8 RIDDOR reportable disease notifications** to the HSE. The SHE system should be utilised for reporting any work-related cases to staff. There is a potential for these to be RIDDOR reportable if they contracted the virus at work.
- 7.3. There have also been **a number of cases with residents testing positive for Covid-19**, including an outbreak at Saxon Court. This has made it necessary to assess if visits and repair work can continue and if they can be undertaken safely in people's homes.
- 7.4. The HSST continue to support ELT at the Corporate Health and Safety Group Meetings, the ELT Recovery Cell and Covid Risk Group, amongst other working groups to assist in making workplaces Covid-19 secure during this quarter. Currently

due to the increase in positive cases the majority of staff are working from home until the local situation improves.

- 7.5. The HSST **continue to provide support and advice** to managers of service areas, as required to enable them to continue to operate during these difficult and challenging times. This has included supporting the Responsive Repairs Team in a further review of their Covid-19 risk assessment, following concerns expressed relating to face coverings versus other PPE requirements for workplace hazards and Covid-19 precautions and what should be worn when. Further work is ongoing reviewing the task based risk assessment for this team in conjunction with the Service Delivery Operations Manager for this area.
- 7.6. Specific guidance has been produced by SMBC and shared with SCH relating to:
 - Safe use and storage of alcohol based hand sanitiser.
 - Guidance for when a HSE inspector calls to carry out a review of Covid-19 secure working arrangements.

8. Building Safety

- 8.1. Preparations have begun to understand the **implications of the draft proposed legislation** relating to building safer homes.
- 8.2. The focus has now turned to SMBC to take the lead on this as the Registered Provider for Social Housing in the Borough. It is likely that SMBC will fulfil the role of Accountable Person, under the new legislative framework, as the named registered provider and that SCH will need to appoint person(s) to undertake the Building Safety Manager role for buildings designated as being in-scope.
- 8.3. Government plans to reform the legislative framework for **Building Safety** continue with the **Fire Safety Bill** going through its second reading phase. The **Building Safety Bill** was issued in draft format on 20 July 2020. A consultation phase began on the Fire Safety Bill and will close on 12 October 2020.
- 8.4. **There have been no updates on the government proposals during this quarter.** Work continues to understand what this legislation means for both SCH and SMBC going forward.
- 8.5. It is likely that SMBC will appoint a project lead to focus on the forthcoming legislative requirements which will include determining how both SMBC and SCH will fulfil the roles of Accountable Person and Building Safety Manager specified in the draft Building Safety Bill. A specific building safety report has been produced for the Strategic Housing Framework Board which details these recommendations. The SMBC Assistant Director for Communities & Partnerships will be organising a meeting with key stakeholders to form a plan of action and next steps.

9. Health and Safety Working Groups

- 9.1. The Building Safety Group met each month during this quarter, the last meeting being in September 2020. This was supported by HSST. The group helps to ensure consistency in standards of health and safety management and compliance in building safety. Outcomes, progress and actions are reported back to the Corporate Health and Safety Group. A Legislative Change Gap analysis has begun to be undertaken on Building Safety and this continues to be populated by managers based on the information provided in the draft Building Safety and Fire Safety Bills.
- 9.2. The HSST team supported the resurrected Asbestos Management Working Group. The group's initial focus is on updating the policy and procedures relating to asbestos management, both for SCH workplaces and tenanted properties. It is understood that a third party will help provide additional knowledge and resource to update the policy. Regular updates and progress are reported to the Building Safety Group and the Corporate Health and Safety Group. The Head of Asset Management is the chair and lead of the Asbestos Management Working Group.
- 9.3. As part of managing health and safety within SCH the Corporate Health & Safety Group meet quarterly. This group deals with the wider aspects of health and safety across the organisation. A sub-group of this is the Covid-19 Risk Group. Executive Directors and Heads of Service provide an update of their health and safety performance at this meeting.
- 9.4. ELT have a dedicated monthly meeting focusing on health and safety to review performance. This is supported by the HSST. A number of other working groups are also supported by the HSST. These are currently focused on ensuring services can be delivered safely during the Coronavirus Pandemic, namely:
 - ELT Recovery Cell
 - Covid-19 Risk Group
 - Incident Response Team, a daily meeting of a small key team set up specifically to address the recent spike in Coronavirus cases.

10. Health and Safety Support Team

- 10.1. Jane Carter as Senior Health and Safety Advisor is continuing to support SCH through the Coronavirus outbreak and will begin evaluating health and safety performance within SCH when the situation improves. Jane continues to provide advice to a number of team managers during this time which has included providing guidance on suitable precautions that their staff need to take during the Coronavirus outbreak.
- 10.2. An article on driving at work was included in the recent SCH Business Bulletin.
- 10.3. During periods of leave or other absence for Jane, the SMBC Health and Safety Support team can be contacted for support and guidance, email

healthandsafetysupport@solihull.gov.uk. Mark Wills, Health and Safety Team Manager can also be contacted email mark.wills@solihull.gov.uk.

11. National Federation of ALMO's (NFA) – Building Safety Seminar

- 11.1. In September 2020 the SMBC Health and Safety Team Manager and Housing Strategy and Commissioning Lead **delivered a presentation to the NFA on the Council's clienting role**. This covered the arrangements in place for the management of the housing service with SCH as well as the organisational arrangements in place for the management of health and safety. **A copy of the presentation has been included for information in Appendix 1.**

12. Health and Safety Audits

- 12.1. A revised draft audit schedule has been presented to ELT. It is hoped that remote audits will begin in **Quarter 4 2020/21**, focusing on health and safety systems, processes and paperwork.

13. Forced Entries and Evictions

- 13.1. A revised risk assessment has been produced for this activity jointly by Neighbourhood Services and Maintenance Services and Income Collection, as all services are reliant on one another to make the procedures in place work to ensure staff are protected. This work has been supported with advice and guidance from the Health and Safety Support Team.

14. The Home Standard Duty

- 14.1. Data on compliance with the **Home Standard Duty** for this quarter is included in Appendix 2.

15. SHE Assure Health and Safety Management System

- 15.1. The SHE Assure accident/incident reporting module was launched on 1 July 2020. Managers and staff are now starting to use the system and benefit from the features of a new online health and safety management system for SCH. The modules for risk assessment and audit are scheduled to be launched next.

16. Accident/Incident Reporting Analysis

- 16.1. There were 11 accidents/incidents during this quarter, comprising of 2 tenant accidents, 9 employee, contractor and agency incidents. There were no RIDDOR reportable incidents to the HSE during Q2 2020/21. **A detailed breakdown of accidents/ incidents is provided in Appendix 3 (extracted from SHE Assure).**

17. Incident summary

Employee/Contractor/Agency Incidents		
Service Area	Type of Incident	Summary

Responsive Repairs	Minor injury	Operative caught in an argument and escalating violence between neighbours whilst repairing a water leak.
Responsive Repairs	Violence/Abusive	Operative caught up in same incident as above. Police were called.
Responsive Repairs	Possible exposure to Covid-19	Customer visit to a tenant who later informed SCH that they had tested positive for Covid-19 – member of staff tested negative and self-isolated as a precaution.
Responsive Repairs	Violence/Abusive	Whilst carrying out repairs neighbour came out and was abusive
Responsive Repairs	Minor injury	Whilst trimming guttering with a Stanley knife, cut finger.
Saxon Court	Contact with hot water	Hot water spilled from top of urn whilst transporting.
Asset Management	Road Traffic Incident	Hit by van from behind whilst waiting to turn right on way to Endeavour House.
Neighbourhood Services	Violence/Abuse	Contractor verbally abused whilst carrying out a pre-works consultation.
Neighbourhood Services	Minor injury	Collecting a fly tipped sofa and loading onto vehicle and caught head on cage of vehicle.
Customer/Tenant Incidents		
Area/location	Type of Incident	Summary
Arbury Road Shirley	Hit by falling object	Whilst opening a gate resident was hit on head by a portion of concrete fence post
Redwood House	Minor injury	Resident got stuck in door with their walker, elderly resident

18. Equality and Diversity Implications

18.1. **Equality and diversity is routinely considered by SCH** when dealing with health and safety issues, for example when inspecting communal areas so that corridors and pathways are clear to ensure safety for people with mobility issues.

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Council Clienting Role

Solihull Metropolitan Borough Council and Solihull Community Housing

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Background

- Solihull Community Housing (SCH) was set up in 2004
- Initial 10-year Management Agreement which was updated in 2015 to incorporate a further 5 year agreement; following that a rolling annual contract
- The Management Agreement sets out the requirements for the delivery of services which are delegated by the Council to SCH as well as specifying a number of functions which are shared between the parties
- The Council retains the strategic function
- The SCH client contract monitoring function within SMBC leads on oversight and governance with support from wider corporate services (e.g. health and safety, finance, legal, audit and risk management)

Background

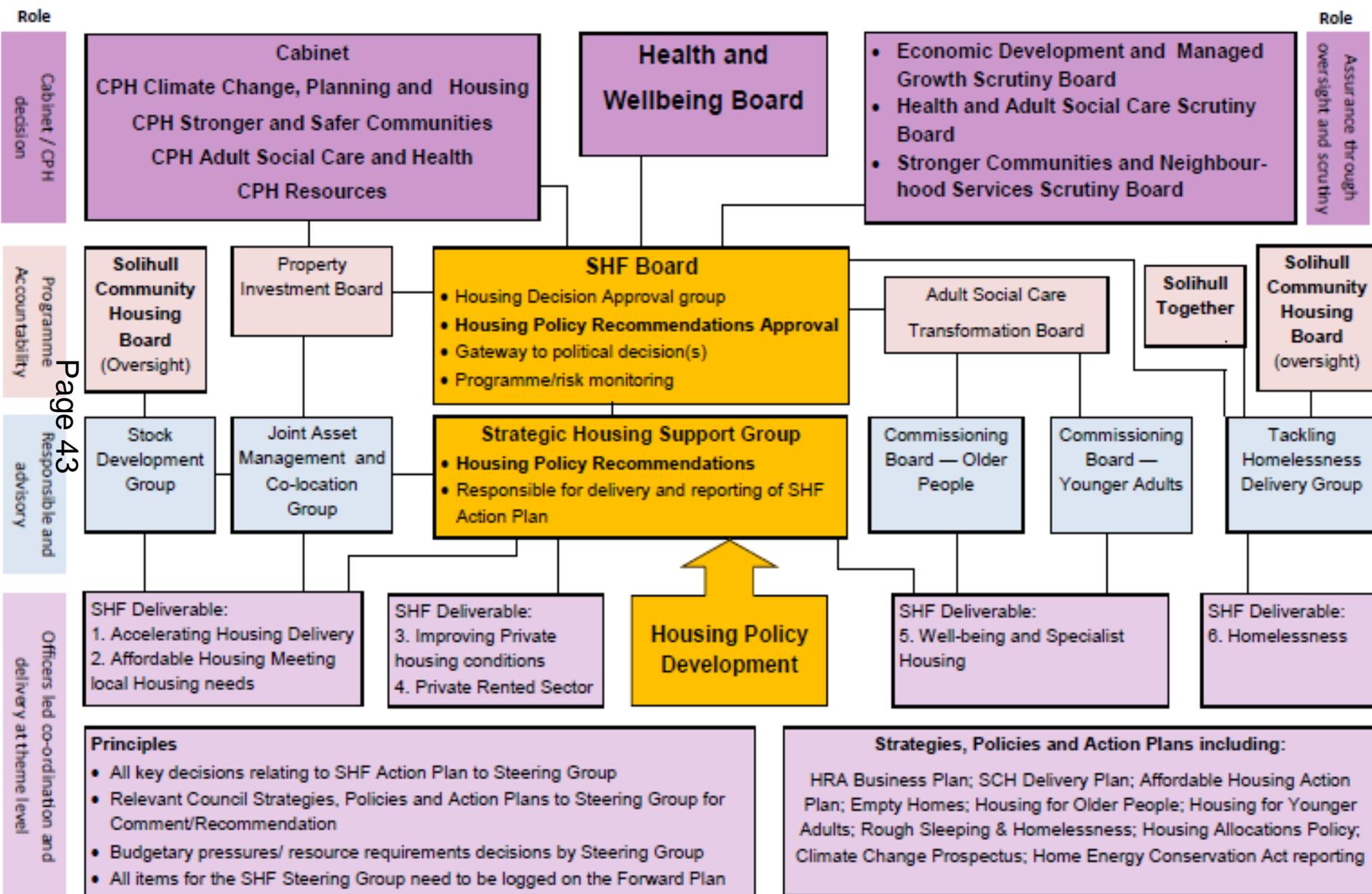
- SCH employ circa 300 staff including trade workforce
- Manage circa 10,000 properties on behalf of SMBC & 1223 leaseholders
- 67.5 % of stock are flats, maisonettes & bungalows
- 37 high rise blocks – all located within a 3 mile radius of each other
- 750 low rise blocks across the borough

Governance

- Priorities for SCH are set out in 2 key documents:
 - Annual Delivery Plan
 - 5 Year Strategic Vision
- These are approved by the Cabinet Member with responsibility for the SCH client function and sit within the wider framework of the Council Plan
- Quarterly Monitoring Board – chaired by the lead Cabinet Member with responsibility for reviewing SCH’s performance against its Delivery Plan
- Strategic Housing Framework Board made up of Council Directors & SCH Chief Executive and aiming to:
 - Maximise the contribution of ‘Housing’ (all tenures) to health & wellbeing objectives
 - Maximise the contribution of ‘Housing’ to other Council priorities
 - Align our housing plans and strategies
 - Define funding priorities
- Corporate and Shared Risk Register

Strategic Housing Framework (SHF) Governance

3 February 2020



Health and Safety Considerations

- The Council as registered provider has an obligation for tenant safety (Regulator of Social Housing's Consumer Standards)
- Home Standard Duty
 - Providers to meet all applicable statutory requirements that provide for the health and safety of occupants in their homes
 - Includes gas safety, electrical safety, fire safety, management of asbestos and legionella risks
 - Obligation remains with SMBC as the stock-owning body even though management and delivery of the housing service is carried out by SCH
 - Case law precedence
- Health and Safety at Work etc. Act 1974 – duties to employees and others affected by undertakings
- Meeting the Decent Homes Standard
- Boards to have strong and appropriate oversight of decisions around stock quality and compliance to health and safety
- Positive engagement with tenants

Health and Safety Management

- Building Safety Regulatory System:
 - Building Safety Bill
 - Fire Safety Bill
- Health and Safety Management System:
 - Appointed Roles and Responsibilities; Chief Executive & Executive Management Team
 - Executive Director Assets and Development strategic lead for health and safety
 - Board Health and Safety Champion role
 - Competent Health and Safety Assistance (Management of Health and Safety at Work Regulations) provided by SMBC Health and Safety Team
 - Dedicated Senior H&S Advisor allocated to SCH, with strategic input from SMBC H&S Team Manager
 - Providing support but also challenge, 'partnership approach'
 - Safer Homes Team in SCH

Health and Safety Management

- Health and Safety Working Groups:
 - Corporate Health and Safety
 - Building Safety
 - Asbestos Management
 - Covid-19 Response
 - Incident Response
- Attended by SCH with SMBC Officers in attendance and other key partner organisations, e.g. West Midlands Fire Service
- Health and Safety performance updates included quarterly as part of Full Board and EMT meetings
- Trade Union input and involvement through an established committee forum
- SCH Director Representative on SMBC Corporate H&S Board

Health and Safety Monitoring

- Increased reporting methods and monitoring of building safety compliance through a Home Standard Compliance Report to provide assurances
 - Quarterly Monitoring Board (SCH & SMBC)
 - Full Board (SCH)
 - EMT (SCH)
 - Corporate H&S Board (SMBC)
 - Corporate H&S Group (SCH)
- Internal Health and Safety Audits from SMBC H&S Team
- Currently exploring the commissioning of specialist audits from an external third party provider to cover: fire safety, gas servicing, electrical inspections, legionella monitoring and asbestos management
- New online Health and Safety Management System for incident & accident reporting, risk assessment and audit (for SCH and SMBC)

Health and Safety Monitoring



Building Safety

- Detailed review taking place on the impact from the Building Safety Bill and Fire Safety Bill
- Consider both SMBC role and SCH role
- Consideration of the role of the Accountable Person and Building Safety Manager
- Review of the client contract monitoring role in SMBC

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Background

To comply with the Home Standard, all social landlords and Registered Providers have a legal obligation to ensure that their properties comply with health and safety requirements. SCH are committed to working towards a zero approach to non-compliance and to ensure all Legislative and British Standards are adhered to.

Home Standard – Key Compliance Framework



Page 5

Home Standard – Current Performance (QTR 2)

Compliance Activity	Total Number of required Inspections	Number out of compliance	Overall Compliance performance
Gas Safety Servicing	8164	1	99.99%
Annual Fire Risk Assessments	38	0	100.00%
Low Rise Fire Risk Assessments	684	0	100.00%
Asbestos Inspections	701	0	100.00%
Legionella Monitoring	57	0	100.00%
Passenger Lifts (LOLER)	77	0	100.00%
Electrical Inspections - Communal	701	0	100.00%
Electrical Inspections - Residential	9729	294	96.79%

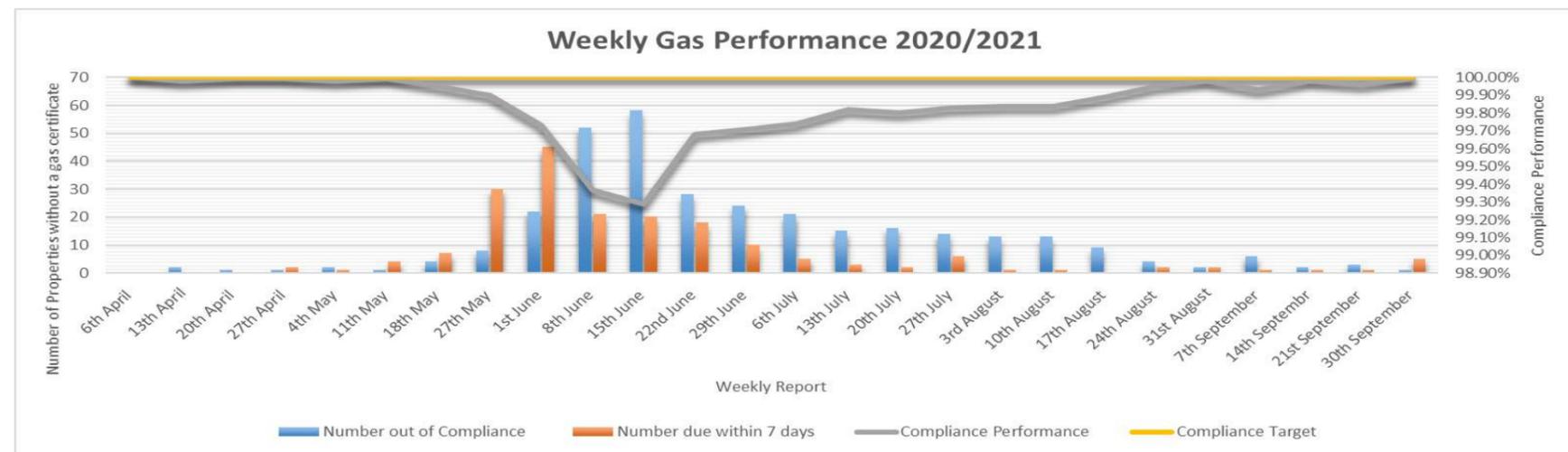
Other than those considered under exception reporting there were no significant issues with building compliance performance.

Challenges and Exception Reporting – COVID Response

During Quarter 2 we entered into the 'recovery' phase of the COVID pandemic, with operations approaching 'normal' operating levels. However, the recent rise of COVID cases within Solihull resulting in local restrictions has inevitably reintroduced a level of complexity and anxiety to the operating environment for our Building Safety Compliance operations. SCH services continue to follow government guidance and areas of potential disruption relating to Covid are discussed at our internal 'Incident Response Team' (IRT) a 'Sub cell' of the SMBC COVID response infrastructure.

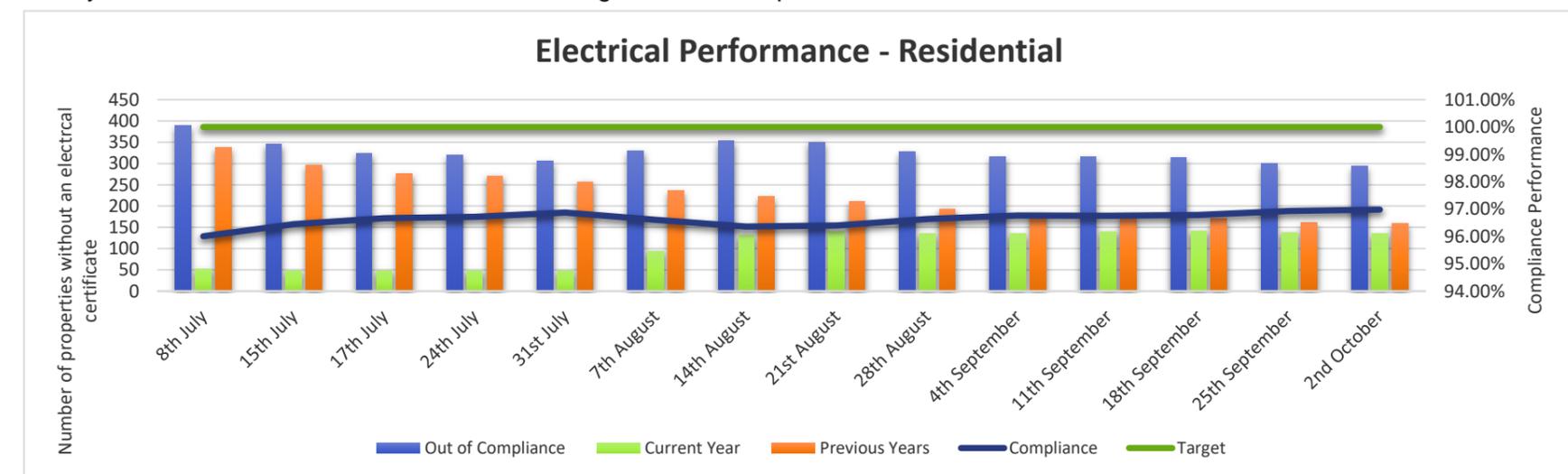
Gas Compliance

Performance for gas compliance has increased significantly since the Q1 report with compliance levels now being sustained and performing strongly in comparison to sector benchmarking levels. This level of compliance has been a challenge, with a number of our residents fitting the national vulnerability criteria definitions. Regular organisational communication has been key to supporting operating practices along with applying safe systems of work that provide assurance for our engineers and our customers so that they allow us access into their home whilst keeping themselves and our staff safe. The graph below illustrates our performance throughout the first six months



Electrical Testing

The performance on electrical inspections in domestic properties has improved from Quarter 1 and we continue with our focus on this area. We have reviewed operating practices to ensure that they can, as far as possible without legal support replicate the gas compliance process. In addition to the formal process, the safer homes team have been conducting telephone calls to customers ahead of their appointments as a reminder and are utilising a customer liaison officer to visit homes where access has been refused. We are also working closely with SMBC Legal Services, to explore possible enforcement action where necessary. However this approach is more complicated on a discretionary service (unlike the statutory gas safety inspections) and requires action on the basis of non-compliance with the Tenancy Agreement. Anxiety due to COVID is an additional factor relating to the refusal position.



Legionella – Community Centres

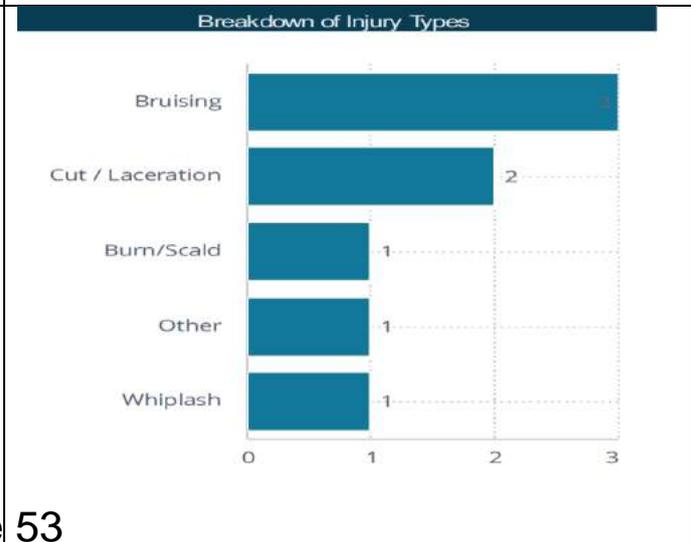
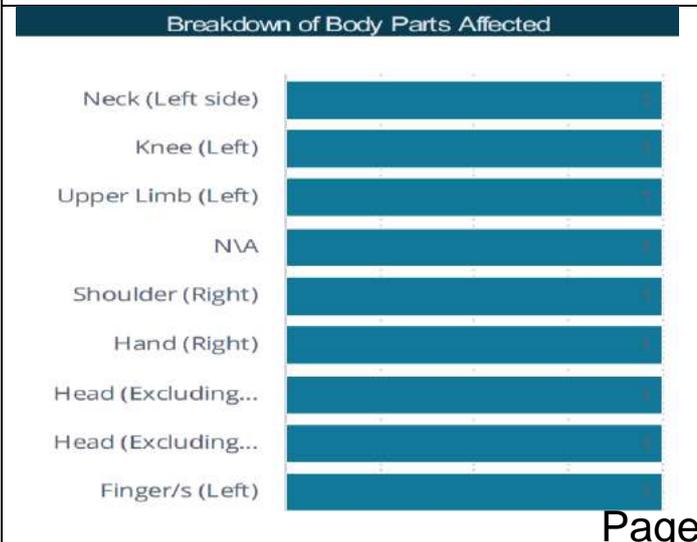
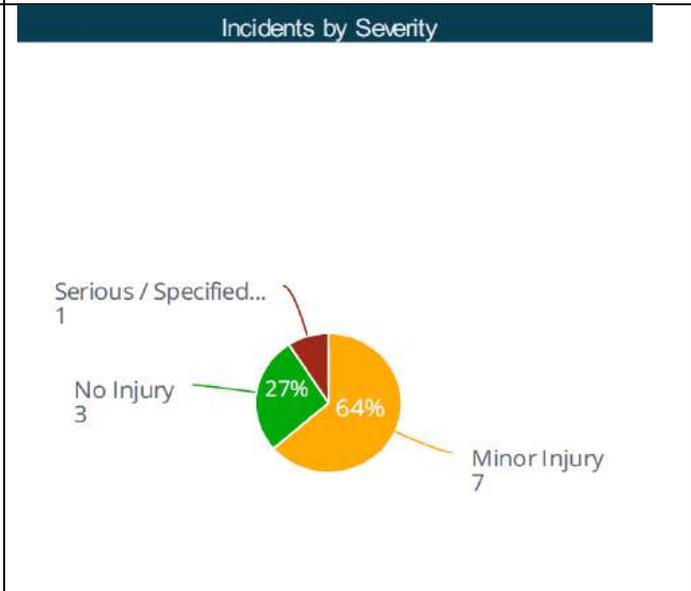
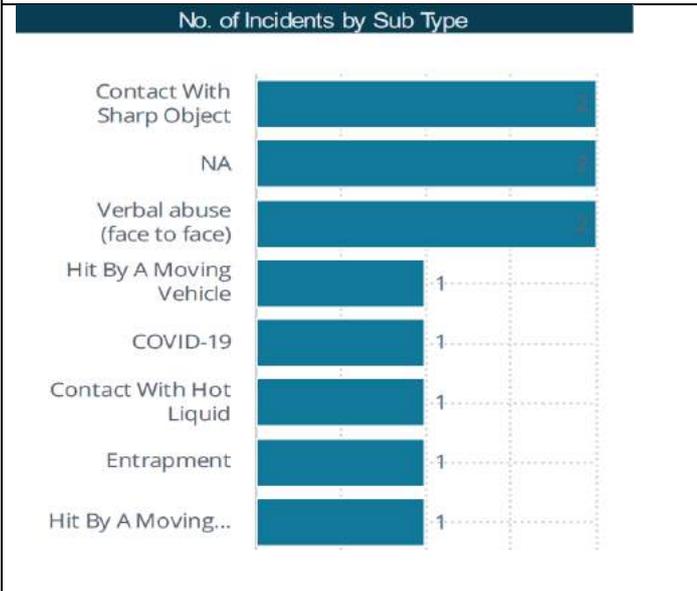
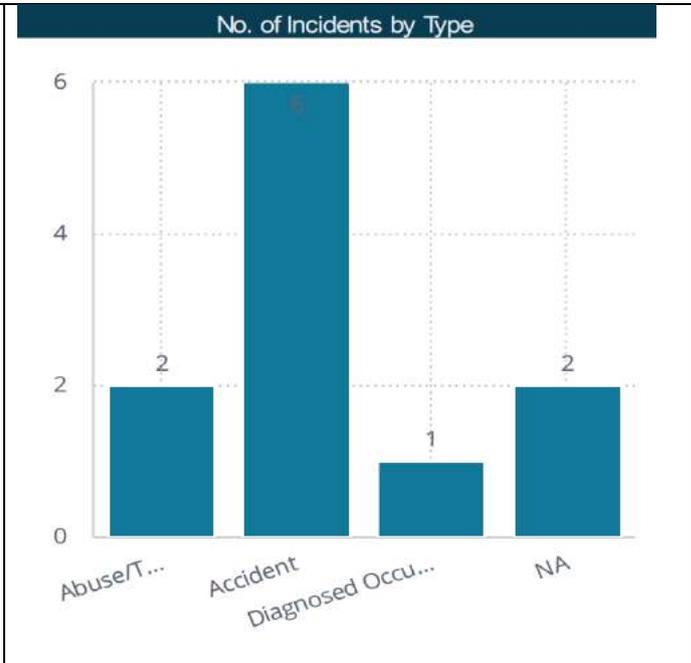
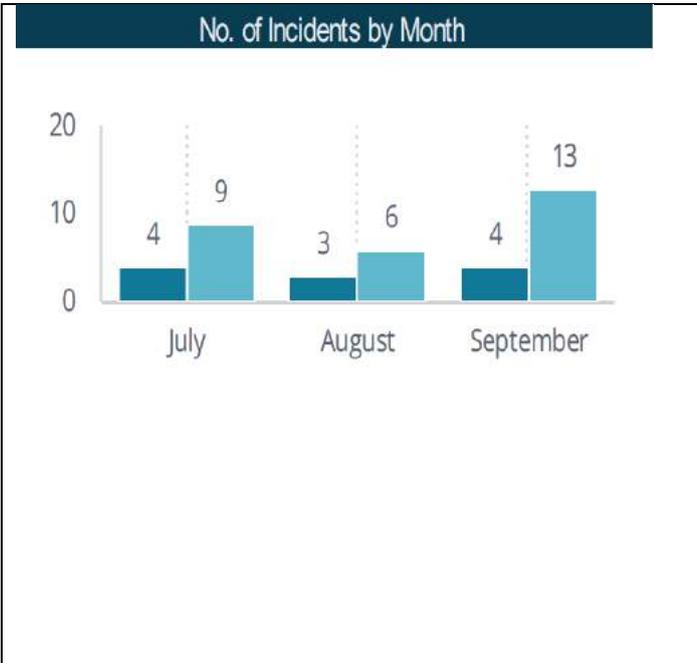
During COVID, a number of our community centres have had to close. To ensure we maintain healthy and compliant buildings, weekly inspections and flushing of water outlets have been completed to reduce the risk of legionella bacteria contaminating the systems.

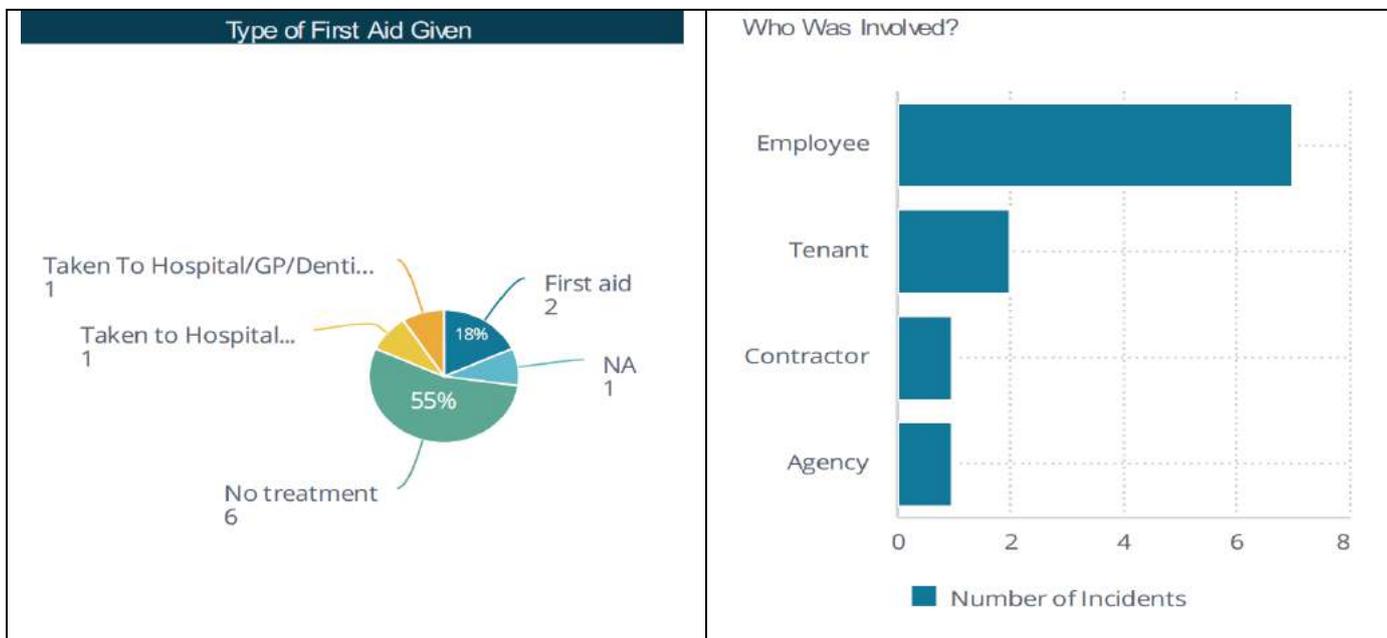
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Appendix 3: Q2 2020/21 SCH Incident Statistics (extracted from SHE Assure)

Number of Incidents

11





Summary

Employee/Contractor/Agency Incidents		
Service Area	Type of Incident	Summary
Responsive Repairs	Minor injury	Operative caught in an argument and escalating violence between neighbours whilst repairing a water leak
Responsive Repairs	Violence/Abusive	Operative caught up in same incident as above. Police were called.
Responsive Repairs	Potential exposure to Covid-19	Customer visit to a tenant who later informed SCH that they had tested positive for Covid-19 – member of staff tested negative and self-isolated as a precaution
Responsive Repairs	Violence/Abusive	Whilst carrying out repairs neighbour was abusive
Responsive Repairs	Minor injury	Whilst trimming guttering with a Stanley knife, cut finger
Saxon Court	Contact with hot water	Hot water spilled from top of urn whilst transporting
Asset Management	Road Traffic Incident	Hit by van from behind whilst waiting to turn right
Neighbourhood Services	Violence/Abuse	Contractor verbally abused whilst carrying out a pre-works consultation
Neighbourhood Services	Minor injury	Collecting a fly tipped sofa and loading onto vehicle and caught head on cage of vehicle
Tenant Reported Incidents		
Area/location	Type of Incident	Summary
Arbury Road Shirley	Hit by falling object	Whilst opening a gate resident was hit on head by a portion of concrete fence post
Redwood House	Minor injury	Resident got stuck in door with their walker, elderly resident

SOLIHULL COMMUNITY HOUSING

BOARD MEETING 30 NOVEMBER 2020

REPORT OF EXECUTIVE DIRECTOR OF CUSTOMER SERVICE TRANSFORMATION AND BUSINESS SUPPORT

HOUSING OMBUDSMAN CODE OF GUIDANCE COMPLIANCE

1. Purpose of Report

- 1.1 To set out details of SCH's self-assessment against the Housing Ombudsman Code of Guidance and arrangements to meet full compliance.

2. Recommendation – Item for Noting /Assurance

- 2.1 The Board is recommended to

- (i) **NOTE** the outcome of the self-assessment against the Housing Ombudsman Code of Guidance and arrangements to ensure full compliance

3. Background

- 3.1 The Green Paper, A New Deal for Social Housing, sets out some of the expected requirements of a formal complaints process which takes account of customer views and implements learning and service improvement.
- 3.2 As a result of the Green Paper and from past experience the Housing Ombudsman Service has decided to revise the Code of Guidance on complaint handling. Unlike other good practice codes of guidance it is mandatory to adopt and follow this code.
- 3.3 The aim of the Code of Guidance is to promote best practice across the social housing sector and have greater consistency in complaint handling. The key elements of the code are:

Universal Definition: The code sets out the definition of a complaint to be adopted by all landlords registered with the Ombudsman. The definition is in line with the one set out in the current SCH Formal Complaints Policy that was implemented in February 2020.

Access: Customers should have multiple options for raising complaints such as verbal, email, face to face, online and landlords should not seek to restrict the options to digital /written only formats.

Procedure /Timeliness: It is a requirement to have a Complaints Policy which is published for customers and that when a complaint is received it is dealt with within the prescribed timescales. The code sets out that stage 1 complaints need to be dealt with within 10 working days and if this cannot be

achieved for any reason the customer must be kept informed and the maximum extension of time should be a further 10 days.

Fairness: There should be a focus on finding resolution that is fair to the resident. Under the Equality Act 2010 public sector organisations have to make changes in their approach or provision to ensure that services are accessible to disabled people as well as everybody else. Reasonable adjustments can mean alterations to buildings by providing lifts, wide doors, ramps and tactile signage, but may also mean changes to policies, procedures and staff training to ensure that services work equally well for people with, for example, learning disabilities. The Code seeks to support this by setting out the requirement to have a Reasonable Adjustment Policy, explaining how the landlord will approach compliance in relation to this element of the Equality Act. Whether this policy is a stand-alone document or is incorporated into a broader policy e.g. an Equality and Diversity or Complaints Policy is for the individual landlord to decide. It is important that the guidance provided around this subject is robust, so that staff have a reliable reference point and framework to ensure compliance with the Equality Act. It should therefore be made easily accessible. If it is a stand-alone document it should be referenced in the landlord's Complaints Policy.

Putting things right (remedies): The expectation is that the landlord will always try to rectify any failings and put the customer back to a position they would have been in if the service failings had not occurred. There is an expectation that landlords will have a compensation policy which is published and will be followed. SCH have never had a Compensation Policy and have advised the Housing Ombudsman in the past that we will treat each case on its own merits. This is an area where SCH needs to consider whether it is appropriate to develop a Compensation Policy.

Learning and improvement: Creating a positive complaint handling culture through continuous learning and improvement. Landlords should look beyond the circumstances of the individual complaint and consider whether anything needs to be 'put right' in terms of process or systems to the benefit of all residents. The code asks Landlords to proactively use learning from complaints to revise policies and procedures, to train staff and contractors and to improve communication and record-keeping. There is a requirement to publicise learning from complaints and any changes in services or policies implemented as a result in the Annual Report to Tenants; Reports to Governing Boards and on the website.

Self Assessment: The self-assessment is to enable a landlord to see how they are doing against the Code and help identify areas where improvements may be undertaken. The publishing of the self-assessment should enable residents to see how their landlord is doing and any actions that are being taken as a result. This may be published on a landlord's website or through the usual resident communication channels. There is no requirement to provide a copy to the Ombudsman unless this is requested as part of the evidence required for an investigation. The Housing Ombudsman requires all landlords to complete a self-assessment against the new Code of Guidance

by 31 December 2020 and to report the findings to the Governing Board. The expectation is that any improvements which are identified through the self-assessment will be addressed by 31 March 2021 to make landlords fully compliant.

- 3.4 Landlords are under no obligation to have a specialist specific team to deal with complaints under the Code. The Code is clear that it can be a person who deals with complaints, not necessarily a team, and 'For some organisations, particularly smaller landlords, we recognise that this role may not be dedicated to complaint handling.' The Housing Ombudsman Service does not promote either a service-led or centralised team approach to complaint handling. Landlords do need to make it clear to residents who is responsible and the point of contact. Landlords also need to have a clear point of contact and arrangements for liaising with the Ombudsman. SCH currently adopt the approach of service teams investigating complaints but there is a single point of contact, Head of Governance, for responding to the Housing Ombudsman enquiries.
- 3.5 It should be noted that it is the Council (SMBC) who are the registered members of the Housing Ombudsman Service as owners of the housing stock and any judgements made are issued to the Council. In practice the investigation of Housing Ombudsman complaints is delegated to SCH.
- 3.6 The Housing Ombudsman Service encourages the early and local resolution of disputes between landlords and residents. There is recognition that many residents may not wish to follow a formal process and just want an issue resolved. However, the informal resolution process should not unreasonably delay the formal complaints process from starting. Any decision to try and resolve a complaint informally should be taken in agreement with the resident and a landlord's audit trail/records should ideally be able to demonstrate this.
- 3.7 Information regarding informal resolution should be set out in the Complaint Policy to provide clear guidance to residents and staff on a landlord's overall approach. SCH has an informal resolution process (stage 0) which is set out in the Complaints Policy.
- 3.8 The Ombudsman recognises that in certain circumstances it may be appropriate for a landlord to go outside its complaints policy and close complaints early if a resident exhibits unacceptable behaviour. The Code does not define what type of behaviour is unacceptable and does not specify how a landlord should manage it. The Code does state that landlords should have a separate policy to deal with how such cases should be managed.

4. Self- assessment

- 4.1 The outcome of the self-assessment is attached at appendix 1 and shows that in most areas the current SCH Complaints Policy is compliant with the Housing Ombudsman Code of Guidance. The current policy is attached at appendix 2 for reference.
- 4.2 The key areas for improvement are:

- Developing a Reasonable Adjustments Policy (either stand alone or as part of the Equalities Policy or Complaints Policy)
- Reviewing the need for a Compensation Policy
- Improve reporting or learning from complaints and evidence of complaints driving service improvement
- Amend the current Complaint Policy to include reference to complaints made via social media platforms

5. Customer Engagement Improvement Plan

- 5.1 The current Complaints Policy was implemented from February 2020 along with a new Customer Relationship Module for managing complaints via Open Housing. At the time of implementation we agreed to review and monitor the effectiveness of the new policy and system and consider improvements. Effective complaint handling is very closely aligned to customer satisfaction and we have now set up a small focus group of staff from across all directorates to review the Complaints system and make recommendations for improvements. The review will include customer journey mapping and consultation with residents and staff.

6. Financial Implications

- 6.1 There are no direct cost implications arising from this report but there could be financial implications arising from payment of compensation in future.

7. Equality and Diversity Implications

- 7.1 There is a requirement to demonstrate that SCH is compliant with the Equality Act 2010 by developing a Reasonable Adjustments Policy.

8. Risk Management Implications

- 8.1 Failure to comply with the Housing Ombudsman Code of Conduct can result in a Failure Order being issued to the Local Authority.

9. Tenant Involvement/Consultation

- 9.1 None specifically in relation to the self-assessment but will be consultation as part of the ongoing review of the effectiveness of the complaint handling policy.

10. Strategic Vision

- 10.1 The report is consistent with delivering robust governance.

REPORT AUTHOR:

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Head of Governance /Company Secretary
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Housing Ombudsman Complaint Handling Code: Self-assessment form

Compliance with the Complaint Handling Code			
1	Definition of a complaint	Yes	No
	Does the complaints process use the following definition of a complaint? <i>An expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.</i>	√	
	Does the policy have exclusions where a complaint will not be considered?	√	
	Are these exclusions reasonable and fair to residents? Evidence relied upon The following are examples that do not fall within the scope of the complaints policy: <ul style="list-style-type: none"> • Reporting issues around Anti-Social Behaviour • First time request for service • Issue being dealt with by Insurance claim/ legal action • Complaint that has already been through SCH complaints process • Dispute regarding lease or tenancy agreement content • An appeal against a decision where there is an appeals process - e.g. homelessness decision • Over 6 months old and not reported before 		
2	Accessibility		
	Are multiple accessibility routes available for residents to make a complaint?	√	
	Is the complaints policy and procedure available online?	√	
	Do we have a reasonable adjustments policy?		√
	Do we regularly advise residents about our complaints process?		√
3	Complaints team and process		
	Is there a complaint officer or equivalent in post?		√
	Does the complaint officer have autonomy to resolve complaints?		√
	Does the complaint officer have authority to compel engagement from other departments to resolve disputes?		√

	If there is a third stage to the complaints procedure are residents involved in the decision making?		√
	Is any third stage optional for residents? (No third stage)		√
	Does the final stage response set out residents' right to refer the matter to the Housing Ombudsman Service?	√	
	Do we keep a record of complaint correspondence including correspondence from the resident?	√	
	At what stage are most complaints resolved? Stage 1		
4	Communication		
	Are residents kept informed and updated during the complaints process? This is an area for improvement	√	
	Are residents informed of the landlord's position and given a chance to respond and challenge any area of dispute before the final decision?	√	
	Are all complaints acknowledged and logged within five days?	√	
	Are residents advised of how to escalate at the end of each stage?	√	
	What proportion of complaints are resolved at stage one?		
	What proportion of complaints are resolved at stage two?		
	What proportion of complaint responses are sent within Code timescales? <ul style="list-style-type: none"> • Stage one Stage one (with extension) • Stage two Stage two (with extension) 		
	Where timescales have been extended did we have good reason?	√	
	Where timescales have been extended did we keep the resident informed?		√
	What proportion of complaints do we resolve to residents' satisfaction Satisfaction surveys suspended during Covid-19 but will be reintroduced		
5	Cooperation with Housing Ombudsman Service		
	Were all requests for evidence responded to within 15 days?		√
	Where the timescale was extended did we keep the Ombudsman informed?	√	

	One exception at start of lockdown where access to documents was restricted but agreed revised timescale with Housing Ombudsman and supplied all the information requested		
6	Fairness in complaint handling		
	Are residents able to complain via a representative throughout?	√	
	If advice was given, was this accurate and easy to understand?	√	
	How many cases did we refuse to escalate? 1 case What was the reason for the refusal? Apology had been offered at stage 1 and no new issues raised by the resident to warrant an independent review.		
	Did we explain our decision to the resident? Yes - verbally and in writing	√	
7	Outcomes and remedies		
	Where something has gone wrong are we taking appropriate steps to put things right?	√	
8	Continuous learning and improvement		
	What improvements have we made as a result of learning from complaints?		
	How do we share these lessons with: a) residents? • Through responses to complaints but need to improve the publication of learning /outcomes. This is an area for improvement. b) the board/governing body? • Report number of complaints received and numbers dealt with within timescale or escalated. All stage 2 complaints require sign off by two Board Members. This is an area for improvement. c) In the Annual Report?		

	<ul style="list-style-type: none"> Report on number of complaints resolved at stage 1 but not learning from complaints. This is an area for improvement. 		
	Has the Code made a difference to how we respond to complaints?	√	
	<p>What changes will be made?</p> <ul style="list-style-type: none"> Improved reporting of outcomes /learning and service improvement arising from complaints to be published for residents in the Newsletter /Website /Annual Report. Annual Report to Board (Housing Operations Committee) on learning from complaints 		



SOLIHULL COMMUNITY HOUSING

POLICY FOR CUSTOMER COMPLIMENTS, COMMENTS AND COMPLAINTS

Policy Statement

We are committed to providing the best service we can to our customers. We want to be told if there has been a problem with a service we have provided or when a customer is very happy with something we have done. Complaints, compliments and comments are valuable feedback. It gives us a chance to learn and most importantly a chance to improve services.

To ensure we listen and improve we have a two stage Corporate Complaints and Customer Feedback process.

We want to empower our staff to resolve customer dissatisfaction as early in the process as possible and wherever possible without the need for a formal investigation.

Scope of Policy

This policy applies to all our employees including those on temporary or fixed contracts and is intended for publication.

It does not apply to

- Internal complaints about services or other employees.

Definition of a Complaint

The area of difficulty in dealing with complaints is actually defining a complaint. If we do not have a shared understanding across the organisation of what a complaint is, we run the risk of treating customers in an inconsistent way. For clarity our definition of a complaint is:

It is an expression of dissatisfaction, however made, about the standards of service, action or lack of action, or decisions taken by Solihull Community Housing, or the way in which our employees/ contractors do their job.

In everyday terms this means that a complaint can be made where it refers to:

- Dissatisfaction in the way we have delivered or have failed to deliver a service
- Delay or not acting on a request for a service
- Dissatisfaction with the way we apply policies, decisions or procedures
- Refusal to answer reasonable questions or giving misleading or unsuitable advice
- Failure to follow our policies /procedures or legislation
- Impoliteness, rudeness, unfairness, bias or prejudice or poor staff attitude
- An inappropriate use of personal information.

The following are examples that do not fall within the scope of the complaints policy:

- Reporting issues around Anti-social Behaviour
- First time request for service
- Issue being dealt with by Insurance claim/ legal action
- Complaint that has already been through SCH complaints process
- Dispute regarding lease or tenancy agreement content
- An appeal against a decision where there is an appeals process - e.g. homelessness decision
- Over 6 months old and not reported before

Types of Feedback

- A compliment is where a service user makes contact to express satisfaction with the way in which we have delivered a service or dealt with a customer. It is important to capture this information so that we can recognise good service.
- An **expression of dissatisfaction** is a comment or feedback from a service user about the way we deliver services but does not require a full investigation / written response (can be dealt with at the first point of contact). An example of an expression of dissatisfaction could be failure to arrive on time for an appointment where the person taking the information (Contact Centre Advisor or front line member of staff) could look at why the appointment was not kept and arrange a new appointment.
- **A complaint** is an expression of dissatisfaction with an action or standard of service whether provided directly by SCH or by a person or contractor working on our behalf and requires a formal response. Some examples of complaints are delay in providing a service requested, poor attitude of staff or contractor, not following policy or failure of service. Customers can and may complain about a policy if they do not agree with them and although such complaints are unlikely to be upheld it is useful to know that customers are not satisfied with a policy as this may help us to shape future policies.

Giving us feedback

Customers can contact us in a variety of ways:

- Online (webpage)
- E-mail (info@solihullcommunityhousing.org.uk)
- Letter
- Telephone our Contact Centre (0121 717 1515)
- Personal contact with staff

STAGE 0 - Informal Expressions of Dissatisfaction /Early Resolution

As far as possible we should be aiming to find a resolution to dissatisfaction at the **first point of contact** but there will be some circumstances such as complaints about a member of staff or contractor, very complex complaints or allegations of fraud where the complaint should start with stage 1 of the formal process.

If the person receiving the complaint (**first point of contact**) is unable to resolve the issue then the customer should be signposted to the team they need to express dissatisfaction with to give the opportunity for early resolution and identify service improvements. An example of dissatisfaction that may be dealt with effectively through early resolution would be missed appointments where an apology can be offered and the appointment rearranged. This will give us the opportunity to put things right before getting to the stage of a formal complaint. SCH will try to resolve the dissatisfaction at the first point of contact through an informal route, but if this is not possible and mutual resolution cannot be reached then the formal complaint stages will be used.

A record on the CRM system should be kept of action taken at this stage to resolve issues as this information may be requested if the complaint progresses to the formal stages and /or the Housing Ombudsman makes enquiries on behalf of the customer.

Formal Complaints

If we have been unable to resolve a customer's dissatisfaction at the informal stage 0.

When a customer contacts us with a concern or queries that are considered to be a complaint they should be passed to the Governance Team who has responsibility for administering the complaints system. The Governance Team will acknowledge the complaint within **3 days** to give adequate time to check that it is a complaint falls within our definition of complaints and that all options to resolve the complaint at stage 0 have been exhausted. This may mean contacting the customer for further information. If it is possible to resolve an issue to the mutual satisfaction of both parties this will be attempted by the Governance Team, otherwise, they will assign to the relevant Team Leader. The acknowledgement letter will include the name of the investigating officer, the target date for resolution and the complaint reference number.

Stage 1 – Investigating the Complaint (target 10 working days)

The relevant Team Leader will investigate the complaint within a target of **10 days** (to investigate and reach a resolution with the customer). The 10 working days will commence from the day the complaint is assigned to the Team Leader. Wherever possible personal contact (e.g. visit, telephone call or interview) will be made with the complainant in order to get full details of the service failure and reach a resolution that all parties are happy with.

Within the 10 working days the investigating officer should provide a full response to the complainant or give an update on progress and a revised date for resolution of the complaint (e.g. if it is particularly complex or delays due to needing to speak to third parties).

When a complaint investigation has been completed the full findings should be confirmed in writing to the complainant.

The investigating officer must also promptly upload all details of the investigation, copies of all correspondence and the investigation template (check list, learning points / actions required to prevent future service failures) onto the CRM system and this will allow the Governance Team to check that all points of the complaint have been answered and make sure that the complaint can be viewed by frontline services in the event that the customer contacts to discuss further. Uploading the documents to the CRM system will also allow reports to be run to show outcomes / learning from complaints and will also assist in cases where tenants escalate their complaint to stage 2 or to the Ombudsman.

If a customer is not satisfied with the response at stage 1 then they should contact the Governance Team to discuss why they remain dissatisfied within 10 working days of receiving the final notification of findings at stage 1.

The customer will be expected to explain why they require an independent review of their complaint, for example:

- i. where not all elements of the complaint were answered
- ii. the complaint was not upheld and the customer can provide clear reasons why they consider the response at stage 1 was unsatisfactory and thereby meriting an independent review
- iii. provide additional evidence to support the claim that the complaint should be upheld.

If the customer wants further clarification of the stage 1 complaint then the Governance Team will refer back to the investigating officer rather than initiating an independent review at stage 2.

The complainant will have to explain why they are requesting an independent review of their complaint and what outcome they are hoping to achieve from the review.

If a policy issue was complained about at stage 1 which was not upheld and no problems are identified with following the policy then there is no just cause for any appeal to stage 2. However, we will include complaints about policies in reports to the Board in order that we can take account of customer views when reviewing policies.

Stage 2 – Independent Review of the Complaint (Target 15 working days)

A complainant can request an independent review of the stage 1 decision where either:

1. Not all aspects of the complaint were addressed at stage 1 and in these circumstances the original investigating officer may be asked to look at the complaint again or refer to a senior officer in the team.
2. If the complainant feels the response to their original complaint was not fully justified and any wrong has not been adequately addressed or rectified.
3. If a customer provides evidence that warrants an independent review of a stage 1 complaint then a Senior Officer outside the service area from the original complaint involved will be appointed to investigate.

In most cases the Senior Officer will be from the Governance Team but it can be any Head of Service/ Senior Manager from a different team to the team originally involved in the stage 1 investigation.

The Governance Team will review the grounds for requesting an independent investigation and will send an acknowledgement. The acknowledgement letter or letter declining an independent review will normally be sent within **3 working days** of receiving the request to move to stage 2. If an independent review is to

take place then the letter sent to the customer will advise the name of the officer carrying out the investigation and target date for resolution. An independent review will only be declined in circumstances where either SCH has already accepted responsibility at stage 1 and taken appropriate steps to address the issues raised so that an independent review is not going to achieve any further action or change the outcome of the stage 1 investigation. However, where a complainant can either show that all aspects of the complaint were not addressed at stage 1 or believes there are grounds to change the decision at stage 1 then an independent review will take place.

The 15 days for the independent investigation will commence from the day the complaint is assigned to the manager and will normally be the day the stage 2 is accepted and acknowledged.

The investigating officer will contact and meet with the complainant (wherever possible) and relevant staff to gather details regarding the complaint and confirm the understanding of any unresolved issues. The investigating manager will write a detailed report of their findings including recommendations to avoid similar situations arising in the future.

The investigating manager will share the findings with the relevant Service Head to agree any remedial actions /changes in working practices or learning from the complaint before writing to the customer to advise of the outcome of the independent review.

Two Board Members will also sign off the stage 2 response before it is sent to the customer.

The investigating manager will aim to conclude the investigation and advise the complainant of the findings and recommendations within **15 working days via letter**. If the complaint cannot be dealt with within the time limit, the customer should be contacted to explain the reason for the delay and agree a revised target date for resolution.

This would end our complaints procedure.

Repeat Complaints

Please refer to Appendix A for guidance on dealing with customers who repeatedly make complaints about the same issue or act in an unreasonable manner.

Housing Ombudsman

At the end of the stage 2 investigation the customer must be advised that they have reached the end of Solihull Community Housing's complaints policy and customers have the right if they remain dissatisfied with the outcome to refer the matter to the Housing Ombudsman Service at the following address:

Exchange Tower
Harbour Exchange Square
London

E14 9GE

www.housing-ombudsman.org.uk

The Housing Ombudsman Service can only consider complaints that have been referred by a 'designated person' (Member of Parliament; Local Councillor or a recognised tenant panel). There is no recognised tenant panel in this area and therefore complaints that cannot be resolved with the landlord need to be referred via either the Member of Parliament or Local Councillor. The 'Designated Person' can either try to resolve the complaint locally or refer the complaint to the Housing Ombudsman Service. Alternatively, the customer may also refer the complaint directly to the Housing Ombudsman Service but must wait for 8 weeks from the date of the final letter from the landlord closing the complaint.

Dealing with Persistent or Unreasonable Customers when dealing with Complaints

This guidance primarily has been produced to give guidance on how to deal with persistent or unreasonable customers when dealing with complaints. However, this can be used as a guidance document when dealing with persistent or unreasonable customers in other situations.

Why do we need guidance for dealing with Persistent or Unreasonable Customers?

There are times when the behaviour of customers may be considered as persistent or unreasonable.

By adopting the following guidance we can ensure that those people viewed as persistent or unreasonable customers are responded to fairly and consistently.

The decision to apply this guidance should only be taken as a last resort when all other avenues of resolution have failed.

What do we mean by 'Persistent' or 'Unreasonable' behaviour?

Because a customer is constantly chasing up the progress of their complaint or scrutinising responses in detail and perhaps asking for clarification, this does not make them a persistent or an unreasonable complainant. There are however times when the behaviour of a customer may be classed as persistent or unreasonable such as;

- Refusing to specify the grounds of a complaint, despite offers of assistance.
- Refusing to co-operate with the complaint investigation process.
- Refusing to accept that certain issues are not within the scope of a complaint procedure.
- Being abusive, threatening or bullying towards staff.
- Insisting on the complaint being dealt with in ways which are incompatible with our complaint procedure or with good practice.
- Making unjustified complaints about staff who are trying to deal with the issues, and seeking to have them replaced.
- Changing the basis of the complaint as the investigation proceeds.
- Denying or changing statements made at an earlier stage.
- Introducing trivial or irrelevant new information at a late stage.
- Raising numerous, detailed but unimportant questions; insisting that they are answered.
- Covertly recording meetings and conversations.
- Submitting falsified documents from themselves or others.
- Adopting a 'scatter gun' approach: pursuing parallel complaints on the same issue with a variety of other staff or organisations.
- Making excessive demands on the time and resources of staff with lengthy telephone calls, emails to numerous council staff, or detailed

- letters every few days, and expecting immediate responses. Such criteria are subjective and it is important to consider each situation separately. Advice should always be sought from the Governance Team /Head of Service when considering these criteria.
- Submitting repeat complaints with minor additions/variations that the customer insists make these 'new' complaints.
- Refusing to accept the decision; repeatedly arguing points without producing any new evidence.
- Unreasonable requests to speak to Senior Managers on numerous occasions.

Considerations Prior to taking action

Prior to action being taken the following should be considered:

If we think the complaint has been concluded and are considering ending all communication with the customer, firstly consider the option of referring the customer to the Housing Ombudsman.

If the customer's complaint is still under consideration steps must be taken to try and manage the customer's behaviour. We must deal with the complaint until its conclusion.

If a decision is made to restrict a person's access to an employee or to Solihull Community Housing the following must be satisfied;

- The complaint is being or has been investigated properly.
- That decisions that have been reached about a complaint are correct.
- Communication with the customer has been adequate.
- The customer is not providing any new information that might affect the view or outcome of the complaint.
- That there is a full record of the history of complaint and how it has been handled.

You should also consider the customer's personal circumstances;

- Are you aware of any care packages in place which would indicate the person is vulnerable or give an explanation for the unreasonable behaviour?
- Are there equality issues to consider?
- Consider any other family or personal circumstances which would contribute to the behaviour.

When making the decision that a person is being persistent or behaving unreasonably, consider taking the following steps.

- Offering the customer a meeting to explore how the complaint can be resolved.
- Share the persistent policy with the customer and give a warning that if a person's behaviour continues that restrictions may be applied.
- Nominate one officer to deal with the customer.

- Suggest to the customer that an advocate assists with the complaint.

Consideration of other corporate policies

When making a decision to implement the guidance this must be done in conjunction with other corporate policies such as;

- Equality and Diversity.
- Health and Safety.
- Risk Management.
- Guidance to Council staff on the Data Protection Act.
- Corporate Warning Marker Policy - consideration of whether there is a need to share information about potential abusive customers across the organisation.

Risk Assessments

If a customer is to be classified as persistent a risk assessment must be conducted by the appropriate manager on how to deliver services to the customer. You can seek advice about this from the Council's Health and Safety Team.

Safety of Staff

When dealing with persistent or unreasonable customers consider how staff can be supported. When delivering a service consider:

- Not meeting the customer alone.
- Arrange meetings to take place in a safe/official place.
- Consider additional training for staff such as dealing with abusive phone calls, stress policy etc.

Who can decide to take Action?

Any action that is taken should be proportionate and must be with the agreement of the Head of Service.

Options for taking Action

The main focus should be how a customer's complaint can be concluded as quickly as possible without further distractions.

Any action should not prevent the customer access to any other services. A person's circumstances should also be considered when deciding how to proceed.

Options to consider are;

- Place a limit on the amount of contact that is made by the customer.
- Give a specific time frame when calls can be made.
- Limit the complainant's contact to one medium such as letter, email or telephone.
- Nominate a designated member of staff as the contact.
- Refuse to register and process further complaints about the same matter and advise the customer of the reason why.
- If further correspondence is received the customer can be advised that the comments will be placed on file but will not be acted upon.

How to deal with complaints that contain offensive or unacceptable language

We do not expect staff to tolerate behaviour from customers which is unacceptable, for example the use of abusive or offensive language. Before responding to the customer seek advice regarding how to deal with the complaint in terms of the unacceptable content and to establish if the complaint should be responded to. For guidance contact the Governance Team for initial advice and if appropriate a referral will be made to the Neighbourhood Services team to consider action on the basis of anti-social behaviour.

How to inform the complainant of the decision

If the decision is made that a complainant is acting unreasonably you must write to the customer explaining why the decision has been made and enclose a copy of the policy. A copy of the letter should be attached to CRM to record the action taken and rationale. The letter must include the following;

- Why the decision has been taken.
- What this means to the customer when contacting the organisation.
- How long any restrictions will last.
- What the customer can do to challenge the decision.
- Explain how a customer can request assistance on other matters.
- The final letter should be attached to CRM.

You must keep adequate records to show:

- The history of the complaint so far. Any contact made and any correspondence that has been sent to the customer advising of the decision to apply the guidance. Or,
- When a decision is made not to apply the guidance when requested by a member of staff and the reasons why. Or,
- When a decision is made not to put further complaints made by the customer through the corporate complaints and customer feedback policy. Or,

- When the decision is taken not to respond to further correspondence that it is checked to ensure no new information has been included within it.

Future contact

When new complaints are received from the customer about new issues raised, these should be treated on their merits. You should consider whether any restrictions previously applied are still appropriate and necessary.

Customer Challenges

It may be difficult for a customer to accept the decision that has been made. If the customer is dissatisfied with the outcome, the customer should be directed to the Housing Ombudsman.

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SOLIHULL COMMUNITY HOUSING BOARD MEETING 30 NOVEMBER 2020

REPORT OF THE EXECUTIVE DIRECTOR OF CUSTOMER SERVICE TRANSFORMATION & BUSINESS SUPPORT

HouseMark Annual Core Benchmarking Report 2019/20

1. Purpose of Report

- 1.1 To provide the Board with a performance update from the annual HouseMark core benchmarking exercise for year ending 31 March 2020.
- 1.2 The update will also reflect upon Key Performance Indicators (KPIs) at the end of Quarter 2 (30 September 2020), specifically where targets have not been achieved within the period.

2. Recommendation – Items for Noting / Approval

- 2.1 The Board is recommended to:
 - (i) **NOTE** The contents of report

3. HouseMark Cost and Performance Data System

- 3.1 HouseMark provide a UK sector wide 'benchmarking' service which enables member organisations to gather statistical insight around cost, efficiency and delivery performance.
- 3.2 The HouseMark methodology uses the operating expenditure of organisations from published accounts. These costs are allocated to a range of landlord activities and back office functions in accordance with definitions which are rigorously validated before uploading to HouseMark's reporting systems. This cost dataset together with performance and satisfaction datasets provide outputs which enable analysis and comparison against a self-selected peer group.
- 3.3 The peer group selected by SCH for 2019/20 includes all English ALMOs, district, London borough and metropolitan councils. This peer group covers 85 organisations submitting cost, performance and satisfaction data to HouseMark.
- 3.4 Through peer comparisons and ranking of data outputs into quartiles, HouseMark provides an understanding of comparative costs and performance identifying areas that would benefit from additional focus. It provides SCH Board with essential cost and performance information to support strategic decision making.

High Level Summary

- 3.5 **The outcome of the financial indicators** demonstrates statistically that SCH operating costs have reduced whilst comparable peer costs have increased, essentially due to the significant fall in major works costs.
- 3.6 **The outcome of the broader performance data in financial year (FY) 19/20** remains relatively static in comparison to FY 18/19. 3 KPIs show an improved quartile position, 15 KPIs remain unchanged and 1 KPI has moved into a lower performing quartile.
- 3.7 Key areas of the business and/or processes which are categorised as high priority to see a performance step change include:
- Rent collection
 - Rent arrears
 - Tenant satisfaction
 - Sickness Absence
- 3.8 The full HouseMark benchmarking report is attached at appendix A for reference.
- 3.9 For clarity the benchmarking is measured and expressed in the following criteria

HouseMark Criteria

The RAG status, numbers and quartile classifications below are used to measure organisation against peers.

Where a low value is deemed preferable 'group 1' consists of the lower numerical values. The order of the groups is reversed for PIs where a high value is deemed preferable.

These groups are clearly labelled 1-4.

1	2	3	4
Min	Quartile	Median	
Quartile	Max		
Or reversed			
4	3	2	1

4. Cost benchmarking Indicators 2019/20

- 4.1 The summary data below shows the cost benchmarking trend across a year period and the associated RAG status and trend.

Cost indicator	FY 2017/18 Quartile	FY 2018/19 Quartile	FY 2019/20 Quartile	Trend
Operating cost per property	2	3	2	↑
Total CPP housing management	3	2	2	↔
Total CPP responsive repairs and void works	1	2	2	↔
Total CPP major works and cyclical maintenance	2	3	2	↑
Total CPP estate services	3	3	3	↔

4.2 2019/20 cost performance. The tables below set out how the cost indicators have changed relative to the peer group.

Table 2 – cost indicators actual performance relative to peers

Operating costs per property	The PI has decreased from £2,696.49 to £2,250.03 a 16.56% decrease compared to 8.01% increase for the peer group where the median is £2440.19.	Non pay costs fell by around £5.25m mainly as a result of reduced major works expenditure (New build spend reduced from £5.4m to £0.8m) and also large falls to back pension back funding of £458k, Adaptations £487k, Property Insurance £141k Pay Costs increased by £536k
Total cost per property: housing management	This PI has increased from £366.19 to £383.77 a 4.80% increase compared to a 2.80% increase for the peer group where the median is £388.27.	Pay costs increased by £135k, mainly due to an extra post in resident participation and reclassification of some posts.
Total cost per property: responsive repairs and void works	This PI has increased from £725.40 to £744.32 a 2.61% increase compared to a 16% increase for the peer group where the median is £799.	Increase costs for Biomass of £289k have driven up the cost - income has also increased but not reported here and increased staffing costs due to Agency covering 5 Long Term Sick plus Standby Staff costs increased due to Wellbeing call outs.

<p>Total cost per property: major works and cyclical maintenance</p>	<p>This PI has decreased from £1,856.86 to £1,463.26 a 21.2% decrease compared to a 18% decrease for the peer group where the median is £1,741.85</p>	<p>Spend on New Build & Acquisitions is down £4.4m, this is offset with increased costs of £773k Structural (Non-MST), £138k Biomass Plant Replacement, £145k Flat Roofs and £156k Tarmac</p>
<p>Total cost per property: estate services</p>	<p>This PI has increased from £175.64 to £184.54 a 5.06% increase compared to a 1.59% decrease for your peer group where the median is £164.34.</p>	<p>Overall costs increased by around £86k. Specific increased costs are for cleaning (£28k), CCTV (£15k) and Grounds Maintenance (£18k).</p>

5. Performance Indicators 19/20

5.1 Table 3 below shows a list of performance indicators and the relative quartile position of SCH against peers.

Performance indicator	Quartile 17/18	Quartile 18/19	Quartile 19/20	Trend
Average void re-let time	1	1	1	↔
Void rent loss	2	2	3	↓
Rent collected including arrears b/f	3	3	2	↑
Tenancy turnover	3	3	3	↔
Current and former tenant arrears	3	3	3	↔
Average days taken to complete repairs	2	2	2	↔
Responsive repairs per property	3	3	3	↔
Repairs completed first visit	3	2	1	↑
Repairs appointments kept	3	3	2	↑
Average SAP rating	2	2	2	↔
Dwelling with valid gas certificate	3	1	1	↔
Staff turnover	2	3	3	↔
Average days lost sickness	4	4	4	↔
Satisfaction with overall service	4	4	4	↔
Satisfaction with quality of home	4	4	4	↔
Satisfaction with neighbourhood	4	4	4	↔
Satisfaction rent provided VFM	3	3	3	↔
Satisfaction with repairs and maintenance	4	4	4	↔
Satisfaction views are listened/acted upon	4	4	4	↔

5.2 Table 4 below shows how performance against these KPIs has changed relative to peers.

<p>Average re-let time in days (standard re-lets)</p> <p>SCH Actual 21 days</p>	<p>This PI has increased from 19.00 to 21.00 a 10.53% increase compared to a 7.66% increase for peer group. The median point is 29.79 days with the top quartile being 21.47 days.</p>
<p>Rent loss due to voids</p> <p>SCH Actual 1.09%</p>	<p>This PI has increased from .99% to 1.09% a 10.10% increase compared to a .98% decrease for peer group. The median point is 1.02% with the top quartile being 0.72%.</p>
<p>Percentage Rent collected (including arrears b/f)</p> <p>SCH Actual 97.8%</p>	<p>This PI has increased from 97.22% to 97.8% a 0.59% increase compared to a peer group decrease of 0.44%. The median is 97.07% and top quartile 98.22%.</p>
<p>Tenancy turnover</p> <p>SCH Actual 6.83%</p>	<p>This PI has decreased to 6.83% from 7.43% a 8.07% decrease compared to a decrease of 3.84% for peer group. The median is 6.51% with top quartile at 5.51%.</p>
<p>Current tenant arrears as % of rent due</p> <p>SCH Actual 3.6%</p>	<p>This PI has increased from 3.54% to 3.60% a 1.71% increase compared to a 20.39% increase for your peer group. The median is 2.89% with top quartile at 1.94%.</p>
<p>Total tenant arrears as % rent due</p> <p>SCH Actual 5.89%</p>	<p>This PI has increased from 5.69% to 5.89% a 3.45% increase compared to a 12.98% increase for your peer group. The median is 4.54% with top quartile at 3.38%.</p>
<p>Average number of calendar days to complete repairs</p> <p>SCH Actual 8.94 days</p>	<p>This PI has increased from 8.13 to 8.94 a 9.96% increase compared to a 4.71% increase for peer group. The median is 9.7 and top quartile at 7.63.</p>

<p>Average number of responsive repairs per property</p> <p>SCH Actual 3.86</p>	<p>This PI has increased from 3.64 to 3.86 a 5.97% decrease compared to a 7.23% decrease for peer group. The median is 3.09 with top quartile at 2.54.</p>
<p>Percentage of repairs completed at the first visit</p> <p>SCH Actual 95.32%</p>	<p>This PI has increased from 92.74% to 95.32% a 2.78% increase compared to a 1.83% decrease for peer group. The median is 89.2% with top quartile at 95.11%.</p>
<p>Percentage of repair appointments made and kept</p> <p>SCH Actual 98.44%</p>	<p>This PI has increased from 96.35% to 98.44% an increase of 2.09% compared for peer group increase of 0.43%. The median is 97.27% with top quartile at 98.91%.</p>
<p>Average SAP rating</p> <p>SCH Actual 70.44</p>	<p>This PI has not changed from previous year compared to a 0.3% increase for peer group. The median is 70.11 with top quartile at 71.75.</p>
<p>Dwellings with valid gas certificate</p> <p>SCH Actual 100%</p>	<p>This PI has not changed from previous year. It remains in top quartile which is 100%.</p>
<p>Staff turnover</p> <p>SCH Actual 11.58%</p>	<p>This PI has decreased from 13.24% to 11.58% a 12.55% decrease compared to a 6.90% decrease for your peer group. The median is 10.34% with top quartile at 8.22%.</p>
<p>Days lost to staff sickness</p> <p>SCH Actual 13.37 days</p>	<p>This PI has decreased from 17.13 days to 13.37 days a 21.95% decrease compared to a 14.81% increase for peer group. The median is 10.85 days with top quartile at 9.08 days.</p>

6. Financial Implications

- 6.1 Providing cost effective services provides the basis for a financially stable organisation and, therefore, performance monitoring and benchmarking is an important aspect of financial performance. Service quality and tenant satisfaction can also be affected where costs are cut too severely, and Board members will want to consider this in planning services.
- 6.2 There is a clear relationship between rent collection performance and financial sustainability and, therefore, rent collection performance is particularly important in considering the financial implications of this report.

7. Equality and Diversity Implications

- 7.1 There are no specific implications for SCH customers within vulnerable/ethnic groups.

8. Risk Management Implications

- 8.1 The risks arising from failing to meet specific targets such as not collecting income are included within the general risk management framework.

9. Value for Money and Efficiency Considerations/Implications

- 9.1 The expectation of SMBC is that we continue to deliver excellent services whilst delivering efficiencies.

10. Tenant Involvement/Consultation

- 10.1 There has been no specific consultation in relation to this report. Some of the indicators selected by the Tenant Scrutiny Panel are also business critical indicators, these need to be reviewed as part of the wider review of Tenant Scrutiny.

11. Consistent with Strategic Vision

- 11.1 The report is consistent with the Strategic Vision to deliver excellent housing services and honour our commitments to customers.

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HouseMark

Solihull Community Housing

Cost and performance
benchmarking report
2019/20



Your HouseMark cost and performance benchmarking report for 2019

This report

This operational level report offers you benchmarking information on key indicators of cost and performance. Each PI has its own dashboard-style slide with key information. If your peer group is smaller than 70 you will also have an extra slide providing a bar chart with trend information.

Sections are colour-coded: use the slide sorter in bottom right to quickly split sections and distribute to teams within your organisation.

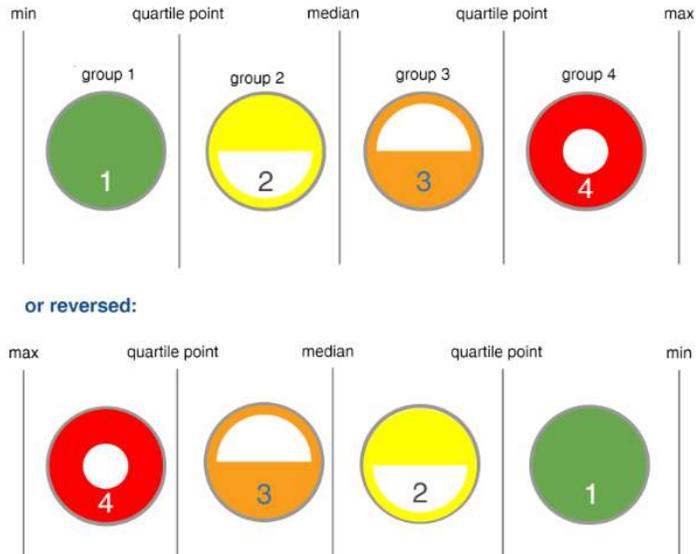
Coverage

This report provides timely cost and performance data from your HouseMark submission. Trend data is provided where available.

The accompanying dataset provides you with full data and details of your peer group.

Interactive online reports

Alongside this ppt report please also make use of our [interactive online reporting tool](#). You can view live data as it is uploaded, create and edit visually appealing headline infographics and charts, choose from over 300 PIs, update your peer group, and drill into your data.

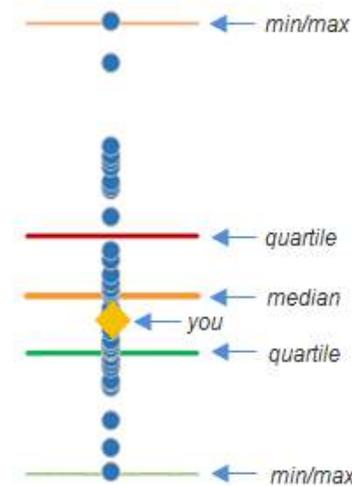


Key graphics explained:

These icons are used to show you at a glance which of the four parts of the dataset you fall into.

Where a low value is deemed preferable 'group 1' consists of the lower numerical values. The order of the groups is reversed for PIs where a high value is deemed preferable.

These groups are clearly labelled 1-4.



The boxplot chart shows your position in relation to your peers for the chosen PI.

With the data points arranged in numerical order, the median is the middle value.

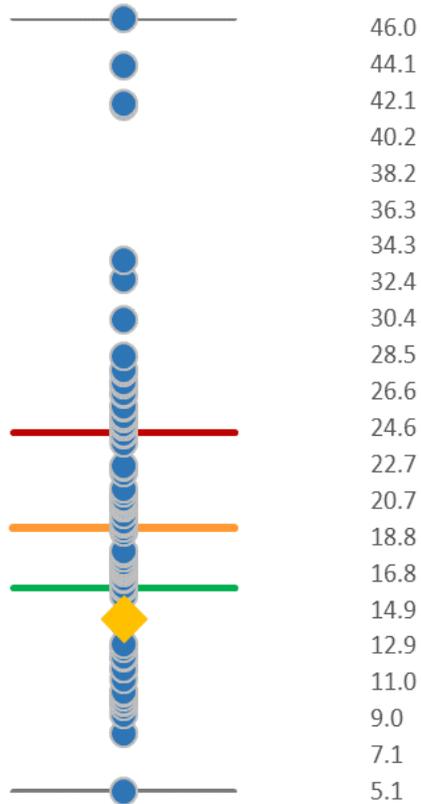
The median and quartiles divide the dataset into four equal parts.

The yellow diamond shows where you sit in relation to the quartiles. Please note we refer to 'upper quartile' to denote the 'preferable' quartile.



Overheads as percentage of direct revenue costs

Overheads as percentage of direct revenue costs



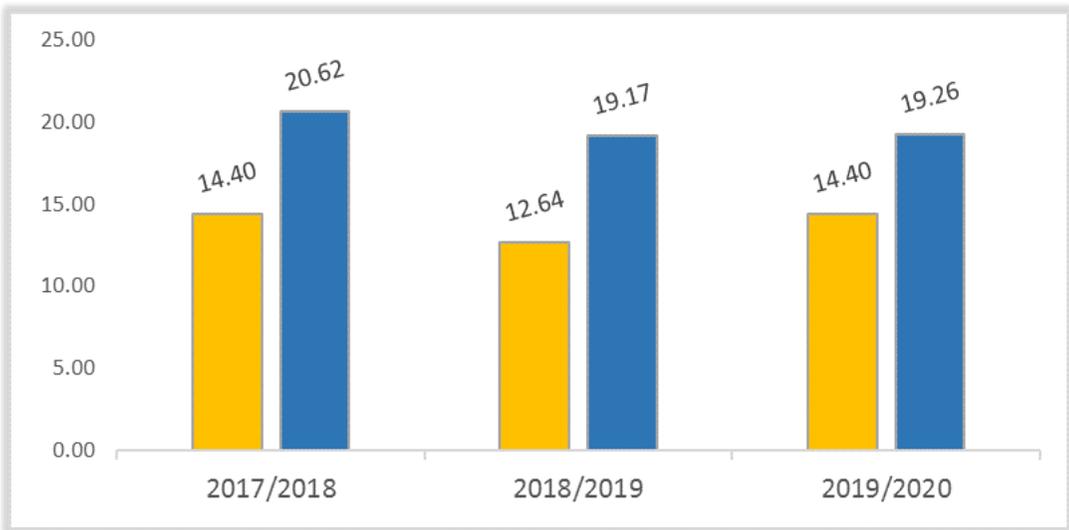
you are in
group 1

in your peer group

five number summary	
Max Value	46.50%
Upper Quartile	16.04%
Median	19.26%
Lower Quartile	24.34%
Min value	5.14%
Your Organisation	14.40%

in context

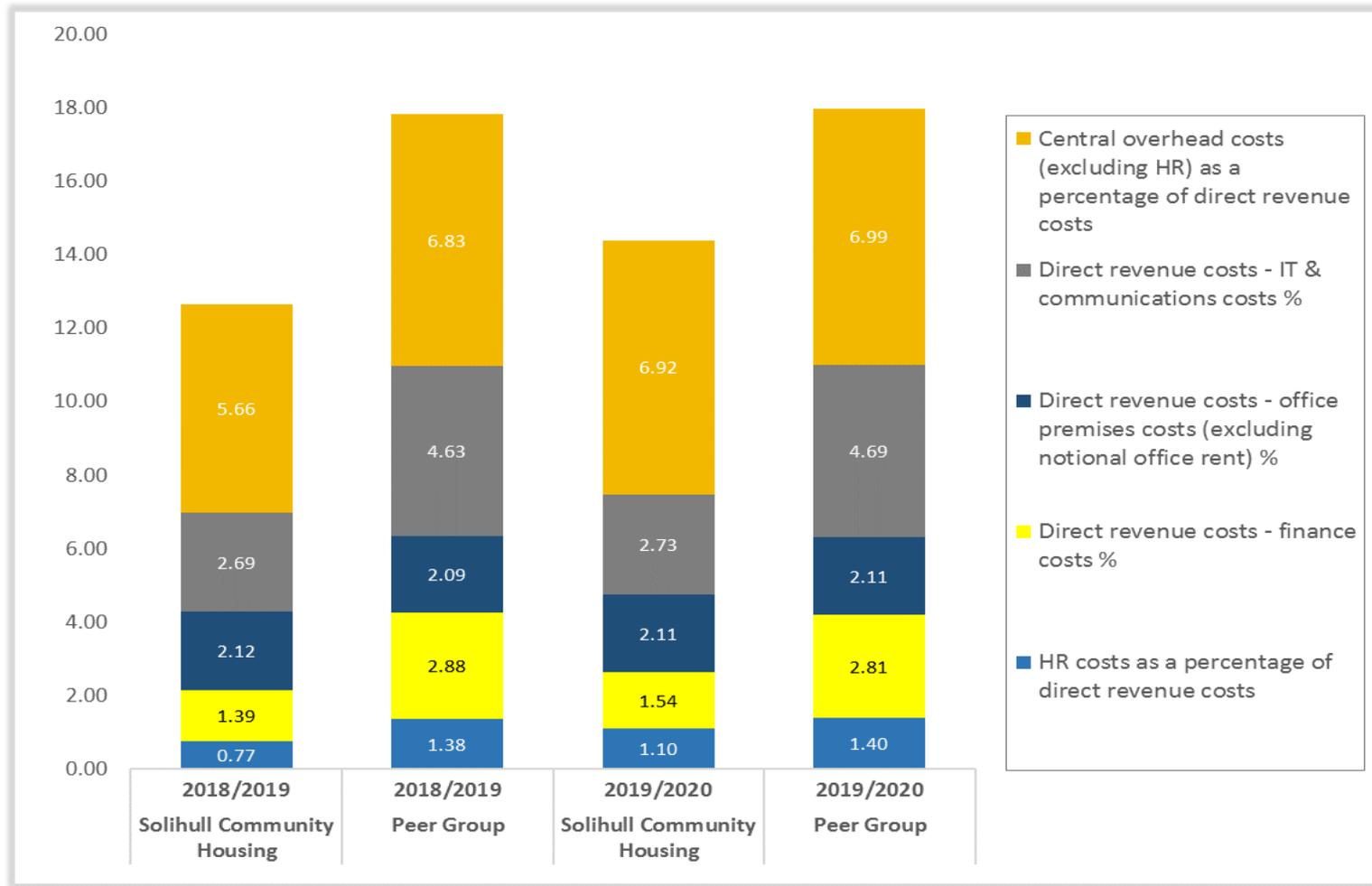
This PI has increased from 12.64% to 14.40% a 13.92% increase compared to a .50% increase for your peer group



■ Organisation ■ Median

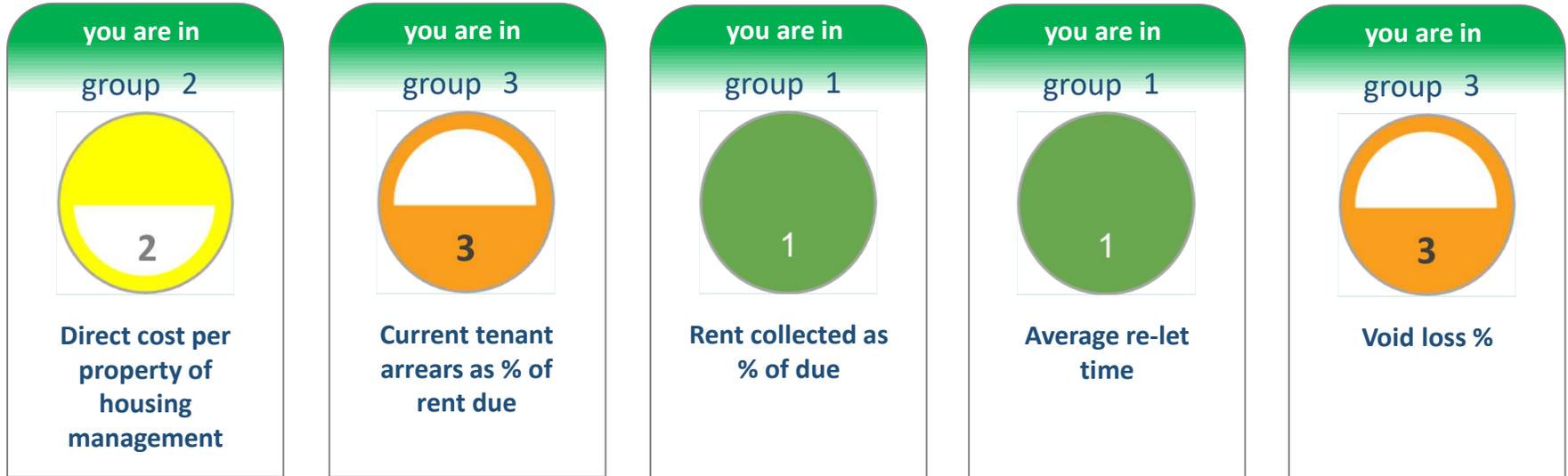


Overheads breakdown





Housing Management Summary



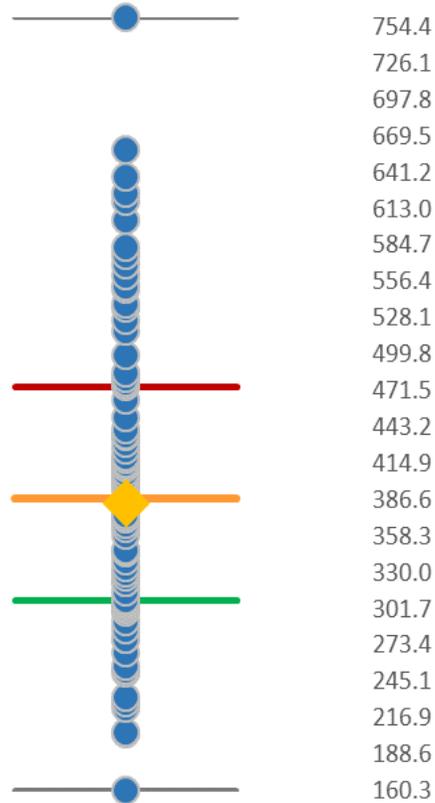
Organisation Commentary

This section is for you to add in your own commentary on cost and performance before circulating to colleagues



Total cost per property: housing management

Total cost per property: housing management



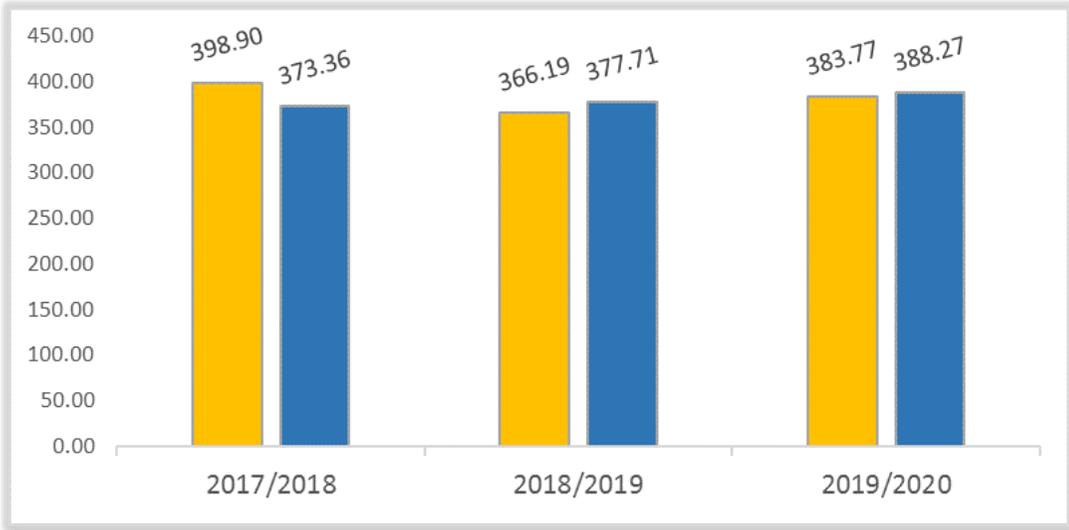
you are in
group 2

2
in your peer group

five number summary	
Max Value	£761.49
Upper Quartile	£308.23
Median	£388.27
Lower Quartile	£474.67
Min value	£160.27
Your Organisation	£383.77

in context

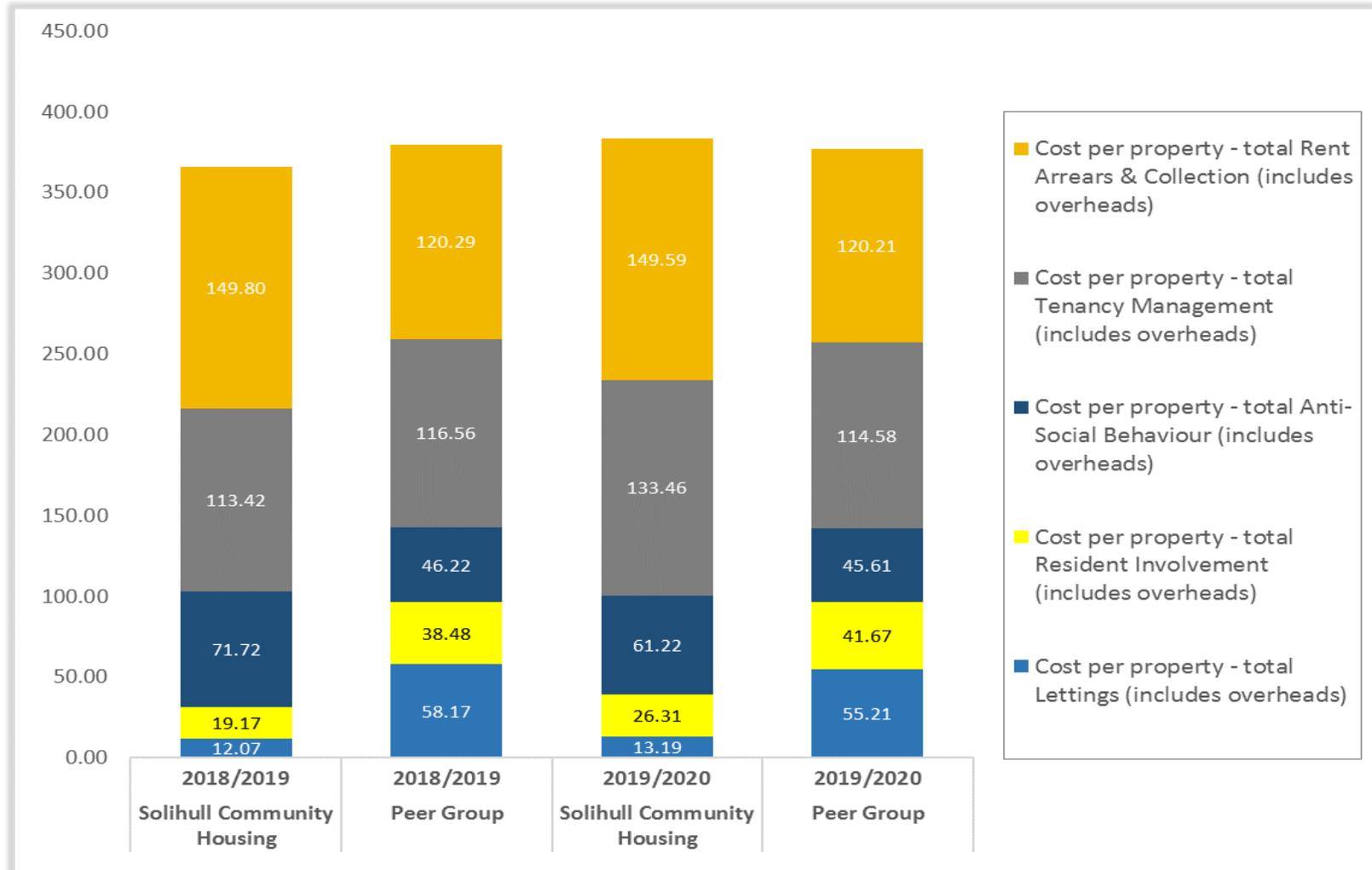
This PI has increased from £366.19 to £383.77 a 4.80% increase compared to a 2.80% increase for your peer group



■ Organisation ■ Median

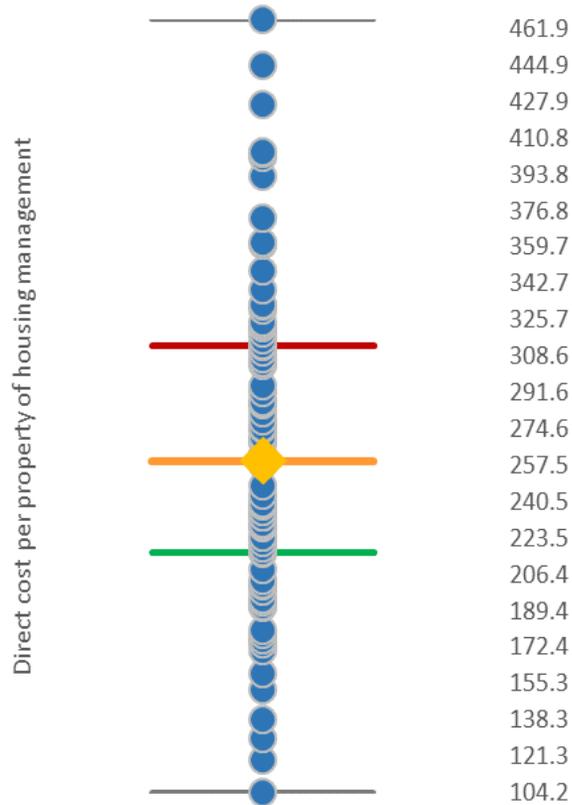


Housing management costs breakdown (per property)





Direct cost per property of housing management



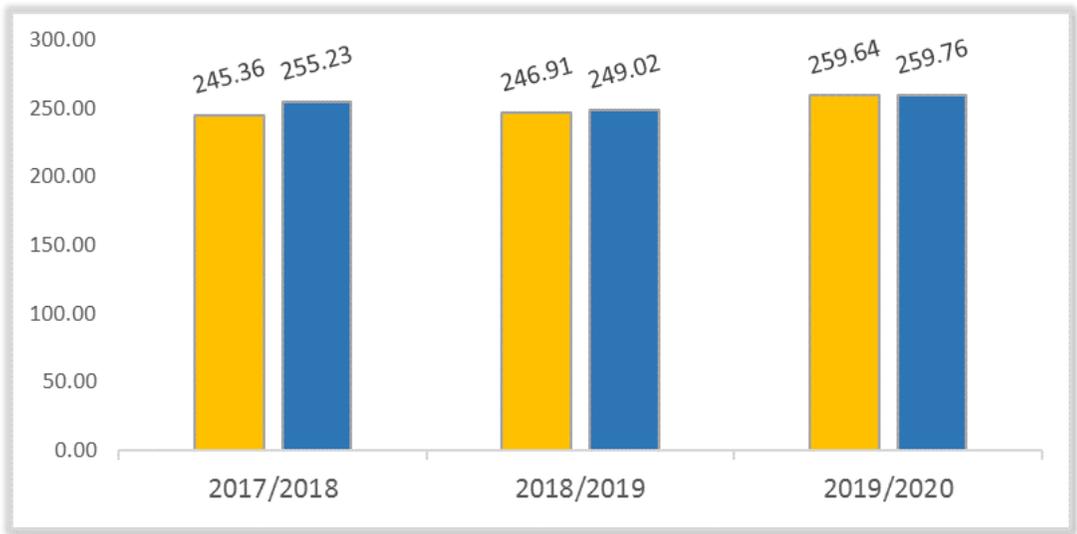
you are in
group 2

2
in your peer group

five number summary	
Max Value	£466.18
Upper Quartile	£216.89
Median	£259.76
Lower Quartile	£313.54
Min value	£104.23
Your Organisation	£259.64

in context

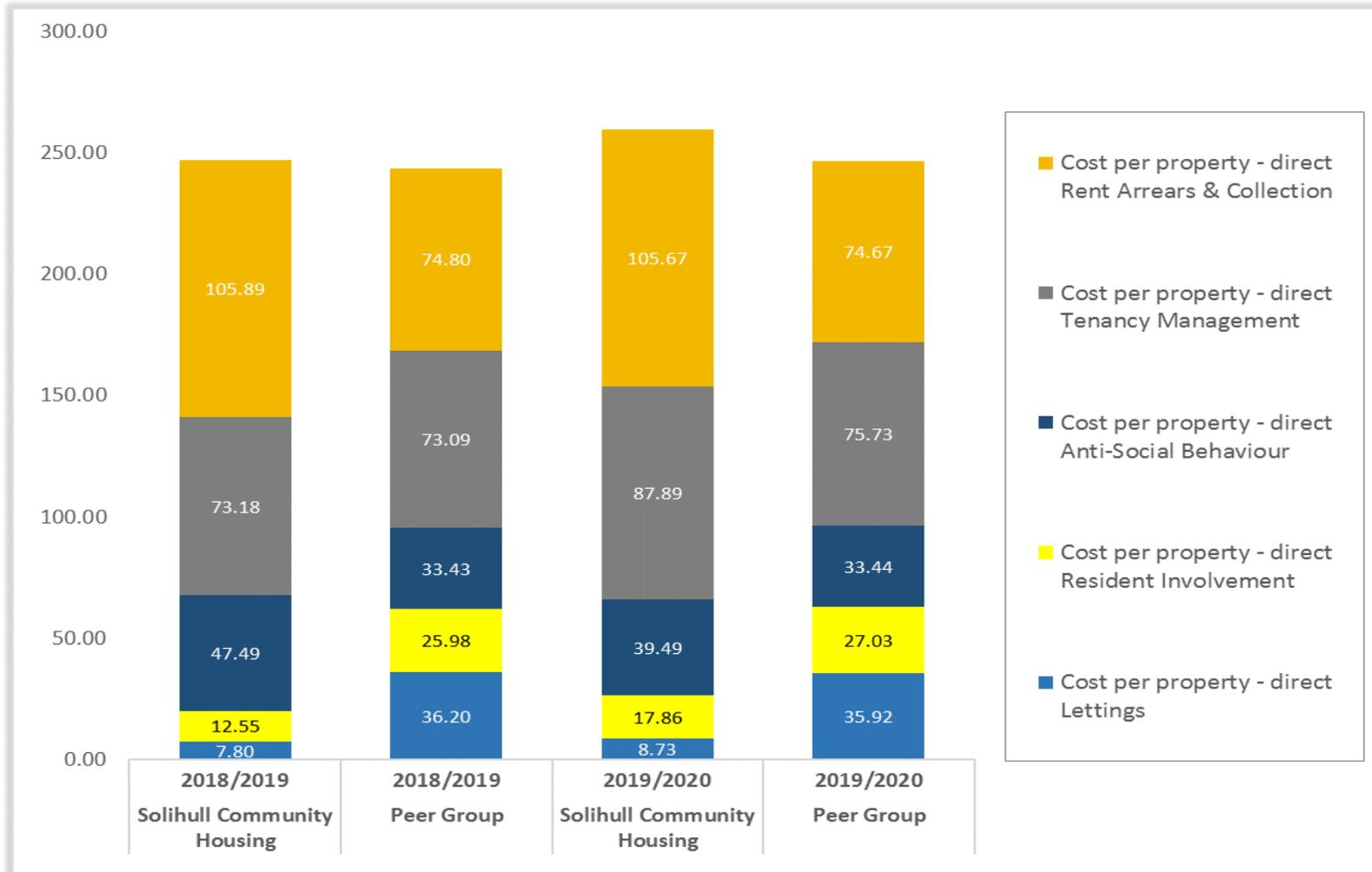
This PI has increased from £246.91 to £259.64 a 5.15% increase compared to a 4.31% increase for your peer group



■ Organisation ■ Median

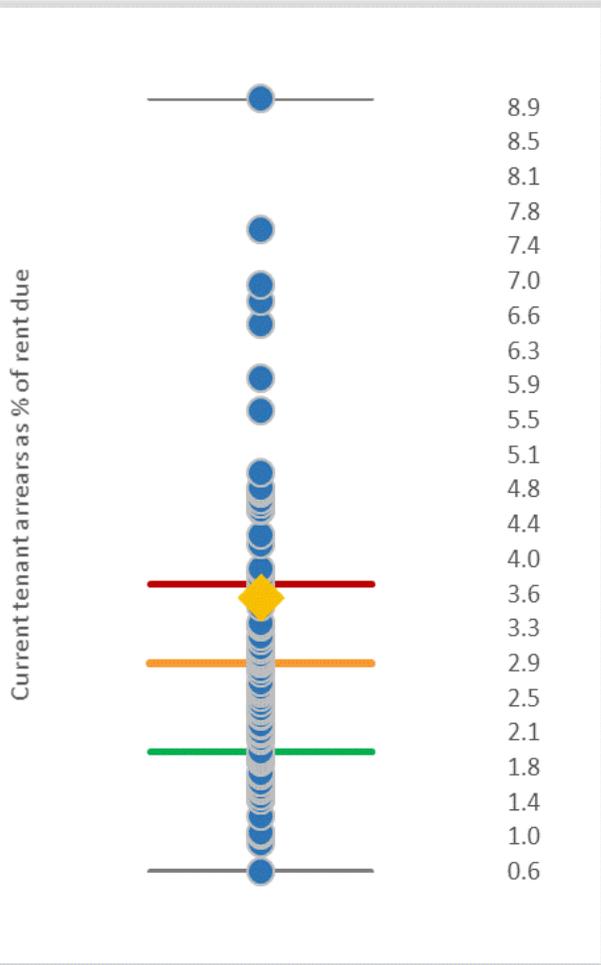


Housing management Direct costs breakdown





Current tenant arrears as % of rent due



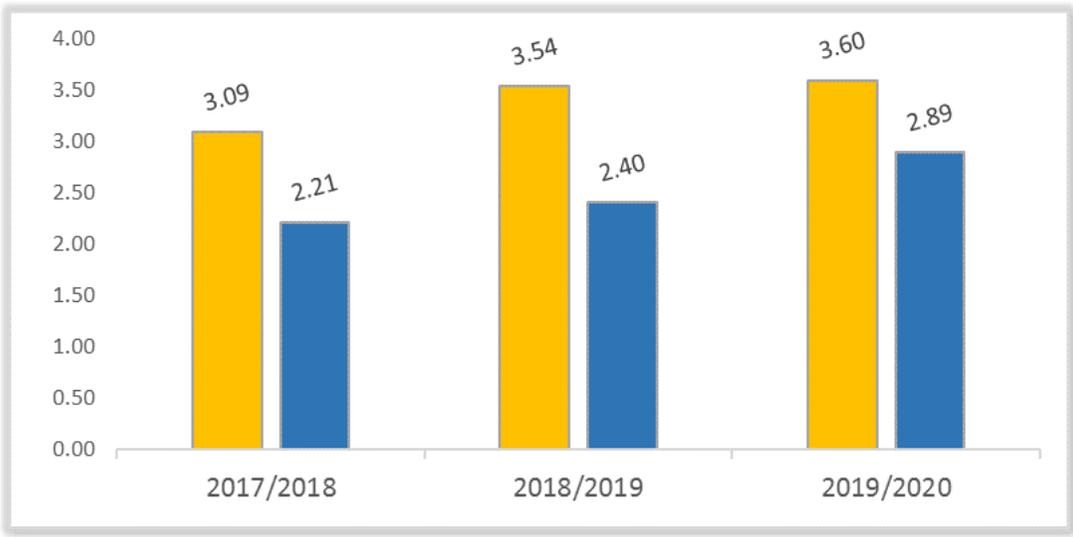
you are in
group 3

3
in your peer group

five number summary	
Max Value	8.97%
Upper Quartile	1.94%
Median	2.89%
Lower Quartile	3.75%
Min value	.65%
Your Organisation	3.60%

in context

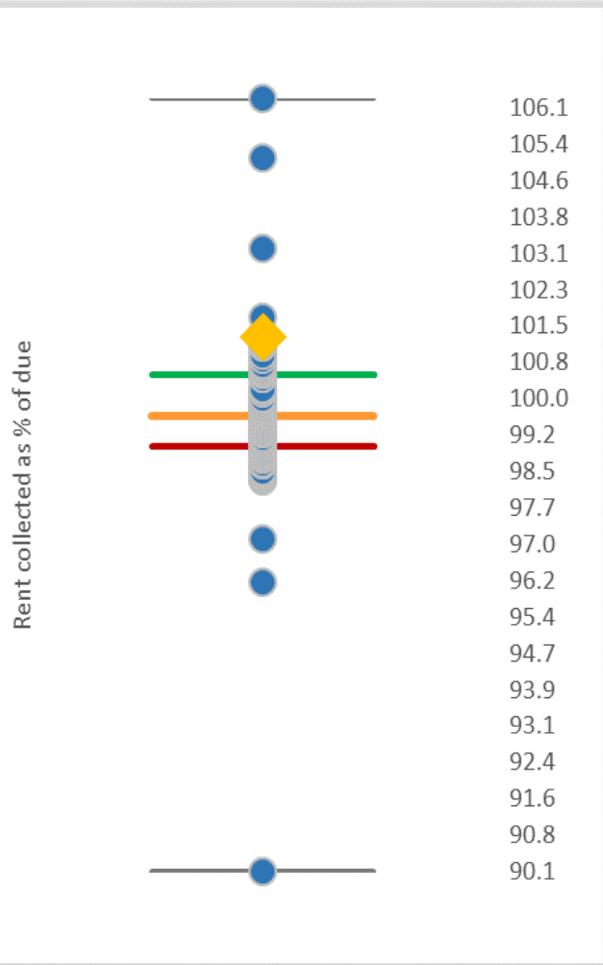
This PI has increased from 3.54% to 3.60% a 1.71% increase compared to a 20.39% increase for your peer group



■ Organisation ■ Median



Rent collected as % of due



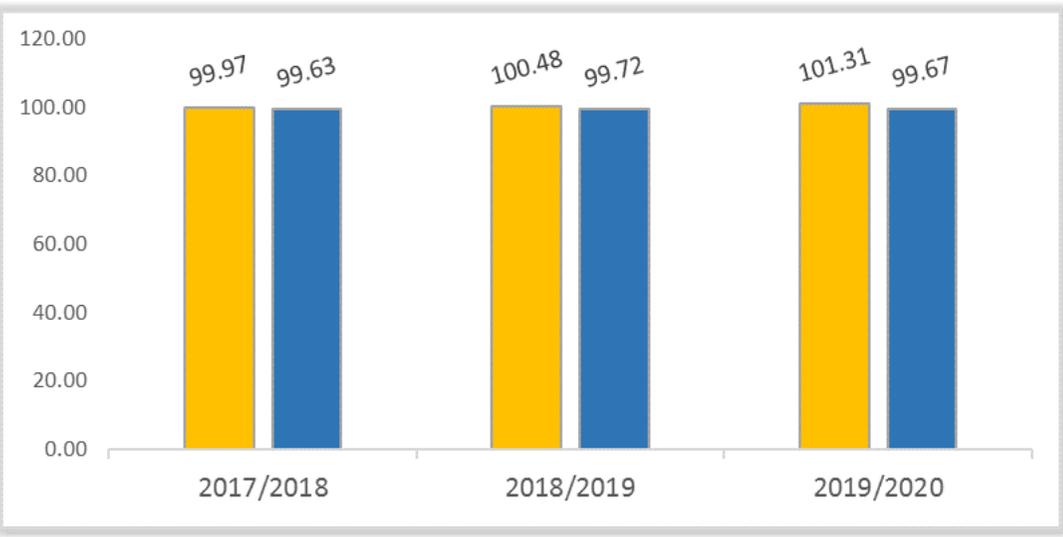
you are in
group 1

in your peer group

five number summary	
Max Value	106.32%
Upper Quartile	100.53%
Median	99.67%
Lower Quartile	99.01%
Min value	90.08%
Your Organisation	101.31%

in context

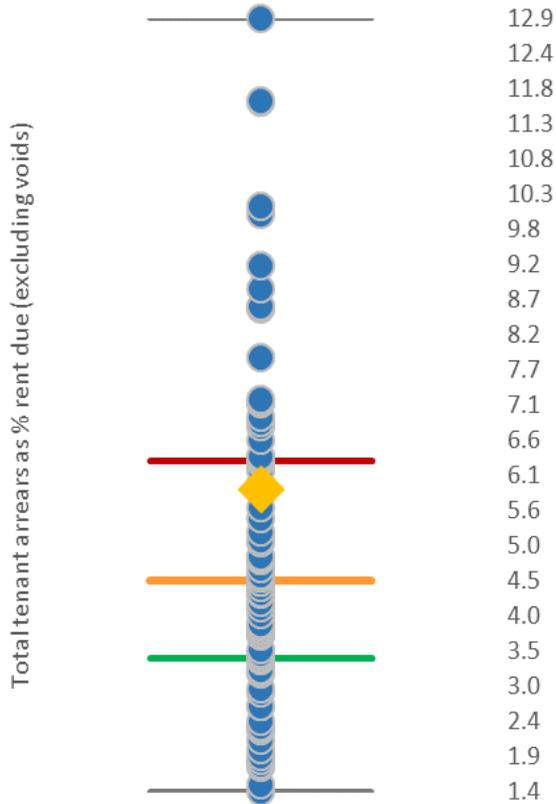
This PI has increased from 100.48% to 101.31% a .82% increase compared to a -.05% decrease for your peer group



■ Organisation ■ Median



Total tenant arrears as % rent due (excluding voids)



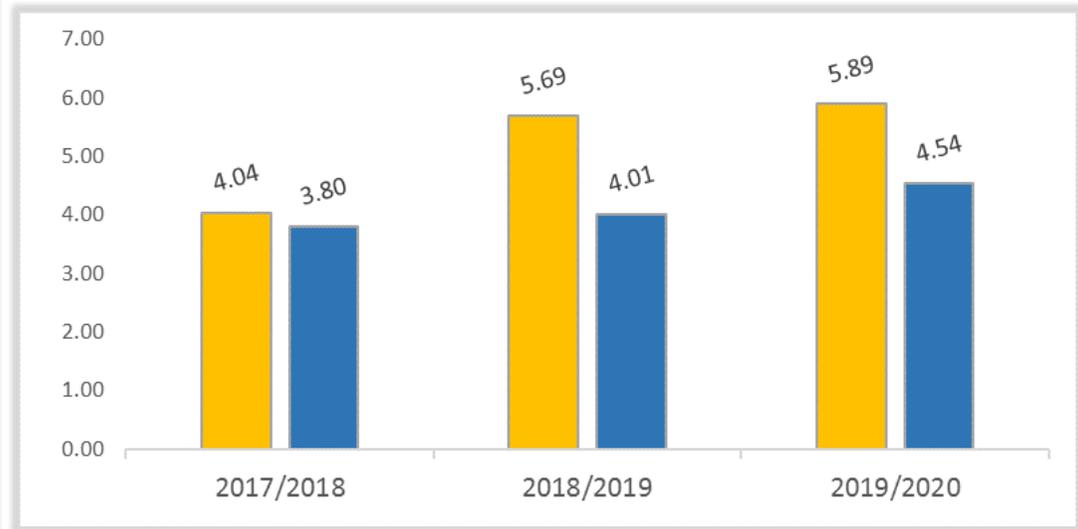
you are in
group 3

3
in your peer group

five number summary	
Max Value	12.90%
Upper Quartile	3.38%
Median	4.54%
Lower Quartile	6.32%
Min value	1.38%
Your Organisation	5.89%

in context

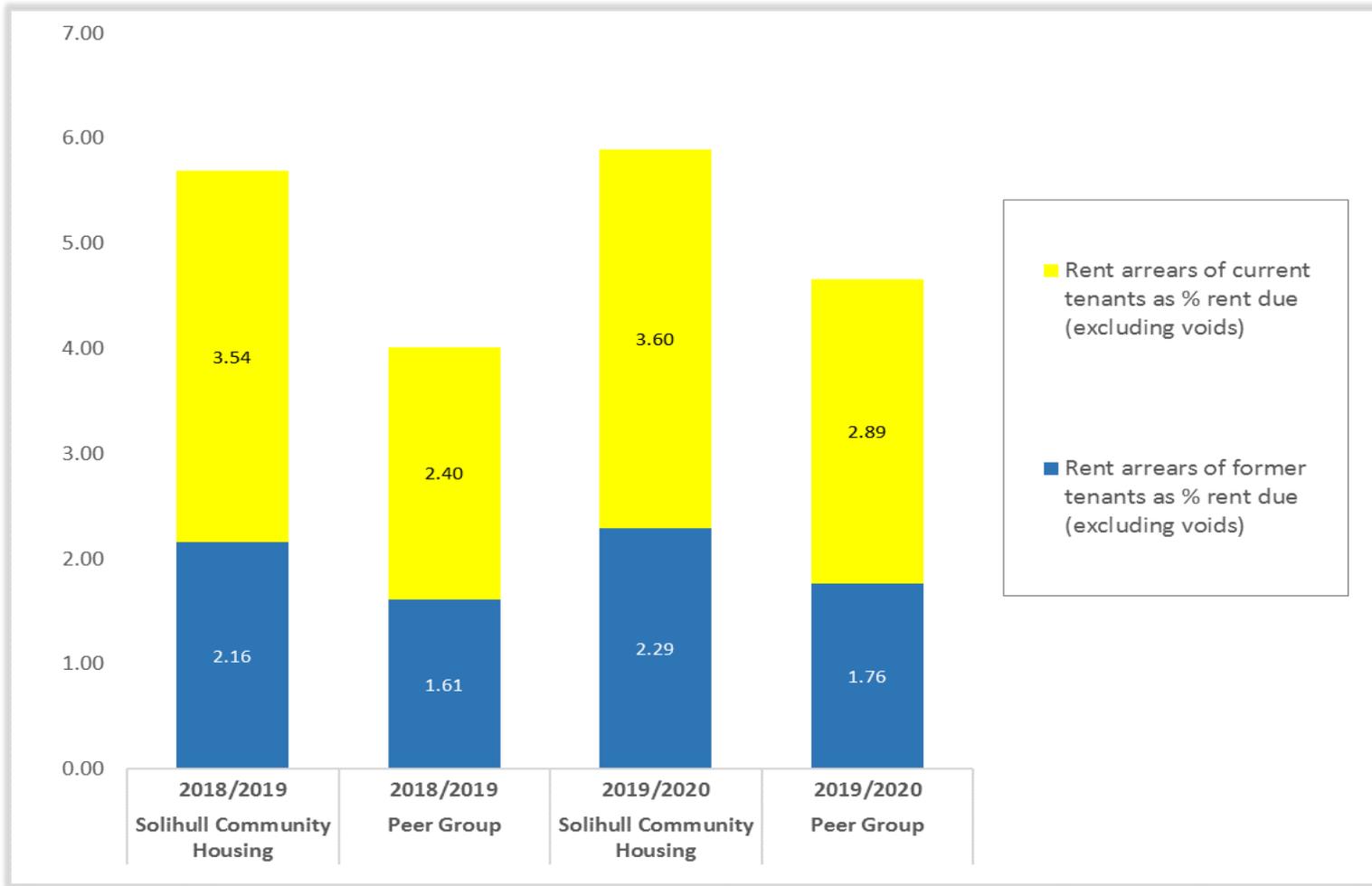
This PI has increased from 5.69% to 5.89% a 3.45% increase compared to a 12.98% increase for your peer group



■ Organisation ■ Median



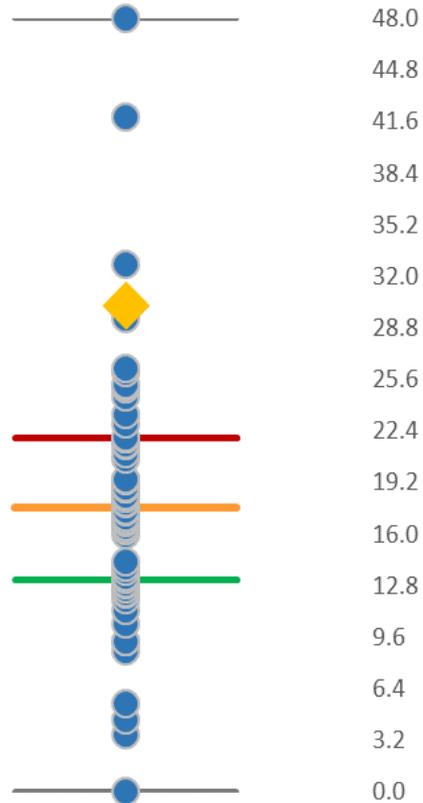
Tenant arrears and write offs breakdown





Known UC claimants as % of GN and HfOP stock

Known UC claimants as % of GN and HfOP stock



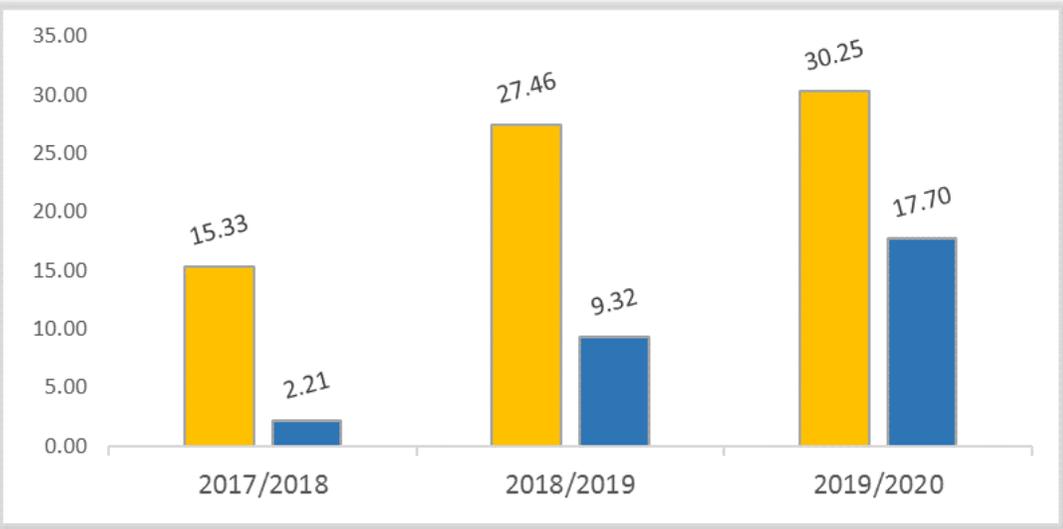
you are in
group 4

4
in your peer group

five number summary	
Max Value	48.01%
Upper Quartile	13.14%
Median	17.70%
Lower Quartile	21.97%
Min value	.00%
Your Organisation	30.25%

in context

This PI has increased from 27.46% to 30.25% a 10.16% increase compared to a 89.83% increase for your peer group

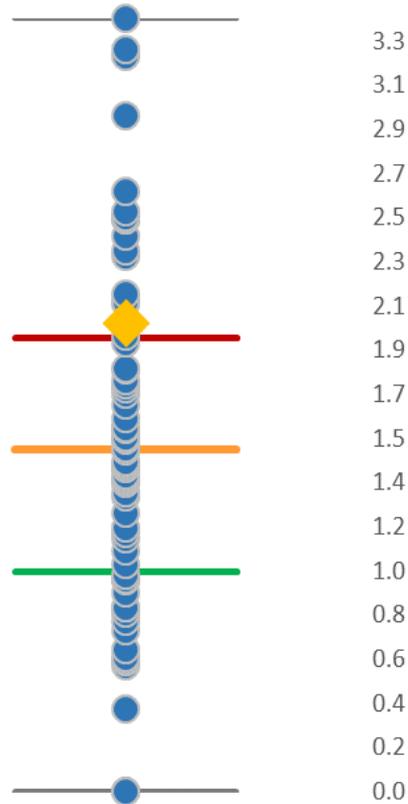


■ Organisation ■ Median



Arrears of known UC claimants

Arrears of known UC claimants



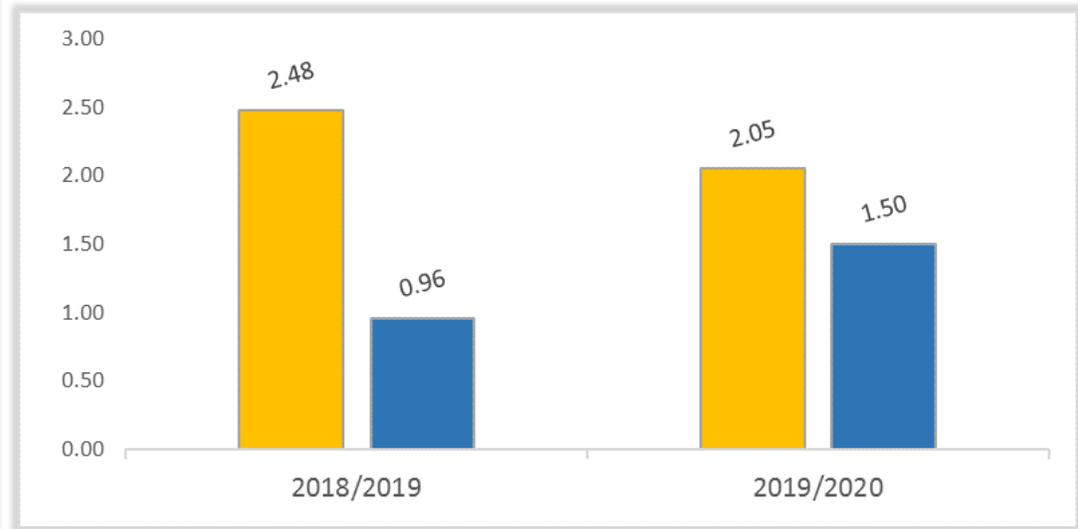
you are in
group 4

4
in your peer group

five number summary	
Max Value	3.39%
Upper Quartile	.96%
Median	1.50%
Lower Quartile	1.99%
Min value	.00%
Your Organisation	2.05%

in context

This PI has decreased from 2.48% to 2.05% a - 17.24% decrease compared to a 57.27% increase for your peer group

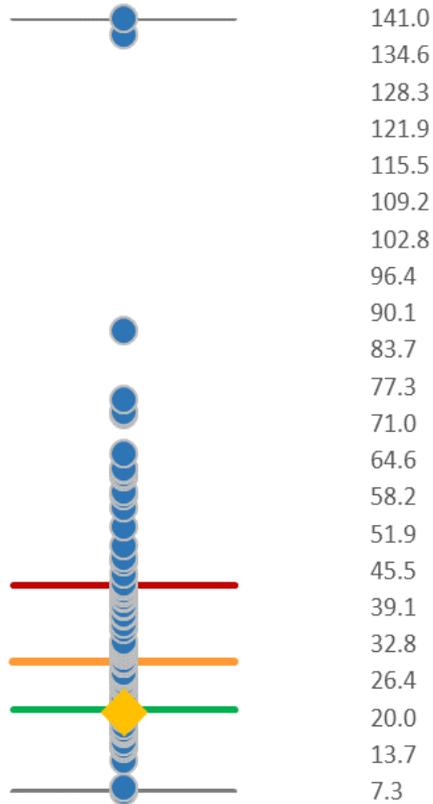


■ Organisation ■ Median



Average re-let time in days (standard re-lets)

Average re-let time in days (standard re-lets)



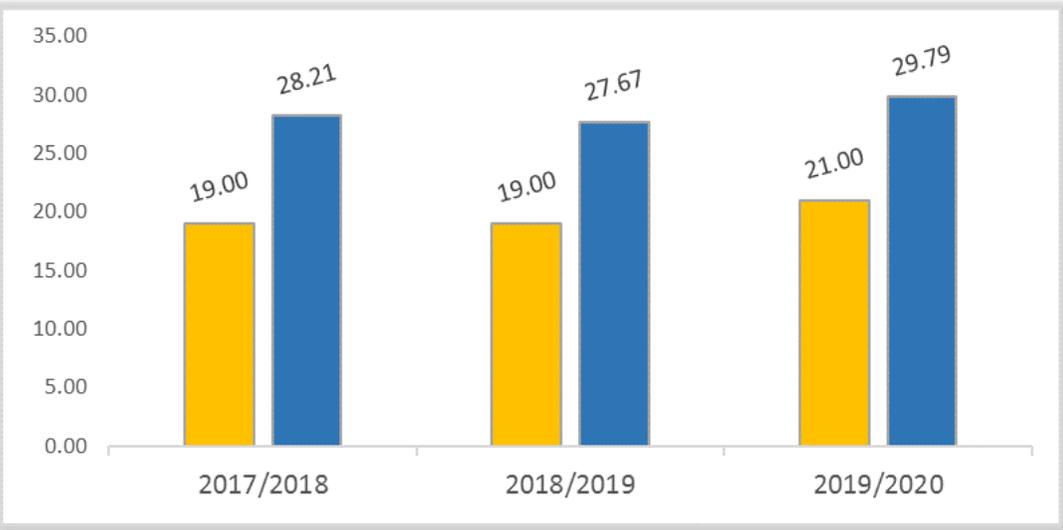
you are in
group 1

in your peer group

five number summary	
Max Value	141.00
Upper Quartile	21.47
Median	29.79
Lower Quartile	43.10
Min value	7.30
Your Organisation	21.00

in context

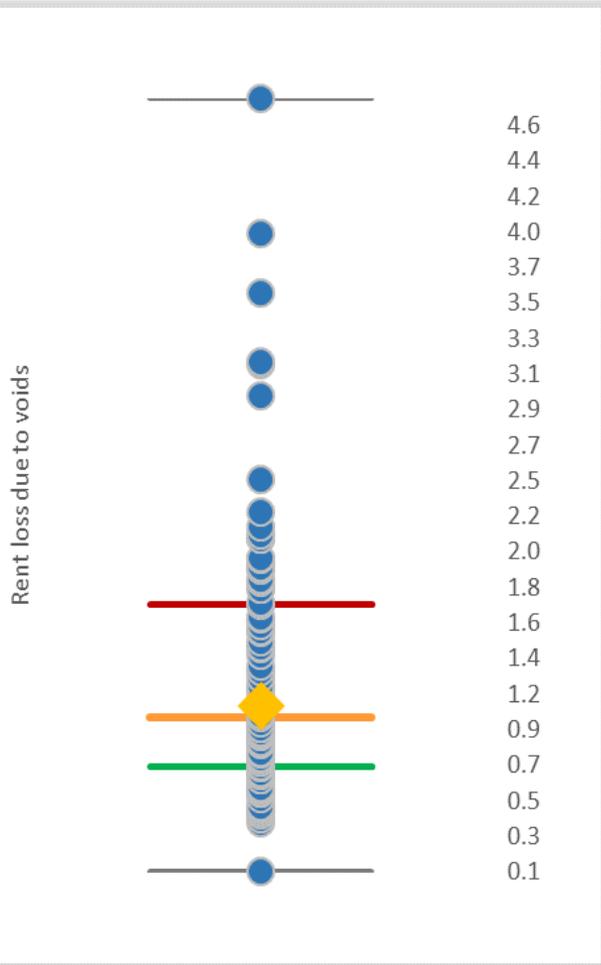
This PI has increased from 19.00 to 21.00 a 10.53% increase compared to a 7.66% increase for your peer group



■ Organisation ■ Median



Rent loss due to voids



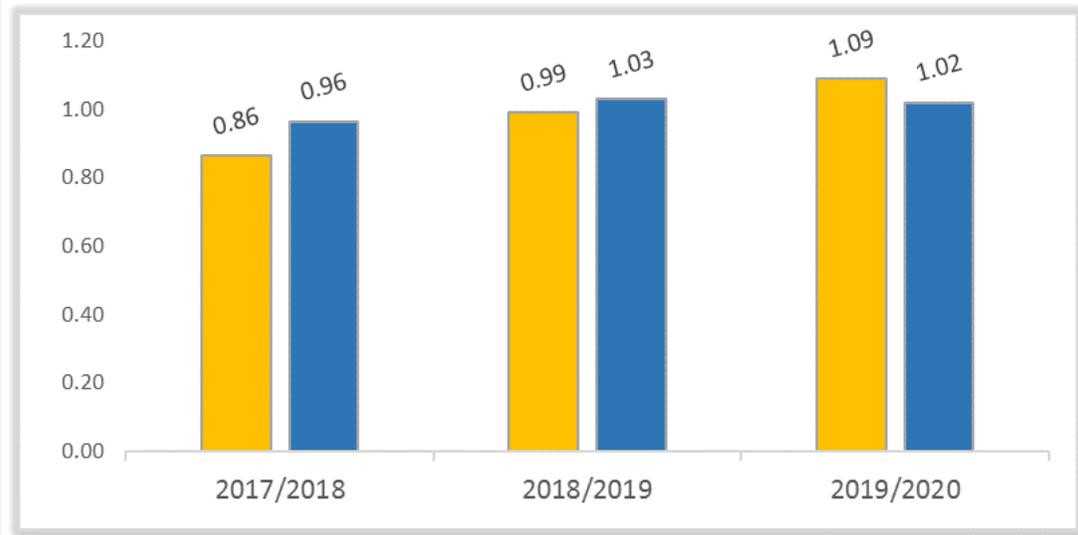
you are in
group 3

3
in your peer group

five number summary	
Max Value	4.77%
Upper Quartile	.72%
Median	1.02%
Lower Quartile	1.70%
Min value	.08%
Your Organisation	1.09%

in context

This PI has increased from .99% to 1.09% a 10.10% increase compared to a -.98% decrease for your peer group



■ Organisation ■ Median



Responsive repairs and voids summary



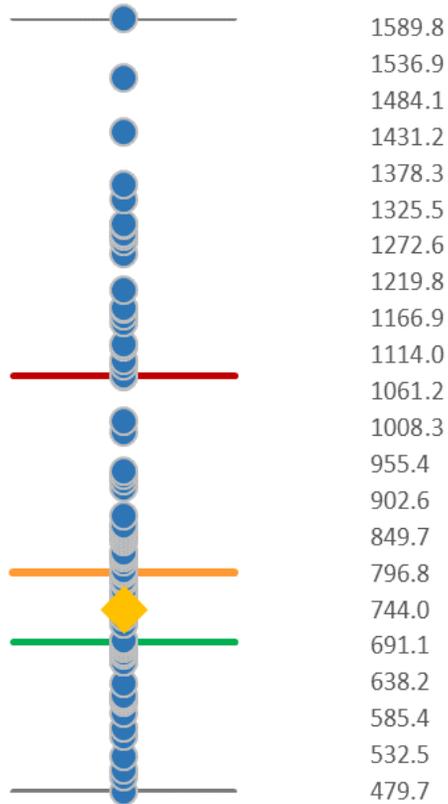
Organisation Commentary

This section is for you to add in your own commentary on cost and performance before circulating to colleagues



Total cost per property: responsive repairs and void works

Total cost per property: responsive repairs and void works



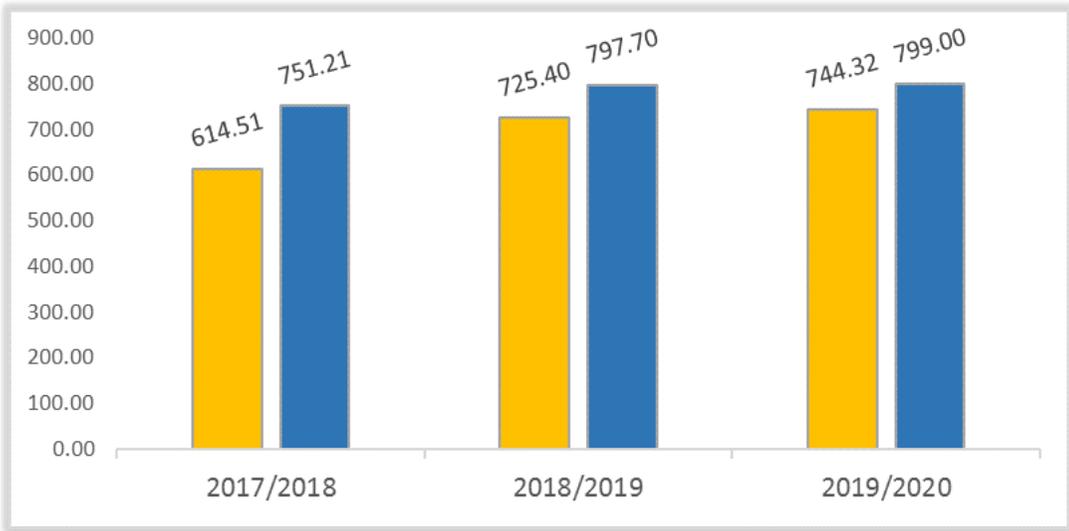
you are in
group 2

in your peer group

five number summary	
Max Value	£1,603.02
Upper Quartile	£698.48
Median	£799.00
Lower Quartile	£1,083.50
Min value	£479.66
Your Organisation	£744.32

in context

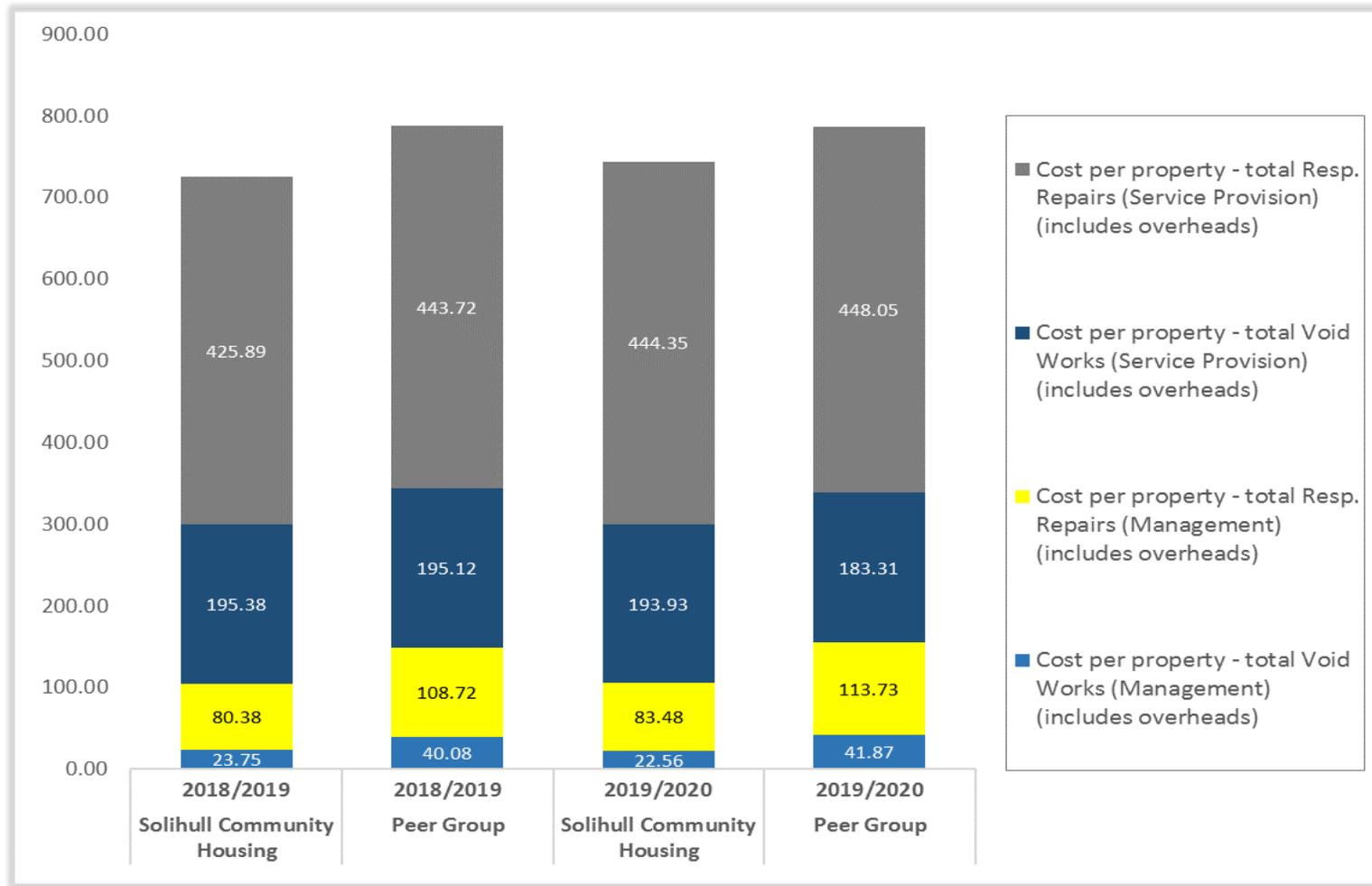
This PI has increased from £725.40 to £744.32 a 2.61% increase compared to a .16% increase for your peer group



■ Organisation ■ Median

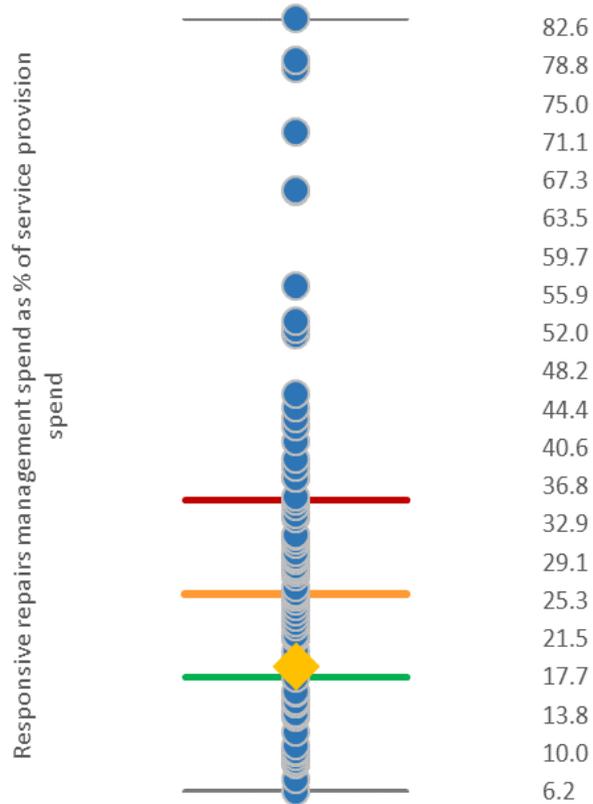


Cost breakdown: responsive repairs and void works





Responsive repairs management spend as % of service provision spend



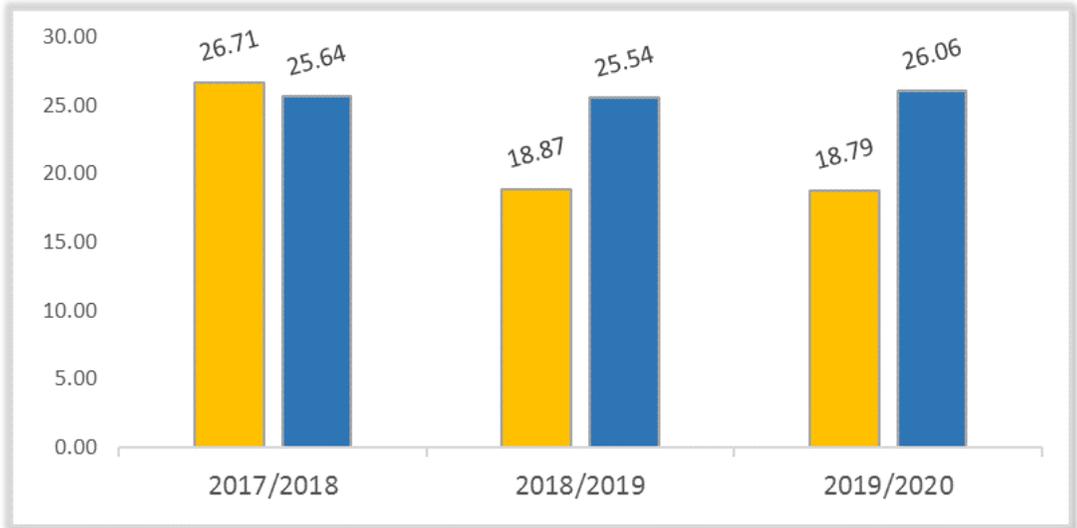
you are in
group 2

in your peer group

five number summary	
Max Value	83.55%
Upper Quartile	17.67%
Median	26.06%
Lower Quartile	35.39%
Min value	6.19%
Your Organisation	18.79%

in context

This PI has decreased from 18.87% to 18.79% a -.46% decrease compared to a 2.05% increase for your peer group

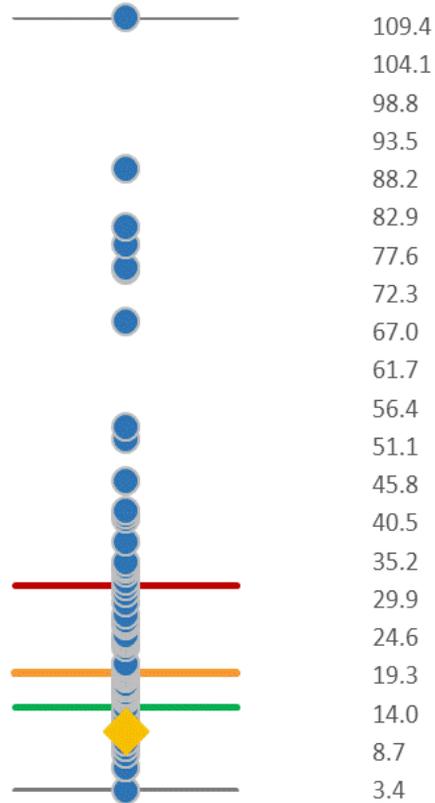


■ Organisation ■ Median



Void works management spend as % of service provision spend

Void works management spend as % of service provision spend



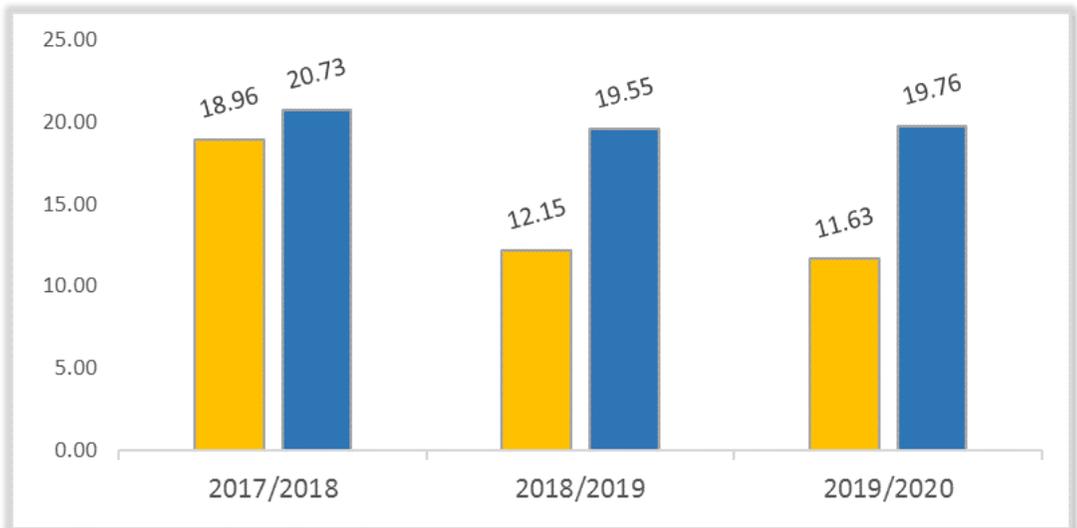
you are in
group 1

in your peer group

five number summary	
Max Value	110.69%
Upper Quartile	14.95%
Median	19.76%
Lower Quartile	31.80%
Min value	3.39%
Your Organisation	11.63%

in context

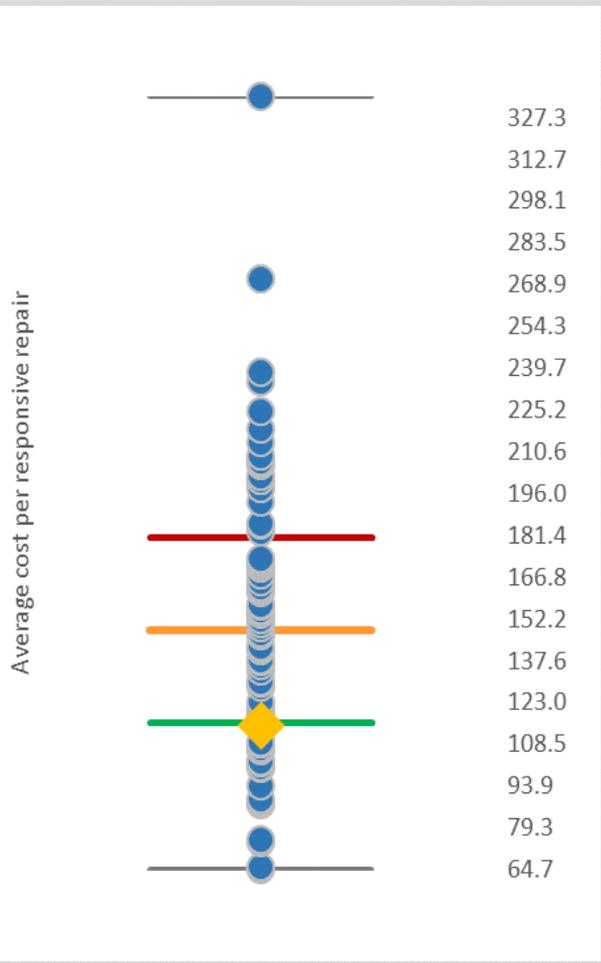
This PI has decreased from 12.15% to 11.63% a -4.31% decrease compared to a 1.04% increase for your peer group



■ Organisation ■ Median



Average cost per responsive repair



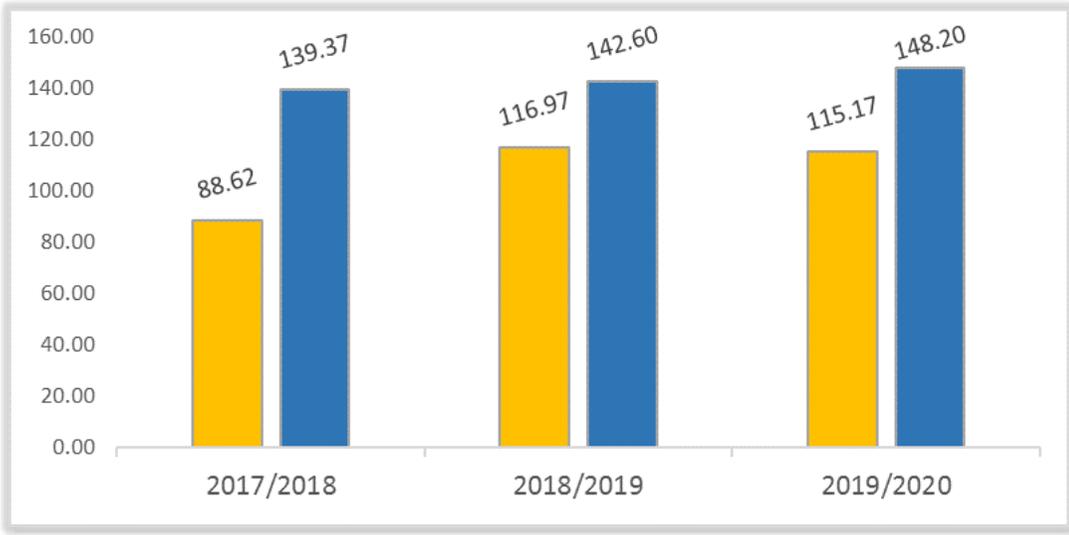
you are in
group 1

1
in your peer group

five number summary	
Max Value	£334.56
Upper Quartile	£116.17
Median	£148.20
Lower Quartile	£180.59
Min value	£64.69
Your Organisation	£115.17

in context

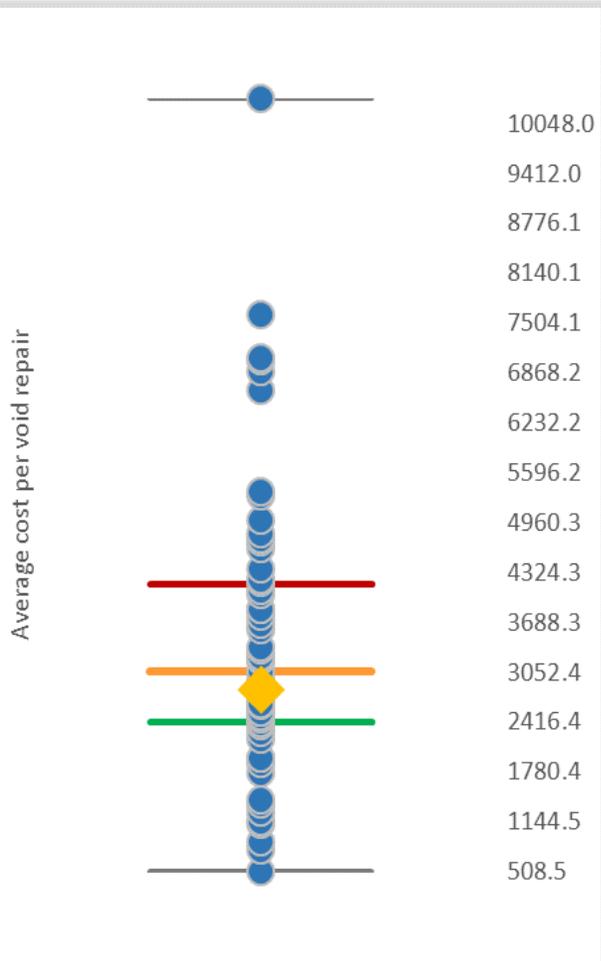
This PI has decreased from £116.97 to £115.17 a -1.54% decrease compared to a 3.93% increase for your peer group



■ Organisation ■ Median



Average cost per void repair



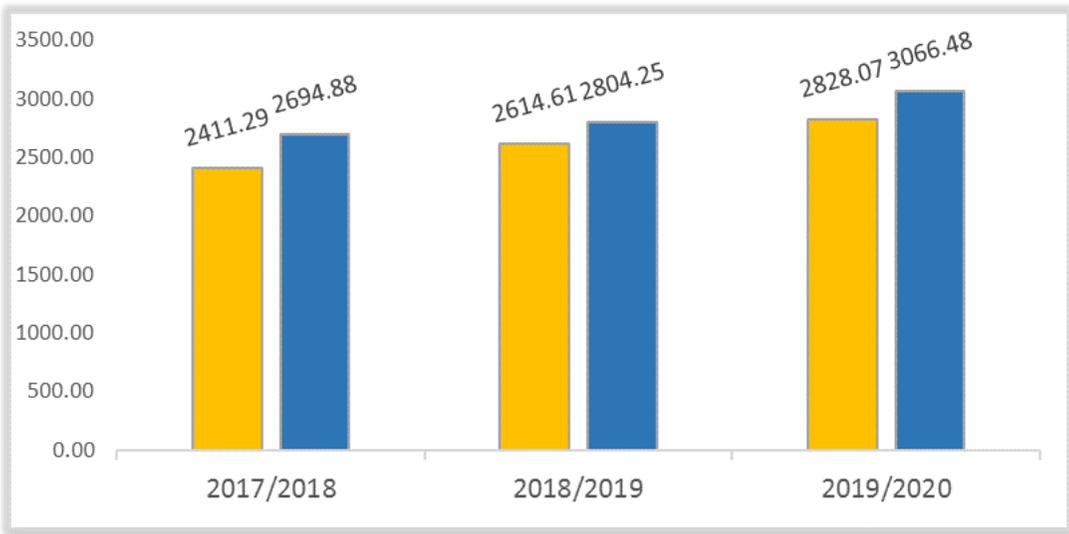
you are in
group 2

2
in your peer group

five number summary	
Max Value	£10,365.99
Upper Quartile	£2,426.01
Median	£3,066.48
Lower Quartile	£4,184.49
Min value	£508.52
Your Organisation	£2,828.07

in context

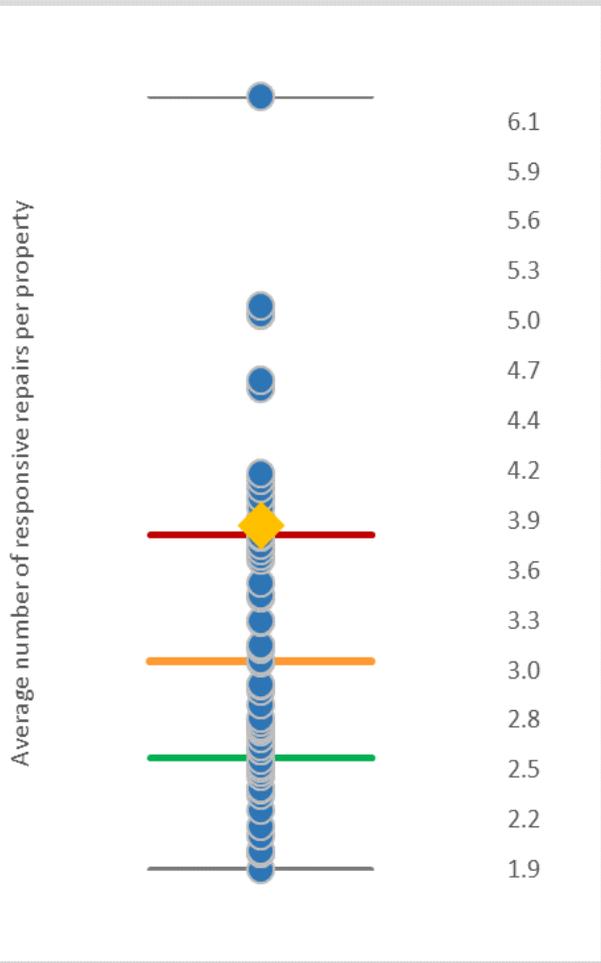
This PI has increased from £2,614.61 to £2,828.07 a 8.16% increase compared to a 9.35% increase for your peer group



■ Organisation ■ Median



Average number of responsive repairs per property



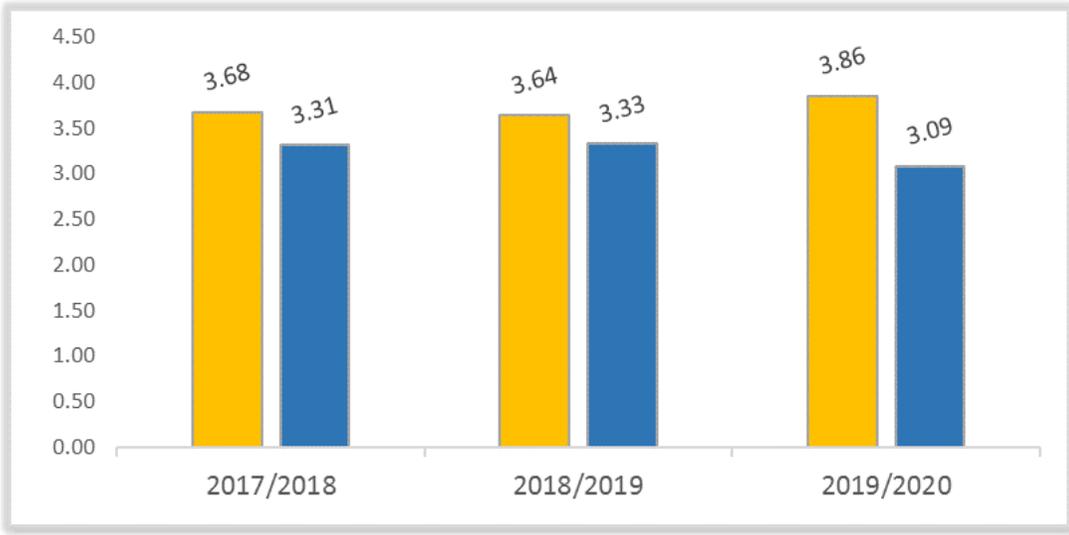
you are in
group 4

4
in your peer group

five number summary	
Max Value	6.27
Upper Quartile	2.54
Median	3.09
Lower Quartile	3.80
Min value	1.91
Your Organisation	3.86

in context

This PI has increased from 3.64 to 3.86 a 5.97% increase compared to a -7.23% decrease for your peer group

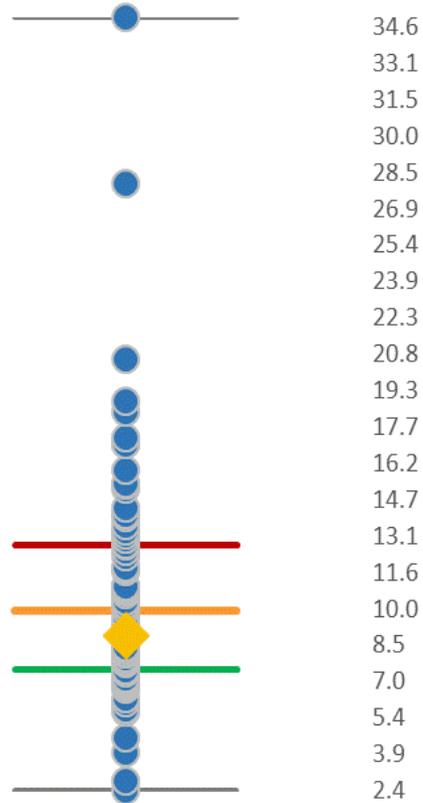


■ Organisation ■ Median



Average number of calendar days to complete repairs

Average number of calendar days to complete repairs



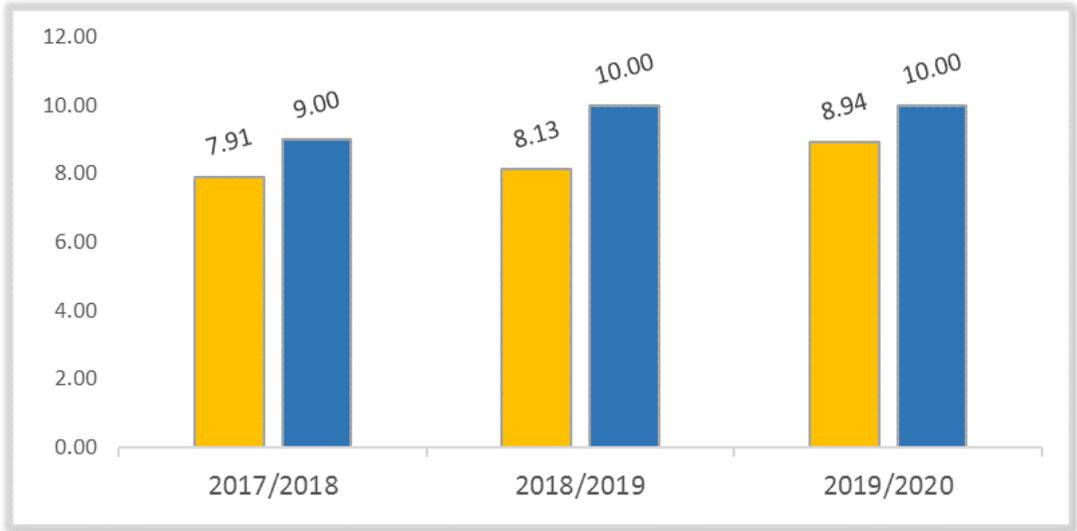
you are in
group 2

2
in your peer group

five number summary	
Max Value	35.00
Upper Quartile	7.50
Median	10.00
Lower Quartile	12.73
Min value	2.37
Your Organisation	8.94

in context

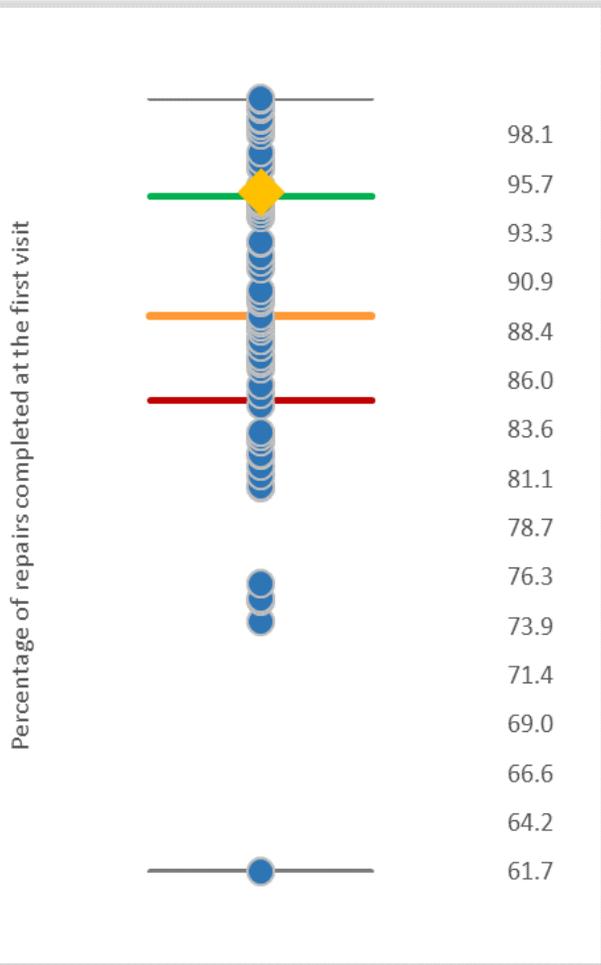
This PI has increased from 8.13 to 8.94 a 9.96% increase compared to a no change for your peer group



■ Organisation ■ Median



Percentage of repairs completed at the first visit



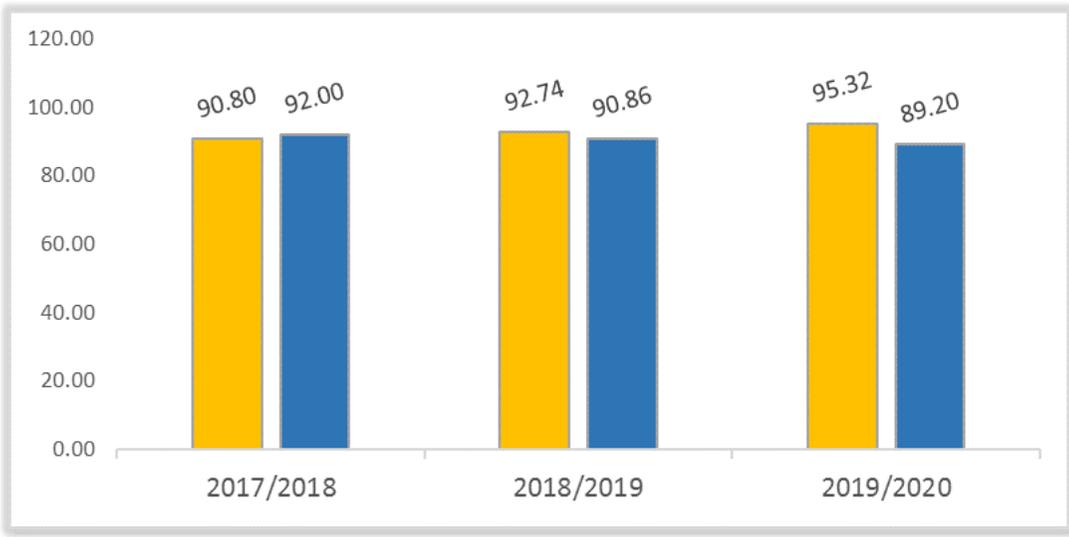
you are in
group 1

in your peer group

five number summary	
Max Value	99.95%
Upper Quartile	95.11%
Median	89.20%
Lower Quartile	85.07%
Min value	61.74%
Your Organisation	95.32%

in context

This PI has increased from 92.74% to 95.32% a 2.78% increase compared to a -1.83% decrease for your peer group

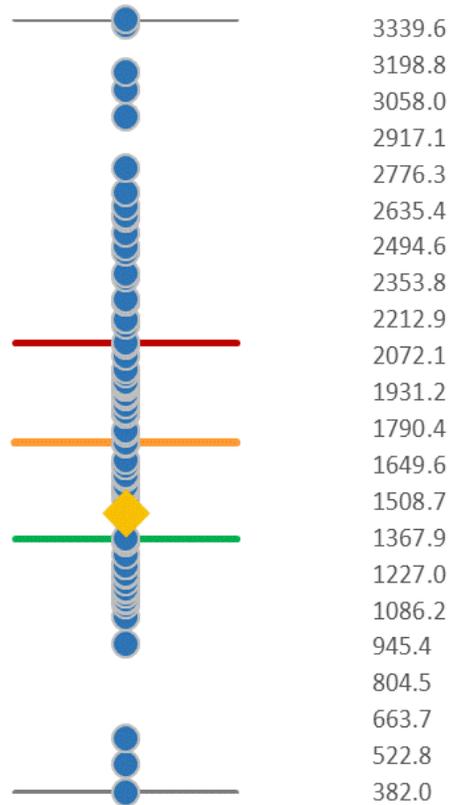


■ Organisation ■ Median



Total cost per property: major works and cyclical maintenance

Total cost per property: major works and cyclical maintenance



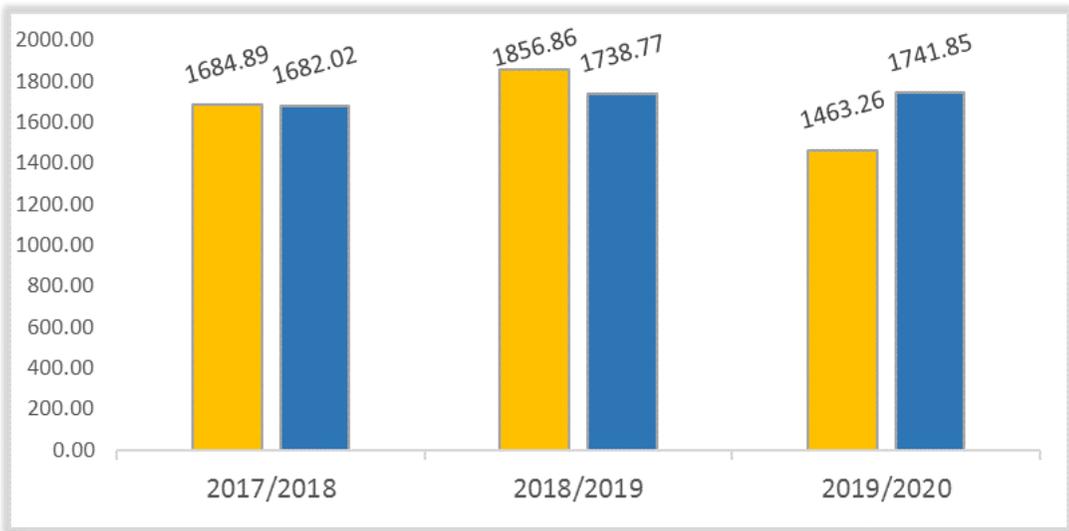
you are in
group 2

in your peer group

five number summary	
Max Value	£3,374.85
Upper Quartile	£1,363.18
Median	£1,741.85
Lower Quartile	£2,124.96
Min value	£382.00
Your Organisation	£1,463.26

in context

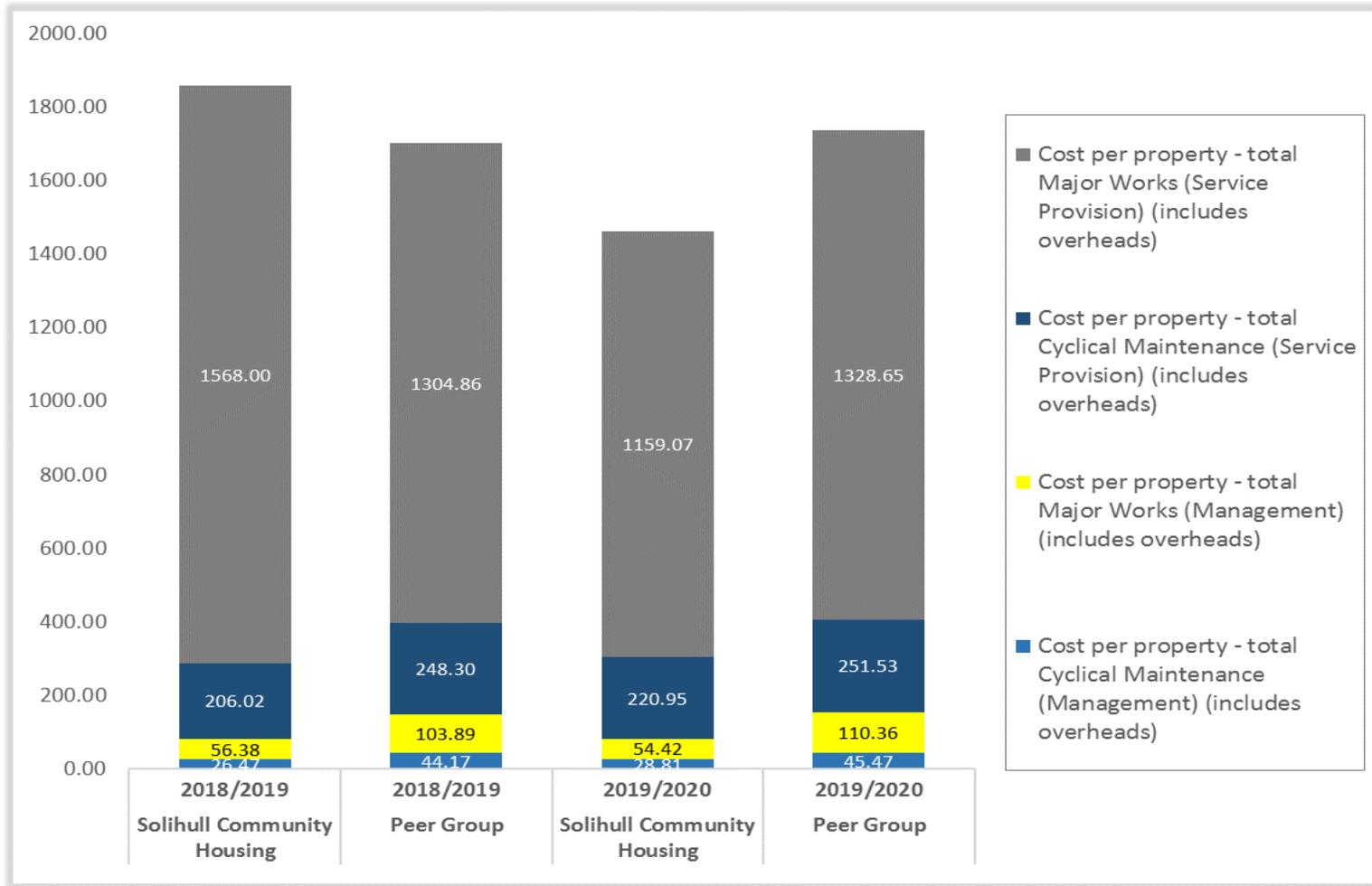
This PI has decreased from £1,856.86 to £1,463.26 a -21.20% decrease compared to a .18% increase for your peer group



■ Organisation ■ Median



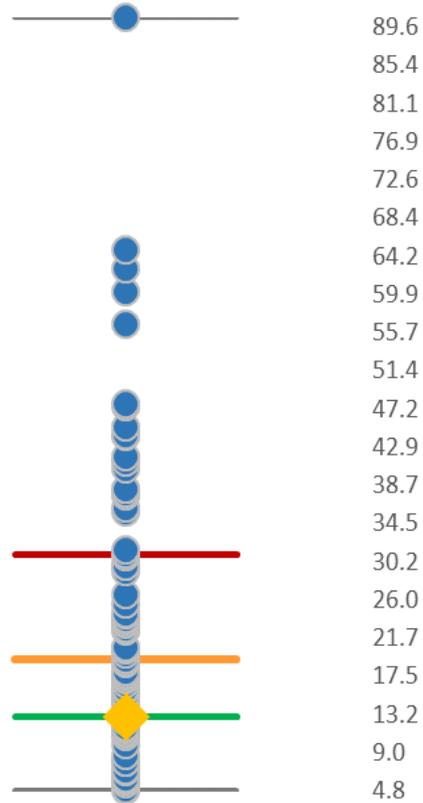
Major works and cyclical maintenance cost breakdowns





Cyclical maintenance management spend as % of service provision spend

Cyclical maintenance management spend as % of service provision spend



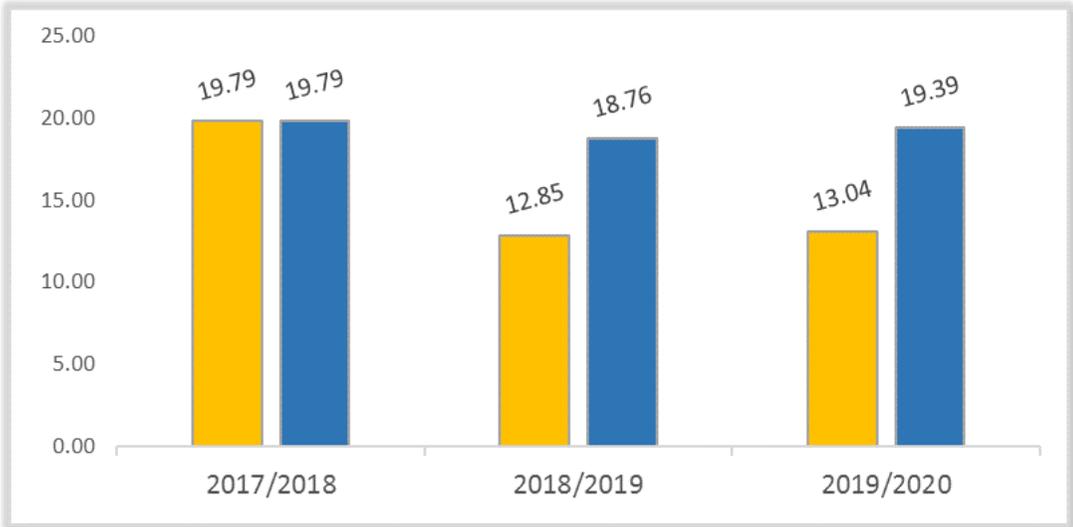
you are in
group 1

in your peer group

five number summary	
Max Value	90.68%
Upper Quartile	13.06%
Median	19.39%
Lower Quartile	31.08%
Min value	4.76%
Your Organisation	13.04%

in context

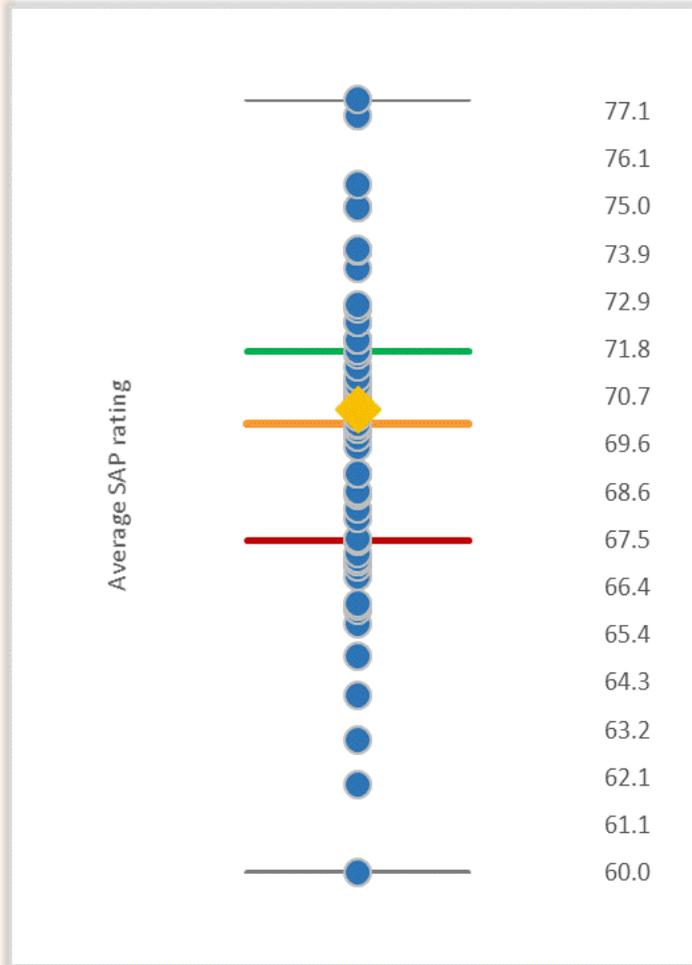
This PI has increased from 12.85% to 13.04% a 1.46% increase compared to a 3.36% increase for your peer group



■ Organisation ■ Median



Average SAP rating



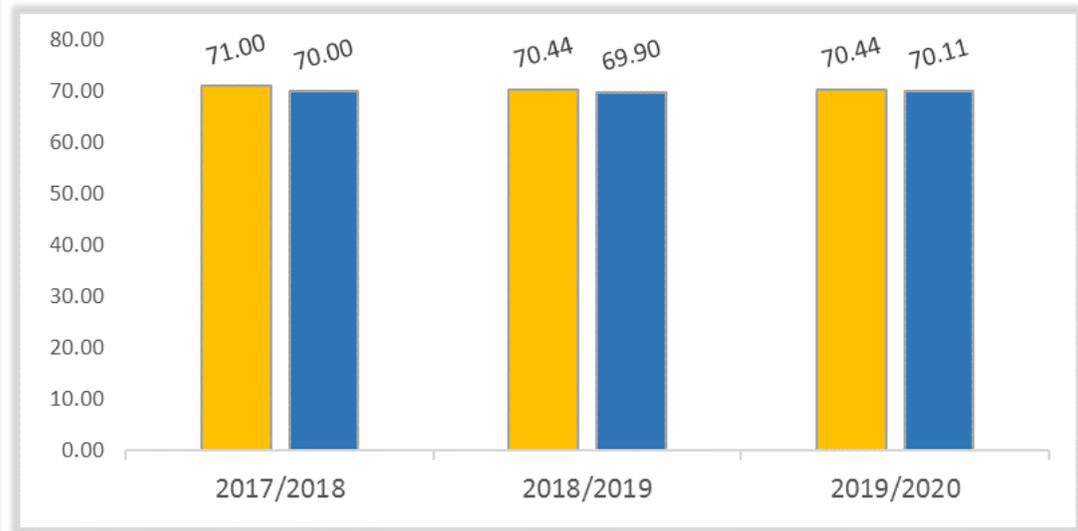
you are in
group 2

in your peer group

five number summary	
Max Value	77.41
Upper Quartile	71.75
Median	70.11
Lower Quartile	67.50
Min value	60.00
Your Organisation	70.44

in context

This PI has not changed compared to a .30% increase for your peer group

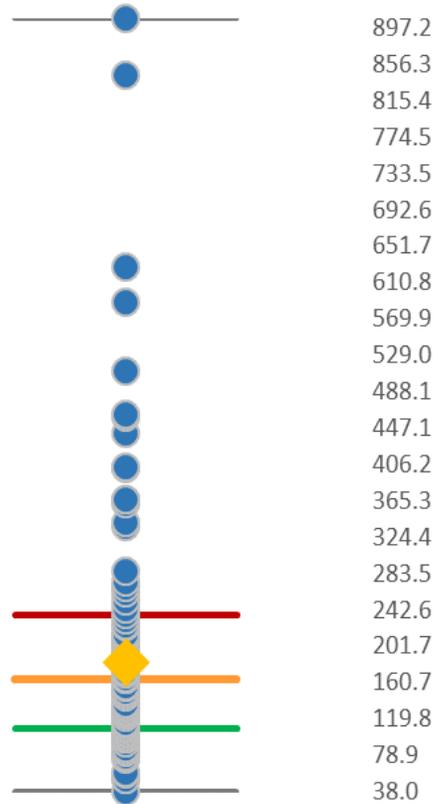


■ Organisation ■ Median



Total cost per property: estate services

Total cost per property: estate services



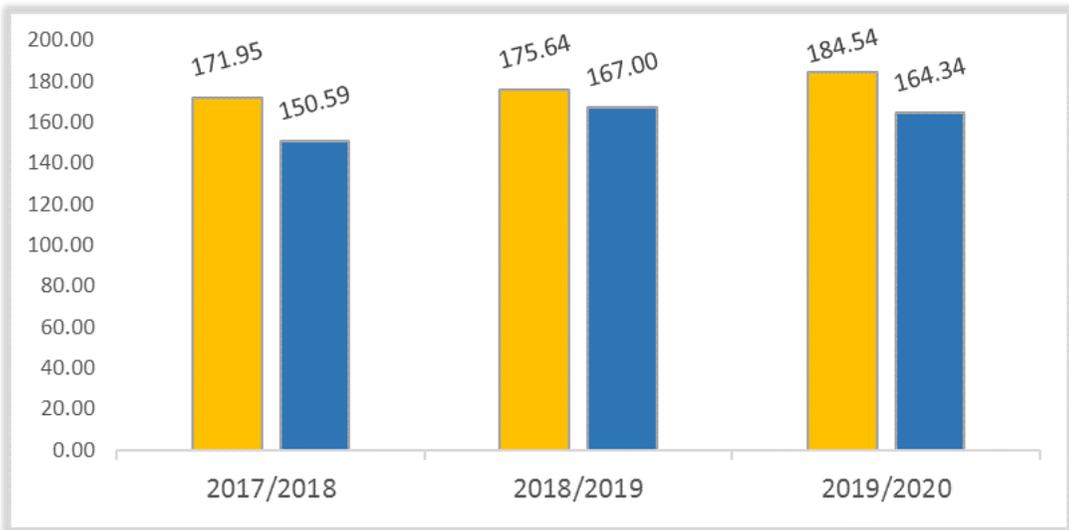
you are in
group 3

3
in your peer group

five number summary	
Max Value	£907.43
Upper Quartile	£109.97
Median	£164.34
Lower Quartile	£237.69
Min value	£38.01
Your Organisation	£184.54

in context

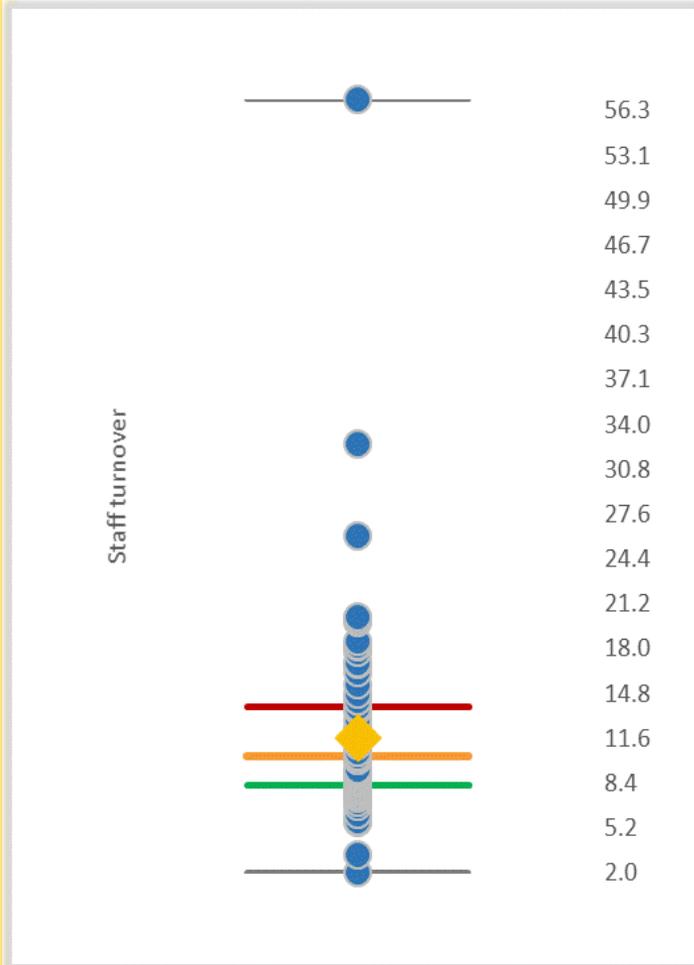
This PI has increased from £175.64 to £184.54 a 5.06% increase compared to a -1.59% decrease for your peer group



■ Organisation ■ Median



Staff turnover



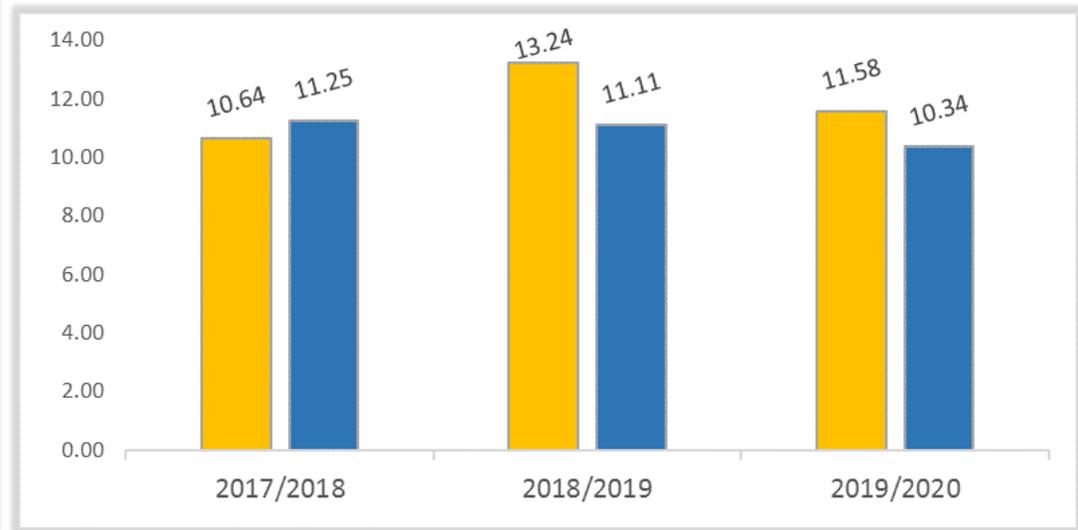
you are in
group 3

3
in your peer group

five number summary	
Max Value	57.14%
Upper Quartile	8.22%
Median	10.34%
Lower Quartile	13.79%
Min value	1.96%
Your Organisation	11.58%

in context

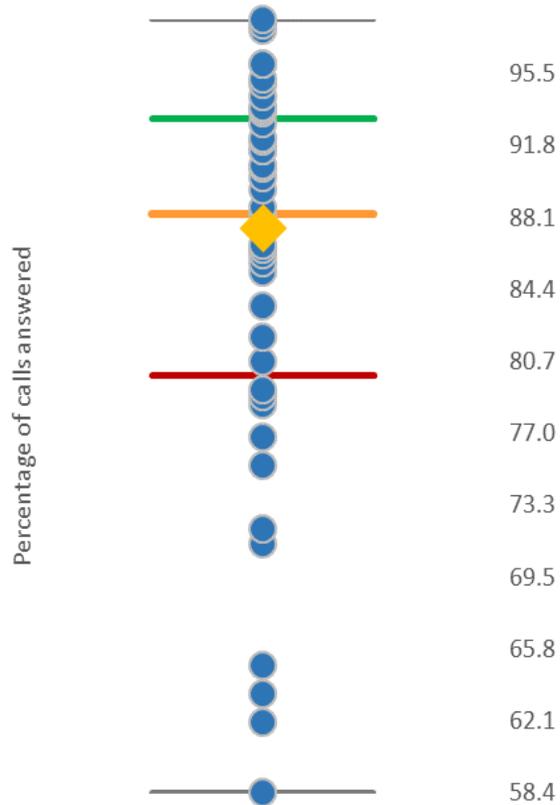
This PI has decreased from 13.24% to 11.58% a -12.55% decrease compared to a -6.90% decrease for your peer group



■ Organisation ■ Median



Percentage of calls answered



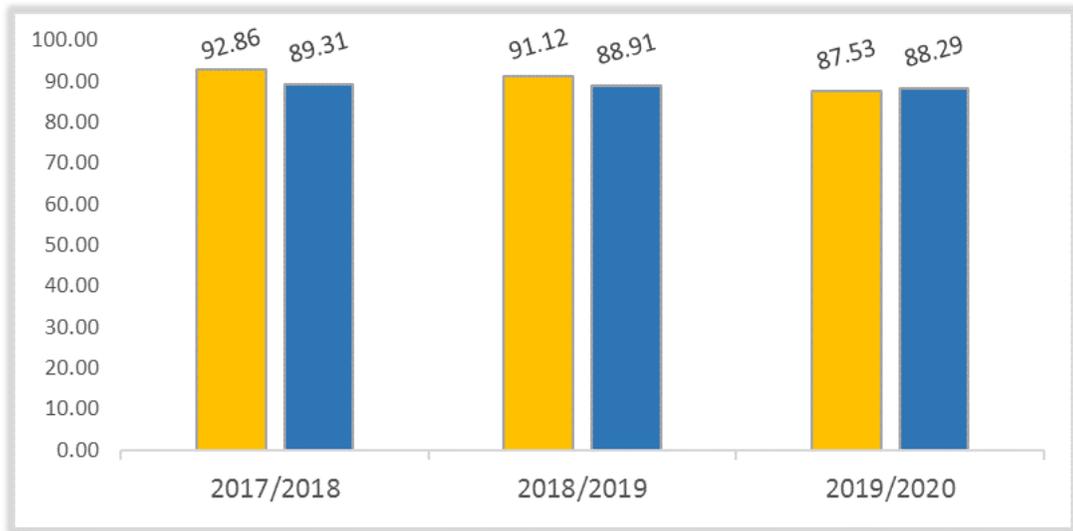
you are in
group 3

3
in your peer group

five number summary	
Max Value	98.30%
Upper Quartile	93.24%
Median	88.29%
Lower Quartile	79.93%
Min value	58.41%
Your Organisation	87.53%

in context

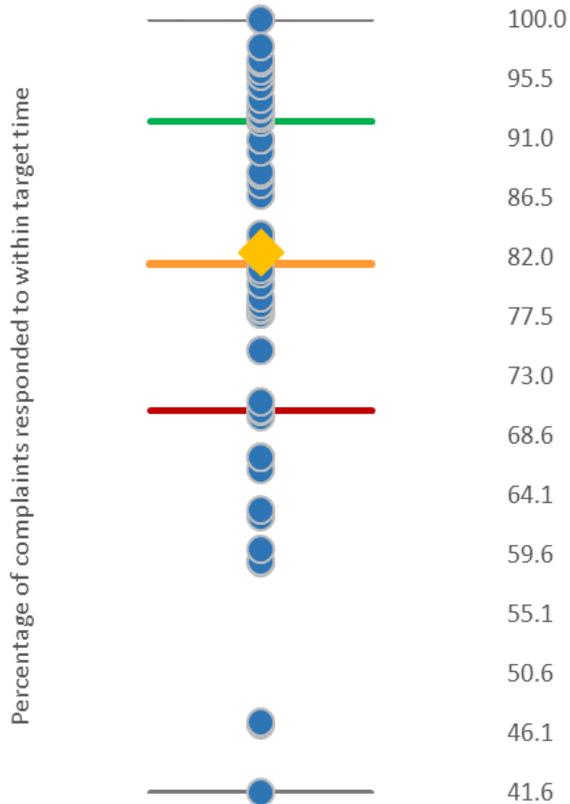
This PI has decreased from 91.12% to 87.53% a -3.94% decrease compared to a -.70% decrease for your peer group



■ Organisation ■ Median



Percentage of complaints responded to within target time



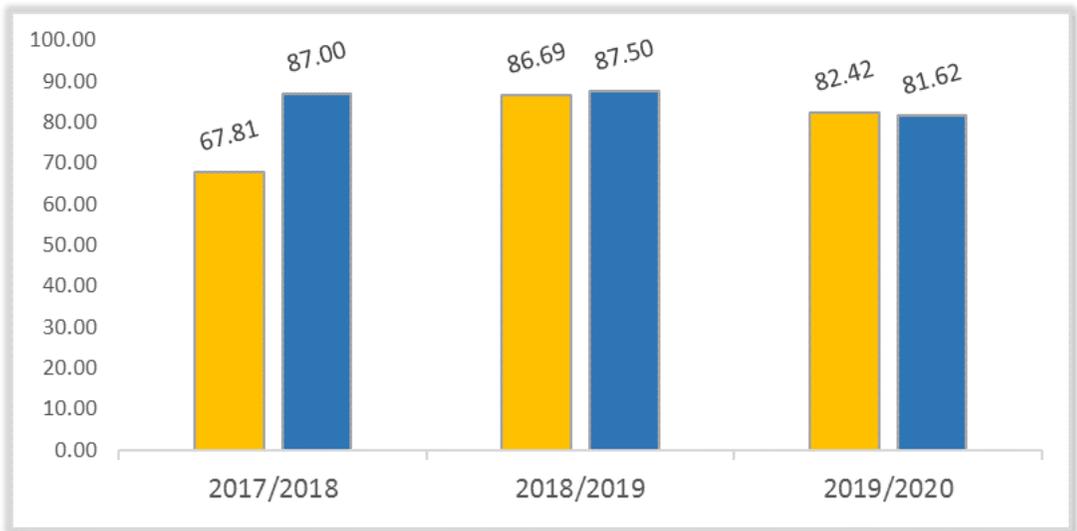
you are in
group 2

in your peer group

five number summary	
Max Value	100.00%
Upper Quartile	92.39%
Median	81.62%
Lower Quartile	70.48%
Min value	41.60%
Your Organisation	82.42%

in context

This PI has decreased from 86.69% to 82.42% a -4.93% decrease compared to a -6.73% decrease for your peer group

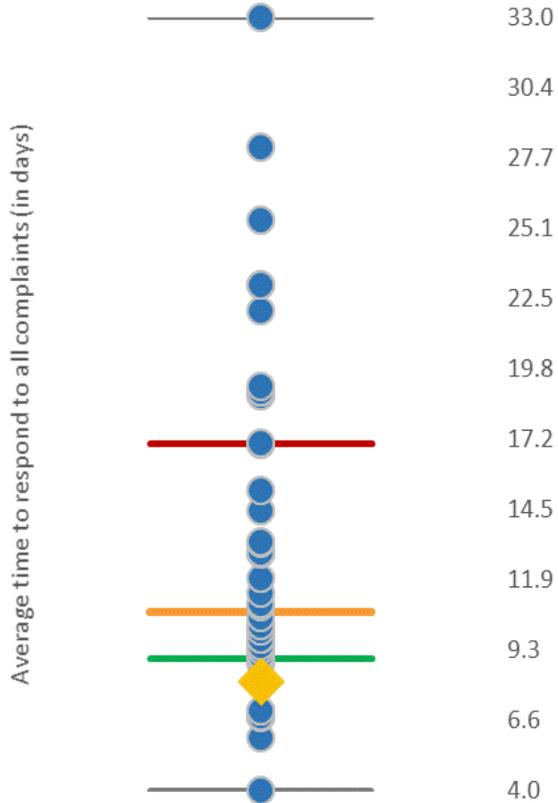


■ Organisation ■ Median



Average time to respond to all complaints (in days)

Average time to respond to all complaints (in days)



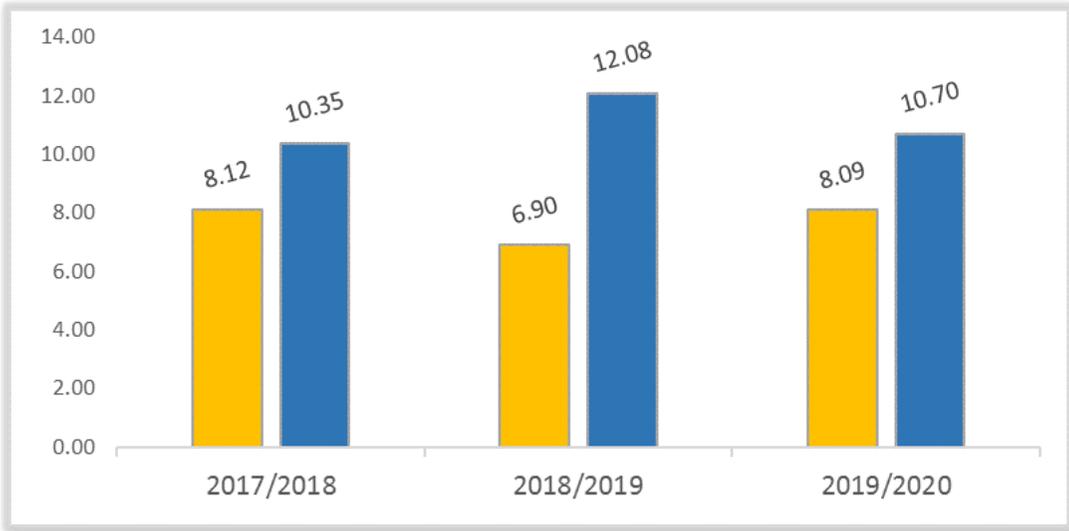
you are in
group 1

in your peer group

five number summary	
Max Value	33.00
Upper Quartile	8.95
Median	10.70
Lower Quartile	17.01
Min value	4.00
Your Organisation	8.09

in context

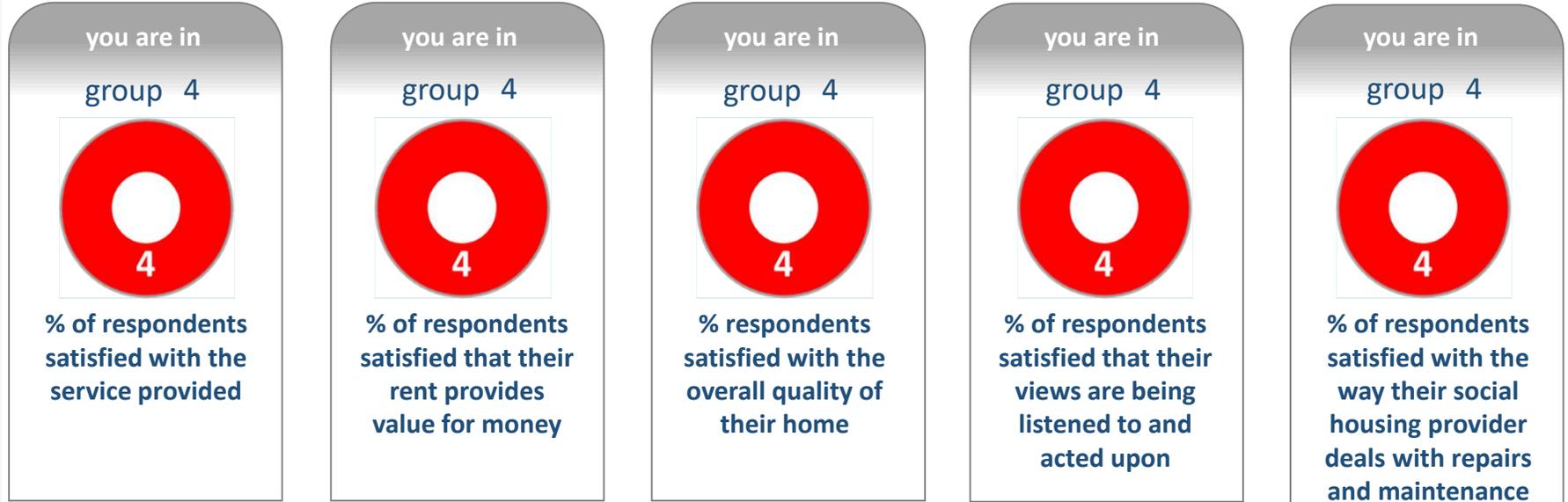
This PI has increased from 6.90 to 8.09 a 17.25% increase compared to a - 11.42% decrease for your peer group



■ Organisation ■ Median



Satisfaction Summary

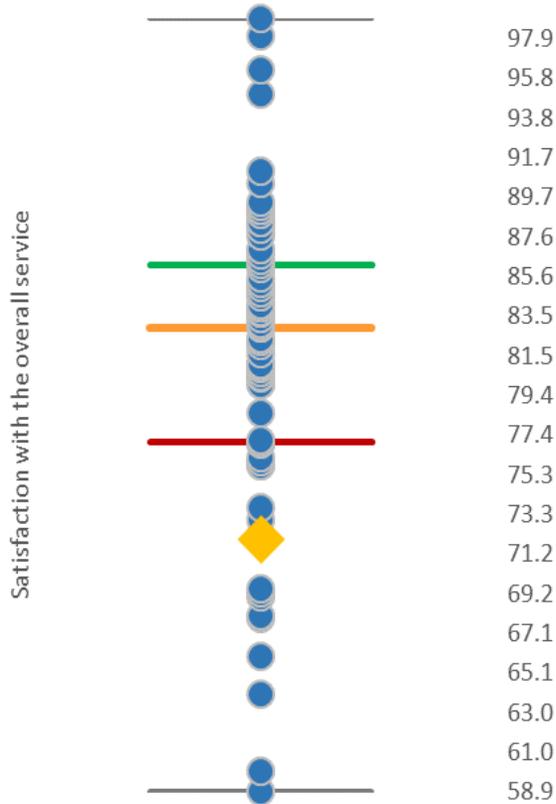


Organisation Commentary

This section is for you to add in your own commentary on cost and performance before circulating to colleagues



Satisfaction with the overall service



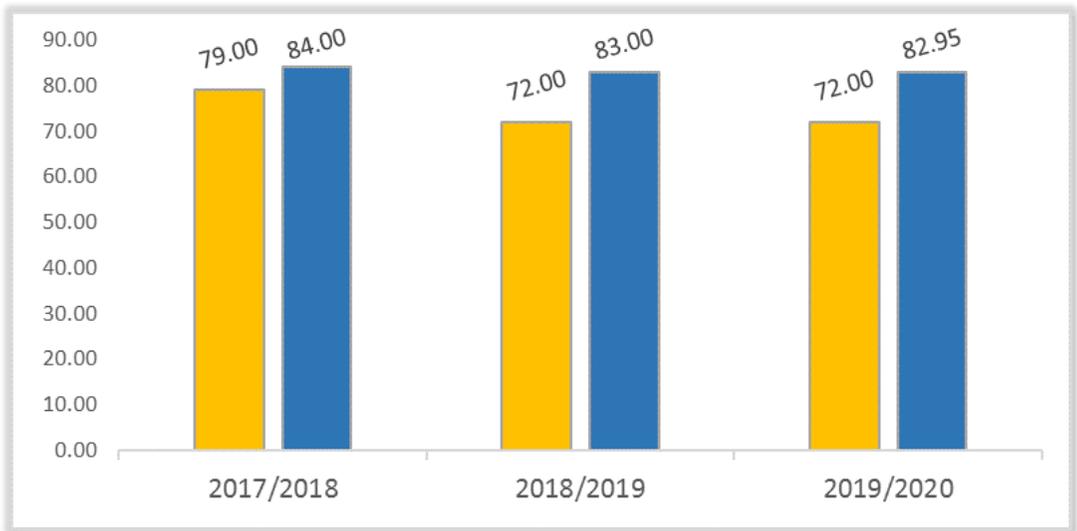
you are in
group 4

in your peer group

five number summary	
Max Value	98.90%
Upper Quartile	86.15%
Median	82.95%
Lower Quartile	77.00%
Min value	58.90%
Your Organisation	72.00%

in context

This PI has not changed compared to a -.06% decrease for your peer group

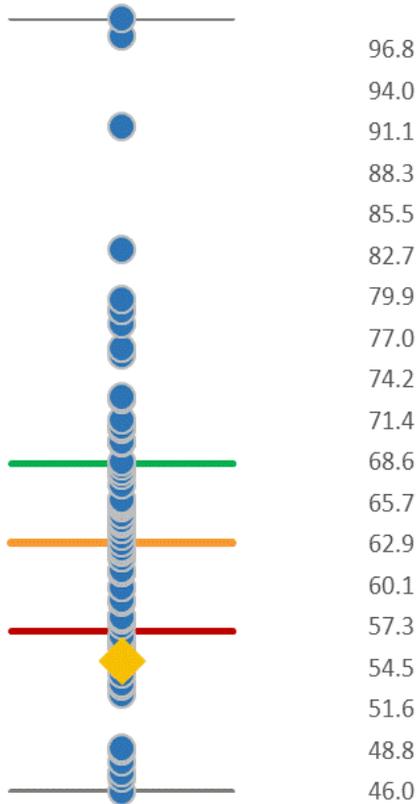


■ Organisation ■ Median



Satisfaction that views are listened to

Satisfaction that views are listened to



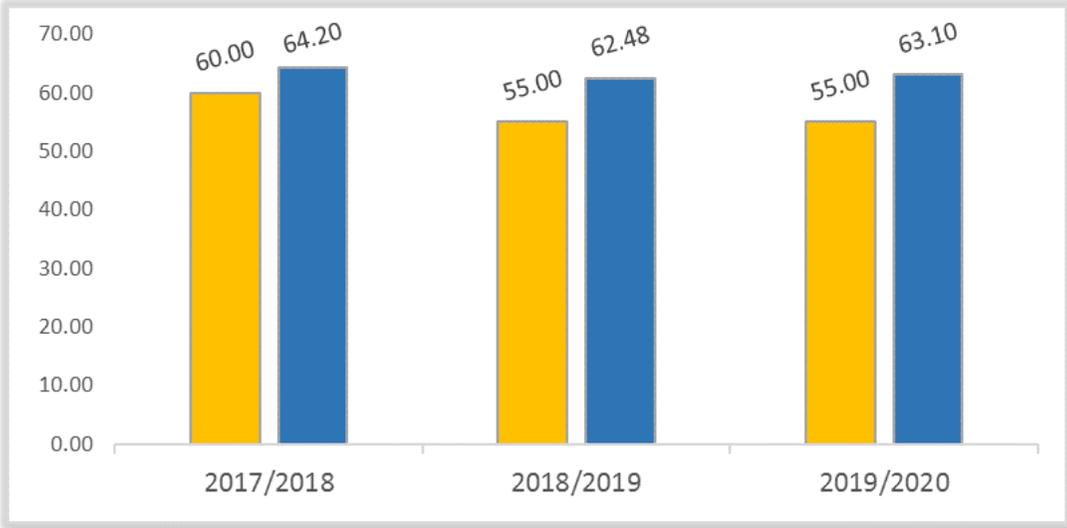
you are in
group 4

4
in your peer group

five number summary	
Max Value	98.90%
Upper Quartile	68.45%
Median	63.10%
Lower Quartile	57.04%
Min value	46.00%
Your Organisation	55.00%

in context

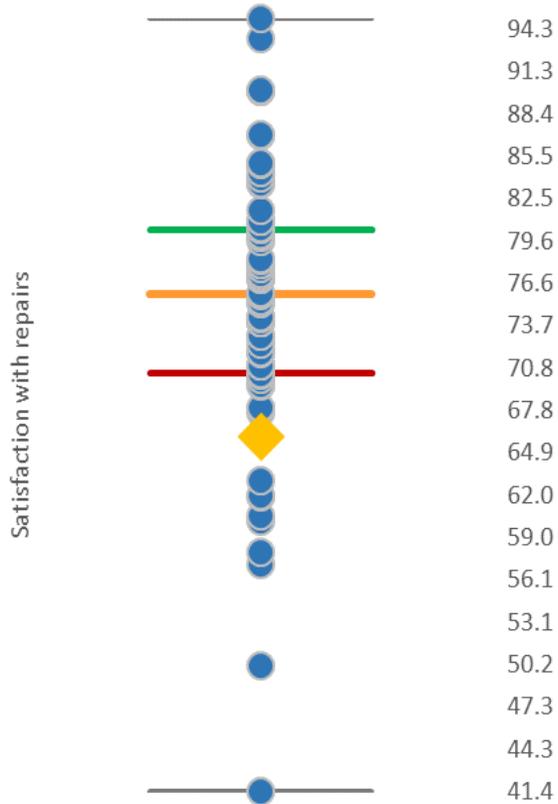
This PI has not changed compared to a 1.00% increase for your peer group



■ Organisation ■ Median



Satisfaction with repairs



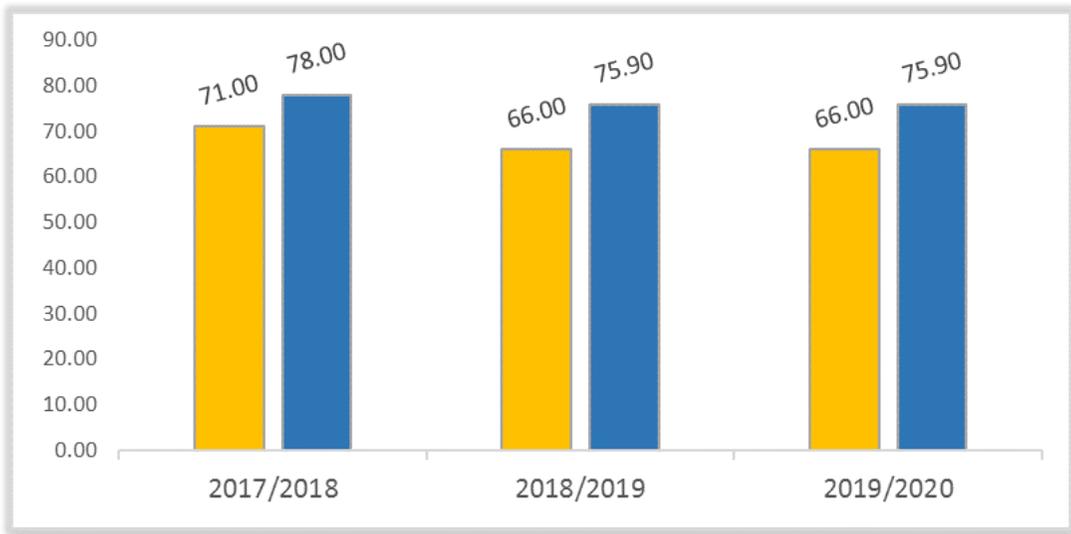
you are in
group 4

in your peer group

five number summary	
Max Value	95.00%
Upper Quartile	80.40%
Median	75.90%
Lower Quartile	70.40%
Min value	41.40%
Your Organisation	66.00%

in context

This PI has not changed compared to a no change for your peer group

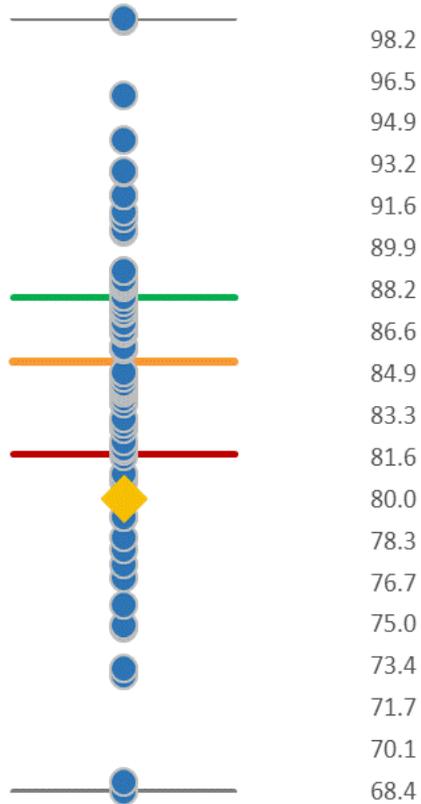


■ Organisation ■ Median



Satisfaction that rent provides VFM

Satisfaction that rent provides VFM



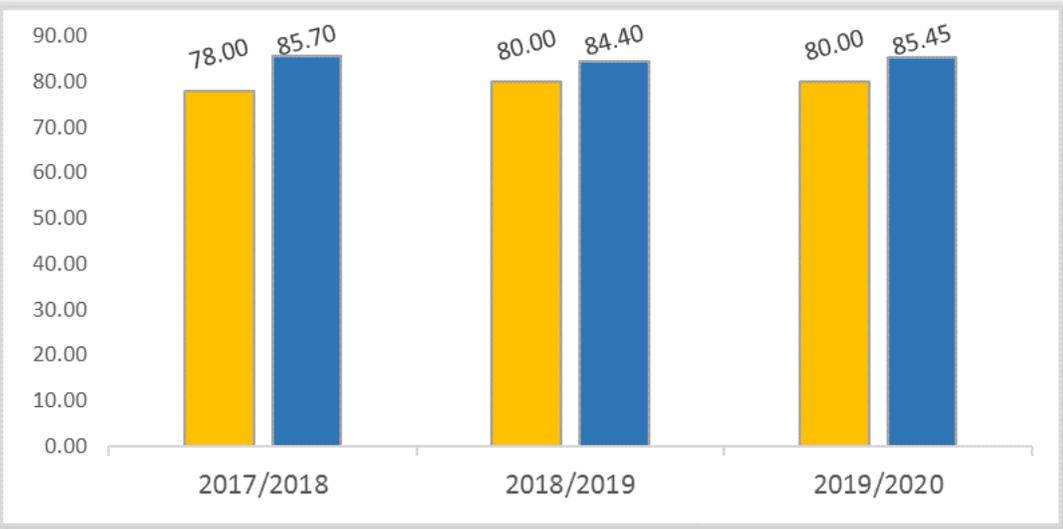
you are in
group 4

in your peer group

five number summary	
Max Value	99.00%
Upper Quartile	88.00%
Median	85.45%
Lower Quartile	81.75%
Min value	68.40%
Your Organisation	80.00%

in context

This PI has not changed compared to a 1.24% increase for your peer group

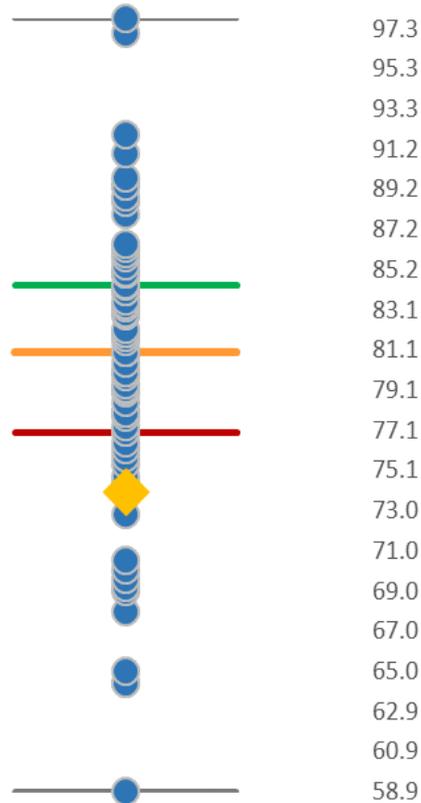


■ Organisation ■ Median



Satisfaction with quality of the home

Satisfaction with quality of the home



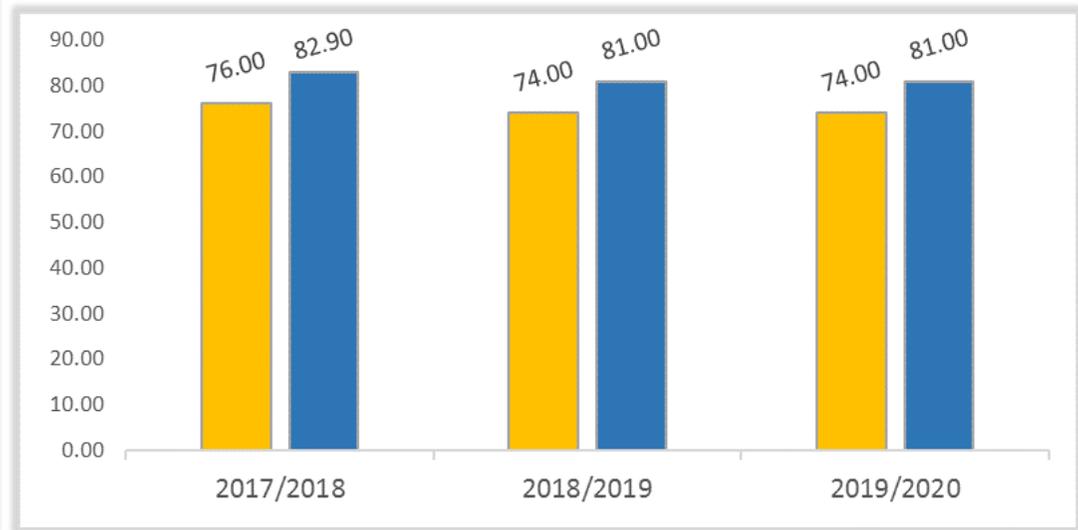
you are in
group 4

4
in your peer group

five number summary	
Max Value	97.80%
Upper Quartile	84.40%
Median	81.00%
Lower Quartile	77.00%
Min value	58.90%
Your Organisation	74.00%

in context

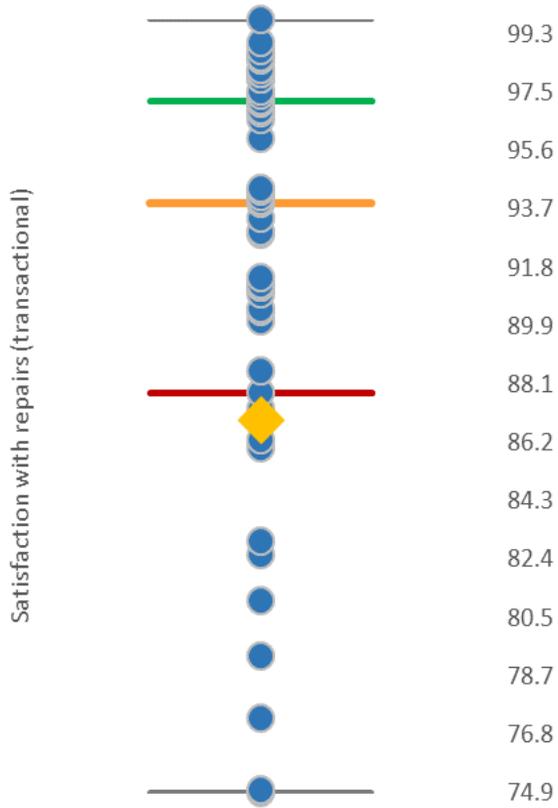
This PI has not changed compared to a no change for your peer group



■ Organisation ■ Median



Satisfaction with repairs (transactional)



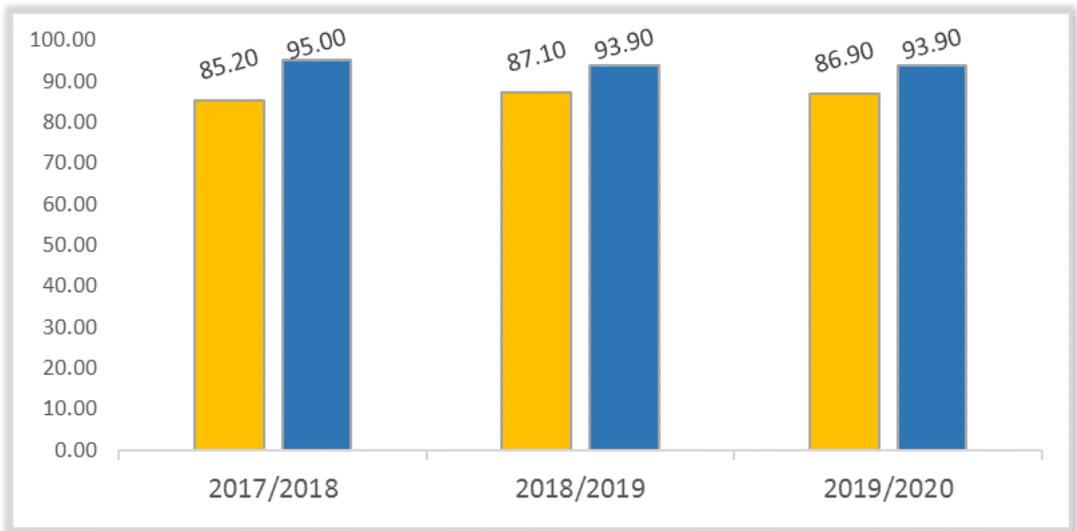
you are in
group 4

4
in your peer group

five number summary	
Max Value	99.80%
Upper Quartile	97.20%
Median	93.90%
Lower Quartile	87.80%
Min value	74.90%
Your Organisation	86.90%

in context

This PI has decreased from 87.10% to 86.90% a -.23% decrease compared to a no change for your peer group

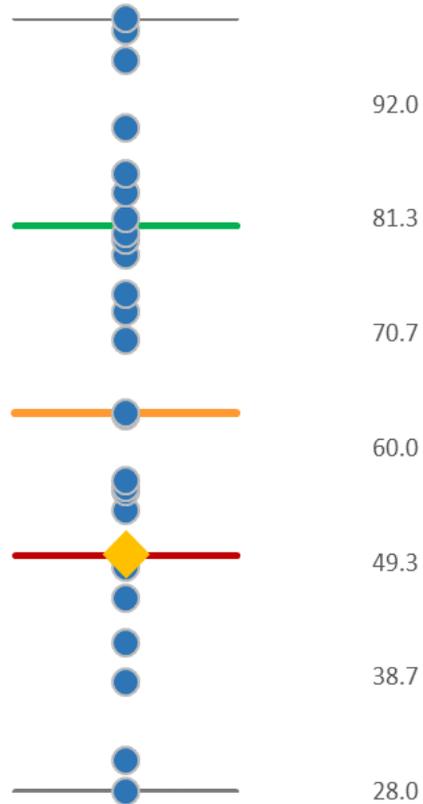


■ Organisation ■ Median



Satisfaction with ASB complaint outcome

Satisfaction with ASB complaint outcome



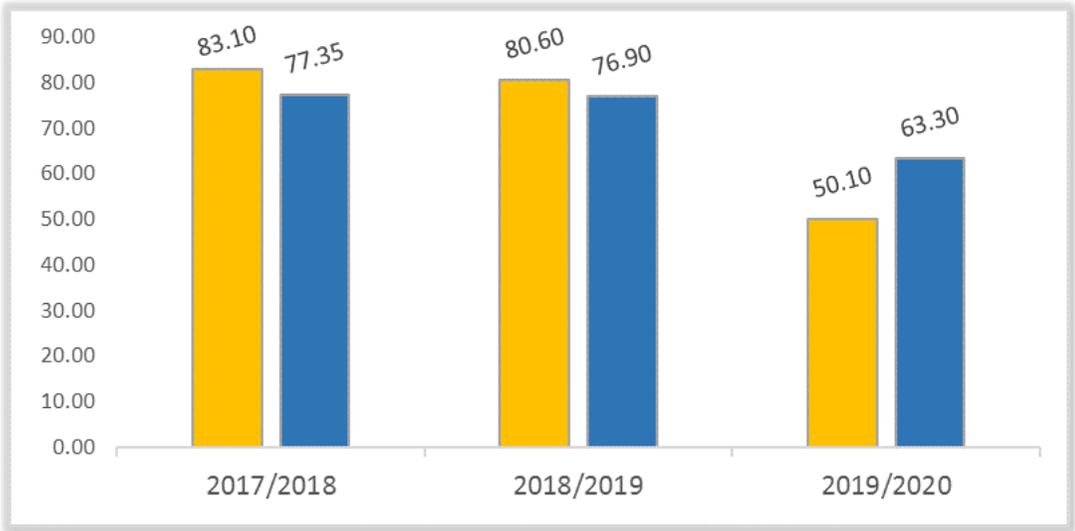
you are in
group 3

in your peer group

five number summary	
Max Value	100.00%
Upper Quartile	80.70%
Median	63.30%
Lower Quartile	50.05%
Min value	28.00%
Your Organisation	50.10%

in context

This PI has decreased from 80.60% to 50.10% a -37.84% decrease compared to a -17.69% decrease for your peer group

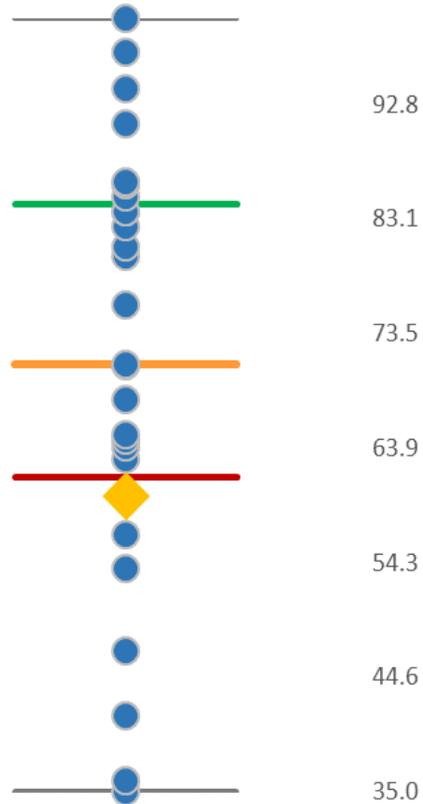


■ Organisation ■ Median



Satisfaction with ASB complaint handling

Satisfaction with ASB complaint handling



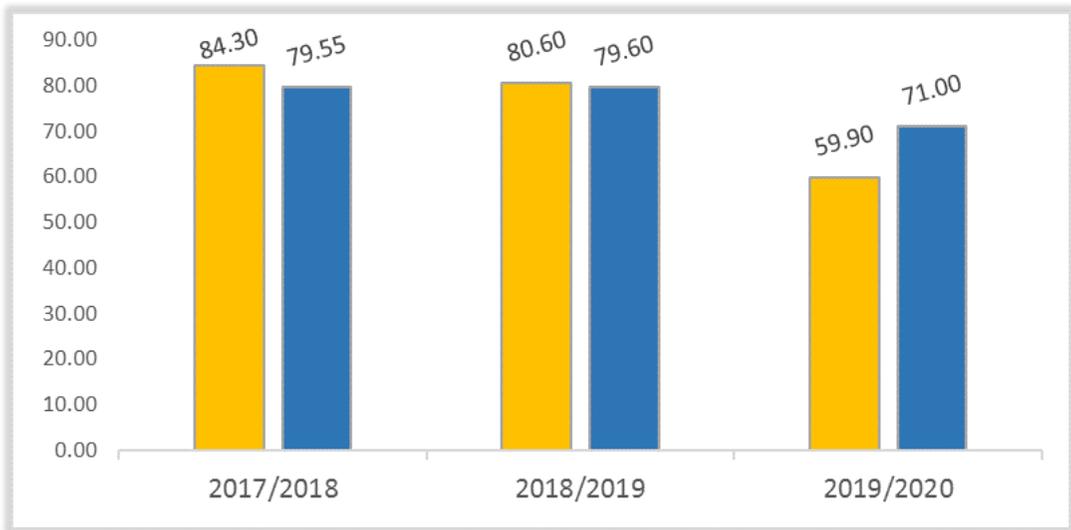
you are in
group 4

4
in your peer group

five number summary	
Max Value	100.00%
Upper Quartile	84.40%
Median	71.00%
Lower Quartile	61.45%
Min value	35.00%
Your Organisation	59.90%

in context

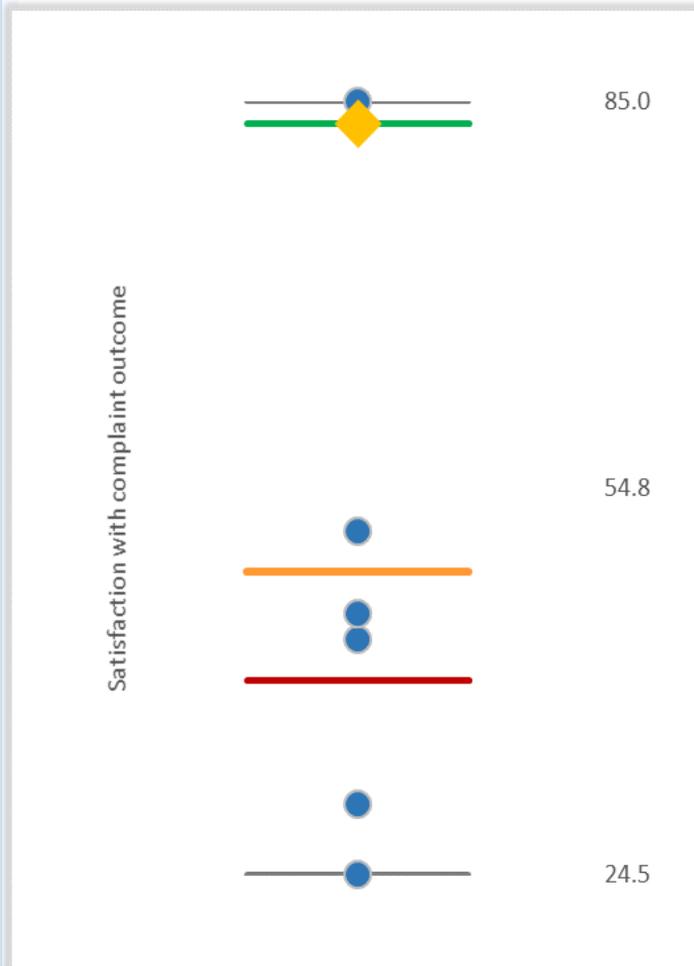
This PI has decreased from 80.60% to 59.90% a -25.68% decrease compared to a -10.80% decrease for your peer group



■ Organisation ■ Median



Satisfaction with complaint outcome



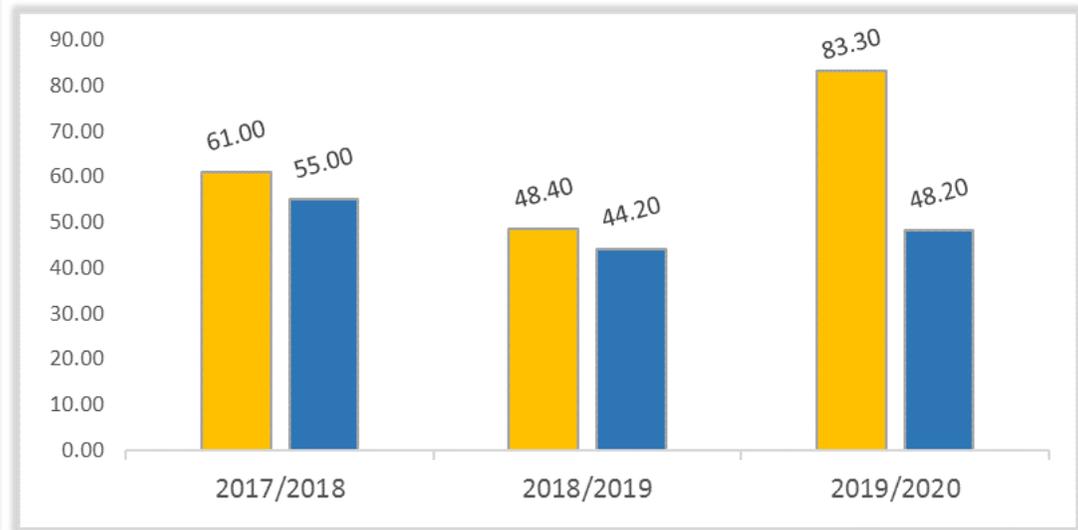
you are in
group 1

1
in your peer group

five number summary	
Max Value	85.00%
Upper Quartile	83.30%
Median	48.20%
Lower Quartile	39.75%
Min value	24.50%
Your Organisation	83.30%

in context

This PI has increased from 48.40% to 83.30% a 72.11% increase compared to a 9.05% increase for your peer group

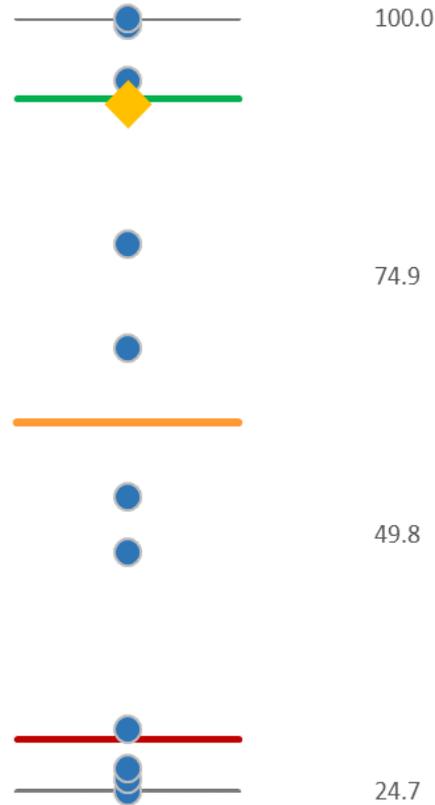


■ Organisation ■ Median



Satisfaction with complaint handling

Satisfaction with complaint handling



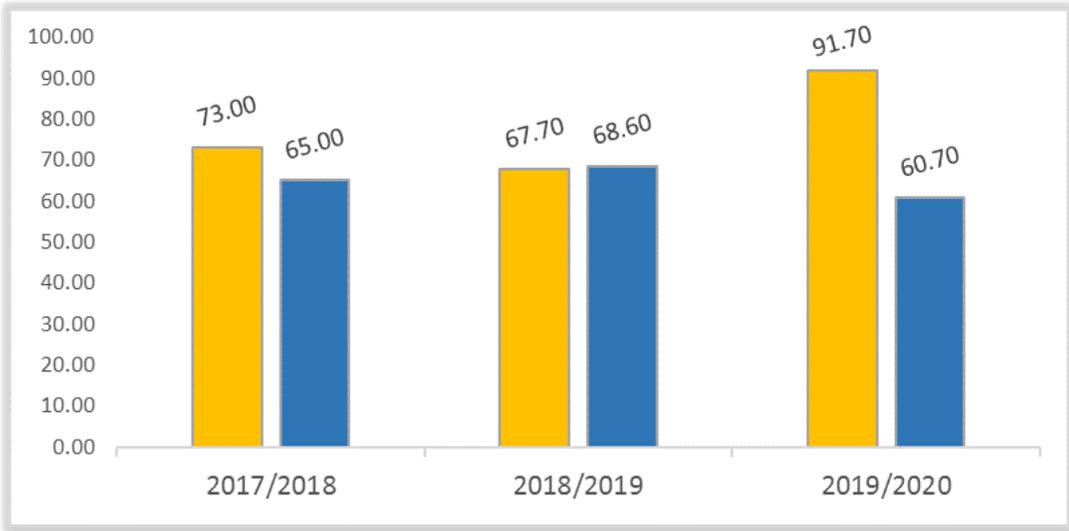
you are in
group 2

in your peer group

five number summary	
Max Value	100.00%
Upper Quartile	92.28%
Median	60.70%
Lower Quartile	29.85%
Min value	24.70%
Your Organisation	91.70%

in context

This PI has increased from 67.70% to 91.70% a 35.45% increase compared to a -11.52% decrease for your peer group



■ Organisation ■ Median

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**SOLIHULL COMMUNITY HOUSING
BOARD MEETING 30 NOVEMBER 2020**

**REPORT OF THE EXECUTIVE DIRECTOR OF CUSTOMER SERVICE
TRANSFORMATION & BUSINESS SUPPORT**

Performance Exception Report

1. Purpose of Report

- 1.1 To give an update on performance against the Key Performance Indicators (KPIs) at end of quarter 2 (30 September 2020) where targets have not been met.

2. Recommendation – Items for Noting / Approval

- 2.1 The Board is recommended to:

- (i) **NOTE** The overall performance outturn and the commentary, listed in Appendix A, on those KPIs where targets have not been met.

3. Performance Reporting

- 3.1 This report details achievement against the business critical KPIs where targets have not been met at end of quarter 2 2020/21.
- 3.2 This quarter there are 32 KPIs with 17 targets being met (green), 5 off target but within tolerance (amber) and 10 where target missed (red).
- 3.3 The 10 red issues are: NS1 – percentage rent collected of rent due, WR15 – current tenant arrears as percentage of rent debit, HO5 – successful homeless prevention and relief, WB20 – net increase in self-funded Wellbeing service users, VL1 – average void re-let time, VL13 – void rent loss, VL16 – number of lettable voids, NS6 – satisfaction with ASB cases handling, CR29 – satisfaction with contact centre, CR34 – complaints resolved in timescale.
- 3.4 The complaints performance, specifically around being resolved on time (10 working days) is underperforming. During 2020/21 key changes have taken place within SCH complaints being:
- A new complaints Customer Relationship Management system is being embedded
 - The alignment of SCH processes happened earlier in the year to bring in line with the imminent Ombudsman /Regulatory changes coming into the sector

- 3.5 Improvement Actions planned to address the underperformance in resolving complaints:
- Executive Oversight – Each Executive Director will receive a bespoke breakdown of monthly complaints within their Directorate including the volume, broad category and monthly response times against the 10 working day target to be discussed and improved with teams.
 - Senior Leaders – Will be the accountable people to receive complaints, appropriately delegate and ensure resolution actions are in place for each complaint within their business area/department. This will be supported by the Governance Team as appropriate.
 - Short-Mid Term – The complaints handling process is under review within the Customer Experience Improvement Programme with an associated action plan.
 - Communication – Kevin Bennett will take the accountability to provide regular business updates on complaints performance and process updates to provide an executive level focus and consistency in messaging.
 - Timescales – SCH are aiming for the resolution timescales of complaints to be on target by 31 January 2021.

3.6 A full summary of performance of the KPIs where targets have been missed is attached at Appendix A.

4. Cost per property benchmarking

- 4.1 The annual report is not available to near the end of the year, so in order to track on-going performance SMBC Finance have undertaken an exercise replicating, as close as possible, the HouseMark methodology to track costs across the year.
- 4.2 The annual benchmarking exercise is continually evolving with improvements and amendments in the methodology, so when the report is received, towards the end of 2020, there may be some slight variations from these figures, which are indicative of the costs per property across various activities and can be seen in Appendix B table 1.
- 4.3 The quartile positions shown in table 1 are those at 2018/19 so the table shows where SCH costs varied in 2019/20 compared with 2018/19 but not which quartile this places.
- 4.4 Table 1 and Graph 1, appendix B, show the Cost per Property Indicators calculated by SCH for quarter 1 2020/21 alongside the 2017/18 and 2018/19 indicators calculated by HouseMark and provisional figures for 2019/20.
- 4.5 The main changes to the indicators between Quarter 1 and Quarter 2 are as follows:
- 4.5.1 The Overhead CPP (indicator 1) has increased by 6.76% (from £126.67 to £134.17), the main reason being increased housing

management costs that were not forecast in Qtr1 with an increase in the Money Advice team where additional temporary workers were agreed.

4.5.2 Total CPP of void works (service provision) (indicator 12) has decreased by 9.67% mainly due to reduction in spend on Dodds gas and electric plus some capitalisation of kitchen works.

5. Financial Implications

5.1 There are no specific cost implications arising from this information report. The costs of delivering services are covered by the annual budget setting process. Although failure to collect rent due in the long term may have an impact on the ability to deliver services.

6. Equality and Diversity Implications

6.1 There are no specific implications for SCH customers within vulnerable/ethnic groups.

7. Risk Management Implications

7.1 The risks arising from failing to meet specific targets such as not collecting income are included within the general risk management framework.

8. Value for Money and Efficiency Considerations/Implications

8.1 The expectation of SMBC is that we continue to deliver excellent services whilst delivering efficiencies.

9. Tenant Involvement/Consultation

9.1 There has been no specific consultation in relation to this report as the tenants and leaseholders select their own set of indicators for scrutiny. Some of the indicators selected by the Tenant Scrutiny Committee are also business critical indicators, these need to be reviewed as part of the wider review of Tenant Scrutiny.

10. Consistent with Strategic Vision

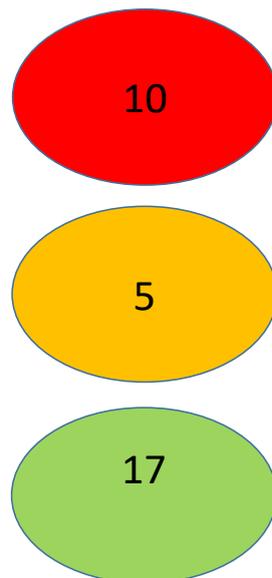
10.1 The report is consistent with the Delivery Theme of Team 2022 “sustained focus on operational and cost performance”.

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Performance exception
report
2020/21
Quarter 2 - September 2020



Ref	Exception report Description	Qtr 2	
		Target	Actual
NS1	Percentage of rent collected of rent due	98.00%	96.63%
	<p>Since April 20; we have an additional 566 UC claimants, total now 4498, Money Advice Team has secured £498k towards rent payments, Discretionary Housing Payments of over £100k has been accessed and, Officers have increased rent payments collected remotely to nearly 1000 payments.</p> <p>The suspension of legal action has impacted the team. In 2019/20, for the period April to Nov the team; served 590 Notices Seeking Possession (NSP), attended 171 Court Hearings and carried out 23 Evictions. Comparative numbers for this year are 107 NSP's, 3 Court Hearings and 1 Eviction. The inability to take legal action has impacted the team however, at end of Oct 20 the collection rate was 96.85% compared, to 96.94% in Oct 19, representing a £2.8k increase on last year.</p> <p>A service review of the Income Team is underway and improvements to collection processes are being made. The benefits of using an analytics tool to support the team is being considered, such a tool would; analyze customers in arrears and present prioritized lists for Officers for action, produce detailed insight reports for managers, enable early intervention through analyzing of customer payment patterns and create additional capacity in the team to focus on complex debt. Projections of current tool being considered forecast reductions in arrears of between 15% to 18% in first year, this can be substantiated by Mobyssoft.</p>		
WR15	Current tenant arrears as % of rent debit	3.50%	4.17%
	<p>Arrears have increased over the last four months primarily resulting from the team not being able to progress matters through the courts. Arrears of 4.34% represents £1.882m which is £47.7k worse than same point last year. Direct payments towards arrears via the DWP continue to increase, in Oct £390k was collected in this way. The Christmas campaign is underway and traditionally reduces arrears owed, as does the planned rent free week. This approach should pull the arrears position back to a trajectory similar to last year, however, this is likely to end at a position of close to 4.5%.</p>		
HO5	Percentage of homeless approaches where prevention or relief achieved	50.00%	40.08%
	<p>The target was achieved in the month of October (50.68%) however, the year to date figure is 41.40%. Prevention remains challenging due to the impact of Covid 19, particularly with more people approaching the service at a point where they are already homeless. A new initiative 'Call before you serve' has been launched aimed at encouraging landlords to contact Home Options at the point they are considering service notice on a tenant. Further upstream work with agencies is being done to improve early referral to the service. Demand for temporary accommodation remains high and, the team remain focussed on the service development plan to keep on top of this target, which does remain challenging.</p>		
WB20	Net gain in paying Wellbeing service users	54	-75
	<p>Number of customers significantly impacted in April and May this year with a net loss of 73 in two months. The team have done well for there to only have been a further net loss of 3 customers in 5 months in the current climate. Recruitment of the Wellbeing Manager role is underway (currently interim), this will support the team and, increased focus is placed on promoting the service.</p>		

Ref	Description	Target	Actual
VL1	Average re-let time of voids - days	18	49
	<p>Key impact on re-let has been due to the letting element of the process. The impact of covid resulted in a build-up of voids during the period of suspension of the housing register earlier this year and, key changes in the viewing process. Traditionally, Officers would enable viewings of properties during the notice period of a tenancy due void, this has not been possible since the register re-opened resulting in a period of up to 4 weeks lost for viewings. Over recent months, properties have only been viewed when fit for let. The process has been reviewed with viewings during the void work period set to commence with immediate effect, this should improve performance.</p>		
VL13	Percentage of rent loss due to voids	0.90%	1.32%
	<p>Small improvement as general lettings commence but still large backlog waiting to be re-let.</p>		
VL16	Number of Lettable voids	70	115
	<p>General needs lettings now re-commenced but still below normal levels with a considerable backlog built up and new voids arising back to normal levels.</p>		
CR29	Satisfaction with customer service Contact Centre	90.00%	83.73%
	<p>AS SCH services get back up and running customers are expecting a full service, analysis of surveys shows that dissatisfaction mainly occurs when enquiries are passed on by the contact centre where the service area does not respond in the expected way. The ratings for advisors is still higher than overall score but there has been a dip in knowledge and ability during September. This is probably due to having temporary staff come on board combined with several changes that were implemented that not all staff were fully aware of. We are targeting training and coaching for team as priority, additionally the team has been under resources so customers have been waiting longer to get through on the phone or getting a reply to emails. Recruitment has now been completed and new staff are being trained.</p>		
NS6	Satisfaction with ASB case handling	87.00%	58.89%
	<p>The lockdown period saw an increase of cases reported of 60% and along with this has been an increase in customer expectations and lessening of tolerance levels. Actions to improve satisfaction are being worked through the CEIP and joint work is planned with key colleagues from SMBC teams over coming weeks.</p>		
CR34	Complaints resolved in timescale	90.00%	69.23%
	<p>13 stage 1 complaints in Q2 of which 4 were late, of the 4 late complaints two were due to delays in the customers responding to attempts to contact and should have been closed earlier. 1 was late due to it being a complex case which a senior officer was handling and it took much longer than usual to resolve. This case has now been escalated to stage 2. The remaining complaint related to an external contractor and was passed around several different teams before eventually being resolved. Staff have been reminded of the need to follow the policy and procedures for handling complaints. A review of complaint handling is currently being undertaken under the auspices of the CEIP.</p>		

Ref	Description	Target	Actual
NS10	Percentage of estate inspections completed	90.00%	88.96%
	Inspection programme suspended at start of year due to lockdown restrictions, recommenced at beginning of June with all scheduled inspections completed in June, July, August and September. Good progress made on picking up the inspections missed during lockdown, anticipated that these will be caught up by end of October.		
HO3	Average stay in temporary accommodation (Budget hotels) - days	10	17
	The use of budget hotels has been a consistent part of the service response since the beginning of the year. The 'Everyone In' campaign has impacted the service and resulted in increased numbers of people being accommodated, particularly singles. Numbers do appear to have settled particularly for families; the number of families in hotels dropped from 23 in September to 10 in October. Focussed effort remains on hotels.		
AM1	Percentage of properties with valid gas certificate	100.00%	99.99%
	1 outstanding at end of September, access difficulties due to tenant medical issues but appointment to complete booked for early October.		
AM3	Percentage of appointments made - Response repairs	98.00%	97.03%
	Issue with jobs to external contractor not using DRS/interface where appointments have not been correctly recorded in Open Contractor. 75 jobs in Sept completed without appointment details being recorded.		
AM19	Satisfaction with response repairs service	92.00%	90.50%
	Verbatim comments are consistent in showing that there is a failure to communicate effectively with Tenant's - they feel let down when they are expecting an Operative to attend but no-one shows up, nor are they contacted in regards to this. One comment states that an Operative attended to an emergency make safe but the Tenant was advised to call back to the Contact Centre to book an inspector to attend and asses – although figures are not usually high for this particular issue, it does regularly appear on the repairs avoidable contacts provided by the CC which shows a consistent failure in process.		

Benchmarking Costs per property – 2020/21 Quarter 2

The cost per property information is based on unadjusted financial information and is correct as at 31st July 2020.

The CPP data also contains numerous assumptions.

- The annual recharge SLA form SMBC is nos using actual costs, Q1 was based on 19-20
- The property insurance figure is an estimate based on 2019/20 – actual costs will be known in Q4
- The pension adjustment figure is an estimate based on 2019/20 – actual costs will be known in Q4
- Please note the 19/20 figure quoted below is yet to be confirmed by Housemark as we are not due to submit our data until the end of September.
- No of repairs & voids based on 19/20
- The treatment of capital salaries has changed since Q1 on the advice of Housemark which has impacted CPP Data

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Indicator Number	Indicator Description	2017/18	2018/19	2019/20 quartile	19/20	20/21 Q1	20/21 Q2	Difference to Q1	%	Properties Used	Properties Used 20/21	Comment
Housemark Data												
1	Overhead CPP of Housing Management	£153.54	£110.89	2	£124.13	£126.67	£134.17	£7.50	6.76%	9,814	9,860	Quarter As this just looks at HM overhead its increase is mainly to to the increased costs for the Money Advice team as the Pay cost have increased by £65 after additional funding was agreed.These are salary costs for posts which were not forecast at Q1 Add 6 months for Team Leader £20k 2 Temp workers combined cost of £46k
2	Operating CPP	£2,273.18	£2,696.49	3	£2,250.03	£2,772.84	£2,736.62	£-36.22	-1.34%	15,819	15,929	Annual Change NON PAY 20-21 = £44m 19-20 = £32m Increase of £9m of which £8m relates to Cyclical Main & Major Works £6.5m New Build Projects £0.75m Low Rise Cladding
3	Total CPP of rent arrears and collection	£141.13	£146.71	3	£149.59	£119.44	£130.18	£10.74	7.32%	9,814	9,860	Quarter As this just looks at HM overhead its increase is mainly to to the increased costs for the Money Advice team as the Pay cost have increased by £65k.These are salary costs for posts which were not forecast at Q1 Add 6 months for Team Leader £20k 2 Temp workers combined cost of £46k
4	Total CPP of housing management	£398.90	£357.80	2	£383.77	£381.50	£399.29	£17.79	4.97%	9,814	9,860	Quarter As this just looks at HM overhead its increase is mainly to to the increased costs for the Money Advice team as the Pay cost have increased by £65 after additional funding was agreed.These are salary costs for posts which were not forecast at Q1 Add 6 months for Team Leader £20k 2 Temp workers combined cost of £46k
5	Direct CPP of housing management	£245.36	£246.91	2	£259.64	£254.82	£265.11	£10.29	4.17%	9,814	9,860	
6	Total CPP of responsive repairs & void works	£614.51	£722.30	2	£744.32	£761.37	£739.16	£-22.21	-3.08%	9,814	9,860	Quarter Reduction in Voids Spend with Dodds for Gas & Electric of £60k Voids costs reduced due to £86k Materials & labour for work on Kitchens that had been miscoded and now capitalised
7	Overhead CPP responsive repairs & void works	£107.33	£95.85	3	£97.23	£102.19	£97.13	£-5.05	-5.27%	9,814	9,860	Quarter Reduction in Voids Spend with Dodds for Gas & Electric of £60k Voids costs reduced due to £86k Materials & labour for work on Kitchens that had been miscoded and now capitalised
8	Direct CPP of responsive repairs & void works – employees	£285.10	£295.45	3	£312.67	£300.18	£305.11	£4.92	1.67%	9,814	9,860	
9	Direct CPP of responsive repairs & void works - non-pay costs	£222.05	£330.98	1	£334.42	£359.01	£336.92	£-22.08	-6.67%	9,814	9,860	Quarter Reduction in Voids Spend with Dodds for Gas & Electric of £60k Voids costs reduced due to £86k Materials & labour for work on Kitchens that had been miscoded and now capitalised
10	Total CPP of lettings	£31.55	£11.77	1	£13.19	£12.46	£12.79	£0.33	2.80%	9,814	9,860	
11	Total CPP of void works (management)	£32.09	£23.18	1	£22.56	£22.57	£20.88	£-1.69	-7.30%	9,814	9,860	
12	Total CPP of void works (service provision)	£169.30	£195.16	3	£193.93	£207.41	£188.54	£-18.87	-9.67%	9,814	9,860	Quarter Reduction in Voids Spend with Dodds for Gas & Electric of £60k Voids costs reduced due to £86k Materials & labour for work on Kitchens that had been miscoded and now capitalised
13	Total CPP of responsive repairs (management)	£87.03	£78.30	2	£83.48	£77.95	£79.65	£1.70	2.17%	9,814	9,860	
14	Total CPP of responsive repairs (service provision)	£326.06	£425.65	2	£444.35	£453.84	£450.50	£-3.34	-0.78%	9,814	9,860	
15	Total CPP of major works & cyclical maintenance	£1,684.89	£1,871.50	2	£1,463.26	£2,182.64	£2,191.56	£8.92	0.48%	9,814	9,860	Annual Increase of £8m in Cyclical Main & Major Works £6.5m New Build Projects £0.75m Low Rise Cladding
16	Total CPP of estate services	£171.95	£175.60	3	£184.54	£189.74	£189.11	£-0.63	-0.36%	11,048	11,103	

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SOLIHULL COMMUNITY HOUSING
BOARD MEETING 30 NOVEMBER 2020
REPORT OF THE CHIEF EXECUTIVE
SCH DELIVERY PLAN 2021-2022

1. Purpose of Report

- 1.1 To request that the Board consider the draft 2021-2022 Delivery Plan and give approval for consultation with the Council.

2. Recommendation – Items for Noting / Approval

- 2.1 The Board is recommended to:

(i) **APPROVE:** the draft Plan for consultation with the Council

3. Background

- 3.1 The Plan sets out the priority milestones for the next 12 months and reflects how we are transforming the way we operate to achieve the aspirations set out in the SCH Strategic Vision.
- 3.2 The Covid-19 pandemic has created unprecedented challenges and, inevitably, has impacted on our work during 2020. This will mean that some of the work planned for this year will shift into the 2021-2022 Delivery Plan.
- 3.3 The Quarterly Monitoring Board (QMB) considered a detailed half year review of actual and projected performance against this year's Delivery Plan and endorsed the proposal to carry over 22 delivery milestones into next year. These are detailed in Appendix 1. At the same time, the QMB agreed that the framework of the 2021-2022 Delivery Plan should remain unchanged.
- 3.4 The fact that the majority of work contained in the 2020-21 plan has been, or will be, completed by the end of March, while also making a valuable contribution to supporting vulnerable residents, is a credit to the way that individuals and teams within SCH have responded in extremely difficult circumstances.
- 3.5 The draft 2021-2022 Plan will be brought back to the January Board meeting, having taken account of feedback from SCH Board members, Solihull Council and SCH staff.
- 3.6 The final draft Plan will be reported to the Economic Development and Managed Growth Scrutiny Board on 18 March 2021. Their views will be taken

into account by the Cabinet Member for Adult Social Care and Health when the Delivery Plan is submitted for approval on 30 March 2021.

4. Financial Implications

- 4.1 The costs associated with executing the Delivery Plan will be met from existing budgets.

5. Equality and Diversity Implications

- 5.1 Inclusion is a key commitment within the Strategic Vision and will be reflected in the Delivery Plan activities.

6. Risk Management Implications

- 6.1 Any associated risks arising from activities set out in the Delivery Plan will be managed through SCH's risk management framework.

7. Value for Money and Efficiency Considerations/Implications

- 7.1 There are no specific implications arising from production of the new Delivery Plan.

8. Tenant Involvement/Consultation

- 8.1 Customer satisfaction and tenant engagement are key focus areas within the Plan.

9. Consistent with Strategic Vision

- 9.1 The Delivery Plan is fundamental to progressing the Strategic Vision

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	Milestone	Service Area	Comment	By When 2021/22	Rationale for moving to 2021/22	Additional detail on what has fallen behind
1	Process map customer journey and put plans in place to improve service delivery	Asset Management & Development	Delayed due to Covid-19 and corporate recruitment to a Business Analyst position. This work is due to begin during Q3 as part of the customer satisfaction improvement project.	Q1	Having the desire to look at this from a service improvement stance, the business analyst post is fundamental to this review. The appointment of this post is now complete and working with Asset Management has recently started.	There has been no negative service impact from this milestone.
2	Identify archetype and/or location of poorly performing assets and apply options appraisal methodology	Asset Management & Development	This timescale has been impacted by the delays caused by Covid-19. The results of the ASAP modelling will be informed by the completion of stock condition surveys	Q3	Delayed due to being unable to complete stock condition surveys in residents' homes. Stock condition surveys have recommenced.	The number of surveys and associated information from them to update the Asset Performance Tool
3	Agree options for appraisal methodology to eliminate poor performing stock identified through the stock performance tool	Asset Management & Development	ASAP Tool has been selected and is currently being populated. The model will be presented to a strategic meeting with SMBC during November 20 with the information informing 2022/23 programmes onwards.	Q4	Initial overview of the ASAP tool using SCH information is planned for November 2020. Options appraisal methodology has been agreed within the interim Asset Management Strategy however reliable poor performing stock data won't be available until we have collated sufficient Stock Condition Survey information	Only the number of surveys available to update the ASAP tool.
4	The agreed capital programme 2021/22 is informed by accurate stock performance data	Asset Management & Development	ASAP Tool has been selected and is currently being populated. The model will be presented to a strategic meeting with SMBC during November 20 with the information	Q4 Outputs will inform 2022/23 capital programme	Using the correct data and performance information to inform investment priorities.	N/A

5	Identify and propose a programme of works to increase the SAP rating for properties below SAP rating EPC Band D	Asset Management & Development	EPC surveys are being carried out at the same time as the stock condition surveys	Q3 To be considered as part of the Environmental Sustainability work	To align with the SCH environmental Sustainability Strategy and SMBC Net Zero Carbon plan	Not fallen behind, re-prioritised to align work streams
6	Collaborate with Solihull Council in the development of its low carbon energy framework and climate change declaration targets	Asset Management & Development	Initial meeting with SMBC has been held. Outline of SCH Energy and Sustainability Strategy going to board 28-09-20 for initial review, SMBC will be working with SCH as a 'Pilot' to assist our approach. External commission will give a base line on the housing stock carbon emissions and further work will be completed to ascertain the operational impact of SCH.	Q1-4 On-going throughout the year.	As Above	On-going embryonic work stream
7	Collaborate with West Midlands Fire Service and service areas across SCH to deliver a programme of events to focus on building safety	Asset Management & Development	WMFS still attend scheduled Building Safety Meetings. Events that had been planned have been postponed due to the restriction on public events due to Covid-19. Awareness events have been carried out using virtual platforms.	Q4 Covid dependant.	Restricted movements and re-prioritisation of WMFS resource due to COVID	Our ability to proactively engage with our residents on Building Safety.
8	Deliver a total of 43 new affordable dwellings across 5 sites	Asset Management & Development	New build activity suspended due to Covid-19. All programmes have restarted however completion of some units will run into new financial year.	Q1	Covid closed down the construction industry from March through to June/July	2 schemes delayed totalling 22 units 15 Wagon Lane 7 Halifax Road
9	Progress the development of Lakeside	Asset Management & Development		Q3	Impact of Covid resulting in furloughed staff of architects etc.	Design and planning times extended

	to planning submission stage					
10	Expansion of the allocation panel/process to support 'low-level' wellbeing support offer through Saxon Court and other schemes	Housing & Communities	Covid-19 and slowed progress on future of ASC services at Greenhill Way & Castle Lane has impacted this milestone. Low level support offer has been developed, however, the viability of such an offer needs further work. Current work with ASC underway to determine future direction, report to SCH-ASC Board in November. Scaling up of the Allocation Panel however is a relatively easy piece of work once direction as above has been determined.	Q2-Q3	Expansion of Allocations Panel is linked to another Milestone which had not been achieved. Therefore, this milestone in turn was impacted.	Had not been possible to develop 'Low Level' support offer due to the future of ACS services at Greenhill Way and Longview not being determined. Key discussions were impacted due to Covid and were paused. Such discussion are due to restart Nov 2020. Following a decision by ACS, there is a process to be followed via JAM
11	Have highly visible, agile teams working in the community	Housing & Communities	Impact of Covid-19 has affected ability to increase physical visibility of teams as planned	Q1-Q2	Increased physical presence of key teams not possible due to lockdown, impacting ability to meet milestone.	Was anticipated Income Team would increase physical presence as was the case for more visibility of Tenancy Sustainment. This was not possible in particular.
12	Equip staff with digital technology and tools needed to work flexibly with customers in the community	Housing & Communities	Some progress made in Tenancy Sustainment and in Estates Team Full capabilities not realised at this stage due to withdrawal of physical visits for significant sections of interaction with residents. Service review of Income delayed by one quarter too.	Q2-Q3	Digital tools in place and being piloted, full roll out to Tenancy Sustainment team and testing in community environment impacted by lockdown – not able to visit.	Tools used by Tenancy Sustainment team are not as adaptable for Neighbourhood Officers. Alternative solution being explored for this team. Pushing back of Income Service Review also means needs/tools for this team will be better known end of Q3.
13	Procure and mobilise a new cleaning contract	Housing & Communities	Extension of 1 year granted to current provider as entered into	Q3	Did not make good business sense to mobilise a new	Extension of contract agreed for 1 year,

			Covid-19 lockdown. Procurement of contract will move into 2021.		cleaning contract at the start of a pandemic. Cleaning too high a priority	procurement process underway
14	Strengthen staff management capacity to oversee cleaning performance and contract	Housing & Communities	Linked to cleaning contract	Q3	Cleaning contract extended due to pandemic based on current terms. Additional attention received since start of pandemic however, contract not being procured until 2021/22	Current service in place and working well.
15	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	Housing & Communities	Impact of Covid-19 and slowed progress on future of ASC services at Greenhill Way & Castle Lane has impacted this milestone. Low level support offer has been developed however, viability of such an offer need further work. Current work with ASC underway to determine future direction, report to SCH-ASC Board in November.	Q2-Q3 (linked to point 10 above)	Attention of team focussed on Saxon Court and supporting most vulnerable customers. Project work associated with this milestone not a priority and agreed approach with ACS	Had not been possible to develop 'Low Level' support offer due to the future of ACS services at Greenhill Way and Longview not being determined. Key discussions were impacted due to Covid and were paused. Such discussion are due to restart Nov 2020. Following a decision by ACS, there is a process to be followed via JAM
16	Development of Saxon Court service to become a community hub for wellbeing services	Housing & Communities	Significant Covid-19 impact is affecting the target date for this milestone	Q4	Pandemic resulted in highly restricted access to Saxon Court with no ability to pursue work steams to 'open' the scheme to wider community services	All aspects of this milestone impacted.
17	Intergenerational activities and becoming a focal point for information and guidance for older people services in the north of the borough	Housing & Communities	Significant Covid-19 impact is affecting the target date for this milestone	Q4	Pandemic resulted in highly restricted access to Saxon Court with no ability to pursue work steams to 'open' the scheme to wider community services	All aspects of this milestone impacted.

18	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	Housing & Communities	DFG activities and in particular more creative use has not taken place as had been hoped. Some impact vis Covid-19 on-going work with ASC. This will take us into next year	Q3-Q4	Key aspects of DFG work paused due to impact of Covid on safe working practices.	SMBC OT's stopped all but most urgent works being undertaken. Project based work to move this milestone forward was paused to concentrate on emergency covid response and pooling of resources for other priority work.
19	Deliver two pre-tenancy workshops (half yearly)	Housing & Communities	Impacted via Covid-19 and suspension of Register for a number of months. Re-assessing impact at present	Q3-Q4	Housing Register was paused at beginning of lockdown and activities moved to virtual interaction. Team since concentrated on backlog of voids and continue with virtual process.	Plan was for two 'physical' workshops this year. A pilot virtual workshop is to take place in Q4 of this year as an interim measure.
20	Conclude TPAS accreditation to champion standard, reflecting our commitment to excellent resident engagement	Customer Service & Business Support	Aiming to conclude our TPAS accreditation in Q4, to embed in 2021/22.	Q1-Q4	The focus of the Engagement team to continue with initial plans for the accreditation was reduced due to the significant demand placed upon the team to be involved with cross business activity between SMBC and SCH across the first period of Lockdown. This was particularly around vulnerability and Shielding. Also, we have been unable to carry out some activities because of Covid restrictions, which are needed to gain accreditation. We have looked at alternative ways to deliver these and are rolling out where we can.	As the demands on the team started to ease throughout the summer period into a slightly more 'BAU' position, the wider SCH Engagement activity stabilised allowing good progress to be made on things like the Engagement Framework, VIP & Block Advocates.

21	Gain Thrive at Work Bronze award	Customer Service & Business Support	This is likely to be severely delayed into Q4 and beyond.	Q4	The complexity and volume of work required to realistically achieve this milestone within the FY has been severely impacted by Covid and the requirement to re-direct HR & wider business resource to other focusses such as Covid related illness and processes, wellbeing & mental health support etc.	The delay in SCH achieving this accreditation this year is disappointing, however as SMBC managed to complete the final piece of their 'Thrive' accreditation after the first lockdown, SCH will benefit from this learning and can utilise information and documents to help accelerate our own achievement in Q1 FY 21/22.
22	Deliver staff conference	Customer Service & Business Support	This is unlikely to happen although venue is booked for March 21.	Q1-Q4 Subject to Covid	Covid related restrictions which are well documented.	With an element of optimism, a date for the staff conference has been booked in late March, which would be a good reset date for SCH as this transition period between the previous and new FY is perfect timing for launching our new FY business commitments. We will review the potential to hold a conference for the organisation or an alternative, but due to the scale it's unlikely there are many viable options.

SCH Delivery Plan 2021/22

Contents:

- 1. Foreword**
- 2, SCH Fact File**
- 3. SCH Strategic Vision**
- 4. SCH Support for the Council Plan**
- 5. What we will deliver in 2021/22**
- 6. Finance, Governance and Risk**

1. Foreword

[To be completed beginning of 2021]

2. Solihull Community Housing Fact File

[Data to be refreshed at the end of December & presented as an infographic]

3. Our Strategic Vision

The SCH strategic vision for 2020 to 2025:

Creating better homes and thriving communities

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 finalise 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 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

[Strategic Aims 'wheel' diagram]

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 & children with complex needs

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

- 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
- Improving neighbourhoods through partnership working in locality areas to support thriving communities
- 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

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.

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.

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. **We will test and validate our improvement journey through benchmarking and, where appropriate, by seeking accreditation or making submissions for industry awards.**

Our ambitions cannot be achieved without a well-trained and motivated staff 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 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

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. **The SCH Environmental Sustainability Strategy will contribute to the achievement of this target. We are very conscious of the environmental impact of our business activities and will 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.

[ELT org chart]

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.

[Block diagram]

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 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	<ul style="list-style-type: none"> • 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. • Continue to develop and embed the asset performance tool • Identify archetype and/or location of poorly performing assets and apply options appraisal methodology to poor performing stock identified through the stock performance tool • The agreed capital programme 2022/23 is informed by accurate stock performance data • Embed the programme for routine collection of stock condition data – 5 year rolling (20% of stock per annum) 	<p>Q1-Q4</p> <p>Q3</p> <p>Q1-Q4</p> <p>Q1-Q4</p>
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	<ul style="list-style-type: none"> • 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. • Consider options and propose alternative greener solutions including 	<p>Q3</p> <p>Q1-Q4</p>

	<p>financial appraisal, to replace inefficient storage heaters to 5 high rise.</p> <ul style="list-style-type: none"> Quantify carbon emission levels for SCH managed stock Quantify carbon emission levels for SCH business operations Set the strategic approach to carbon reduction in the SCH Environmental Sustainability Policy linking back to the asset management strategy and aligned with SMBC Net Zero targets Incorporate upgrades and energy efficiency improvements where we can when carrying out repairs 	<p>Q1</p> <p>Q2</p> <p>Q2-Q4</p> <p>Q1-Q4</p>
3. Working with our residents to reduce fuel poverty	<ul style="list-style-type: none"> Engage with and help residents use less water, less electricity and less gas – Through technology, Education and support to maximise self-help approach. Help residents to reduce their fuel and utility costs, signposting them to organisations who provide free support and advice. 	<p>Q4</p> <p>Q1-4</p>

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	<ul style="list-style-type: none"> Collaborate with West Midlands Fire Service and service areas across SCH to deliver a programme of events to focus on building safety 	Q4
	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> Recruit, train and promote the importance of Resident Safety Champions 	Q1-Q4
	<ul style="list-style-type: none"> Ensure staff are competent and skill sets are current through up to date training 	Q1-Q4

<p>2. Collaborate with SMBC to ensure legislative requirements relating to Building Safety are achieved and compliance maintained</p>	<ul style="list-style-type: none"> • Strengthen further the working practices of the newly formed Building Safety Board • Consider impact and compile implementation plan to respond to legislation as it emerges i.e. Building Safety Bill, Fire Safety Bill, Social Housing White Paper • Robust monitoring of compliance across all areas of building safety through SMBC Corporate Health and Safety Board and Quarterly Monitoring Board 	<p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p>
<p>3. Delivery of Building Safety Related Projects</p>	<ul style="list-style-type: none"> • Sprinkler installation mobilise and start on site • Spandrel Panel replacement – progress through planning and mobilisation process • Commission structural surveys of all Large Panel System High rise buildings and report on findings • Pilot 2 high rise buildings with the fitting of externally mounted closing devices on apartment fire doors – to inform an ongoing inspection process 	<p>Q1 ongoing</p> <p>Q1 ongoing</p> <p>Q4</p> <p>Q3</p>
<p>4. Utilise technology to underpin and enhance approach to building safety to include future reporting requirements and recording compliance</p>	<ul style="list-style-type: none"> • Further develop the use of Quick Response (QR) codes to provide up to date relevant information for our residents • Implement 'Golden Thread' approach to centralise building specific compliance / safety information in a central location with robust server resilience • Compile initial building safety cases for all high rise and buildings of special interest • Implement a Public Portal to report / record the 'Tenants Voice' for all safety related issues – to include workflow and audit capability 	<p>Q1-Q4</p> <p>Q2</p> <p>Q4</p> <p>Q2</p>

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

[Proposed amendment from '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 2021-22 we will:

Work Package	Milestones	By when
1. Improve efficiency and delivery of the Maintenance Service	<ul style="list-style-type: none"> Implement actions arising from the review of the Asset Management service and VFM benchmarking exercises. 	Q4
	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> Review customer recharge policy to ensure clarity and consistent VFM approach 	Q2
	<ul style="list-style-type: none"> Implementation of our agreed service standards for Repairs and Voids to drive up the quality of our homes 	Q1-Q4
	<ul style="list-style-type: none"> Formulate an action plan to prioritise and address the main drivers of customer dissatisfaction (Damp and Mould, Plumbing repairs etc.) 	Q1
	<ul style="list-style-type: none"> Complete repairs staff focussed customer service training 	Q2
	<ul style="list-style-type: none"> Continue with customer journey mapping exercise to highlight duplication and areas of improvement. 	Q1

3. Review IT provision to ensure future proofing and alignment with service aspiration	<ul style="list-style-type: none"> Complete an options appraisal to benchmark existing systems with new technologies to reduce costs, increase efficiency and improve tenant services. 	Q2
	<ul style="list-style-type: none"> Consider Internet of Things (IoT) technology to improve customer service provision – Smarter Homes approach 	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 2021-22 we will:

Work Package	Milestones	By when
1. Work with Solihull Council to build new, environmentally sustainable homes	<ul style="list-style-type: none"> Deliver a total of 23 new net zero homes across 4 sites : <ul style="list-style-type: none"> Daylesford Road A, 6 units Daylesford Road B, 9 units Campden Green , 3 units Anglesey Avenue, 5 units 	Q4
	<ul style="list-style-type: none"> Progress Lakeside redevelopment through to planning / tender stages (indicative 28 units) 	Q3
	<ul style="list-style-type: none"> Support SMBC with the regeneration of Kinghurst Village Centre including the proposal of options for the relocation of the CCTV monitoring centre 	Q1-Q4
	<ul style="list-style-type: none"> 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	94.50%	95.00%

	right first time		
AM17	Average number of repairs per property	2.78	2.50
AM--	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	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%

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 housing management services	• Build on visibility and agility of teams to work in the community	Q1-Q2
	• Embed learning and expand digital technology and tools needed to work flexibly with customers in the community	Q2-Q3
2. Embed learning of the Income Service review	• Introduce new and efficient income collection processes	Q1-Q2

	<ul style="list-style-type: none"> Review Policy and practice, embedding learning gained through delivering the service during the Covid-19 period 	Q1-Q2
3. Reduce rent arrears owed	<ul style="list-style-type: none"> Introduce a robust data insight and analytics tool to support the team in reducing arrears owed Strengthen the Offer to Customers provided by the Money Advice Team Increase rent payments via digital means Reposition the work of the Eviction Prevention Panel following challenges in 2020-21 in recovering rent arrears owed 	Q1-Q2 Q1 Q1-Q2 Q1
4. Carry out a comprehensive service review of our Neighbourhood Services Team	<ul style="list-style-type: none"> 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 Develop insight and reporting tools to improve satisfaction and responsiveness of the service 	Q3-Q4 Q3-Q4
5. Deliver on new cleaning contract focusing on quality	<ul style="list-style-type: none"> Procure and mobilise a new cleaning contract Strengthen staff management capacity to oversee cleaning performance and contract Greater use of insight and digital tools to monitor contract delivery and quality 	Q3 Q3 Q3
6. Carry out a review of the Tenancy Policy	<ul style="list-style-type: none"> Review the policy and embed approach to ensure this meets the needs of customers 	Q3

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
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1. Deliver activities to support people moving into new SCH tenancies to enable tenancy sustainment	<ul style="list-style-type: none"> • Deliver two pre-tenancy workshops (half yearly) • Enhance and promote clear referral pathways to employment and training opportunities available for new customers, building on existing and new partner relationships 	Q2 & Q4 Q2
2. Subject to approval / consultation, implement the revised Housing Allocation Policy	<ul style="list-style-type: none"> • Carry out consequent system changes • Publication and promotion of policy 	Q3 Q4
3. Maximise opportunities for access to, and growth of the Wellbeing Service	<ul style="list-style-type: none"> • Develop and launch a new 3 year pricing model for the Wellbeing Service • 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 	Q3 Q2-Q3
4. Enabling access of Wellbeing customers to new digital telecare technology	<ul style="list-style-type: none"> • Development of a 3 year digital telecare switchover plan for customers with analogue equipment • Procurement of a telecare equipment and service provider 	Q3 Q3
5. Establish Saxon Court as a flagship scheme and community hub for integrated wellbeing services	<ul style="list-style-type: none"> • Development of Saxon Court service to become a community hub for wellbeing services • Intergenerational activities and becoming a focal point for information and guidance for older people services in the north of the borough 	Q4 Q4
6. Supporting innovative and flexible use of Disabled Facilities Grants to further support people in their homes	<ul style="list-style-type: none"> • 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
7. Maximising opportunities for customers exercising the opportunity of Right to Buy	<ul style="list-style-type: none"> • Carry out a review of the Right to Buy valuation service, ensuring this offers a good and cost effective service 	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).

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% 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%.

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	<ul style="list-style-type: none"> Develop and manage project plan for front line co-located accommodation and services for Home Options and Solihull Youth Hub 	Q1-Q4
2. Carry out a comprehensive service review of our Home Options Service	<ul style="list-style-type: none"> Review of structure, process and practice <ul style="list-style-type: none"> Develop insight and reporting tools to improve satisfaction and responsiveness of the service Ensuring a robust and combined approach to the range of funding streams for the service Develop a Temporary Accommodation Strategy in conjunction with SMBC 	Q3-Q4 Q3-Q4
3. Strengthen the focus on prevention of homelessness	<ul style="list-style-type: none"> Review the Housing Options Development Plan Embed and further develop the 'Call before you serve' approach aimed at private sector landlords 	Q1 Q1
4. Further develop flexible accommodation offers	<ul style="list-style-type: none"> Expand the Private Sector Leasing service Develop a robust alternative offer to the use of Hotel Accommodation as temporary accommodation 	Q1 Q3-Q4

5. Expand the tools available to gather and improve customer satisfaction	<ul style="list-style-type: none"> • 'Open' access to the customer satisfaction tool within Jigsaw, the IT system used by the Home Options Service 	Q2
6. Support and contribute to Solihull's Homelessness and Rough Sleeper Strategy	<ul style="list-style-type: none"> • Ensure continued input and delivery of commitments 	Q1-Q4
7. Support of the wider West Midlands Combined Authority agenda on homelessness	<ul style="list-style-type: none"> • Ensure continued input and delivery of commitments • Continued commitment to delivery of the Housing First programme 	Q1 (on-going) Q1 (on-going)

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.

Work Package	Milestones	By when
1. Align delivery of neighbourhood services to locality areas	<ul style="list-style-type: none"> • Focus on intelligence led multiagency working through Locality Tasking • Align staff teams to each of the three locality areas 	Q1 (on-going) Q4
2. 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)
3. Maximising use and occupation of housing stock	<ul style="list-style-type: none"> • Ensure collaborative working with the SMBC Tenancy Fraud Team, taking swift action to ensure investigation of inappropriate use 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) Q1 (on-going)
4. Deliver on commitments contained in the SCH / SMBC tenure neutral anti-social behaviour service	<ul style="list-style-type: none"> • Embed the revised ASB SLA for the service across the Neighbourhood Services Team • Develop and support approach to improving customer satisfaction of the service 	Q1 (on-going) Q1 Q1 – Q4

	<ul style="list-style-type: none"> • Ensure robust SLA review meetings and appropriate follow-up action with SMBC 	
5. Develop a seamless SCH / Solihull Council approach to estate inspections, focusing on quality	<ul style="list-style-type: none"> • Participate in the Strategic Environmental Contract (SEC) review with Solihull Council to ensure a seamless approach • Develop joint SCH / Solihull Council estate inspection programme, targeting one estate per month to capture wider environmental issues • Development of an agreed approach to effective management of high density sites of forestry/trees across SCH stock 	<p>Q1 (ongoing)</p> <p>Q1</p> <p>Q3</p>

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%	75%
WR3	Reduction in arrears due to Money Advice Team intervention	£350k	£400k
WR15	Current tenant arrears as % of rent debit	3.5%	4.5%
NS9	Percentage of flatted blocks passing cleaning inspection	98%	98%
NS10	Percentage of estate inspections completed	98%	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).	<ul style="list-style-type: none"> • Achieve TPAS Accreditation (champion standard) • Embed and mature the refreshed scrutiny process and function to increase representation, inclusivity and community footprint • Use the new scrutiny approach to ensure residents actively participate in co-designing services throughout the year. • Implement a digital engagement plan to increase 'My SCH' portal, social media and website activity • Refresh the content of the SCH website using customer insight. Ensure content and services are accurate and updated 	<p>Q1</p> <p>Q3</p> <p>Q2-Q4</p> <p>Q2</p> <p>Q1</p>
2. Continued support of Locality working	<ul style="list-style-type: none"> • Continued support of tasking forums, events and collaborative working • Review of Locality Plan commitments • Resident Academy – develop feasibility and delivery • Enhance employment support activity 	<p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</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 reducing complaints.	<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 FY 21/22 	Q1-Q4
	<ul style="list-style-type: none"> Develop documented Standard operating procedures across key service areas 	Q1-Q4
	<ul style="list-style-type: none"> Deliver the Contact Centre improvement plan and revised operating model focused on efficiency, quality & technology 	Q2
	<ul style="list-style-type: none"> Complete and embed the new Complaints Handling process aligned to Ombudsman revisions for 2021. 	Q1

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.	<ul style="list-style-type: none"> Strengthen the SCH data insight capability to include analytics across wider operational services and align performance to industry peers through benchmarking 	Q1-Q4
	<ul style="list-style-type: none"> Embed digital data analytics to demonstrate growing digital engagement 	Q1
	<ul style="list-style-type: none"> Embed automated performance dashboards to inform day to day 	Q1

	<p>operational delivery and decision making</p> <ul style="list-style-type: none"> Implement a data & business intelligence framework within SCH to improve data quality, accuracy and standardisation Establish an Innovation Fund to facilitate development of innovative service delivery based on evidence and good practice 	<p>Q3</p> <p>Q1-Q4</p>
<p>2. Through a 12 month Information Technology (IT) delivery plan implement technology improvements and upgrades including enablers to digital working for staff and customers.</p>	<ul style="list-style-type: none"> Implement a business wide cloud based workflow system Implement further high volume/ low complexity services into the 'My SCH' portal to increase digital uptake Implement wider Office 365 package to digitally Enable the SCH workforce Complete a business review for 'web chat' functionality within the Contact Centre Transition SCH to a digital workforce to support improved working, collaboration and engagement particularly for home or remote working Full review of website functionality as a digital enabler / capability 	<p>Q1-Q4</p> <p>Q1-Q3</p> <p>Q2</p> <p>Q4</p> <p>Q1</p> <p>Q1-Q4</p>

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
<p>1. Define and embed the service offer for vulnerable customers across SCH</p>	<ul style="list-style-type: none"> Embed the new Vulnerability Policy and Priority Service Register within SCH 	<p>Q1-Q4</p>

	<ul style="list-style-type: none"> • Scope the achievement of the BSI 18477 Inclusive Service Provision framework for SCH to be accredited with a British Standard • Instigate the BSI 18477 accreditation audit and achieve the Standard • Identify & internally recruit Inclusive Service / Vulnerability Champions 	<p>Q1</p> <p>Q2-Q3</p> <p>Q2</p>
2. Deliver our safeguarding responsibilities	<ul style="list-style-type: none"> • The SCH Safeguarding, Exploitation and Domestic Abuse (SEDA) group to continue embed standards and good practice across the organisation • Complete organisational and multi-agency case audits as required by the LSCP and SSAB • Utilise the Learning Pool and other online learning opportunities to enhance SCH and multi-agency training • Produce an action plan for developing a whole organisation approach to domestic abuse • Assess requirements and capacity for seeking Domestic Housing Alliance (DAHA) accreditation 	<p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q2</p> <p>Q4</p>

Strategic objective 5: Supporting and developing our staff

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

Broadly the SCH people strategy will cover the following key principles:

1. Increase workforce engagement
2. Build an innovative, progressive, collaborative and healthy organisation
3. Maintain a sustainable Workforce
4. Recognise and reward success
5. Invest in skills, knowledge and competencies
6. Strengthen performance and progression
7. Increase awareness of Health and Wellbeing
8. Attract talent into the organisation from in or out of sector.

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

Work packages	Milestones	By when
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<p>Increase workforce engagement, Health and Wellbeing</p>	<ul style="list-style-type: none"> • Transition the phase one Leadership 'strengthening' stage to an 'Embed' stage, developing outstanding managers, leaders and coaches. • 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. • Maintain the ELT Roadshows with quarterly organisational wide leadership interaction. • Achieve Thrive at Work Bronze award ○ Complete quarterly wellbeing activities business wide. ○ Deliver staff conference (Subject to Covid) • •Deliver staff awards event (subject to Covid-19) 	<p>Q1-Q3</p> <p>Q1-Q4</p> <p>Q1-Q3</p> <p>Q1-Q4</p> <p>Q4</p> <p>Q1-Q4</p> <p>Q1</p> <p>Q3</p>
<p>Build a Progressive, Collaborative and Healthy organisation</p>	<ul style="list-style-type: none"> • 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. • Further develop SCH as an inclusive organisation through ongoing diversity workshops and focus groups that reflect our diverse communities and organisational culture. • Develop further training/ awareness around mental health first aid and develop a culture of openness and positivity that reflects in the SCH culture. • Transition the working culture at SCH to one that reflects a more flexible work life balance through a blended and agile working approach. 	<p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q2-Q3</p> <p>Q1</p>
<p>Ensure SCH has a Sustainable Workforce</p>	<ul style="list-style-type: none"> • Using analysis and business intelligence, implement a recruitment strategy to ensure 	<p>Q1-Q3</p>

	<p>workforce demand is managed effectively and undertaken in an efficient and economical manner whilst reducing the reliability on agency requirements.</p> <ul style="list-style-type: none"> 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. 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. 	<p>Q3</p> <p>Q1-Q4</p>
<p>Strengthen performance and progression through investing in skills, competencies reward and recognition.</p>	<ul style="list-style-type: none"> SCH will recognise and reward high performance and outstanding organisational commitment throughout the business using a 'reward and recognition framework'. SCH will support all staff with ongoing training support within their roles that meet individual and organisational needs. Further embed the Leadership and Development Programme across the organisation fostering a culture of high performance, talent, coaching and succession. Through a 'critical friend' culture continuously develop the focus on high performance outcomes through curiosity, constructive feedback and innovation. 	<p>Q2</p> <p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p>

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%

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.

In 2021-22 we will:

Work packages	Milestones	By when
1. Reinforce SCH's commitment to corporate responsibility and good governance	<ul style="list-style-type: none"> Embed the new procurement framework Finalise and launch the SCH Environmental Sustainability Strategy Undertake 360 degree Board appraisal 	<p>Q1-Q4</p> <p>Q?</p> <p>Q1</p>
2. Provide assurance on SCH's approach to health and safety	<ul style="list-style-type: none"> Complete health and safety audit 	<p>Q?</p> <p>Q1-Q4</p>

	<ul style="list-style-type: none"> • Embed the SHE Assure framework across the business 	
3.Embed improvements to procurement function	Implement revised procurement framework	Q1

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Agenda Item 17

Date produced – 9 October 2020

Full Board Forward Plan

Monday 30 November 2020			
		Performance Exception Report for Q2 2020/21	Kevin Bennett
		Chair's Report from Audit and Risk Committee Meeting held on 5 October 2020	Nigel Page
		Chair's Report from Human Resources and Remuneration Committee Meeting held on 12 October 2020	Jenny Fletcher
		Chair's Report from Housing Operations Committee Meeting held on 23 November 2020	Chris Williams
		Health and Safety Report for Q2 2020/21	Mark Pinnell
		Financial Monitoring for Q2 2020/21	Sam Gilbert
		Budget Update for 2021/22	Sam Gilbert
		Self-Assessment against Housing Ombudsman Code of Guidance	Kevin Bennett
		HouseMark Benchmarking Report	Kevin Bennett
		Draft Delivery Plan for 2021	Fiona Hughes
Monday 25 January 2021			
		SMBC Chief Executive to discuss Council Plan	Nick Page /Sarah Barnes
		Chair's Report from Audit & Risk Committee meeting held on 14 December 2020	Nigel Page
		Delivery Plan 2021/22 – Approval	Fiona Hughes
		Annual Safeguarding Reports	Adrian Thomas
Thursday 25 February 2021 – Board Away Day			
		Rising to SMBC challenge	
		Customer Engagement	
		Performance	
Monday 24 May 2021			
		Quarter 4 2020/21 Performance Exception Report	Kevin Bennett
		Quarter 4 2020/21 Health & Safety Report	Mark Wills
		Quarter 4 2020/21 Financial Monitoring	Sam Gilbert
		Chair's Report from Housing Operations Committee Meeting held on 22 February	Chris Williams
		Chair's Report from Audit & Risk Committee Meeting held on 8 March 2021	Nigel Page
		Chair's Report from Human Resources & Remuneration Committee Meeting held on 15 March 2021	Jenny Fletcher
Monday 26 July 2021			

		Annual Report on Risk Management	Fiona Hughes
		Chair's Report (including Annual Accounts) from Audit & Risk Committee Meeting held on 21 June 2021	Nigel Page
		Chair's Report from Human Resources & Remuneration Committee Meeting held on 12 July 2021	Jenny Fletcher
		Annual Governance Review including Standing Orders	Mary Moroney
		Information Technology Annual Update Report?	Paul Langham
		Chair's Report from Housing Operations Committee Meeting held on 24 May 2021	Chris Williams
Monday 27 September 2021 – Includes AGM			
		Chair's Report from Housing Operations Committee Meeting held on 13 September 2021	Chris Williams
		Quarter 1 2021/22 Performance Exception Report	Kevin Bennett
		Quarter 1 2021/22 Health & Safety Report	Mark Wills
		Quarter 1 2021/22 Financial Monitoring	Sam Gilbert
Monday 29 November 2021			
		Chair's Report from Housing Operations Committee Meeting held on 15 November 2021	Chris Williams
		Chair's Report from Human Resources & Remuneration Committee Meeting held on 18 October 2021	Jenny Fletcher
		Chair's Report from Audit & Risk Committee Meeting held on 11 October 2021	Nigel Page
		Quarter 2 2021/22 Performance Exception Report	Kevin Bennett
		Quarter 2 2021/22 Health & Safety Report	Mark Wills
		Quarter 2 2021/22 Financial Monitoring	Sam Gilbert

Regular Items (every meeting):

- Minutes of Previous Meeting
- Chairs' reports from Committee Meetings

Quarterly Reports:

- Performance (Exception Reporting)
- Health & Safety Report (including data on accidents)