

**Strategic Topic**

**Substantive Items**

**Committee Reports**

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

**Closing Items**

**SOLIHULL COMMUNITY HOUSING  
BOARD MEETING**

Monday 25 January 2021 at 6.00 pm  
Endeavour House - Meriden Drive, Kingshurst

**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 30 November 2020				
5	Action Log				
6	Chief Executive's Update	Fiona Hughes - Chief Executive			
7	Health and Safety Report for Quarter 3 2020/21	Mark Pinnell – Executive Director Assets and Development Mark Wills – Health and Safety Team Manager SMBC			
8	Delivery Plan 2021	Fiona Hughes – Chief Executive			
9	Building Safety - Capital	Mark Pinnell –			

	Projects	Executive Director Assets and Development			
10	Update on HRA Budget	Samantha Gilbert – Chief Financial Officer			
11	Performance Exception Report for Quarter 3 2020/21	Kevin Bennett – Executive Director Customer Service Transformation and Business Support			
12	Chair's Report from the Audit and Risk Committee Meeting held on 14 December 2020 - CONFIDENTIAL	Nigel Page – Chair of Audit and Risk Committee			
13	Annual Safeguarding Reports	Kevin Bennett – Executive Director Customer Service Transformation and Business Support			
14	Forward Plan	Fiona Hughes – Chief Executive			
15	Any Other Business				
16	Review of Meeting				

**SOLIHULL COMMUNITY HOUSING BOARD MEETING – 30 NOVEMBER 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; Mary Morrissey; Mary Moroney; Mark Wills (until end of Item 7); Barbara Griffiths

**1. CHAIR'S WELCOME AND INTRODUCTION**

The Chair welcomed members to the meeting.

**2. APOLOGIES FOR ABSENCE**

No apologies.

**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 28 September 2020.

**5. ACTION LOG**

Chair raised the point that the Board Members' Health and Safety training had been postponed but would like to try and move this to online training to progress this more quickly.

**DECISION**

**(i) NOTED**

the action log.

**6. CHIEF EXECUTIVE'S UPDATE**

Fiona Hughes introduced the report giving a brief overview. The first item of the report details the work and activities that SCH continue to do to support the Council's response to Covid-19 and the roles the Executive Leadership Team and SLT have within that framework to support a co-ordinated approach. Mark Pinnell leads an incident response team specifically for SCH and that has proved to be working well so will continue. SCH are continuing to deliver the whole range of services although how that is done is shaped by the Government guidance. We will exit lock down in Tier 3 and consideration

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

around community testing is underway and SCH continue to work with the Council on various options, with a flexible approach.

The performance section of the report sets out where we are with various Covid-19 indicators, discussions around rent arrears will be picked up later in the meeting. Section 5 focuses on organisation planning and development and Fiona confirmed that ELT and SLT have continued to focus on the development of the Delivery Plan for 2021/22 in conjunction with the HouseMark benchmarking report recently received.

Fiona highlighted the work being carried out around celebrating and recognising staff with this week seeing the launch of the staff celebration week. There are a number of key activities happening this week which celebrate the commitment and achievements of staff, this feeds into the People Strategy laid out in section 6.11 with the key ambition of making SCH a great place to work which is an important priority for ELT.

Fiona updated Board members on the progress around the ongoing Leadership Development programme which is now being rolled out to the wider group of managers and talked briefly about the future blended approach to working, liaising with HR and Finance to understand the practicalities and costs of that approach.

There is a real commitment from ELT to be visible and meet with staff and have embarked on a number of virtual roadshows which have been well received by staff.

The building safety report section will remain a standing item, this week saw the circulation of a newsletter to residents in high-rise blocks outlining the sprinkler installation programme and Spandrel panel replacement programme. Discussions were had about the right time to go public with the information but given that Cabinet would be discussing the proposals this week it was felt that this is the right time. There has been some really positive press coverage about the installation of the sprinkler system and the tenant publication appears to have been well received by residents.

Fiona talked through the new build and acquisitions part of the report, in particular the role SCH continue to play in Kingshurst Village redevelopment.

There has been a positive response to the request to recruit a tenant Board member and work is ongoing to fill this vacancy with four tenants/residents likely to be interviewed. We are also working on the recruitment of Independent Board members taking into consideration the recent publication of a revised code of guidance around Governance.

Part 12 of the report details how SCH are working to support the CEV (Clinically Extremely Vulnerable) client group which builds on the support offered throughout lockdown and will continue into Tier 3.

Questions arising:

**Q. Interesting report, in terms of the building safety works detailed in Section 8 what has been the feedback from tenants?**

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We had anticipated more concerns from residents and as a result had set up a special hotline to respond to calls from residents, in reality we have had very few calls around 25/30 and very minimal contact through social media. On a positive it may mean that we have provided the right level of information but will continue to manage the anticipated contact once work has started.

**Q. The staff celebrations sounds really positive as does the ELT roadshows, however those appear to have only reached half of the staff, is there a plan for reaching the remaining staff?**

We plan to repeat the roadshows in the New Year and hopefully the IT issues which were a barrier will be resolved by then with the roll out of Microsoft Teams and we are optimistic that we will reach more people.

**Q. Cost implications of blended working will it be more cost efficient?**

Not necessarily most people will still need to come into work or have access to an office environment for part of the working week, the blended approach is currently being costed and we will bring a report to the Board when more information is available.

### **DECISION**

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

## **7. HEALTH AND SAFETY REPORT FOR QUARTER 2 2020/21**

Mark Wills introduced the report, assuming that Board members had had an opportunity to read the papers circulated prior to the meeting and drew members' attention to the appendices; outlining the NFA presentation, information in relation to accident and incident reporting and finally compliance against the Home Standard Duty.

Quarter 2 information for incidents and reporting information is currently in the main body of the report but will be included in appendices going forward.

A specific project group has been set up to review the implications of the new Building Safety Bill, and Fire Safety Bill, this will be led by the Director for Stronger Communities within the Council.

Accident data is included in the report, there has been a minor increase in the numbers reported this quarter from previous, at seventeen incidents and asked the Board members to note the types of incidences happening.

Questions/Comments arising:

**C. Pleased to see information around assessing people's risk of working from home given that there has been an increase in employees suing employers for trips and falls.**

**Q. Re the Covid outbreak at Saxon Court have we identified the reason for this and is there any changes in practices required?**

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The initial outbreak stemmed from a discharge from hospital of a resident who had been taken in for a different reason, she had been socialising with one other resident and one other who had been carrying out shopping on her behalf. It is impossible to prevent this type of case but our reaction to case was extremely rapid and positive. We liaised with Public Health and link in with their care home process, arranged for a deep clean using a barrier treatment which kills germs for up to 90 days and tapped into the testing programme.

### DECISION

- (i) **NOTED** the content of the report
- (ii) **NOTED** Appendix 1 NFA Presentation on the Council's Clienting Role
- (iii) **NOTED** Appendix 2 SCH Compliance report – Home Standard Duty Compliance
- (iv) **NOTED** Appendix 3 – Accident/Incident reporting Analysis Q2 2020/21

Mark Wills left the meeting at 6.32 pm.

## 8. HOUSING OMBUDSMAN CODE OF GUIDANCE COMPLIANCE

Kevin Bennett introduced the report setting out the framework for the report, the government green paper and the mandatory code of practice for dealing with complaints covered in 3.3 of the report.

The self-assessment has been carried out and can be found as an appendix to the report, initial findings are that there are two key policy changes that need to be made these include a compensation policy and a reasonable adjustment policy and Mary's team are now working on those whilst also undertaking a review of the current complaints policy for fine tuning and ensure compliance. All of which feeds into the wider customer engagement improvement plan.

Questions/Comments arising:

**C. One area of the HouseMark benchmarking report where we seem to perform well is satisfaction with complaints handling this would suggest we are doing well in this area.**

Whilst we recognise this and it is positive, complaints handling needs to remain a focus and we need to ensure we are compliant and will be aiming to be the best in class.

**Q. Thank you for a clear report and self-assessment information, there is some consideration of a stage 3 within the process, we used to have a stage three do we need to reintroduce that?**

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There is no mandatory requirement for a 3 stage process, however the Ombudsman recommends that if you do have a third stage that must include customers, they want to ensure that customers are made aware of the opportunity for them to go to the Ombudsman at an earlier stage.

### **DECISION**

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

## **9. REVENUE AND CAPITAL BUDGET 2021/22 & CAPITAL 3 YEAR PLAN**

This item is confidential - minutes were recorded separately.

## **10. REVENUE AND CAPITAL FINANCIAL MONITORING AND FORECAST 2020/21 – SEPTEMBER 2020 (QUARTER 2)**

This item is confidential - minutes were recorded separately.

## **11. HOUSEMARK ANNUAL CORE BENCHMARKING REPORT 2019**

Kevin Bennett welcomed the report from HouseMark which adds weight to the insight and performance building across the organisation and pointed to the overview from point 3.0 to 3.4 of the report. The peer group for benchmarking includes all English ALMO's.

Section 3.9 sets out the methodology; a high level summary is that the financial situation indicates we have a reduction in operating costs, broadly there is an improvement in KPI's which remain stable, however sickness and customer satisfaction are a key focus although sickness absence has improved from 17/18 days to 10/11 days still remains red, satisfaction levels are also in the lower quartile.

Fiona Hughes made an additional point in terms of satisfaction in that the data used as part of this report dates back 3 years which was the last time we carried out a STAR survey. The satisfaction data collection method is set and we are looking to carry out a STAR survey using the new format.

Questions/Comments arising:

### **Q. Are there any action plans to tackle satisfaction, how do we manage expectations?**

Improving satisfaction is wrapped up in the customer experience improvement programme and we use data to drill down on what is not going well, this is usually around timescales for completion and keeping customers informed. The satisfaction around repairs has improved as a result of this type of analysis. Covid-19 lockdown has caused satisfaction to dip but we can see an improvement in satisfaction in November and currently at 90% with repairs and 90% satisfaction with the contact centre.

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The satisfaction data for HouseMark is prescriptive there is only a certain amount of data we can submit to ensure it remains comparable across all organisations taking part. A STAR survey has been commissioned and that will commence over the next few months.

**Q. Rent collection and rent arrears is disappointing it would be good to see an action plan for improvement. We need to understand who is in top quartile and how they are managing rent arrears, learn from good practice?**

We are currently part way through a service review of the rent arrears team taking into account processes, looking at efficiencies and how we compare. An action plan will be compiled as part of this and will inform the service moving forward. Face to face contact and early intervention is key to better collection rates, the service review will be completed by the end of December and an action plan drafted which will be brought to the next QMB meeting in February.

**C. Best performers may have heavy handed collection techniques, analysis of how they achieve top quartile would be useful we need to be reassured that the activity to achieve top quartile performance is in line with Solihull's approach to customer care etc.**

Summary of agreed actions;

- Surjit to bring an Action Plan for improvement to the next QMB and Board meeting
- Details of Organisations achieving top quartile should be included in future benchmarking reports.

### DECISION

(i) **NOTED** the contents of the report

### 12. PERFORMANCE EXCEPTION REPORT

Kevin Bennett introduced the report commenting that a similar report had recently been seen and discussed at the Housing Operations Committee. The headline information is of the 32 KPI's being measured and monitored, 17 performance against target has been met, 5 are in amber slightly off target and 10 are in a red position the details of which can be found at 3.3 of the report.

Despite the challenging operating conditions of the last few months, satisfaction levels for November are improving. Kevin recognised that work still needs to be done to improve complaints handling and details of measures to improve this can be found at 3.5.

Kevin explained that Cost per property analysis outside of HouseMark benchmarking parameters has been carried out with Finance and details are within the report.

## SOLIHULL COMMUNITY HOUSING BOARD MEETING – 30 NOVEMBER 2020 DECISION

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

### 13. SCH DELIVERY PLAN 2021-2022

Fiona introduced the report for initial comments, the final format is likely to be produced in January allowing time for Board comments before the Delivery Plan is presented to Scrutiny Committee. Fiona will be presenting the Delivery Plan to the Council's Corporate Leadership Team

Fiona drew the Board's attention to the important information at appendix 1 in terms of the milestones carried over from this year. The Delivery Plan will retain the same structure as last year as per the discussions with the Quarterly Monitoring Board. Fiona commented that she is happy to take comments inside and outside of the meeting and recognised that there had been lots of discussion around KPI's for next year, specifically in terms of rent arrears and pointed to the supplementary commentary about why there is a proposal of 4.5% for WR15.

Questions/Comments arising:

**C. WR15 was at 3.5% and there is now a proposal to move it to 4.5%, Surjit has offered an explanation and the Board can either accept the change or ask colleagues to review the target and propose a more challenging target so would like to get a view from the Board members. It would be useful to understand what the outturn is at the present time.**

The outturn at the moment is 4.17 but forecast to come in at 4.41 in essence our position will be very different at year end to currently outturn. The Board can decide to hold the current target for next financial year.

The Board commented that the target needs to be challenging and can be self-financing in terms of more resources, they did not want to accept the target of 4.5% and would like further analysis and a different target to be presented back to the Board for consideration. Fiona agreed that a new target will be brought back to the Board to ensure a clear way ahead, but for context the outturn for the end of October was 4.34.

Agreed action to propose a different target for WR15 for Delivery Plan 2021/11.

**Q. Sickness data for HouseMark looks at total sickness rather than Short Term absences, our targets seem to be based on Short Term instead of all absences what is the rationale for this?**

Short term sickness absences are a better barometer of the health of an organisation and the Board had previously asked specifically for information on Short term sickness, the Board can request the target shows both types of illnesses combined or either.

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**Q. In terms of the Green Strategy we talk about reducing climate emissions but there is very little action to reduce those which does not fit in with the Council's Vision. Secondary comment, the proportion of rent collect by digital means the target is only 75% against a current outturn of 72% is the target challenging enough can we review?**

Environmental sustainability is a conversation or discussion for outside the meeting and Fiona is happy to facilitate that. In answer to the digital collection methods it is a good point and one for consideration and could consider moving to 80% target or thereabouts.

### **DECISION**

**(i) APPROVED** the draft plan for consultation with the Council as per the amendments discussed

#### **14. CHAIR'S REPORT FROM THE AUDIT AND RISK COMMITTEE MEETING HELD ON 5 OCTOBER 2020**

Nigel Page gave a verbal update on the meeting, confirming that it was a fairly run of the mill meeting with nothing requiring the attention of the Board.

Procurement Framework is currently being improved and the Committee were pleased to note the improvements and the rigour in the process that was not evident before.

Internal Audit are making progress, Covid-19 and the change in the working practices have proved problematic but are confident we will hit target this year.

#### **15. CHAIR'S REPORT FROM THE HUMAN RESOURCES & REMUNERATION COMMITTEE MEETING HELD ON 12 OCTOBER 2020**

Jenny Fletcher gave a verbal update on the meeting, she confirmed that there was nothing that needed to come back to the Board and that the biggest discussion was around the need to align our policy and procedures with the Council's policies and they will need to be regularly reviewed and updated.

#### **16. CHAIR'S REPORT FROM THE HOUSING OPERATIONS COMMITTEE MEETING HELD ON 23 NOVEMBER 2020**

Chris Williams gave a verbal update on the meeting and confirmed that there was nothing that needed to come back to the Board. Overall it was a positive meeting with an update on the progress against the Domestic Abuse Bill and the ramifications of that, in particular, the need for accommodation that is not Budget Hotel for victims of Domestic Abuse.

There were some discussions around how best to achieve an increase in stock for use as temporary accommodation.

The Committee were also presented with a paper detailing the review of the Council's allocations policy which had not been reviewed since 2014.

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Resident engagement was also discussed and the progress against that. Chris commented that what is key is the need for the Board to understand what it is they need to hear from the tenants in order to be effective.

**17. FORWARD PLAN**

Mary Moroney confirmed that some of the dates for meetings may change next year there is still some negotiations happening. The dates for January are fixed as is the February Board away day.

**DECISION**

(i) **NOTED** the forward plan

**18. ANY OTHER BUSINESS**

None

**19. REVIEW OF THE MEETING**

All Board members confirmed that they were happy with the meeting and felt that there had been productive discussions, with the right balance of discussion and challenge. Officers felt similarly recognising the balance of praise and challenge.

The meeting ended at 8:10 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
1119-9	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.  Email sent to course provider 29 December 2020 to request details of any virtual courses being organised.  Courses identified and places booked	
0920-1	Board asked for some recognition of the contribution of members of the former Scrutiny Panel who will no longer be part of the SCHape Tenants Panel	Kevin Bennett	0321	To be considered post Covid and proposals reported back to Board	
1120-1	Chair of Audit & Risk Committee requested copy of Business Case Report for Ipswich House TA (in relation to budget setting)	Mary Moroney	1220	Confidential Report from 18 April 2016 sent to Nigel Page /Richard Hyde 29 December 2020	

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1120-2	Board requested action plan to address rent collection performance including best practice from other social landlords	Surjit Balu	0121	Action plan completed and available for any member on request	
1120-3	Board asked for reconsideration of proposed target for 2021/22 on NS4 Digital Rent Collection Proposed target of 75% does not appear to be challenging enough compared to current performance	Surjit Balu	0121	For discussion at Board on 25 January 2021	

## SOLIHULL COMMUNITY HOUSING

BOARD MEETING: MONDAY 25 JANUARY 2021

### 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. Introduction

- 3.1 The priorities for myself and the executive team since my last report focus on:

- Covid response and recovery
- Building Safety – in particular the progress of our capital projects as set out in the report under item 9
- Redwood House fire – recovery
- Delivery Plan – as set out in the report under item 8

#### 4. Covid-19 Response and Recovery

- 4.1 Board will be aware from previous reports of the breadth of activity undertaken by SCH in terms of both recovery and response over the past 9 months and that this has been delivered as part of the wider emergency planning framework in which SCH has played an active role.
- 4.2 Unfortunately, as Board will be aware and as widely reported in the media, there has been a rapid increase in case numbers and this has precipitated the resetting of a national lockdown. Again, the action flowing from this is being managed and delivered through the, now well-oiled, processes established as part of the emergency planning framework including the various working groups (known as 'cells') covering core work-streams such as communications, community engagement, enforcement. The cell structure is overseen through the strategic cell (also known as the SCG – Strategic Co-ordinating Group) which is chaired by Nick Page and attended by myself as

SCH Chief Executive and the tactical cell (now known as IMT – Incident Management Team) attended by Mark Pinnell as tactical lead for SCH. Cell activity has been stepped up and down since the emergence of Covid depending on the severity of the situation and currently cell activity across all areas has been stepped up.

- 4.3 In terms of SCH operations specifically, we have an SCH Covid incident response team comprising of key service managers and chaired by Mark Pinnell and this team oversee SCH Covid related activity and this is reported to the ELT (Executive Leadership Team) weekly. Again, this is now a well-oiled process and is stepped up and down as required.
- 4.4 Staff have been increasingly challenged by current circumstances and we have also seen an increase in staff absence directly relating to Covid and this is also adding pressure in terms of service delivery. We have continued to support staff in a variety of different ways:
- Maintaining regular weekly communications to all staff to provide leadership, reassurance and key updates.
  - Completed a Q3 ELT Roadshow with a Q4 event planned
  - Delivered a successful 'Staff Celebration' week.
  - Continued Mental Health & Wellbeing initiatives through My Healthy SCH
  - Sent all staff a Christmas card and expressed best wishes from ELT over the festive period.
- 4.5 Specific actions relating to SCH services, taken in response to the current national position have been:
- Undertaking only 1, 3 and 7 day repairs and pausing on routine repairs
  - Standing back up outbound calls to residents who are shielding and residents known to us as vulnerable and without support
- 4.6 Saxon Court Visiting Pod - before Christmas we also took the decision to build a visiting pod at Saxon Court to enable family visits to take place in a safe and controlled environment. A Risk Assessment is in place to manage safe visiting. There are two separate entrances, residents enter the room from inside the building while their visitors use an external entrance.
- 4.7 A booking system is in place for visits to allow for a good cleaning regime in between appointments and to date over 40 visits have taken place which have been well received by all.
- 4.8 A plan of the visiting pod is attached at appendix 1.

## **5. Covid-19 – Performance Indicators**

- 5.1 The table below provides the most recent update on the SCH Covid metrics and sector benchmarking. The HouseMark data relates to end of November 2020, whilst the SCH data is as at end of December 2020. There may be

some inconsistency in the measures reported previously as the focus of HouseMark varies from report to report.

	HouseMark	SCH Position	Trends, Actions & Forecasts
<b>Staffing (workforce Sickness)</b>	4.70%	5.65%	<p><b>Trend:</b> Since May absence levels have been stable at around 4% although December saw an increase of 1.78%, slightly higher than latest HouseMark benchmark.</p> <p><b>Actions:</b> SCH continue to capture Covid related absence and have increased support and recognition for staff to support wellbeing.</p> <p><b>Forecast:</b> SCH are forecasting potential increases in absence aligned with normal winter trends and are actively reviewing workforce requirements.</p>
<b>Lettings Activity</b>	<p>Void rent loss 1.79%</p> <p>Properties void and available to let 0.84%</p>	<p>Void rent loss 1.28%</p> <p>Properties void and available to let 1.06%</p>	<p><b>Trend:</b> Rent loss due to voids increased by 0.19% since March putting SCH in a favourable position compared to the sector where rent loss has increased by 0.70%. The number of properties void and available to let though is slightly higher than sector average.</p> <p><b>Actions:</b> SCH reinstated lettings on 8 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 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><b>Forecast:</b> The sector forecast is that median year end loss will be 1.62%.</p>
<b>Arrears</b>	3.68%	3.90%	<p><b>Trend:</b> SCH has seen an increase in arrears of 0.30% since March compared with an increase of 0.63% across the sector.</p> <p><b>Action:</b> 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><b>Forecast:</b> The median position forecast is a further increase of 0.29% before end of year.</p>
<b>Gas Safety</b>	99.60%	99.94%	<p><b>Trend:</b> 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><b>Actions:</b> 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><b>Forecast:</b> SCH will maintain strong compliance performance, but are required to carefully manage resources whilst respecting residents' views to isolate during this challenging time.</p>
<b>Repairs</b>	248 non urgent repairs per 1000 properties	182 non urgent repairs per 1000 properties	<p><b>Trend:</b> Non urgent repairs have increased across the sector and the number of repairs for December decreased from monthly average of 220.</p> <p><b>Actions:</b> Repair levels are being monitored and additional resources are being used as appropriate to maintain service levels.</p> <p><b>Forecast:</b> Currently there is no backlog of repairs and KPI performance is demonstrating satisfactory performance levels.</p>

## 6. Redwood House Fire - Recovery

- 6.1 Board members will be aware that unfortunately we had a significant fire at Redwood House on 5 December 2020. Both myself and Mark Pinnell attended to assist with the incident response along with a number of other staff from SCH. A briefing was circulated to Board following the fire and a short FAQ is attached at appendix 2.
- 6.2 With regard to the cause of the fire, this has now been confirmed as accidental following the fire investigation conducted by West Midlands Fire Service. I am also pleased to report that all 4 residents who were hospitalised have been discharged.
- 6.3 Following the fire, I was asked to attend full council to provide a briefing and this took place on 8 December 2020.

6.4 Further to the incident, we have conducted an After Action Review (AAR) to identify and action key learning points. This was facilitated by CSW Resilience (emergency planning team) and attended by partners involved in the incident – WMFS / WMP / SMBC. Key learning has been identified and actioned.

## **7. Customer Satisfaction – STAR Benchmarking**

7.1 Board will be aware that in the past 18 months, SCH have made significant progress in understanding customer satisfaction at a transactional level with key service areas and this has been reported as part of our suite of KPI's.

7.2 However, Board will also be aware that we have not conducted a recent customer satisfaction survey aimed at gathering random customer views of our organisation. This is known as a customer perception survey because it seeks to find out what our customers think of us in general rather than what they think of a particular transaction such as a repair they have just received. In order to be able to benchmark with other organisations, there is a standard format for a customer satisfaction survey and this is known as the STAR survey and it is required to be conducted by an independent organisation experienced in this type of work.

7.3 In November we procured Acuity (a research agency specialising in the housing sector) to support further on understanding services and aligning more consistently to STAR methodology. We are taking steps as follows:

- To provide SCH with a set of 'dip test' surveys (STAR methodology) check date comparing our current performance against the last full STAR in 2018
- To understand tenant perception, and apply transactional intelligence
- To further pin point key improvement areas.

7.4 Initial 'dip test' results show an encouraging improvement in key metrics across the business. That said, we must be cautious as the samples are small with potential for statistical variance.

7.5 Looking ahead, SCH is planning to carry out a full, formal STAR survey, to provide a new baseline (since 2018), and will continue quarterly informative for continuous improvement.

## **8. Rent Arrears Action Plan**

8.1 Board will note that a revised draft of the Delivery Plan is being presented to Board at the January meeting. Board will also remember that when the earlier version was discussed at the November meeting, there was some discussion regarding the proposed rent arrears KPI – WR15. Board requested that Surjit Balu develop an arrears action plan and also that the proposed KPI be reconsidered. Board will note from the revised Delivery Plan being presented

to the January Board that the proposed KPI is now 3.5% and Board will have the opportunity to discuss this under the item on the agenda relating to the Delivery Plan.

8.2 The arrears action plan, which is available to Board members on request, underpins the revised KPI and the key actions included are as follows:

- Robust action plan in place for period January 2021 to March 2022
- Joint work with SMBC with project focus on arrears
- Business case for analytics tool Q4 2020/21
- Embedding clear Rent 1st Offer/Culture Q4
- Embedding Service Review learning – process and practice
- Improved use of benchmarking data
- Increased focus on new / introductory tenants – pre-tenancy workshops
- Targeted work on £2k plus cases
- Recruitment of Head of Service
- Internal audit via SMBC Q4
- Development of Rent Arrears Delivery Group
- Development of annual communications and marketing plan

## **9. SCH Operational Model – Blended Working**

9.1 Emerging from the learning from the Covid response has been the ambition to review our operational model to embrace a blended working approach and enable our staff to have a more flexible and responsive working environment to enable them to work remotely, at home and also in an office base where collaborative working can flourish. This also builds on known good practice from earlier studies.

9.2 A detailed business case is being prepared spanning core functions of the organisation (Service Delivery, IT, HR, Policy & Finance) to outline the requirements, one of which is funding, to execute a blended working model. Work has already been carried out by SMBC on a number of options which broadly SCH will be able to leverage and align to.

9.3 This will be another significant step forward for SCH not only making the business more dynamic but also recognising key benefits such as employee wellbeing, work life balance and talent retention/attraction.

9.4 The move towards a blended operating model will sit alongside other core initiatives that have interdependencies, such as the continued implementation of Office 365 and Oracle improvements, enabling the whole workforce to remain connected easily, wherever they are working and bringing SCH more up to date with broad digital adoption.

## **10. Business Process Mapping and Operational Workflow**

- 10.1 Through the various pieces of work undertaken to understand our customer journeys through SCH, it has become clear that one of the key drivers of poor service and poor customer satisfaction is the inability of different divisions to pass work between each other to deliver a holistic customer response. This is impacted by the fact that there is no automated 'workflow' system and many of our business processes are not mapped leading to frequent breakdowns in communication and unhelpful breaks in the customer journey where it touches numerous parts of the organisation.
- 10.2 We have taken the step to consider a workflow system and have commissioned Sopra Steria who have recently acquired CXPartners (an industry leading consultancy specialising in customer experience and user centred design) to carry out a phase 1 'root and branch' review of how SCH operates including:
- Carrying out/documenting full business process reviews across SCH services to form a business 'Blueprint'
  - To fully understand our technical architecture, opportunities and limitations
  - To engage our strategic delivery partners
- 10.3 Sopra Steria will work strategically with ELT developing a comprehensive business case, return on investment and set of credible options, highlighting a 'best fit' cloud based workflow solution with the intention of a phase 2 technology implementation which will digitally join up SCH services.

## **11. Mental Health Support and Advice Officer**

- 11.1 In January, we welcomed Natalia Cunningham-Brown to SCH as our Mental Health Support & Advice Officer. This is a newly created role in response to the many challenges teams have faced in effectively responding to customers experiencing complex mental health issues. Natalia is an approved mental health professional and previously worked with the Adult Care and Support Team at SMBC.
- 11.2 Natalia's role is to raise awareness of mental health and to provide professional advice and support, in relation to housing casework where mental health issues exist. Natalia will manage a small defined caseload where mental health issues are impacting on a customer's ability to sustain their tenancy and, will play a key role in ensuring positive partnership working.
- 11.3 Other key areas of focus include:
- Being a resource on mental health matters and promoting best practice within SCH

- Developing and delivering awareness training for staff. This will also include support to staff, such as information and tips on how they can look after their own mental health.

11.4 Natalia is line managed by the Head of Housing and Neighbourhoods, and we are at present developing a set of parameters to aid in measuring the positive impact of her work.

## 12. New Build and Acquisitions

12.1 We are currently progressing work on five sites and are excited to be nearing completion on Willow Way and Faulkner Road with viewings and sales being mobilised:

Site	Completion	Notes
Willow Way	25 January 2021	7 Dwellings Social Rent
Faulkner Road	15 February 2021	7 Net Zero Mobility Bungalows Social Rent
Brackleys Way	End March	7 Dwellings Shared Ownership
Wagon Lane	August 2021	15 Dwellings Shared Ownership
Halifax Road	November 2021	7 Dwellings Shared Ownership

### 12.2 Kingshurst Village Centre

SCH has now formalised our role as Development Manager for the scheme taking forward the management of the design and delivery process whilst working closely with SMBC on the wider scheme delivery aspects including financial options relating to residential mix.

The residential design stages are progressing well with SCH working with Building Design Studio (SMBC in-house architectural team) with house types currently in development with various options being considered.

The scheme will include a health facility which will have a community element contained within it and a design workshop is currently in the planning stages for late February to consider the design of this facility which will be a cornerstone of the new development. SCH are due to receive the Health and Community requirements and this will then formulate the BDS floor plans for use and comment at the workshop.

### 12.3 Lakeside

28 units including move on accommodation for young homeless and a small number of HRA houses.

Initial design is underway with architects appointed along with Topographical and utility surveys completed. It is intended to submit the planning application by April after a consultation event, which we are currently investigating via an online hosting consultant.

#### 12.4 Acquisitions

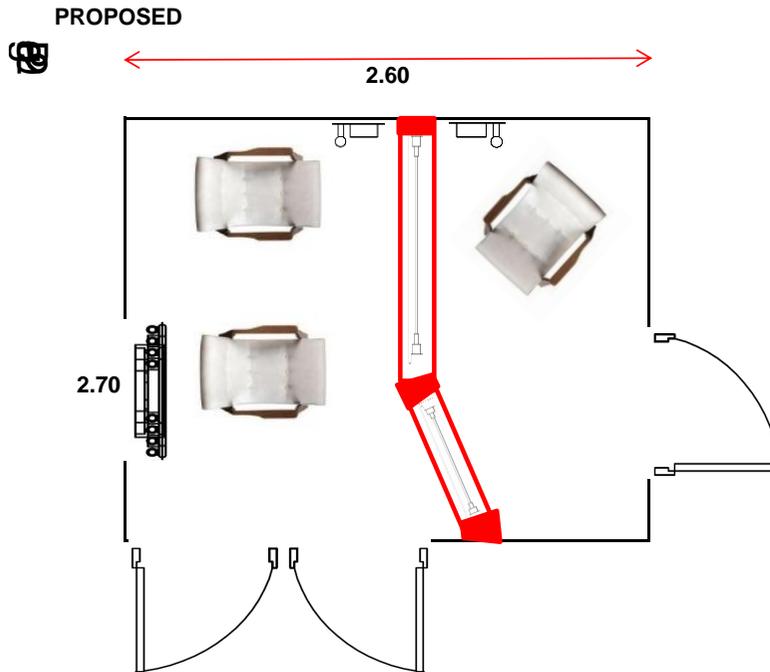
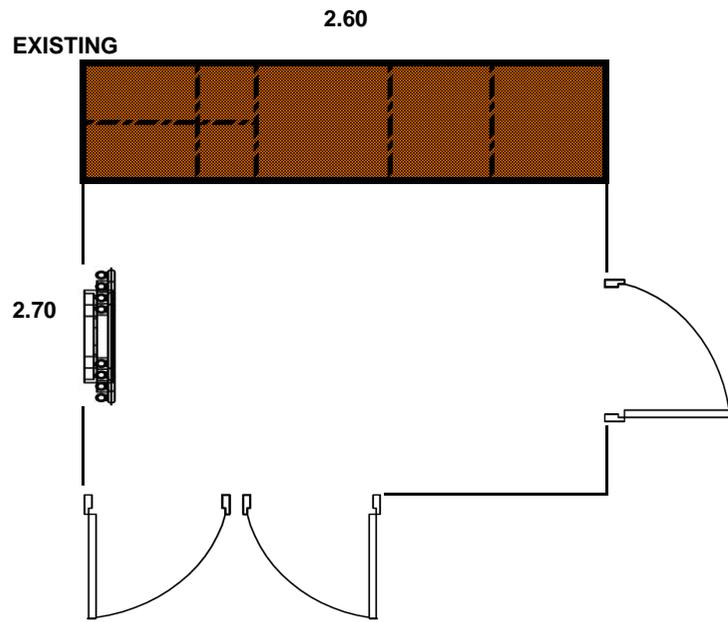
The 1:4:1 spend take up requires approximately 20 acquisitions over the next 15 months. In the current financial year there have been 4 completions, with 2 more due to complete in the next couple of weeks and a further 4/5 in the immediate pipeline.

### 13. Board and Governance

- 13.1 Board Recruitment – interviews for the position of tenant Board member were held on 10 December 2020 and a candidate was selected for appointment. We are awaiting receipt of a reference before proceeding with the legal paperwork to appoint formally. It is anticipated that the appointment will take place at the Board meeting on 29 March 2021.
- 13.2 The advert for an independent Board member will be published in the January 2021 edition of Inside Housing and on the SCH website and social media with a closing date of 12 February 2021.
- 13.3 A gap analysis of compliance against the new National Housing Federation (NHF) Governance Framework and the outcome will be reported at the next Board meeting.
- 13.4 Board Away Day - the focus of the session will be on performance and engagement in light of the housing white paper and the programme will be distributed as soon as it has been finalised.

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~~Figure~~



**Strip Out**

- 1 Isolate Supplies and strip out all sinktop taps and wates and take back to termination points
- 2 Carefully remove Kitchen Units and Worktops ( Agree Storage or disposal )
- 3 Hack off all wall tiles and dispose off site
- 4 Take up floor coverings and dispose off site

**Carpentry**

- 1 Remove overhead soor closer to existing door leading into proposed meeting room

**Electrics**

- 1 1st Fix alterations to existin electrical circuits to provide spur for communication handsets

**Plastering**

- 1 Carry out plastering to disturbed and missing areas of walling following kitchen unit removal

**1st Fix Carpentry**

- 1 Erect Timber or PVCU Framed sections to receive clear vision screensfloor to ceiling including all sealing and cleaning to existing abutments.
- 2 Install new skirting boards to wall after units have been removed

**Flooring**

- 1 Prepare new floor areas to receive new flooring. Customers Choice

**Electrics**

- 1 2nd Fix installation of communication system by remote contact via telephone hansets

**Decoration**

- 1 Prepare existing back wall and apply wall covering to Customers Choice
- 2 Redecorate remaining walls and woodword



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## **Redwood House fire - Saturday 5 December 2020**

### **Q & A**

#### **1. Was the fire contained to one property and how was this possible?**

- Yes the fire was contained to the property of origin – smoke penetrated the communal landing when the fire service opened the door to evacuate the resident
- A high rise is designed to compartmentalise a fire
- Following Lakanal House fire in 2009 we started intense fire management approach.
- Fire stopping upgrades completed across all 37 buildings
- Fire Door Upgrades – flat and communal area designed to hold back flames and smoke
- Well maintained firefighting services – hydrants, dry risers
- Rapid response by the fire services

#### **2. What collaboration is there with West Midlands Fire Service?**

- SCH have worked collaboratively with WMFS since 2009 and this has intensified since Grenfell and all the learning which has emerged
- WMFS representation at monthly Building Safety meetings
- Working with SCH on their new High Rise Review initiative - innovative approach to the fire safety in high rise buildings which involves on site floor by floor inspections linked back to Fire Risk Assessments – 9 buildings inspected so far all reported in a positive manner.
- Very positive reports about how the building performed during the Redwood House incident

#### **3. Re Power issues at Redwood House on Sunday evening?**

- Un-related to the fire – unfortunate and unforeseen coincidence.
- Cause – Power surge on the neutral phase of the 3 phase supply into Redwood causing the supply to rapidly drop in and out.
- Western Power attended site and repaired the fault - have admitted liability
- Damage caused to sensitive electrical items all of which have since been repaired or replaced.
- Dodd Group currently looking at Surge Protection solutions to prevent re-occurrence.
- Visual inspection of all 37 High Rise incoming power supplies are being completed by Dodd Group.

#### **4. Will this event influence time line for Sprinkler install?**

- We have already started Sprinkler mobilisation phase to include on site surveys, design and contractor appointment.
- Pilot installations of each archetype will be completed between now and end of March 2021.
- External company completing Type 1 fire risk assessments the outcome of which will prioritise the intrusive type 4 fire risk assessments.
- Type 4 risk assessments will prioritise the sprinkler installation programme in line with the approved design for associated building archetype.

#### **5. Replacement Panel works – what’s the plan?**

- Currently working through technical designs
- Planning application for 10 buildings will be submitted in January
- Planning application for balcony replacements will be submitted in March
- Works forecast to commence during Qtr 4 2021.
- Will consider sprinkler installations programme but works are a separate project with different challenges / complexities.

#### **6. What are you doing differently following fire at Redwood House?**

The following measures are already in place across the high rise and provide a robust approach to fire safety management:

- SCH have already moved to a ‘Building Safety’ approach
- Annual Fire Risk assessment programme in place
- Fire Integrity Team trained trades people complete repairs
- Safer Homes Team to coordinate compliance activities
- Neighbourhood Services team complete visual inspections numerous times per week looking for damaged fire doors, accumulation of rubbish on landings etc.
- Collaborative approach with West Midlands Fire Service - including block specific building safety events.
- Regular building safety / fire safety updates through newsletters, website, social media etc.
- SMBC oversight of SCH via Quarterly Monitoring Board, Health and Safety Board, Strategic Housing Framework Board, SMBC Building Safety Board.

The installation of sprinklers in due course will also strengthen our approach and provide additional assurance for residents.

We are planning an incident debrief with the fire service and will put in place any additional measures / lessons learnt following this debrief. A full timeline is being produced to inform the debrief.

## SOLIHULL COMMUNITY HOUSING

### FULL BOARD MEETING 25 January 2021

#### HEALTH AND SAFETY QUARTERLY REPORT OCTOBER - DECEMBER (Quarter 3)

#### 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.

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.

#### 2. Recommendation

- 2.1. The Board is recommended to:
  - (i) **NOTE** the contents of this report.
  - (ii) **NOTE** Appendix 1 - SCH Compliance report in relation to Home Standard Duty Compliance
  - (iii) **NOTE** Appendix 2 - Accident/Incident Reporting Analysis Q3 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) were continuing to undertake workplace spot checks to assess their Covid-19 risk assessment and Covid-secure arrangements. These started in October 2020. However there were no HSE visits made to SCH at the time of writing this report.

#### 4. Legislative / guidance updates

- 4.1. There have been no new specific health and safety legislative updates for this quarter.

4.2. The HSE were undertaking inspections of construction sites as part of a Construction Health Inspection Initiative that commenced in October 2020. This initiative published examples of good and not so good Covid-19 secure working arrangements and safety measures found on the sites visited.

4.3. A number of safety alerts and eBulletins continue to be published by the HSE providing useful help and advice relating to keeping workplaces and staff safe during the pandemic. The guidance documents are available on the [HSE website](#). These include guidance and advice on:

- Construction work in relation to dust and respiratory protective equipment (RPE)
- Building Safety e-bulletin
- Musculoskeletal disorders
- Managing stress
- Working safely during Coronavirus pandemic
- Chemical Safety and changes to regulatory regime due to Brexit

## 5. Working safely during Coronavirus (Covid-19) outbreak

5.1. 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, and the introduction of another national lockdown across England at the start of 2021.

5.2. The Incident Response Team within SCH, continue to meet to review Covid-19 secure working arrangements and associated risk assessments. Due to the introduction of the national lockdown, SCH are reviewing service provisions and have decided to revert back to emergency and essential repairs.

5.3. Prior to the introduction of the latest national lockdown, 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 in small numbers to the office on a rota basis in a socially distanced set up.

5.4. Unfortunately, a number of **positive Covid-19 cases** were 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. Endeavour House is open twice weekly for essential use only and a review is underway to further reduce staff numbers at Chapelhouse Hub.

5.5. The situation continues to be monitored relating to positive cases within the customer base and any possible impact that has on service provision.

5.6. The HSST continue to provide support and advice to SCH in its endeavours to continue to operate during these difficult and challenging times including advice on working safely in people's homes and making workplaces Covid-19 secure.

## 6. **Building Safety and Fire Safety**

6.1. Work is continuing on understanding the **implications of the draft proposed legislation** relating to building safer homes.

6.2. The plans to reform the legislative framework for **Building Safety** continue with the **Fire Safety Bill** completing its consultation phase and journey through the House of Lords. It now enters what is known as the 'ping pong' stage where suggested amendments are included or excluded from the final bill, it then passes into legislation. The last set of amendments included:

- Changes to the application to apply to all buildings containing two sets of domestic properties - not just high rise.
- Requirement to share data with local Fire and Rescue Service (FRS) with regard to the external wall design and materials, as well as the requirement for detailed plans.
- Requirement for annual flat entrance door inspections.
- Requirement to inspect lifts monthly, with any faults reported to the FRS.
- Requirement to share evacuation and fire safety instructions with residents.
- Making Fire Risk Assessments available to residents on a public accessible register, revised annually. New regulations will be required to facilitate this.
- This will enable prospective and current renters, leaseholders and owners to check the fire safety status of their home, by accessing a public register similar to the EPC (energy performance) register.
- The owner of a building may not pass the costs of any remedial work attributable to the provisions of this Act on to leaseholders or tenants of that building

6.3. The **Building Safety Bill** was issued in draft format on 20 July 2020. The Housing, Communities and Local Government Committee has now completed its pre-legislative scrutiny of the draft Building Safety Bill.

6.4. Whilst welcoming the policy intent behind the draft Bill, the Committee has found that in its current form, the draft Building Safety Bill fails to provide sufficient detail since it relies on as yet unpublished secondary legislation; and urges that much more detail be included when the final Building Safety Bill is introduced to enable certainty as to how the regime will work in practice. The Committee included a number of recommendations in its [report](#):

- Inclusion of as much detail in the Bill itself or publication of secondary legislation alongside it, especially for the Gateways process and the regulation of construction products.
- Publication of a timetable for commencement of the new regime so it is clear by when the industry has to demonstrate compliance and the Building Safety Regulator establish the regime
- Definition of higher risk buildings to be included in the Bill and not left to explanatory notes; and publication in the Bill of other risk factors that will be taken into account in the future when the scope of the Bill is expanded, particularly the vulnerability of residents and their ability to evacuate the building
- Recommitment by Government to the principle that leaseholders should not pay anything towards the cost of remediating historical building safety defects
- Inclusion in the Bill of provisions for establishing a robust national system of third-party accreditation and registration for all professionals working on the design and construction of higher-risk buildings
- Removal of choice of building control entirely from the building control system; and replacement of a system of independent appointment for all buildings, not just higher risk buildings
- Imposition of a general duty to co-operate in buildings where there is more than one accountable person; publication of statutory guidance alongside the Bill setting out the sorts of behaviours expected under such a duty
- Publication of statutory guidance on the co-operation between the accountable person and the responsible person
- Provision of details of competency framework for the new role of Building Safety Manager to enable industry to recruit and train people; and publication in the Bill or statutory guidance of details of a national system of accreditation, and a central register, of Building Safety Managers
- Publication of test failures and re-run tests of construction products and establishment of an independent and unified system of third-party certification.

6.5. The Government will now be required to improve the detail of the Bill. Once the draft Bill is finalised, it is expected that the Bill will be formally introduced into Parliament during 2021. Beyond that there is as yet no detail as to what sort of transition period will be put in place, nor when the draft Building Safety Bill will be enacted.

6.6. The focus has now turned to SMBC to take the lead on this as the Registered Provider for Social Housing in the Borough and have set up the SMBC Building Safety Board, chaired by Alison McGrory, Assistant Director for Communities & Partnerships.

## **7. The Charter for Social Housing Residents**

7.1. A Government White Paper, a charter for social housing residents, was published in November 2020, setting out the actions the government will take to ensure that

residents in social housing are safe, are listened to, live in good quality homes, and have access to redress when things go wrong.

## **8. Health and Safety Working Groups**

- 8.1. The Building Safety Group met each month during this quarter, the last meeting being in December 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. The last meeting reviewed and discussed the Sprinkler and Spandrel Panel Replacement Projects, fire safety concerns, safer homes duty compliance status including a discussion on the serious **fire at Redwood House**.
- 8.2. The HSST team continue to support the 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. 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.
- 8.3. 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.
- 8.4. The HSST support the ELT meeting focusing on health and safety to review performance. This is supported by the HSST.
- 8.5. The Incident Response Team continues to meet at least twice a week (more frequently if required). The team primarily are focused on the actions needed to be taken by each service delivery area to keep everyone safe during the pandemic and whether services are safe to continue to be delivered. The group also focuses on any significant incident and what actions are required, such as the recent serious fire at Redwood House where a tenant sustained serious injuries from a fire in their flat.
- 8.6. A meeting of the West Midlands Social Housing Group was attended this Quarter by Jane Carter, Senior Health and Safety Adviser. The focus was a summary of fire safety faults found by the fire service throughout the West Midlands social housing stock. A presentation was given by Sandwell Council on their proposed template for sharing vital resident safety information. A future meeting will discuss Building Safety Case content and resident engagement strategies.

## **9. Health and Safety Support Team**

- 9.1. Jane Carter as Senior Health and Safety Advisor is continuing to support SCH through the Coronavirus outbreak.
- 9.2. 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](mailto:healthandsafetysupport@solihull.gov.uk). Mark Wills, Health and Safety Team Manager can also be contacted email [mark.wills@solihull.gov.uk](mailto:mark.wills@solihull.gov.uk).

## 10. Health and Safety Audits

- 10.1. A revised draft audit schedule has been presented to ELT. Remote audits have begun in **Quarter 4 2020/21**, focusing on health and safety systems, processes and paperwork.
- 10.2. An audit of the Responsive Repairs team commenced in December 2020 and will be completed in the New Year. A report detailing findings and recommendations will be delivered to ELT early in the New Year 2021.
- 10.3. Further audits are scheduled to be undertaken in 2021 and their continuation will depend on the ongoing pandemic and pressure on service delivery within SCH.

## 11. The Home Standard Duty

- 11.1. Data on compliance with the **Home Standard Duty** for this quarter is included in Appendix 1.

## 12. SHE Assure Health and Safety Management System

- 12.1. All services/teams in SCH should now be using this system to report and record all work-related accidents, incidents and near miss events. A specific procedure has been produced to capture tenant-related incidents.
- 12.2. To help ensure managers are using the SHE system fully, a number of drop in sessions are being held. ELT members are encouraged to support attendance at these sessions.
- 12.3. The incident statistics attached to this report for this quarter have been taken from the SHE Assure system.

## 13. Incident Reporting Analysis

- 13.1. There were 22 incidents during this quarter. A detailed breakdown is provided in **Appendix 2**.

Employee, contractor and agency accidents	
Accidents (2 x Responsive Repairs and 2 x Neighbourhood Services)	4 (including 1 RIDDOR)
Verbal Abuse (Responsive Repairs)	1
RIDDOR Reportable Diseases (Covid-19) Contact Centre	8
<b>TOTAL</b>	<b>13</b>
Tenant Incidents	

Accidents – majority are slips, trips and falls	6
Fire - serious injury – Redwood House	1
<b>TOTAL</b>	<b>7</b>
<b>Property Related Incidents</b>	
Fire – rubbish smoking on landing area – DeMontfort House	1
Near Miss - Electrical Fault Redwood House	1
<b>TOTAL</b>	<b>2</b>

13.2. Incidents of note this Quarter are outlined below

- A serious fire at Redwood House, a residential tower block for the over 55's.
- Nine RIDDOR reportable incidents reported to HSE this quarter:
  - Eight of these were Covid-19 instances, contracted in a work situation, all relating to the Contact Centre.
  - One over 7-day injury absence in Responsive Repairs.
- A serious injury to a tenant who fell down the concrete communal stairs after heavy rain. A stair nosing that was missing to the edge of one of the stairs may have contributed to the fall.

## 14. Equality and Diversity Implications

14.1. **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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~~Figure~~

**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 to a zero approach to non-compliance and to ensure all Legislative and British Standards are adhered to.

**Home Standard – Key Compliance Framework**



**Home Standard – Current Performance (QTR 3)**

Compliance Activity	Total Number of required Inspections	Number out of compliance	Overall Compliance performance
Gas Safety Servicing	8153	5	99.94%
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	9782	262	97.33%

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

\*Non regulatory electrical inspections (262 properties out of compliance 77 have never had an electrical inspection)

**FIRE SAFETY**

SCH's approach to fire safety remains a top priority and continues to demonstrate 100 percent compliance against performance targets. Fire safety is achieved in a number of ways: engaging with residents on the importance of Fire Safety, through carrying out Fire Risk Assessments (FRA's) and implementing improvement actions, High Rise Block inspections for deposits of combustible materials, a Register of Fires, and safety projects such as on spandrel panels and sprinkler installations.

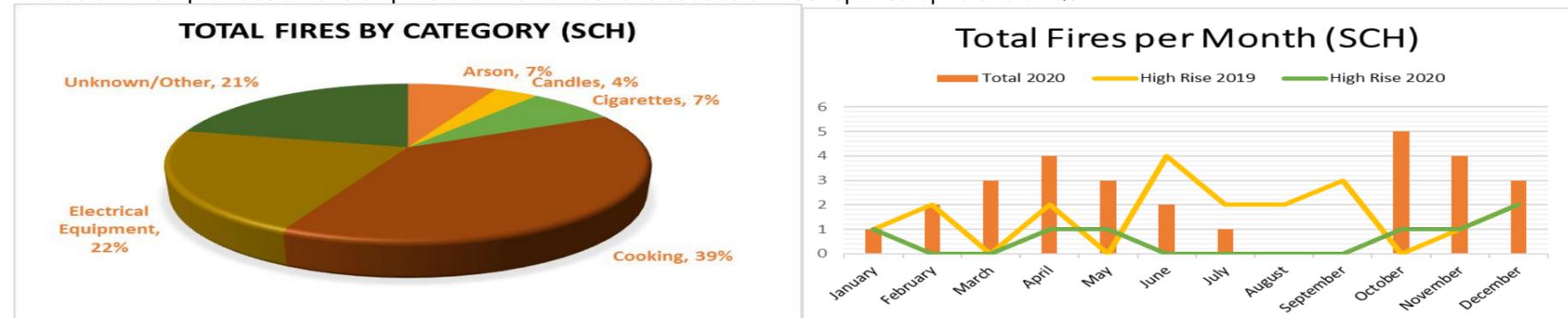
**Resident Engagement/ Information Sharing**

In order for all building safety information to be accessible to our residents. QR codes are being introduced for all high rise blocks. Each block will have their own page that residents can scan to access information for their block. It will be promoted on social media and an article explaining how it works will be advertised in the tenants' spring newsletter. The purpose of the QR Code is for displaying on notice boards of each high rise blocks, in order for all building safety information to be tracked via the website. Fire risk assessments information, cyclical maintenance activities and major capital works can be accessed via the QR code which will be a helpful way to share information with residents.

The SCH spring newsletter is currently being drafted and will focus on electrical fires and the importance of using genuine non faulty electrical equipment

**Register of Fires**

The below chart provides an overall picture of the number and causes of fires reported up to end of Q3.



**Redwood House**

Saturday 5 December 2020, the fire service was called to a significant fire in one of the flats at Redwood House. There were 30 fire officers in attendance, along with the Ambulance service and the Police. Redwood House operates a 'stay put' policy that all residents are told to follow in the event of a fire, which most of the residents observed. Some residents were evacuated by the emergency services and others chose to self-evacuate and gather outside the building. SCH were commended by the fire service for the way we maintain the fire safety of the building, as both the fire door and smoke seals had contained the fire in the one flat with smoke damage only to the immediate landing area. Unfortunately, four residents were taken to hospital to be treated for the effects of smoke inhalation

**Sprinkler Installation FRAs – Savills**

Savills have been instructed to complete FRA's as part of the sprinkler installation project, currently 37 Type one surveys have been carried out to the communal areas within the High Rise Blocks. The draft findings from these FRA's are being discussed and finalised in relation to service documentation. Key areas highlighted within the FRAs relate to the need for the fitting of accredited door closers to all flats. An inspection of each high-rise flat door is currently under way to identify any doors requiring upgrading. Doors are checked to ensure that they are in good working condition when the property becomes void and all new door installations are completed with the accredited door closers and fittings. **AOVs**

**Fire Safety Audit**

SMBC conducted an audit of Fire safety in December 2020. The overall objective of the audit was to review the effectiveness of the processes, systems and controls in place over fire safety. Based on the testing undertaken, a level 2 Substantial assurance rating has been given; meaning the framework of control is adequate and controls are generally operating.

**Compliance Exception Reporting**

**Gas Servicing**

Performance for gas compliance has decreased slightly from Q2 report. However compliance levels are relatively stable and performing strongly in comparison to sector benchmarking levels. This level of compliance has been a challenge, with a number of our residents being classified as Clinically Extremely Vulnerable. Regular organisational communication has been key to supporting operating practices along with applying safe systems of work that instil confidence in our customers so that they allow us access to their home whilst keeping themselves and our staff safe.

**Electrical Inspections – Residential**

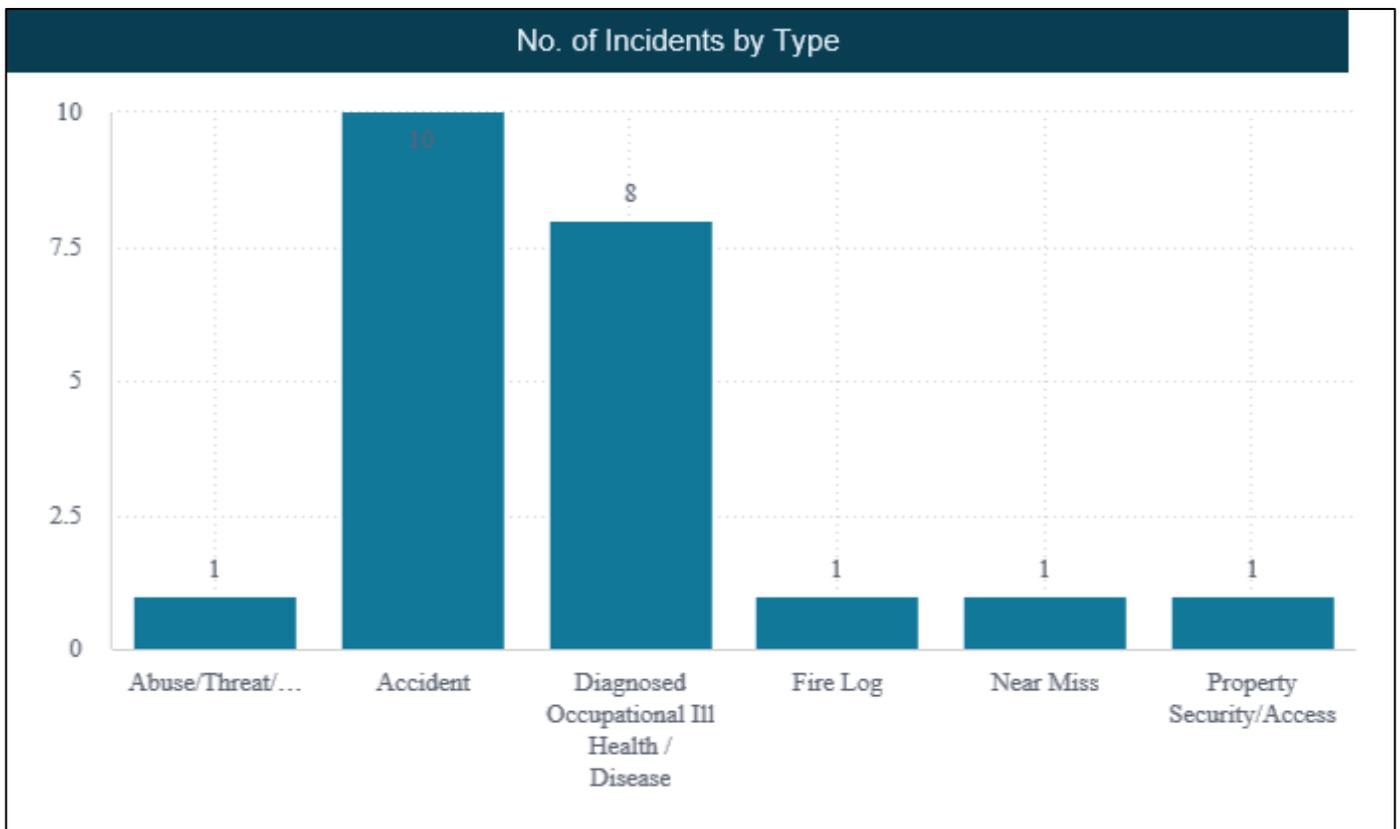
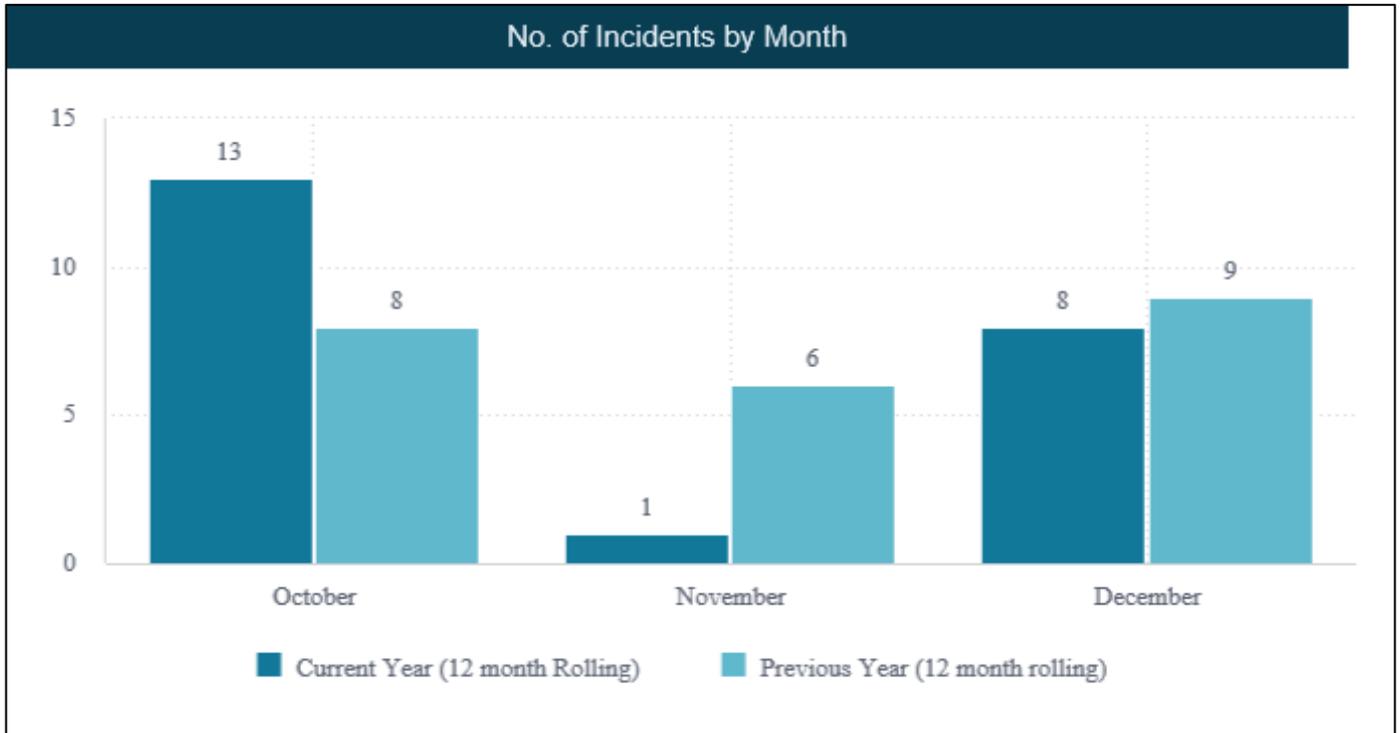
The performance on electrical inspections in domestic properties has improved from Quarter 2 but further improvements are required. We have reviewed operating practices to ensure that they can, as far as possible replicate the gas compliance process. In addition to the formal process, the safer homes 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 our Legal Services, in an attempt to progress to enforcement action where necessary. 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.

Figure 1

# Solihull Community Housing

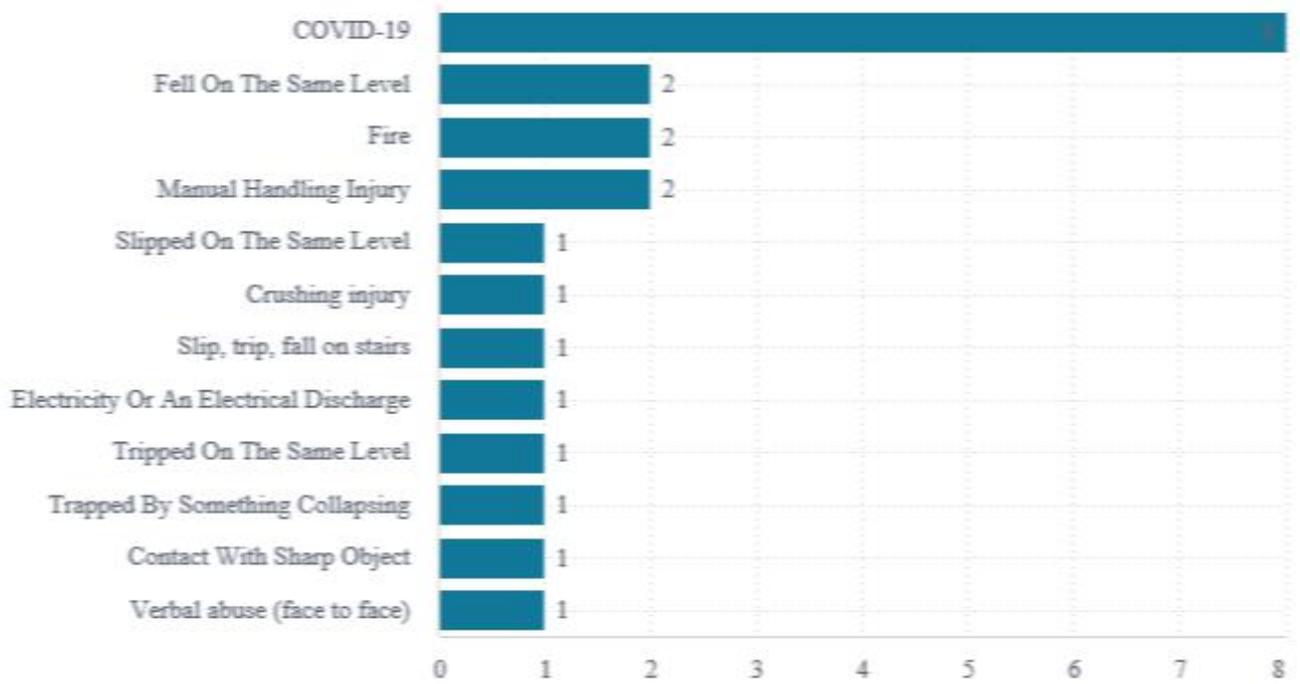
## Health and Safety Incident Statistics - Quarter 3, October - December 2020

A summary of each incident can be found at the end of this document which also provides some information on any investigation and findings, if provided. Some incidents are awaiting this information.

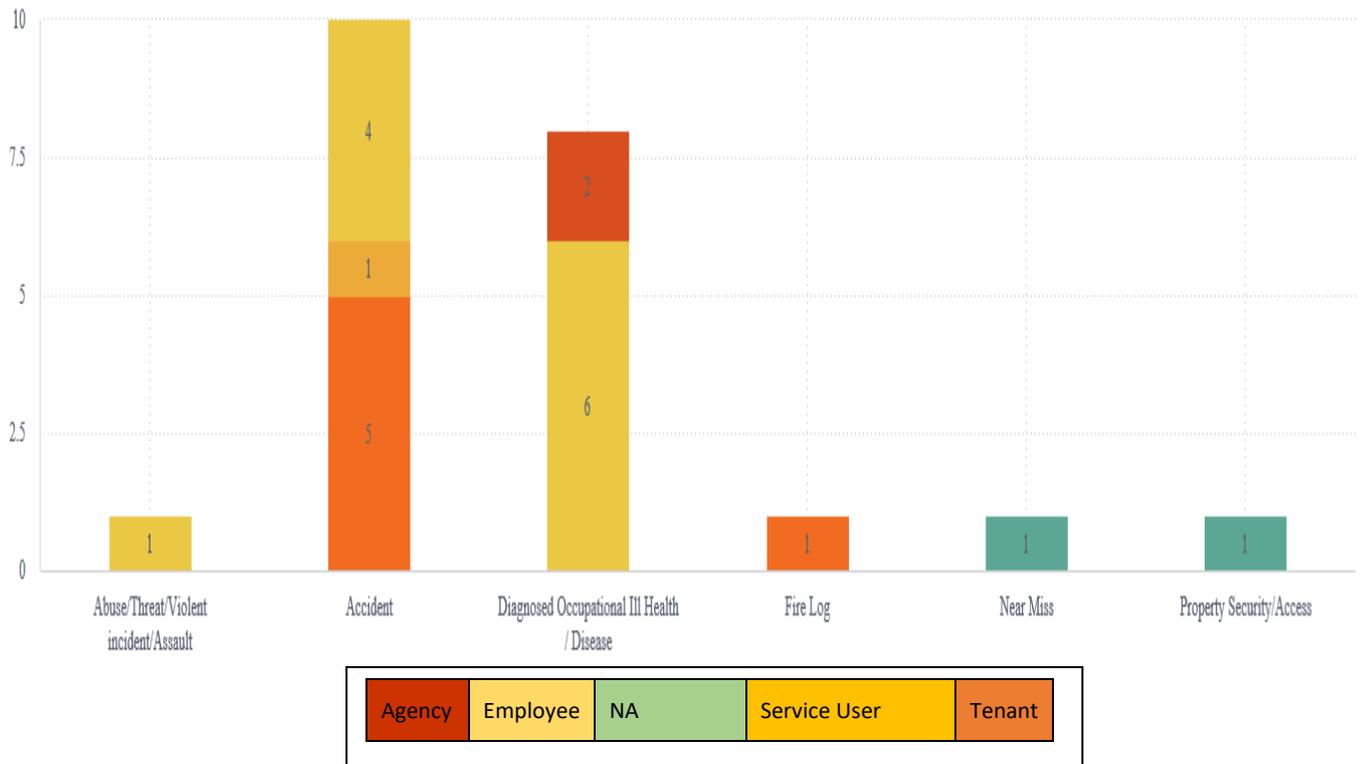


**NOTE:** The graph above includes 9 RIDDOR Reportable incidents – 8 RIDDOR Reportable Diseases due to Covid-19 potentially contracted in a work situation and 1 over 7-day absence causing accident.

### No. of Incidents by Sub Type



### Numbers of Incident by Who Was Involved



## Employee/Contractor/Agency Incidents

No.	Service Area	Type of Incident	Summary	Management Response
1	Responsive Repairs	Over 7 day absence RIDDOR reportable accident	Emergency - Isolating leak underneath kitchen sink in a confined cabinet strained shoulder	Condition of property was adequate position of leaking fitting was awkward to access but due to the nature of the work unavoidable.  Advised IP that should the situation arise again then to remove obstructions where possible to enable easier access. But due to the nature of this work it is sometimes unavoidable.
2	Responsive Repairs	Accident	Whilst repairing a garage door that had come off its runners, IP trapped hand causing a serious cut requiring hospital treatment	Activity to be re assessed and will now be a two man job.
3	Responsive Repairs	Verbal Abuse	Intoxicated resident entered void being worked on and was abusive to contractor and SCH Staff. Police called.	Letters to be sent for any future works to be sent to advise the tenant that work is going to commence. Hazard warning marker has been placed on the tenants address, letters have been sent to both properties affected by the works with start dates.
4	Contact Centre	Occupational ill health/Disease	Possible contracting Covid-19 in a workplace centre within Contact centre	Appropriate Covid Secure measures were in place. Endeavour House was subsequently closed and deep cleans carried out  Further deep cleans to be carried out over the Christmas holiday and no immediate plans to re-open Endeavour other than for agreed access
5	Contact Centre	Occupational ill health/Disease	Possible contracting Covid-19 in a workplace centre within Contact centre	As above
6	Contact Centre	Occupational ill health/Disease	Possible contracting Covid-19 in a workplace centre within Contact centre	As above

7	Contact Centre	Occupational ill health/Disease	Possible contracting Covid-19 in a workplace centre within Contact centre	As above
8	Contact Centre	Occupational ill health/Disease	Possible contracting Covid-19 in a workplace centre within Contact centre	As above
9	Contact Centre	Occupational ill health/Disease	Possible contracting Covid-19 in a workplace centre within Contact centre	As above
10	Contact Centre	Occupational ill health/Disease	Possible contracting Covid-19 in a workplace centre within Contact centre	As above
11	Contact Centre	Occupational ill health/Disease	Possible contracting Covid-19 in a workplace centre within Contact centre	As above
12	Neighbourhood Services	Accident	Whilst clearing away bulky waste in wet conditions, picked up a sheet of glass which slipped through hands, shattered and bounced back and hit IP in face, cutting eye brow	Awaiting response
13	Neighbourhood Services	Accident	Shelf flipped up in garage at one end when paperwork was removed from the other end, resulting in IP hitting elbow on wall	Awaiting response

### Tenant/Customer Incidents

No.	Type of Incident	Injury	Summary	Management Response
14	Accident	Suspected fractured wrist	Tripped over block paving in communal area	Awaiting response to confirm address and actions taken
15	Accident	Fractures to arm and lower back	Fall down stairs in communal area after heavy rainfall and missing stair nosing	Awaiting response
16	Accident	Bruise	Tripped on raised slabs	Slabs replaced
17	Accident	Head injury and bruising	Slipped in shower, had complained shower tray surface was very slippy	Awaiting response

18	Fire	Serious injury from serious fire	Serious fire in residents flat at Redwood House requiring attendance by emergency services and hospitalisation of resident and precautionary admittance to hospital of neighbour. Investigation ongoing.	Investigations ongoing with Fire Service
19	Accident	Minor injury	Tenant fell over on recently mopped floor in kitchen at Ipswich House. Floor had been mopped by the cleaning contractor who did not display a wet floor sign.	<p>The property and in particular the kitchen floor is in good condition and the incident took place after the normal cleaning visit by Orbis. The floor had been mopped but no wet floor signage left in place to alert residents. The incident was not reported to Orbis at the time but to SCH.</p> <p>Toolbox talk will be held with all operatives who attend this site to clean; addressing in particular working practises around mopping hard floor areas</p> <p>Spare "wet floor" signage will be carried on all vans so in the event the onsite signs are not available we can provide adequate warnings</p> <p>Area Supervisor will carry out a site specific inspection first week of January with the operative who attended 21st Oct 2020 (she is currently isolating due to COVID)</p> <p>Copy of tool box talk &amp; site inspection to be sent through to H&amp;S once completed</p>
20	Accident	Minor injury	Tenant fell due to slabs in front garden giving way	Awaiting response - late report

### Property Incidents

	Type of Incident	Summary	Management Response
20	Near Miss	Electrical fault due to a burnt wire occurred at Redwood House tripping electrics	

21	Fire	Rubbish set on fire on 7 <sup>th</sup> floor of communal area a DeMontfort House. Fire discovered by resident by chance. Fire Service called	Awaiting response
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## SOLIHULL COMMUNITY HOUSING

### BOARD MEETING 25 JANUARY 2021

### REPORT OF THE CHIEF EXECUTIVE

### SCH DELIVERY PLAN 2021-2022

#### 1. Purpose of Report

- 1.1 To request that the Board approve the final draft of the 2021-2022 Delivery Plan.

#### 2. Recommendation – Item for Approval

- 2.1 The Board is recommended to:

(i) **APPROVE:** the final draft Delivery Plan for 2021-2022.

#### 3. Background

- 3.1 The SCH Board considered an initial draft of the Delivery Plan at its meeting on 30 November 2020.
- 3.2 The Plan sets out the priority milestones for the next 12 months in the context of our housing management and wider partnership responsibilities, reflecting the SCH core values and commitments.
- 3.3 The coming year represents Year 2 of the SCH Strategic Vision. The Vision is included as an appendix to this report and will be provided to the Cabinet Member when the Delivery Plan is presented for Council approval.
- 3.4 It is proposed that the Delivery Plan Foreword is drafted for sign-off by the Chair closer to the Council approval date to allow for it to be current and, in particular, to reflect the Covid-19 position at that time.
- 3.5 As previously reported, the general framework and content of this year's Plan is being maintained for 2021-2022.
- 3.6 Following discussion at the November Board meeting, further amendments have been made to the proposed Key Performance Indicator (KPI) targets for 2021-2022. The target for the number of lettable voids (VL16) has been changed to 85 (from 70). The percentage of rent paid by digital means including Direct Debit (NS4) has been increased to 80% (from 70%) and the target for the level of rent arrears as a percentage of rent debit (WR15) has been set at 3.5% (this is supported by a detailed arrears action plan). A useful overview and analysis of the KPIs is attached as an appendix.

3.7 The draft Plan has been shared with the Council's Corporate Leadership Team and comments have been incorporated. 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.

3.8 The following are attached as appendices to this report:

- Appendix 1 Draft Delivery Plan
- Appendix 2 Draft Delivery Plan with tracked changes since last review
- Appendix 3 Strategic Vision
- Appendix 4 Key Performance Indicators

#### **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 The SCH Equality, Diversity and Inclusion Policy, and Action Plan, is reflected in the Delivery Plan.

#### **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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# **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 2021/2022**
- 6. Finance, Governance and Risk**

## 1. Foreword

*[To be completed mid-February 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. A Climate Change declaration was approved by Full Council in October 2019, which is the Council's statement of intent to protect the environment. This is supported by the Council's Climate Change Prospectus, which was refreshed in March 2020 and is the roadmap to delivering greater sustainability.

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

#### **Be inclusive**

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

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

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



## **Always listen to our customers**

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

## **Embed an organisational culture to support our values**

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

## **Support our customers who need it**

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

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

SCH has adopted five strategic aims for 2020 to 2025.

### **Creating Homes**

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

### **More than Bricks and Mortar**

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

### **Strengthening Communities**

Enable resilient and thriving communities

### **Excellent Customer Service**

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

### **Passion in People**

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

*[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 and 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.

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 the SCH Strategic Vision. Our new People Strategy embraces this leadership development work, providing the fundamental platform for a range of initiatives designed to maximise the potential and promote the welfare of the individuals and teams who are the heartbeat of SCH.

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

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

## **Our commitment to delivering environmental sustainability**

SCH fully supports the Council's Climate Change Declaration and Prospectus. 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. With a clear understanding of performance, SCH will be able to take steps to improve the energy performance of its properties and operations to meet the Solihull Council climate targets.

### In 2021-22 we will:

Work package	Milestones	By when
1. Use stock condition data to inform stock investment decisions including Options Appraisal to evaluate the stock we manage	<ul style="list-style-type: none"> <li>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.</li> <li>Continue to develop and embed the asset performance tool</li> <li>Identify archetype and/or location of poorly performing assets through the stock performance tool and apply options appraisal methodology to poor performing stock</li> <li>The agreed capital programme 2022/23 is informed by the updated stock appraisal model</li> <li>Embed the programme for routine collection of stock condition data – 5 year rolling (20% of stock per annum)</li> </ul>	<p>Q1-Q4</p> <p>Q3</p> <p>Q1-Q4</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"> <li>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.</li> <li>Consider options and propose alternative greener solutions including financial appraisal, to replace inefficient storage heaters to 5 high rise.</li> <li>Quantify carbon emission levels for SCH managed stock</li> <li>Quantify carbon emission levels for SCH business operations</li> <li>Set the strategic approach to carbon reduction in the SCH Energy and</li> </ul>	<p>Q3</p> <p>Q1-Q4</p> <p>Q1</p> <p>Q2</p> <p>Q2-Q4</p>

	Environmental Sustainability Strategy linking back to the Asset Management Strategy and aligned with SMBC Net Zero targets	
3. Working with our residents to reduce fuel poverty	<ul style="list-style-type: none"> <li>Engage with residents and help to reduce their fuel and utility costs through signposting to initiatives providing free support and advice</li> </ul>	Q1-Q4

### Strategic objective 2: Ensure our homes are safe

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

#### In 2021-22 we will:

Work Package	Milestones	By when
1. Embed a culture of safer homes across SCH staff and customers	<ul style="list-style-type: none"> <li>Collaborate with West Midlands Fire Service and service areas across SCH to deliver a programme of events to focus on building safety</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Contribute to / produce quarterly newsletters, Social media campaigns, website updates to inform our customers with a specific focus on a safety related topic.</li> </ul>	Q1-Q4
	<ul style="list-style-type: none"> <li>Recruit, train and promote the importance of Resident Safety Champions</li> </ul>	Q1-Q4
	<ul style="list-style-type: none"> <li>Ensure staff are competent and skill sets are current through up to date training</li> </ul>	Q1-Q4
2. Collaborate with SMBC to ensure legislative requirements relating to Building Safety are achieved and compliance maintained	<ul style="list-style-type: none"> <li>Play an active role in the joint SMBC/SCH Building Safety Project Board to prepare for the implementation of new legislation</li> </ul>	Q1-Q4
	<ul style="list-style-type: none"> <li>Through the SCH Building Safety Group, prepare to implement agreed SCH responsibilities emerging from new building safety legislation</li> </ul>	Q1-Q4
	<ul style="list-style-type: none"> <li>Robust monitoring of compliance across all areas of building safety through SCH and Solihull MBC Corporate Health and Safety Board and Quarterly Monitoring Board</li> </ul>	Q1-Q4

<p>3. Delivery of Building Safety Related Projects</p>	<ul style="list-style-type: none"> <li>• Sprinkler installation - mobilise and commence delivery of sprinklers, completing 12 blocks by year end</li> <li>• Spandrel Panel replacement – progress through planning and mobilisation process, and commence delivery</li> <li>• Commission structural surveys of all Large Panel System High rise buildings and report on findings</li> <li>• Pilot 2 high rise buildings with the fitting of externally mounted closing devices on apartment fire doors – to inform an ongoing inspection process</li> </ul>	<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"> <li>• Further develop the use of Quick Response (QR) codes to provide up to date relevant information for our residents</li> <li>• Implement 'Golden Thread' approach to centralise building specific compliance / safety information in a central location with robust server resilience</li> <li>• Agree our building safety management system in response to the Building Safety Bill so that it encompasses all compliance activity</li> <li>• Implement a Public Portal to report / record the 'Tenants Voice' for all safety related issues – to include workflow and audit capability</li> </ul>	<p>Q1-Q4</p> <p>Q2</p> <p>Q4</p> <p>Q2</p>

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

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

**In 2021-22 we will:**

<b>Work Package</b>	<b>Milestones</b>	<b>By when</b>
<p>1. Improve efficiency and delivery of the Maintenance Service</p>	<ul style="list-style-type: none"> <li>• Implement actions arising from the review of the Asset Management service and VFM benchmarking exercises.</li> </ul>	<p>Q4</p>

	<ul style="list-style-type: none"> <li>• 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</li> <li>• Use procurement and contract management activities to maximise quality, value and effectiveness of our services</li> </ul>	<p>Q1-Q4</p> <p>Q1-Q4</p>
2. Review policies and procedures to provide customer centric service	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Review customer recharge policy to ensure clarity and consistent VFM approach</li> <li>• Implementation of our agreed service standards for Repairs and Voids to drive up the quality of our homes</li> <li>• Formulate an action plan to prioritise and address the main drivers of customer dissatisfaction (Damp and Mould, Plumbing repairs etc.)</li> <li>• Complete repairs staff focussed customer service training</li> <li>• Continue with customer journey mapping exercise to highlight duplication and areas of improvement.</li> </ul>	<p>Q1</p> <p>Q2</p> <p>Q1-Q4</p> <p>Q1</p> <p>Q2</p> <p>Q1</p>
3. Review IT provision to ensure future proofing and alignment with service aspiration	<ul style="list-style-type: none"> <li>• Complete an options appraisal to benchmark existing systems with new technologies to reduce costs, increase efficiency and improve tenant services.</li> </ul>	<p>Q2</p>

#### 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"> <li>Deliver a total of 23 new net zero homes across 4 sites :                             <ul style="list-style-type: none"> <li>Daylesford Road A, 6 units</li> <li>Daylesford Road B, 9 units</li> <li>Campden Green , 3 units</li> <li>Anglesey Avenue, 5 units</li> </ul> </li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Progress Lakeside redevelopment through to planning / tender stages (indicative 28 units)</li> </ul>	Q3
	<ul style="list-style-type: none"> <li>Lead the delivery of the Kingshurst Village Centre regeneration, working in partnership with the Council</li> </ul>	Q1-Q4
	<ul style="list-style-type: none"> <li>Continue to utilise 1-4-1 spend effectively to acquire additional properties (17 required)</li> </ul>	Q3

#### Key Performance Indicators (KPIs) 2021-2022

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

## Housing and Communities

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

### Activities:

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

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

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

### In 2021-22 we will:

Work Package	Milestones	By when
1. Increase visibility and responsiveness of Tenancy and Estate Management services	<ul style="list-style-type: none"> <li>• Review digital technology options for mobile working across the service area</li> <li>• Review the Neighbourhood Service delivery model through consultation with residents and staff, to achieve higher visibility and customer satisfaction</li> </ul>	<p>Q2-Q3</p> <p>Q3</p>
2. Carry out a comprehensive service review of our Neighbourhood Services Team	<ul style="list-style-type: none"> <li>• 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</li> <li>• Develop insight and reporting tools to improve satisfaction and responsiveness of the service</li> </ul>	<p>Q3-Q4</p> <p>Q3-Q4</p>
3. Re-engineer the income collection / arrears recovery process	<ul style="list-style-type: none"> <li>• Introduce new and efficient income collection process</li> <li>• Introduce a robust data insight and analytics tool to support the team in reducing arrears owed</li> </ul>	<p>Q1-Q2</p> <p>Q1-Q2</p>

	<ul style="list-style-type: none"> <li>Strengthen the offer to customers provided by the Money Advice Team</li> <li>Increase rent payments via digital means</li> <li>Reposition the work of the Eviction Prevention Panel following challenges in 2020-21 in recovering rent arrears owed</li> </ul>	<p>Q1</p> <p>Q1-Q2</p> <p>Q1</p>
4. Deliver on new cleaning contract, focusing on quality	<ul style="list-style-type: none"> <li>Procure and mobilise a new cleaning contract</li> <li>Strengthen staff management capacity to oversee cleaning performance and contract</li> <li>Greater use of insight and digital tools to monitor contract delivery and quality</li> </ul>	<p>Q3</p> <p>Q3</p> <p>Q3</p>
5. Carry out a review of the Tenancy Policy	<ul style="list-style-type: none"> <li>Review the policy and embed approach to ensure this meets the needs of customers</li> </ul>	Q3
6. Work in partnership with the Council to deliver the Kingshurst Village Centre regeneration	<ul style="list-style-type: none"> <li>Complete relocation of displaced residents</li> </ul>	Q4
7. Maximising use and occupation of housing stock	<ul style="list-style-type: none"> <li>Promote options to support customers move home where they are under-occupying properties, so as to free up family sized accommodation</li> </ul>	Q1 (on-going)

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

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

**In 2021-22 we will:**

<b>Work Package</b>	<b>Milestones</b>	<b>By when</b>
1. Deliver activities to support people moving into new SCH tenancies to enable tenancy sustainment	<ul style="list-style-type: none"> <li>Deliver two pre-tenancy workshops (half yearly)</li> <li>Enhance and promote clear referral pathways to employment and training opportunities available for new customers, building on existing and new partner relationships</li> </ul>	<p>Q2 &amp; Q4</p> <p>Q2</p>

2. Subject to approval / consultation, implement the revised Housing Allocation Policy	<ul style="list-style-type: none"> <li>• Carry out consequent system changes</li> <li>• Publication and promotion of policy</li> </ul>	Q3 Q4
3. Maximise opportunities for access to, and growth of the Wellbeing Service	<ul style="list-style-type: none"> <li>• Develop and launch a new 3 year pricing model for the Wellbeing Service</li> <li>• 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</li> </ul>	Q3 Q2-Q3
4. Enabling access of Wellbeing customers to new digital telecare technology	<ul style="list-style-type: none"> <li>• Development of a 3 year digital telecare switchover plan for customers with analogue equipment</li> <li>• Procurement of a telecare equipment and service provider</li> </ul>	Q3 Q3
5. Establish Saxon Court as a flagship scheme and community hub for integrated wellbeing services	<ul style="list-style-type: none"> <li>• Development of Saxon Court service to become a community hub for wellbeing services</li> <li>• Intergenerational activities and becoming a focal point for information and guidance for older people services in the north of the borough</li> </ul>	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"> <li>• Working with social care teams and SCH Asset Management to maximise opportunities for customers, enhancing quality of life and occupation of homes through innovative and creative technology through DFG support</li> </ul>	Q3-Q4

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

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

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

A detailed Housing Options Development Plan was in place during 2020-2021 and this will be kept under review and modified during the coming year, supporting the priorities set out in the Council's Homelessness and Rough Sleeping Strategy 2020-2023. Our key performance

measure relating to homelessness is the percentage of homelessness prevented or relieved and we have set a target of 50% 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:**

<b>Work Package</b>	<b>Milestones</b>	<b>By when</b>
1. Progress accommodation options for the Home Options Service	<ul style="list-style-type: none"> <li>Develop and manage project plan for front line co-located accommodation and services for Home Options and Solihull Youth Hub</li> </ul>	Q1-Q4
2. Review Housing Options team structure / arrangements to maximise service delivery	<ul style="list-style-type: none"> <li>Develop insight and reporting tools to improve satisfaction and responsiveness of the service</li> </ul>	Q3-Q4
	<ul style="list-style-type: none"> <li>Working in partnership with the Council, ensure a robust appraisal of the range of funding streams for the service</li> </ul>	Q3-Q4
	<ul style="list-style-type: none"> <li>Develop a Temporary Accommodation Strategy in conjunction with SMBC</li> </ul>	Q3-Q4
3. Strengthen the focus on prevention of homelessness	<ul style="list-style-type: none"> <li>Review the Housing Options Development Plan</li> </ul>	Q1
	<ul style="list-style-type: none"> <li>Embed and further develop the 'Call before you serve' approach aimed at private sector landlords</li> </ul>	Q1
4. Further develop flexible accommodation offers	<ul style="list-style-type: none"> <li>Expand the Private Sector Leasing service</li> </ul>	Q1
	<ul style="list-style-type: none"> <li>Develop a robust alternative offer to the use of hotel accommodation as temporary accommodation</li> </ul>	Q3-Q4
5. Expand the tools available to gather and improve customer satisfaction	<ul style="list-style-type: none"> <li>'Open' access to the customer satisfaction tool within Jigsaw, the IT system used by the Home Options Service</li> </ul>	Q2

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

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

**In 2021-22 we will:**

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

**Key Performance Indicators (KPIs) 2021-2022**

<b>Ref</b>	<b>2021/22</b>	<b>Target 20/21</b>	<b>Target 21/22</b>
NS1	Percentage of rent collected of rent due	98%	98%
NS2	Percentage of leaseholder service charges collected	99%	99%
NS4	Percentage of rent paid by digital means including Direct Debit	70%	80%
WR3	Reduction in arrears due to Money Advice Team intervention	£350k	£400k
WR15	Current tenant arrears as % of rent debit	3.5%	3.5%
NS9	Percentage of flatted blocks passing cleaning inspection	98%	98%
NS10	Percentage of estate inspections completed	90%	98%
HO1	Average stay in temporary accommodation (all) - days	112	112
HO3	Average stay in temporary accommodation (Budget hotels) - days	10	10
HO5	Percentage of homeless approaches where prevention or relief achieved	50%	50%
WB20	Net gain in paying Wellbeing service users	108	108

## Customer Service and Business Support

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

### Activities:

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

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

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

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

### In 2021-22 we will:

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

2. Support and develop Locality Working	• Work with the Council to streamline the partnership framework overseeing Locality Working and Thriving Communities	Q2
	• Develop a business case and delivery plan to implement a Resident Academy	Q2
	• Work with partners to enhance SCH's contribution to employment support activity	Q1-Q2

**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:**

<b>Work package</b>	<b>Milestones</b>	<b>By when</b>
1. Mature the SCH customer satisfaction framework across the business to support effective customer operations, increasing customer satisfaction and improving complaint performance	• Carry out key customer journey reviews across all services using Lean Six Sigma methodology aligned to the SCH Service Standards for 2021/22	Q1-Q4
	• Develop documented Standard operating procedures across key service areas as a prerequisite to Workflow mobilisation	Q2
	• Deliver the Contact Centre improvement plan and revised operating model focused on efficiency, quality & technology	Q2
	• Deliver and embed complaints handling processes to align with the Housing Ombudsman Code of Guidance.	Q1-Q3

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

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

#### In 2021-22 we will:

Work package	Milestones	By When
1. Strengthen business intelligence and improvement to develop data led services and a rigorous approach to continuous service improvement	<ul style="list-style-type: none"> <li>Implement a data &amp; business intelligence framework within SCH to improve data quality, accuracy and standardisation</li> <li>Strengthen the SCH data insight capability to include analytics across wider operational services and align performance to industry peers through benchmarking</li> <li>Embed digital data analytics to demonstrate growing digital engagement</li> <li>Embed automated performance dashboards to inform day to day operational delivery and decision making</li> <li>Establish an Innovation Fund to facilitate development of innovative service delivery based on evidence and good practice</li> <li>Implement a quarterly customer perception tracker, in line with emerging national policy</li> <li>Review opportunities to measure and validate the quality of SCH services through external accreditation and/or industry awards</li> </ul>	<p>Q3</p> <p>Q1-Q4</p> <p>Q1</p> <p>Q1</p> <p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</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.	<ul style="list-style-type: none"> <li>Mobilise a business wide cloud based workflow system (to be fully operational in 2022/23)</li> <li>Implement further high volume/ low complexity services into the 'My SCH' portal to increase digital uptake</li> </ul>	<p>Q1-Q4</p> <p>Q1-Q3</p>

	<ul style="list-style-type: none"> <li>• Implement wider Office 365 package to digitally Enable the SCH workforce</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>• Complete a business review for 'web chat' functionality within the Contact Centre</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>• Full review of website functionality as a digital enabler / capability</li> </ul>	Q1-Q4

#### **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:**

<b>Work package</b>	<b>Milestones</b>	<b>By when</b>
1. Define and embed the service offer for vulnerable customers across SCH	<ul style="list-style-type: none"> <li>• Embed the new Vulnerability Policy and Priority Service Register within SCH</li> </ul>	Q1-Q4
	<ul style="list-style-type: none"> <li>• Scope the achievement of the BSI 18477 Inclusive Service Provision framework for SCH to be accredited with a British Standard</li> </ul>	Q1
	<ul style="list-style-type: none"> <li>• Instigate the BSI 18477 accreditation audit and achieve the Standard</li> </ul>	Q2-Q3
	<ul style="list-style-type: none"> <li>• Identify &amp; internally recruit Inclusive Service / Vulnerability Champions</li> </ul>	Q2
2. Deliver our safeguarding responsibilities	<ul style="list-style-type: none"> <li>• The SCH Safeguarding, Exploitation and Domestic Abuse (SEDA) group to continue embed standards and good practice across the organisation</li> </ul>	Q1-Q4
	<ul style="list-style-type: none"> <li>• Complete organisational and multi-agency case audits as required by the LSCP and SSAB</li> </ul>	Q1-Q4
	<ul style="list-style-type: none"> <li>• Utilise the Learning Pool and other online learning opportunities to enhance SCH and multi-agency training</li> </ul>	Q1-Q4

	<ul style="list-style-type: none"> <li>Produce an action plan for developing a whole organisation approach to domestic abuse</li> </ul>	Q2
	<ul style="list-style-type: none"> <li>Assess requirements and capacity for seeking Domestic Housing Alliance (DAHA) accreditation</li> </ul>	Q4

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

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

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

#### In 2021-22 we will:

Work packages	Milestones	By when
1. Increase workforce engagement, Health and Wellbeing	<ul style="list-style-type: none"> <li>Design a blueprint for smarter working at SCH, including the blending of remote and office based approaches</li> <li>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.</li> <li>Maintain the ELT Roadshows with quarterly organisational wide leadership interaction.</li> <li>Achieve Thrive at Work Bronze award</li> <li>Complete quarterly wellbeing activities business wide.</li> <li>Deliver staff conference (Subject to Covid)</li> <li>Deliver staff awards event (subject to Covid-19)</li> </ul>	<p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q4</p> <p>Q1-Q4</p> <p>Q3</p> <p>Q3</p>
2. Build a Progressive, Collaborative and Healthy organisation	<ul style="list-style-type: none"> <li>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.</li> </ul>	Q1-Q4

	<ul style="list-style-type: none"> <li>Implement and embed the Equality, Diversity and Inclusion Policy and Action Plan</li> <li>Develop further training/ awareness around mental health first aid and develop a culture of openness and positivity that reflects in the SCH culture.</li> </ul>	Q1-Q4  Q2-Q3
3. Ensure SCH has a Sustainable Workforce	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>	Q3  Q1-Q4
4. Strengthen performance and progression through investing in skills, competencies and recognition.	<ul style="list-style-type: none"> <li>SCH will recognise high performance and outstanding organisational commitment throughout the business using a 'recognition framework.</li> <li>Further embed the Leadership and Development Programme across the organisation fostering a culture of high performance, talent, coaching and succession.</li> </ul>	Q2  Q1-Q4

### Key Performance Indicators (KPIs) 2021-2022

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

CR32	Employee engagement	85%	85%
CR34	Complaints resolved in timescale	90%	90%

## 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"> <li>Undertake 360 degree Board appraisal</li> <li>Maintain rigour in risk management through organisational compliance with the JCAD system</li> <li>Complete a self-assessment against the revised NHF Code of Governance</li> </ul>	<p>Q1</p> <p>Q1-Q4</p> <p>Q1</p>
2. Provide assurance on SCH's approach to health and safety	<ul style="list-style-type: none"> <li>Complete health and safety audit</li> <li>Embed the SHE Assure framework across the business</li> </ul>	<p>Q1-Q4</p> <p>Q1-Q4</p>
3, Embed improvements to procurement function	<ul style="list-style-type: none"> <li>Implement revised procurement framework</li> </ul>	Q1
4, Consistently review the SCH framework for emergency planning and	<ul style="list-style-type: none"> <li>To keep under constant review our Covid-19 response and recovery</li> </ul>	Q1-Q4

business continuity in response to unforeseen events	planning, and adapt services as appropriate	
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# **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~~ mid-February 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. A Climate Change Declaration was approved by Full Council in October 2019, which is the Council's statement of intent to protect the environment. This is supported by the Council's Climate Change Prospectus, which was refreshed in March 2020 and is the roadmap to delivering greater sustainability.~~

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

#### Be inclusive

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

In 2021-2022 we will implement and embed the SCH Equality, Diversity and Inclusion Policy, and associated Action Plan. The priorities set out in the Action Plan are integral to the

activities set out under each of the Strategic Objectives, influencing our work across the organisation.

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

### **Always listen to our customers**

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

### **Embed an organisational culture to support our values**

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

### **Support our customers who need it**

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

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

SCH has adopted five strategic aims for 2020 to 2025.

### **Creating Homes**

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

### **More than Bricks and Mortar**

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

### **Strengthening Communities**

Enable resilient and thriving communities

### **Excellent Customer Service**

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

### **Passion in People**

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

*[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~~ Strategic vision-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 the SCH Strategic Vision. Our new People Strategy embraces this leadership development work, providing the fundamental platform for a range of initiatives designed to maximise the potential and promote the welfare of the individuals and teams who are the heartbeat of SCH.

The Covid-19 pandemic has had a dramatic impact on the way we carry out our business, with people working in different ways and from different locations. We have achieved

significant learning from this experience and, during the coming year, we will carry out an appraisal of the options for embedding blended working in the longer term.

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

### **Our commitment to delivering environmental sustainability**

~~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.~~  
SCH fully supports the Council's Climate Change Declaration and Prospectus. 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. With a clear understanding of performance, SCH will be able to take steps to improve the energy performance of its properties and operations to meet the Solihull Council climate targets.

### In 2021-22 we will:

Work package	Milestones	By when
1. Use stock condition data to inform stock investment decisions including Options Appraisal to evaluate the stock we manage	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	Q1-Q4
	<ul style="list-style-type: none"> <li>• Continue to develop and embed the asset performance tool</li> </ul>	Q3
	<ul style="list-style-type: none"> <li>• Identify archetype and/or location of poorly performing assets <del>and apply options appraisal methodology to poor performing stock identified</del> through the stock performance tool <u>and apply options appraisal methodology to poor performing stock</u></li> </ul>	Q1-Q4
	<ul style="list-style-type: none"> <li>• The agreed capital programme 2022/23 is informed by <del>accurate stock performance data</del> <u>the updated stock appraisal model</u></li> </ul>	Q1-Q4
2. Understand the environmental impact of both SCH Operations and the Social Housing portfolio and start	<ul style="list-style-type: none"> <li>• 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</li> </ul>	Q3

<p>planning to achieve net zero carbon targets by 2030 in partnership with SMBC</p>	<p>targets and forecasting financial implications.</p> <ul style="list-style-type: none"> <li>Consider options and propose alternative greener solutions including financial appraisal, to replace inefficient storage heaters to 5 high rise.</li> <li>Quantify carbon emission levels for SCH managed stock</li> <li>Quantify carbon emission levels for SCH business operations</li> <li>Set the strategic approach to carbon reduction in the SCH <u>Energy and Environmental Sustainability Policy Strategy</u> linking back to the <u>asset-Asset management-Management strategy-Strategy</u> and aligned with SMBC Net Zero targets</li> <li><del>Incorporate upgrades and energy efficiency improvements where we can when carrying out repairs</del></li> </ul>	<p>Q1-Q4</p> <p>Q1</p> <p>Q2</p> <p>Q2-Q4</p> <p>Q1-Q4</p>
<p>3. Working with our residents to reduce fuel poverty</p>	<ul style="list-style-type: none"> <li><del>Engage with and help residents use less water, less electricity and less gas— Through technology, Education and support to maximise self-help approach.</del></li> <li><del>Help residents to reduce their fuel and utility costs, signposting them to organisations who provide free support and advice.</del></li> <li><u>Engage with residents and help to reduce their fuel and utility costs through signposting to initiatives providing free support and advice</u></li> </ul>	<p>Q4</p> <p>Q1-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
<p>1. Embed a culture of safer homes across SCH staff and customers</p>	<ul style="list-style-type: none"> <li>Collaborate with West Midlands Fire Service and service areas across SCH to deliver a programme of events to focus on building safety</li> </ul>	<p>Q4</p>

	<ul style="list-style-type: none"> <li>Contribute to / produce <u>Quarterly quarterly</u> newsletters, Social media campaigns, website updates to inform our customers with a specific focus on a safety related topic.</li> <li>Recruit, train and promote the importance of Resident Safety Champions</li> <li>Ensure staff are competent and skill sets are current through up to date training</li> </ul>	Q1-Q4 Q1-Q4 Q1-Q4
2. Collaborate with SMBC to ensure legislative requirements relating to Building Safety are achieved and compliance maintained	<ul style="list-style-type: none"> <li><del>Strengthen further the working practices of the newly formed Building Safety Board</del></li> <li><u>Play an active role in the joint SMBC/SCH Building Safety Project Board to prepare for the implementation of new legislation</u></li> <li><u>Through the SCH Building Safety Group, prepare to implement agreed SCH responsibilities emerging from new building safety legislation</u></li> <li><del>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</del></li> <li>Robust monitoring of compliance across all areas of building safety through <u>SCH and SMBC</u> Corporate Health and Safety Board and Quarterly Monitoring Board</li> </ul>	Q1-Q4 Q1-Q4 Q1-Q4
3. Delivery of Building Safety Related Projects	<ul style="list-style-type: none"> <li>Sprinkler installation - mobilise and <u>commence delivery of sprinklers, completing 12 blocks by year end start on-site</u></li> <li>Spandrel Panel replacement – progress through planning and mobilisation process, <u>and commence delivery</u></li> <li>Commission structural surveys of all Large Panel System High rise buildings and report on findings</li> <li>Pilot 2 high rise buildings with the fitting of externally mounted closing devices on apartment fire doors – to inform an ongoing inspection process</li> </ul>	Q1 ongoing Q1 ongoing Q4 Q3

4. Utilise technology to underpin and enhance approach to building safety to include future reporting requirements and recording compliance	<ul style="list-style-type: none"> <li>Further develop the use of Quick Response (QR) codes to provide up to date relevant information for our residents</li> </ul>	Q1-Q4
	<ul style="list-style-type: none"> <li>Implement 'Golden Thread' approach to centralise building specific compliance / safety information in a central location with robust server resilience</li> </ul>	Q2
	<ul style="list-style-type: none"> <li><del>Agree our building safety management system in response to the Building Safety Bill so that it encompasses all compliance activity</del> <del>Compile initial building safety cases for all high rise and buildings of special interest</del></li> </ul>	Q4
	<ul style="list-style-type: none"> <li>Implement a Public Portal to report / record the 'Tenants Voice' for all safety related issues – to include workflow and audit capability</li> </ul>	Q2

### Strategic objective 3: Optimise the value and impact of the property 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"> <li>Implement actions arising from the review of the Asset Management service and VFM benchmarking exercises.</li> </ul>	Q4
	<ul style="list-style-type: none"> <li>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</li> </ul>	Q1-Q4
	<ul style="list-style-type: none"> <li>Use procurement and contract management activities to maximise quality, value and effectiveness of our services</li> </ul>	Q1-Q4

2. Review policies and procedures to provide customer centric service	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Review customer recharge policy to ensure clarity and consistent VFM approach</li> <li>• Implementation of our agreed service standards for Repairs and Voids to drive up the quality of our homes</li> <li>• Formulate an action plan to prioritise and address the main drivers of customer dissatisfaction (Damp and Mould, Plumbing repairs etc.)</li> <li>• Complete repairs staff focussed customer service training</li> <li>• Continue with customer journey mapping exercise to highlight duplication and areas of improvement.</li> </ul>	<p>Q1</p> <p>Q2</p> <p>Q1-Q4</p> <p>Q1</p> <p>Q2</p> <p>Q1</p>
3. Review IT provision to ensure future proofing and alignment with service aspiration	<ul style="list-style-type: none"> <li>• Complete an options appraisal to benchmark existing systems with new technologies to reduce costs, increase efficiency and improve tenant services.</li> <li>• <del>Consider Internet of Things (IoT) technology to improve customer service provision—Smarter Homes approach</del></li> </ul>	<p>Q2</p> <p>Q4</p>

#### 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"> <li>• Deliver a total of 23 new net zero homes across 4 sites : <ul style="list-style-type: none"> <li>- Daylesford Road A, 6 units</li> <li>- Daylesford Road B, 9 units</li> <li>- Campden Green , 3 units</li> <li>- Anglesey Avenue, 5 units</li> </ul> </li> </ul>	Q4

	<ul style="list-style-type: none"> <li>Progress Lakeside redevelopment through to planning / tender stages (indicative 28 units)</li> </ul>	Q3
	<ul style="list-style-type: none"> <li><del>Support SMBC with the regeneration</del> <del>Lead the delivery of the</del> Kinghurst Village Centre <del>including the proposal of options for the relocation of the CCTV monitoring centre regeneration,</del> <u>working in partnership with the Council</u></li> </ul>	Q1-Q4
	<ul style="list-style-type: none"> <li>Continue to utilise 1-4-1 spend effectively to acquire additional properties (17 required)</li> </ul>	Q3

### Key Performance Indicators (KPIs) 2021-2022

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

### Housing and Communities

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

#### Activities:

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

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

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

#### In 2021-22 we will:

Work Package	Milestones	By when
1. Increase visibility and responsiveness of <del>housing</del> <u>Tenancy and Estate</u> management services	<ul style="list-style-type: none"> <li><del>Build on visibility and agility of teams to work in the community</del></li> <li><u>Review digital technology options for mobile working across the service area</u></li> <li><del>Embed learning and expand digital technology and tools needed to work flexibly with customers in the community</del></li> <li><u>Review the Neighbourhood Service delivery model through consultation with residents and staff, to achieve higher visibility and customer satisfaction</u></li> </ul>	<p><del>Q1-Q2</del></p> <p>Q2-Q3</p> <p><u>Q3</u></p>
2. <u>Carry out a comprehensive service review of our Neighbourhood Services Team</u>	<ul style="list-style-type: none"> <li><u>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</u></li> <li><u>Develop insight and reporting tools to improve satisfaction and responsiveness of the service</u></li> </ul>	<p><u>Q3-Q4</u></p> <p><u>Q3-Q4</u></p>
3. <del>Embed learning of the Income Service review</del> <u>Re-engineer the income collection / arrears recovery process</u>	<ul style="list-style-type: none"> <li>Introduce new and efficient income collection <del>processes</del><u>process</u></li> <li><u>Introduce a robust data insight and analytics tool to support the team in reducing arrears owed</u></li> <li><u>Strengthen the Offer to Customers provided by the Money Advice Team</u></li> <li><u>Increase rent payments via digital means</u></li> </ul>	<p>Q1-Q2</p> <p><u>Q1-Q2</u></p> <p><u>Q1</u></p> <p><u>Q1-Q2</u></p>

	<ul style="list-style-type: none"> <li>• <u>Reposition the work of the Eviction Prevention Panel following challenges in 2020-21 in recovering rent arrears owed</u></li> <li>• <del>Review Policy and practice, embedding learning gained through delivering the service during the Covid-19 period</del></li> </ul>	<p><u>Q1</u></p> <p><del>Q1-Q2</del></p>
4. <del>Reduce rent arrears owed</del>	<ul style="list-style-type: none"> <li>• <del>Introduce a robust data insight and analytics tool to support the team in reducing arrears owed</del></li> <li>• <del>Strengthen the Offer to Customers provided by the Money Advice Team</del></li> <li>• <del>Increase rent payments via digital means</del></li> <li>• <del>Reposition the work of the Eviction Prevention Panel following challenges in 2020-21 in recovering rent arrears owed</del></li> </ul>	<p><del>Q1-Q2</del></p> <p><del>Q1</del></p> <p><del>Q1-Q2</del></p> <p><del>Q1</del></p>
4. <del>Carry out a comprehensive service review of our Neighbourhood Services Team</del>	<ul style="list-style-type: none"> <li>• <del>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</del></li> <li>• <del>Develop insight and reporting tools to improve satisfaction and responsiveness of the service</del></li> </ul>	<p><del>Q3-Q4</del></p> <p><del>Q3-Q4</del></p>
54. Deliver on new cleaning contract focusing on quality	<ul style="list-style-type: none"> <li>• Procure and mobilise a new cleaning contract</li> <li>• Strengthen staff management capacity to oversee cleaning performance and contract</li> <li>• Greater use of insight and digital tools to monitor contract delivery and quality</li> </ul>	<p>Q3</p> <p>Q3</p> <p>Q3</p>
65. Carry out a review of the Tenancy Policy	<ul style="list-style-type: none"> <li>• Review the policy and embed approach to ensure this meets the needs of customers</li> </ul>	<p>Q3</p>
6. <u>Work in partnership with the Council to deliver the Kingshurst Village Centre regeneration</u>	<ul style="list-style-type: none"> <li>• <u>Complete relocation of displaced residents</u></li> </ul>	<p><u>Q4</u></p>
7. <u>Maximising use and occupation of housing stock</u>	<ul style="list-style-type: none"> <li>• <u>Promote options to support customers move home where they are under-occupying properties, so as to free up family sized accommodation</u></li> </ul>	<p><u>Q1 (on-going)</u></p>

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

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

### In 2021-22 we will:

Work Package	Milestones	By when
1. Deliver activities to support people moving into new SCH tenancies to enable tenancy sustainment	<ul style="list-style-type: none"> <li>Deliver two pre-tenancy workshops (half yearly)</li> <li>Enhance and promote clear referral pathways to employment and training opportunities available for new customers, building on existing and new partner relationships</li> </ul>	Q2 & Q4  Q2
2. Subject to approval / consultation, implement the revised Housing Allocation Policy	<ul style="list-style-type: none"> <li>Carry out consequent system changes</li> <li>Publication and promotion of policy</li> </ul>	Q3  Q4
3. Maximise opportunities for access to, and growth of the Wellbeing Service	<ul style="list-style-type: none"> <li>Develop and launch a new 3 year pricing model for the Wellbeing Service</li> <li>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</li> </ul>	Q3  Q2-Q3
4. Enabling access of Wellbeing customers to new digital telecare technology	<ul style="list-style-type: none"> <li>Development of a 3 year digital telecare switchover plan for customers with analogue equipment</li> <li>Procurement of a telecare equipment and service provider</li> </ul>	Q3  Q3
5. Establish Saxon Court as a flagship scheme and community hub for integrated wellbeing services	<ul style="list-style-type: none"> <li>Development of Saxon Court service to become a community hub for wellbeing services</li> <li>Intergenerational activities and becoming a focal point for information and guidance for older people services in the north of the borough</li> </ul>	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"> <li>Working with social care teams and SCH Asset Management to maximise opportunities for customers, enhancing quality of life and occupation of homes</li> </ul>	Q3-Q4

	through innovative and creative technology through DFG support	
<del>7. Maximising opportunities for customers exercising the opportunity of Right to Buy</del>	<ul style="list-style-type: none"> <li><del>Carry out a review of the Right to Buy valuation service, ensuring this offers a good and cost effective service</del></li> </ul>	<del>Q2</del>

### 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"> <li>Develop and manage project plan for front line co-located accommodation and services for Home Options and Solihull Youth Hub</li> </ul>	Q1-Q4
2. <del>Carry out a comprehensive service review of our Home Options Service</del> <u>Housing Options team structure / arrangements to maximise service delivery</u>	<ul style="list-style-type: none"> <li><del>Review of structure, process and practice</del></li> <li>Develop insight and reporting tools to improve satisfaction and responsiveness of the service</li> <li><u>Working in partnership with the Council, ensure a robust appraisal of the range of funding streams for the service</u></li> </ul>	Q3-Q4  <u>Q3-Q4</u>

	<p><del>Ensuring a robust and combined approach to the range of funding streams for the service</del></p> <ul style="list-style-type: none"> <li>Develop a Temporary Accommodation Strategy in conjunction with SMBC</li> </ul>	Q3-Q4
3. Strengthen the focus on prevention of homelessness	<ul style="list-style-type: none"> <li>Review the Housing Options Development Plan</li> <li>Embed and further develop the 'Call before you serve' approach aimed at private sector landlords</li> </ul>	Q1  Q1
4. Further develop flexible accommodation offers	<ul style="list-style-type: none"> <li>Expand the Private Sector Leasing service</li> <li>Develop a robust alternative offer to the use of <del>Hotel-hotel Accommodation accommodation</del> as temporary accommodation</li> </ul>	Q1  Q3-Q4
5. Expand the tools available to gather and improve customer satisfaction	<ul style="list-style-type: none"> <li>'Open' access to the customer satisfaction tool within Jigsaw, the IT system used by the Home Options Service</li> </ul>	Q2
<del>6. Support and contribute to Solihull's Homelessness and Rough Sleeper Strategy</del>	<ul style="list-style-type: none"> <li><del>Ensure continued input and delivery of commitments</del></li> </ul>	<del>Q1-Q4</del>
<del>7. Support of the wider West Midlands Combined Authority agenda on homelessness</del>	<ul style="list-style-type: none"> <li><del>Ensure continued input and delivery of commitments</del></li> <li><del>Continued commitment to delivery of the Housing First programme</del></li> </ul>	<del>Q1 (on-going)</del>  <del>Q1 (on-going)</del>

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

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

#### In 2021-22 we will:

Work Package	Milestones	By when
1. <del>Align delivery of neighbourhood services to locality areas</del>	<ul style="list-style-type: none"> <li><del>Focus on intelligence led multiagency working through Locality Tasking</del></li> <li>Align staff teams to each of the three locality areas</li> </ul>	Q1 (on-going)  Q4
<del>21.</del> Continued support and contribution to the SMBC	<ul style="list-style-type: none"> <li>Meaningful input and contribution to SEC review</li> </ul>	Q1 (on-going)

Strategic Environmental Contract (SEC) review	<ul style="list-style-type: none"> <li>Review of Neighbourhood working practices and processes to support delivery</li> </ul>	Q1 (on-going)
<del>3. Maximising use and occupation of housing stock</del>	<ul style="list-style-type: none"> <li><del>Ensure collaborative working with the SMBC Tenancy Fraud Team, taking swift action to ensure investigation of inappropriate use of housing stock</del></li> <li><del>Promote options to support customers move home where they are under-occupying properties, so as to free up family sized accommodation</del></li> </ul>	<del>Q1 (on-going)</del>  Q1 (on-going)
42. Deliver on commitments contained in the SCH / SMBC tenure neutral anti-social behaviour service	<ul style="list-style-type: none"> <li>Embed the revised ASB SLA for the service across the Neighbourhood Services Team</li> <li>Develop and support approach to improving customer satisfaction of the service <u>to deliver the KPI</u></li> <li>Ensure robust SLA review meetings and appropriate follow-up action with SMBC</li> </ul>	Q1 (on-going)  Q1  Q1-Q4
53. Develop a seamless SCH / Solihull Council approach to estate inspections, focusing on quality	<ul style="list-style-type: none"> <li><del>Participate in the Strategic Environmental Contract (SEC) review with Solihull Council to ensure a seamless approach</del></li> <li>Develop joint SCH / Solihull Council estate inspection programme, targeting one estate per month to capture wider environmental issues</li> <li><del>Development of an agreed approach to effective management</del><u>Review specification of the contract with Solihull Council to establish effective management</u> of high density sites of forestry/trees across SCH stock</li> </ul>	<del>Q1 (ongoing)</del>  Q1  Q3

### Key Performance Indicators (KPIs) 2021-2022

Ref	2021/22	Target 20/21	Target 21/22
NS1	Percentage of rent collected of rent due	98%	98%
NS2	Percentage of leaseholder service charges collected	99%	99%
NS4	Percentage of rent paid by digital means including Direct Debit	70%	<del>75</del> 80%
WR3	Reduction in arrears due to Money Advice Team intervention	£350k	£400k
WR15	Current tenant arrears as % of rent debit	3.5%	<del>4.5</del> 3.5%
NS9	Percentage of flatted blocks passing cleaning inspection	98%	98%

NS10	Percentage of estate inspections completed	90%	98%
HO1	Average stay in temporary accommodation (all) - days	112	112
HO3	Average stay in temporary accommodation (Budget hotels) - days	10	10
HO5	Percentage of homeless approaches where prevention or relief achieved	50%	50%
WB20	Net gain in paying Wellbeing service users	108	108

### Customer Service and Business Support

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

#### Activities:

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

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

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

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

#### In 2021-22 we will:

Work package	Milestones	By when
1. Embed the Engagement Framework with customers and communities, with continued validation and collaboration with the Tenant Participation Advisory Service (TPAS).	<ul style="list-style-type: none"> <li>• Achieve TPAS Accreditation (champion standard)</li> <li>• <del>Embed and mature the refreshed scrutiny process and function</del> <u>'SCHAPE' Panel</u> to:                             <ul style="list-style-type: none"> <li>• <del>increase representation, inclusivity and participation in co-designing services throughout the year</del> <u>community footprint</u></li> <li>• <u>Design an effective interface with the SCH Board</u></li> </ul> </li> </ul>	Q1  Q3- <del>Q4</del>

	<ul style="list-style-type: none"> <li>• <del>Use the new scrutiny approach to ensure residents actively participate in co-designing services throughout the year.</del></li> <li>• <u>Design and implement an engagement strategy to support the Kingshurst Village Centre regeneration</u></li> <li>• Implement a digital engagement plan to increase 'My SCH' portal, social media and website activity</li> <li>• Refresh the content of the SCH website using customer insight. Ensure content and services are accurate and updated</li> </ul>	<p>Q2</p> <p>Q1-Q2</p> <p>Q2</p> <p>Q1</p>
<p>2. <del>Continued support of</del> <u>Support and develop Locality working</u></p>	<ul style="list-style-type: none"> <li>• <del>Continued support of tasking forums, events and collaborative working</del></li> <li>• <u>Work with the Council to streamline the partnership framework overseeing Locality Working and Thriving Communities</u></li> <li>• <del>Review of Locality Plan commitments</del></li> <li>• <u>Develop a business case and delivery plan to implement a Resident Academy</u></li> <li>• <del>Resident Academy – develop feasibility and delivery</del></li> <li>• <del>Enhance employment support activity</del></li> <li>• <u>Work with partners to enhance SCH's contribution to employment support activity</u></li> </ul>	<p>Q1-Q4</p> <p>Q2</p> <p>Q1-Q4</p> <p>Q2</p> <p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q2</p>

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

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

**In 2021-22 we will:**

Work package	Milestones	By when
1. Mature the SCH customer satisfaction framework across the business to support effective customer operations, increasing customer satisfaction and <del>reducing</del> <u>improving</u> complaints <del>s</del> <u>performance</u>	<ul style="list-style-type: none"> <li>Carry out key customer journey reviews across all services using Lean Six Sigma methodology aligned to the SCH Service Standards for FY 21/22</li> </ul>	Q1-Q4
	<ul style="list-style-type: none"> <li>Develop documented Standard operating procedures across key service areas <u>as a prerequisite to Workflow mobilisation</u></li> </ul>	<del>Q1-Q4</del> <u>Q2</u>
	<ul style="list-style-type: none"> <li>Deliver the Contact Centre improvement plan and revised operating model focused on efficiency, quality &amp; technology</li> </ul>	Q2
	<ul style="list-style-type: none"> <li><del>Complete and embed the new Complaints Handling process aligned to Ombudsman revisions for 2021. Deliver and embed complaints handling processes to align with the Housing Ombudsman Code of Guidance</del></li> </ul>	Q1- <u>Q3</u>

**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 <u>and a rigorous approach to continuous service improvement.</u>	<ul style="list-style-type: none"> <li><u>Implement a data &amp; business intelligence framework within SCH to improve data quality, accuracy and standardisation</u></li> </ul>	<u>Q3</u>
	<ul style="list-style-type: none"> <li>Strengthen the SCH data insight capability to include analytics across wider operational services and align performance to industry peers through benchmarking</li> </ul>	Q1-Q4
	<ul style="list-style-type: none"> <li>Embed digital data analytics to demonstrate growing digital engagement</li> </ul>	Q1

	<ul style="list-style-type: none"> <li>• Embed automated performance dashboards to inform day to day operational delivery and decision making</li> <li>• <del>Implement a data &amp; business intelligence framework within SCH to improve data quality, accuracy and standardisation</del></li> <li>• Establish an Innovation Fund to facilitate development of innovative service delivery based on evidence and good practice</li> <li>• <u>Implement a quarterly customer perception tracker, in line with emerging national policy</u></li> <li>• <u>Review opportunities to measure and validate the quality of SCH services through external accreditation and/or industry awards</u></li> </ul>	<p>Q1</p> <p><del>Q3</del></p> <p>Q1-Q4</p> <p><u>Q1-Q4</u></p> <p><u>Q1-Q4</u></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"> <li>• <del>Implement a</del><u>Mobilise a</u> business wide cloud based workflow system <u>(to be fully operational in 2022/23)</u></li> <li>• Implement further high volume/ low complexity services into the 'My SCH' portal to increase digital uptake</li> <li>• Implement wider Office 365 package to digitally Enable the SCH workforce</li> <li>• Complete a business review for 'web chat' functionality within the Contact Centre</li> <li>• <del>Transition SCH to a digital workforce to support improved working, collaboration and engagement particularly for home or remote working</del></li> <li>• Full review of website functionality as a digital enabler / capability</li> </ul>	<p>Q1-Q4</p> <p>Q1-Q3</p> <p>Q2</p> <p>Q4</p> <p><del>Q1</del></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
1. Define and embed the service offer for vulnerable customers across SCH	<ul style="list-style-type: none"> <li>Embed the new Vulnerability Policy and Priority Service Register within SCH</li> <li>Scope the achievement of the BSI 18477 Inclusive Service Provision framework for SCH to be accredited with a British Standard</li> <li>Instigate the BSI 18477 accreditation audit and achieve the Standard</li> <li>Identify &amp; internally recruit Inclusive Service / Vulnerability Champions</li> </ul>	<p>Q1-Q4</p> <p>Q1</p> <p>Q2-Q3</p> <p>Q2</p>
2. Deliver our safeguarding responsibilities	<ul style="list-style-type: none"> <li>The SCH Safeguarding, Exploitation and Domestic Abuse (SEDA) group to continue embed standards and good practice across the organisation</li> <li>Complete organisational and multi-agency case audits as required by the LSCP and SSAB</li> <li>Utilise the Learning Pool and other online learning opportunities to enhance SCH and multi-agency training</li> <li>Produce an action plan for developing a whole organisation approach to domestic abuse</li> <li>Assess requirements and capacity for seeking Domestic Housing Alliance (DAHA) accreditation</li> </ul>	<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 provides~~ 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 highly influential in fostering the culture which we wish to instil throughout SCH.

**In 2021-22 we will:**

Work packages	Milestones	By when
1. Increase workforce engagement, Health and Wellbeing	<ul style="list-style-type: none"> <li><del>• Design a blueprint for smarter working at SCH, including the blending of remote and office based approaches</del></li> <li><del>• Transition the phase one Leadership 'strengthening' stage to an 'Embed' stage, developing outstanding managers, leaders and coaches.</del></li> <li>• 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.</li> <li>• Maintain the ELT Roadshows with quarterly organisational wide leadership interaction.</li> <li>• Achieve Thrive at Work Bronze award</li> <li>• Complete quarterly wellbeing activities business wide.</li> <li>• Deliver staff conference (Subject to Covid)</li> <li>• Deliver staff awards event (subject to Covid-19)</li> </ul>	<p><u>Q1-Q4</u></p> <p><del>Q1-Q3</del></p> <p>Q1-Q4</p> <p><del>Q1-Q3</del> <u>Q1-Q4</u></p> <p>Q4</p> <p>Q1-Q4</p> <p><del>Q1-Q3</del></p> <p>Q3</p>
2. Build a Progressive, Collaborative and Healthy organisation	<ul style="list-style-type: none"> <li><del>• 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.</del></li> </ul>	Q1-Q4

	<ul style="list-style-type: none"> <li>• <u>Implement and embed the Equality, Diversity and Inclusion Policy and Action Plan</u></li> <li>• <del>Further develop SCH as an inclusive organisation through ongoing diversity workshops and focus groups that reflect our diverse communities and organisational culture.</del></li> <li>• Develop further training/ awareness around mental health first aid and develop a culture of openness and positivity that reflects in the SCH culture.</li> <li>• <del>Transition the working culture at SCH to one that reflects a more flexible work life balance through a blended and agile working approach.</del></li> </ul>	<p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q2-Q3</p> <p>Q4</p>
3. Ensure SCH has a Sustainable Workforce	<ul style="list-style-type: none"> <li>• <del>Using analysis and business intelligence, implement a recruitment strategy to ensure workforce demand is managed effectively and undertaken in an efficient and economical manner whilst reducing the reliability on agency requirements.</del></li> <li>• 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.</li> <li>• 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.</li> </ul>	<p>Q1-Q3</p> <p>Q3</p> <p>Q1-Q4</p>
4. Strengthen performance and progression through investing in skills, competencies <del>reward</del> and recognition.	<ul style="list-style-type: none"> <li>• SCH will recognise <del>and reward</del> high performance and outstanding organisational commitment throughout the business using a '<del>reward and</del> recognition framework'.</li> <li>• <del>SCH will support all staff with ongoing training support within their roles that meet individual and organisational needs.</del></li> <li>• Further embed the Leadership and Development Programme across the</li> </ul>	<p>Q2</p> <p>Q1-Q4</p> <p>Q1-Q4</p>

	<p>organisation fostering a culture of high performance, talent, coaching and succession.</p> <p>• Through a 'critical friend' culture continuously develop the focus on high performance outcomes through curiosity, constructive feedback and innovation.</p>	Q1-Q4
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### 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"> <li>• <del>Embed the new procurement framework</del></li> <li>• <del>Finalise and launch the SCH Environmental Sustainability Strategy</del></li> <li>• <u>Undertake 360 degree Board appraisal</u></li> <li>• <u>Maintain rigour in risk management through organisational compliance with the JCAD system</u></li> <li>• <u>Complete a self-assessment against the revised NHF Code of Governance</u></li> </ul>	<p><del>Q1-Q4</del></p> <p><del>Q?</del></p> <p>Q1</p> <p><u>Q1-Q4</u></p> <p><u>Q1</u></p>
2. Provide assurance on SCH's approach to health and safety	<ul style="list-style-type: none"> <li>• Complete health and safety audit</li> <li>• Embed the SHE Assure framework across the business</li> </ul>	<p><del>Q?</del><u>1-Q4</u></p> <p>Q1-Q4</p>
3. Embed improvements to procurement function	<ul style="list-style-type: none"> <li>• Implement revised procurement framework</li> </ul>	Q1
<u>4. Consistently review the SCH framework for emergency planning and business continuity in response to unforeseen events</u>	<ul style="list-style-type: none"> <li>• <u>To keep under constant review our Covid-19 response and recovery planning, and adapt services as appropriate</u></li> </ul>	<u>Q1-Q4</u>

~~Figure~~



**Solihull**  
Community Housing  
Shaping our neighbourhoods

# Strategic Vision

2020 - 2025

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Delivering our SCH Vision



The left side of the image features a white background with several decorative orange shapes. These include a small square with rounded corners in the top left, a larger rounded rectangle in the top right, a rounded rectangle on the left side, and a large rounded rectangle at the bottom center. A vertical line separates this white area from a blurred photograph of a modern office interior on the right.

# 1. Introduction





## Introduction

**From 2017 to date, SCH has made good progress against our previous strategic vision: to 'Provide Homes'; 'Improve Wellbeing'; and 'Strengthen Communities'.**

**Now we want to do much more for, and with, our customers.**

This refreshed five-year plan sets out our new Vision, the five strategic aims which support it, and the core values and commitments that will shape the way that we achieve it.

Our core purpose remains to provide homes and housing related services but we want to do this in a way that makes our customers lives easier and supports them and our wider communities to thrive.

This commitment is reflected in the way that our vision supports the Solihull Council Plan in addressing fundamental issues such as climate change, health and social care, safeguarding and promoting the welfare of children and vulnerable people, and delivering inclusive growth.

We recognise that we cannot progress this vision by ourselves. SCH is embedded within the partnership arrangements in Solihull and the joint development work we do with social care, the police and other agencies is essential to the success of our strategy and associated delivery plans.



Listening to, and involving our customers in policy development and service improvement is a key theme running through our strategic objectives and delivery milestones.

SCH is striving to deliver excellent housing related services and play our part in progressing the wider Solihull Council Plan priorities. We are confident that, working collaboratively with our customers and partners, we can achieve this and make a positive difference to people's lives.

## 2. About Us



# About Us



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

**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.**

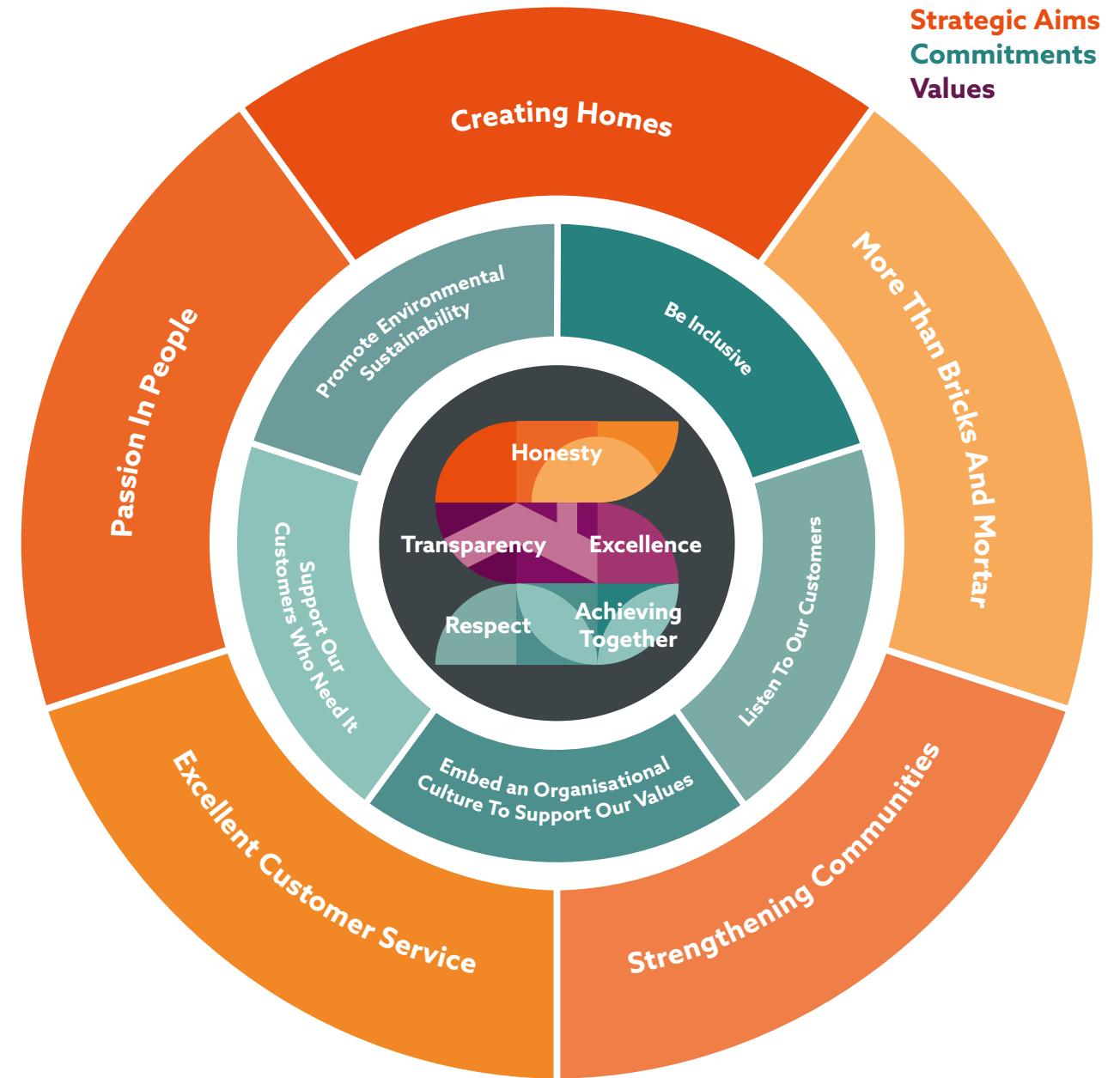
SCH's Board is made up of tenants, councillors and independent people chosen for their specialist skills and experience. The governance arrangements consist of the SCH Board and its committees. Tenants and leaseholders are involved in the scrutiny process.

We strive to be a high performing organisation. A comprehensive performance monitoring framework is in place and progress against key performance indicators and annual Delivery Plan priorities is reported to the SCH Board on a quarterly basis. The Council oversees our performance by means of a Quarterly Monitoring Board, which is chaired by a Cabinet Member with responsibility for housing.

The work to progress SCH's Vision, strategic aims and core objectives is delivered through three service areas: Asset Management and Development, Housing and Communities, and Customer Services and Business Support.



# 3. Our Strategic Vision



# Our Strategic Vision

## Creating better homes and thriving communities

### Our Values

- Honesty
- Excellence
- Achieving together
- Respect
- Transparency

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

### Promote environmental sustainability

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

### Be inclusive

We will always be inclusive in our direct service delivery but also in our wider work to develop Thriving Communities. We will always work in a way that

ensures everyone feels valued, that their contribution matters and they are able to realise their full potential, no matter their background, identity or circumstances. We will meet our moral and legal responsibilities under the Equality Act 2010.

### 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.

## Our Strategic Aims:

To deliver our strategy and our commitment to customers, we need a clear strategic direction. We have developed five strategic aims to take us forward:

- **Creating Homes**
- **More than Bricks and Mortar**
- **Strengthening Communities**
- **Excellent Customer Service**
- **Passion in People**

We have also set our aspirations and success measures for each strategic aim to provide challenge, and against which we can gauge the success of our journey.

### Our commitment to delivering environmental sustainability

The government has set a UK target for achieving net zero carbon emissions by 2050. 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 more ambitious target for the Council to become net carbon zero by 2030. Solihull Community Housing (SCH) is fully committed to environmental sustainability and we are also ambitious in our plan to become net carbon zero by 2030.

Action has already been taken to make the housing stock more energy efficient through, for example, the installation of biomass heating in over half of the high rise homes we manage. Further improvements to the housing stock, working with the Council, are being progressed by the Asset Management and Development service.

We will also support the Council's climate change goals through a SCH environmental sustainability strategy, encompassing the environmental impact of business activities across the organisation, as well as measures to promote good practice amongst our staff, customers, suppliers and contractors.

## SCH Support for the Solihull Council Plan

**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 detailed in our Delivery Plans.





# 1. Creating Homes

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

Creating homes which meet the needs of our customers means delivering places to live which are safe, secure and affordable. Good quality housing supports health and wellbeing, and can help to promote stronger communities. We strive to deliver quality homes through astute investment in the existing housing stock, as well as working with the Council to develop additional new homes.

Making the best use of the available physical and financial resources requires a comprehensive understanding of how well the existing stock performs in meeting needs, both current and projected. Physical condition, energy efficiency, size, layout and location are all important factors. A wide ranging Asset Management Strategy provides the framework through which SCH and the Council make joint investment decisions. Accurate and robust data is required to determine improvement priorities, the long term viability of different property types or schemes, and undertake options appraisals as necessary.

Alongside investment, an excellent repairs and maintenance service, and an efficient approach to void turnaround to maximise occupancy, are key to delivering homes which meet the needs of our customers.

SCH is eager to make a significant contribution to increasing the number of new homes for social rent in Solihull. Fiscal constraints and the limited availability of land for such development pose challenges. Nevertheless, SCH continues to work in partnership with the Council to review site availability and explore other options to grow the social housing stock, including opportunities for wider regeneration such as the Kinghurst Village Centre.

Building safety and environmental sustainability are central to our approach to delivering quality homes, whether existing stock or new build. Solihull Council has

declared a climate emergency and SCH fully supports the aims set out in the Climate Change Prospectus, including the target to become net-zero carbon by 2030. The environmental sustainability of the Council's housing stock represents one element of this. We will explore the potential benefits of using new building materials or construction techniques. Other possible improvements might include the provision of electrical charging points and SMART diagnostic technology, which indicates when a building component or service installation requires attention before it actually fails.

The Grenfell Tower tragedy still casts a disturbing shadow and we, along with the rest of the social housing and construction sectors, must implement the learning from the Sir Martin Moore-Bick led Inquiry. Again working with the Council, SCH is committed to a strategic overview of all safety considerations, with particular reference to the Bills on building and fire safety included in the government's legislative programme. A key focus will be measures relating to high rise homes, including the installation of sprinkler systems.

An early finding from the Grenfell Tower Inquiry highlighted the importance of engaging with, and involving, customers effectively. Only by doing this will we be sure that we are creating homes which meet the needs of our customers.

By 2025:

- We will ensure that the voice and safety of our residents is central to the decisions we make
- All the homes we build will be of high quality, net-zero carbon and energy efficient
- We will have all the information we need to understand how we should invest intelligently in our properties to improve lives
- We will provide a repairs and maintenance service that meets customer expectations in a timely and flexible way

## 2. More than Bricks and Mortar

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

To enhance the life chances of our customers, we will ensure access to a full range of services focussing on supporting our customers to maintain tenancies, wellbeing and enabling our customers to live independently in their own homes as long as possible, money advice and preventing and tackling homelessness. We recognise that customers will experience challenges in their lives and our aim is to have a responsive service which is tailored around their needs and circumstances. We will work closely with our partner agencies and stakeholders to support our customers and local communities.

Excellent core housing management services will be integrated and highly visible. Effective income collection is vital to sustain our business and will allow us to improve our services and deliver better, so we will always design effective rent collection processes which are customer focussed.

SCH is the main provider of homelessness services on behalf the Council. The challenges presented by the prevention and relief duties introduced through the Homelessness Reduction Act will feature throughout the life of this strategy. A comprehensive Housing Options Development Plan to improve our service has been developed and will be implemented in the early years of this five-year strategic vision.

Supporting the Council's Homelessness and Rough Sleeping Strategy 2020-2023 and building closer working relationships with the Council's other service providers: St Basils and SIAS, will also make a significant contribution to this agenda.

By 2025:

- Homelessness services will be fully embedded across the Borough enabling effective prevention of homelessness



- We will achieve 70% prevention / relief rate of homeless approaches to SCH
- We will have integrated core housing management services ensuring minimal hand-offs of customers across teams and service areas
- We will deliver highly accessible housing management services with customers being able to report and access key information with ease
- We will deliver services that maximise the use of digital technology and develop with our changing customer base
- Our services will focus on developing and enhancing life chances particularly around money advice, training and employment
- We will achieve top quartile rent collection



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### 3. Strengthening Communities

To enable resilient and thriving communities.

The SCH 'footprint' in the communities in which we work extends far wider than the properties we manage. We see our work having greater depth and connectivity with a wide range of partners and stakeholder to create vibrant and sustainable communities. Leading on Locality Working and with a focus on people and place, we are reshaping the way we work and deliver services. Our aim is to deliver on commitments made in the high level strategic Locality Plans and ensure our services continue to evolve and grow not only to meet the needs of our communities, but also build on the aspirations of people in our communities.

Joint working on stakeholder and community engagement events will raise awareness and provide opportunities to obtain valuable input from residents. Co-design of services and working closely with partner agencies to provide seamless delivery will be important elements of our approach. As ever, partnership arrangements to promote community safety, public health and tackle anti-social behaviour will underpin our work to strengthen communities.

By 2025 we will:

- Reach 95% customer satisfaction with anti-social behaviour case handling
- Provide seamless services for customers in close partnership with SMBC
- Have services across stakeholders such as; housing, health, education, social services, emergency services and the voluntary and community sector working in a highly connected way for the benefit of customers
- Create communities and neighbourhoods that people feel proud to live in



## 4. Excellent Customer Service

Delivering excellent customer service, consistently using community driven insight.

SCH is on a journey to achieve significant transformational change around how we deliver customer service and experience. We want to empower and involve customers in shaping what the future looks like through an engagement framework and fundamentally co-designing key services. Securing Tenant Participation Advisory Service (TPAS) accreditation is one step to evidence our journey.

Saying what we will do and doing what we say, at the first time of asking, is fundamental to our approach. At SCH we know that building trust with our customers is imperative. Being flexible and offering choice will be key components along the way, ensuring our more traditional customer channels operate to high standards whilst striving ahead to embrace digital technology. We will be inclusive in all our customer service and wider engagement with communities.

We expect that delivering excellent customer service will reduce the number of complaints we receive, but we will ensure that we learn from any expressions of dissatisfaction to improve even further.

It is likely that the Regulator of Social Housing will strengthen the consumer standards that apply to local authorities and we will be ready to respond to this, and to forthcoming changes in the Housing Ombudsman service.

Continuous improvement is critical for us to achieve high standards. By being data led and capturing the voice of the customer, we will ensure that we focus our improvement in the right areas and work with our customers in a transparent way to co-design service changes.

Embedding a clear approach to supporting vulnerable customers across all SCH services is a key focus for

us, and we will clearly define our service offering in partnership with customers and wider locality organisations. Shaping new processes and governance will be essential elements of this work. At the same time, we will ensure that we continue to meet our safeguarding responsibilities and support our staff by making sure that they can access relevant training. By 2025:

- SCH will be recognised and accredited by our peers as one of the leading providers of housing services in the country
- Our customer satisfaction levels will be above 90%
- Our customer service channels will be digitally enabled and easy to use
- Our customers will be fundamental in co-designing our services
- SCH will have a mature vulnerable customer offer
- SCH will have 70% of customers signed up to self-serve channels across key services





## 5. 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.

Supporting our staff to further develop the skills required to deliver our ambitions is fundamental to achieving our vision.

Expectations from customers and other stakeholders remain high and managing these expectations will be important, as will creating the different mind-set that we need to embed this within our DNA.

Staff engagement is key and we will nurture this by providing strong and visible leadership to guide the organisation, and by ensuring all employees have the opportunity to be heard and participate in shaping their own future. Our Staff Engagement Group, staff surveys and staff conferences will help to promote this. We will also develop SCH as an employer of choice and inclusivity.

We are aiming high, and will give our people the tools, techniques and support to be successful and to deliver our performance ambitions. We will promote accountability and autonomy by encouraging staff to work flexibly and to try doing things in different ways. Different people have different strengths and we want everyone to have the opportunity to fulfil their potential as individuals and as team members.

By 2025:

- SCH will be a local employer of choice attracting new talent into the sector
- Our staff engagement will be benchmark high with 90% of staff being happy to work at SCH
- SCH will have ensured all staff have the tools and techniques to deliver great performance
- SCH will have a strong talent pool to develop the next generation of leaders in the business
- We will have a strong culture of wellbeing, mental health awareness, equality and diversity



# Get in Touch

## Join us on social media:

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Solihull Community Housing

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	Ref	KPI	2019/20 Actual	2019/20 target	2020/21 Qtr3	2020/21 target	HM top quartile	HM median	SCH quartile 19/20	2021/22 targets
HM	NS1	Percentage of rent collected of rent due	97.80%	98.00%	96.78%	98.00%	98.20%	97.50%	2	98.00%
	NS2	Percentage of leaseholder service charges collected	99.27%	99.00%	99.01%	99.00%				99.00%
	NS4	Percentage of rent paid by digital means including Direct Debit	64.39%	60.00%	72.76%	70.00%				80.00%
	WR3	Reduction in arrears due to Money Advice Team intervention	£526,081.86	£350,000.00	£661,623.85	£350,000.00				£400,000.00
HM	WR15	Current tenant arrears as % of rent debit	not collected		3.90%	3.50%	1.94%	2.89%	3	3.50%
	NS9	Percentage of flatted blocks passing cleaning inspection	99.04%	98.00%	100.00%	98.00%				98.00%
	NS10	Percentage of estate inspections completed	98.21%	90.00%	96.78%	90.00%				98.00%
	HO1	Average stay in temporary accommodation (all) - days	91	112	70	112				112
	HO3	Average stay in temporary accommodation (Budget hotels) -	15	10	21	10				10
	HO5	Percentage of homeless approaches where prevention or	38.04%	60.00%	40.71%	50.00%				50.00%
	WB20	Net gain in paying Wellbeing service users	56	108	-76	108				108

	Ref	KPI	2019/20 Actual	2019/20 target	2020/21 Qtr3	2020/21 target	HM top quartile	HM median	SCH quartile 19/20	2021/22 targets
HM	AM1	Percentage of properties with valid gas certificate	100.00%	100.00%	99.94%	100.00%	100.00%	99.97%	1	100.00%
	AM2	Percentage of repair jobs completed in timescale - All	98.73%	99.00%	99.05%	99.00%				99.00%
	AM3	Percentage of appointments made - Response repairs	98.57%	98.00%	97.46%	98.00%				98.00%
HM	AM4	Percentage of appointments kept - Response repairs	98.44%	98.00%	98.52%	98.00%	98.85%	97.14%	2	98.00%
HM	AM7	Percentage of repairs completed right first time	95.32%	94.50%	96.10%	95.00%	95.11%	89.20%	1	95.00%
HM	AM17	Average number of repairs per property	3.00	2.78	1.66	2.50	2.54	3.09	4	2.5
HM	AM20	Average time taken to complete repairs	not collected		not collected		7.50	10.00	2	7.5
	WB1	Percentage of Minor adaptation works completed on time	100.00%	99.00%	100.00%	99.00%				99.00%
	WB2	Percentage of Major adaptation works completed on time	100.00%	99.00%	100.00%	99.00%				99.00%
HM*	VL1	Average re-let time of voids - days	23	18	40	18	21	30	1	18
HM	VL13	Percentage of rent loss due to voids	1.09%	0.90%	1.28%	0.90%	0.72%	1.02%	3	0.90%
	VL16	Number of Lettable voids	108	85	105	70				70

Ref	KPI	2019/20 Actual	2019/20 target	2020/21 Qtr3	2020/21 target	HM top quartile	HM median	SCH quartile 19/20	2021/22 targets
CR1	Percentage of complaints resolved at stage 1	95.00%	97.00%	97.41%	97.00%				97.00%
CR34	Complaints resolved in timescale	not collected		66.67%	90.00%				90.00%
CR11	Enquiries resolved at first point of contact (Contact Centre)	81.30%	85.00%	80.18%	85.00%				85.00%
CR28	Percentage of tenants using customer portal	19.00%	10.00%	24.30%	20.00%				20.00%
CR5	Short term staff sickness days	4.55	4	3.27	4				4
CR2	Overall satisfaction	not collected		85.65%	85.00%				85.00%
HM AM19	Satisfaction with response repairs service	86.89%	91.50%	89.27%	92.00%	97.20%	93.90%	4	92.00%
VL19	Satisfaction with new home	87.22%	87.00%	85.23%	87.00%				87.00%
HM NS6	Satisfaction with ASB case handling	70.31%	87.00%	55.26%	87.00%	84.40%	71.00%	4	87.00%
CR29	Satisfaction with customer service Contact Centre	not collected		83.86%	90.00%				90.00%

\*HM quartile is for routine voids, our KPI (VL1) includes all voids

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## SOLIHULL COMMUNITY HOUSING

BOARD MEETING: 25 JANUARY 2021

### REPORT OF THE EXECUTIVE DIRECTOR ASSETS & DEVELOPMENT

#### BUILDING SAFETY CAPITAL PROJECTS UPDATE

#### 1. Purpose of Report

- 1.1 To provide an overview of the two major building safety projects that are being progressed in the High Rise Residential Buildings – namely the retrofitting of Water Suppression Sprinkler Systems and removal of Spandrel Panels to bring the blocks in line with recent regulations.

#### 2. Recommendation – Item for Note

- 2.1 The Board is recommended to :-

(i) **NOTE:** The content of this report.

#### 3. Building Safety Capital Project Progress

- 3.1 Two key projects are due to commence during 2021 relating to the safety of High Rise Residential Buildings (HRRB) namely – Retro Fitting Sprinklers and replacing non-compliant Spandrel Panels.

##### **Retro Fitting Sprinklers**

- 3.2 The pre-construction (mobilising) phase of the project was originally scheduled between April 2020 and February 2021 following formal agreement by the Council's Cabinet on 5 March 2020. Just weeks after the decision to proceed with the project, the Country entered a period of being 'locked down' as part of exceptional mitigation measures to control the spread of the Coronavirus (COVID19). Inevitably, the onset of COVID19 and the closing down of the 'construction sector' has had some impact on the progress to date in relation to the pre-construction phase of the project.

- 3.3 The revised timescale for the Pre-construction Phase of the Sprinkler Project is scheduled for completion by the end of March 2021. Despite the challenging set of circumstances, the following key activities have been commenced as detailed below:

- **Appointment of professional services to support the Project Management Team** – the following have been appointed - Interim Project Manager for the Construction Phase - GMR Consultancy, Fire Specialist

Advisor - Savills; Principal Designer – John Rowan Partnership (as required under the CDM Regulations 2015)

- **Appointment of Principal Contractor** – Dodd Group have been appointed as Principal Contractor responsible for the implementation of the Project;
- **Project Design** – Dodd Group working with their design team are responsible for the full design of works to the 37 Blocks. They will work with the specialist consultants appointed to ensure that designs for the sprinkler systems to the blocks obtain full building and planning approval and sign off. They will further be responsible for ensuring that the West Midlands Fire Service are involved through the process and any requirements arising are considered in their design proposals. The appointed Fire Consultants (Savills) and the Principal Designer (John Rowan and Partners) will work with Dodd Group to ensure the Design is compliant with statutory duties.
- **Asbestos Management, Refurbishment and targeted Demolition Surveys to the 37 High Rise Blocks** – The Asbestos Management, Refurbishment and Demolition Surveys are currently being carried out to a representative sample of 12 Flats per High Rise Residential Block (HRRB) across the 37 HRRBs (444 surveys in total) plus a survey to the communal areas of each Block.
- **Fire Risk Assessments (FRAs) to the 37 High Rise Blocks** – Type 4 FRAs are an intrusive survey that is carried out within each flat and targeted sections of communal parts (Type 1 surveys have already been completed in all communal areas). In addition to assessing the types of detection and means for escape, it will assess the resistance of fire doors as well as opening up ducts where services run through the building as well as the construction of the building and determine whether any additional fire stopping or compartmentation work is required to reduce the risk of fire within the flat.

The same representative sampling will take place as with the Asbestos Surveys, 12 Flats per High Rise Residential Block (HRRB) across the 37 HRRBs (444 surveys in total) plus a survey to the communal areas of each Block.

- **Pilot Programme of works** – Dodds has commenced pilot works with the intention to carry out the installation of the sprinkler infrastructure to one flat within each of the 7 block archetypes (one flat per block to void or tenanted properties). This pilot phase will provide a better understanding of how long

the works will take and the likely level of disruption. The information gained will also inform our engagement strategy once the main works commence.

- **Resident engagement** – As Board members are aware a comprehensive newsletter announcing the projects has been delivered to all those living in the HRRBs. As part of resident engagement activities we will include “briefing packs” for residents with details of the work including before and after photos. Upon completion of the pilots it is hoped that we can engage in some way with our residents using video or other means to provide a visual engagement event from which we will gather feedback as part of the consultation / planning for the main contract works.

#### **4. Spandrel Panels**

- 4.1 On 3 December 2020 Full Cabinet approved the removal of spandrel panels on the façade of the identified 16 high rise buildings and replace with the Rockpanel compliant system. This system in addition to achieving full legislative compliance, will also reinvigorate the appearance of the high rise blocks and in the case of the balcony replacements provide thermal performance benefits.
- 4.2 The initial design process started in the summer of 2020 with the appointment of Architects and Principle Designer, Affinity Design Management (ADM) and following the December 2020 Cabinet approval of funding, further technical design, on-site investigations and the appointment of specialist engineers is now progressing. It is envisaged that this project will progress through planning and procurement processes with a view to commence works on site by December 2021.
- 4.3 ADM produced a compliant product market comparison report which compared compliant products / systems. Products assessed included Fibre Cement products such as Hardie Panel, Equitone and Cembrit and a Basalt product, Rockpanel. All products meet the fire and thermal performance requirements. The study draws a clear conclusion and recommends the use of Rockpanel as this system surpasses all others in key areas of performance.
- 4.4 On 2 October 2020, SCH and ADM presented initial detailed design to stakeholders from West Midlands Fire Service and the Council’s Building Control, full support was received from both parties on both product choice, specification and initial detailed design proposals.
- 4.5 Operating within the COVID environment will present significant challenges on how we consult with our residents on this project. Ordinarily, given the scale and nature of the work, SCH would hold some form of face to face group or ‘drop-in’ type sessions, but this is not going to be possible. However, we will explore alternative options such as on-line consultation sessions for those residents who

have digital access. Further thought will be given to how we work with those who are not able to interact with us digitally to ensure we consult appropriately and capture all views.

#### 4.6 Procurement

Upon planning, building regulation and cost approval, we will engage with the Procurement team to establish the most effective procurement method, it is envisaged this will be via a suitable OJEU compliant framework. Currently the procurement exercise is scheduled for Q2 2021/2022.

#### 4.7 Timescales

The below table outlines the basic milestones for the Spandrel Replacement project:

<b>Task</b>	<b>Date</b>
Cabinet Approval	3 Dec 2020
Engineer Procurement and Appointment	Dec 20 - Jan 2021
Invasive onsite investigations	Dec 20 – March 21
Notification of Planning Application resident letter drop (10 Blocks)	Mid Jan 2021
Planning Application Submission (10 Blocks)	End Jan 2021
Building Regulation Application (10 Blocks)	Feb 2021
Notification of Planning Application resident letter drop and consultation events (6 Blocks)	Jan - March 2021
Planning Application Submission (6 Blocks)	End March 2021
Building Regulation Application (6 Blocks)	April 2021
Planning Determination (10 Blocks)	April 2021
Building Regulation Determination (10 Blocks)	May 2021
Planning Determination (6 Blocks)	July 2021
Building Regulation Determination (6 Blocks)	July 2021
Procurement exercise and contractor appointment	Aug – Oct 2021
Works Start on Site	December 2021
Works complete 16 blocks	Q4 2022/2023

## **5. Financial Implications**

- 5.1 Financial implications are as previously advised to Board and as reported through SMBC Cabinet.

## **6. Risk Management Implications**

- 6.1 The Sprinkler Project has been commissioned as a mitigation measure against SCH's strategic risk "current fire safety arrangements in place for buildings that SCH has delegated duty for".
- 6.2 The risks associated with this project are included in the Project Risk register and this will be reviewed by the Project Management Team for this project monthly – High level actions will be put on the JCAD system for transparency.

## **7. Strategic Vision**

- 7.1 The report is consistent with the SCH Strategic Vision specifically:

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.

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.

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**SOLIHULL COMMUNITY HOUSING**  
**FULL BOARD MEETING; 25 JANUARY 2021**  
**REPORT OF CHIEF FINANCIAL OFFICER**  
**REVENUE AND CAPITAL BUDGET 2021/22 UPDATE**

**1. Purpose of Report**

- 1.1 To present the updated 2021/22 HRA budget.

**2. Recommendation – Items for Noting**

- 2.1 The Board is requested to

- (i) **NOTE** the amendments to 2021/22 proposed HRA Budget.
- (ii) **NOTE** the impact of the 2021/22 pay freeze.
- (iii) **APPROVE** the use of £160,000 pay saving in 2021/22 and £4,000 in 2022/23 to reduce the use of the Budget Strategy Reserve which was approved by the Board on 30 November 2020.

**3. Background**

- 3.1 This report sets out changes to the Housing Revenue Account (HRA) budget plans since the SCH Board meeting on 30 November 2020 and the impact of the 2021/22 public sector pay freeze.

**4. HRA Budget**

- 4.1 The Housing Revenue Account (HRA) Business Plan presented to the Budget Strategy Group and Solihull Community Housing's Board on 30 November 2020 included medium-term assumptions of inflation in line with the available forecasts at that time which were published by the Office for Budget Responsibility (OBR) in March 2020. Following the publication of the OBR's revised forecasts on 25 November 2020 the inflation assumptions have been updated within the HRA Business Plan, resulting in a net adverse movement of £684,000 for the period 2020/21 to 2023/24. To maintain a balanced HRA across this four-year period the contribution to the Future Capital Expenditure reserve has been reduced by £684,000 with no impact to the previously reported management fee for this period.
- 4.2 Appendix A reflects these amendments and shows the proposed 10 year HRA budget from 2021/22 to 2030/31 presented to the Council's Budget Strategy Group on 11 January 2021. This will also be presented to the Council's Cabinet meeting on 11 February 2021 for approval.

## **5. SCH Revenue Budget 2021/22**

- 5.1 The Government spending review announced on 25 November 2020 confirmed a public sector pay freeze for all except those employees earning less than £24,000 per annum. No changes have been actioned within the SCH detailed budgets at this time, however, SCH Board are asked to note the potential impact of the pay freeze. The pay budgets were set on the assumption of a 2% annual pay increase, the estimated annual saving will be approximately £160,000 per annum, net of the proposed increase for employees earning less than £24,000.
- 5.2 On 30 November 2020 SCH Board approved the use of £82,000 per annum for the years 2021/22 and 2022/23 from the Budget Strategy Reserve to fund the cost pressure caused by the additional 0.75% pay increase given in 2020/21. Due to the £160,000 annual saving from the above mentioned pay freeze this funding is no longer necessary. SCH Board are therefore requested to approve the use of £160,000 pay saving in 2021/22 and £4k pay saving in 2022/23 to reduce the use of the Budget Strategy Reserve which was approved by the Board on 30 November 2020.

## **6. Financial implications**

- 6.1 The budgets represent the expected financial performance for the forthcoming year against which the activities of SCH will be measured. Budgets have been set in line with expected available income and will be monitored throughout the forthcoming year in line with the Board's expectations.

## **7. Equality and Diversity Implications**

- 7.1 There are no direct implications arising from the budgets as presented. In preparing the budgets, managers have been expected to give due consideration to the requirements of delivering a service that is fair and equitable to all users and to have made appropriate provision for the costs accordingly. Any changes to services would be required to undertake an Equality Impact Assessment in advance.

## **8. Risk Management Implications**

- 8.1 The risks highlighted remain unchanged from the November report:-
- COVID-19 impact on arrears and bad debts – there may be a delayed impact on arrears and bad debts as the furlough scheme ends and some tenants could be made redundant.
  - COVID-19 impact on the economy – CPI interest rate fluctuation exacerbated by COVID-19 causing greater uncertainty for longer term planning. The Bank of England base rate was cut from 0.75% to a record low of 0.1% in March 2020 in an emergency move in response to the COVID-19 pandemic.
  - Welfare Reform – this remains a risk area which could have a negative impact on the rental income stream and the size of the bad debt provision – the most recent

information is that all claimants due to migrate onto Universal Credit (UC) will do so by 2022/23.

- Stock – the overall housing stock forecast is reducing as increases in RTB sales outnumber new development and acquisitions in the longer term.
- Brexit financial impact may result in unexpected reductions to local government funding, or increased costs above inflationary assumptions.
- Utilities costs – the market remains volatile and costs may vary considerably from those included.
- Legislative changes may bring additional funding but they could also result in some costs increasing.
- The ability of residents being able to pay rent may also be affected by the many factors impacting on their income.
- The Homelessness Reduction Act has continued to place increasing pressure on SCH officers and may impact on funding choices.
- New opportunities to increase funding for development may see an impact on staff being able to deliver in the timescales expected. Failure to do this could then impact on funding.

## **9. Value for Money and Efficiency Considerations/Implications**

- 9.1 The budget has been developed based on a current assessment of the needs of the business and any changes in delivery that have already been agreed by the Board. Efficiency savings planned have been integrated within the budget. Delivery of savings proposed will continue to be tracked through the year.
- 9.2 It is generally assumed that the principles of value for money and proper procurement will be followed throughout the year before committing to any expenditure whether included within the budget or not.

## **10. Tenant Involvement / Consultation**

- 10.1 None required.

## **11. Consistent with Strategic Vision**

- 11.1 The development of a robust financial budget is key to the delivery of the SCH Strategic Vision.

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**HRA BUSINESS PLAN FINANCIAL FORECAST**

**Appendix A**

			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019/20 Outturn £000	2020/21 Budget £000	2021/22 Forecast £000	2022/23 Forecast £000	2023/24 Forecast £000	2024/25 Forecast £000	2025/26 Forecast £000	2026/27 Forecast £000	2027/28 Forecast £000	2028/29 Forecast £000	2029/30 Forecast £000	2029/30 Forecast £000
<b>Income</b>												
Dwelling Rents	(40,512)	(41,270)	(42,058)	(42,808)	(43,730)	(44,759)	(45,899)	(47,067)	(48,265)	(49,492)	(50,749)	(52,021)
Ground Rents	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)
Garage Rents	(1,175)	(1,169)	(1,213)	(1,210)	(1,226)	(1,248)	(1,270)	(1,293)	(1,316)	(1,339)	(1,363)	(1,387)
Other Income	(2,352)	(2,363)	(2,277)	(2,302)	(2,003)	(2,051)	(2,103)	(2,151)	(2,204)	(2,259)	(2,311)	(2,369)
<b>Total Income</b>	<b>(44,052)</b>	<b>(44,815)</b>	<b>(45,561)</b>	<b>(46,333)</b>	<b>(46,972)</b>	<b>(48,071)</b>	<b>(49,285)</b>	<b>(50,524)</b>	<b>(51,798)</b>	<b>(53,103)</b>	<b>(54,436)</b>	<b>(55,790)</b>
<b>Expenditure</b>												
Prudential Borrowing	(1,177)	(1,163)	(478)	(478)	(478)	(478)	(478)	0	0	0	0	0
Client Costs	3,357	3,437	3,571	3,604	3,662	3,779	3,812	3,891	4,016	4,056	4,141	4,273
Base Capital Programme	12,189	12,099	13,539	13,165	14,071	15,095	16,007	17,522	18,568	19,676	20,767	21,942
Debt Management Cost & Bad Debts Provision	785	1,009	857	1,258	1,208	1,236	1,265	1,296	1,327	1,360	1,392	1,426
Interest	7,059	7,331	7,452	7,233	7,207	7,229	7,201	7,171	7,159	7,147	7,134	7,120
Contribution to Future Capital Expenditure Reserve	0	885	582	816	0	500	500	500	500	500	500	500
Principal Repayment of Debt	1,109	1,166	582	657	683	711	739	296	307	320	333	347
<b>Total Expenditure</b>	<b>23,322</b>	<b>24,764</b>	<b>26,105</b>	<b>26,255</b>	<b>26,353</b>	<b>28,072</b>	<b>29,046</b>	<b>30,676</b>	<b>31,877</b>	<b>33,059</b>	<b>34,267</b>	<b>35,608</b>
<b>(Surplus)/ Deficit for Year before Management Fee</b>	<b>(20,730)</b>	<b>(20,051)</b>	<b>(19,456)</b>	<b>(20,078)</b>	<b>(20,619)</b>	<b>(19,999)</b>	<b>(20,239)</b>	<b>(19,848)</b>	<b>(19,921)</b>	<b>(20,044)</b>	<b>(20,169)</b>	<b>(20,182)</b>
 SCH Revenue Management Fee	<b>18,241</b>	<b>18,634</b>	<b>19,548</b>	<b>19,607</b>	<b>20,019</b>	<b>20,419</b>	<b>20,827</b>	<b>21,244</b>	<b>21,669</b>	<b>22,102</b>	<b>22,544</b>	<b>22,995</b>
PPM Repayments	1,177	1,163	478	478	478	478	478	0	0	0	0	0
<b>Gross Management Fee</b>	<b>19,418</b>	<b>19,797</b>	<b>20,026</b>	<b>20,085</b>	<b>20,497</b>	<b>20,897</b>	<b>21,305</b>	<b>21,244</b>	<b>21,669</b>	<b>22,102</b>	<b>22,544</b>	<b>22,995</b>
<b>(Surplus)/ Deficit for Year After Management Fee</b>	<b>(1,312)</b>	<b>(254)</b>	<b>570</b>	<b>7</b>	<b>(122)</b>	<b>898</b>	<b>1,066</b>	<b>1,396</b>	<b>1,748</b>	<b>2,058</b>	<b>2,375</b>	<b>2,813</b>

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**SOLIHULL COMMUNITY HOUSING  
BOARD MEETING 25 JANUARY 2021**

**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 3 (31 December 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 3 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,
  - 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,
  - AM19 – satisfaction with repairs,
  - NS6 – satisfaction with ASB cases handling,
  - CR29 – satisfaction with contact centre,
  - CR34 – complaints resolved in timescale.
- 3.4 Transactional satisfaction (CSAT) is under performing with a decline from position at end of quarter 2 across 3 of the 4 surveys (repairs 1.10%, new tenants 3.51% and ASB 4.34%). Complaints handling is also underperforming, although the improvements listed below are beginning to take effect.

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.

3.4 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 report for 2019/20 shows the costs per property across various activities and can be seen in Appendix B table 1 which shows the Cost per Property Indicators calculated by SCH for quarter 3 2020/21 alongside the 2017/18, 2018/19 and 2019/20 indicators calculated by HouseMark.

4.3 The quartile position shown in table 1 are those at 2019/20 so the table shows where SCH costs varied in 2020/21 compared to 2019/20.

4.4 The main changes to the indicators between Quarter 2 and Quarter 3 are as follows:

4.4.1 The Operating CPP (indicator 2) has increased by £43.46 (1.59%) from £2736.63 to £2780.08, the main reason being increase of £9m of which £8m relates to Cyclical Maintenance & Major works.

4.4.2 Total CPP of responsive repairs and void works increase by £11.83 (1.60%) from £739.16 to £750.99. The main reason due to voids

spend with Dodds for Gas & Electric has increased to breakeven - previously forecast £60k under.

4.4.3 Total CPP of Estate Services has increased by £5.21 (2.75%) from £189.11 to £194.32 main reason being increased cost of CCTV, cleaning and tree maintenance contracts.

## **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 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".

### **REPORT AUTHOR:**

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~~Figure~~

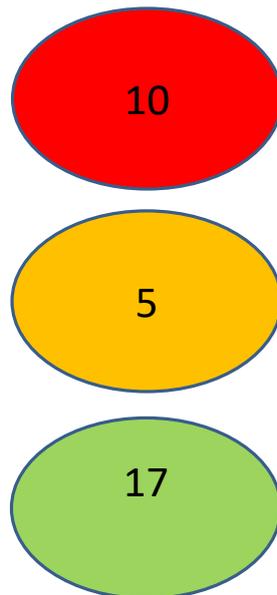


## Performance exception

report

2020/21

Quarter 3 - December 2020



Ref	Exception report Description	Qtr3	
		Target	Actual
NS1	Percentage of rent collected of rent due	98.00%	96.78%
Headline summary:	Quarter 3 has remained challenging with the service being £404k (96.78%) short of the 98% target. The team have completed the push on arrears collection over Christmas and are now into the year-end arrears reduction campaign. The ability to take formal/legal action remains restricted however, recent announcements enabling legal action for substantial arrears is positive.		
Action points:	<ul style="list-style-type: none"> <li>• Robust action plan developed.</li> <li>• Business case for analytics tool Q4 2020/21.</li> <li>• Clear Rent 1st Offer being developed</li> <li>• Embedding Service Review learning – process and practice.</li> <li>• Increased focus on new / introductory tenants.</li> <li>• Targeted work on £2k plus cases</li> </ul>		
HO5	Percentage of homeless approaches where prevention or relief achieved	50.00%	40.71%
Headline summary:	Continued support of Everyone In and moving into the winter period has resulted in high levels of approaches. The 50% target was achieved in October however the overall performance for Q3 has remained challenging.		
Action points:	<ul style="list-style-type: none"> <li>• Increased work with private landlords via Solihome to push 'Call before you serve' initiative – encouraging landlords to contact Home Options before serving tenants with notice.</li> <li>• Additional units as alternative to hotels introduced via Spring Housing – 10 units.</li> <li>• Increased activity in private sector – 4 Main duty discharges in Q3 (2 in Q2).</li> <li>• Reductions seen in Crisis on the Day down to 99 in Q3 from 153 in Q4.</li> <li>• Temporary Accommodation Strategy being developed.</li> </ul>		
WB20	Net gain in paying Wellbeing service users	72	-76
Headline summary:	The ongoing impacts of the pandemic on older and more vulnerable people continues to adversely impact WB20. This is a key client group for the service and despite a positive net increase of 5 customers in November, the overall position was minus 1 for Q3. The team have been able to increase the number of packages/services some existing customers have. Risk Assessments have been carried out on re-introducing Home Hazard Assessments (HHA) and some internal Handy Person (HP) activities however, it is not appropriate to re-introduce at this stage.		
Action points:	<ul style="list-style-type: none"> <li>• Continued review of RA's to re-introduce HHA and HP.</li> <li>• Continued comms and marketing of services</li> </ul>		
VL1	Average re-let time of voids - days	18	40
Headline summary:	Much improvement from 47 days in Q2 to 25 days in Q3. For the months of Nov and Dec, the service was able to re-let voids in 22 days. Over half (53%) of voids in Dec were let within the 18 day target. The quarter was impacted by a smaller number of voids in bungalows and high rise flats that were refused multiple times.		
Action points:	<ul style="list-style-type: none"> <li>• Increased focus/direction of resources within Tenancy Sustainment Team on voids activity.</li> <li>• Greater analysis of reasons for refusal and joint working with teams to improve overall void position.</li> <li>• Development of digital options for virtual viewings and streamlining sign-up process</li> </ul>		



Ref	Description	Target	Actual
VL13	Percentage of rent loss due to voids	0.90%	1.28%
<p>Headline summary: Continued reduction/improvement in rent loss position each month since April 2020 however, the rate has been low. Some legacy voids impact from the initial lockdown remains with voids still waiting to be let.</p> <p>Action points: <ul style="list-style-type: none"> <li>• On-going and focussed effort – see action points for VL1.</li> <li>• Joint work with Home Options team re: potential direct lets</li> </ul> </p>			
VL16	Number of Lettable voids	70	105
<p>Headline summary: Letting of general needs voids continues but remains below normal letting volumes. The number of lettable voids continues to improve albeit slowly month on month from 128 at its height in June 20 to 105 in Dec 20. This target is linked to VL1 and VL13 and associated actions.</p> <p>Action points: <ul style="list-style-type: none"> <li>• See VL1 and VL13</li> </ul> </p>			
CR29	Satisfaction with customer service Contact Centre	90.00%	83.86%
<p>Headline summary: Improved performance in December with 100% satisfaction but number of surveys returned very low so overall position has not significantly improved.</p> <p>Action points: <ul style="list-style-type: none"> <li>• Weekly CC Transformation Group mobilised to implement Quick Wins and mid-term improvements from Sopra Steria deep dive.</li> <li>• Enhancing basic digital options of contact to improve voice access– Moving simple high volume processes into E-forms &amp; introducing better FAQ's.</li> <li>• IVR restructure to promote digital options for non-complex calls/enquiries.</li> <li>• Altered Team Manager alignment to advisors to improve team performance focus, call quality and coaching (GROW).</li> <li>• Review of global Service Area inboxes to understand customer ownership and response times in back office with a view to implement basic internal SLA's.</li> </ul> </p>			
NS6	Satisfaction with ASB case handling	87.00%	55.26%
<p>Headline summary: YTD position 55.26% however, Q3 performance of 41.67% is very disappointing. 131 ASB cases were closed following investigation/action in Q3 with 51 (39%) of households responding to the survey. Headlines issues for dissatisfaction are with; Outcome (50%) and Time Taken (50%), the handling of the case by member of staff also featured (44%).</p> <p>Action points: <ul style="list-style-type: none"> <li>• ASB Satisfaction Improvement Plan in place supported by work of CEIP</li> <li>• Joint work with key colleagues at SMBC via project team approach being undertaken</li> <li>• Specialist ASB training for staff booked – focussing on relationship with customers and action planning.</li> <li>• Mental Health worker has joined Housing and Communities Directorate in Jan – will support staff with complex case management.</li> <li>• Follow-up contact to all dissatisfied customers – learning, review and action.</li> </ul> </p>			

Ref		Target	Actual
AM19	Satisfaction with response repairs service	92.00%	89.40%

Headline summary: Customer satisfaction has improved overall but remains just below target. A Customer Improvement Project Team meets monthly to review progress with the Action Plan.

Action points:

- Review of staff productivity is currently under way.
- Information received from BMG regarding issues with dissatisfied customers is investigated with the employee involved.
- The current operating processes carried out by the service are being process mapped and reviewed e.g. abandoned work orders and follow on works.
- A review of the current scripts used by the Call Centre will be carried out in the New Year.

CR34	Complaints resolved in timescale	90.00%	66.67%
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Headline summary: 2 stage 1 complaints resolved in December both within timescale, in addition there were 23 stage 0 complaints recorded.

Action points:

- Review of complaints process on-going.
- Staff survey underway to gauge knowledge of current process.

WR15	Current tenant arrears as % of rent debit	3.50%	3.90%
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Headline summary: Performance moved into area of 'Tolerance' for first time since August 20 and stands at 3.90% for Q3. Improvements in accessing Discretionary Housing Payments (DHP) £155k year to date, and digital payments collected by the team £329k to date.

Action points:

- Key actions linked to NS1 Action Plan

HO3	Average stay in temporary accommodation (Budget hotels) - days	10	21
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Headline summary: The average length of stay in budget hotel accommodation has lowered slightly in December, however is still above target. This has been impacted by the increase in discretionary placements due to the health risk of covid-19 as well as the severe temperatures (The "Everyone in" campaign and SWEP procedures). There continues to be an impact due to the closure of the Council and RP allocations and a slow down in PRS lettings preventing timely move ons. Although move on processes are returning to a steady state, there has been considerable "backlog".

Action points:

- To continue to work with partner agencies to assist customers supported by the "Everyone In" campaign to move into suitable, longer term accommodation.
- To consider other temporary accommodation alternatives to hotel use.

Ref	Description	Target	Actual
AM1	Percentage of properties with valid gas certificate	100.00%	99.94%

Headline summary: Performance for gas compliance has increased significantly since the Q1 report (end of June) with compliance levels now being sustained and performing strongly in comparison to sector benchmarking levels. 5 Properties outstanding at end of December. Of the 5, one has an appointment booked for early January with the other 4 referred to Neighbourhood Team to attempt to gain access. Of these one has been referred to legal. 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 instil confidence in our customers so that they allow us access to their home whilst keeping themselves and our staff safe.

Action points: 

- Maintain Regular organisational communication.

VL19	Satisfaction with new home	87.00%	85.23%
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Headline summary: Areas of dissatisfaction with new home discussed with key teams as appropriate. Condition of property is an area of dissatisfaction. In addition to the Customer Service Team who makes contact with each new resident within 7 days of them moving, we are carrying out further research into whether it is the condition of the property or the type of property allocated that is an area of concern.

Action points: 

- Close liaison with voids management team on all cases identified.

CR11	Enquiries resolved at first point of contact (Contact Centre)	85.00%	80.18%
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Headline summary: Team have worked hard to develop useable reports with raw data from Insights This is first set of reports from the new OPEN CRM/Keyfax and we will continue to refine/develop.

Action points: 

- Continue to work towards resolving issues with reporting tool.

~~10/16~~

**Benchmarking Costs per property – 2020/21 Quarter 3**

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 Turnover figure is the budgeted figure at the start of the year for the HRA - actual is not known until Q4
- 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
- No of repairs & voids based on 19/20

Indicator Number	Indicator Description	2017/18	2018/19	2018/19	19/20	19/20	20/21 Q2	20/21 Q3	Difference to Q2	%	Properties Used 19/20	Properties Used 20/21	Comment
HouseMark Data				Quartile	Quartile								
1	Overhead CPP of Housing Management	£153.54	£110.89	2	£124.13	3	£134.17	£137.64	£3.46	2.58%	9,814	9,851	<b>Annual Change</b> As this just looks at HM overhead its increase is mainly to the increased costs for the Money Advice team as the Pay cost have increased by £65k. 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	£2,736.62	£2,780.08	£43.46	1.59%	15,819	15,866	<b>Annual Change</b> NON PAY 20-21 Operating Costs= £44m 20-21 Properties = 15,866  19-20 Operating Costs = £32m 19-20 Properties = 15,819  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	2	£130.18	£132.15	£1.97	1.51%	9,814	9,851	<b>Annual Change</b> As this just looks at HM overhead its increase is mainly to the increased costs for the Money Advice team as the Pay cost have increased by £65k. 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	2	£399.29	£402.19	£2.91	0.73%	9,814	9,851	<b>Annual Change</b> Total Pay & Non-Pay costs have increased £100k mainly due to Pay due to the costs listed above but also additional allocated overheads which also increases as the pay increases.
5	Direct CPP of housing management	£245.36	£246.91	2	£259.64	3	£265.11	£264.55	-£0.56	-0.21%	9,814	9,851	<b>Annual Change</b> Pay costs increased by more than £140k during 20/21 as Customer Engagement team has expanded, Court Fees increased in since Q2
6	Total CPP of responsive repairs & void works	£614.51	£722.30	2	£744.32	2	£739.16	£750.99	£11.83	1.60%	9,814	9,851	<b>Quarterly Change</b> Voids Spend with Dodds for Gas & Electric has increased to breakeven - previously fcast £60k under. Sub-Contractor Costs also increased by £60k
7	Overhead CPP responsive repairs & void works	£107.33	£95.85	3	£97.23	3	£97.13	£99.52	£2.38	2.45%	9,814	9,851	<b>Quarterly Change</b> Voids Spend with Dodds for Gas & Electric has increased to breakeven - previously fcast £60k under. Sub-Contractor Costs also increased by £60k
8	Direct CPP of responsive repairs & void works – employees	£285.10	£295.45	3	£312.67	3	£305.11	£305.04	-£0.07	-0.02%	9,814	9,851	
9	Direct CPP of responsive repairs & void works - non-pay costs	£222.05	£330.98	2	£334.42	1	£336.92	£346.43	£9.51	2.82%	9,814	9,851	<b>Quarterly Change</b> Voids Spend with Dodds for Gas & Electric has increased to breakeven - previously fcast £60k under. Sub-Contractor Costs also increased by £60k
10	Total CPP of lettings	£31.55	£11.77	1	£13.19	1	£12.79	£12.98	£0.19	1.50%	9,814	9,851	<b>Annual Change</b> Additional Neighbourhood Services Posts
11	Total CPP of void works (management)	£32.09	£23.18	1	£22.56	1	£20.88	£20.66	-£0.22	-1.06%	9,814	9,851	
12	Total CPP of void works (service provision)	£169.30	£195.16	3	£193.93	3	£188.54	£197.01	£8.47	4.49%	9,814	9,851	<b>Quarterly Change</b> Voids Spend with Dodds for Gas & Electric has increased to breakeven - previously fcast £60k under. Sub-Contractor Costs also increased by £60k
13	Total CPP of responsive repairs (management)	£87.03	£78.30	1	£83.48	2	£79.65	£81.62	£1.97	2.47%	9,814	9,851	<b>Quarterly Change</b> Pay cost has increased in total by £12k - mainly due to the increased costs within the contract centre.
14	Total CPP of responsive repairs (service provision)	£326.06	£425.65	2	£444.35	3	£450.50	£452.12	£1.62	0.36%	9,814	9,851	<b>Quarterly Change</b> Costs have increased due to an increase in FTE which in turn has increased the share of the overheads mainly down to new apprentices in Responsive Repairs
15	Total CPP of major works & cyclical maintenance	£1,684.89	£1,871.50	3	£1,463.26	2	£2,191.56	£2,203.88	£12.32	0.56%	9,814	9,851	<b>Quarterly Change</b> Additional Post within Capital Team for Sprinkler project and 2 Apprentices Costs from Dec onwards <b>Annual Change</b> 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	3	£189.11	£194.32	£5.21	2.75%	11,048	11,098	<b>Annual Change</b> £20k CCTV Contract £20k Cleaning Contract £47k Tree Maintenance

Table 1

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**SOLIHULL COMMUNITY HOUSING**  
**BOARD MEETING: 25 JANUARY 2021**  
**REPORT OF THE CHIEF EXECUTIVE**  
**ANNUAL SAFEGUARDING REPORTS**

**1. Purpose of Report**

- 1.1 To present the annual reports of the Solihull Local Safeguarding Children Partnership (LSCP) and the Solihull Safeguarding Adults Board (SSAB) for 2019-20.

**2. Recommendation – Items for Noting**

- 2.1 The Board is recommended to:

(i) **NOTE** the 2019/2020 Annual Safeguarding Reports.

**3. Background**

Local Safeguarding Children Partnership (LSCP)

- 3.1 This is the first Annual Report produced by the LSCP and covers a period of change whereby the Partnership replaced the previous Local Safeguarding Children Board. The LSCP consists of three safeguarding partners: the Council, the Police and the Clinical Commissioning Group (CCG).
- 3.2 The Partnership is required to make arrangements to safeguard and promote the welfare of children in the Solihull area. In so doing, the safeguarding partners identified a number of relevant agencies to work with when exercising their functions. These named agencies have a duty to cooperate. SCH was a longstanding non-statutory member of the LSCB and continues to participate in the new safeguarding arrangements.
- 3.3 The Annual Report details the activities undertaken during 2019/2020 to ensure the efficiency and effectiveness of child safeguarding arrangements in Solihull, with a particular focus on three priority areas:
- Early Help
  - Neglect
  - Exploitation
- 3.4 The LSCP agreed that its strategic priorities for 2020/2021 would be Neglect and Exploitation. Early Help continues to be extremely important but, in view of the significant progress made on Solihull's Early Help offer, it is no longer a safeguarding priority in its own right.

- 3.5 Neglect remains a priority as it continues to represent the largest proportion of child protection plans (as is the case nationally). Exploitation continues to be a high priority as the focus shifts from Child Sexual Exploitation (CSE) specifically, to different forms of exploitation, including Criminal Exploitation and County Lines.
- 3.6 SCH continues to support the Multi-Agency Safeguarding Hub (MASH) as a virtual member, and participates in audit and case review activity as required.

#### Solihull Safeguarding Adults Board (SSAB)

- 3.7 The Care Act 2014 requires Safeguarding Adult Boards to produce an Annual Report and publish a Strategic Plan. The SSAB's Annual Report provides an overview of the work done during 2019/2020 to safeguard adults from abuse or the risk of abuse.
- 3.8 The key priorities for the SSAB in 2019/2020 were:
- Exploitation and Transitions (relating to children moving to adulthood)
  - Financial Abuse

In addition, attention was given to the following themes:

- Making Safeguarding Personal
  - Provider Assurance
  - Engagement
- 3.9 With regard to Exploitation and Transitions, a primary focus was to support the Exploitation Reduction Board (ERB) and Delivery Group (ERDG) to improve responses to the exploitation of children moving into adulthood. This framework was established following the 'Rachel' Serious Adult Review (SAR) instigated by the SSAB.
- 3.10 With dedicated support from the SSAB and LSCP, much work is being undertaken to develop multi-agency systems and processes to protect those at risk of, or experiencing, exploitation. This includes bringing forward the Solihull All-Age Exploitation Strategy and the development of pathways and tools to underpin the multi-agency response on the frontline.
- 3.11 As well as describing the work carried out on the agreed priorities and themes, utilising case studies as appropriate, the Annual Report highlights the importance of learning from multi-agency Serious Adult Reviews (SARs). The SSAB's performance framework was refreshed during 2019/2020 and has been recognised as best practice in the West Midlands region.
- 3.12 The SSAB retained Exploitation and Transitions, and Financial Abuse as priorities for 2020/2021. Work on learning from SAR's, assurance on embedding Making Safeguarding Personal and further improvements in performance reporting will continue through the SSAB's sub committees.
- 3.13 The Executive Director of Housing and Communities attends the SSAB and SCH is also represented on its sub committees.

3.14 The Safeguarding Annual Reports can be viewed in full here:

LSCP: [LSCPAnnualReport19\\_20FINAL.pdf \(solihulllscp.co.uk\)](https://solihulllscp.co.uk/LSCPAnnualReport19_20FINAL.pdf)

SSAB: [Annual Report 2019-20.pdf \(ssab.org.uk\)](https://ssab.org.uk/Annual%20Report%202019-20.pdf)

#### **4. Financial Implications**

4.1 SCH makes an annual contribution of £10,000 to the LSCP.

#### **5. Equality and Diversity Implications**

5.1 There are no specific equality and diversity implications in relation to the presentation of these Annual Reports.

#### **6. Risk Management Implications**

6.1 Safeguarding is included in the SCH Risk Register and regularly monitored through the risk management framework.

#### **7. Value for Money and Efficiency Considerations/Implications**

7.1 There are no specific implications arising from the presentation of these Annual Reports.

#### **8. Tenant Involvement/Consultation**

8.1 There are no specific implications arising from the presentation of these Annual Reports.

#### **9. Consistent with Strategic Vision**

9.1 SCH's commitment to safeguarding is consistent with the Strategic Vision.

#### **REPORT AUTHOR:**

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~~Figure~~

## Full Board Forward Plan

Monday 25 January 2021			
		HRA Budget Update	Sam Gilbert
		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
		Health & Safety Quarterly Report	Mark Pinnell /Mark Wills
		Performance Exception Report	Kevin Bennett
Thursday 25 February 2021 – Board Away Day			
		Rising to SMBC challenge	
		Customer Engagement	
		Performance	
Monday 29 March 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 7 June 2021			
		Annual Report on Risk Management	Fiona Hughes
		Annual Governance Review including Standing Orders	Mary Moroney
		Information Technology Annual Report	Paul Langham
		Chair's Report from Housing Operations Committee Meeting held on 24 May 2021	Chris Williams
Monday 21 June 2021 (meeting immediately after Audit & Risk Committee – single item agenda)			
		Chair's Report (including Annual Accounts) from Audit & Risk Committee Meeting held on 21 June 2021	Nigel Page

<b>Monday 27 September 2021 – Includes AGM</b>			
		Chair's Report from Human Resources & Remuneration Committee Meeting held on 12 July 2021	Jenny Fletcher
		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
<b>Monday 29 November 2021</b>			
		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)