



Solihull
Community Housing
Shaping our neighbourhoods

Delivery Plan 2024 – 2025





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"We are pleased to have received a positive independent review of compliance with consumer standards conducted by Savills."





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1. Foreword

Welcome to Solihull Community Housing's Delivery Plan for 2024-25, a blueprint that outlines our priorities for the upcoming year within the framework of our overarching strategic vision: 'creating better homes and thriving communities.' Aligned with Solihull Council's commitment to ensuring equal opportunities for all residents to be healthier, happier, safer, and more prosperous, this plan represents our dedication to fostering positive change and progress in the community we serve.

Over the past year, a significant focus has been placed on building safety, reflecting our steadfast commitment to ensuring residents feel secure in their homes whether that includes sprinklers in the high-rise blocks, replacement of spandrel panels or structural surveys to identify future investment priorities. Additionally, the establishment of the Building Safety Committee by the Board strengthens building safety governance. We have also developed individual building safety strategies for each high-rise block, and achieved top quartile performance in fire, asbestos, legionella, and lift safety, while improving gas and electrical safety.

While building safety remains a key priority, our work at Solihull Community Housing extends far beyond these efforts. In the past year, we have implemented a new aids and adaptations policy to empower individuals to maintain independence in their own homes, investing an additional £500,000 to support this work. Construction has commenced at Kingshurst, where 70 new homes will eventually stand, contributing to our commitment to expanding housing opportunities. Over 250 homes have seen investments in environmental sustainability, including external wall insulation, new windows, and boiler/heating upgrades. Our positive approach to damp and mould, aiming to respond within 14 days, has enabled us to inspect and take action in nearly 1,100 homes over the last year¹, and improve thermal performance in 150 homes, supported by the Social Housing Decency Fund.

We have a focus on improving neighbourhoods and supporting vulnerable customers. This includes tackling anti-social behaviour through both mediation and enforcement, working with partners such as the Council and the Police, for example through the multi-agency Partnership Problem-Solving Panel. During the year², we have supported 3,062 families and individuals facing the fear and trauma of homelessness. This includes where people are fleeing abuse, and we have made good progress towards achieving the Domestic Abuse Housing Alliance accreditation, which will be in place by March 2025.

Recognising the importance of regulatory scrutiny in the social housing sector, we have diligently focused on meeting the highest standards for customers. This includes investments in complaint handling resources, a robust policy and strategy framework review, and the implementation of new Tenant Satisfaction Measures. Results from these indicators showcase our commitment to excellence, with over two-thirds of the measures ranking in the top quartile³. To further equip our staff, an organisational training plan has been developed aligned to new professionalisation requirements, and we are pleased to have received a positive independent review of compliance with consumer standards conducted by Savills. We are committed to supporting the most vulnerable customers and our Inclusive Services Register enables us to tailor our response to particular needs.

¹Dec 2022 to Nov 2023

²Oct 2022 to Sept 2023

³Based on the mid-year benchmarking undertaken by Housemark, SCH recorded 15 indicators in the top quartile, three in the second quartile and four in the third quartile. This was based on the comparator group for south/central ALMOs with fewer than 10,000 properties.



As we look ahead to 2024/25, our focus on customer engagement remains unwavering, recognising the invaluable insights and perspectives they bring (see section 2). At the same time, we remain dedicated to ensuring the safety of homes, delivering services to the highest standards, and supporting Solihull Council's all-age prevention strategy, which emphasises early interventions to enable customers to live independently, preventing challenges from escalating into problems.

The SCH Board extends its gratitude to all those who contributed to the development of this year's Delivery Plan. Special thanks go to the dedicated SCH staff team, as well as our customers, Council colleagues and partners. Your collaborative efforts have been instrumental in shaping our strategic priorities and ensuring Solihull Community Housing continues to be a catalyst for positive change in the lives of those we serve.

"We remain dedicated to ensuring the safety of homes, delivering services to the highest standards."



Richard Hyde
Chair of the SCH Board



Fiona Hughes
Chief Executive

2. Executive summary

Voice of the Customer

SCH remains committed to engaging effectively with our tenants and customers, creating space for them to be heard and shape priorities. A key regular element of this is the SCHape Panel, which undertakes detailed scrutiny of specific issues – in the last year this has included damp and mould, and cleaning of communal areas. Another component is the Virtual Improvement Panel (VIP), a group of about 300 people who respond on an adhoc basis to requests for feedback.

During summer 2023, the SCH Big Conversation provided opportunities for customers to express their views through 14 pop-up and ten community events, plus 19 walkabouts. Employees from across the business chatted to over 400 residents to understand their ideas about SCH's priorities.

Residents' top three priorities

Listen to my views and concerns, and act on them (**71%**)

Maintain good communication with me when you deliver services, such as repairs (**59%**)

Provide me with good customer service (**58%**)

Residents' top three service priorities

My home being safe (**77%**)

A good quality and timely repairs service (**63%**)

A service that responds quickly and effectively to anti-social behaviour (**41%**)

What does SCH do well?

Repairs

Customer service

Overall service delivery

What could SCH do better?

Maintenance – communal areas

Repairs

Safety/tackling anti-social behaviour

"The management of communal areas is not good. Communal cleaning in blocks and the immediate area around them needs improvement and fly tipping needs to be tackled."

"I only want to tell my story once. Listen and act with compassion, own my query and deal with things in a reasonable timescale, whilst keeping me in the loop."

"You do initial repairs well, but you don't communicate with me. You don't keep me informed, I'm not sure what next steps are or the timeframe for them. Appointments are not very flexible."

"Services are efficient, SCH does lots well and delivers great services."

"Contact Centre are always helpful and you have friendly staff who want to help. SCH find solutions to problems, many go the extra mile. You treat me well and respect me and keep me informed on what is happening at SCH."



Priorities for 2024/25

In their feedback, residents identified three overarching priorities:

- Keep me safe
- Keep my home maintained
- Listen to me: act, follow-up and update

These are at the heart of the Delivery Plan themes for the year, including a new theme of **Getting the basics right**, which recognises both the priorities of customers and the regulatory backdrop.

The enablers continue to underpin the SCH approach, which includes that ongoing commitment to customer engagement. For 2024/25, this involves an aspiration to make better use of data to understand our customers and their experiences, particularly those from minority backgrounds.

Delivery Plan Themes 2024-25

Providing accessible, affordable housing solutions for those in need

Getting the basics right:

responding to customer priorities, and meeting the requirements of social housing regulation

Providing safe homes:

ensuring building safety and undertaking regular compliance checks

Supporting people to live well:

an all-age prevention-focused partnership approach that promotes financial inclusion and good health and wellbeing

Delivering safer neighbourhoods:

investing in communities, enhancing places where people live, and tackling anti-social behaviour, domestic and other forms of abuse

Investing in new and existing homes:

improving existing stock, reducing environmental impact and providing quality green homes by developing and acquiring new property

Engagement: listening to the voice of our customers, so they can shape and improve services, with particular regard to understanding the experience of people from minority groups and communities

How we work: delivering efficient, customer-focused, value-for-money services, proactively adopting digital technology to enhance customer interactions, whilst using reliable data to drive evidence-led service improvement

Who we are: cultivating a great place to work, where a collaborative and compassionate team feels supported, valued, empowered and motivated, equipped with the tools to deliver excellent services

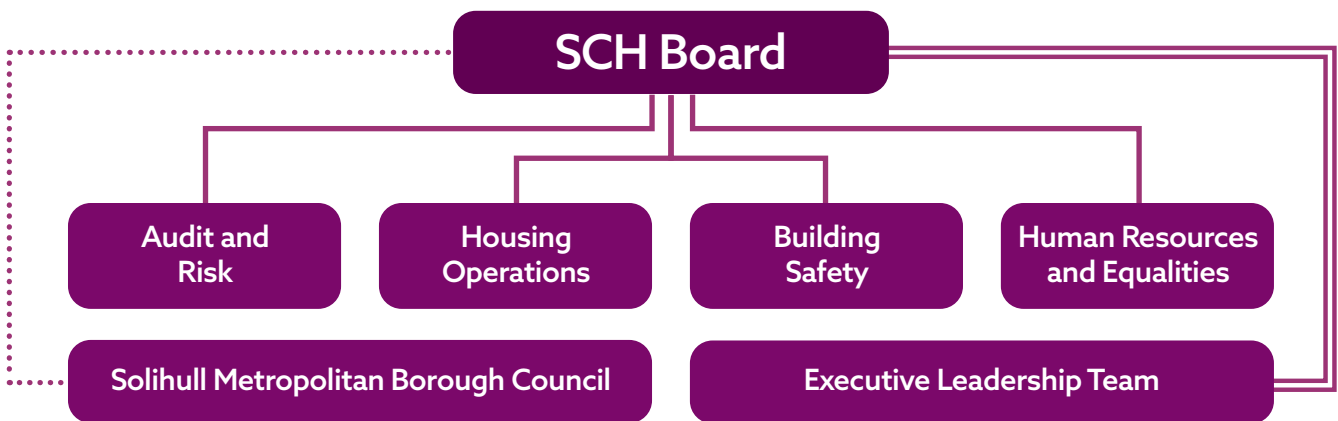
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3. Corporate assurance

Company governance

SCH is an Arm's Length Management Organisation (ALMO) established in 2004 to deliver housing services on behalf of Solihull Council, the company's sole shareholder. The running of the company is overseen by the board of directors, comprising the chair plus three tenant members, three independent members and three members nominated by the Council. During 2023/24, the Board strengthened its governance arrangements by recruiting two co-opted independent members to the Audit and Risk Committee.



During the year, the Board undertook a self-assessment against the National Housing Federation's Code of Governance. The Board has produced an action plan to address areas where the assessment identified scope for strengthened governance and these will be taken forward during 2024/25.

- Dissemination of key messages and learning identified by the Solihull Children and Adults Partnerships from serious case reviews and audits to improve multi agency practice.
- Contributed to the review of multi-agency procedures and the new early help strategy.

Safeguarding, exploitation and domestic abuse

The Executive Leadership Team (ELT), reporting to the SCH Board, takes responsibility for ensuring effective safeguarding arrangements are being implemented throughout the organisation.

Safeguarding delivery in SCH is overseen by SEDA (Safeguarding, Exploitation and Domestic Abuse), an internal strategic group that has oversight and assurance responsibilities. It provides regular reporting to ELT and an annual assurance report to the SCH Board on its work and safeguarding outcomes.

Key activities undertaken during 2023/24 included:

- Oversight on organisational mandatory safeguarding training undertaken.
- Embedding SCH's relationship with the Domestic Abuse Housing Alliance (DAHA).

Key priorities for 2024/25 will focus on continuing to strengthen our safeguarding responsibilities, from recruitment through to operational business processes. Key activities will include:

- Gathering evidence in support of our ambitions for DAHA accreditation across seven key themes: governance, safeguarding policy and procedures, partnership working, staff development and training, reporting, communications and best practice.
- Achieving DAHA accreditation by the end of March 2025, to demonstrate our commitment to effectively responding to domestic abuse.
- Embedding case audits and self-assessments to support learning within single and multi-agency processes.
- Continued partnership working with the SSCP, SSAB, Exploitation Reduction and Domestic Abuse Partnership Boards.
- Reviewing our 'domestic abuse safe' accommodation.

Information governance

SCH's approach to information governance is underpinned by policy, guidance and training. This includes a full suite of policies based on the information security standard BS ISO/IEC 27002:2013.

SCH is supported by the Council's Information Governance team to ensure it meets all its obligations in relation to Freedom of Information and Subject Access Requests. There is a healthy culture of reporting any data breaches, and investigations identifying future process improvements are reviewed by both the Council and the relevant Executive Director.

Finance

The current economic backdrop and forecast for 2024/25 remains financially challenging. SCH continues to be affected by increased energy costs and inflationary pressure on wages, materials and contract prices. SCH holds reserves to cover financial risks arising from fluctuating markets and these will be utilised to deliver a balanced outturn in 2023/24.

At present both SCH and the Council have plans in place to deliver a balanced medium-term financial strategy for SCH and the Housing Revenue Account. Consultation is expected early in the financial year with regards to rent setting beyond 2024/25 which will be taken into consideration in next year's medium-term financial strategy and Delivery Plan. Savings plans for 2024/25 were agreed by the SCH Board in November 2022 and work will continue through the year to ensure the plans for 2025/26 and onwards are achievable and robust.

Long term financial planning continues to be critical and underpins SCH's approach. This continues to be vital, as the capping of housing rents by the Government in 2023/24, whilst this was important to protect the most vulnerable, has, and will, continue to put pressure on operating budgets. SCH continues to work closely with the Council to ensure financial sustainability.

Risk

During 2023/24, the Board has reviewed its risk appetite, mirroring a similar exercise conducted by the Council. This has helped identify where SCH is prepared to accept a greater level of risk and where its approach is more cautious. SCH has also adopted a revised risk assessment methodology, which allows for a more nuanced evaluation of different types of risk within the context of the overall risk appetite. The Executive Leadership Team reviews both the corporate and directorate risk registers on a quarterly basis, which is underpinned by operational monitoring of service and project risks. The Board maintains strategic oversight through the Audit and Risk Committee on a quarterly basis and its own annual risk management report. The primary focus for 2024/25 is embedding the new risk management methodology, including risk appetite.

Health and safety

SCH has two operational health and safety groups, each chaired by an Executive Director. The first focuses on occupational health and safety, and the second on buildings and residents. Those groups report to the Safety Leadership Group, chaired by the Chief Executive.

The Board receives a quarterly health and safety report from the Council's Health, Safety and Risk Manager, whose team provides professional support to SCH. During the year, the Board's Building Safety Task and Finish Group was formalised as a sub-committee, with responsibility for ensuring compliance with the Building Safety Act. This is underpinned by the operational Building and Resident Safety group and SCH contributes to the Council's Building Safety Assurance Board.





4. SCH support for the Solihull Council Plan

SCH is a key partner of the Council, so it is appropriate that our priorities are aligned to the Solihull Council Plan. At the heart of the plan is the belief that health and well-being, economic development and environmental sustainability must go hand in hand. This is reflected in the six priorities at the heart of the plan (shown in the 'wheel' in the Plan opposite) which are intended to secure three outcomes:

- A strong economy
- Actioning the Council's Climate Change Declaration
- Healthier, happier and safer people and communities

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

- Tackling anti-social behaviour across tenures, preventing homelessness and engaging with residents contributes to improving life chances, health outcomes and promoting thriving and engaged communities.

- Helping to improve the health and wellbeing of residents through improvements to homes and the environment, with a focus on reducing carbon emissions.
- Supporting a 'prevention-based approach', where early help is offered.
- Improving neighbourhoods through partnership working in locality areas to support thriving communities.
- Participation in safeguarding arrangements and work to reduce exploitation and improve the response to domestic abuse.
- Supporting the Council to deliver its housing strategy.
- Working with the Council to deliver the regeneration of Kingshurst Village Centre.
- Helping the Council to deliver supported accommodation.
- Enabling older and disabled residents to live independently in their homes.

Solihull Council Plan 2020-25

Updated June 2023



Children are central to our work as a Council

A Strong Economy

- People, business and the environment benefit from UKC and HS2, including increased access to good work
- More environmentally sustainable affordable and social housing is built
- Safe, welcoming town and local centres where businesses can thrive
- More visitors to the borough
- The local economy is more resilient to economic shocks
- Improve transport across the borough

Actioning our Climate Change Declaration

- Community, environment and business benefiting from actions on climate change and more resilient to its impacts
- The council is net zero carbon by 2030
- The borough is net zero carbon by 2041
- An enhanced, well connected natural environment
- More people using public transport, walking and cycling
- Air quality has improved by 2025

People and Communities

- Improvements in early childhood development and school readiness, particularly in disadvantaged communities
- Effective early help prevents issues from escalating
- Children and vulnerable adults are safeguarded
- The Council is a good corporate parent to children in care and care experienced young people
- Improvements in skills and access to good work
- Connected, resourceful communities where people find solutions to local issues

Supporting residents with cost of living pressures through coordinated and accessible information, advice and help

Driving inclusive growth through the Council's roles as employer, procurer, service provider and system influencer

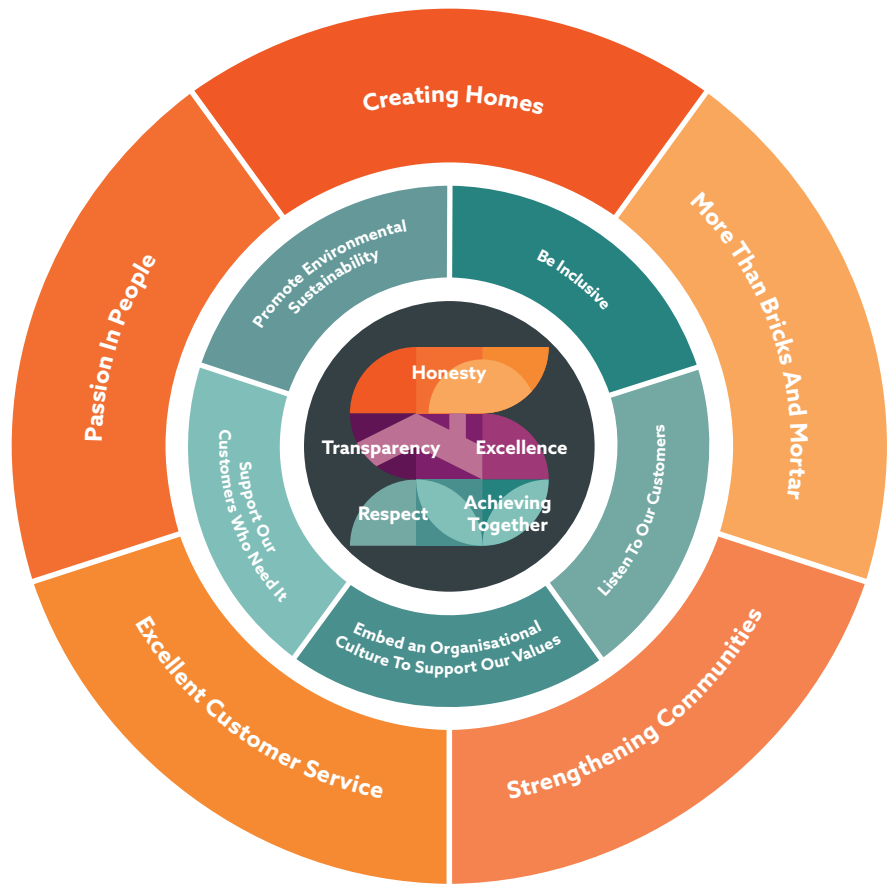
Strong Foundations:

Promote employee wellbeing, equality, diversity and inclusion | Enabling communities to thrive | Strong effective regional and local partnerships | Sound finance and management of assets | Digital Empowerment | Analysis and Insight

5. Strategic vision, values and equalities

Creating better homes and thriving communities

The annual Delivery Plan sits in the context of the longer term strategic vision, which sets out five strategic aims for 2020-25, underpinned by five commitments:



The five HEART values set the standard for how we work as an organisation and with our customers and partners.

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



Equality, diversity and inclusion (EDI)

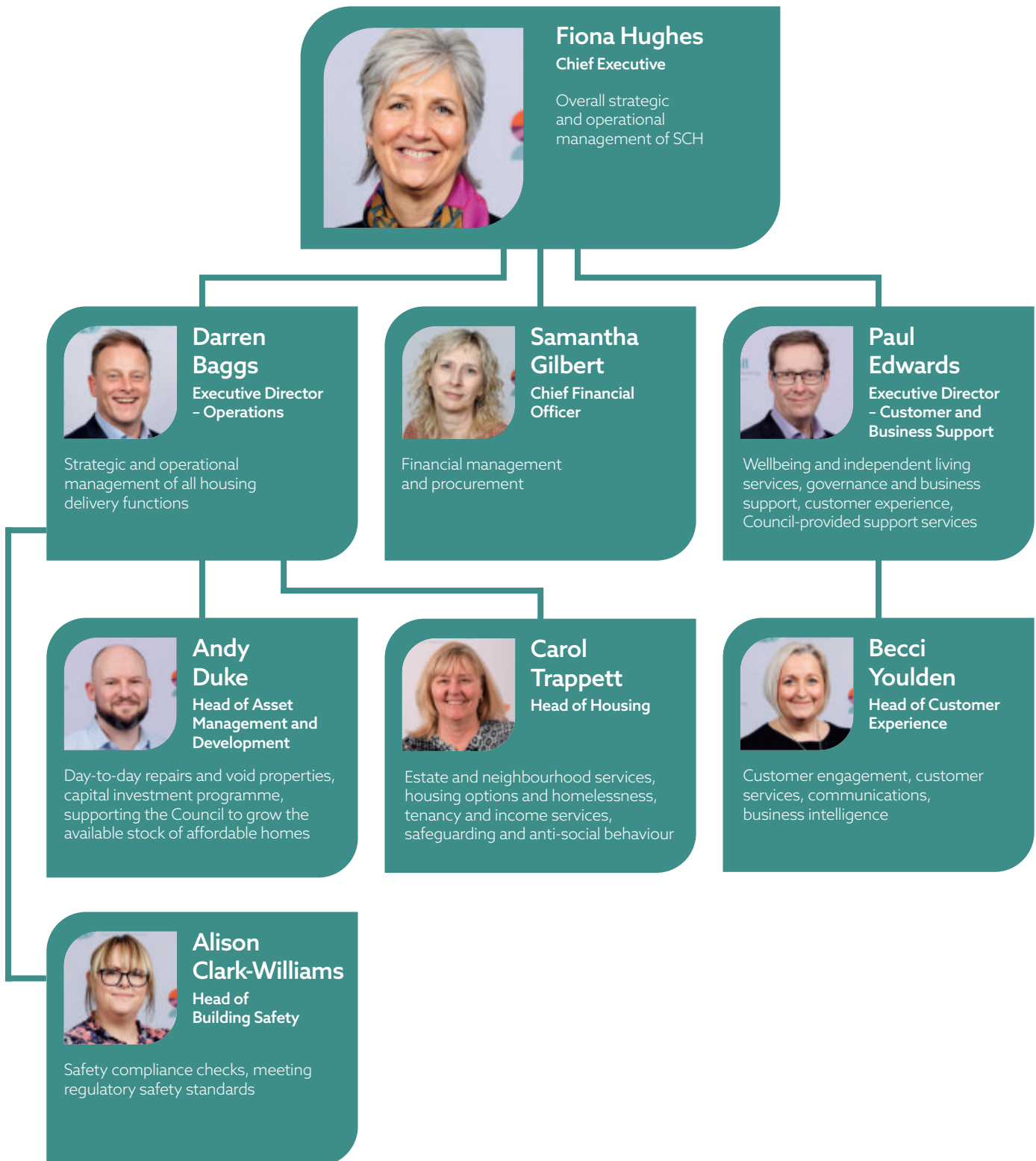
SCH has an important role in tackling inequality. Actions relating to fairness and inclusion have a direct relationship with our strategic objectives and operational priorities, whether in relation to our homes, the services we provide, how we treat colleagues, customers and partners or the difference we make in our localities. Embedding equality and diversity helps us assess our performance.

Our equality, diversity and inclusion improvement plan is structured around four priorities:

- (1) Nurture and strengthen EDI leadership
- (2) Know our residents and communities better
- (3) Ensure our employees are broadly representative of our locality and region
- (4) Enable diverse voices to shape and improve services through their views and opinions

6. Executive leadership

SCH's executive leadership team is responsible for the day-to-day management of the organisation and delivery against the priorities set out in the subsequent pages.



7. Themes and priorities for 2024/25

THEME: getting the basics right

Feedback from customers clearly demonstrates that they want SCH to 'get the basics right'. This was reflected in the recommendations arising from the Better Social Housing Review commissioned by the Chartered Institute of Housing and National Housing Federation. It is also the driving force behind the work of the Housing Ombudsman and Regulator for Social Housing. Consequently, SCH has identified this as a key priority for 2024/25.

What will we do?

How will we know it's been achieved?

Improve complaint responses.

Over 90% of complaints will receive a response within the target of ten days.

Strengthen complaint handling.

Evaluate the results of the complaints resourcing pilot and implement as appropriate.

Meet the consumer standards.

Deliver the action plan arising from Savills' independent review of SCH's compliance. Annual review of compliance against the standards.

Demonstrate how SCH learns and responds to customer feedback.

Report through the website and tenant newsletter on performance and learning twice a year.

Respond to customer feedback.

Customer input to shape service design and delivery can be evidenced.

Successfully implement the new allocations policy.

New applications to join the register are responded to promptly and on time.

Advise and support people with their housing options when their circumstances change.

The number of transfers and exchanges.



THEME: providing safe homes for our customers

The Building Safety Act 2022 clearly set out that the number one priority for housing providers should be the safety of their tenants and customers. Building safety is at the heart of everything SCH does as a housing organisation, both routinely ensuring that gas, electric and other installations meet compliance standards, but also investing in properties to improve safety, especially in protecting against fire risks.

What will we do?

How will we know it's been achieved?

Improve fire safety across high-rise accommodation.

Complete the installation of spandrel panels across all blocks identified for improvement.

Undertake regular safety compliance checks that achieve agreed performance targets.

Quarterly performance data reported to customers, the SCH Board and the council.

Reviewing investment priorities for high-rise blocks.

Complete structural surveys of all high-rise blocks and develop a ten-year investment plan with the Council.

Respond to customer feedback on building safety.

Respond to 100% of all building safety complaints within the complaint code timescales.

Follow-up with all quarterly survey respondents who indicate they do not feel safe in their property.

Demonstrate how feedback has shaped practice and improved safety for residents.

Improve fire safety across all accommodation types.

All fire safety remedial actions are completed to schedule.

Evidence resident engagement and how understanding of fire safety has been enhanced.

THEME: supporting people to live well

SCH recognises that its role is broader than simply as a provider of housing, and that it is well-placed to help local residents tackle health and wellbeing, financial, and employment issues. SCH works in partnership with Solihull Council and other stakeholders to provide joined-up support services that will alleviate some of the challenges and pressures faced by its residents.

What will we do?

Ensure customers are connected to relevant information, advice and support.

Ensure the effective use of data and contact with people to identify and support their needs.

Develop and implement an internal campaign, which challenges and supports employees to identify vulnerable people who need support.

Support people to live independently for longer.

Implement an integrated service offer, using technology and property adaptations or alternative housing options to improve customers' options.

Tackle homelessness and rough sleeping by supporting the council's new strategy.

Reduced reliance on budget hotels and nightly rate providers, achieved through joint working with the Council.

Early intervention offering quality advice and assistance, resulting in reduced approaches.

Sustain tenancies by supporting those most at risk.

Work with customers to maximise their income and identify up to £2m of unclaimed benefits.

Provide access to mental health support and advice, signposting to specialist teams.

THEME: delivering safer neighbourhoods

SCH's role is not just to provide accessible, affordable housing solutions but to work collaboratively with local people and organisations to enhance their neighbourhoods. This priority is reflected in the new Tenant Satisfaction Measure, assessing whether a landlord makes a positive contribution to the local area. A core component of this is tackling anti-social behaviour, domestic abuse and other safeguarding challenges, ensuring residents feel and are safe.

What will we do?

How will we know it's been achieved?

Strengthen SCH's support for those experiencing domestic abuse.

Achieve accreditation under the DAHA by March 25 and support early intervention in the SCH response to cases of domestic abuse.

Ensure tenants are able to inform the development of new facilities and services in Kingshurst.

Inform the development of the wider community governance model, Hub Advisory Group and Hub operating model.

Improve residents' experience in their neighbourhoods.

Implement a dedicated ASB team and improve residents' perception of SCH's interventions (TP11 and TP12).

Reductions in and changes to persistent ASB hotspots in neighbourhoods, through multi-agency working.

Appropriate action taken against perpetrators of ASB in neighbourhoods.

Improve the quality of communal area cleaning.

Residents report improved satisfaction (TP10).
Monitoring complaints about communal areas.

Improve access to housing and homelessness advice and support for local people.

SCH to have a weekly presence in each new Family Hub opened by the council.

THEME: investing in new and existing homes

Demand for homes continues to significantly exceed supply. SCH and the Council are committed to growing the available stock but also improving the quality of existing homes. A key element of this is to enhance the sustainability of those properties by improving efficiency.

What will we do?

How will we know it's been achieved?

Ensure consistent high standards of accommodation for residents.

All homes to meet existing Decent Homes standards.
Develop an implementation plan to meet Decent Homes 2 when available.

Proactively tackle damp and mould.

Respond to and address all reports of damp and mould within new legislative timescales.

Develop new net zero homes in Kingshurst.

Development of new 25 net zero homes to be delivered.

Enhance SCH's understanding of stock condition to inform improvement priorities.

Complete stock condition surveys for 80% of homes, including a representative spread of archetypes.

Improve the repairs service for customers.

Maintain high levels of performance:

- Satisfaction with repairs (TP02).
- Time taken to complete last repair (TP03).
- Repairs completed right first visit (AM7).

Improve the energy efficiency of properties.

Complete energy improvement measures to around 100 homes as part of Social Housing Decarb Fund wave 2/3.
Engage with emerging opportunities to invest in the stock through ECO and HUG2.
Reduce overall stock carbon emissions by circa 150 tonnes.
No SCH stock to have an EPC rating lower than EPC D.

Grow the net zero housing stock.

Lakeside (28 homes) – secure contractor for the development.
Middlewood House (20 homes) – secure planning permission.
Dalesford Rd/Camden Green (17 homes) – secure planning permission.

Grow the housing stock through acquisitions and investment in long-term voids to bring them back into use.

Delivery of Local Authority Housing Fund 3.

Make best use of redundant garage sites for new homes or green infrastructure.

Agreement and implementation of a small sites policy with the Council to ensure redundant garage sites are being brought back into use in some capacity.

8. Enablers for 2024/25

SCH's ability to deliver against the themes and priorities set out on the preceding pages is dependent on its ability to evolve as a strong, flexible and well-equipped organisation. The three enablers set out below identify key areas for development growth in the next year, focusing on our people, on customer engagement, and on core systems and business approach.

ENABLER: engagement

Listening to the voice of our customers, so they can shape and improve service, with particular regard to understanding the experience of minority groups and communities.

What will we do?

How will we know it's been achieved?

Improve SCH's understanding of the customer experience for minority groups.

Analysis of customer experience by protected characteristic with associated initiatives to improve the inclusion of these groups and the accessibility of services.

Benchmark SCH's performance nationally.

Use TSM data to develop initiatives that improve the customer experience.

Respond proactively to customer scrutiny.

Develop and implement improvement plans arising from SCHape Panel reviews.

Create opportunities for customers to shape SCH's priorities.

Feedback from the tenant conference shapes Delivery Plan priorities for 2025/26.

Ensure tenant representation at Board level.

Recruit two new tenant Board members.

Develop a better understanding of who lives in SCH properties and their needs.

Significant improvement in the demographic, EDI and household information held.

ENABLER: how we work

Delivering efficient, customer-focused, value-for-money services, proactively adopting digital technology to enhance customer interactions, whilst using reliable data to drive evidence-led service improvement.

What will we do?

How will we know it's been achieved?

Promote a culture that is caring, considerate and understanding of the needs of our customers.

Through monitoring the feedback of customers, as well as our partners.

TSM: landlord treats me fairly and with respect (TP08).

Implement first year of customer experience roadmap.

Improve digital access for those customers wishing to self-serve.

Implement OneSCH customer relationship management system, including a new customer portal.

Streamline delivery of services to improve the customer experience.

Use OneSCH system to identify efficiencies in working practices that yield savings.

Improve the quality and use of data to enhance service delivery.

Improved data maturity scores.

Implementation of Data Governance Board.

Improve the customer experience at first point of contact.

Increased collaborative working between SCH and Solihull Connect leads to improved customer satisfaction (TP1 and contact centre transactional survey).

Ensure there is a face-to-face service offer for vulnerable customers.

Provision of information, advice and points of contact in Connect and Family Hubs, as well as in customers' homes.

ENABLER: who we are

Cultivating a great place to work, where a collaborative and compassionate team feels supported, valued, empowered and motivated, equipped with the tools to deliver excellent services.

What will we do?

How will we know it's been achieved?

Improve employment opportunities with SCH for local people.

Develop an apprenticeship pathway as the preferred route for recruitment.

Invest in staff development.

Develop and deliver an organisational training plan that meets the needs of the professionalisation agenda.

Enhance inclusivity in the workplace.

Embed the Staff Equalities Network and enable it to deliver diversity and inclusion initiatives.

Record a baseline of staff satisfaction against protected characteristics.

Improve staff wellbeing.

Staff report improved wellbeing through the staff survey.

Reduced sickness absence.

Invest in recruitment and pathways to employment.

Reduction in vacancies against critical posts (e.g. building safety).

Reduction in agency expenditure.



9. Key performance indicators

The SCH Board uses a range of key performance indicators, which are also shared with the Council, to enable it to monitor performance. These are underpinned by a larger number of operational indicators, used by managers to understand and address performance issues, and drive service improvement. The Social Housing Regulation Bill sets out measures to enhance customer engagement principles, providing for stronger regulation and improved training requirements for housing staff. SCH is well-positioned to respond to the new national Tenant Satisfaction Measures (TSMs), which are already built-in to its performance monitoring arrangements, with first formal reporting to the Regulator to commence in mid-2024.

Description	Current Target	Sector benchmark (if available)	2023/24 mid-year performance	New target	Rationale
Stage 1 complaints per 1,000 properties	n/a	12.36	22.63	n/a	TSM
Stage 2 complaints per 1,000 properties	n/a	1.22	1.73	n/a	TSM
Stage 1 complaints resolved in timescale	92%	96.3%	69.96%	85%	TSM
Stage 2 complaints resolved in timescale	92%	100.0%	92.86%	94%	TSM
ASB cases per 1,000 properties (all)	n/a	8.88	19.59	n/a	TSM
ASB cases per 1,000 properties (hate crime)	n/a	0.06	0	n/a	TSM
Homes that do not meet the Decent Homes Standard	0%	0%	0.83%	0%	TSM
Repairs completed within target timescale (emergency)	85%	99%	99.02%	97.5%	TSM
Repairs completed within target timescale (non-emergency)	85%	92.90%	94.72%	93%	TSM
Percentage of properties with valid gas certificate	100%	100.00%	99.88%	100%	TSM
Percentage non-domestic assets covered by a valid FRA	100%	100.00%	100.00%	100%	TSM
Percentage known asbestos locations re-inspected within benchmarked period (communal areas)	100%	100.00%	100.00%	100%	TSM
Percentage of relevant water installations covered by a risk assessment	100%	100.00%	100.00%	100%	TSM
Percentage communal passenger lifts that require a thorough examinations (LOLER)	100%	100.00%	100.00%	100%	TSM
Overall satisfaction with services provided by SCH	80%	79.2%	80.35%	80%	TSM
Satisfaction: repair in the last 12 months	80%	80.0%	79.90%	80%	TSM

Description	Current Target	Sector benchmark (if available)	2023/24 mid-year performance	New target	Rationale
Satisfaction: time taken to complete the last repair	75%	76.3%	75.98%	76%	TSM
Satisfaction: home is well maintained	75%	80.0%	77.62%	80%	TSM
Satisfaction: home is safe	80%	85.6%	80.50%	86%	TSM
Satisfaction: landlord listens to and acts upon tenants' views	73%	69.4%	68.56%	70%	TSM
Satisfaction: landlord keeps you informed about things that matter to you	80%	78.8%	74.29%	79%	TSM
Satisfaction: landlord treats me fairly and with respect	85%	84.6%	84.06%	85%	TSM
Satisfaction: approach to handling complaints	60%	42.0%	38.55%	60%	TSM
Satisfaction: landlord keeps communal areas clean and safe	60%	72.4%	60.47%	66%	TSM
Satisfaction: SCH makes a positive contribution to neighbourhood	75%	74.0%	77.18%	74%	TSM
Satisfaction: approach to handling ASB	60%	64.0%	58.02%	60%	TSM
Percentage domestic properties with a satisfactory Electrical Installation Condition Report	100%	92.75%	98.98%	100%	Building safety
Damp and mould live cases as % of stock	n/a	n/a	n/a	TBC	Proposed by Housemark
Average days to fix damp and mould issues	n/a	n/a	n/a	TBC	Proposed by Housemark
Fire remedial actions (all) completed within target timescale	n/a	n/a	n/a	TBC	Building safety
Percentage of rent loss due to voids	1.35%	1.99	1.1%	1.35%	KPI
Current tenant arrears as % of rent debit	3.95%	n/a	4.41%	3.95%	KPI
Average stay in temporary accommodation (all) – days	80	n/a	80	80	KPI
Average stay in budget hotels (families with children) – days	15	n/a	30	15	KPI
Percentage of homeless approaches where prevention or relief achieved	60.0%	n/a	63.4%	60%	KPI
Customer satisfaction (disabled facilities grants)	90.0%	n/a	98.3%	94%	KPI
Overall satisfaction (transactional)	87.0%	n/a	85.2%	87%	KPI
Contact centre speed of answer	210 secs	n/a	183 secs	210 secs	KPI



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