

Solihull Community Housing

Delivery Plan 2018/19





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1. FOREWORD

Welcome to the Solihull Community Housing (SCH) Delivery Plan for 2018/19

This Plan sets out what SCH will deliver on behalf of the Council in the coming year. It will build on the work done in 2017/18 towards achieving the SCH 2022 Future Strategic Vision and objectives, which support the delivery of Solihull MBC's Council Plan.

There were significant national and local developments last year, which will influence how the housing landscape evolves in our area of operation. There was a general election resulting in no overall majority, continuing Brexit negotiations, further government statements on measures to tackle the 'broken housing market' and a Cabinet reshuffle resulting in a renamed Ministry of Housing, Communities and Local Government and a new Minister of State for Housing.

The Autumn Budget confirmed the additional £2 billion for affordable housing announced in October, including some provision for social rented homes, and proposals for the future funding of supported housing were published for consultation.

The Homelessness Reduction Act came into force in April. The Act significantly reforms homelessness legislation, seeking to ensure that more people get the help they need to prevent them from becoming homeless. A new Rough Sleeping Advisory Panel has been set up to support the Ministerial Taskforce develop a national strategy as part of the government's commitment to halve rough sleeping by 2022 and eliminate it altogether by 2027.

Arrangements for directly elected Mayors are in place in a number of regions across England. Andy Street is the newly elected Mayor of the West Midlands Combined Authority area. The Mayor is a member of the national Rough Sleeping Advisory Panel and leads the West Midlands Combined Authority Homelessness Taskforce. The Mayor's Taskforce brings together all seven local authorities, statutory, voluntary and community sector partners. During 2018/19, the

Council and Solihull Community Housing will continue to support and actively contribute to the work of the Taskforce.

On welfare reform, plans to apply the Local Housing Allowance Rates to social rents will not go ahead and modifications are being made to the operation of Universal Credit.

Financial constraints remain but, importantly, we now have some certainty around rent policy post 2020. A five-year rent deal for councils and housing associations, limiting increases to the Consumer Price Index (CPI) plus 1%, will restore a stable financial environment which will encourage more investment in social housing.



■ SCH Chief Executive, Fiona Hughes

However, overshadowing all of this was the tragic loss of life in the Grenfell Tower fire. Aside from the construction, regulatory and fire safety aspects involved, it quite quickly became apparent that residents were unhappy about their concerns not being heard. The fire focused considerable media attention on national policy, housing management and resource issues relating to the social housing sector.

Locally, as an immediate response and working with partners such as the West Midlands Fire Service, we were able to mobilise quickly to inform, advise and reassure residents of the fire safety integrity of the high rise flats in our management. The public inquiry, Coroner's inquests, police investigations and other reviews will no doubt reveal more in due course and we will be monitoring this closely. But the outcome must be that nothing like this awful tragedy ever happens again.



Last year significant foundations were put in place from which to move forward in line with our Future Strategic Vision (SCH 2022). This year's Delivery Plan sets out how we will build on those foundations to achieve our strategic objectives and drive continuous improvement.

Headline priorities for 2018/19 include:

- **Embedding the new senior management staffing structure, along with the appointment of new Board Chair, Richard Hyde**
- **Delivering a Homelessness Reduction Act compliant homelessness service**
- **Implementing a Customer Strategy to improve customer satisfaction and engagement**
- **Launching a new Wellbeing service delivery model, and**
- **Completing the Extra Care Scheme at Saxon Court.**

We will always achieve more by working together and the relationships we build with the Council, other partner agencies and, very importantly, the people we serve, have become increasingly important in tackling the challenges which face everyone who lives, works and learns in Solihull.

In anticipation of the new Council Plan to be introduced in the coming year, SCH will look to work collaboratively with the Council to deliver relevant aspects of the Plan. The new Plan looks forward to 2025 and is complemented by SCH's Future Strategic Vision for 2022, which supports the approach to produce positive outcomes by refocusing service delivery and different ways of working.

Richard Hyde, SCH Board Chair

Fiona Hughes, SCH Chief Executive

2. ABOUT SOLIHULL COMMUNITY HOUSING

Solihull Community Housing (SCH) is the Arm's Length Management Organisation (ALMO) set up in April 2004 to run the housing service on behalf of Solihull Council. The Council still owns the properties and is the landlord but housing services are delivered by us.

We are run by a Board of non-executive directors made up of four tenants, four councillors and four independent people chosen for their specialist skills and experience.

SCH is uniquely positioned through its connections to the Council and partners, and through its closeness to communities, to provide a holistic housing function and a range of other services for the benefit of Solihull tenants and residents.

Our five-year Future Strategic Vision (2017-2022): to **Provide Homes, Improve Wellbeing and Strengthen Communities**, embraces a continuing commitment to contribute to the development and implementation of the Solihull Council Plan.

2.1 Legal Framework and Governance

SCH is constituted as a private company limited by guarantee. Our relationship with the Council is defined by a Management Agreement which specifies the services that SCH will deliver and how the Agreement is monitored and reviewed.

The Management Agreement requires SCH to produce a Delivery Plan on an annual basis. The Delivery Plan is an integral part of the performance monitoring and service improvement process because it sets out how

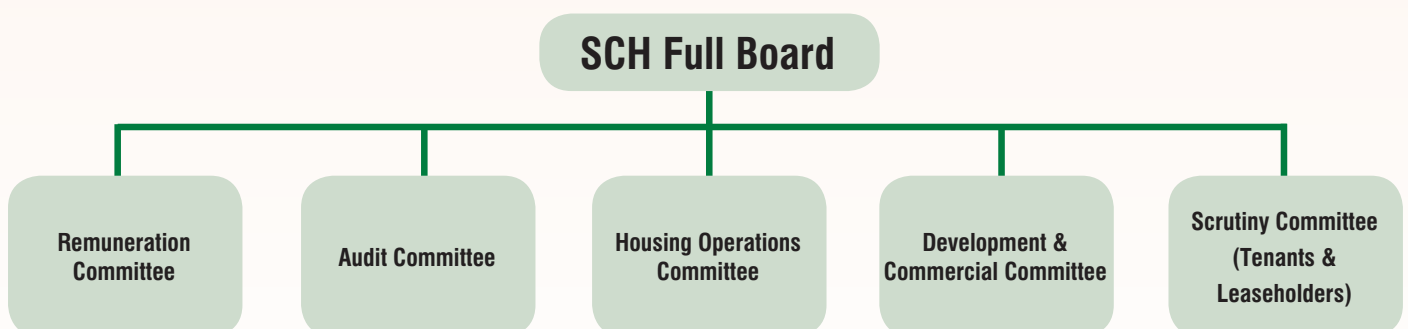
SCH will deploy the available resources in the most effective way to deliver the priority outcomes for the coming year.

SCH officers, the SCH Board and its Committees utilise a comprehensive Performance Management Framework. Key performance indicators (see Appendix 1) and Delivery Plan targets are reported to the SCH Board on a quarterly basis.

The Council supervises SCH performance and progress against the Delivery Plan by means of a Quarterly Monitoring Board, which is chaired by the Cabinet Member for Environment and Housing.

The governance arrangements for SCH consist of the SCH Board and its Committees (set out at Appendix 2). In line with the principles of co-regulation, the framework includes a Scrutiny Committee comprised of tenants and leaseholders, which has the role of scrutinising service delivery. This Committee reviews SCH policy and performance in all areas of the business and looks at trends for complaints and compliments.

The Homes and Communities Agency (HCA) has been replaced by Homes England, which has the remit to deliver the government's commitment to increase the supply of affordable homes. The regulatory function of the HCA has been rebranded as the 'Regulator of Social Housing' and SCH will continue to support the Council (a registered provider) to continue to meet the Consumer Standards set out in the regulatory framework.





Solihull Community Housing – Factfile

We manage just fewer than **10,000** tenanted homes and some **1,200** leasehold properties, together with just over **5,152** garages and a small number of shared ownership properties.

We manage just over **90** temporary accommodation units for homeless cases in need of urgent accommodation, which are sourced from within the Council's own housing stock and supplemented by **40** plus properties acquired through private sector leasing.

We employ just fewer than **260** FTE staff.

SCH staff operate from three primary office locations: Endeavour House in Kingshurst, and the Asset Management Hub in Chelmsley Wood, together with a customer facing Housing Options team based in Chelmsley Wood Town Centre.

In addition, we maintain a co-located presence at the Better Living Centre and have

a CCTV Control Centre located in an office in Kingshurst, which also accommodates the St Basil's Youth Hub providing specialist prevention services for young people.

In the calendar year 2017 we:

- Let **648** council homes through Solihull Home Options
- Assisted **239** households with rehousing when homelessness could not be prevented
- Received **156,681** telephone calls into our Contact Centre
- Carried out **38,216** repairs and **8,761** gas services
- Carried out adaptations to **1,725** properties across all tenures, which helped residents remain independent in their own homes.

2.2 SCH Services

The housing functions carried out by SCH are delivered through the following core service areas:

1. Housing Management Service

Frontline housing management tenancy and estate services:

- Tenancy and estate services
- Tenure blind ASB service
- Income collection
- Tenancy Support
- Money Advice

2. Housing Options and Homelessness

- Managing the Council's housing allocations scheme: 'Solihull Home Options'
- Providing the homelessness prevention, assessment and rehousing service on behalf of the Council in partnership with other agencies.
- Utilisation of private rented sector accommodation to provide temporary accommodation, prevent homelessness and discharge statutory duties

3. Asset Management and Stock Development

Responsible for maintaining and improving the housing stock through our in-house team and contractual / partnering arrangements, including:

- Day to day repairs
- Voids
- Compliance (e.g. gas servicing)
- Managing the capital investment programme
- Increasing the diversity of housing supply to meet local needs, including supported and extra care housing
- Asbestos
- Procurement

- Supporting the Council in the supply of additional homes through development and prudent, value for money, acquisition

4. Business Development

Services to support growth and generate income, including:

- Providing environmental services through the Better Places team
- Delivering services that support people to continue to live independently in their own homes through the SCH Wellbeing service, which includes a range of services to support and promote independence at home. This includes services previously known as Solihull Independent Living (SIL).



5. Customer Experience

All customer contact, satisfaction and engagement services:

- Contact Centre for housing services with staff trained to provide information and advice, with a focus on resolving enquiries at the first point of contact wherever possible and appropriate.
- Customer communications, satisfaction surveys and dealing with complaints
- Tenant engagement

Policy planning, safeguarding, internal communications, performance management and governance support are provided by in-house staff.

Human resources, equalities, IT, legal and financial management services are provided to SCH by the Council.

The Council also provide front line customer access through Solihull Connect which means that any SCH customer can access our services by going into one of the Connect service points in Chelmsley Wood and Solihull.

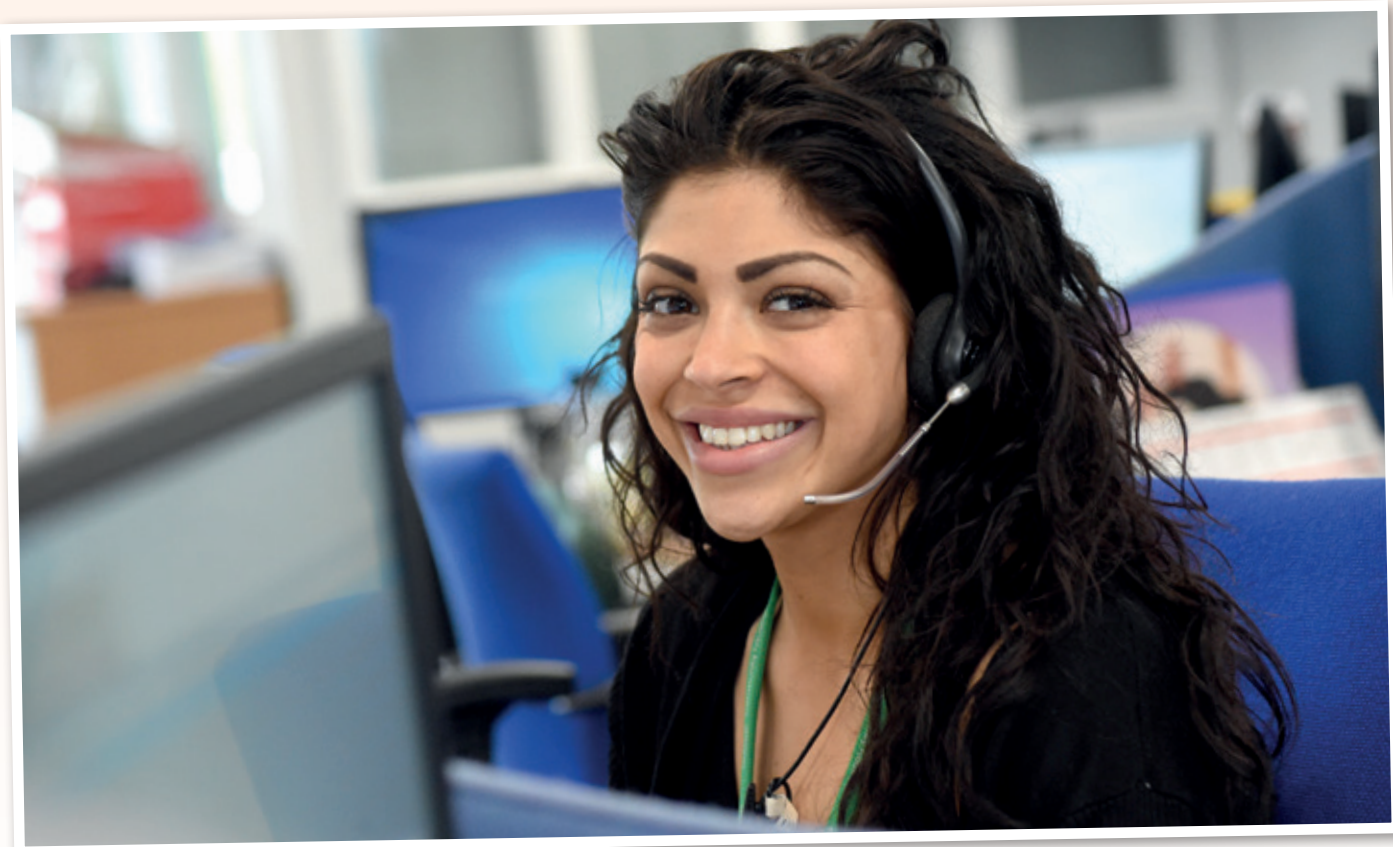
2.3 Customers and Communities

2.3.1 Customer satisfaction and involvement

Work with customers and communities cuts across all of Solihull Community Housing's service areas and, during 2018/19, we will be doing a lot of work to enhance the customer experience.

Our aim is to work differently with our customers to develop a relationship based on better understanding, engagement and communication. If it is not possible to meet a customer expectation in full, we will explain why in an open and honest way and, wherever we can, look for realistic and affordable alternatives. Moving away from a 'one size fits all' approach, we aim to work with customers to identify individual needs and respond accordingly.

We want to achieve a more positive working relationship with our customers. Last year we introduced a new web based customer satisfaction and engagement tool, 'Share Your Views'. In 2018/19 we will build on this by developing a comprehensive Customer Strategy and implementing a digital Customer Portal, which will enable customers to carry out more transactions online.





2.3.2 Equalities and diversity

SCH is committed to ensuring that the principles of fairness, inclusion and valuing differences remain a fundamental part of our work. We will continue to reduce barriers to equal treatment and help build a fairer environment for customers, communities and stakeholders. This commitment supports Solihull Council's Vision: 'Everyone has an equal chance to be healthier, happier, safer and more prosperous'.

We share the Council's responsibilities to have due regard to equality, actively promote opportunities for all and eliminate unfair discrimination, harassment and victimisation.

SCH's commitment to fairness, equality and inclusion is embedded in this Delivery Plan. Although we are striving to work differently, these new ways of working should not unfairly disadvantage any of our customers or sections of the community.

During 2017/18, we produced an Equality and Diversity

Policy Statement setting out key principles which have been aligned with the SCH 2022 Future Strategic Vision and objectives to achieve positive equality outcomes. Actions to progress these outcomes have been incorporated into this year's Plan, cutting across all of the four delivery themes.

2.3.3 Working together in the community

SCH recognises its role in the broader community. We are a well-established part of that community, with a wealth of local knowledge and expertise. Much of our workforce live in the area, SCH has tenant representation on its Board and the Scrutiny Committee is made up of tenants and leaseholders.

Public funding pressures have created challenges for all those working to build, support and safeguard the local community. This includes those who live and work here, many of whom are trying to manage their own competing priorities with less money. Service providers have to work together in new and innovative ways to meet this challenge.

SCH is taking a lead role in developing a locality working framework of community stakeholders to build stronger communities, take up new ideas and tackle local issues. This will support the delivery of key parts of the Council Plan.

Locality working aims to:

- Ensure that resources are used effectively
- Develop a coordinated response from agencies
- Increase resident action
- Develop innovative, evidence based, solutions with the community to tackle issues and challenges
- Reduce demand for services
- Improve transparency and accountability
- Provide local communities with the opportunity to influence how services are delivered

By adopting this approach with partners we want to make sure that we are utilising all of the assets, skills and resources we have in our communities to bring about positive change.

Early intervention activity supports this approach, helping to avoid the personal trauma and service demands associated with crisis responses. For example, our Wellbeing service helps people to stay in their own homes and remain independent for longer.

The additional statutory duties introduced by the Homelessness Reduction Act, which SCH will perform on behalf of the Council, are designed to maximise the prevention of homelessness by, for example, intervening at an earlier stage and working with those at risk of losing their home to find a personalised solution. SCH's Money Advice Team work with a range of other services to support residents to maximise their income, and thus helping them to meet their housing costs and other essential outgoings.



We also remain committed to safeguarding and promoting the welfare of children, and protecting vulnerable adults from risk of harm. SCH is represented on both the Children and Adult Safeguarding Boards, is a virtual member of the Multi-Agency Safeguarding Hub (MASH) and actively participates in a number other multi-agency groups and arrangements; all working to protect, support and build resilient communities.

While technology and digitalisation of services gives us new, and potentially far reaching, ways of working with customers, we must not lose sight of the value of the personal, 'face-to face', contact that is part of our everyday work. For example, in carrying out visits or interviews to complete repairs or service assessments, we will be mindful to identify and act on any safeguarding concerns, and take every opportunity to promote the welfare of children and vulnerable adults.



3. DELIVERING THE SOLIHULL COUNCIL PLAN

The Council Plan 2018-2020 (A step to 2020, a stride to 2025...) sets out the Council's Vision, Purpose and Values:

Our Vision: Where everyone has an equal chance to be healthier, happier, safer and prosperous through growth that creates opportunities for all

Our Purpose: Great Lives and Great Services' To be an organisation that improves lives by delivering great services

Our Values: Open, honest, clear, approachable and keeping our promises



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

1. **Delivering inclusive growth**
2. **Planning and delivery of Solihull's low carbon future**
3. **Managing demand and expectation for public services**
4. **Developing and delivering our approach to services for the most vulnerable**
5. **Making the best use of our people and physical assets**

These priorities will be delivered through a set of programmes and activities. The Plan looks forward to 2025, with a review of delivery in 2020.

SCH fully supports the Council's approach and will actively contribute to the delivery of the Plan's priorities.



4. FUTURE STRATEGIC VISION

SCH has a five-year Future Strategic Vision designed to ensure that SCH's service delivery and collaborative work with partners achieves impactful outcomes

focused on meeting the priority needs of those we serve.



Solihull Councillors Karen Grinsell (Adult Social Care and Health) and Tony Diccio (Environment and Housing) pictured at our Saxon Court development with SCH Chief Executive Fiona Hughes and Jenny Wood (Director of Adult Care and Support).

SCH Future Strategic Vision 2022:

To

- Provide Homes
- Improve Wellbeing
- Strengthen Communities

The Vision is underpinned by a set of specific objectives to be progressed through four key delivery themes: Team; Service; Value; and Growth, as set out below:



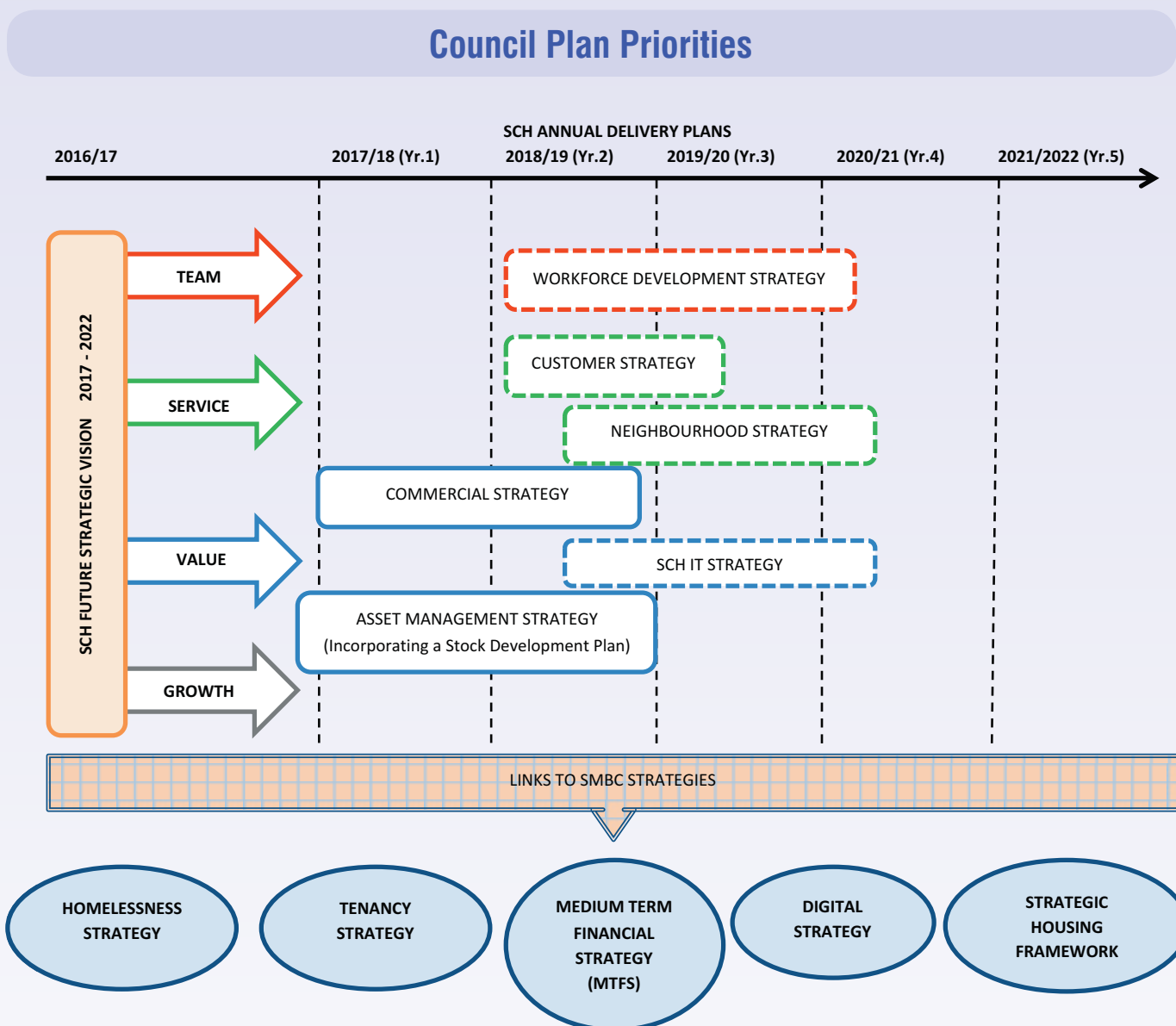
SCH 2022 – A Future Strategic Vision Provide Homes; Improve Wellbeing; Strengthen Communities

SCH Objectives	Delivery Theme	Outcomes
Provide warm, healthy homes and safe places to live	Team 2022	<ul style="list-style-type: none"> • SCH is equipped to deliver the Future Strategic Vision • Governance is robust and the leadership style motivates and nurtures • Shared organisational culture and set of acceptable behaviours • Focus on operational and cost performance reduces the cost to serve
Add social value through productive partnerships		Service 2022
Make best use of assets and resources	Value 2022	
Grow and diversify		Growth 2022
Innovate, evolve and learn		
Continual improvement		

These delivery themes will translate the SCH Future Strategic Vision into action.

During 2018/19, we will establish a framework of strategies (see diagram below) designed to advance delivery of the outcomes set out in the SCH Future Strategic Vision. The implementation of Asset Management, Commercial and Customer Strategies, will be supplemented by the scoping of new SCH Workforce Development, Neighbourhood and SCH IT strategies. The framework, which is set out below, also encompasses links to the main housing related Council strategies.

SCH Strategic Framework



Key:
 Solid line - strategy in place
 Dotted line – strategy in development

We will also develop a new SCH corporate brand in the coming year, which will better reflect what kind of organisation we are and the commitment to our customers. Taken together, the framework of strategies and new corporate brand will reinforce the golden-thread that runs through everything we do as an organisation to embed the Future Strategic Vision.

5. WHAT WE WILL DELIVER IN 2018/19

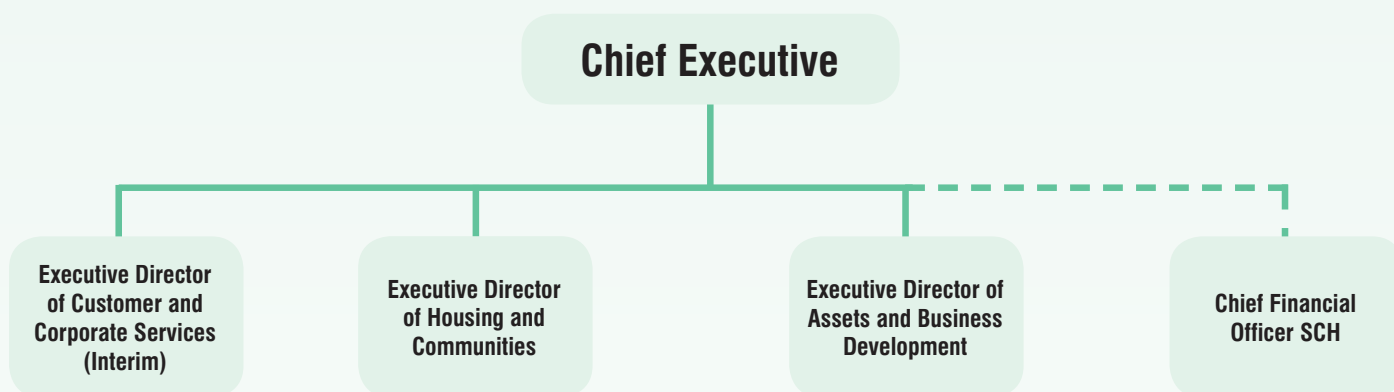
5.1 Team

Strong and decisive leadership, effective governance and a diverse workforce demonstrating acceptable attitudes and behaviours will take us forward to achieve our strategic objectives.

At Board level, comprehensive training and development work was carried out last year and this will carry forward into 2018/19. As Dr Ashley Lane has come to the end of his tenure as Chair of the SCH Board, Richard Hyde has been appointed as his successor. We will also complete a governance review.

The recruitment of our Executive Director of Assets and Business Development and Executive Director of Housing and Communities has established a stable Executive Management Team.

In 2018/19, this team will direct our continued progress towards achieving the Future Strategic Vision through a realigned service structure. Effective customer experience and business support functions will support frontline housing and asset management teams to deliver the evidence based service priorities that our customers need in the way they want to receive them and underpin a learning organisation. The revised structure is shown below:



These new arrangements will enable us to progress a priority milestone from last year to design and commence a leadership development and culture change programme, together with a mechanism for measuring and improving staff satisfaction, incorporating a staff survey and staff conference. These work streams will integrate with the evolving Workforce Development Strategy that will be scoped during 2018/19.



We will ensure that all staff understand and comply with the core management responsibilities relating to finance, health and safety, governance, risk, human resources, emergency planning and information governance. This includes compliance with the new General Data Protection Regulation (GDPR) coming into force in May 2018.

We will also introduce a revised organisational performance framework, bringing together data on KPI's, benchmarking and customer survey information, along with customer insight and other intelligence, to inform service improvement and quality assurance throughout the organisation.

The Team related equality and diversity priorities will be progressed throughout the year.

In 2018/19 we will:

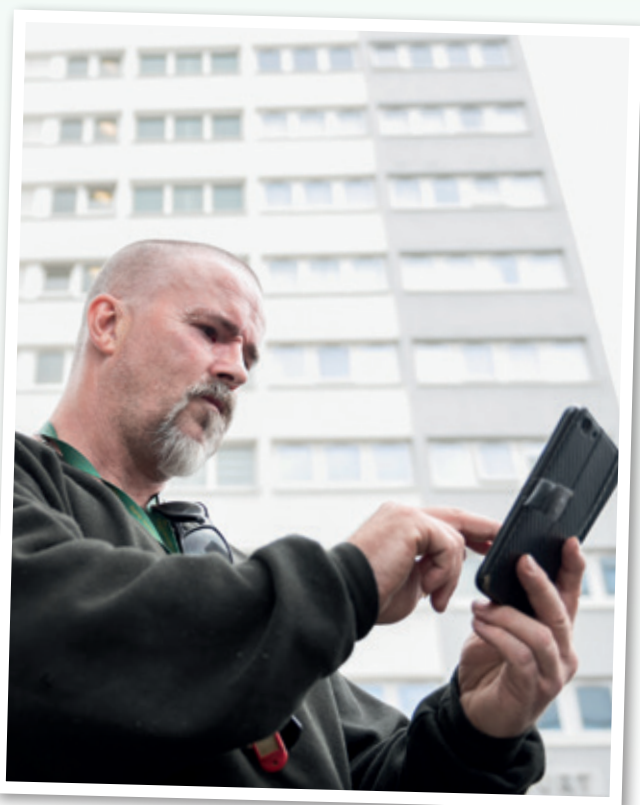
- Complete the SCH Board development programme to 'raise the game' of the Board
- Recruit a new Chair of the SCH Board
- Undertake a governance review
- Design and commence a leadership development and culture change programme for staff
- Establish a mechanism for measuring and improving staff satisfaction, incorporating a staff survey and staff conference
- Scope a Workforce Development Strategy
- Ensure that staff are compliant with core management responsibilities
- Ensure compliance with the General Data Protection Regulation (GDPR)
- Introduce a revised organisational performance framework utilising a service performance and satisfaction dashboard, to underpin a learning organisation
- Deliver equality and diversity briefings and training to the Board and staff
- Meet the requirements of Gender Pay Gap reporting
- Proactively create a diverse workforce and inclusive workplace

5.2 Service

A continuing focus for SCH is the delivery of cost effective services. 2017/18 saw the implementation of a new Housing Information IT system 'Open Housing', integrating tenancy management, rents, ASB and repairs and maintenance within one system. Hand held devices can be used to input updated information from, for example, fire inspections into the system.

The biggest change in service delivery from April 2018 impacts on the Housing Options function, where implementation of the changes brought about by the Homelessness Reduction Act 2017 will introduce a statutory obligation to prevent and relieve homelessness, underpinned by the requirement to produce personalised housing plans for every household threatened with homelessness. Housing Options pathways, staffing arrangements and interventions have been redesigned to meet these new obligations. An important aspect of this work will be how we can best utilise the private rented sector to support prevention and, where necessary and appropriate, to discharge an accommodation duty.

We will work with the Council to implement changes to the Housing Allocations Scheme in the light of the Homelessness Reduction Act, incorporating, as appropriate, proposals from last year's review.



In 2017/18, we introduced a new web-based, ‘real time’, customer satisfaction and involvement system, ‘Share Your Views’. It was also our intention to introduce a customer charter or ‘promise’ and this year we will be able to implement this through a more extensive Customer Strategy. This will set out how we will engage with, communicate and support customers to access services how they want and when they want, and outline how we will improve customer engagement and satisfaction. It will also encompass how we will use customer feedback and data to improve the way that we do things.

Last year, we started work on a customer portal with a view to ‘going live’ in 2017/18. However, actual implementation will take place in 2018/19, and this will increase the range of online service transactions available to customers. As part of the consultation with

customers on the new Customer Strategy, we will ask for views on what self-service options they would like to see.

Complementing our lead role in locality working, we will be scoping a Neighbourhood Strategy for SCH, further developing our ‘place’ focused work in the ten neighbourhood areas designated last year.

Fire safety will be a continuing priority in the coming year. We will implement all recommendations arising from an internal audit of the fire safety policy and associated procedures, and ensure that we respond to recommendations arising from the Grenfell Tower Inquiry and associated reviews.

In the coming year we will also invest some £11.5m in the housing stock by delivering a comprehensive capital works programme (see Table 1).

Table 1 – Capital Programme Key Projects 2018/19

Capital Works	Number of Units
Envelope and cyclical works to low rise flats	30 blocks (150+ properties)
Reroofing	4 high rise blocks
Window replacements:	low rise flats (200+ properties) and 2 high rise blocks
Electrical test and improvement works to 2,000 properties	2,000 properties
Central heating replacements	250 properties
Repair / overhaul lifts to high rise flats	10 lifts (in 6 blocks)
Communal area decoration	25+ (sites TBC)



In 2018/19 we will:

- Implement a revised Housing Options service to deliver the requirements of the Homelessness Reduction Act 2017 (in force from April 2018)
- Work with the Council to amend the Housing Allocations Scheme
- Produce an implement a Customer Strategy
- Go live with a customer portal
- Consult with customers on self-service options
- Introduce a new SCH corporate brand
- Progress our 'place' focused neighbourhood work and scope a SCH Neighbourhood Strategy
- Implement all recommendations arising from the internal audit of the fire safety policy and associated procedures
- Respond to recommendations arising from the Grenfell Tower Inquiry and associated reviews
- Deliver the capital works programme
- Carry out Fair Treatment Assessments on key service milestones (e.g. Implementation of the customer portal and arrangements to deliver the new Homelessness Reduction Act duties)

5.3 Value

A key element of the Future Strategic Vision is to contribute to and, where appropriate, lead on activity that supports the Solihull Council Plan priorities. During 2017/18, SCH played a key role in developing locality working and this will continue throughout this year.

A priority milestone for 2017/18 was to develop a business case for Wellbeing and scope a strategic offer to SMBC, including collaboration with Adult Care and Support. As such, we carried out a review of our Wellbeing service and developed a new model of service delivery. This will be implemented in the first quarter of 2018/19, and will include delivery of the Assistive Technology and Telecare Contract on behalf of the Council. We will also continue our strategic partnership work with Adult Care and Support to align SCH Wellbeing service delivery with social care priorities.

In 2018/19 we will begin to implement the new Asset Management Strategy developed last year. This adopts a more holistic approach to the assessment of our business assets, incorporating financial and non-financial factors. This year will represent a transitional period and more work will be done to make the modelling more sophisticated. The full benefit of the new strategy in promoting evidence led investment decisions will be felt in 2019/20 after a process of contract reorganisation has been completed.

We will also implement the new Commercial Strategy approved at the end of last year. This sets out the principles for evaluating opportunities for the prudent growth of commercial activity and for embedding an organisation-wide 'value for money' mindset.

An ongoing priority for 2018/19 will be to work with the Council to support tenants and residents through the continuing roll out of Universal Credit. Solihull became a 'full service' area for Universal Credit (UC) in July 2017 and there are significant challenges for households moving onto to UC from Housing Benefit and for those making a 'new' claim.

There have been well publicised changes to the operation of Universal Credit to address the problems that the system creates for claimants and providers of social housing. In the November 2017 budget, the Chancellor announced a number of measures designed to improve the system and we will be raising awareness of these changes and closely monitoring their impact as they begin to take effect through 2018.

The Money Advice Team (MAT) were successful in levering in over £1 million of benefits through their interventions up to the end of December 2017 and will continue this income maximisation work into 2018/19.

Implementing the joint Council and SCH Digital Strategy, increasing the digital offer to customers, will free up resources that can be re-directed to support our most vulnerable customers.

Initial work began last year on a Council led strategic housing framework which involves a comprehensive and wide-ranging body of work over the next couple of years. SCH play an important part in this work, particularly in relation to the affordable housing and social and private rental sectors.

At a regional level, SCH's Chief Executive, Fiona Hughes, is a member of the West Midlands Homelessness Taskforce Steering Group. This was established by Andy Street following his election as the first Mayor of the West Midlands Combined Authority area.

As part of the framework of strategies to be established this year, a SCH specific IT Strategy will be developed to maximise the potential for service improvement and ensure that systems continue to be efficiently maintained into the future. IT systems are integral to effective service delivery and advancing digitalisation.

In 2018/19 we will:

- Continue our lead role in the development of locality working
- Launch the new Wellbeing service delivery model
- Continue the strategic partnership work to align the SCH Wellbeing service with social care priorities
- Begin to implement the new Asset Management Strategy
- Implement the new SCH Commercial Strategy
- Carry out joint and SCH specific work to mitigate any negative impacts arising from the roll-out of UC
- Implement the joint Council and SCH Digital Strategy
- Contribute to the developing work on the Strategic Housing Framework
- Continue to support the work of the West Midlands Homelessness Taskforce
- Scope a SCH IT Strategy

5.4 Growth

SCH will continue to deliver prudent commercial activity that adds social value and offsets the impact of necessary financial savings.

On behalf of Solihull MBC, SCH will add to the housing stock through new build and acquisitions. Our new development at Coleshill Heath, Saxon Court, will be the first Extra Care scheme built and managed by SCH.

This will complete in November 2018 and we will focus on achieving full occupation as well as the provision of amenities for the benefit of residents and the local community.

Two new build shared ownership developments, comprising a total of 14 homes in both the north and south of the borough, will start on site in the spring of 2018, for completion within the following 12 months.

Last year's priority to scope a post April 2018 Development Plan will be taken forward into 2018/19. SCH will work closely with the Council to maximise any further new build opportunities by developing a Stock Development Plan to include acquisitions, utilisation of small plots and the development of larger sites for the provision of shared ownership and, where appropriate, social rented housing, all in the context of the evolving strategic housing framework.

In 2018/19 we will:

- Continue the development of Saxon Court to complete in November 2018
- Start on site Greenhill Way and Cambridge Drive spring 2018 (14 homes for shared ownership)
- Make value for money acquisitions
- Produce a Stock Development Plan in partnership with the Council



6. FINANCE AND RISK

SCH is committed to sustaining service delivery quality while consistently delivering savings to work within a defined Management Fee. Working closely with the Council, we have embedded a robust system of financial control. This has enabled SCH to also assist the Council in achieving its Medium Term Financial Strategy (MTFS) by working on developing services that are aligned to Council priorities. We also contribute to the Council's MTFS process by participating with the Council's Budget Strategy Working Group that ultimately leads to the Council's agreed MTFS.

The implementation of the new Asset Management Strategy developed by SCH for Council housing stock

will, over time, inform an intelligence based approach to future investment decisions that will consider the whole life cost of property. Capital investment for either property maintenance or development will be agreed through Solihull MBC.

Risk management

Any emerging issues arising from Delivery Plan activity will be identified and recorded on the relevant risk register. All risks will be monitored regularly in accordance with SCH's Risk Management Framework.



Delivery Plan Milestones 2018/19

Delivery Theme	Outcomes	Council Plan Priority / Programme	Milestone	By When
Team 2022	<p>SCH is equipped to deliver the Future Strategic Vision</p> <p>Governance is robust and leadership style motivates and nurtures</p> <p>Shared organisational culture and set of acceptable behaviours</p> <p>Focus on operational and cost performance reduces the cost to serve</p>	Deliver Value	Complete the SCH Board Development Programme	Q1-4
			Recruit a new SCH Board Chair	Q2
			Undertake a governance review	Q4
			Design and commence a leadership development and culture change programme	Q1-4
			Establish a mechanism for measuring and improving staff satisfaction, incorporating a staff survey and a staff conference	Q1
			Scope a Workforce Development Strategy	Q4
			Ensure that staff are compliant with core management responsibilities	Q1-4
			Ensure compliance with the GDPR	Q1
			Introduce a revised organisational performance framework utilising a service performance and satisfaction dashboard, to underpin a learning organisation	Q4
			Deliver equality and diversity briefings and training to the Board and staff	Q1-4
			Meet the requirements of Gender Pay Gap reporting	Q1
			Proactively create a diverse workforce and inclusive workplace	Q1-4
			Service 2022	<p>Clear service offer and delivery specifications</p> <p>Managed customer expectations and negative behaviours addressed</p> <p>Accelerated channel shift promoting digital inclusion</p> <p>Savings and efficiency targets realised to sustain core services</p>
Work with the Council to amend the Housing Allocations Scheme	Q1-4			
Produce and implement a Customer Strategy	Q2			
Go live with a customer portal	Q2			
Consult with customers on self-service options	Q1			
Introduce a new SCH corporate brand	Q2			
Progress our 'place' focused neighbourhood work and scope a SCH Neighbourhood Strategy	Q1-4			
Implement all recommendations arising from the internal audit of the fire safety policy and associated procedures	Q1-4			
Respond to recommendations arising from the Grenfell Tower Inquiry and associated reviews	Q1-4			
Deliver the capital works programme	Q1-4			
Carry out Fair Treatment Assessments on key service milestones (e.g. Implementation of the Customer Portal and arrangements to deliver the new Homelessness Reduction Act duties)	Q1-4			

Delivery Theme	Outcomes	Council Plan Priority / Programme	Milestone	By When
Value 2022	<p>Fulfil a distinct social mission and set of social-value services</p> <p>Operate fully productive partnerships with SMBC and other agencies</p> <p>Contribute to the delivery of the Solihull Council Plan and realisation of its outcomes</p> <p>Make a difference to Solihull residents and communities</p>	<p>Build Stronger Communities</p> <p>And</p> <p>Improve Health and Wellbeing</p>	Continue our lead role in the development of locality working	Q1-4
			Launch the new Wellbeing service delivery model	Q1
			Continue the strategic partnership work to align the SCH Wellbeing service with social care priorities	Q1-4
			Begin to implement the new Asset Management Strategy	Q1-4
			Implement the new SCH Commercial Strategy	Q1-4
			Carry out joint and SCH specific work to mitigate any negative impacts arising from the roll-out of UC	Q1-4
			Implement the joint Council and SCH Digital Strategy	Q1-4
			Contribute to the developing work on the Strategic Housing Framework	Q1-4
			Continue to support the work of the West Midlands Homelessness Taskforce	Q1-4
			Scope a SCH IT Strategy	Q4

Growth 2022	<p>Grow income from a range of diversified activities</p> <p>Build and acquire additional social rent and affordable homes</p> <p>Offer innovative housing products in response to local needs</p> <p>Ready to develop a range of affordable tenures</p>	Managed Growth	Continue the development of Saxon Court to complete in November 2018	Q3
			Start on site Greenhill Way and Cambridge Drive for completion in the following 12 months (14 homes for shared ownership)	Q1
			Make value for money acquisitions	Q1-4
			Produce a Stock Development Plan in partnership with the Council	Q4



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