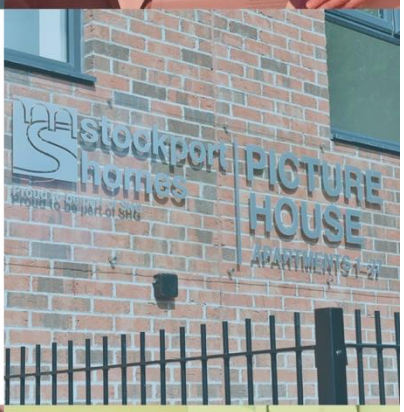


Delivery **Plan**

2021-2026







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DELIVERY PLAN 2021-26

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FOREWORD

Welcome to Stockport Homes' Delivery Plan for the period 2021-26.

This is a plan that builds on our past achievements, that responds the challenges we currently face and also ensures we are ready to maximise opportunities and growth for the future.

Stockport Homes will remain focused on the needs and priorities of our customers and this plan will ensure we are fully accountable to them through the delivery of exceptional customer service, an enhanced digital offer and crucially a rigorous approach to building safety.

In challenging times what remains a bedrock for Stockport Homes is partnership working. We look forward to closer working with Stockport Council to support and assist them with their vision for the Stockport area. Building and providing good quality homes is vital to our plan but we intend to go wider than that with support to our communities too to enable them to thrive.

With the publication of the new Charter for Social Housing residents this plan will cover a new era in regulation for Stockport Homes. Everyone at SHG is prepared for new and emerging regulatory requirements by delivering services that go beyond the minimum requirements set for the sector as a whole.

The new digital landscape we are all now working in brings us many opportunities to maximise efficiency. But our plan recognises that delivering services is also about people and our relationships together.

Our group structure is now firmly established enabling our ambitious growth. Through this structure we can look to the future with confidence on creating innovative solutions, new work streams and more collaboration.



Jenny Osborne, Chair of Stockport Homes Group

1.0 ABOUT SHG

1.1 Background

Stockport Homes Group (SHG) is an Arm's Length Management Organisation (ALMO) that was established in 2005. It's a customer centric organisation that manages and develops housing on behalf of Stockport Council[1], owns[2] properties as a result of property development, empty homes and mortgage rescue activity and manages others on behalf of private landlords. Its role includes delivering a range of services, often in partnership. SHG manages and improves neighbourhoods, supports vulnerable people at all stages of their lives and assists the Council to discharge its legal obligations to those who need housing. In addition, SHG does commercial work for private customers such as private lettings and architectural services.

The ALMO is consistently at the forefront of best practice. In 2020/21 recognised achievements included:

- TPAS and Inside Housing Magazine awarded Stockport Homes for its continued dedication to engaging and communicating with tenants around building safety issues.
- Front line services for customers have been recognised and highly commended regionally and nationally including; ASB Services, Repairs, Employment services and Energy services.
- For the twelfth consecutive year Stockport Homes retained the Customer Service Excellence Accreditation, demonstrating the continued dedication to delivering the highest standards of service to customers, the annual review highlighted several areas of 'compliance plus' scores which are used nationally as best practice.
- The Health and Safety of customers and colleagues remains a key priority, and Stockport Homes were awarded the 'ROSPA' Gold level award, this award benchmarks safety performance year on year, ensuring consistent performance and demonstrates the ongoing commitment to raising health and safety standards.
- Winner in the 'North West Construction Safety Awards'.
- Winners in the 2020 "Resident Safety campaign" competition organised by Inside Housing, for their partnership with MHCLG and other housing providers to make sure that residents views and knowledge are at the forefront of any fire safety plans and communications.
- 'Best place to work' in the Employee Experience Awards and UK Business Awards,
- 'Business of the year' and winner of the 'Community and Social Responsibility' award by the Greater Manchester Business Awards.

[1] At December 2020 there were 10,968 rented homes, 179 social lettings, 64 shared ownership homes, 124 units of temporary accommodation and 422 leasehold properties

[2] At December 2020 there were 415 rented homes and 295 shared ownership homes

Stockport Homes strives to be an excellent employer and believes that well developed and engaged staff deliver better services. It invests significantly in learning, development, health and wellbeing and has halved staff sickness levels since it was established. It has featured on the Sunday Times 'Best Places to Work in the Public Sector' list for the past 11 consecutive years and was placed Number One in 2019. It is an 'Investors in People' (IIP) Champion organisation, which is in recognition of its commitment to good practice in people management and development. It was one of the first housing organisation in the North West to receive a platinum award from IIP for the way it develops and supports staff in order to reach their potential.

1.2 The SHG Group

Stockport Homes Group (SHG) is made up of four companies:

- the parent company, Stockport Homes, manages housing and a range of other neighbourhood and support services on behalf of Stockport Council;
- its development company, Viaduct Partnerships, builds new homes with the Council through the 'Viaduct Housing Partnership';
- ThreeSixty, delivers large scale capital works to the Council's stock at a competitive rate and delivers building projects to earn income; and
- its charitable community benefit society, Foundations Stockport, bids for external grant funding and seeking new opportunities. Existing contracts are particularly focussed around homelessness, including 'Housing First' and the Rough Sleepers Initiative, as well as the Move on Fund. Other services transferred into Foundations during 2019/20 include the programme of apprenticeships, Your Local Pantry and youth engagement/holiday activity work.

1.3 Vision, Mission and Aims

Stockport Homes Group has a well embedded Mission, Vision and Aims which are listed below:

Group Mission:

One team - transforming lives

Group Aims:

- Be accountable to customers
- Be a great place to work
- Maximise efficiency
- Reduce inequalities
- Build strong, collaborative relationships
- Improve the environment

Group Values:

- Ambition – we have the ambition and courage to challenge; translating this into commercial success and brilliant customer outcomes
- Social responsibility – we always try to do the right thing; using our role as a service provider, employer and buyer to generate trust, build our communities and empower our people
- Passion – we have a passion for what we do; with positive, motivated and enthusiastic staff who enjoy their work
- Innovation – we are innovative in everything we do; with the agility, creativity and edge to keep defying expectations and delivering fresh and exciting things
- Respect – we treat each other with respect; supporting and inspiring one another and collaborating across teams and partnerships
- Excellence – we continually improve how we work; challenging the status quo, learning from what goes well and always being professional

1.4 Relationship with Stockport Council

The relationship between the Council and SHG is governed by a long-term Management Agreement, which expires in 2042. This is based on five-yearly Delivery Plans, which are formally reviewed at Year Three. At the end of each year an Outcome Report is produced which outlines what has been achieved during the year and what still needs to be improved or is under development.

Effective council liaison with key officers and politicians is essential to ensure a successful relationship between Stockport Council and SHG, and this continues to develop and grow. From the establishment of Stockport Homes, there have been a range of formal and informal arrangements. These arrangements ensure open and honest discussion takes place, in a timely manner that resolves any differences of opinion. Examples include:

<u>Officer Relationships</u>
There are a range of formal strategic officer relationships that take place on a regular basis. These include:

- Chief Executive of Stockport Council and SHG
- Deputy Chief Executive of Stockport Council and Chief Executive of SHG
- Strategic Lead for Housing (Stockport Council) and Assistant Chief Executive (SHG)
- Deputy Chief Executive and Section 151 Officer at Stockport Council and the Director of Resources at SHG

The relationship is based on an open and honest approach with all SHG Board papers and relevant documentation shared with Council officers. Any reports or projects that may have an impact on council services are discussed and a Council Impact Assessment (CIA) is completed. This ensures a collaborative, positive partnership continues to grow and develop.

An Intergroup Agreement between each of the SHG companies exists which ensures this arrangement applies to the whole group.

There are also additional liaison arrangements based on service areas that have shared goals and aspirations. These include areas such as ASB, homelessness, finance, HR and OD, employment, development, greenspace, social care and customer services.

Member Relationships

Since the creation of SHG, it has been important to build up professional relationships with Council Members and to ensure effective communication and engagement. Many different forums and opportunities have been created and some examples include:

- Member Enquiries treated as a priority and performance reported within the Customer Feedback Report.
- Meetings with the Portfolio Leader for Housing to discuss new developments and areas of work
- Cross party Member Briefings on particular topics that are of interest to Members and to promote positive performance of SHG.
- Regular 'Member Briefing' publication to promote positive stories or issues SHG is facing.
- SHG stories featuring in the Stockport Council weekly Members Briefing.
- Meetings with Ward Councillors regarding issues that face their local neighbourhood.

The Member Committee is the formal mechanism where a cross party group of Stockport Council Members monitors the performance of SHG. It's an opportunity to share performance and financial issues as well as subjects that are of interest to the Committee SHG performance also feeds into the Council's Quarterly Performance Reports which goes to Stockport Council's Scrutiny Committee and Cabinet.

1.5 Growth and Financial Planning

Strong financial management and planning is fundamental to Stockport Homes approach. Detailed rolling cash flow forecasting is in place as well as rigorous management accounting, budgeting, reporting and forecasting. This ensures resources are well managed and allocated to the right priorities. The majority of Stockport Homes income comes from the Housing Revenue Account Management Fee, which is the income received from Stockport Council for managing and maintaining the approx.11,000 council properties along with other services that have been agreed over the length of time Stockport Homes has been operating (since 2005). Income is also received from other sources such as external contracts, newbuild development, government grants and income generated for providing services in the private sector.

1.6 Future plans for growth

Stockport Homes will continue its ambitious journey, consolidating the work to date around sustainable and impactful business development and change. Doing more of what we do well for the benefit of our customers and communities is key, enabled by an affective organisational change programme that includes at its heart digital transformation. This will complement and collaborate with the strategic ambitions of the Council.

The growth plans will see Stockport Homes utilise its Group structure to be a leader for service delivery in Stockport and beyond, whist remaining committed to achieving the highest levels of social impact through that delivery.

These plans will be encapsulated within the SHG Group Business Plan, which is due for review in the latter part of 2021.

1.7 Asset Management

Stockport Homes has a strong track record of investment in the Council's housing stock. Homes have been improved beyond the government's Decent Homes standard with a strong focus on energy efficiency improvements to help reduce fuel poverty among customers. As of January 2021, 38% of Council managed properties have one or more renewable technologies installed, which is a significant achievement. The installation of solar photovoltaic (PV) panels and biomass boilers is also raising income to reinvest in the housing stock, generating approximately £15 million over 25 years to support the 30 year HRA Asset Management Strategy.

A 30 year HRA Asset Management Strategy was completed in 2011 and is formally reviewed every five years; the next review is due in December 2021. An outline of the existing plan is provided in **Appendix One.** Once completed this will be attached to this Delivery Plan and it will be approved by Stockport Council separately.

1.8 Managing Performance

Managing performance is embedded within SHG's culture and the way it operates. Stockport Homes' Board takes a strategic approach and reviews performance indicators, financial assessments and risk at each Board meeting. Underpinning this approach, there is a detailed performance management framework that manages performance at a Team, Directorate and Executive level, with each reviewing performance indicators, measures of performance and improvement plans as appropriate. The focus is to ensure any corrective action is undertaken in a timely manner and lessons are learnt if performance goes off track.

The Council monitors Stockport Homes' performance and expenditure at a range of regular officer liaison meetings and at a quarterly cross-party Member Committee, set up to protect the Council's interests as the company's sole shareholder.

2.0 POLICY AND LOCAL CONTEXT

2.1 Social Housing White Paper – Published December 2020

The Government published its Charter for Social Housing Residents: Social Housing White Paper in December 2020. The White Paper aims to ensure that social housing residents have positive experiences in their communities, in their homes, and with their landlord. It builds on the Government's commitment on building safety, its funding of affordable housing, and to encouraging home ownership.

The themes in the White Paper are wide-ranging and place additional regulatory requirements on social housing providers. Stockport Homes already meets or exceeds many of the proposals in the Paper, such as operating a complaints process that is compliant with the Housing Ombudsman Scheme, reporting financial information and performance to residents, engaging the tenant voice through scrutiny panels, Board representation and during service design, and providing routes to home ownership. There are however new obligations linked to building safety, such as new accountable person requirements, and more active regulatory engagement on a strengthened consumer standard.

On regulation, the new Charter will be enforced by the Regulator of Social Housing via its consumer standards. It will involve strengthening the Regulator's standards in that area and requiring landlords to be transparent about performance and decision-making, putting things right when they go wrong, and listening to tenants through effective engagement.

Stockport Homes presented a report on the White Paper to its Board in March 2021, which contained a range of actions that enable it to meet the requirements in the White Paper. SHG is collaborating in a number of ways with the Council to effectively jointly meet these requirements through its many joint relationships and partnership vehicles.

2.2 Building Safety Bill (Hackitt Review)

The Building Safety Bill published by the Government in July 2020 incorporates all the recommendations of the Hackitt Review. The Hackitt Review was chaired by Dame Judith Hackitt who was tasked with reviewing all building safety standards following the Grenfell Fire.

The Hackitt review and subsequent legislation has far reaching implications for housing providers in terms of the way in which high-rise blocks and sheltered type schemes are managed, maintained, designed and built.

Stockport Homes has a good track record of carrying out fire safety works that meet or go beyond the legislative requirements. Since its inception SHG has followed the requirements of The Regulatory Reform (Fire Safety) Order 2005 (RRO) which requires Fire Risk Assessments to be carried in communal areas on sheltered schemes, high, medium and low rise blocks, HMO's and supported housing. An independent fire risk assessor who is a member of the Chartered Institute of Fire Engineers carries out all Fire Risk Assessments. SHG had also commissioned and

completed intrusive fire risk assessments (type 4 fire risk assessments) to all blocks classified as higher risk. As a result of the type 4 risk assessments SHG has carried out works to improve compartmentation within high-rise blocks and sheltered housing schemes.

Following the tragic events at Grenfell Tower, SHG undertook an in-depth review of fire safety within all high-rise buildings. This included joint inspections with Greater Manchester Fire and Rescue (GMFRS). All the inspections confirmed that high-rise blocks met current regulations and later tests confirmed that none of the cladding on the SHG managed blocks were the same as the Grenfell Tower cladding. Following discussion with the Portfolio Holder l and as a result of the Grenfell Fire SHG is currently managing a programme of installation of sprinklers systems to each high-rise block. This programme will be completed in 2021.

Although SHG has a good track record of addressing and responding to fire safety issues, the new Building Safety legislation places more emphasis on accountability, compliance and data gathering and the creation of building safety files and building safety cases. In the first instance a building safety file and case will be created for each tower block[3]. It is a requirement of the new legislation that the building safety case for each building will be presented to the newly formed safety regulator who if satisfied will issue a building safety certificate.

SHG are taking steps to prepare for the new building safety legislation which will be enacted during the life of this Delivery Plan. SHG has liaised with other housing providers who are designated early adopters of the new legislation and Hackitt Review, such as Salix Homes, London and Quadrant Housing Association and Camden Council. This is to understand their experiences and the processes they have put in place. As a result of the discussions and a study by officers of the Hackitt Review, SHG has established a Head of Building Safety who will lead a building safety team to develop building safety files, building safety cases, and a Resident Engagement Strategy, which SHG has already undertaken leading work in the sector, all of which are requirements of the new legislation.

The requirements of the forthcoming legislation are to be tested on six tower blocks as part of a 12-month building safety pilot project before being assessed for further roll-out across all tower blocks. In addition, the pilot will examine the requirements to identify an Accountable Person who along with the Head of Building Safety will be responsible for building safety in tower blocks.

2.4 Impact of Covid

Covid has had a significant impact on SHG, Stockport Council, Stockport Public Health and society as a whole. The longer term impact on the economy has been widely commented on and SHG will continue to work with Stockport Council and Public Health to respond to the current pandemic and the longer term recovery. It is widely expected the economy will shrink, adversely affecting SHG customers and

[3] It is anticipated that the requirement for a building safety file and case will expand in the future to sheltered housing type schemes

communities. This will require additional support in terms of employment, welfare advice, food and health and wellbeing. The objectives throughout this Delivery Plan have been created with this in mind and priority has been given to those services.

In addition, over the next 12 months, SHG will continue to be a supportive partner, who will work collaboratively with other public sector officers to respond to the pandemic. This has included providing volunteers for the vaccine roll out and supporting the Public Health messages around keeping safe. It has been essential to ensure all working practices follow government guidelines and SHG's main office Cornerstone continues to be 'Covid Secure'. SHG has ensured all staff self-isolate where needed and all staff who need to shield have done, even if this means giving them other duties to undertake.

In the longer term, when the pandemic is over, SHG will continue to work with partners to ensure the local economy grows and recovers. This will include strengthening SHG Employment offer[4] to help people back into work and being a supportive partner as part of the Town Centre Regeneration.

2.5 Impact of the UK leaving the European Union (EU)

After months of negotiations, the UK and European Union agreed a deal that will define their future relationship, which came into effect on 31 December 2020. The deal contains new rules for how the UK and EU will live, work and trade together.

Under the terms of the deal, UK companies can still continue to trade goods across EU borders but there are new shared rules in place. Whilst there are no new taxes to pay, there will be new paperwork to be completed at borders, which could cause delays to imports and exports. The UK is now free to set its own trade policy and can negotiate deals with other countries, which could include the US, Australia and New Zealand (countries that currently don't have free trade deals with the EU). Delays in importation of goods could have an impact on SHG in terms of the availability of materials required for construction and property related works.

Freedom to work and live between the UK and the EU also comes to an end, and there will be new rules about visas being required for certain travel. There will also be a new immigration system in place. SHG will work to updated legislation which will affect both employment law and also housing law, for example, who is eligible for social housing and what documentation is required.

The European Union (Withdrawal Agreement) Act 2020 implements the agreement between the United Kingdom and the EU in relation to the arrangements for the United Kingdom's withdrawal from the EU. This included codifying some aspects of EU law into UK law, for example there is now a UK GDPR which is equivalent to EU GDPR. Other pieces of legislation that were derived from EU legislation will be reviewed in the future, this includes new procurement legislation which the company will be bound by. The business will continue to monitor where changes are made and implement SHG policy as required.

[4] See Objective 10

3.0 MEETING STOCKPORT COUNCIL OBJECTIVES

3.1 Shared Vision

As a wholly owned company of Stockport Council, SHG supports the wider aims and ambitions for the Borough of Stockport. With over 30,000 customers and over 700 members of staff, SHG has the opportunity and ability to deliver change and improved outcomes for the residents of Stockport. Delivering excellent services, continues to be a priority for SHG and working in partnership with Stockport Council continues to go from strength to strength.

3.2 One Stockport

One Stockport is an initiative that emerged following the initial response to COVID-19. As the Borough emerged from the first lockdown in spring 2020 there was a clear push from local businesses and communities to build on the collaboration and community spirit experienced during lockdown to galvanise Stockport coming together to get behind local businesses as they reopened, and to continue to get involved and support their local communities and neighbours as One Stockport[5]. One Stockport is a developing movement, set around core values and a shared mission and the ethos of this work has also shaped the partnership strategy for the future. The aim of this movement is to build a better future for everyone by connecting communities, promoting health and well-being and supporting local businesses through a focus on celebrating local people, businesses and places. Whilst the movement was initially incubated by Stockport Council it is shaped by the community and supported by all public sector partners.

SHG has a key role in shaping and supporting One Stockport. It is a major employer and works in the majority of neighbourhoods and communities within Stockport. It will continue to be part of a working group (which also includes the Borough Plan) to ensure it actions and ambitions align and support the One Stockport agenda.

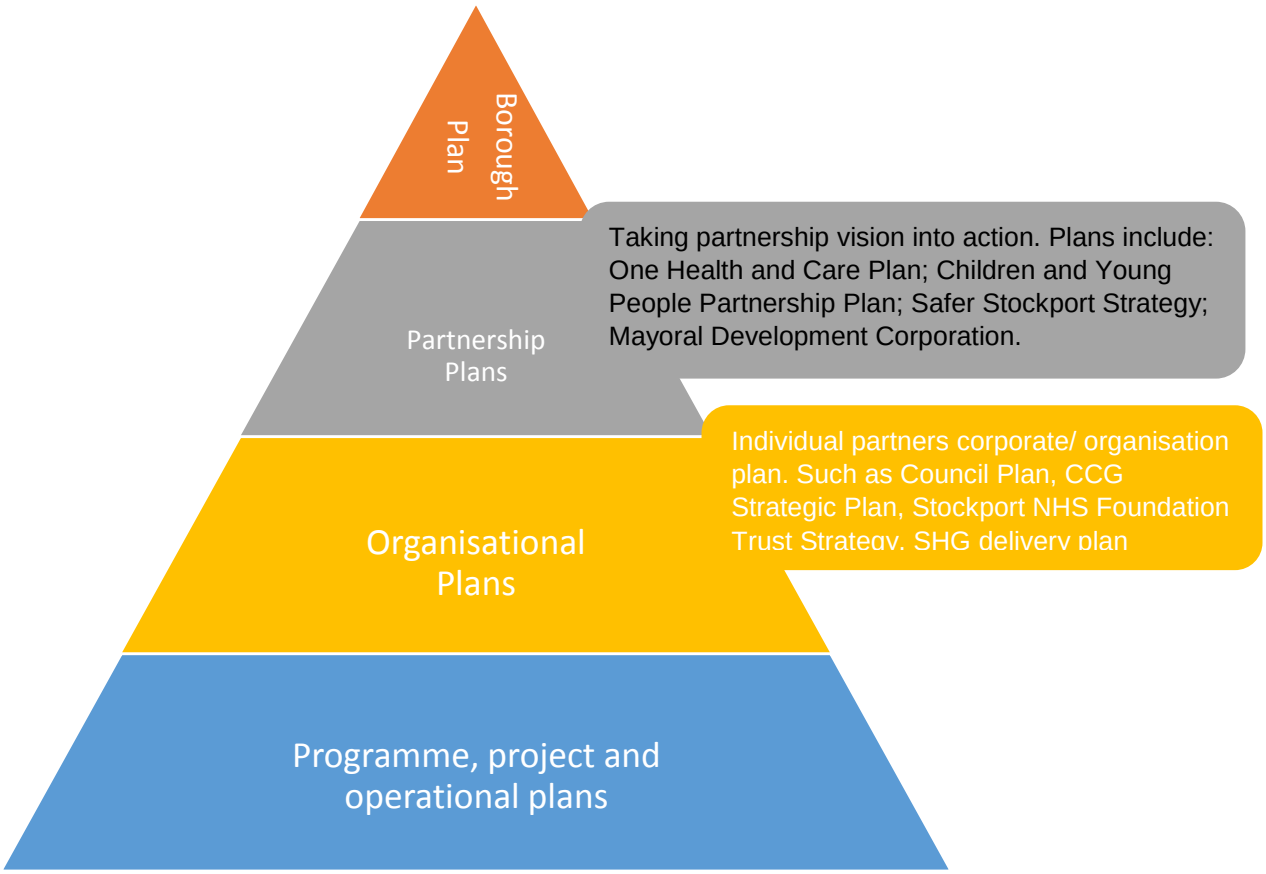
3.3 The One Stockport Borough Plan: all together as one

The Borough Plan sets out the priorities for Stockport and has been developed across Partners, facilitated by Stockport Council. It is a Plan that involves all agencies, partners and communities within Stockport. The Plan is nearing the initial phase development and will be completed in the next 12 months. The Vision compliments and incorporates the aspirations of the wider One Stockport movement.

The Borough Plan is a 10 year Strategy. The Plan was developed during 2020 and has been developed following a breadth of engagement, speaking to over 3,800 people. Whilst 2020 has undoubtedly been an incredibly challenging year for many of residents, the importance of continuing to work together on the big challenges and opportunities in our Borough, to focus on hope and to remain ambitious can across load and clear.

[5] For more information visit www.onestockport.co.uk

The Plan provides a framework for joint working and Stockport Council will be working with partners to support its delivery through our own organisational Delivery Plan as well as through other partnership forums and mechanisms:



The Plan is framed around nine shared priorities that are holistic, tangible and action focussed. These are:

- One heart – because at the heart of Stockport are its people and the communities in which they live
    - A caring and growing Stockport
    - A healthy and happy Stockport
    - A strong and supportive Stockport

- One home – because we believe that Stockport is a great place to live, where no one should be left behind
    - A fair and inclusive Stockport
    - A flourishing and creative Stockport
    - A climate friendly Stockport

- One future – because we can grow, create and deliver a thriving future for Stockport
    - An enterprising and thriving Stockport
    - A skilled and confident Stockport
    - A radically digital Stockport

This Delivery Plan will be key to contributing to these priorities. There are many aligned themes and ambitions within these priorities and this Delivery Plan. SHG will continue to work collaboratively with Stockport Council and wider Partners, ensuring the Delivery Plan and other key strategic plans, support the Borough Plan's ambitions. Once the Borough Plan is approved a final review of this Delivery Plan will take place to ensure the objectives still cover all the ambitions within the Borough Plan and strengthen any area that require it.

3.4 The Council Plan

Aligned to the Borough Plan, the Council are also reshaping how it works, developing a new narrative for the Council, reflecting the aspirations of One Stockport and responding to the ambitions and expectations of local communities, partners and workforce. The Council have developed four unifying themes, designing new ways of working for the modern, person centred and ambitious organisation:

- We are a Council that is **built around our Communities**
- We are a Council that **maximises the opportunities of Digital**
- We are a Council that **values Partnerships and Collaboration**
- We are a Council that **cares about our staff and engages them in the future**

These themes shape how the Council will work and complement existing programmes of change which include:

- The **ambitious regeneration**[6] programme and town centre masterplan is more important than ever as we think about economic recovery and resilience;
- The **Stockport Family**[7] approach, SEND transformation and team around the school model

[6] Stockport Change Here https://www.stockportchangehere.org/

[7] Children and Families Scrutiny Committee, 18th December 2019 http://democracy.stockport.gov.uk/documents/b82178/Agenda%20Item%204%20-%20Medium%20Term%20Financial%20Planning%20-%20Budget%20Choices%20202021%2018th-Dec-2019%2018.00%20Childr.pdf?T=9

- The **Adult Social Care operating model**[8] with its focus on neighbourhoods, prevention and care provider relationships has been key to the Covid-19 response and will continue to be so in the ongoing pandemic response;

- The Stockport **Climate Action Now**[9] **S**trategy can build on the behaviour change we have seen in our communities, supporting active and healthy travel;

- The ambition to become a radical **digital borough**[10] which has been supercharged through flexible and home working at pace and scale and the expansion of our digital inclusion response.

SHG are already working with the Council on a number of these areas (e.g. an active partner in the Digital Inclusion Alliance and Climate Action Now Strategy) and will continue to work together on these areas.

In addition and following consultation and discussion with Stockport Council, there are three common themes within the Council Plan that Stockport Homes will work with Stockport Council on. These are:

Neighbourhoods

Neighbourhood management and place based working are priorities for Stockport Council and Stockport Homes. Stockport Homes is a placed based organisation and works in many deprived neighbourhoods in Stockport. Stockport Council's priority is to improve the lives of its residents and reduce the inequalities that exists within areas and households. Stockport Council and Stockport Homes will continue to work collaboratively, to maximise resources and improve outcomes.

The Estate Portfolio

Stockport Council has a significant corporate estate portfolio that needs investment and reconfiguration. With the changes in the way people work due to Covid, a review of the corporate estate will take place and Stockport Homes will work with the Council to support their ambition. Stockport Homes has one primary location in the

[8] http://democracy.stockport.gov.uk/documents/s179039/Portfolio%20Performance%20and%20Resources%20-%20ACH%20Draft%20Portfolio%20Agreement%20202021.pdf

[9] Stockport Full Council, 17th September 2020
http://democracy.stockport.gov.uk/mgConvert2PDF.aspx?ID=178598;
http://democracy.stockport.gov.uk/mgConvert2PDF.aspx?ID=178599

[10] https://www.digitalstockport.info/

Town Centre, opposite the civic suite and there are opportunities for working closer together.

Procurement and Commissioning of Services

There are many areas of business that Stockport Council and Stockport Homes either directly provide or commission. Both parties will continue to work together to jointly procure, share tendering opportunities and pool social value requirements, ensuring both parties act as efficiently as possible.

4.0 DELIVERING STOCKPORT HOMES' AIMS

4.1 Introduction

Stockport Homes' Vision, Mission and Aims are designed to support the delivery of the Council's objectives. To prepare this new Five Year Delivery Plan, Council officers, and Stockport Homes Board and Officers have been consulted on new objectives which sit underneath these Aims to ensure Stockport Homes continues to delivery on behalf of the Stockport Council. This section details those objectives, outlining how SHG will grow and improve over the next five years, supporting the Council in everything it does.

4.2 Customer Consultation

Customers have influenced and been consulted on the Delivery Plan in a number of ways. Initially, customer insight was used to influence the objectives within this Plan. This has been gathered by reviewing recent customer surveys and consultation exercises that have captured customer priorities and concerns. This included:

- Tenant Experience Report
- Covid Customer Survey
- Investment capital works consultation
- Customer Feedback via complaints
- Tenant Satisfaction surveys

Although the feedback from customers is wide-ranging, there are themes relating to customers' homes and the area in which they live. The most predominant themes include concerns about ASB or crime within the area; improving the look and feel of homes (both internally and externally); improving the energy efficiency in homes and reducing energy costs; and ensuring estates are clean and well-maintained.

In terms of contact with customers, although a large proportion of customers prefer telephone or face-to-face contact, a need for more flexible forms of contact is apparent. A number of customers have expressed a preference for contact via email, webchat and text message, which would be more suitable for them.

In line with the Customer Voice Strategy objective to embrace more digital methods of consultation, the customer facing objectives within the Delivery Plan were shared with engaged customers online via a YouTube video and survey to gather their views. Customers were also provided with a contact number to complete the survey by telephone if preferred.

The video link and survey were proactively sent via email to 7,415 customers. 740 responses were received, 94 per cent of which were from Stockport Homes tenants[1]. The demographic profile of respondents is largely representative of all

[1] Most non-tenant participants were leaseholders, current applicants or completing the survey on behalf of a Stockport Homes tenant

Stockport Homes customers and the percentage of customers in agreement with the priorities from different profiling groups are in line with the overall figures.

97 per cent of these 740 respondents agreed that the information presented to them was clear and easy to understand. When asked whether they agreed with the priorities presented, 90 per cent of respondents agreed and the comments received largely supported the proposed objectives in the video. Suggestions received that are not already covered in the wider delivery plan were lower-level operational issues that will be addressed through communication with customers and developing processes to support the wider aims and objectives. For example, informing customers of timescales for improvement works and which areas may be prioritised, and ensuring works are inspected following completion. Where respondents raised general or specific issues, these have been passed on to the appropriate team for further action where appropriate, this includes taking the feedback into consideration when reviewing current processes, policies and strategies.

Finally, a draft plan was shared with the Customer Monitoring Group at their meeting on the 2 February 2021. The group endorsed the objectives in the plan. Group members stated that the plan contained a good set of aims that reflected the ambitious objectives of Stockport Homes and the needs of residents. There was support for the aims around being ‘a great place to work’ and being ‘accountable to customers’, although the group endorsed all the aims of the plan. Th Group supported the digital agenda contained in the plan, but provided some challenge on ensuring that any such offer is backwards compatible with assistive technology. The importance of other non-digital methods of contact was also stressed, so those without access to such technology can still contact Stockport Homes. There was recognition, however, that Stockport Homes provides support to obtain digital skills through training programmes as well as providing other routes of contact. The group also supported the work on tackling homelessness and homelessness prevention.

AIM ONE: BE ACCOUNTABLE TO CUSTOMERS

Objective 1: Have a robust and accountable approach to customer safety

Stockport Homes has a duty of care and a legal responsibility to ensure all buildings and properties under its management and ownership are safe places for customers to live. Stockport Homes is committed to continuing to deliver its statutory compliance obligations and consistently demonstrating sector-leading levels of compliance performance.

In addition, over the coming years Stockport Homes will be developing and adapting service delivery in line with the requirements of new regulations and guidance, most notably the Building Safety Bill, Fire Safety Bill and the Social Housing White Paper. This will be evidenced by:

- The establishment of a dedicated Building Safety Team that will lead on the implementation of the requirements of the Building Safety Bill. This will include development of an approved Building Safety Case for all in scope buildings

- Continuing to deliver a cyclical regime of Fire Risk Assessments (FRAs) to all buildings covered under the Fire Safety Order and in line with the proposals in the Fire Safety Bill, and ensuring the outcomes of FRAs and measures in place to mitigate the risks are effectively communicated with customers
- The implementation of asset tagging technologies allowing all compliance servicing and inspections to be captured by one system at a granular individual asset level. Technologies are being investigated, which allow for an asset scanning function so that customers can view the results of servicing and inspections
- Continuing to ensure robust reporting of compliance performance to the Senior Leadership Team and Board and in line with the Social Housing White Paper implement mechanisms to provide the Regulator of Social Housing with consumer standards performance data
- The appointment of an accountable person for Building Safety and in line with the Social Housing White Paper identify a nominated person responsible for compliance with health and safety requirements
- Continuing to maintain detailed policies and procedures governing compliance, service delivery and ensuring clarity of statutory obligations, and the actions taken to fulfil them.
- Ensuring that only appropriately qualified and experienced subcontractors are appointed to deliver services, with a continued commitment to ensuring value for money. Action will be taken to try to reduce subcontractor spend by insourcing services where possible to Three Sixty, specifically delivery of the electrical testing regime and gas servicing, heating repairs and installation.

Objective 2: Maximise our customer digital offer

In order to transform the digital offer to customers, a range of digital access routes will be implemented, which will make digital contact easy and hopefully preferable for customers. This will include a customer portal, a re-designed website and social media platforms. This will be supported by the new organisation-wide IT system, which will enable customers to access a wide range of services digitally and, where possible, directly interact with services with little dependence on staff. Digital assets will be developed further, for example installations in customers' homes which automatically detect and report repairs and technology to measure energy consumption. This will be underpinned by a larger project, in which areas for major investment will be identified.

The digital offer will also be used to support customers to live independently within their own home, through personal assistive technology which will be linked to Stockport Homes' customer centre, thus ensuring a quick and efficient response. The technology will further support independence and a better quality of life.

Stockport Homes will work with local partners to support customers as the digital offer is implemented, with a focus on more vulnerable customers who may require additional support such as devices and connectivity as well as digital skills.

Objective 3: Be recognised for exceptional customer service and access

Moving forward a wider range of contact options will be available, ensuring customers have flexibility when contacting Stockport Homes, whilst still receiving a high level of customer service. In order to facilitate this, the Customer Service Centre will be expanded, with the expectation that this will help to resolve customers' concerns or queries at the first point of contact. This correlates with Stockport Homes' plan to maximise the digital offer to customers, with the intention of online contact becoming preferred for the majority of customers although preferred methods of customer contact will be maintained.

Stockport Homes will continue to deliver high levels of customer service and will look at ongoing ways to improve the customer experience, within all service areas, understanding the needs of different types of customer and that one size doesn't fit all. This will be done through the appropriate training and feedback from customers. A key aspect of this, is developing a comprehensive customer feedback approach to provide customers with the opportunity to give timely and comprehensive feedback on key services.

Objective 4: To ensure SHG is prepared for new and emerging Regulatory requirements by delivering services that go beyond the minimum requirements set for the sector as a whole

The Regulator of Social Housing (RSH) ensures Registered Providers comply with the Regulatory Standards set for the housing sector. These are structured around two themes: Economic Regulation and Consumer Regulation. The economic aspects (governance, financial viability and value for money) are actively regulated by the RSH. The consumer side has been reactively regulated using the serious detriment test, however, the Charter for Social Housing Residents (the White Paper) will bring about changes to Consumer Regulation with a more proactive approach to regulation.

Currently, Stockport Homes is classed as a small provider as the stock owned by the ALMO is less than 1,000 units. In 2022, it is expected that the stock ownership within Stockport Homes will exceed 1,000 units and therefore the company will become subject to the In-Depth Assessment (IDA) process undertaken by the Regulator of Social Housing (RSH). It is highly likely that Stockport Homes will be the first ALMO to undergo an IDA. SHG's ambition is to achieve a G1, V1 status[11].

Council owned stock is also subject to regulation, with a need to comply with the Rent Standard and the Consumer Standards. Stockport Homes routinely self-assesses its performance and service delivery against the existing Regulatory Standards and provides reports to key stakeholders, including SHG Board and the SMBC Member Committee. There is a project group in place to prepare for more active regulation, both in terms of the need for an IDA and the emerging changes to be published by RSH about its future approach to regulating the sector.

Stockport Homes will continue its approach to self-assessment, identifying any areas where improvements could further strengthen compliance with the Standards.

[11] Insert meaning

Stockport Homes will work with the Council to determine a proportionate yet transparent approach to reporting back to both Council Officers and Members, ensuring they receive appropriate assurance of compliance which meet regulatory requirements. Stockport Homes will also seek to work with an experienced consultant to ensure Officers and Board Members are prepared for IDA interviews and to provide a 'critical friend' on the journey to more active regulation.

Moving forward, when the Regulator publishes its requirements for active, periodic inspection of both the Economic and Consumer Standards, Stockport Homes will ensure its approach to self-assessment and preparedness evolves and that services to customers and residents remain in line with, or exceeding, sector best practice.

Objective 5: To ensure SHG responds positively and proactively to the requirements within the new Social Housing White Paper, going beyond the minimum requirements set for the sector as a whole

The White Paper aims to ensure that social housing residents have positive experiences in their communities, in their homes, and with their landlord. The Government recognises that many social housing landlords listen to and respect the views of tenants. This is demonstrated through initiatives such as the National Housing Federation's Together with Tenants Programme, of which Stockport Homes was an early adopter, and the See the Person[12] campaign. The White Paper supports that work by creating a new Charter for social housing residents.

The Charter sets out what social housing residents should expect from the sector. It has seven themes covering:

- To be safe in your home: The Government will work with industry and landlords to ensure every home is safe and secure
- To know how the landlord is performing: including on repairs, complaints and safety, and how money is spent so residents can hold landlords to account.
- To have complaints dealt with promptly and fairly: with access to a strong ombudsman that will provide swift and fair redress.
- To be treated with respect: supported by a strong consumer regulator and improved consumer standards for tenants.
- To have your voice heard by your landlord: through regular meetings, scrutiny panels and being on its Board, for example.
- To have a good quality home and neighbourhood to live in: with your landlord keeping your home in good repair.
- To be supported to take your first step towards ownership*:* as a ladder on to other opportunities.

Stockport Homes already meets many of the requirements within the Charter, but to ensure it meets all the new challenges, a detailed action plan has been developed to ensure it not only meets those requirements, but it goes beyond and continues to be a sector leader.

[12] A national, tenant-led campaign that challenges negative stereotypes of social housing in the media - https://seetheperson.org/

Aim Two: Maximise efficiency

Objective 6: Be efficient financially, including to continue to grow commercially and digitally, in order to deliver more to customers

The SHG structure is established and provides a strong foundation to support future financial growth and efficiency. Stockport Homes has seen significant financial growth and strong financial performance in recent years, and the desire to continue these achievements remains an ambition for all companies within SHG. These ambitions are reflected within the business plans in place, which outline the strategic growth objectives of each member of the Group. These plans incorporate the aims of continued financial efficiencies and the requirement to grow income streams in order to protect core customer services and retain financial viability into the long term. Stockport Homes has a strong and effective financial control framework in place which underpins the achievement of the Group's financial objectives.

A robust annual budget setting process is underpinned by effective monitoring, whilst individual cost benefit analysis and business plans are developed for new income generating opportunities. The Group is pro-active in optimising the use of financial resources, including utilising its robust cash flow forecasting to identify available cash reserves and cash flows for reinvestment into income generating, or cost saving, activities. Stockport Homes aims to deliver the best possible outcomes from the resources available. One of the ways it does this is by maintaining a focus on value for money, ensuring that the rent customers pay, and all other income, is spent in the best way to deliver the Group's strategic aims, and support financial efficiency. A new Value for Money Strategy will be developed during the period of the Delivery Plan, which will ensure achieving value for money remains a key focus of the Group.

In terms of digital growth, Stockport Homes has developed an ambitious Digital Transformation Strategy which is a key component of SHG's vision to continue to be a modern and efficient organisation. Key objectives include improving access to services to customers, maximising the use of data, digitally enabling assets, minimising manual processes, and creating a 'digital first' culture.

Major long term projects include the re-procurement of a new housing management system which sits at the core of many functions; the continued roll out of Office 365 and its further development to maximise its potential along with SharePoint, and advanced document management systems which will support improved data management and security, efficiency and reduce waste.

All services that have high volume customer use will have a strongly promoted digital option available 24/7 as part of a suite of contact offers to promote channel-shift by 2022. Digital service offers will be easy to use and have streamlined back-office functionality. The customer relationship management (CRM) system linked to the One Number contact centre offer will test and deploy web-chat, chat-bots, automated customer contacts and surveys and more advanced telephony, amongst a variety of developments.

A range of key services will be available online, some offering enhanced services such as online reporting and noise recording for Anti-Social Behaviour and the virtual viewing of properties where this will aid sale or letting.

Multiple back-office processes will be reviewed to make them more streamlined, using more efficient processes, digital authorisations or signatures where required, electronic 'flow' over the use of paper and other labour intensive processes. Digital documents will ultimately replace the mailroom function.

Objective 7: Deliver a modern cutting-edge Housing Management Service

The Covid-19 pandemic restrictions in 2020 gave Stockport Homes the opportunity to review and begin to re-design how core services are delivered, one of which being housing management. A more digital approach has been taken for housing management, with many elements of the service now being delivered online or by telephone, without losing the critical role of estate inspections and physical presence in neighbourhoods. By using new and innovative approaches, Stockport Homes continued to deliver core housing management services, such as re-letting properties, undertaking current tenancy calls and visits to vulnerable customers, supporting customers to move through mutual exchange and providing tenancy ready services to aid tenancy sustainability for those customers most at risk.

A key aim moving forward, is to build on these foundations and the lessons learnt during this time, including feedback from customers, to review and improve the delivery of its housing management services. Mutual exchange customers will be offered virtual/online appointments, during which they will be supported with completing forms, navigating through the process and in finding a suitable home. Stockport Homes' tenancy ready work will continue to provide support to a wide range of customer groups, with a focus on supporting those most likely to approach Stockport Homes for housing in the near future, for example care leavers. In addition, online tutorials and workshops covering topics to help applicants prepare for becoming a tenant will also be made available and will be widely promoted. This will enable Stockport Homes to reach an even wider customer base and assist any future tenants in having a more sustainable tenancy.

All housing management functions will be reviewed in line with the Regulator of Social Housing (RSH) Consumer Standards, and with continued collaboration with customers, staff and partners. Stockport Homes will work to identify opportunities to provide customer centric, personalised services, whilst maximising the use of technology to improve service delivery and provide safer, cleaner environments across estates. The development of the 'SweepUp' system is a prime example, which will address fly-tipping and waste management concerns raised by customers. As part of this, Stockport Homes will promote sustainable waste management and recycling to customers, as well as engaging customers and developing more effective communal waste disposal areas on some estates.

Stockport Homes will continue to work with the Council and other stakeholders to explore how best to develop and deliver an effective and holistic neighbourhood management approach to service delivery.

Objective 8: Develop and grow SHG's property management offer for privately owned properties across Stockport

Through its Three Sixty Living Service, Stockport Homes will develop the property management offer to landlords and investors across Stockport and the surrounding areas[13]. The focus of this work will be both on growing the Three Sixty Living portfolio of private owned properties throughout Stockport and bordering areas, as well as expanding into the market of private owned residential blocks and estates being designed and built within the Stockport area. This growth will support Stockport Council's regeneration plans for Stockport Town Centre and the development of new privately rented accommodation.

Competing with online and high street lettings and property management agents, Three Sixty Living will offer a full property management service from lettings, repairs, rent and service charge collection through to grounds maintenance and concierge services, offering bespoke packages to meet the needs of the customer, whether it be a landlord with a small property portfolio or a large scale developer. Developing the Three Sixty Living brand is key to Stockport Homes' success in this area, in order to build a strong reputation for offering a competitive customer driven service with proven results. To support this, a full marketing campaign for Three Sixty Living has been developed.

Through an effective relationship with the Council and by building relationships with developers, Stockport Homes also aims to provide full property management to schemes being developed as part of the regeneration of Stockport, linked to the Mayoral Development Corporation. Furthermore, as part of the Greater Manchester Ethical Lettings Agency 'Let Us', Stockport Homes is working in partnership to deliver an additional 800 privately rented properties by 2024. This scheme aims to have a positive impact, for those whose housing needs cannot be met by the social housing sector whilst also improving access to, affordability and quality of accommodation available in the private rented sector across Greater Manchester.

Objective 9: Continue to be an excellent performer and strive to be the best in the sector

Stockport Homes' approach to continuous improvement is driven through co-regulation by the Board and customers. This includes customer involvement and scrutiny; satisfaction surveying; planning and performance management; learning from complaints; risk management and audit, which work together to improve outcomes. Moving forward, the approach will also reflect changes contained within the Social Housing White Paper, for which Stockport Homes is well-prepared. For example, the Customer Feedback Policy has been reviewed and changes made in line with the White Paper and Housing Ombudsman guidance.

The new Delivery Plan period coincides with the introduction of new tenant satisfaction measures, proposed within the White Paper but not yet finalised by the Regulator of Social Housing. Stockport Homes already monitors or understands its

[13] As outlined in the 2021-24 Three Sixty business plan

performance on many of the proposed measures or has similar measures that can be adapted to meet any new definitions. Stockport Homes will take advantage of any opportunities created by the new measures to compare performance with others and seek out best practice in the sector. This builds on already available sector benchmarking services such as Housemark and more geographical approach such as the Greater Manchester Housing Providers Performance Group. Both approaches enable Stockport Homes to share and learn about best practice to continually improve its services.

Aim Three: Reduce inequalities

Objective 10: Deliver all services that reduce poverty and inequalities through Foundations and maximise our contribution to this area of work.

Through delivering the aims of its community benefit society subsidiary, Foundations Stockport, Stockport Homes will work to reduce inequalities in the Borough which prevent local people from thriving and reaching their potential in life.

Where possible Stockport Homes will encourage self-help for households in financial difficulties, working closely with the Council's Support Funds and Stockport Family, as well as community-based organisations such as Stockport Credit Union to reduce dependency and increase resilience. For example, a tiered pricing system within the Foundations furniture offer will provide affordable household items for a small fee to those who can contribute, which will be reinvested into helping more households in need. The Foundations Your Local Pantry model will expand and diversify in partnership with local communities, responding to their needs and piloting new models of delivery such as mobile and community operated pantries.

In order to tackle inequality amongst children, a range of interventions will be delivered to support more specialist partners such as Stockport Family, including a comprehensive programme of stimulating holiday activities, mental resilience sessions in schools and Early Help Programmes. A proactive approach will also be taken to supporting vulnerable young people at risk of being exploited and falling into offending behaviour, through both detached youth work focussed on hotspot areas and one to one mentoring.

Stockport Homes is also committed to playing a greater role in tackling the Borough's health priorities around improving life expectancy and reducing health inequalities. Mental wellbeing will continue to be a key focus for social investment and external bids for funding. Proactive support will be given to local wellbeing groups identified through place-based initiatives, particularly those working with minority communities. The free counselling service will be re-procured by March 2022, ensuring customer needs around waiting times and complex cases are met. Stockport Homes aims to play a more significant role in reducing physical health inequalities, through support for the Stockport Active Communities Strategy and targeted promotion of various public health initiatives. By making a strong contribution to the Greater Manchester health agenda, through the GM Housing Providers Group, Stockport Homes will also ensure the voice of Stockport residents is heard regionally.

Objective 11: Be a lead organisation for supporting people into employment in the Borough

Stockport Homes provides a comprehensive skills and employment service to all residents. Employment support is provided to all those seeking to secure employment or change career alongside the delivery of a range of externally funded programmes which support marginalised groups, including young people and those furthest from the employment market.

Stockport Homes will continue to engage and work closely with local employers, delivering sector-based services which increase employment opportunities for our customers and provide employers with a trained and skilled cohort of staff. Stockport Homes will continue to develop initiatives to reduce the impact of Covid-19, in the short and medium term, enhancing the mix of online and in person training opportunities. Quality partnerships will be sustained and further developed with opportunities to work collaboratively to achieve a greater impact explored, such as the recent partnership work with the DWP to develop a Youth Hub at Cornerstone. External funding opportunities will continue to be identified and pursued in order to support customers, maximise their economic well-being and secure maximum investment to the borough. Sub-regional opportunities to support customers to develop skills in growth areas such as the Digital and Green sectors will also be pursued where appropriate. SHG will maximise success by pursuing opportunities either as an individual organisation and / or as part of a partnership with Greater Manchester Housing Providers or Athena.

Objective 12: Ensure joined up services to people who are homeless and prevent future cases

Stockport Homes have been working closely with the Council during 2020/21 to develop its new homelessness prevention and the Homelessness Strategy, which covers an initial three-year period from 2021 to 2024. Usually a five-year strategy is adopted, but due to the uncertainty caused by the Covid-19 pandemic, a shorter period has been decided upon. This will then be reviewed in 2024.

The main aim of the Strategy is to bring together statutory and third sector services within the Borough to deliver a coordinated and holistic approach to the prevention and relief of homelessness, including a strong focus on tackling rough sleeping. The key themes will include:

- Expanding the supply of affordable housing
- Improving services that prevent and relieve homelessness
- Ensuring better health outcomes for homeless people
- Addressing the needs of people with complex and multi needs
- Seeking to effectively end rough sleeping in the Borough

Stockport Homes will take a particular lead in areas such as:

- Developing affordable homes for rent and shared ownership
- Engaging people with lived experience of homelessness to design and improve services

- Improving access to a quality private sector offer through 360 living and initiatives such as the Ethical Lettings Agency
- Seeking Domestic Abuse Housing Alliance (DAHA) accreditation and responding to the new Domestic Abuse Bill
- Delivering 'Housing First' initiatives that offer housing solutions to people with complex needs

The delivery of these objectives is dependent upon effective and seamless joint working with the Council, across services ranging from Adult Social Care to Housing Standards, as well as working collaboratively to maximise opportunities available at a local and national level, where local authority support is required. Effective drug and alcohol services are an essential service and SHG and Stockport Council will work together to maximise provision. Funding is essential in allowing Stockport Homes to continue to deliver an excellent homelessness service.

Aim Four: Build strong, collaborative relationships

Objective 13: Continue to work with partners and stakeholders within Stockport and Greater Manchester to achieve more

Stockport Homes cannot achieve success on its own. It's a diverse organisation that works with many partners, within Stockport, Greater Manchester and nationally. Building strong, collaborative relationships is not only the right thing to do, it ensures improved outcomes for customers.

Within Stockport, working with Stockport Council, health partners and the third sector continues to be a priority, seizing opportunities where collaboration benefits all involved. Many objectives within this Delivery Plan highlight practical examples of how this work will continue to grow and strengthen. There are formal liaison arrangements in place that ensure new opportunities are identified and progressed.

Stockport Homes is part of the Greater Manchester Housing Provider (GMHP's) group, which is a collaboration of 27 housing providers who have the majority of their homes within Greater Manchester. It plays an active role with the Chief Executive being the Vice Chair and the Assistant Chief Executive being the lead for Employment and Skills. The group established an independent company named Athena in 2012, where tenders for work that reduces poverty is channelled through. The Assistant Chief Executive is the Vice Chair of Athena and recently employed a new Business Development Manager to ensure the company has a strong and clear growth plan for the future.

The GMHP's works closely with the Greater Manchester Combined Authority (GMCA) and the Greater Manchester Health and Social Care Partnership. This has come together in a 'Tri-partite Agreement' that was approved in 2020, where common goals and ambitions have been formally adopted.

Objective 14: Be a neighbourhood leader for Community Safety in Stockport

Stockport Homes is a key member of the Safer Stockport Partnership and is recognised nationally within the Community Safety Sector as a leader in tackling crime and anti-social behaviour (ASB).

Stockport Homes has played a significant part in delivering Community Safety services in Stockport in partnership with the Council, Greater Manchester Police and other stakeholders, and is committed to continuing to support the Council delivering its key priorities in this area. During 2019/20 a review was carried out of the Community Safety Services delivered across Stockport which identified opportunities to provide a more joined up and efficient approach that could improve outcomes across the Borough.

The new ways of working, which included the transfer of the Council's private sector ASB service to Stockport Homes, simplified the approach to dealing with anti-social behaviour in residential areas and enabled the Council to make savings in a way that does not impact on frontline services. Stockport Homes' excellent performance in this area means that both the public and private sector work is achieving upper quartile performance nationally, with all cases being resolved in 54 calendar days in 2019/20 and 100 per cent of customers being satisfied with the outcome of their case.

The work undertaken by Stockport Homes has so far excluded domestic complaints that are considered to be solely a Statutory Nuisance (noise, smoke, accumulations, animals, premises etc.)[14] and complaints of ASB in an open environment and/or public space. However, Stockport Homes is keen to explore how it can further support the Council by expanding its community safety related services to include these additional areas of work, in order to provide a more cost effective and holistic neighbourhood approach across the Borough. This includes prioritising safe inclusive communities.

Stockport Homes will also continue to provide positive interventions to tackle and prevent ASB, including the continued delivery of its positive engagement work with perpetrators, youth diversionary work, mediation and the installation of mobile CCTV and noise monitoring equipment. Stockport Homes will also work with the Council, Police and other stakeholders to undertake specific community safety projects, such as targeted ASB work in hot spot areas and working within the Covid Response team to provide enforcement where required.

The recently launched 'Remote', an ASB reporting app for customers, will improve access to the service and reduce the need for customers to complete diary sheets for ASB incidents. It will also allow customers to upload photographs, videos and sound recordings to support their complaint.

The quality of the ASB service delivered by Stockport Homes has also been recognised by other landlords in Greater Manchester. Since the last delivery plan, Stockport Homes has signed a further three Service Level Agreements for CCTV and noise monitoring services and has generated an overall income of £8,000 which

[14] As defined by Environmental Protection Act 1990, section 79

has been reinvested into the ASB service and has been used to upgrade some of the CCTV systems for its own customers.

Objective 15: Be the operational delivery preferred partner for Stockport Council where strategically and financially sensible

Stockport Homes provides a range of services on behalf of Stockport Council. It was created to manage the approx..11,000 housing stock, but over the last 15 years, has grown and matured and supports Stockport Council in delivering key services, that are to a high standard, whilst creating efficiencies for the General Fund. In particular in the last couple of years the ASB Service has been transferred to Stockport Homes and this has proven successful. Stockport Council and SHG is now exploring the potential to transfer Security Services from Totally Local Company (TLC) into SHG and merge two Control Room functions into a single site by the later part of 2021. If viable, this transfer will significantly reduce the capital investment needed by the Council to bring the Public Space CCTV network up to modern-day standards and enable services to maximise efficiencies by removing duplication and pooling resources.

Stockport Homes shares the same strategic approach as Stockport Council and will continue to work positively with them to be their operational delivery preferred partner.

As part of ongoing liaison arrangements, areas of further collaboration will be explored and developed.

Objective 16: Be a leader in an integrated grounds maintenance service in the Borough

Stockport Homes' grounds maintenance and tree service is due to be re-procured during 2021-22. In preparation, a full options appraisal is being undertaken to ensure Stockport Homes continues to maintain greenspaces to the highest standard, whilst ensuring the best value for money.

Stockport Homes is working with contractors to deliver greenspace services to schools and community buildings, with income reinvested into improving greenspaces. The procurement process will include opportunities to continue to grow services and provide support to vulnerable people, through initiatives such as the assisted gardening and private garden maintenance schemes.

Going forward Stockport Homes will continue to work with the Council and other stakeholders in the Borough to review the management and maintenance of greenspace and grounds maintenance across Stockport, to identify areas for greater collaboration and integration of services to provide improved outcomes for customers whilst achieving efficiencies.

Stockport Homes will also continue to work in collaboration with the Council to deliver tree and playground services and will seek to secure funding streams in collaboration with customers, community groups and key partners to undertake improvement works. Funding has already been secured for the next two years to

deliver a tree improvement programme, in partnership with City of Trees, as part of the Urban Tree challenge initiative.

Customers will play a key role in monitoring and reviewing the quality of the maintenance and management of greenspaces, through block and estate inspections. A review of the Greenspace Standards and will help to identify where greenspaces can be improved to deliver wider social and well-being benefits to customers. The Stockport Homes Green Inspectors scheme will also continue, providing customers with the opportunity to be actively involved in decision making in the delivery of greenspace services. The service will also continue work with Customer Engagement and Employment services within Stockport Homes, which will include the delivery of an environmental services volunteering programme and opportunities for apprenticeships and work placements.

Objective 17: Deliver a range of focused and effective services to support people to 'age well'

Carecall

Stockport has a vision to become an 'All Age Living' Borough by 2035, making it a great place to age well and have a better quality of life at home. Stockport Homes is working in partnership with Stockport Council to deliver this vision by bringing together Housing and Health and Social Care workforces, in order to create a programme for change that will co-design the future for 'All Age Living' in Stockport.

The strategy will be delivered under dedicated work-streams, one of which is Tech Enabled Living (TEL). Stockport Homes' Carecall Service is an integral delivery partner for this part of the strategy and has committed to delivering a range of actions which will support Stockport's ageing population to live well at home and remain independent for as long as possible. This includes access to mainstream technological solutions which become part of a person's 'everyday' living and enable information sharing to take place with Health and Social Care professionals, ultimately allowing for more informed decisions to be made.

Carecall will continue to develop its Universal Offer in order to grow its user base and make TEL services more accessible by bringing the offer to the 'High Street'. Carecall will also work closely with health partners and Adult Social Care to develop a "Tech-first" approach when care planning and TEL will be used to minimise reliance on other clinical services.

Supporting older people

Stockport Homes manages eight sheltered housing schemes, one 'extra-care' scheme and approximately 600 bungalows and flats designed for those aged around 55+. These support safe and independent living within active communities, but the service has a wider remit in promoting social and health activities among isolated older people living in all tenures and all parts of the Borough. Over the next five years Stockport Homes will continue to address increasing need and growing diversity of aspirations among older people. Stockport Homes will achieve this by exploring options for the re-modelling and re-development of existing specialist accommodation schemes and the provision of additional extra-care facilities through

the development of the first new build mixed tenure extra care scheme. This supports the Council's ambition to reduce reliance among older people on statutory services and create informal self-sufficient networks.

Stockport Homes will review the Age Friendly Strategy to align with the Council's Living Well programmes, incorporating the development of new initiatives such as the Ageing in Place Programme, the Academy of Living Well (including the Household Model) and supporting social care by facilitating step up step down provision.

Stockport Homes will continue to play a key role in the services provided as part of the Well-being and Independence Network (WIN) partnership, working with older people, people with disabilities and carers to support wellbeing and independence. Stockport Homes will ensure the work of the WIN is aligned with The Prevention Alliance (TPA) to provide accessible support and collaborative service delivery that breaks down traditional boundaries and ways of working for the duration of the contract. Stockport Homes will seek to continue to support any future replacement commissioned service by the Council.

Adaptations

Stockport Homes' adaptations service supports people to live independently in their homes for longer. Working in partnership with Council colleagues and a range of specialist contractors, it provides equipment and adaptations for both Council owned and private sector properties. Where this is not viable, Stockport Homes supports customers to move to accommodation that better suits their needs.

Demand for Disabled Facilities' Grants (DFGs) in the private sector is increasing in line with the changing demographics of an ageing population, however, funding is limited. Stockport Homes will continue to look at ways to control expenditure over the next five years by creatively exploring alternatives, particularly in cases where partially adapted homes can be further modified to meet more severe needs.

Stockport Homes will also continue to consider the provision of suitable accommodation for full time wheelchair users at the early stages of any proposal for new build accommodation.

Supporting people with learning disabilities

Stockport Homes' recently completed a purpose-built new build scheme of 11 self-contained flats for adults with learning disabilities and autism. Management of the tenancies and building is undertaken by Stockport Homes with 24-hour on-site care and support commissioned by the Council. Stockport Homes will continue to work with the Council to explore further opportunities for additional provision of supported housing schemes to support adults with learning disabilities and autism to live as independently as possible.

Housing support services

Stockport Homes has a range of cross-tenure services which support and empower vulnerable households to live independently and sustain tenancies. It helps new tenants set up home and supports others who struggle to cope, even if they have lived independently for a while. This work often involves interventions from a wide

range of partner agencies. Over the next five years these services will continue to deliver positive outcomes, with a particular emphasis on supporting the council through the provision of preventative services such as Housing First and the provision of an in-house specialist housing safeguarding lead for children and families.

Objective 18: Contribute to improved safeguarding in the Borough

Stockport Homes will continue to support multi-agency safeguarding work in the Borough and contribute to the improved safeguarding of children, young people and vulnerable adults. It will remain an active member of a range of sub-groups delivering the priorities of both the Children's and Adults Safeguarding Boards.

Stockport Homes has developed a comprehensive network of over 50 Safeguarding Champions across the organisation who provide advice, support and guidance to staff dealing with safeguarding issues and a core training team of nine colleagues to deliver the Safeguarding training programme which is mandatory for all staff .This approach will continue to be refined and developed in consultation with other agencies to ensure staff are well trained and supported to identify and respond to Safeguarding issues and that it continues to deliver integrated approaches to protecting vulnerable young people and adults.

Stockport Homes will continue to fund a dedicated role within the Council's multi-agency safeguarding and support hub (MASSH) to support families with complex needs and give housing advice and guidance to colleagues from other professions, ensuring that the role is flexible and responsive to changes in demand and / or legislative requirements.

Stockport Homes will continue to provide a wide range of services which support vulnerable families and adults, minimising Safeguarding risks alongside helping people to realise their potential and achieve positive outcomes including:

- A comprehensive Homeless service including an extensive Housing Options service, outreach support for Rough Sleepers and the provision of Temporary Accommodation
- Cross-tenure Housing Support and Tenancy Ready services which support vulnerable households to set up home and sustain their tenancies successfully
- Provision of a wide range of sheltered and supported accommodation offering high quality accommodation alongside support to maintain independent living
- Customer Skills and Employment Support Services including a range of contracts which support those most excluded from the labour market
- Delivery of the Targeted Prevention Alliance which supports vulnerable adults in the borough and prevents, reduces and delays demand for statutory services
- A wide range of social investment projects including the Your Local Pantry service, Furniture Recycling Scheme and Furnished Tenancies.

Aim Five: Improve the environment

Objective 19: Maximise our Development Programme across all types and tenures in line with our and the Council's Strategy

Delivering new affordable homes to meet the future housing needs of the Borough remains a key objective for Stockport Homes. Over the next 5 years Stockport Homes will work with colleagues, partners and stakeholders to develop homes which help meet identified demand including:

- General needs homes for rent
- Homes for sale
- Homes with adaptations
- Homes for the elderly – sheltered and extra-care
- Supported accommodation

Homes will be built close to local facilities such as shops, public transport links and doctor's surgeries. The aspiration will be to build homes which accommodate residents' needs leading to long term occupation therefore building sustainable communities.

Stockport Homes will look to develop around 200 properties per year (subject to the availability of development grant and land). All new homes will meet the requirements of Building Regulations, Construction Design and Management (CDM) Regulations and the requirements of the Hackitt Review and Grenfell Inquiry recommendations.

Stockport Homes will identify suitable development land and development opportunities and will maximise opportunities to secure capital grant funding from Homes England to develop as many affordable homes as possible, to meet housing need in the Borough. In a climate of grant uncertainty Stockport Homes will also continue to develop housing for outright sale where appropriate and justified.

It is intended that over the next five years new homes will not only include new build properties but also where appropriate the acquisition of existing properties, in particular former RTB leasehold properties. Acquiring former RTB leasehold properties gives greater financial and legal control over blocks and enables investment works to have more impact in an area. Stockport Homes will also continue to bid to private developers for section 106 properties ring fenced as affordable as part of the planning process.

In addition to delivering affordable general needs accommodation for rent and sale Stockport Homes will focus on delivering specialist accommodation including accommodation for the elderly such as Extra Care which will achieve M4 (2) or (3) of the current building regulations. Where there is sufficient demand, specialist accommodation for those with disabilities will also be delivered within the Borough.

It is anticipated that roughly 50 per cent of the new homes will be built or acquired using Housing Revenue Account (HRA) funds and 50 per cent will be built or acquired using the SHG loan facility. This split is due to the borrowing capacity

available for new build within each facility. The use of the appropriate funding pot will be judged on a scheme by scheme basis. Homes England grant will supplement the vast majority of the new homes apart from section 106 properties and homes built for outright sale or private rent which do not qualify for grant.

Objective 20: Continue the journey to Carbon Zero and play a leading role in supporting the Council and GM in achieving their environmental ambitions

Greater Manchester Combined Authority (GMCA) have set an ambitious target for the city region to be carbon neutral by 2038.

To date 67 per cent of local authorities have declared 'climate emergencies', including Stockport Council who declared a climate emergency in March 2019, therefore showing that special measures must be taken to halt environmental damage caused by climate change.

Stockport Homes have historically taken a proactive stance on the mitigation of climate change and as such delivered some of the UK's most successful rollout of renewable technology. These investments have provided a stable platform to build from and the Council's housing portfolio is now at 93 per cent of homes having an Energy Performance Certificate (EPC) in band C or above. Officers have worked closely with carbon consultants (Anthesis) to create a roadmap journey to carbon neutrality by 2038. Further development of this roadmap will continue into 2021 and findings will be integrated into the future capital programme development.

In 2020, Stockport Homes signed up to the Greater Manchester Landlords Climate Change Strategy via the GM Low Carbon Asset Management Group. The strategy sets out an overall target of being carbon neutral by 2038 across all operations. Along with this overall target, the strategy sets individual targets for both the operations and the housing areas of the organisation.

Stockport Homes' launched their second Climate Change Strategy in 2019 and set out a number of aims and objectives, however, the strategy will be reviewed in early 2021 to incorporate a five-year plan to cut carbon emissions. The new five-year plan includes increased energy efficiency and low carbon technologies within the housing portfolio identified as part of the Anthesis analysis project as well as strategic alignment with the wider Greater Manchester, Stockport Council targets and other Stockport Homes strategies.

Objective 21: Create and deliver the regeneration plan for Lancashire Hill

Lancashire Hill currently consists of two high rise tower blocks and four medium rise blocks. 487 one, two and three bedroom flats are located on the scheme split as follows:

- 189 one bedroom properties
- 152 two bedroom properties
- 146 three bedroom properties

As well as the cladding fitted in the 1990's Lancashire Hill has also benefitted from replacement kitchens & bathrooms through the Decent Homes programmes, the two high rise tower blocks have also had electrical upgrades, full lift replacements and

recently benefitted from the upgrade of fire safety measures including the installation of sprinklers in each dwelling.

In 2011 the properties also benefited from the installation of energy efficient Biomass heating fitted to the district heating system, these works were fully funded through the Community Energy Savings Programme (CESP).

As the external cladding and windows are now over 30 years old it is time to replace the system with a new modern cladding system which will be more aesthetically pleasing, provide protection from the weather and contain energy efficient insulation helping customers keep fuel bills down.

All new cladding and insulation installed at Lancashire Hill will meet the latest fire safety measures, will follow the strict stipulations set out in the new building safety legislation and prior to installation will be considered by the new building safety regulator and by the Council's planning and building control departments.

Considering the importance of the Lancashire Hill medium and high-rise blocks to the town centre, its prominent location, the aesthetic impact of the towers across Stockport and the fact that it is home to over 1000 residents, it is envisaged that in conjunction with the plans for the replacement of the cladding that a regeneration plan be drawn up. The plan will look at improvements to the wider area including communal area upgrades, improvements in CCTV, reconfiguration of landscaping, new build opportunities and community facility enhancements.

Throughout 2021-22 proposals will be drawn up in conjunction with residents, the council and safety authorities with a view to developing a regeneration plan which will be delivered over several years to leave a sustainable, safe legacy for current and future residents.

Objective 22: Continue to improve the look and feel of our buildings and neighbourhoods

In April 2018 Stockport Homes developed the 'Big Impact' approach to capital investment. This approach sees investment projects developed and implemented, that leave a lasting impact and future proofing of assets and neighbourhoods, which ultimately resulting in strong demand, lower turnover and sustainable communities. The Big Impact approach has shown real benefits for the look and feel of Stockport Homes' buildings and neighbourhoods, most notably when it comes to estate regeneration and energy efficiency measures. The success of the approach is reflected in feedback from customers, with 98.7 per cent of customers expressing satisfaction with the work carried out in their home in 2019/20.

The Offerton masterplan demonstrates the benefits of the big impact approach. The masterplan has progressed over the last two years with home improvement works including roofing, external wall insulation, cladding and lighting installations. Environmental works also progressed in 2020, with the start of the re-fencing programme. In addition to investment in existing homes and landscaping, new build developments have also enhanced the look and feel of the neighbourhood.

Further examples of this approach include works on the Adswood and Bridgehall estates where 300 properties have benefited from a combination of new roofs, wall and chimney repointing and external render finish. Large scale investment is also almost complete on the Laburnum Way estate in Cheadle Heath, where external wall insulation, roofing and various environmental improvements to bin stores and fencing will be completed in 2021.

The large-scale improvements to homes and neighbourhoods have ensured that Stockport Homes have maintained the 100 per cent decent homes standard and have, in the last five years, increased the number of properties with an Energy Performance Certificate (EPC) in band C or above from 84 per cent to 93 per cent[15].

The big impact approach is set to continue over the next five years and beyond, with the completion of the Offerton masterplan and the rolling out of more estate improvement projects including Lancashire Hill and estates in the Reddish area. Continuing with this approach to improving the look and feel of homes, the organisation's Property MOT programme will continue throughout every neighbourhood on a seven year cycle. This programme focusses on minor external repairs and improvements on the stock to ensure that properties remain in good repair and look aesthetically pleasing. It is expected that over the next five years, Stockport Homes will maintain the 100 per cent Decent Homes standard, the number of properties with an EPC rating of C or above will be increased and the level of customer satisfaction will remain high.

Aim Six: Be a great place to work

Objective 23: Be an employer of choice and a top performing organisation

Stockport Homes strives to be an excellent employer, through supporting and developing its staff, in order to produce the best possible service for customers. In 2020, Stockport Homes was recognised as the Times 100 Best Not for Profit Organisation to work for, which reflects the continued high level of staff engagement within the organisation. It is also an Investors in People (IIP) organisation at platinum level, which has been maintained through implementing and sharing best practice for people management and development. In addition, Stockport Homes has been awarded member status of the Governments 'Good Employment Charter' which reflects how Stockport Homes supports colleagues through learning, development, health and wellbeing.

The upcoming review of the People and Organisational Development Strategy will ensure that the focus remains around employees and the ASPIRE values, with a plan to support growth, diversification, sustainability and adopting new ways of working. To ensure Stockport Homes continue operating as an employer of choice and a top performing organisation, the strategy will be centred on four main initiatives:

[15] The current national average EPC rating is band D

- Ensuring SHG has the right structures and people in place, enabled by a workforce plan that links to organisational priorities, including growth and diversification, supported by an extensive employment offer that attracts and retains the best people, whilst being a responsible employer
- Implementing a ‘Maximising our Potential Approach’ to provide flexibility over how teams work and how services are delivered in the best way to suit customer needs
- A holistic wellbeing approach focusing on the physical, psychological and social support of employees, which will help employees to respond to challenges within their roles
- A robust and cutting-edge reward and recognition approach to ensure achievements of teams and individuals are celebrated

Ensuring that employees are aware of and involved with the implementation of these changes is pivotal. Stockport Homes has a ‘one team’ culture linked to the organisations Mission and “Be You” , the vision for an inclusive workplace, encouraging engagement and feedback from employees and groups such as BAME (Black, Asian, and Minority Ethnic), Proud (LGBT+) and Enable (disability) will be used as a platform to ensure employees’ voices are heard and reflected within these changes. These will be used in addition to the regular consultation challenges via Colleague Voice, an employee consultation group and recognised Trade Unions.

5.0 MONITORING AND REVIEW

The Deliver Plan has a five year life span with a review at year three. At the end of every year an outcome report is produced which outlines the success and areas for further learning and development that is presented to the SHG Board and the Council for review. This is an important part of the process as it’s ensures effective monitoring and review throughout the five year period. As part of the annual outcome report, changes and amendments can be made to the plan to make sure it keep up to date with the latest developments and reflects the priorities and ambitions of SHG and Stockport Council.

6.0 CONCLUSION

The Delivery Plan is a key strategic document that underpins the positive relationship between SHG and Stockport Council. This Plan is ambitious, and challenging and builds on SHG successes and performance over the last five years. It covers the breath of the business and provides strategic objectives for the future.

APPENDIX ONE

Five Year Asset Management Plan

To coincide with self-financing measures brought in by the Government, Stockport Homes developed a 30-year Asset Management Strategy in 2011. The Strategy sets out a 30-year framework by which current and future capital investment decisions are made, the strategy is formally reviewed every five years with the next review due in December 2021. The strategy action plan is also informally reviewed on a regular basis, with a formal review every five years in line with the wider review.

The Asset Management Strategy supports the Stockport Homes mission to "Transform Lives" and identifies four key aims:

- Aim 1 - To create effective stock investment and work programmes that are designed to keep all properties at least to the Decent Homes Stockport Plus standard and deliver significant carbon reductions

- Aim 2 - To ensure an active asset management regime, identifying properties which have poor social, economic or environmental performance and either improving them or replacing them with properties which are fit for purpose

- Aim 3 - To support wider objectives; being clear where and how the asset management strategy is supporting wider objectives such as new development, environmental investment or supporting community activities such as the production of estate master plans"

- Aim 4 - To respond to customer's needs positively by taking into account their aspirations and striving to exceed their expectations

When considering these aims as a whole the strategy looks to ensure that effective stock investment takes place including the maintenance of the Decent Homes Stockport Plus Standard, improve or replace stock which may no longer meet needs and support wider strategic objectives of the community, Stockport Homes and the Council. The growing need to address climate change issues, work to reduce carbon emissions feature in the original strategy and have been reinforced at every review.

The methodology for developing a 30-year investment plan is outlined in the strategy including the collection of stock condition data, current demand for housing, future demand and demographic projections. The involvement of customers, colleagues and neighbourhood sustainability indicators are also taken into consideration when developing investment programmes. The strategy is also flexible enough to react to changing needs, for example, investment plans have changed as a result of the Grenfell Fire and the subsequent review of fire and building safety legislation. It also includes an option appraisal model and a traffic light methodology for addressing the future sustainability of stock. As well as an explanation of the Net Present Valuation (NPV) calculation for neighbourhoods and property archetypes.