



Stockport Homes Group Service Improvement Plan 2021/22

Ref no.	Group aim	Action	Outcome	Directorate	Lead Officer	Deadline Date	(July/latest) update	October update	January update	Year-end	Completed?
1	Aim One - Be accountable to customers	Reduce subcontractor spend by insourcing electrical testing regime and gas servicing, heating repairs and installation services to Three Sixty	Delivery of value for money services and direct control of testing and compliance regimes	Operations	Jason Tighe	31 December 2021	ON TRACK - The transfer of fixed wire testing from the sub-contractor to Three Sixty has been completed, the staff are in place and the service is up and running. Consultations for the Gas transfer are programmed for the end of July/early Aug. systems are being built and put in place to manage the service from Sept onwards.	COMPLETED - This is complete. Both the fixed wire testing and gas servicing are now being delivered by Three Sixty. All TUPE transfers have taken place including all engineers, administration staff and managers. In addition, gas installations have also been brought into Three Sixty from the outgoing sub-contractor. Both the fixed wire testing and gas servicing have remained compliant throughout the transfer. Reconciliations will be ongoing through to year end to evaluate cost to budget performance.			COMPLETED
2	Aim One - Be accountable to customers	Pilot an 'intensive block management programme' on Lancashire Hill and Mottram Street to help to deliver the required outcomes of the Building Safety in Multi-occupied buildings Project.	Be prepared for the implementation of the Hackitt review/new Building Safety legislation, ensuring SHG has a robust delivery framework in place to meet the requirements of the legislation.	Operations	Tom Spencer	31 March 2022	ON TRACK - The Building Safety Team are actively working towards satisfying all aspects of the upcoming new legislation. Extensive information is being gathered for the Building Safety file with processes in the background to ensure it is routinely updated when required. A variety of methods are being adopted to engage with customers to inform them of the legislation, these include phone calls, door knocking, mini pop up events and now plans for the customer roadshow will extend this further.	ON TRACK - As previous update, work is ongoing.			
3	Aim One - Be accountable to customers	Expand the Customer Service Centre to enable more customer queries to be resolved at the first point of contact	Customers receive timely resolution of queries at the point of initial contact	Foundations	Martin Saunders	31 March 2022	ON TRACK - The team are looking at several opportunities to develop the One Number Service. The Customer Feedback Team will join within the One Number Service in August 2021 to improve their response to phone calls. There is also ongoing work to develop closer working relationships with the Carecall team.	ON TRACK - The One Number team now incorporates the Customer Feedback Team to make sure that staff are available to answer Customer Feedback queries. Discussions are on-going with the Carecall and Concierge team about the benefits of the Carecall team merging with the One Number team.			
4	Aim One - Be accountable to customers	To implement the Digital Strategy, ensuring that a digital culture is embedded across SHG	A clear roadmap has been created, with resources in place and quick wins achieved	Resources	Paul Howes	31 March 2022	ON TRACK - Digital change is moving at pace with the additional staff resources in place and the establishment of an overarching Programme structure. Imminent quick wins include introducing a Chat Bot, digital signatures and a digital desk booking system. The team are also exploring options around a customer app and creating an 18 month roadmap for our digital journey, linked to the refreshed digital vision.	ON TRACK - Discovery work related to the digital desk booking, digital signatures and Chatbot are complete and at various points of roll out across the business. 18 month digital road map complete and approved by Digital Board, which includes a customer app and the introduction of hybrid meeting rooms across the Group.			
5	Aim Two - Maximise efficiency	Roll out Office 365, Sharepoint and advanced document management systems	Improved data management and security and reduce waste	Resources	Paul Howes	31 March 2022	ON TRACK - Early adopter teams are making a supported move to SharePoint, with thought turning to exploiting the move for greater process automation. EDRMS has now moved to the cloud-based ECM system. Three digital signature providers are being trialled in August with a view to rolling out the best solution group wide. This will support our paperless agenda and enable greater process efficiency within teams.	ON TRACK - Currently 50% of the organisation have moved from network drives to SharePoint, with the remainder scheduled to take place before the end of the year. Discovery work is taking place to build workflows and automations, focussed initially on improving the customer journey. Digital signatures is being rolled out across the business supporting those automation priorities.			
6	Aim Two - Maximise efficiency	Implement the new housing management system through the Phoenix Project	SHG will have clear medium term plan and can budget for the system to optimise efficiency	ACE	John Chambers	31 March 2023	ON TRACK - The project is progressing well on line with the overall plan and budget. Resources are being 'flexed' to cover all key activities as they emerge. New business process redesigns are underway to take advantage of the solution capabilities alongside optimising customer service offer.	ON TRACK - The Project Phoenix is progressing well and is on track to be delivered in June 2022. The project team have completed the first data load from our existing system Northgate into Civica CX. This is known as our first critical path within the project plan and it has been completed to a high degree of success.			
7	Aim Two - Maximise efficiency	Undertake due diligence for the potential transfer of the Security Services contract	Improved Security Services offer for Stockport Council	Foundations	Jenny Boswell	31 October 2021	ON TRACK - Preparation for the TUPE Consultation has been completed and this is expected to start in Aug/Sept time. There has been some delay in progressing this, owing to complexities linked to pension liabilities. Whilst these are negotiated with the Council, SHG intends to progress TUPE discussions with Trade Unions.	ON TRACK - A go live date for the transfer has been agreed as 1st April 2022 and notice has been issued to TLC / SHG, by SMBC. This revised date will allow time for the necessary preliminary works to take place at Cornerstone and the new infrastructure to bring Public Space CCTV and Alarms into Cornerstone will be created. Capital investment in the region of £250k is currently being secured by Stockport Council. TUPE negotiations and Due Diligence / Project planning will commence with TLC imminently.			
8	Aim Three - Reduce inequalities	Move into the mixed tenure extra care market with SHG's first new build retirement community	Ability to offer quality brand to a broader range of potential clients	Foundations	Anne-Marie Hall	31 March 2023	ON TRACK - The Edinburgh Close scheme is now completely vacated, however a small number of units will be utilised on a temporary basis to assist Health services around Delayed Transfer of Care (DTCO) cases from Stepping Hill Hospital. Issues with the new 2021-2026 Homes England grant funding programme, which will only fund additional units and not replacement units due to demolition, mean that only 16 of the 49 units would qualify for grant. The Development Team have submitted a report to Homes England and are working with Homes England's Growth Manager to resolve the issue, as well as exploring alternative funding options. A tender submitted by a contractor to deliver the scheme is currently being evaluated.	ON TRACK - The Edinburgh Close scheme is now completely vacated, however a small number of units continue to be utilised on a temporary basis to assist Health services around Delayed Transfer of Care (DTCO) cases from Stepping Hill Hospital. Issues with new 2021-2026 Homes England grant funding programme, will only fund additional units and not replacement units due to demolition meaning only 16 of the 49 units would qualify for grant. The Development Team have submitted a report to HE and are working with HE's Growth Manager to resolve, with application being resubmitted. Contractor for the build MEARS still engaged.			
9	Aim Four - Build strong, collaborative relationships	Undertake a full options appraisal on the grounds maintenance service ahead of re-procurement	Greenspaces continue to be maintained to the highest standard, whilst ensuring the best value for money	Operations	Jo Cole	31 March 2022	ON TRACK - The review is complete and a report is to be presented to Senior Leadership Team during August 2021 on the outcome and next steps.	ONGOING - On target. Business case report sent to SLT 9 September on bringing the grounds maintenance service into Three Sixty, including Options Appraisal.			
10	Aim Four - Build strong, collaborative relationships	Work with the Council's Place Directorate to review how the ASB service is delivered across Stockport.	A seamless and effective service is provided for all residents of the Borough.	Operations	Liz Smith	31 March 2022	ON TRACK - Quarterly meetings are scheduled with the Council to discuss the delivery of the ASB service. The Council envisage all ASB work being delivered by SHG by April 2022, however, discussions will continue to take place with a view of implementing it earlier, if possible.	ON TRACK - Same as previous update.			
11	Aim Five - Improve the environment	Integrate the findings from the Roadmap to Carbon Neutrality review into the updated capital programme	Mitigate the effects of social housing on the climate	Operations	Joe Keating	31 March 2022	ON TRACK - Work on carbon assessment and gap to neutrality on the housing portfolio was concluded in 2020. Those findings have been presented to SHG and officers are building details and measures into the capital programme. Development on a 5-year capital programme is currently being carried out, which includes Climate Change mitigation in the form of energy efficiency and flood resilience. It is expected that the 5-year capital programme will be presented to Board by December 2021.	ON TRACK - The 5 Year programme has been developed and it includes works to tackle carbon neutrality. The programme is currently being reviewed with Senior Managers but on track to be taken to Board in December along with the Asset Management Strategy Review.			
12	Aim Five - Improve the environment	Create a regeneration plan for Lancashire Hill, in conjunction with residents, Stockport Council and safety authorities	A sustainable, safe legacy for residents	Operations	Steve Leonard	31 March 2022	ON TRACK - The Operational project group and delivery team project group have each been set up and are feeding into the delivery of the masterplan. The Head of Strategic Housing at the council has been consulted and the next stage is detailed consultation with members and residents	ON TRACK - Plans for the regeneration of Lancashire Hill are progressing with the aim of submitting a pre-app submission to the Council planning officers before Christmas. Consultation continues to take place with the Head of Strategic Housing at the council and a briefing note is due to be submitted to the lead member in November. Project groups continue to meet on a regular basis.			
13	Aim Five - Improve the environment	Deliver high specification development at St. Thomas's hospital within Mayoral Development Corporate (MDC) area. Deadline date refers to signing of building contract.	Provision of an exemplar scheme within the MDC to set the tone for other developers	Operations	Chris Murby	31 March 2022	DATE CHANGE REQUESTED TO MARCH 2022: The joint delivery team from SHG and the Council are examining budget costs submitted by two contractors to ensure that the project can be delivered within budget. It is however anticipated that the start on site will be delayed into next year therefore deadline date has been extended	Date Change agreed from September 2021 to March 2022			
14	Aim Six - Be a Great Place to work	To implement the 'Maximising Our Potential' vision for new ways of working	A more agile, engaged workforce leading to improved customer service	Resources	Di Laming	31 May 2022	ON TRACK - 'Maximising Our Potential' was one of the key themes covered in the Summer Update which was delivered in July 2021. A 'One Team' DNS focused entirely on 'Maximising Our Potential' from a managers perspective, aimed at providing support with managing a more remote workforce, was also delivered in July 2021 with a visual interpretation delivered in August to aid understanding of the approach. SHG are now piloting the 'Maximising Our Potential' approach which will be reviewed quarterly to see how it works as restrictions are lifted and to allow for changes, as necessary. Employee and manager feedback will be sought during the pilot to facilitate this.	ON TRACK - The first review is due at the end of December.			