

Stockport Homes Delivery Plan Outcomes 2023/24 & Mid-Term Review of the 2021-26 Delivery Plan.

Report of the Director of Place Management

1.0 Introduction

- 1.1 As part of the Management Agreement between Stockport Homes and the Council, a five-year Delivery Plan is jointly developed and agreed which outlines how services will be delivered by SHG, how the Objectives within the Management Agreement will be met and in turn, how SHG contributes to wider Council Objectives.
- 1.2 The annual Outcomes Report for 2023-24 provides assurance to the Council that SHG is delivering against those agreed Objectives and provides a range of information to demonstrate outcomes from the wide range of services delivered.
- 1.3 Undertaking a Mid-Term Review during that five-year period ensures that the Objectives within the Delivery Plan are reviewed, up-to-date, and remain fit for purpose. This has also ensured that SHG's Delivery Plan is fully aligned to the One Stockport Borough Plan and the new Council Plan.
- 1.4 Both reports together demonstrate how the Council and SHG maximise outcomes for customers by working in partnership and planning together at a strategic level to have a greater impact in Stockport. This will continue whilst the wider review of how Council housing is managed is undertaken.

2.0 The 2021-26 Delivery Plan

- 2.1 The current Delivery Plan runs from 2021 to 2026 and was developed in line with the Aims that SHG had in place at the time. The agreed Objectives within the Delivery Plan then sat under a related Aim. During 2022, SHG reviewed and updated its Aims and the outcome reports since 2022 have referenced the current SHG Aims, as does the Mid-Term Review.

3.0 Outcomes Report 2023-24

- 3.1 The 2023-24 Outcomes Report is the third one to be developed under the current Delivery Plan 2021-26. The format of this Outcomes Report has been updated since the last version written for 2022-23. This has been for several reasons including presenting more performance data to evidence outcomes and being shorter in length to be a document that is easier to read and understand as well as being more accessible overall.
- 3.2 There have been many tangible outcomes delivered, but also challenges along the way and these are outlined in the report. There were important changes within the social housing sector that impact on SHG's approach to service delivery. These include:

- The Regulator of Social Housing consulting on, and finalising, the new Consumer Standards and approach to proactive inspections (which now includes Local Authorities) from 1 April 2024.
 - Housing providers collecting Tenant Satisfaction Measures (TSM) data for 2023-24 which has been submitted to the Regulator and shared with stakeholders.
 - The Housing Ombudsman utilising its powers more and publishing several “Spotlight Reports” on key topics. The Ombudsman also consulted on and then published a new Complaints Handling Code which was effective from 1 April 2024.
 - Consultation on Awaab’s Law, which will come forward via the proposed Renters’ Rights Bill under the new Labour Government.
- 3.3 SHG continues to respond to these challenges by ensuring there are a range of ways in which customers can provide feedback, by re-designing services and ensuring a strong commitment to compliance and excellence in service delivery. There are a range of ways for customers to influence and shape the services they receive, which ensures their voices are heard in decision-making processes.
- 3.4 The Group structure continues to enable opportunities for Value for Money, with services being delivered within subsidiary companies, such as repairs and maintenance, compliance works, food pantries and the furniture recycling scheme. These are key services that impact on customer experience and support some of the most vulnerable people in the Borough.
- 3.5 Stockport Homes has supported the Council to deliver its Council Plan and the ‘One Stockport’ vision. This includes new homes being built across a range of tenures, joint working to support customers with the cost-of-living crisis, and the creation of new job opportunities across Stockport. Significant investment has been made into the housing stock via the Capital Programme, utilising new technologies to contribute to Net Zero Carbon ambitions. SHG has continued to deliver Anti-Social Behaviour (ASB) services across the Borough, the Housing Options and Homelessness service, Homechoice (the allocations service), as well as the public space CCTV monitoring and security services. These are just some of the services that make a positive contribution to Stockport.
- 3.6 The Outcomes Report for 2023-24 was presented to Member Committee on 1 July 2024 and was shared with the Cabinet Member (Cllr Colin MacAlister) in advance. SHG’s Head of Assurance attended a Portfolio Briefing in June 2024. It has also been agreed with the Council’s Leadership Team.
- 3.7 The Outcomes Report is available at **Appendix One**.

4.0 **Mid-term Review – approach**

- 4.1 In developing the approach to the Mid-Term Review, SHG undertook a review of the Delivery Plan Objectives to identify those areas / themes which were not reflected within the Delivery Plan at all or required more focus given

the changing nature of the social housing sector. This presented an opportunity to strengthen the Delivery Plan moving forward. Areas included:

- Focus on customer experience / Tenant Satisfaction Measures (TSM's) and utilising customer voice to shape services.
- Increased regulation within the sector including the Regulator of Social Housing (RSH) and the Housing Ombudsman Service (HOS)
- Supply and demand issues and increased homelessness
- Building Safety / Repairs / Damp, Mould and Condensation
- Cost of Living facing customers
- SHG Business Plan 2023-26

4.2 During November 2023, the Mid-Term review process commenced, and a range of consultation activities were undertaken including SHG's Leadership Teams and the SHG Board. In terms of Council consultation, SHG's Head of Assurance and the Council's Strategic Lead for Housing attended five Senior Management Team (SMT) Meetings at the Council to obtain feedback on Delivery Plan Objectives. A review of customer feedback from the Customer Roadshow and Rent / Service Charge consultation was undertaken to identify key themes emerging from previous consultation exercises to ensure that customers' voice was incorporated into the review.

4.3 The updates from the Mid-Term Review have been agreed with the Council's Leadership Team. The Mid-Term Review has been shared with the Cabinet Member (Cllr Colin MacAlister) in advance of the Scrutiny Committee and a Portfolio Briefing attended in August 2024.

5.0 Mid-Term Review – Summary of Consultation

5.1 Overall, the consultation has provided a wealth of insight from leaders at the Council and SHG in terms of where the Delivery Plan should be focused moving forward and what the key priorities should be. This is summarised below:

5.2 SHG Leadership Feedback

- Reflect the increased demand for services / expectations from customers and how SHG meets this, or amends approaches based on resources available.
- Neighbourhood Prevention work and joint working with partners within communities, including the Council.
- Compliance and asset management requirements to ensure stock investment needs are met (including Decent Homes, building / fire safety, future Awaab's Law)
- Better use of data and insight to shape service delivery and demonstrate learning from complaints / hearing the customer voice – including tailoring services to meet specific customer needs.
- Ensuring fairer life chances and tackling poverty / inequality with partners – including links with Health Partners at the Council
- Focus on Value for Money, efficiency and service reviews – including how SHG uses digital and technological innovations to achieve this.

- More about apprenticeships and growing talent internally to ensure effective succession planning and to ensure delivery of excellent customer service.

5.3 Council Leadership Feedback

- Preference for a shorter, more succinct document with a clear focus
- Climate change adaptation – including net zero carbon, fuel poverty, extreme heat, flood risk and district heat networks.
- Homelessness and the housing crisis – acknowledging the shortage of properties.
- Acknowledging the need for more supported and specialist housing in the Borough to meet the Council's duty relating to care and support needs - as well as how existing properties are adapted to meet people's changing needs.
- Ageing population and how those needs are met moving forward – working in partnership with the Council on their Ageing Well Strategy
- Links between housing and health outcomes and improving life chances – particularly for the most vulnerable people in the Borough.
- Focus on reducing inequality and poverty.
- Community safety and partnership working – linking with the Neighbourhood Prevention work ongoing and place-based approach.
- Ambition to complement service delivery and not duplicate - look for areas where can be more efficient / deliver joint or shared services.
- Acknowledgement of the financial pressures faced by Council and the HRA.

5.4 SHG Customer Feedback

- Priority is to feel safe in their homes and communities with issues being addressed in a timely manner.
- Comfortable and well-maintained homes, with the timeliness and responsiveness of the repairs service being important to them. This also included damp, mould and condensation being addressed.
- Management of communal areas, including grounds maintenance, caretaking and building security
- Valued the support available from SHG in terms of money advice, housing advice and adaptations.
- Noted the cost-of-living crisis and how it affects customers (increased cost of food / utilities).

5.5 There are many over-lapping themes from the range of consultation undertaken which has identified key changes which can be made to the Delivery Plan to address the feedback from stakeholders and the priorities they have identified.

6.0 Mid-term review – link to council plans and ‘five big things’

- 6.1 As the Delivery Plan is part of SHG’s Management Agreement, being able to evidence the links with the strategic plans of the Council is paramount. There are a number of related plans including the 2021-2030 One Stockport Borough Plan, the Council Plan 2024-27, the One Stockport Housing Plan and also the more recent One Stockport, One Future: Five Big Things agenda.
- 6.2 The aim of the Five Big Things is to have a long-term impact on the wellbeing of the residents of Stockport. The themes are:
- Good Jobs and Homes
 - The Best Place to Grow Up
 - The Best Health and Care
 - Thriving Neighbourhoods
 - Clean, Green Transport
- 6.3 As a social housing provider and a key Council partner, SHG is able to demonstrate links with all of these Council strategic plans, include the Five Big Things. Through the Mid-Term Review of the Delivery Plan and the annual outcomes reporting that takes place, SHG will be able to demonstrate how it contributes to the Council’s objectives and ambitions and has a positive, long-term impact on the Borough.

7.0 Mid-term review – final version

- 7.1 Feedback received during the consultation stage was that the current Delivery Plan needed refining and shortening. The format has been updated to be more succinct and focussed on key points. This has been designed into a visual and engaging document to ensure that is easier to read and understand, and better meets stakeholders needs.
- 7.2 The six SHG Aims are at the forefront of the updated Delivery Plan, alongside an explanation of what the Aim means to SHG. This articulates, in a simple way, what the Aim embodies and what stakeholders can expect around that Aim. Each Aim is then supplemented with a short list of Objectives and then a summary of how SHG will measure success in that area. This may be in the form of KPI’s, TSM’s, quarterly or annual reports, or other metrics to be agreed with the service areas.
- 7.3 For each Aim there is further information providing more detail about how that Aim, and the Objectives will be delivered which is a description of the activities that collectively contribute to the Aim. This enables the “golden thread” to be more apparent throughout.
- 7.4 The Mid-Term Review is available at **Appendix Two**.

8.0 Next steps

- 8.1 Following presentation to the Economy, Regeneration and Climate Change Scrutiny Committee, the Outcomes Report and the Mid-Term Review will be

made available on SHG's website for stakeholders and be promoted alongside SHG's Annual Report to Customers.

- 8.2 The current Delivery Plan comes to an end in March 2026 and so the process to develop a new five-year Delivery Plan will need to commence during the 2025-26 financial year to ensure relevant consultation and approvals can be sought in sufficient time.

9.0 Consultation

- 9.1 The report outlines the range of consultation undertaken to inform and shape the Mid-Term Review of the Delivery Plan. Leaders at both SHG and the Council have provided their feedback, and the customer voice has been incorporated via existing feedback channels. The Outcomes Report for 2023-24 details a range of measures that directly link to customer's feedback, perception or satisfaction with SHG's services.

10.0 Conclusion

- 10.1 The Outcomes Report enables stakeholders to obtain information about SHG's service delivery outcomes and performance levels. This includes understanding satisfaction levels of customers who receive those services. The changing environment in which SHG operates and the challenges that lie ahead in terms of customer expectations and increased regulation / oversight of the social housing sector means that SHG has to continually innovate and make best use of resources to ensure outcomes are delivered for customers.
- 10.2 By undertaking the Mid-Term Review of the Delivery Plan, SHG and the Council are ensuring that the provisions of the Management Agreement are fulfilled and that the strategic plans for SHG are up to date and reflect current service priorities. It is important that SHG stakeholders are clear on what the objectives are to be delivered.

11.0 Recommendation

- 11.1 That the Economy, Regeneration and Climate Change Scrutiny Committee consider and note the Outcomes Report for 2023-24 and the Mid-Term Review of the 2021-26 Delivery Plan.

Anyone requiring further information should contact:

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