

Delivery Plan

2021-26

Mid-Term Review
Spring 2024



About Stockport Homes

Stockport Homes Group (SHG) is the collective name for four, socially responsible interdependent companies within the housing sector. What makes us unique is our vision: one where entrepreneurship and commercialisation go hand in hand with social impact.

SHG are owned by Stockport Council, and they are committed to building new homes across the Borough, helping to transform the lives of our customers.

As a landlord, Stockport Homes is an Arm's Length Management Company managing 12,500 homes on behalf of Stockport Council and approaching 1,000 homes in our own right.

We employ around 700 staff, have over 30,000 customers, and a turnover of £72m.



We're proud to be a unique landlord where entrepreneurship and commercialisation go hand in hand with social impact.

Our group has created an innovative approach through which we can sustain homelessness support, employment initiatives, money advice services as well as telecare and private sector lettings

In a world of increasing demand but reducing resource we remain passionate about delivering services that go far beyond being a traditional landlord

12,500
homes

700
staff

£72m
turnover

30,000
customers



Mission, Aims and Values

Our mission, aims and values drive everything we do and sets the framework from which a range of other strategies and Business Plans are developed:

Mission: One Team, Transforming Lives



Aim 1

Deliver excellent customer service, driven by customer feedback and experience



Aim 2

Provide safe, sustainable homes in neighbourhoods where communities can thrive



Aim 3

Contribute to making Stockport fairer by reducing inequality, poverty and supporting customers in all aspects of their lives



Aim 4

Maximise the impact of resources through growth, efficiency, and business transformation



Aim 5

Work collaboratively, influencing locally, regionally, and nationally to achieve more



Aim 6

Be an inclusive great place to work, where our values shine through everyone and everything we do

Values

Ambition

We have the ambition and courage to challenge, translating this into commercial success and brilliant outcomes for customers

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 deliver 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

Stockport Council's Strategic Plans

As a key partner to Stockport Council, we contribute to a range of strategic plans developed by the Council to improve the Borough for the residents of Stockport:

One Stockport Borough Plan (2021-2030)

- One Heart - At the heart of Stockport are its people and the communities in which they live
- One Home - Stockport is a great place to live, where no one is left behind
- One Future - Growing, creating, and delivering a thriving future for Stockport

Council Plan (2024-27) – Efficient and Effective Services

- Investment, Regeneration and Creating Jobs
- Education, Work and Skills
- Wellbeing in Neighbourhoods
- Delivering For Those Who Need It Most
- Cross Cutting Themes – ‘Fair and Inclusive Stockport’ and ‘Climate Action Now (CAN)’



Stockport Council's Strategic Plans

One Stockport, One Future - Delivering 5 Big Things Together

- Good Jobs and Homes
- The Best Place to Grow Up
- Clean, Green Transport
- Thriving Neighbourhoods
- The Best Health and Care

Outcomes of the Mid-Term Review

The 2021-26 Delivery Plan covers a five-year period and within that, Stockport Homes and Stockport Council undertake a Mid-Term Review to ensure the objectives and focus are up to date and reflect current requirements.

During Autumn 2023, the Mid-Term Review commenced, and consultation was undertaken with a range of people including:

- Initial review of priorities and objectives by the Head of Assurance
- Consultation with SHG's Board, Leadership Team and Heads of Service
- Consultation with all Senior Management Teams (SMT) at the Council
- Review of customer feedback of service delivery obtained during 2023

The outcomes of the Mid-Term Review which took place during 2023-24 has led to changes being made to the Delivery Plan for 2021-26, which include:

- ▶ Increased focus on **understanding customer experience of SHG's services** (including the Tenant Satisfaction Measures) and using their voice and feedback to shape service delivery (including in response to the cost-of-living crisis)
- ▶ Better use of data and insight to be **more efficient in meeting customers' needs** in a way that works for them
- ▶ **Increased regulation within the sector** including the new Consumer Standards to be introduced by the Regulator of Social Housing and the increased focus on the sector by the Housing Ombudsman
- ▶ More focus on **working with the Council to tackle the current housing crisis and the supply** and demand issues which have led to increased homelessness and an overall under supply of affordable homes (including supported / specialist housing)
- ▶ More focus on asset management and stock investment to **ensure customers' homes are safe and well maintained** – including Climate Change, Building Safety, Repairs and Damp, Mould and Condensation
- ▶ **Acknowledging the issues faced by the Council and engaging in opportunities for joint working**, for example in relation to the Neighbourhood Prevention Programme and Community Safety work (including management of communal spaces)
- ▶ **Working together with the Council and the third sector to tackle poverty / inequality** and improve outcomes and life chances for all (including health outcomes and meeting the needs of the ageing population)



The proposed changes are set out in the next few pages, structured by each of SHG's Aims.

Aim 1

Deliver excellent customer service, driven by customer feedback and experience



SHG is an inclusive organisation and values feedback from customers. We use this to shape services to ensure they are meeting the diverse needs of our customers.

We have a range of ways for customers to provide feedback and engage with us. We use customer voice to improve service delivery and ensure customers are satisfied with the services we deliver.

We have launched a new Customer Charter which outlines our commitments to our customers, and we have a range of ways to monitor that we are delivering against our promises.

Key Objectives:

- ▶ Ensure our customers have a positive experience with us and are satisfied with the service received
- ▶ Be a listening organisation that learns from complaints and drives forward improvement
- ▶ Hear our customers voice and enable that to shape service delivery – using data and insight along the way
- ▶ Ensure there are a range of ways for customers to access our services, including via digital channels
- ▶ Tailor our services by understanding specific needs and vulnerabilities and making reasonable adjustments

Measuring Success:

- ▶ We will be able to show positive performance in the Tenant Satisfaction Measures (TSMs) and other key performance indicators
- ▶ We will be able to evidence how customers have shaped service delivery via engagement opportunities and customer feedback
- ▶ We can demonstrate how we have enabled a range of ways for a range of customers to receive services from us



Aim 1

Deliver excellent customer service, driven by customer feedback and experience



What does this Aim look like in more detail?

- ▶ Service Delivery in line with the Customer Charter, monitored by the Customer Experience Team
- ▶ Retention of the Customer Service Excellence (CSE) accreditation
- ▶ Delivery of our Customer Access Strategy and ensuring a range of ways for customers to engage with us
- ▶ Delivery of our Customer Voice and Influence Strategy and evidencing how customers have shaped services
- ▶ Delivery of our Digital Strategy to enable best use of digital and technological innovations
- ▶ Working in line with our Customer Feedback Policy and using complaints to shape service improvements
- ▶ Meeting the requirements of the Housing Ombudsman and their Complaints Handling Code
- ▶ Meeting the requirements of the Regulatory Standards, namely the Transparency, Influence and Accountability Consumer Standard
- ▶ Achieving high performance in the Tenant Satisfaction Measures (TSMs) and analysing any negative feedback to identify improvements
- ▶ Analysing the TSM data by protected characteristics to ensure fair and inclusive outcomes
- ▶ Launching a new Vulnerable Customers Policy and delivering staff training related to this



Aim 2

Provide safe, sustainable homes in neighbourhoods where communities can thrive



Our priority is to make sure our customers are living in safe and well-maintained homes that meet their needs. We ensure all properties meet the Decent Homes Standard as well as statutory safety requirements. We invest in new technology to tackle climate change.

We work with partners and contractors to ensure that neighbourhoods and communities are safe and attractive places to live and promptly addressing issues when we become aware of them.

Delivering new build housing is one way we can help to tackle the housing crisis and we have ambitious development plans in place to deliver new housing across Stockport to meet a range of customers' needs.

Key Objectives:

- ▶ Deliver our Asset Management Strategy to ensure properties are safe, free from hazards and that longer-term investment needs are met – including tackling climate change
- ▶ Deliver a customer focussed repairs and maintenance service
- ▶ Build more new homes across Stockport, for rent and shared ownership, to meet a range of different needs
- ▶ Proactively manage our blocks and neighbourhoods to ensure they are safe and welcoming places – addressing issues that arise
- ▶ Working with partners on neighbourhood prevention initiatives

Measuring Success:

- ▶ We will be able to show positive performance in the Tenant Satisfaction Measures (TSMs) and other key performance indicators – including around decent homes, safety and neighbourhood management
- ▶ Evidencing how we have taken action to address issues that are important to our customers – feeding back where changes / improvements have been made
- ▶ Demonstrate outcomes from partnership working



Aim 2

Provide safe, sustainable homes in neighbourhoods where communities can thrive



What does this Aim look like in more detail?

- ▶ Delivery of the Asset Management Strategy and ensuring SHG is meeting statutory compliance and safety requirements and that the Decent Homes Standard is met for all homes that SHG manages
- ▶ Delivery of the Climate Change Strategy with a focus on addressing the impacts of climate change including net zero carbon, energy efficiency of properties, managing any flood risk and exploring district heat networks
- ▶ Developing a new Repairs Policy and delivering a customer-focussed repairs and maintenance service that ensures homes are well-maintained and that the service is timely and responsive to customer needs
- ▶ Ensuring the repairs service is financially sustainable over the long-term
- ▶ Develop and embed a long-term approach to management of Damp, Mould and Condensation cases
- ▶ Work with the Council to deliver a range of new build homes that are affordable and offer a mix of tenures
- ▶ Ensuring our residential blocks are well-managed, addressing the issues that high density living can bring and ensuring that building safety work, grounds maintenance, caretaking and building security are delivered effectively
- ▶ Proactive work on neighbourhood management and ensuring issues are addressed and resolved to promote safe and sustainable communities – working in partnership with the Council and others to deliver outcomes
- ▶ Providing support for people experiencing domestic abuse
- ▶ Making best use of stock and offering right-sizing opportunities as well as tackling housing fraud
- ▶ Delivering a range of community engagement activities, including for young people, working in partnership with others to avoid duplication
- ▶ Contributing to the Council's work around specialist / supported housing to meet care and support needs



Aim 3

Contribute to making Stockport fairer by reducing inequality, poverty and supporting customers in all aspects of their lives



We work hard to ensure partnership working is at the heart of our approach to service delivery. This includes working with the Council, the third sector and other agencies. We acknowledge the challenges faced by our partners and collaborate to ensure limited resources deliver better outcomes for our customers.

We acknowledge there is a housing crisis and work together with others to tackle issues such as homelessness, food and fuel poverty and inequality.

Partnership working ensures we can help people to live healthily and independently and to age well. Having a range of housing options available plays a key role in this.

Key Objectives:

- ▶ To work with our partners to enable customers to access help, support and advice to tackle poverty, inequality, unemployment
- ▶ Provide a range of housing options to address the housing need in Stockport – with a clear focus on tackling rough sleeping and homelessness
- ▶ Promoting a range of ways that people can continue to live independently in their homes and make a positive contribution to their community
- ▶ Working in partnership to focus on prevention and delivery outcomes in a collaborative, efficient way

Measuring Success:

- ▶ Demonstrate how help and support provided has produced positive outcomes for customers
- ▶ Reduced burden on statutory service by working in a preventative, partnership model
- ▶ Enabling people to live in their homes independently



Aim 3

Contribute to making Stockport fairer by reducing inequality, poverty and supporting customers in all aspects of their lives



What does this Aim look like in more detail?

- ▶ Working collaboratively with the Council to identify areas where service delivery can be complementary to deliver more for Stockport residents and help the Council deliver against their strategic plans
- ▶ Recognising the financial challenges facing the Council and work together to find solutions where possible
- ▶ Engaging with Councillors and MPs to create effective working relationship that leads to change
- ▶ Working with partners from the third sector, including Sector 3, to deliver a range of support and added value services to address poverty and inequality and improve people's life chances
- ▶ Identify ways to work with the Council to address the housing crisis (linked to demand and supply) and the increased levels of homelessness and rehousing requirements across the Borough
- ▶ Be proactive and work in a preventative way to identify early interventions which could have a positive impact on customers – acknowledging that this is important to the Council
- ▶ Play a key role in the One Stockport Safer Partnership to ensure people feel safe in Stockport
- ▶ Work with the Council to identify ways to meet the needs of the ageing population and encourage independent living where possible (including delivering the adaptations service)
- ▶ Maximising the benefit of the Carecall service to support independent living
- ▶ Contribute to the Council's work around improving health outcomes for all, particularly vulnerable people and those living in the most deprived areas – recognising that good housing is a foundation for good health



Aim 4

Maximise the impact of resources through growth, efficiency, and business transformation



We are committed to delivering value for money in all that we do and making the most of the limited resources we have. We work with our subsidiary companies to continue to be able to deliver a wide range of different services.

Growing our business to generate more income to reinvest in core services enables us to do more with less. This ensures we can continue to deliver a range of support and community-based services that matter to our customers.

We want to make service delivery more efficient, transforming the way we work and making the best use of digital technologies.

Key Objectives:

- ▶ Deliver our 2023-26 Business Plan
- ▶ Ensure we manage our finances and resources appropriately to deliver value for money
- ▶ Use the subsidiary companies to deliver services in an efficient and effective way – generating new income streams and accessing external funding where possible
- ▶ Growing the services that we are strong at delivering already
- ▶ Review and transform services to ensure they are efficient, make the best use of digital technology and innovative solutions

Measuring Success:

- ▶ Demonstrate outcomes from the Business Plan and how services for customers have improved over time
- ▶ Being able to report on value for money outcomes and show we have a deep understanding of our cost base and outcomes
- ▶ Deliver outcomes via the subsidiaries including gift aid to SKylight
- ▶ Report on outcomes from growth and transformation to show financial savings made and benefits generated along the way



Aim 4

Maximise the impact of resources through growth, efficiency, and business transformation



What does this Aim look like in more detail?

- ▶ Delivery of the SHG Business Plan for 2023-26 which sets out the following objectives:
 - ▶ Excellent services steered by customer voice
 - ▶ Efficiency driven by transformation, digitalisation and structure
 - ▶ Growth through ambition and innovation
 - ▶ Environmentally sustainable
 - ▶ A delivery partner of choice
- ▶ Developing and delivering a new Value for Money Strategy and ensuring SHG is making the best use of resources and opportunities available
- ▶ Managing SHG's finances to ensuring the long-term cash flow forecast and Business Plan are sustainable
- ▶ Ensuring SHG can identify and realise efficiencies required over the long-term
- ▶ Ensuring SHG makes best use of the Subsidiary Companies to bring in new income, gift aid profits and operate in a tax efficient manner
- ▶ Identifying ways to grow the business and generate income / profit based on things we already do well
- ▶ Transformation of services by implementing a new approach to Service Reviews, maximising the use of digital opportunities and technological innovations



Aim 5

Work collaboratively, influencing locally, regionally, and nationally to achieve more

We know we have a role to play in improving social housing in Stockport, as well as a wider impact within Greater Manchester, the North-West and England.

We will use our voice and influence to ensure key issues are heard by decision-makers to drive up standards in the social housing sector.

It is essential that there is sufficient, long-term funding within the sector to tackle the challenges being faced now and in the future. Increased regulation and standards will improve outcomes and experiences for customers.

Key Objectives:

- ▶ Ensure we are meeting the requirements of the Regulator of Social Housing and the Housing Ombudsman Service and regularly sense-check the quality of services provided
- ▶ We will respond to consultations to ensure our voice is heard within the sector and we will lobby organisations to effect change
- ▶ Make an effective contribution to partnership and networks driving change for social housing customers – acknowledging the challenges faced by the Council and working together
- ▶ We will share best practice and showcase where we have delivered positive work for customers and learnt from best practice elsewhere

Measuring Success:

- ▶ Demonstrate compliance with Regulatory Standards and the requirements of the Ombudsman via self-assessment and any engagement with those bodies
- ▶ Identify forthcoming policy / funding changes and ensure we are able to reshape services / policies as required
- ▶ Demonstrate a range of positive outcomes from our role in the Greater Manchester Housing Providers (GMHP)
- ▶ Have our best practice recognised by others



Aim 5

Work collaboratively, influencing locally, regionally, and nationally to achieve more

What does this Aim look like in more detail?

- ▶ Ensuring SHG meets the requirements of the Regulator of Social Housing (RSH) and can evidence compliance across all areas
- ▶ Ensuring SHG is meeting the expectations of the Housing Ombudsman Service (HOS) and complying with the Complaints Handling Code
- ▶ Showcasing best practice via sector events and publications and award submissions
- ▶ Undertaking a range of benchmarking activities to showcase best practice and identify opportunities for improvement
- ▶ Responding to government consultations relating to changing housing (or other) policy to ensure SHG's voice is heard, and we contribute to the wider sector evolution
- ▶ Be an active part of the Greater Manchester Housing Partnership (GMHP) and ensuring outcomes for residents across GM by working together with others
- ▶ Playing our role in the National Federation of ALMO's (NFA) and showcasing the benefits of ALMOs as delivery partners for Local Authorities
- ▶ Using opportunities / platforms available to ensure there remains a key focus on the housing crisis and the need for a long-term, fully resourced plan to address this



Aim 6

Be an inclusive great place to work, where our values shine through everyone and everything we do



To deliver great services to customers, we need great people to work for us. We are an inclusive organisation and want to attract and recruit a diverse workforce that represents the communities in which we work. SHG's "Be You" approach sums up our belief that everyone has the right to be who they are, and to be that person at work, in line with SHG's Values. We appreciate the strength we gain from having and supporting our diverse teams.

It is important to us that our colleagues are committed to our Values and are motivated to deliver excellence. We enable colleagues to grow their knowledge and skills through a range of learning and development opportunities, including apprenticeships and other qualifications.

We make sure our organisation is future-proofed by understanding what skills and structures we need now and in the future.

Key Objectives:

- ▶ Being an 'employer of choice' and offering a range of ways to gain employment with us, including work placements and apprenticeships
- ▶ Offering a range of benefits to attract and retain talent such as flexible working, reward and recognition and career development opportunities
- ▶ Being clear on what our resource needs are now and in the future and utilising workforce planning to grow talent and invest in training and qualifications
- ▶ Always be inclusive and promote our #BeYou culture

Measuring Success:

- ▶ Being recognised by Investors in People (IiP) and Best Companies as a great place to work
- ▶ Having a diverse and representative workforce and offering a range of opportunities to all
- ▶ Ensuring staff are competent in their roles and receive required training and development
- ▶ Retaining talent and attracting new colleagues via recruitment campaigns



Aim 6

Be an inclusive great place to work, where our values shine through everyone and everything we do



What does this Aim look like in more detail?

- ▶ Delivery of the People and OD Strategy and related policies to ensure effective people management across SHG
- ▶ Being an ‘employer of choice’ and attracting and retaining talent
- ▶ Retaining ‘three star’ status in Best Companies for Stockport Homes and improving Three Sixty’s results by delivering a range of actions to ensure strong colleague engagement
- ▶ Providing opportunities for ‘early careers’ including apprentice and graduate opportunities, as well as work placements within the business
- ▶ Having an inclusive approach to recruitment that showcases our #BeYou culture
- ▶ Ensuring our workforce is representative of the communities we serve, and that people can be themselves at work and that opportunities are available to all
- ▶ Offering a learning and development programme that ensures people have the right knowledge and skills and that opportunities to grow and develop are there – professionalisation of the sector
- ▶ Having a robust approach to succession / workforce planning, reviewing structures where required to ensure efficient and effective service delivery
- ▶ Having a strong reward and recognition offer including flexible working and positive recognition for excellent work

Conclusion

By undertaking a review of the Delivery Plan and gathering feedback from key stakeholders as part of that process, an updated Plan has been developed which is more streamlined, easier to understand and see how success will be measured.

The six SHG Aims provide a strong platform against which service delivery takes place to a range of customers, in a range of ways and SHG prides itself on its inclusive and understanding approach. With a willingness to learn from mistakes and involve customers in service design, SHG is well-placed to meet the challenges that exist now and those that will be forthcoming.

Our commitment to “One Team, Transforming Lives” is the golden thread to everything that we do.

