



DELIVERY PLAN OUTCOMES
2021/22

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BACKGROUND

This is the first outcomes report for the Delivery Plan covering the five-year period from 2021 to 2026. The new Delivery Plan builds on achievements, responding to challenges faced by the Group and ensures Stockport Homes is ready to maximise opportunities for growth. The Plan focuses on the needs and priorities of customers and ensures accountability through the delivery of excellent customer service, an enhanced digital offer, and a rigorous approach to building safety.

The Plan is delivered through the bedrock of partnership working, with Stockport Council and others, supporting the delivery of ambitious aims for the local area. Building and providing good quality homes is vital to the plans but the ambitions of Stockport Homes go wider than that, with support for local communities to enable them to thrive.

A long-term Management Agreement governs the relationship between the Council and Stockport Homes. This is based on five-yearly Delivery Plans, a range of strategic liaison meetings where the two organisations discuss shared objectives and informal meetings where senior officers discuss shared priorities. There are positive relationships with Council Members and a Members Committee meets regularly to discuss performance, financial updates, and latest service developments. The Stockport Homes Board approved the new Delivery Plan for the period 2021-26 in March 2021 and the Council in April 2021.

The publication of the Social Housing White Paper creates a renewed focus on the voice of customers and additional regulatory obligations, and Stockport Homes is prepared for new and emerging regulatory requirements. It has a track record of delivering services that go beyond the minimum requirements for the sector and it will continue to strive for best in sector service delivery.

The new digital landscape brings many opportunities to maximise efficiencies and provide more streamlined services for customers. The digital agenda will challenge the way that services are designed, but customers, people and partnership working will remain at the heart of service-design decision-making.

SHG consists of four companies:

- the parent company, Stockport Homes Limited, 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'.
- Three Sixty delivers large scale capital works and repairs to the Council's stock at a competitive rate and engages in commercial works to earn income; and;
- its charitable company, Skylight¹, where several operational services that link to the aims of the charity are located, including Motiv8, Your Local Pantries

¹ Formerly known as Foundations Stockport

and the Furniture Recycling Service. It bids for external grant funding and seeks new opportunities.

The Group structure is embedded, enabling ambitious growth plans to be realised. It enables SHG to look to the future with confidence, to create innovative solutions that support communities, create new workstreams, and enables more collaboration to deliver outcomes for customers.

SHG MISSION AND AIMS

SHG has an embedded Mission and Aims that provide the strategic narrative to everything the company does. These are:

Group Mission:

One team - transforming lives

Group Aims:

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

Group Values underpin this Mission and Aims.

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

These support the delivery of the Council's five-year Housing Strategy 2016-21, which prioritises:

- Investing in growth: increasing housing supply, choice and affordability;
- Regenerating neighbourhoods – place making, strong communities;
- Housing choices: supporting independent living;

- Improving quality in the private sector; and
- Making the best use of affordable housing stock.

Stockport Homes have been involved in the creation of the next Housing Strategy and once approved, this Plan will reflect any changes that stem from this new Strategy.

The Delivery Plan also supports the Stockport Council Plan, which has the following goals:

- One Heart
 - Caring and growing Stockport
 - Healthy and happy Stockport
 - Strong and supportive Stockport
- One Home
 - Fair and inclusive Stockport
 - Flourishing and creative Stockport
 - Climate friendly Stockport
- One Future
 - An enterprising and thriving Stockport
 - A skilled and confident Stockport
 - A radically different Stockport

Delivering the aims

Below are details of how Stockport Homes has delivered its Aims during the past 12 months. It recognises that, although this has been a successful year, it represents the first year of the Delivery Plan and highlights new actions that will be delivered during the current year. On this basis, each section ends with an indication of plans for 2022/23.

AIM ONE: BE ACCOUNTABLE TO CUSTOMERS

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

Stockport Homes meets its duty of care and legal responsibilities to ensure all buildings and properties under its management and ownership are safe places for customers to live. Stockport Homes is developing and adapting service delivery in line with the requirements of new regulations and guidance, most notably the Building Safety Bill, the Fire Safety Bill and the Social Housing White Paper.

A new Building Safety Team has been established that leads on the implementation of the requirements of the Building Safety Bill. It includes development of an approved Building Safety Case for all in scope buildings. A cyclical regime of Fire Risk Assessments (FRAs) continues to be delivered 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.

During the year Stockport Homes has selected and implemented software for asset tagging, which ensures assets are accurately recorded and information is accessible

on-site using asset scanning hardware. The service has been incorporated into Three Sixty to provide better value for money and oversight of key processes, including electrical testing, gas safety, and repairs and maintenance.

Work is underway to prepare for the new obligations contained within the Social Housing White Paper. It includes working with Stockport Council to appoint an Accountable Person and a Nominated Person for its housing stock. Discussions have been taking place throughout the year and are continuing. Stockport Homes is committed to ensuring that the customer voice is a key focus of Building Safety. During 20/21 customers have worked with Stockport Homes to co-design engagement and communication methods to ensure customers can contact their landlord easily with any queries or concerns along with developing the terms of reference for a new Building Safety Customer Panel.

Plans for 2022/23:

- Further insourcing to take place during 2022/23 including Security, fire system and CCTV maintenance from TLC and Stockport Council
- Continue to work with Stockport Council to ensure new obligations are met on Accountable Persons and Nominated Persons for the stock owned by the Council

Objective 2: Maximise our customer digital offer

Stockport Homes are on a long-term journey to improve digital access, and user experience with online services for customers. A range of key services are now available online, some offering enhanced services such as online reporting and noise recording for Anti-Social Behaviour via an App and the virtual viewing of properties where this will aid sales or lettings. Significant investment into launching six new websites across the group has been made, and as of June 2022, four of these are now live, all promoting the current digital offerings, self-service in the most accessible ways. The improvements within the websites have seen consultation with over 1500 customers.

To support more customers to access services, the Tenancy Ready Service has created several short videos, which are available through the Stockport Homes website and focus on the key elements linked to taking on a tenancy. For example, budgeting, furniture requirement, setting up utility accounts. There is also a short video within the antisocial behaviour section detailing how customers can access and download the new reporting App making it easier for customers to report incidents as they occur. Additional videos on key themes across the organisation are being developed.

All services that have high volume customer use will have a strongly promoted digital option available 24/7 as part of a suite of optimised customer journey contact offers to promote channel-shift through 2022 and beyond. Digital service offers will be carefully designed to increase ease and return visits, as well as have streamlined back-office functionality. The customer relationship management (CRM) system linked to the One Number Contact Centre offer will test and deploy webchat, chat-

bots, automated customer contacts and surveys and more advanced telephony, amongst a variety of developments. Alongside this, customer engagement continues to increase across a range of social media channels which is managed 24/7/365 to ensure continuity of service, even out of hours for customers.

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.

Plans for 2022/23:

- Complete the rollout of Civica CX (the new housing management system) across all core SHG business areas
- Introduce the automation of processes across key services, greatly enhancing and streamlining internal operations releasing team's time to better serve our customers
- Re-design Stockport Homes digital customer offer including the already introduced customer bot and the upcoming customer portal to provide an inviting customer journey and maximise customer access to services
- Explore improved and affordable options for customers to get connected and gain digital skills, taking advantage of continual technical developments
- Use insight gained as part of GM Digital taskforce pilot research to increase access to affordable connectivity, devices, and skills amongst Stockport Homes' customers.

Objective 3: Be recognised for exceptional customer service and access

Stockport Homes provides a wide range of contact options for customers, ensuring flexibility and high levels of customer service when contact is made with Stockport Homes. It has included the expansion of the Customer Service Centre to services provided by the Customer Safety Team and the Customer Feedback Team. The approach ensures that customers only need to use one telephone number to access key services. Online contact options have been expanded to include a webchat facility that enables self-service or the ability to webchat with a member of the customer service team. The Customer Service Centre is "omni-channel", which means that customers can contact Stockport Homes via a channel that suits their needs, and that staff can process contact through a range of channels including calls, emails, and webchats to provide a seamless service to customers.

Stockport Homes aim to deliver high levels of customer service and will continue to look at ways to improve the customer experience, including through surveying customers about their digital skills, introducing the new housing management system, and developing a new Customer Service Experience Team.

During the year, a backlog of responsive repairs has developed, which has had a negative impact on customer service. Many of these repairs couldn't be completed during Covid as they were over four hours long and a higher number of repairs were reported when Covid restrictions were lifted. In addition, there have been supply

challenges and obtaining the right materials, which has negatively impacted on times to complete repairs.

The Service have been working with customers to prioritise outstanding repairs and additional resources have been employed to reduce the backlog, which has started to pay dividend.

Plans for 2022/23:

- A new Customer Service Experience Team will be developed to help teams improve areas of customer service and to drive forward a new customer culture across the organisation
- Customers are being surveyed about their digital skills and needs over the first six months of 2022/23 with the intention of developing several personas so that digital services and marketing can be tailored to customer needs
- The new CX housing management system will be introduced later in 2022. This will create a shift change in customer service and the availability of customer data to staff across the organisation.
- To continue to prioritise the reduction of the backlog of repairs, working to address the market challenges around the supply and cost of materials and labour shortages.

Objective 4: To ensure Stockport Homes 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 Charter for Social Housing Residents White Paper will bring about changes to Consumer Regulation with a more proactive approach to regulation. The amendments to Consumer Regulation are contained within the draft Social Housing (Regulation) Bill and Stockport Homes has been monitoring the proposals and preparing for the reforms. This work will continue as new details are released, in preparation for Stockport Homes becoming a “large” provider for regulatory purposes. The move to “large” provider status, which is where Stockport Homes owns more than 1,000 qualifying units, is projected to take place during 2023-24 with an In-Depth Assessment (IDA) likely to take place in the following year. A project group is in place to prepare for more active regulation, in terms of the need for an IDA and the emerging changes to be published by the Regulator of Social Housing about its approach to regulating the sector. The preparations are supported by an annual self-assessment, identifying any areas where improvements could further strengthen compliance with the Standards.

Stockport Homes Board play an important role in regulation and ensuring the Board is strong, effective and well prepared for regulation is essential. During 2022/23, further work will be undertaken with the Board, ensuring the succession plan for future Board Members is understood and additional skills brought in where needed.

Plans for 2022/23:

- Update the Regulation Project Plan working towards exceeding 1,000 units during 2023-24 financial year

- Identify a consultant to support preparations for regulation, primarily focussing on data and financial returns before moving into preparation for an IDA
- Ensure the Board Succession Plan and turnover of Board Members aligns with the wider Regulation Project Plan
- Monitor announcements by Government and the Regulator of Social Housing and ensure Stockport Homes can maintain a strong position with regards to future Consumer Standards requirements
- Undertake an assessment of housing management functions against the updated Regulator of Social Housing Consumer Standards

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 Social Housing White Paper aims to ensure that social housing residents have positive experiences in their communities, in their homes, and with their landlord. Stockport Homes already meets many of the requirements within the Charter, but to ensure it meets all the new challenges, a detailed action plan is in place to ensure it not only meets those requirements, but it goes beyond and continues to be a sector leader.

There are 40 actions in the White Paper action plan, of which ten have been completed. The remaining actions are either in progress or awaiting the publication of further details by the Government or the Regulator of Social Housing. The completed actions have focused on ensuring that Stockport Homes and its customers are aware of the proposed changes, and designated officers are tasked with assessing the possible impacts. For example, there has been a review of the anti-social behaviour service with partners to ensure that the community trigger is working as intended.

Plans for 2022/23:

- Deliver the actions from the Social Housing White Paper action plan, as and when details are announced by the Government or the regulator of Social Housing

Aim Two: Maximise efficiency

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

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 2021-24 has started to deliver against its three aims that seek to continue the development of a value for money culture, optimise resources to achieve value for money, and measure the delivery of value for money.

During the year several actions have commenced, including:

- developing a marketing and communications campaign to raise awareness of value for money with staff and customers;
- linking the new Business Development Strategy to the pipeline of commercial opportunities as a trigger for reviewing services; and
- reviewing the approach to maximising social value from contracts to more closely link service requirements with social value criteria.

A review of social value procurement documentation will continue into the new financial year, reflecting an objective of the Greater Manchester Housing Providers Social Value Group to agree a common set of social value tender documentation.

In terms of digital growth, Stockport Homes has developed an ambitious Digital Transformation Strategy that 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. See Objective 2 for more details.

Major long-term projects include the re-procurement of a new housing management system; 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.

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.

Plans for 2022/23:

- Implement an updated set of social value supplier documentation, reflecting the outcomes a joint review by the Greater Manchester Housing Providers Social Value Group
- Create automation pipelines for high volume back-office processes throughout the business, utilising technologies such as power apps and robotic process automation.
- Continue to support our paperless environment ambitions through the implementation of electronic signatures and SharePoint.

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

The housing management service is reviewing its approach to service delivery to take account of customer feedback and the opportunities identified during the Covid-19 pandemic. Due to the cost-of-living crisis more and more customers are approaching Stockport Homes to downsize. For many of these customers who want/need to move, a mutual exchange is the best option for them due to the lack of affordable housing. Therefore, Stockport Homes continues to promote the Mutual exchange Service and are looking at holding face to face appointments and events to demonstrate the value of mutual exchanges. The use of social media channels has proven successful for the Mutual Exchange service with more customers choosing to follow the Mutual Exchange Facebook page, advertise their homes, and then self-managing any interest from other applicants. The approach empowers customers to be in control and then actively pursue any exchanges they may be interested in. In turn, it frees up some Officer time to focus on customers who require more support and assistance in finding a mutual exchange.

Stockport Homes' tenancy ready work continues to provide support to a wide range of customer groups, with a focus on making sure customers get the best start in their new home. The service now offers online tutorials and workshops covering topics that are designed to help applicants prepare for becoming a tenant. The resources are being widely promoted within SHG and with partner organisations, which enables Stockport Homes to reach an even wider customer base and assist future tenants to achieve a more sustainable tenancy. The approach has an impact on a range of mixed tenures and tenancies not just within Stockport Homes but also with other partners.

Stockport Homes adapted in the pandemic to how customer tenancy visits were completed, overall, in 20/21, 3649 contacts were completed. Contacts have mattered to customers as over 35% of visits raised an issue in 21/22. Therefore, Stockport Homes reviewed the policy and procedure and will continue to focus on seeing as many customers through a targeted approach. Closely linked to this is the commitment to neighbourhood inspections and the approach to the different types of homes that are managed.

Plans for 2022/23:

- Roll-out the online video approach piloted by the Tenancy Ready Service to other services including Homechoice and Mutual Exchanges, to ensure customers can access resources when it best suits them.
- To introduce the Tenancy Ready Service to specific projects or cohorts of customers following the success in previous and ongoing projects including Stockport Without Abuse and Care Leavers, giving more customers essential skills to work towards sustainable tenancies well in advance of tenancies being granted.
- Deliver Mutual Exchange events showcasing the benefits of mutual exchanges, giving customers the confidence and knowledge to actively find and then progress a mutual exchange

- Implement the findings of Customer Scrutiny Panel about the Homechoice service
- Further embed the revised approach for Tenancy visits and utilise the CX system to provide customer data to effectively target customers for visits who may be most in need of support.
- Embed the Neighbourhood inspections regime particularly around the multi to maximise a collaborative approach both across Stockport Homes and with customers and partners
- Review and consolidate the tenancy and estate management policy and procedures as and when due for review looking at best practise and efficiencies.
- Staff workshops to be delivered as refresher training for staff linked to any policy reviews to ensure they are well trained and competent
- Contribute to the GM collective vision for 'Place' and adopt any underlying principles that would improve our services

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

Through its Three Sixty Living Service, Stockport Homes has started to develop the property management offer to landlords and investors across Stockport and the surrounding areas. The focus of this work is 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, and surrounding area. It supports 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 now offers 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, 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 which utilises the partnership with Three Sixty and the other services available through Three Sixty Living as part of the Stockport Homes Group.

In addition to property management and in response to requests made by landlords who have their private properties managed by Three Sixty Living, the service has commenced property sales offering the same services as high street and online estate agents. This has been launched successfully in 2021 /22 with plans to grow the service across Stockport in 2022. Similarly, the Three Sixty Living service has started to seek out properties for sale that can be refurbished and sold to bring properties back onto the market and create a surplus for Stockport Homes. The scheme is in the property identification phase with plans to identify and refurbish two properties in the coming year.

As part of the Greater Manchester Ethical Lettings Agency 'Let Us', Stockport Homes, through Three Sixty Living, is working in partnership with four other GM housing providers to deliver an additional 800 privately rented properties across GM 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.

Plans for 2022/23:

- Continue to grow the Three Sixty Living portfolio of private sector properties under its management
- Identify properties that Three Sixty Living can purchase for refurbishment and sale to bring quality housing supply to the private sector market
- Continue to participate effectively as part of Let Us, improving the private rented sector across GM

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

Stockport Homes continues to be a top performer within the sector. SHG is amongst the best in the sector on building safety, with 100 per cent valid gas safety certificates and 100 per cent electrical certificates, which is above the best performer quartile median of 99.9% and 96.3% respectively. Stockport Homes is amongst the best in the sector on its customer satisfaction results, being in the top quartile for satisfaction with the service provided, and satisfaction with repairs.

Stockport Homes, in conjunction with Stockport Council, provided a response to the Government consultation on a new set of tenant satisfaction measures. The consultation closed in early 2022 and while the results of the consultation will not be known until the Summer of 2022. Stockport Homes is well-prepared for the new requirements. It already monitors and understands its performance on many of the proposed measures or has similar measures that can be adapted to meet any new definitions. There are plans to carry out a pilot on the final set of survey-based measures in late-2022 ahead of the formal survey obligations, which are due to commence in April 2023. The reporting arrangements for the new Tenant Satisfaction Measures will be considered during the review of the Corporate Performance Report, to ensure that the Board and Stockport Council have appropriate oversight of regulatory obligations.

Plans for 2022/23:

- Undertake a pilot of the survey-based measures contained in the Tenant Satisfaction Measures
- Review reporting arrangements on the new Tenant Satisfaction Measures to ensure the Board and Stockport Council have appropriate oversight

Aim Three: Reduce inequalities

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

Through delivering the aims of its community benefit society subsidiary, SKYlight,² Stockport Homes is working to reduce inequalities in the Borough. The charitable arm of the group was set up in Dec 2018, with a broad range of aims including a specific commitment to relieve poverty. A key aim of SKYlight is to access external funding, unavailable to Stockport Homes as a public sector body. The charitable arm also enables SHG to ensure the sustainability of added value services by having the flexibility to offer a range of different Terms and Conditions to staff which will enable SHG to compete for tendering and grant opportunities. As the group structure has been embedded, opportunities offered by Gift Aid have been pursued. The tax system incentivises charitable giving, enabling other companies within the group to off-set a proportion of corporation tax by gift aiding to SKYlight, which means SHG is able to deliver its added value services in a more cost-effective way. Some specific examples of what has been achieved follow.

An externally funded Stockport Credit Union worker has been in place since March 2022 with a focus on supporting Stockport Homes' customers to access affordable loans and savings through the Credit Union. The role seeks to reduce the use of high cost and illegal lenders in communities and provide sustainable financial support to housing finances.

A plan to expand the Your Local Pantry model is on hold due to pandemic and Brexit related supply issues for Fareshare. However, the focus is on increasing membership of the schemes and providing focused support for vulnerable groups such as care leavers and those leaving temporary accommodation.

A proactive approach is being taken to supporting vulnerable young people at risk of being exploited and falling into offending behaviour. The work includes deploying a youth worker four nights a week to anti-social behaviour hot spots across Stockport Homes' neighbourhoods. There has been good take-up of the youth mentoring offer, with caseloads currently at capacity following referrals from a range of partners including the tenancy ready team and local schools.

Stockport Homes continued its commitment to tackling the Borough's health priorities around improving life expectancy and reducing health inequalities. The re-procurement of the free counselling service commenced in March 2022 and a new provider will be in place by September 2022, ensuring customer needs around waiting times, and complex cases are met.

Between September 2021 to March 2022, the Furniture Recycling Project collected furniture from 157 households and voids, delivering to 230 households in need with 670 individual items 24.86 tonnes of furniture and white goods were provided.

The Council's second round of Covid-19 winter fund grant finished at the end of December 2021 and enabled new cookers to be provided to 41 households including

² Formerly known as Foundations Stockport

19 families with children. Further monies (£43,182.44) have been secured to help a further 230 households in need in 2022.

Plans for 2022/23:

- Work closely with the Stockport Credit Union worker to support access to sustainable forms of finance for Stockport Homes' customers
- Increase the membership of the Your Local Pantry Scheme, particularly amongst vulnerable groups such as care leavers and those leaving temporary accommodation
- Secure larger premises for the furniture offer with public access, enabling more choice for customers and an increase in online sales.
- Complete the re-procurement of the free counselling service and launch the new service to customers

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

Stockport Homes continues to engage and work closely with local employers, delivering sector-based services that increase employment opportunities for customers and provide employers with a trained and skilled cohort of staff. The opportunities are designed to reduce the impact of Covid-19, in the short and medium term, enhancing the mix of online and in person training opportunities.

The Kickstart scheme, for example, offered six-month placements and wraparound employment support for young people aged between 18 and 24 years old who were in receipt of Universal Credit. Stockport Homes supported B4Box and Stockport Council to deliver the scheme by providing employment support to young people on the placements. In total, 44 roles have been created across Stockport Homes Group, B4Box and Stockport Council for young people, with the Employment Support Team delivering the employability support for all placements.

Stockport Homes continued to identify and pursue external funding opportunities to support customers, maximise their economic well-being and secure maximum investment to the Borough.

The Motiv8 programme, for example, is an externally-funded partnership organisation that includes partners from across Greater Manchester that targets those that are furthest from the labour market, providing support to address barriers and move towards education, training, and employment. After receiving a third wave of ESF & Lottery funding Motiv8 continues to provide support to those over the age of 25 who are furthest from the employment market.

The Employment team also deliver Hidden Talent to support NEET's (Not in Education, Employment & Training) funded by the Greater Manchester Centre for Voluntary Organisations. It is due to start delivering Steps to Work funded by Stockport Council to support 22 vulnerable young people identified as NEET, Care Leavers or SEND (Special Educational Needs and Disabilities).

Plans for 2022/23:

- Work with the Stockport Council and partners to explore potential opportunities under the Levelling Up Agenda and UK Prosperity Fund

- Work with partners to explore alternative funding sources for the Motiv8 programme
- Deliver a wide range of sector-based training opportunities with local, recruiting employers

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

The Council's 2021-2024 Homelessness Strategy came into operation at the start of the year with five key themes:

- 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

Working closely with the Housing Strategy Team at the Council and partners at a Greater Manchester and local level, developments during 2021/22 include:

- Appointing dedicated mental health, substance misuse and social workers focussing on homeless people with the most complex levels of need.
- Initiating an accommodation and support service for people leaving prison to no fixed abode
- Enhancing the health offer to residents in temporary accommodation from health eating initiatives to hepatitis C screening and Covid vaccinations
- Acquiring external funding for five additional flats for rough sleepers alongside intensive support
- Introducing additional support for people experiencing domestic abuse, including a role focussing on their children while in temporary accommodation

The delivery of the objectives has been 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. Funding is essential in allowing Stockport Homes to continue to deliver an excellent homelessness service.

Plans for 2022/23:

- Continued development and expansion of Rough Sleeper Accommodation Programme with acquisition of further properties with related support
- Opening 'Bridge Apartments' a supported accommodation scheme for care leavers to avoid homelessness
- Extending personalised domestic abuse services and achieving Domestic Abuse Housing Alliance (DAHA) accreditation

Aim Four: Build strong, collaborative relationships

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

Working with Stockport Council, health partners and the third sector continue to be a priority for Stockport Homes, seizing opportunities where collaboration benefits all involved. The collective response to Covid-19 is an example of the successful partnership approach within the Borough, where Stockport Homes is a strategic partner, working to increase vaccinations and limit the spread of the virus. The Security Service is another area where Stockport Homes has worked in partnership with the Council to transfer the excising providing within Totally Local into SHG, creating efficiencies, and improving the service.

Stockport Homes is part of the Greater Manchester Housing Provider (GMHP's) Group, which is a collaboration of 24 housing providers who have most of their homes within Greater Manchester. Stockport Homes plays an active role with the Chief Executive being the Vice Chair and the Assistant Chief Executive the lead for Employment and Skills. The Group established an independent company named Athena in 2012, to support its antipoverty work. By having a separate company, Athena can bid for contracts, that organisations on their own would be unable to access. The Assistant Chief Executive is the Vice Chair of Athena and the company secured a £3.5 Million extension to the pre-employment Motiv8 Service in 2021/22.

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

- Working collectively across GM as part of 'Let Us', the Greater Manchester Ethical Lettings Agency to improve access to, quality and affordability of accommodation within the Private Rented Sector. See Objective 8 for more detail.
- Delivery of a successful Housing First programme, which works with rough sleepers and people who are homeless. This programme provides access to a permanent home and intensive wraparound support in the first instance based on the principle that housing is the priority requirement that must be met, which then provides a stable base from which recovery and progress can be made by a person. See Objective 12 for more detail.
- Pledge to minimise evictions across all 24 members of the partnership, with Stockport Homes leading on delivering two best practice workshops on proactively addressing anti-social behaviour and rent arrears.

Stockport Homes along with Age UK Stockport, Jigsaw Support, Nacro and Talk, Listen, Change (TLC) have worked together as The Prevention Alliance since 2015 delivering an early help and prevention offer to vulnerable people in Stockport. The Alliance was re-commissioned by Stockport Council in 2022 to deliver a new early help and prevention offer over the next five years that consists of:

- Stockport Support Hub provides a single point of access for adults and families looking for support in Stockport, providing information, advice and guidance and linking people into a range of local commissioned and community support offers.
- Your Support provide short-term support and a dedicated Key Worker for those who are vulnerable, feeling overwhelmed and want to make changes to their lives. Your Support work alongside adults and their families to guide them whilst they make changes to improve their confidence, independence, and wellbeing. Your Support also provide accessible weekly sessions for the Deaf Community, supported by a BSL interpreter.

Plans for 2022/23:

- To continue to meet the aims of Let Us through Three Sixty Living, securing more quality private rented properties across Stockport and neighbouring areas which are let at affordable local housing allowance rates, removing barriers which could prevent access to those in need.
- s
The GMHP partnership is acutely aware of the costs of living crisis that is affecting many of the landlord's customers. Work on talking tackling fuel poverty, digital exclusion and supporting customers into work continues to be a priority.
- Ensuring there is a good standard of provision for aids and adaptations across all tenures across all 10 local authorities is a priority and a consultant has been employed to work to gather a baseline and propose a way forward to improve the provision.
- The Moitiv8 Service's funding will end in 2023 and the priority is to secure funding for a similar service to support the most disadvantaged into work, education, skills or improve their overall wellbeing.

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.

Stockport Homes has delivered a tenure neutral ASB service dealing with the most serious cases in its own neighbourhoods and within the private sector. The number of new cases received by the ASB Service has increased significantly with 60 per cent more cases being dealt with in 2021/22 compared to 2019/20. In 2021/22, noise remained the largest type of ASB complaint with verbal harassment coming second. As expected, Covid-19 related complaints reduced significantly as restrictions lifted, but domestic abuse continued to increase. Stockport Homes funded a new Domestic Abuse Case Officer, recruited during 2021/22, to deal with all cases of this type. The objective being to protect victims whilst preventing homelessness and trying to support perpetrators to access specialist support to change behaviour.

The performance of the ASB service within Stockport Homes managed neighborhoods and the private sector is upper quartile compared with national averages. Stockport Homes remains committed to using its full range of non-legal and legal tools to address ASB, taking action that is incremental in nature, giving opportunity for changes in behaviour and with an overall aim of sustaining tenancies.

A range of initiatives to enhance the safety of neighbourhoods took place in 2021/22, including 'target hardening' work for 212 customers experiencing ASB and utilising mediation as a way of resolving ASB issues with 70 per cent of referrals resulting in resolution. Stockport Homes was proactive in serving 35 Community Protection Warnings and served four Community Protection Notices on behalf of the Council. It secured 44 injunctions and undertakings to address 'hotspot' issues with seven prison committals being secured because of these being breached. Stockport Homes also secured 17 Acceptable Behaviour Contracts.

Stockport Homes recognises possession as a useful tool in tackling ASB but supports the Council's policy to reduce homelessness and therefore uses eviction as an absolute last resort. In 2020 Notices of Seeking Possession were served upon several persistent nuisance tenants; however, a national eviction ban that was in force during Lockdown meant that these could not be progressed until after 31 May 2021 when the ban was lifted. During that time most tenants modified their behavior meaning eviction was no longer necessary, however one tenant still failed to comply with the notice and was subsequently evicted in August 2021.

Stockport Homes is not only committed to taking effective enforcement action against perpetrators of ASB but also to implementing effective interventions to assist perpetrators in modifying their behaviour and bringing about lasting change. The Positive Engagement Service continues to play an integral role in helping perpetrators of ASB change behaviours and sustain tenancies successfully whilst reducing the need for injunctive or other legal action and there has been ongoing significant success in this vein. By recognising the individual needs of perpetrators and victims, Positive Engagement Officers (PEOs) supported 68 new referrals in 2021/22 of chaotic drug and alcohol users and people with mental health or anger management issues to help them sustain their tenancies. In total 65 cases were successfully closed during the year without the need for legal action. This contributed to reducing spend on legal action by £79,980 compared to anticipated spend. This approach has contributed to sustainable changes in behaviour, with 97 per cent of clients having stopped causing nuisance altogether because of this specialist support.

During 2021/22, expansion of the Concierge Service included the addition of cameras to landing areas and door entry in various blocks. In addition to fixed CCTV monitoring, the ASB Service also operates a bespoke "Lend-A-Cam" service, which temporarily loans CCTV systems to customers experiencing ASB. Delivering a wide-ranging CCTV service is essential to ensuring that customers remain confident that ASB can be tackled effectively and reduces the onus on victims to provide direct evidence by providing high quality CCTV images for use in its place.

Further to monitoring the SHG CCTV network, which has expanded to more than 1200 cameras during 2021/22, the Concierge Service also merged with the Public Space CCTV service which was provided by Totally Local Company on behalf of Stockport Council. As of April 2022, all Security Services transferred to SHG, and Public Space CCTV monitoring will be delivered from Cornerstone's Control Room. This has created a central site from which intelligence can be shared over the secure GMP / Storenet radio systems and incidents will be tracked in real time with more than 1400 cameras at the team's disposal. This merger will support ASB and Criminal enforcement action by improving the opportunity for evidence to be captured 'end-to-end' over a wider geographical area, and by reducing the time, it takes for evidence to be collated to start proceedings.

Stockport Homes developed a new three-year ASB Strategy during 2021/22 obtaining views of customers, which has directly influenced the ASB Strategy and associated action plan, through in-person events and a social media campaign. The overarching aim of the new strategy is to contribute to the reduction of crime and ASB in Stockport including its impact on individuals, their families, and the whole Community.

Plans for 2022/23:

- Work with partners, such as the Council's Targeted Youth Service and RTime, to deliver regular Youth Diversionary action in areas identified as hotspots, to reduce ASB amongst young people
- Undertake the Domestic Abuse Housing Accreditation (DAHA) process, to have the SHGs approach to domestic abuse formally assessed against industry identified standards to ensure it is delivering excellent services
- Deliver a tenure neutral project in partnership with the Council and GMP, to tackle "cuckooing" in the Borough identifying those at risk of being cuckooed and putting adequate safeguard in place to prevent cuckooing occurring
- Explore the feasibility of reintroducing dedicated Complainant Support Officers to provide specialist, one-to-one support to the most vulnerable complainants for the duration of an open that they are involved in
- Explore the feasibility of developing a "peer support" network, utilising customer volunteers who have experienced ASB to provide support to current complainants in ASB cases
- Deliver refresher training to all ASB staff on legal tools and powers and how best to apply them in different cases
- Increase the use of community protection warnings and notices as the first stage of legal action to try and resolve problems swiftly
- Work with partners, in particular GMP, to identify the swiftest way to take effective and proportionate enforcement action against prolific perpetrators identifying whether criminal or civil action is the most appropriate
- Work closely with Operation Challenger Team to increase Intel to the Challenger Inbox on Organised Crime Groups in Stockport so that effective legal action, both criminal and civil, can be taken and disrupt criminal activity.

- Supporting the Council by being open to alternative methods of delivery of ASB services in the “place private sector” and domestic noise delivering services for the Council.

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

Stockport Homes has a strong and positive relationship with Stockport Council. It is a delivery partner that is valued and trusted. Productive and ongoing formal and informal liaison arrangements exist and through this discussion where it is in the Council’s best interest, additional services can be transferred to SHG. During 2021/22 the following transfer has taken place.

On 1 April 2022, the TUPE transfer of staff from Totally Local Company to Stockport Homes and Three Sixty was completed. Stockport Homes now has a new state of the art control room that delivers the following services:

- Public Space Surveillance (CCTV)
- Police Radios / liaison with Greater Manchester Police
- Alarm Monitoring (Fire, Intruder & Lift alarms)
- ‘Out of hours’ call handling for Stockport Council (including Civil Emergencies & Business Continuity (Triaging, Escalation and Keyholding)).

Three Sixty have further expanded their portfolio of commercial offerings to now include the following services:

- Mobile Security Patrol Visits
- Static Guarding
- Intruder Alarm Maintenance
- CCTV Maintenance
- Key Holding
- Opening and closing premises
- Door Access systems maintenance
- Fire Alarm Maintenance
- Emergency Lighting Maintenance.

Stockport Homes will continue to work with the Council to maximise efficiencies by removing duplication and pooling resources in future service delivery. As part of ongoing liaison arrangements, areas of further collaboration will be explored and developed.

Plans for 2022/23:

- Continue to have productive conversations with Stockport Council about future service delivery models

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

Stockport Homes' grounds maintenance contract was extended from April 2022 to January 2024, to allow enough time and resource to insource the service successfully. During 2022-23 a mobilisation programme will be developed and implemented in conjunction with the current contractor in order to deliver a successful transition of the service. During 2021 Stockport Homes continued to work with Stockport Council arborist team to undertake tree surveys across the Borough. The tree maintenance works was re-procured during 2021 and a new contractor appointed.

Stockport Homes is working with contractors to deliver greenspace services to schools and community buildings, with income reinvested. 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 and to provide improved outcomes for customers whilst achieving efficiencies.

Stockport Homes will continue to work in partnership with The City of Trees partnership and Stockport Council to deliver the Urban Tree Challenge, and support CAN initiative with Stockport Homes planting and maintaining trees. The initiative aims to help tackle climate change and to provide more trees and restored woodlands in the borough.

A review of the Greenspace Strategy will take place during 2022/23. Customers will continue to play a key role in monitoring and reviewing the quality of the maintenance and management of greenspaces. Ongoing customer engagement taking place through various means, including events, site visits, block and estate inspections. In addition to customers joining Stockport Homes Green Inspectors scheme, which continues to provide 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 service volunteering programme and opportunities for apprenticeships and work placements.

Plans for 2022/23:

- Complete a review of Stockport Homes Greenspace Strategy and Action Plan
- Prepare and implement mobilisation plan for bringing grounds maintenance service in house

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

Carecall

Carecall provides a 24hr telemonitoring and falls response service to people living in Stockport and it supports more than 4500 vulnerable to Live Well at Home. The use of Technology to enable better living is a key objective of Stockport's 'All Age Living' strategy and the Carecall Service is an integral delivery partner for this part of the strategy. Carecall 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.

During 2021/22 Carecall continued to develop its Universal Offer, which was launched in partnership with Stockport Council in 2020, to improve access to Telecare and make the offer fair and equitable for all.

A total of 1054 new service users accessed support from Carecall in 21/22 and in approx. 8% of cases these service users were referred under a dedicated 'fast-track' scheme which supports the Integrated Transfer Team at Stepping Hill and the Discharge to Assess team within Social Care to release patient's home with the appropriate care and support in place. In all instances the Telecare system is set up within 24 hours of the initial contact and this enables a quick and effective discharge to take place.

In the period 21/22 Carecall handled nearly 189,000 emergency alarm calls and attended 5646 emergency home visits. By providing this level of support to customers in their home, Carecall supports the objective to minimise reliance on other clinical services and reduces demand on the Ambulance Service.

Carecall attended 99.9% of its emergency home visits in under 60-mins which can drastically improve health outcomes for customers, who may otherwise be stuck on the floor for long periods of time whilst awaiting an Ambulance.

Carecall introduced an innovative TEC solution in 21/22, which used AI (Artificial Intelligence) and Voice-activated technologies to pro-actively monitor a person in their home. Positive results were achieved during a successful trial and a case study was featured in a #TECFirst campaign delivered by GMHP (Greater Manchester Housing Providers) to GM Health and Social Care partners.

Plans for 2022/23:

- Successfully migrate the Carecall Service and its large customer base from an 'all-analogue' operation onto a hybrid operation which will ensure new 'VOIP' (Voice over IP) technology can be utilised
- Develop and grow the Universal Offer further by creating new referral and direct sales pathways, enhancing customer experience, and offering a wider range of innovative TEC solutions
- Enhance Stockport's Assistive Technology offer by co-delivering the Technology Enabled Living (TEL) workstream action plan, which forms part of Stockport's All Age Living Prospectus. This includes showcasing the benefits of technology enabled living and breaking down stigmas attached to 'telecare'.

It also focuses on innovation and the development of new services for Stockport

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. 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 developed the Ageing Well Strategy and Action Plan 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 newly commissioned Help at Home and Community Support partnerships, working with older people, people with disabilities and carers to support wellbeing and independence. Stockport Homes will ensure this work 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.

Extensive work has been undertaken with the GM Ageing hub to identify potential opportunities to work together and secure external funding. This has resulted in £40,000 of funding for Foundations Stockport to work alongside the GM Ageing Hub and Manchester University on a two-year research project around age friendly social housing and supporting ageing in place. Contracts are currently being finalised and will commence in 2022/23. A bid has also been submitted to the Worwin Foundation for £2.5m across Greater Manchester and Foundations Stockport has contributed to the bid.

Adaptations

Stockport Homes' adaptations service continues to support 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 life of the Delivery Plan by creatively exploring alternatives, particularly in cases where partially adapted homes can be further modified to meet more severe needs.

Stockport Homes continues 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

Building on the success of a new build scheme of 11 self-contained flats for adults with learning disabilities and autism 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. The services continue to deliver positive outcomes, with a particular emphasis on supporting the council through the provision of preventative services such as Housing First, the Rough Sleeper Accommodation Programme and the provision of an in-house specialist housing safeguarding lead for children and families.

Plans for 2022/23:

- Work with the GM Ageing Hub and Manchester University to deliver the two-year research project around age friendly social housing and supporting ageing in place.
- Development of a new-build Extra Care scheme at Edinburgh Close.

Objective 18: Contribute to improved safeguarding in the Borough

Stockport Homes continues to support multi-agency safeguarding work in the Borough and contribute to the improved safeguarding of children, young people and vulnerable adults. It remains 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 continues 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 continues 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 provides a wide range of services that 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
- Offering a successful mutual exchange service as a way for households to meet their housing need given the large demand but low supply of social housing available through the waiting list
- 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.

Plans for 2022/23:

- Secure Domestic Abuse Housing Accreditation (DAHA) to ensure Stockport Homes has a comprehensive, sensitive, and accessible service offer across the organisation for those experiencing Domestic Abuse

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. During 2021/22 63 new homes were completed and four existing properties acquired and refurbished. 28 of these properties were for affordable rent, 14 for shared ownership and 25 for social rent. During the year grant payments were drawn down from Homes England to the value of £782,294.

It continues to be a challenging time for development with a developer going into administration during the year (Mulbury Homes) and a further scheme being delayed (Hempshaw Lane). This has had a negative impact on the customer experience although the Service has continued to do all it can address these issues and kept customers informed throughout the process as the delays have occurred.

Plans for 2022/23:

- 236 new homes are projected for completion during 2022/23, including:
 - new homes for affordable rent and shared ownership at Hempshaw Lane, Offerton
 - new homes for shared ownership, outright sale, and social rent at Melford Road, Hazel Grove
 - Seven apartments for rent to care leavers in Cheadle.
- Enter contracts to build 209 new homes and refurbish four existing properties, of which 107 will be for shared ownership and 106 for social rent.
- To continue to respond to the challenging market conditions, working with developers and partners to maximise the number of affordable properties built within the Borough.

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. Officers have worked closely with carbon consultants (Anthesis) to create a roadmap journey to carbon neutrality by 2038. Further development of this roadmap occurred during 2021 and the findings have been integrated into future capital programmes.

Stockport Homes launched its new Climate Change Strategy in 2021 and set out a number of aims and objectives up to and including 2026. The new five-year plan includes continued investment in energy efficiency and low carbon technologies (within budget resources) 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.

Plans for 2022/23:

- Roll out electric fleet vehicles and install charging points to support their use
- Promote low-emission car choices to employees as part of the lease car scheme

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

Lancashire Hill currently consists of 487 one, two and three bedroom flats across two high rise tower blocks and four medium rise blocks. Starting in 2021 but continuing throughout 2022 proposals are being drawn up in conjunction with residents, the Council and safety authorities to develop a regeneration plan which will be delivered over several years to leave a sustainable, safe legacy for current and future residents.

Plans for 2022/23:

- Continue the process of developing the Lancashire Hill regeneration plan in partnership with customers and key stakeholders

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

During 2021/22, the Capital Investment Programme delivered a range of internal and external works to the housing portfolio and the external environment. The programmes of work were identified to meet the long-term objectives of the Asset Management Strategy and provide high quality, sustainable homes for Stockport Homes' customers.

The Capital Investment Programme for 2021/22 was approved by Board on 15 March 2021 and delivered a year end customer satisfaction figure of 99.82% as well as significant social value achieved through the delivery of the programme throughout the year.

Stockport Homes have adopted a 'Big Impact' approach which has been in place now for several years. This strategy was based on the development of programmes which create efficiencies in delivery, by combining workstreams, providing a larger impact on customers' homes and neighbourhoods.

The 2021/22 Capital Programme continued the main themes which have been the focus for the past few years:

- Estate Regeneration
- Customer Safety & Building Safety (Compliance)
- Energy Efficiency/Carbon reduction and reducing Fuel Poverty

In line with the Big Impact approach and in order to achieve value for money and maximise impact, where applicable; works are undertaken on a large scheme basis to avoid a 'pepper pot' approach of repairing singular properties, particularly for external works which helps create efficiencies in delivery and cost savings.

Delivered in partnership with Three Sixty and B4Box, the Offerton Masterplan has delivered a multi elemental project, which included new roofs and rooflines, external wall insulation (EWI), feature cladding, lighting upgrades and environmental and fencing works over a 4-year period. The total spend for 2021/22 was £1.297m, split between, Three Sixty (£1.146m) and B4Box (£151k). Works have been completed to 71 properties, which includes 66 new roofs and EWI, five new roofs only and 61 properties having fencing replaced by B4Box. The Hollywood Towers Facelift project has also been a delivered success during the 2021/22 capital programme. Improvement works to Hollywood Towers are due to be completed in July 2022. The works aim to reduce localised anti-social behaviour and provide a much-needed facelift both internally and externally.

Fire safety has been a prominent focus since the tragedy of the Grenfell Tower in London in 2017. In 2021/22 the capital programme delivered the installation of 141 fire rated cross corridor doors to high rise blocks at Radnor, Beaver, Voewood,

Heaton and Norris. The works have improved the compartmentation of the stairwells, providing safer access to customers in the event of a fire (should evacuation be required). New fire rated flat entrance doors have been fitted to 119 properties at high rise blocks at Heaton and Norris. This has improved both customer security to their individual flats and fire compartmentation to the fire escape stairwells. Sprinkler installations have continued throughout the 2021/22 Capital Programme. 20 high-rise blocks have now been commissioned, with the remaining 2 blocks (Heaton & Norris) following over the coming months. The team have installed 1579 individual sprinkler systems (within flats), out of the 1718 required. The remaining 139 properties are a mixture of no access and refusals and will feature in a multi-year mop up programme with an aim to achieve 100% sprinkler coverage.

To further support the works to improving the look and feel of buildings, Stockport Homes have addressed carbon reduction by investing in energy efficiency measures, including high levels of insulation, installation of photovoltaic panels and the installation of Air Source and Ground Source Heat Pumps. The investment in energy efficient measures has enabled 93% of all Stockport Homes managed properties to have an Energy Performance Certificate rating of C or above, against a corporate target of 92.5% and national average of EPC rating D. The most high-profile and award winning Energy Efficiency programme of the last 12 months is the ongoing programme of the European Regional Development Funds (ERDF) “Homes as Energy Systems”. This project concludes in 2022 and is 45% funded from ERDF with around £2.4m coming from this source. When complete the HaES project will deliver External Wall Insulation (EWI) to 291 properties, Solar PV and batteries to 39 properties and Ground & Air Source Heat pumps to 241 properties. Since the start of the scheme 312 properties have been improved, works include, new Ground and Air Source Heat Pumps, External Wall insulation, Photovoltaic Panels with battery support and New Roofs.

Plans for 2022/23:

- Development and approval of a new five year Asset Management Strategy, linked to the new 30 year Business Plan
- Development and approval of a new five year Capital Programme (at address level)
- Development of the Lancashire Hill Masterplan

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, to deliver the best possible service for customers. For the last 15 years Stockport Homes have been recognised by Best Companies as a great place to work, resulting in world class levels of engagement since 2018. It is 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 approached to be advocates to help support others achieve membership status of the GM 'Good Employment Charter' which is recognition of how Stockport Homes supports colleagues through learning, development, health, and wellbeing.

The People and Organisational Development Strategy 2018-21 achieved significant outcomes over the three-year timespan. It results in:

- Retention of Best Companies 3-star accreditation illustrating 'world class' levels of engagement
- Retention of Investors in People Platinum and Health and Wellbeing Standards
- 'Ambassador' for the Greater Manchester (GM) Good Employment Charter
- Procurement of a new recruitment and on boarding platform
- Procurement of a new Health Cash Plan and introduction of ASPIRE benefits portal'
- Insourcing of SHG Payroll, improving service delivery by giving SHG more control over payroll deadlines and processing
- Development of SHG's 'Working from Home' Guidance and pilot launch of the 'Maximising our Potential' Approach
- Supporting the Equality, Diversity, and Inclusion (EDI) Strategy to review Ethnic Minority Recruitment, the establishment of an Ethnic Minority Colleague Voice Group and delivery of Gender and Ethnicity Pay Gap reports plus introduction of a 'Be You – Vision for an Inclusive Workplace'
- Embedding SHG's Workforce Planning Approach including key large-scale structural changes, for example the transfer of Repair 1st into Three Sixty and the creation of the Foundations Directorate, plus the introduction of the Secondment Policy and Progression Pathways
- Representation and 'chair-ship' of Greater Manchester (GM) Human Resources (HR) and Organisational Development (OD) Group plus Learning and Development (L&D) Housing Group

The new People and Organisational Development Strategy 2022-2025 aims to "Strengthen Belonging and Nurture Growth" which will embed and enhance the initiatives implemented following on from the 2018-21 P&OD Strategy "Be the Best We Can Be". It 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 centres on seven main initiatives:

- Ensuring SHG has a robust and creative approach to reward and recognition, focusing on pay and benefits to attract, engage and retain its people
- Creating a fully flexible and connected workforce through our Maximising our Potential approach, who put customers at the heart of everything they do and in doing so are empowered to choose when, where and how they work to provide exceptional services

- Ensuring SHG has the right structures and people in place, enabled by a workforce plan, which is intelligent and diverse in its approach, proactive to the organisation's changing needs and aligned to future goals
- Engaging the full potential of every team member by being diverse and inclusive, so that innovation and creativity thrive, and views, beliefs and values are integrated into a culture of belonging
- Creating a unique and extraordinary 'people' offer, from pre-hire to retire, enabling team members to 'be the best they can be' and achieving positive outcomes for customers
- Developing innovative team members who champion digital approaches to maximise organisational resources, future proofing colleague and customer experiences
- Ensuring SHG has healthy and dynamic team members who are dedicated and committed to their roles, maximising their potential to deliver with impact, exceptional services for customers.

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 organisation's Mission and "Be You", the vision for an inclusive workplace, encouraging engagement and feedback from employees and groups such as Empower (Ethnic Minority), Proud (LGBT+) and Enable (disability), which 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 channels via Colleague Voice, an employee consultation group, and recognised Trade Unions.

Plans for 2022/23:

- Deliver Year One Actions in the 2022-25 People and Organisational Development Strategy

CONCLUSION

Stockport Homes delivered services and supported residents during the first year of its new five-year Delivery Plan. Stockport Homes engaged with customers in a range of ways, taking opportunities to improve by constantly being open to challenge, listening to customers, stakeholders and staff and reviewing services. It grew its business and delivered significant efficiencies.

Stockport Homes and its subsidiaries continue to deliver against Council and customer priorities including promoting Stockport and contributing with its one team approach. It continues to work innovatively with the Council to meet housing need and enhance inclusive growth in the Borough. It supports the Council's priorities in an ever-changing environment; constantly seeking opportunities to invest in and transform the lives of people in Stockport. None of this would be possible without a strong and effective partnership with the Council which remains a priority for Stockport Homes.