

# Stockport Homes Group

One team, transforming lives



## SHG Delivery Plan 2026 - 2031

Transforming lives, strengthening  
connections, thriving together



[www.stockporthomes.org](http://www.stockporthomes.org)



[/StockportHomes](https://www.youtube.com/StockportHomes)

# Welcome to the Delivery Plan for 2026-31 which sets out the joint ambitions, for the next five years, of Stockport Council and Stockport Homes Group (SHG) as part of the long-term agreement whereby SHG delivers key housing services on behalf of the Council.



To develop this new Delivery Plan, we have consulted customers, colleagues, Councillors and other stakeholders to ensure their voice shapes our future. We have also reviewed our Strategic Aims and updated these to make them clearer, and more outcome focussed.

The Delivery Plan outlines how the required outcomes of the Regulator of Social Housing, the Building Safety Regulator and the Housing Ombudsman will be delivered to ensure high quality services for our customers. This is set within the context of increasing change in the social housing sector, growing financial pressures and rising stakeholder expectations, where competing demands need to be carefully managed.

SHG and Stockport Council work collaboratively together to find innovative solutions to issues and ensure alignment between the work SHG does and the wider ambitions and objectives of the Council.

We will jointly review this Delivery Plan at its mid-point, to ensure it remains fit for purpose and considers any changes that have happened during that time. This will ensure we are dynamic and responsive as the sector, and society, continues to evolve.

We look forward to reporting back to our stakeholders each year on the outcomes we have achieved.



**Councillor  
Jake Austin**  
Cabinet Member



**Steve Partridge**  
Chair of  
SHG Board

## About us

SHG is an Arms Length Management Organisation (ALMO) owned by Stockport Council, and both organisations work in partnership to add value to the Borough and ensure high quality housing services are provided to customers.

SHG manages circa. 11,500 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 £75mn.

Stockport Homes Group (SHG) is the collective name for four, socially responsible interdependent companies focussed on delivering a range of housing services to our customers.

### SHG consists of four companies:

- ▶ The parent company, Stockport Homes Limited, is the arms' length management organisation (ALMO) and manages housing and a range of other neighbourhood and support services on behalf of Stockport Council.
- ▶ The development company, Viaduct Partnerships, builds new homes with the Council through the 'Viaduct Housing Partnership'.
- ▶ Three Sixty delivers large scale repairs, maintenance and stock investment works and engages in commercial services to earn income; and
- ▶ The charitable company, SKyLight, provides key support services such as Your Local Pantry and Furniture Recycling. It bids for external grant funding and seeks new opportunities as well as making use of Gift Aid contributions from SHG companies.



**Our Mission is: "One Team, Transforming Lives"**

SHG is committed to building new homes to help meet the growing demand for housing, providing support services to assist those most in need and maintaining homes to ensure they are safe and warm. We utilise our Group structure to deliver more – take a look at our Corporate Plan 2026-31 for more information on this.

## Strategic Context

The social housing sector has evolved over the last few years, with increased regulation and legal requirements to uphold. This creates challenges in terms of service delivery, management of finances and reputation and ensuring the long-term future of the organisation. This five-year plan enables stakeholders to understand where SHG's key focus will be and the aspirations that have been set.

As an ALMO, we are committed to delivering the required outcomes within the Regulator of Social Housing's Rent Standard and four Consumer Standards.

### The four Consumer Standards include:

- ▶ Safety and Quality Standard
- ▶ Transparency, Influence and Accountability Standard
- ▶ Neighbourhood and Community Standard
- ▶ Tenancy Standard

Our relationship with the Council is fundamental to all that we do. We currently have a long-term Management Agreement with the Council in place, until 2042. All our plans are developed in line with the Council's strategic ambitions for the Borough to ensure we are aligned and working collaboratively to make best use of resources and ensure there is a strong focus on the provision of good quality social housing and excellent services for customers. We work together to tackle difficult decisions that need to be made to ensure the long-term viability of properties and service delivery.



The One Stockport, One Future vision provides the long-term plan to 2040. It sets out how the Council will tackle the challenges faced so Stockport can be the best place to live happy and healthy lives, a place where anything is possible, a place that everyone, right across the Borough can be proud of.

The Council has identified the Five Big Things that it considers will act as long-term catalysts for change and ultimately reduce inequality in our Borough over the next 15 years.

### These are:



Good Jobs  
and Homes



Best Place  
to Grow Up



Best Health  
and Care



Thriving  
Neighbourhoods



Clean, Green  
Transport



# The Council Plan 2026-29

The 2026-29 Council Plan complements the One Stockport, One Future vision and outlines the key role the Council plays in supporting the Borough through the provision and delivery of “effective and efficient essential services”.

The Council Plan builds upon the Five Big Things and identifies five enabling workstreams.

## These are:

- ✔ Workforce
- ✔ Working with Others
- ✔ Radically Digital
- ✔ Delivering Change
- ✔ Spending Wisely

## In addition, there are two cross-cutting themes which are:

- ✔ Fair and Inclusive
- ✔ Climate and Nature



## ONESTOCKPORT

# One Stockport Housing Plan 2022-27

The Council recognises that housing is an integral theme to many of the One Stockport, One Future Plan themes, with “Good Jobs and Homes”, “Best Place to Grow Up” and “Thriving Neighbourhoods” being key links. Ambitions around housing are also intertwined with those around fairness and inclusion, climate and nature, health and care and ageing well. The One Stockport Housing Plan is centred on four themes.

## These are:

- ✔ Delivering New Homes
- ✔ Fair and Inclusive Homes
- ✔ Safe, Healthy and Climate Friendly Homes
- ✔ Flourishing Neighbourhoods

SHG works in partnership with Stockport Council to ensure alignment of aims and objectives and that Stockport Homes’ work make a significant contribution to the Council’s ambitions for the Borough to be a place to live a happy and healthy life. This includes working together on any opportunities relating to shared services, where that best meets the needs of residents.

# The Next Five Years

We have developed this plan in partnership with the Council and have undertaken a wide range of stakeholder consultation to help shape our future direction. This has included listening to customers, SHG and Council colleagues, local Councillors and other key stakeholders and partners.

As part of this consultation, the six SHG Aims have been updated to ensure they are focussed and easy to understand. We have also set these updated Aims around the work THRIVE, which embodies what we are aiming to achieve.

# THRIVE

## TRANSFORM

Maximising resources and efficiency through change and creativity

## HOMES

Providing safe, sustainable homes and thriving neighbourhoods

## RELATIONSHIPS

Working collaboratively with partners to influence and achieve more

## INCLUSION

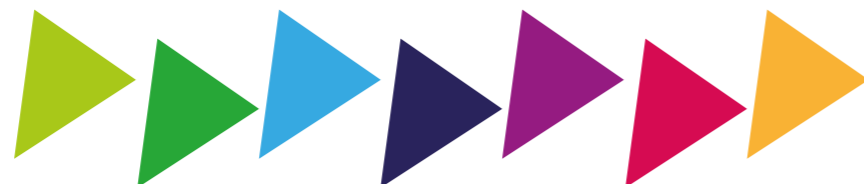
Supporting customers to achieve positive outcomes by reducing inequality

## VALUES DRIVEN

Being an inclusive, great place to work

## EXCELLENCE

Delivering excellent services, shaped by customer voice



To develop our medium-term plans, we will use the SHG Aims in the following ways:

### The Corporate Plan

#### TRANSFORM

Maximising resources and efficiency through change and creativity.

#### RELATIONSHIPS

Working collaboratively with partners to achieve more.

#### VALUES DRIVEN

Being an inclusive, great place to work.

### The Delivery Plan

#### HOMES

Providing safe, sustainable homes and vibrant neighbourhoods

#### INCLUSION

Supporting customers to achieve positive outcomes.

#### EXCELLENCE

Delivering excellent services, shaped by customer voice.

Together, these two plans will work in conjunction to ensure SHG can deliver its agreed Mission and Aims through a range of objectives and actions aimed at further improving service delivery to our customers.

Each year, we will set targets for our performance and report back to key stakeholders quarterly, with an Annual Report summarising overall performance. We compare performance to other housing providers and aim to be a sector leader, achieving upper quartile performance<sup>1</sup> in all performance indicators, with 100% on safety and compliance measures.



<sup>1</sup>This means that our performance would be within the top 25% of all housing providers nationally – we use the Housemark benchmarking service to compare to with other social landlords

# Homes

Providing safe, sustainable homes and thriving neighbourhoods

## Overview

As a social housing landlord, our focus is to ensure that customers receive high quality housing management and maintenance services. This includes letting properties fairly, helping customers to manage their tenancies and pay their rent on time, completing emergency and routine repairs and ensuring there is a programme of works to maintain properties over the long-term. This includes replacing key components such as roofs, windows, kitchens and bathrooms. We are committed to delivering as many new, affordable homes as possible to meet the growing housing need in the Borough.



## Objectives for 2026-31

- ✓ Delivering affordable, new build housing in partnership with the Council to meet the needs of Stockport's residents
- ✓ Ensuring the long-term quality of customers' homes in line with our Asset Management Strategy and the Decent Homes Standard. This includes understanding the condition of homes and undertaking a programme of planned investment
- ✓ Delivering a responsive repairs service which ensures any maintenance issues are dealt with promptly and effectively
- ✓ Ensuring all compliance and health and safety checks and inspections are undertaken on time and that any actions arising from these are delivered
- ✓ Meeting the requirements of the Building Safety Regulator in relation to the 24 high-rise buildings within Stockport that are managed by SHG
- ✓ Working with the Council and other partners to deliver carbon reduction / energy efficiency works
- ✓ Allocating and letting homes in a fair and transparent way to ensure those people who are most in housing need can access social housing
- ✓ Managing customers tenancies and supporting customers to navigate changes
- ✓ Ensuring our communities and neighbourhoods are safe and well managed places where people want to live, acting on feedback from customers to make improvements
- ✓ Having a key focus on managing multi storey blocks and anti-social behaviour, hate incidents and noise nuisance
- ✓ Effectively managing communal areas and spaces, including providing services such as greenspace, caretaking and CCTV monitoring, whilst delivering value for money in relation to service charges (where applicable)
- ✓ Work with Stockport Council and other partners to deliver carbon reduction / energy efficiency works

# Homes

Providing safe, sustainable homes  
and thriving neighbourhoods

## Key SHG Strategies / Policies / Plans

- ✔ Asset Management Strategy
- ✔ Development Strategy
- ✔ Safer Neighbourhoods Strategy and Policy
- ✔ Home Repairs Policy
- ✔ Building Safety Policy
- ✔ Range of Compliance Policies
- ✔ SMBC Allocations Policy
- ✔ Estate and Neighbourhood Management Policy
- ✔ Tenancy Management Policy
- ✔ Good Neighbourhood Management Policy
- ✔ Empty Property Management Policy
- ✔ Three Sixty Business Plan
- ✔ Viaduct Business Plan (Estate Agency)
- ✔ Dash Architecture Business Plan

## Success Measures / Outcomes 2026-31

- ✔ Maintain high levels of compliance with the Decent Homes Standard
- ✔ All tall buildings, registered with the Building Safety Regulator (BSR), receive, and maintain, a Building Assessment Certificate from BSR
- ✔ All compliance inspections and safety checks are 100% complete
- ✔ Minimise the time that lifts within blocks non-operational
- ✔ Maintain high levels of Energy Performance Certificates (EPCs) being graded Level C or above
- ✔ Achieve Upper Quartile performance in the following Tenant Satisfaction Measures (TSMs):
  - ✔ TP04 - Satisfied home is well maintained
  - ✔ TP05 - Satisfied home is safe
  - ✔ TP10 - Satisfied with communal areas
  - ✔ TP11 - Satisfied with landlords' contribution to neighbourhood
  - ✔ TP12- Satisfied with approach to ASB



# Inclusion

Supporting customers to achieve positive outcomes by reducing inequality

## Overview

Being a social landlord isn't just about providing homes for people to live in but supporting our customers in a range of different ways to ensure they can successfully manage their home and tenancy and navigate changes or challenges that they face over time. We pride ourselves on the diverse range of services we offer to customers and the many ways in which we can support people to achieve more. Often, this is done in partnership with others, to deliver in a more effective way, bringing together different strengths.



## Objectives for 2026-31

- ✔ Delivering the SKylight Business Plan which includes a range of support services including homelessness services and advice and support services - such as energy advice, employment work, furniture service and food pantries
- ✔ Working in partnership with other organisations including the Council, third sector providers and other housing organisations. This relates to a range of areas, including but not limited to safeguarding and working with vulnerable customers. The focus here is around prevention and early intervention
- ✔ Working with the Council to find innovative solutions to address the rise in homelessness and rough sleeping in the Borough, providing housing options support to people in housing need
- ✔ Working with the Council to deliver the Live Well agenda across the Borough including Ageing Well work and delivering SHG's Carecall service
- ✔ Supporting customers who are experiencing Domestic Abuse and providing tailored support
- ✔ Supporting customers to manage their tenancies effectively, ensuring they receive appropriate support and assistance to maximise the use of all available properties. This includes promoting the mutual exchange and right sizing services
- ✔ Continuing to do more work in neighbourhoods where outcomes and satisfaction levels are lower than other parts of the Borough
- ✔ Providing money advice and support to customers to ensure they are able to pay their rent on time and access any support they are entitled to
- ✔ Managing the adaptations service, including work on behalf of the Council, to ensure customers are able to continue to live independently in their homes

We pride ourselves on the diverse range of services we offer to customers and the many ways in which we can support people to achieve more.

# Inclusion

Supporting customers to achieve positive outcomes by reducing inequality

## Key SHG Strategies / Policies / Plans

- ✔ SKylight Business Plan
- ✔ SMBC Homelessness and Rough Sleeping Strategy
- ✔ SMBC Ageing Well Strategy
- ✔ Age Friendly Strategy
- ✔ Supporting Communities Strategy
- ✔ Tenancy Sustainment Policy
- ✔ Domestic Abuse Policy
- ✔ Income Collection Strategy
- ✔ Adaptations Policies
- ✔ Furniture Service Business Plan
- ✔ Carecall Service Business Plan

## Success Measures / Outcomes 2026-31

- ✔ Deliver the outcomes of the SKylight Business Plan and report back to stakeholders
- ✔ Support people in a range of ways to prevent them from becoming homeless
- ✔ Maintain DAHA accreditation for Domestic Abuse
- ✔ Attract external funding into SHG and SKylight
- ✔ Ensure financial gains for customers via support and advice services
- ✔ Ensure a range of outcomes for service users



# Excellence

Delivering excellent services,  
shaped by customer voice

## Overview

As a customer-focussed organisation, we want to ensure that we deliver a wide range of services in ways which meet customers' needs. We aim to deliver excellent services and listen to feedback from our customers to shape how we do this. There are a range of ways in which customers can engage with Stockport Homes, and we use their insight, along with data we hold as an organisation, to continually look for ways to improve and transform service delivery.

## Objectives for 2026-31

- ✔ Ensuring the required outcomes from the Consumer Standards are delivered and that staff receive training and development required for their roles
- ✔ Delivering housing services in a range of ways to ensure customers' needs are met – including both digital and non-digital interaction
- ✔ Providing a range of customer engagement activities to develop communities and provide different ways for customers to share their feedback. This includes ensuring that customer voice helps to shape services and policies
- ✔ Working with local Councillors, both via Area Committees and other enquiries, to understand customers' views
- ✔ Having an effective complaints service, in line with the requirements of the Housing Ombudsman, and ensuring that issues are promptly resolved
- ✔ Using complaints and dissatisfaction data to obtain insight and learning which leads to customer-driven change and improvement
- ✔ Embracing diversity and understanding our customers and their individual needs to ensure services can be tailored where required, including making reasonable adjustments as needed



## Key SHG Strategies / Policies / Plans

- ✔ Customer Experience Strategy
- ✔ Customer Voice and Influence Strategy
- ✔ Customer Feedback Policy
- ✔ Equality, Diversity and Inclusion Policy
- ✔ Vulnerability Policy

## Success Measures / Outcomes 2026-31

- ✔ Obtain and maintain a C1 grading from the Regulator of Social Housing
- ✔ Comply with the requirements of the Housing Ombudsman including their Complaint Handling Code
- ✔ An annual maladministration rate for complaints which is less than the national average
- ✔ Retain Customer Service Excellence (CSE) accreditation
- ✔ Retain TPAS accreditation and evidence outcomes from a range of Customer Engagement activities (including the ASPIRE Panel, the Building Safety Residents Panel and the Complaints Advisory Panel)
- ✔ Achieve Upper Quartile performance in the following Tenant Satisfaction Measures (TSMs):
  - ✔ TP01 - Overall satisfaction
  - ✔ TP08 - Satisfied landlord treats tenants fairly
  - ✔ TP09 - Satisfied with complaints handling

# Summary

We are looking forward to working with our customers over the next five years to continue to deliver much needed housing services and support them where needed. The key to success is working well with the Council and other partners to showcase the benefits of collaboration.

We will continue to look for innovative solutions to problems, listening to our customers and using their voice to shape services. At the same time, we will keep looking at what is happening in the wider sector and world so that we are ready to meet whatever challenges come our way, so we continue to THRIVE.

**One Team, Transforming Lives'**



Transforming lives, strengthening connections, thriving together