

Stockport Homes Group

One team, transforming lives



The Corporate Plan 2026 – 2031

Transforming lives, strengthening
connections, thriving together.

Welcome to the Stockport Homes Group (SHG) Corporate Plan for 2026-31 which sets out our ambitions for the next five years.

To develop this new Corporate Plan, we have consulted customers, colleagues, and stakeholders to ensure their voice shapes our future. We have reviewed our strategic aims and updated these to make them clearer, and more outcome focused.

We are looking forward to a transformative five years within SHG that will ensure collaboration and transformation support the delivery of essential front-line services and values-driven initiatives for customers and the community.

We, as a team, will continue to maximise resources to deliver more than before to support financial sustainability for the future, while ensuring our outcomes deliver a long-lasting social impact and opportunities across the Borough. We will continue to keep analysing 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.

We are One Team, Transforming Lives, and are excited to build on SHG's strengths to ensure we can maximise the delivery of outcomes for customers, colleagues and our stakeholders.



Carmel Chambers
Chief Executive



Steve Partridge
Chair of the Board





Welcome to Stockport Homes Group, where our mission is to be One Team, Transforming Lives.

We collaborate, enable transformation and embrace opportunities to support the delivery of essential front-line services and values-driven initiatives for customers and the community.


Our vision for the next five years is about the true value and long-lasting impact of the benefits and the opportunities created for the Borough.

One Team, Transforming Lives.




Proud to be part of SHG

An Arm's Length Management Organisation which acts as 'landlord' for both Stockport Council's social housing and its own property portfolio.



Proud to be part of SHG

A pioneering construction and maintenance company which works under a profit for purpose model, donating the majority of its profits back into the Group.



Proud to be part of SHG

A charitable organisation set up as a vehicle to improve people's lives: enhancing skills, training and employment opportunities and securing funding for community projects such as furniture recycling.



Rejuvenating iconic buildings, from hat factories to bus depots, and building new homes, to provide affordable, high quality, energy efficient new homes in the Stockport area.



This Corporate Plan runs from 2026-31 and sits alongside the Delivery Plan – together these two key plans collaboratively focus on delivering SHG’s aims. The Delivery Plan is delivered in agreement with the Council, and provides assurance on the performance of the services delivered by Stockport Homes.

The Corporate Plan outlines our commitment to being a forward-thinking organisation, maximising resources to deliver more as a Group and partner of choice, to harness sustainable growth and transformation opportunities and to increase social impact across the Borough.

- THE SHG AIMS ARE:**
- TRANSFORM**
- HOMES**
- RELATIONSHIPS**
- INCLUSION**
- VALUES DRIVEN**
- EXCELLENCE**

The two Plans are shaped around the following aims with a golden thread between both Plans that will simultaneously work together to deliver on all the aims.

The Corporate Plan	The Delivery Plan
TRANSFORM Maximising resources and efficiency through change and creativity.	HOMES Providing safe, sustainable homes and vibrant neighbourhoods
RELATIONSHIPS Working collaboratively with partners to achieve more.	INCLUSION Supporting customers to achieve positive outcomes.
VALUES DRIVEN Being an inclusive, great place to work.	EXCELLENCE Delivering excellent services, shaped by customer voice.

Our aim to Thrive is supported by a range of Group-wide strategies and plans that are reviewed annually to reflect:

- ✔ Customer Experience
- ✔ Value for Money
- ✔ Robust Financial Management
- ✔ Highly Engaged Workforce
- ✔ Digital Excellence
- ✔ Innovation





Operating Environment

Stockport Homes Group operates within the highly regulated housing sector with a rising demand for services, evolving customer expectations and rapid technological change. Internally, we are supported by a skilled workforce and a robust governance framework, whilst continuing to modernise systems and processes to strengthen customer service, efficiency and organisational resilience. This operating environment brings a mix of challenges, including cost pressures and increasing regulatory complexity, as well as opportunities through innovation, partnership working and ongoing process improvement.

The Corporate Plan is supported by a robust Financial Plan. The objectives in this plan are to deliver a range of efficiencies to ensure the short and long-term financial sustainability of the Group while being able to deliver essential services to customers. The success measures within each theme of the Corporate Plan will contribute value in both financial, customer and social impact outcomes to enable both the Group and customers to thrive together.



Transform

At SHG, transformation is at the heart of how we evolve to ensure that we are meeting the needs of our customers, colleagues and communities. In line with our mission 'One Team, Transforming Lives' SHG offers opportunities to colleagues and customers to unlock their potential by increasing their skills and knowledge.

We will continue to invest in our systems and embrace technology as a key enabler of transformation. By enhancing how we work, we will deliver services that are more efficient, flexible, and responsive to the needs of our customers and communities; using modern and secure technology to enhance how we work collectively to deliver flexible efficient solutions.

Over the next five years, we aim to maximise opportunities in alignment with our financial planning, ensuring that every step forward is underpinned by financial resilience, partnership working and service excellence.

We will

- ✔ Focus on priority areas across the business to protect and enhance key frontline services for customers.
- ✔ Maximise the use of data as a strategic asset to manage and mitigate organisational risks and to improve the delivery of frontline services.
- ✔ Seek opportunities to improve the delivery of essential front line services for customers.
- ✔ Continue to ensure our process and services deliver value for money.



Success will look like

- ✔ A new Data, IT, Digital and Business Transformation Strategy that delivers streamlined services and secure processes for customers.
- ✔ A suite of fully integrated systems with a future proofed infrastructure that deliver excellent data quality and accuracy.
- ✔ Data and information management built on three key pillars, high data quality, strong data governance, and real-time analytics, creating a single source of truth to support better decision-making and service excellence.
- ✔ A commitment to continually improving the digital skills and data literacy of our customers and colleagues by embracing modern technology.
- ✔ A strong approach to cyber security ensuring compliance measures to safeguard data and ensure organisational resilience.
- ✔ A collaborative partnership with Stockport Council to continually share knowledge, skills and best practice to deliver efficiencies, value for money and excellent services for customers.



Relationships

We will lead the way on collaboration across the Borough, building partnerships that deliver lasting benefits for our communities. By working together, we can tackle shared challenges, unlock new opportunities, and ensure SHG provides value for money across all activities.

Our collaborative approach strengthens our ability to deliver high-quality services, maintain financial resilience and maximise social impact. Strong relationships across the Group, and with partners, stakeholders, and our supply chain, will help us champion best practice and drive inclusive growth.

SHG will continue to be an innovative organisation within the housing and built environment sector, recognised as a partner of choice and committed to raising standards across the wider sector.

We will

- ✔ Be a driving force for collaboration across the Borough
- ✔ Ensure SHG delivers value for money
- ✔ Remain an innovative organisation within the housing and built environment sector

Success will look like

- ✔ Working across the Group and closely with the Council and partner organisations to unlock opportunities to deliver innovative solutions and projects to support Borough wide initiatives.
- ✔ A positively engaged robust supply chain that delivers strong contract management outcomes, assurance to stakeholders, value for money and social value.
- ✔ Hosting and supporting thriving business and community networks with regular events held at Cornerstone and across the Borough, opening opportunities and building connectivity.
- ✔ Maintaining a sector and industry presence, maximising suitable and sustainable opportunities, ensuring the focus on the right markets and opportunities at the right time whilst also continuing to influence and guide future business planning.
- ✔ Continuing to leverage the Group structure to allow us to fulfil our mission whilst encouraging and enabling continuous improvements for customers.



This collaborative approach strengthens our ability to deliver **high-quality services**, maintain **financial resilience**, and **maximise social impact** for the Borough.



Values driven

Being values driven sits at the heart of everything we do. We are committed to increasing our impact by creating more opportunities for our customers and colleagues to thrive. Our core ASPIRE Values and ambitions guide all colleagues across SHG, ensuring we remain a high performing, inclusive organisation dedicated to delivering excellent services.

We will maintain a strong focus on talent and skills development, strengthen inclusive practices, and build leadership capability and ownership. Together, these priorities will directly enhance the overall customer experience and contribute to a thriving, values led organisation.

We pride ourselves on delivering services and initiatives driven by customer feedback. We will continue to offer support, guidance and help when people need it ensuring every individual is seen and listened to whether this is through delivering key support services to customers, supporting the VCFSE sector and partnering with local organisations. We will continue to develop the criteria for choosing the organisations we work with – they will share our ambition, values and drive to deliver value for money and social impact. We aim to deliver social value through all our work, and we aspire to increase the social value of our services to create even more opportunities for our communities to thrive.

As a not-for-profit organisation guided by strong values, we invest in services to benefit customers and local communities. We are committed to reducing inequalities to health, education and household income, reducing tenancy turnover and creating settled and sustainable neighbourhoods with high levels of engagement.

We will:

- ✔ Deliver excellent customer service shaped by customer feedback and lived experience.
- ✔ Be an inclusive, great place to work, where our values are visible in everything we do.
- ✔ Support the delivery of services that benefit customers and communities.



Success will look like

- ✔ We will maximise our networks and knowledge of support initiatives to create a culture where people feel seen, supported, and empowered to thrive.
- ✔ Creating a culture of continuous improvement by developing an agile, diverse and high performing workforce that is future ready to meet the challenges of the sector, the increasing customer needs and supporting business transformation.
- ✔ Partnering with suppliers and contractors to embed value-for-money principles into every contract, while prioritising community impact. Through the implementation of the 'Social Value Toolkit' we will ensure social value returns wherever possible.
- ✔ Continuing to lever the Group structure to support the charitable arm SKYlight which will deliver customer and community support services.
- ✔ To maintain services such as Carecall telecare to support customers living independently and well for longer while equally supporting the Council, GMCA, NHS, emergency services and Live Well initiatives.
- ✔ A highly engaged workforce that actively support and volunteer for our Charity of Choice, local VCFSE organisations and colleague diversity groups.
- ✔ Maintain and enhance accreditations and standards that reflect our core values for colleagues and customers, examples of these are: Customer Service Excellence (CSE) accreditation, Investors in People Platinum status and being a living wage employer.



Summary

We are looking forward to a transformative five years within SHG that enables collaboration and transformation to support the delivery of essential front-line services and values-driven initiatives for customers and the community.

We will continue to maximise resources to deliver more than before to support financial stability for the future while ensuring our outcomes deliver a long-lasting social impact and opportunities across the Borough.

We will continue to 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.

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