

Our Big Plan 2022-25

We have launched our Big Plan 2022-25 for delivering homes we are proud of and improving lives.

Our Big Plan is our route map to providing our customers with great services, great homes, great neighbourhoods and being a great company.

The two years leading up to this Big Plan have been dominated by the COVID-19 pandemic and throughout this period we rose to the challenge, providing critical services to our customers and communities and adopting more flexible, creative and intuitive ways of working.

We are now building on that over the next three years, so we can keep improving what and how we deliver our services and adding value to everything we do.

Working closely with our partners to make a positive difference in our communities is an important part of our big plan and we're excited about what we can achieve together.

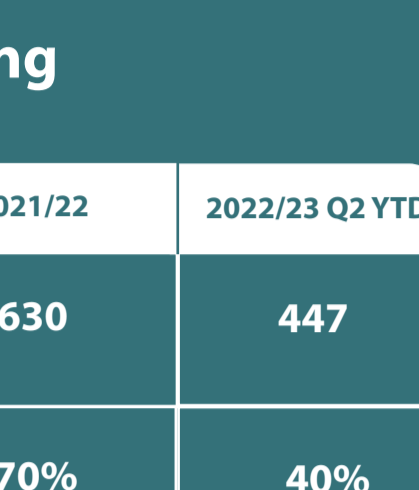
Visit our website to read our Big Plan in full and watch it come to life in our video.

OUR Big PLAN

Our vision for providing homes we are proud of and improving lives

Customer Feedback

We continue to engage with and listen to a significant number of our customers annually to learn from them and shape our organisation. We do this through touch-point satisfaction surveys, perception survey, engagement work and our Customer Voice Panel.



Here's a look at how satisfaction levels performed in 2022-23 Q2 YTD.

Touch-point	2020/21	2021/22	2022/23 Q2 YTD
New Tenancy	85% (127)	88% (110)	81% (88)
Contact Centre	86% (3126)	85% (3142)	86% (1455)
Responsive Repairs	86% (1430)	84% (1267)	83% (664)
Estates: Block Cleaning	69% (706)	63% (699)	58% (350)
Estates: Grounds	66% (1254)	65% (1210)	67% (637)

Our commitment is to keep on listening to customer feedback, acting on what they tell us and making the service improvements required.

Complaints Handling

Measure	2020/21	2021/22	2022/23 Q2 YTD
Number of Complaints Received	257	630	447
Complaints Resolved Within Timescales	18.2%	70%	40%

Taking action to reduce Customer Effort



Ease of making complaint

62%

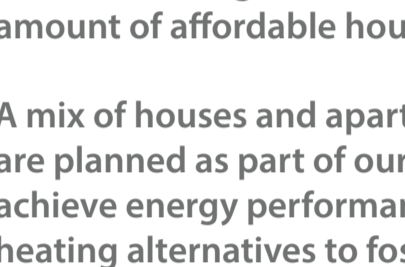
Satisfied of the 42 responses received in 2022/23 Q2 YTD.

Satisfied with our handling of the complaint

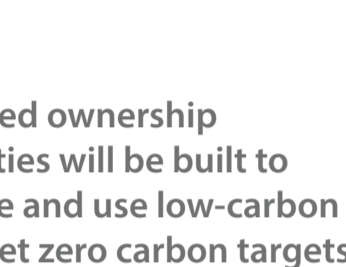
43%

Satisfied of the 42 responses received in 2022/23 Q2 YTD.

Our Strategic Delivery Plan continues to deliver...



Build New Homes



We are looking to build 700 affordable homes over the next 3 years, taking our total delivery to 1,100 by 2026.

2022-23 Q2 YTD



183 new homes started on site



30 homes have been completed

Since 2017-18

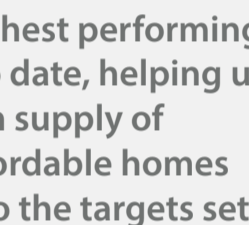


721 new homes started on site



422 homes have been completed

Target for starts on site in 2022/23



259 units to have started on site in 2022-23

Update on Key Development Strategies

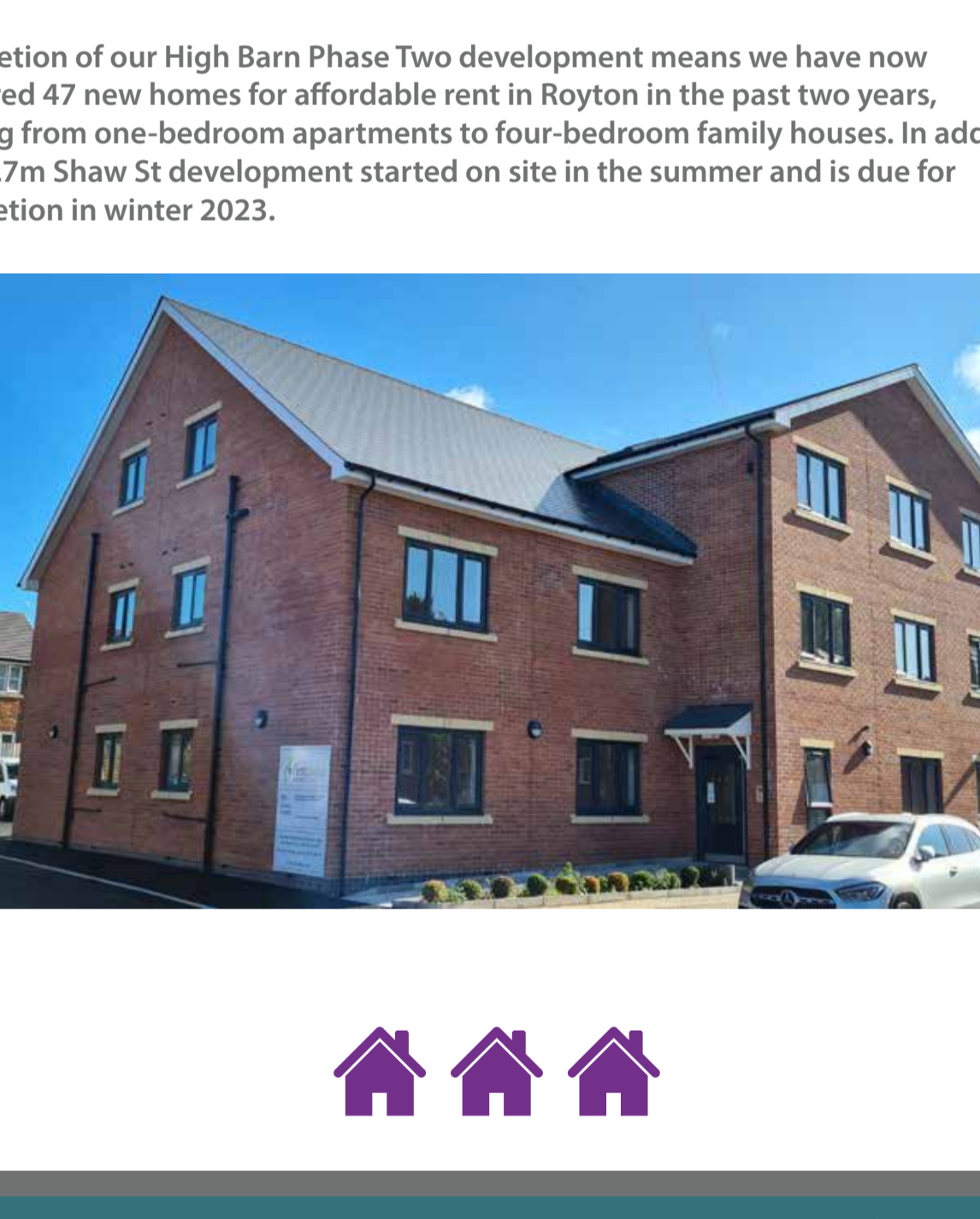
£95m funding package secured with Santander UK for new homes and decarbonisation

In July we secured a £95 million funding package from Santander UK to support our development programme and improve the energy efficiency of existing homes.

The funding from Santander UK enables us to deliver on our ambitions to provide more affordable and energy efficient homes over the next three years. These include creating 700 new, affordable, sustainable homes by 2026 to increase the amount of affordable housing available locally.

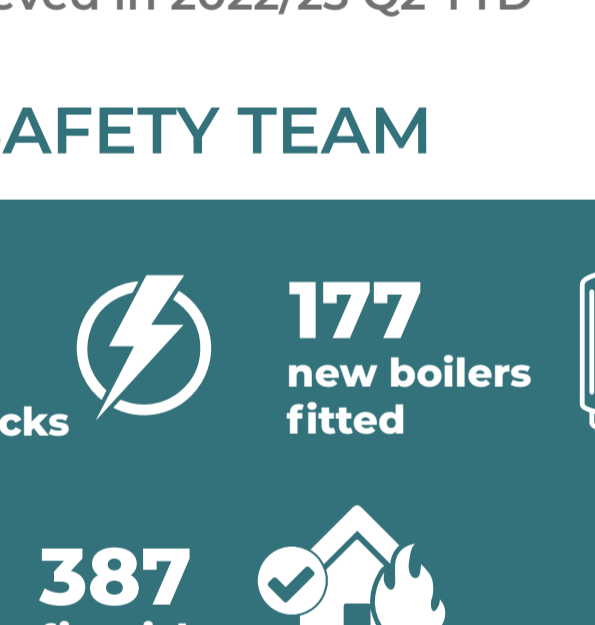
A mix of houses and apartments for affordable rent and shared ownership are planned as part of our Development Strategy. All properties will be built to achieve energy performance certificate (EPC) level B or above and use low-carbon heating alternatives to fossil fuels – helping to meet future net zero carbon targets and providing high quality homes that are cost effective to run.

The funding will also contribute to our decarbonisation work to make existing homes more energy efficient, and support customers to cut their energy bills and carbon emissions. Double glazed windows, heat pumps, smart meters, and loft, wall cavity and external wall insulation are among the retrofit measures that will boost the performance of some of our least energy efficient homes.



In September we took handover of 28 new homes and signed contracts for 135 more

September was our highest performing development month to date, helping us keep up momentum on supply of much-needed, new affordable homes and moving us closer to the targets set out in our development strategy 2020-26.



Our team took handover of 28 great new homes in Royton, Stalybridge and Middleton for customers to move into.

These comprise:

- Sixteen low-carbon one-bedroom apartments for affordable rent were finished at our High Barn Phase Two development in Royton.
- Eight four-bedroom family homes for shared ownership were completed at our Ridge Hill scheme in Stalybridge.
- One four-bedroom house and three three-bedroom homes for shared ownership were finalised at Boothroyden Road in Middleton, Rochdale.

Phased completions at this 30-home scheme are due to continue until spring 2023.

We also signed contracts worth £22m to deliver 135 new homes in Middleton, Heywood and Kirklees in 2023/24 – including deals with major housebuilders, Kellen Homes and Persimmon Homes.

The developments cover:

- 45 two and three-bedroom family houses for shared ownership and affordable rent at Kellen Homes' Don Street development in Middleton, Rochdale.
- 50 two and three-bedroom homes for shared ownership and affordable rent at Persimmon Homes' Castle View scheme in Nethererton, Kirklees.
- 40 one and two-bedroom apartments for affordable rent at Rochdale Road East in Heywood.

Customers pick up the keys to new green, affordable homes in Royton

In September, customers picked up the keys to our latest new apartments in Royton and are now benefitting from high quality, modern, eco-friendly homes which are economical to run.

The High Barn Phase Two development comprises sixteen one-bedroom apartments on Edge Lane St, Royton.

Each home has achieved Energy Performance Certificate (EPC) B and is equipped with a modern electrical heating system to help customers keep energy bills down and reduce their carbon footprint.

All apartments at the scheme are for affordable rent – set at no more than 80% of the average local market rent. They have been allocated to people on Oldham Council's housing register and are being managed by us.

Completion of our High Barn Phase Two development means we have now delivered 47 new homes for affordable rent in Royton in the past two years, ranging from one-bedroom apartments to four-bedroom family houses. In addition, our £3.7m Shaw St development started on site in the summer and is due for completion in winter 2023.



Excellent Landlord



This is what we've achieved in 2022/23 Q2 YTD

PROPERTY SAFETY TEAM

4,159 gas safety checks
1,137 electrical safety checks
177 new boilers fitted
74 fire risk assessments
387 fire risk actions

PROPERTY CARE TEAM

14,034 repairs overall
411 out of hours repairs
1,906 emergency repairs
4,043 urgent repairs
6,328 non urgent repairs
621 planned repairs (large works)
56 disrepair works

COMPLIANCE PERFORMANCE

We've managed to maintain compliance levels to an excellent standard.

100% Gas Servicing
100% Of communal areas with a current fire risk assessment
99.9% of properties with a current EICR
100% Passenger lifts annual insurance examination items completed
100% of properties requiring an asbestos survey have been completed
100% Home lifts annual insurance examination items completed
100% of communal areas requiring an asbestos re-inspection have been completed
100% Compliance monitoring shop premises

Creating Thriving Communities

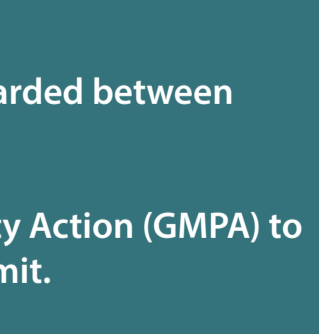


Our impact in the community

Customer Engagement and Customer Voice Panel (CVP)

In April 2022 the CVP consisted of 87 customers. The CVP increased to 146 by September 2022 following further marketing and recruitment strategies which offered customers a range of ways in which to get involved with us.

We launched our Equality, Diversity and Inclusion (EDI) Customer Champion group (consisting of 11 customers) and our Customer Sustainability Champions (involving 10 customers) to work with us on our strategies and action plans around EDI and Sustainability over a minimum 12 month period.



From April 2022 until Sept 2022 CVP members got involved in 32 other engagement activities including a review of our complaints policy and processes, they were involved in an end to end review of our repairs service and a member of the CVP attended an FCHO Board meeting to discuss how the customer voice is influencing and shaping our policies and services.

In the summer, we achieved our highest number of neighbourhood inspections since the launch of the Neighbourhood Champions role. 48 inspections were completed by customers on the appearance and service delivery from FCHO where they live.

Our Customer Void Inspectors (CVI) group grew to 12 by September 2022. In September 2022 six properties were inspected against our Enhanced Lettable Standard. CVIs also carried out their first 'pre-inspection' of a void property before our teams worked on it and followed this up with a 'post-inspection'. Feedback was provided to colleagues in this service following the inspections.

Community Centre activity

Between April 2022 and September 2022 a variety of community and partnership led sessions were being delivered across 6 community centres. From July – Sept we saw new sessions being added across the centres including :-

- Parent & Toddler group at Alt Café.
- Youth Club service run by Oldham Youth Services at Apfel Lane Community Centre and Alt Café.
- A drop in surgery hosted by Manchester Mission at Apfel Lane.

In September 2022, four of our community centres were identified as warm spaces/hubs (Apfel Lane, Alt, Nelson Way and Ridgefield Street) to support the work of OMBC in creating warm banks to tackle the cost of living crisis.

Funding and Partnership Support

Four new Respect Our Community Awards (ROCA) grants were awarded between April 2022 and September totalling £3,720.

A substantial donation was awarded to Greater Manchester Poverty Action (GMPA) to support the delivery and facilitation of a Cost Of Living Crisis Summit.

By September 2022, 10 external funding applications for community projects had been submitted to funders to an equivalent value of £235,100.

Making a difference in the community

Our Community Impact Team support customers who are struggling financially. We aim to improve disposable income, reduce debt, and assist with accessing vital provisions such as food and energy, over the course of the year the team have achieved the following outcomes:



- 221 new support cases opened.
- Average increase in disposable income of £295.14 per customer.
- Average debt reduction of £876.36 per customer.
- A total of £252,810.63 in one off financial improvements. These are derived from outcomes such as debt relief orders, benefit backdates and accessing grant funding.
- A total of £490.00 issued in fuel vouchers. We only got access to and started issuing fuel vouchers again in September.

Live Well Service

Stay connected with FCHO

Service achievements

- 23 new customers joined the service.
- 53 service referrals received.
- 118 ongoing support referrals made by the advisors with the aim to reduce loneliness and isolation and increase social connections for customers.
- Financial gains of £5,519.36 made for customers.

Live Well has successfully launched the new Northgate Support System for case management with over 320 Support Periods now live and assigned to a Live Well Advisor.

Warm Spaces launched at our Community Centres in Failsforth, Chadderton, & Alt with Live Well Advisors offering flexible customer contacts at each centre weekly.