



STOCKPORT
METROPOLITAN BOROUGH COUNCIL

THE STOCKPORT COUNCIL PLAN 2022-23

ONE STOCKPORT
COUNCIL

Stockport
team
ambition
respect



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Introduction



Our new Council Plan is shaped by the key themes and ambitions set out in our ONE Stockport Borough Plan, and is aligned with the long-term vision from the new Greater Manchester Strategy. It sets out Stockport Council's priorities and how these will be delivered over the next 12 months, supported by our organisational priorities and values.

Throughout 2021, we've continued to respond to the impacts of the Covid-19 pandemic. We've supported our residents and businesses through this difficult period, building on the new relationships with our communities and local volunteers to support our more vulnerable residents.

Our residents remain at the heart of our plans and are central to our ambitions. The pandemic has widened many pre-existing inequalities across the borough, and we are committed to tackling the underlying causes of inequality. We held our first virtual inequalities summit which launched our framework for tackling inequalities.

Another central theme of the Plan is around tackling the impact of climate change, with our Climate Action Now (CAN) strategy and Climate Summit driving our local response. Work is underway to make council buildings 'carbon neutral' and convert to renewable energy systems. We're building on the positive changes many residents have made by improving walking and cycling routes alongside better public transport. We are also protecting and enhancing Stockport's green spaces, planting new woodlands, orchards and meadows across the borough.

Despite the economic challenges, we remain ambitious for our town and district centres. Our Mayoral Development Corporation will deliver exciting new developments during 2022, including Weir Mill, the new transport interchange and the next phase of Stockport Exchange. Our long-term investment and commitment is creating new homes, jobs and opportunities, bringing a wide range of economic benefits to local people, and making Stockport a vibrant and desirable location.

Our education, social care and public health services continue to deliver under increasing demand pressures whilst responding to the pandemic. New approaches for all-age, integrated services are helping to ensure that Stockport children have the best opportunities and start in life, whilst vulnerable people are supported to live independently with a 'home first' ethos. Our public health team continues to co-ordinate Stockport's response to the pandemic alongside promoting healthier and more active communities.

Ultimately, none of our priorities can be delivered without the skills and commitment of our workforce. Their wellbeing in the face of continued pressures is our top priority and the focus for our ONE Team People Plan. The pace of change over the last two years has also accelerated a greater reliance on digital technology in our everyday lives. Our new Digital Strategy sets out our inclusive ambitions for the next phase of our journey towards a 'radically digital' Stockport.

As we start 2022 with a new Chief Executive, we continue to focus on delivering our priorities and ambitions, putting local people at the heart of a fairer, greener and vibrant Stockport.

Cllr Elise Wilson
Leader, Stockport Council

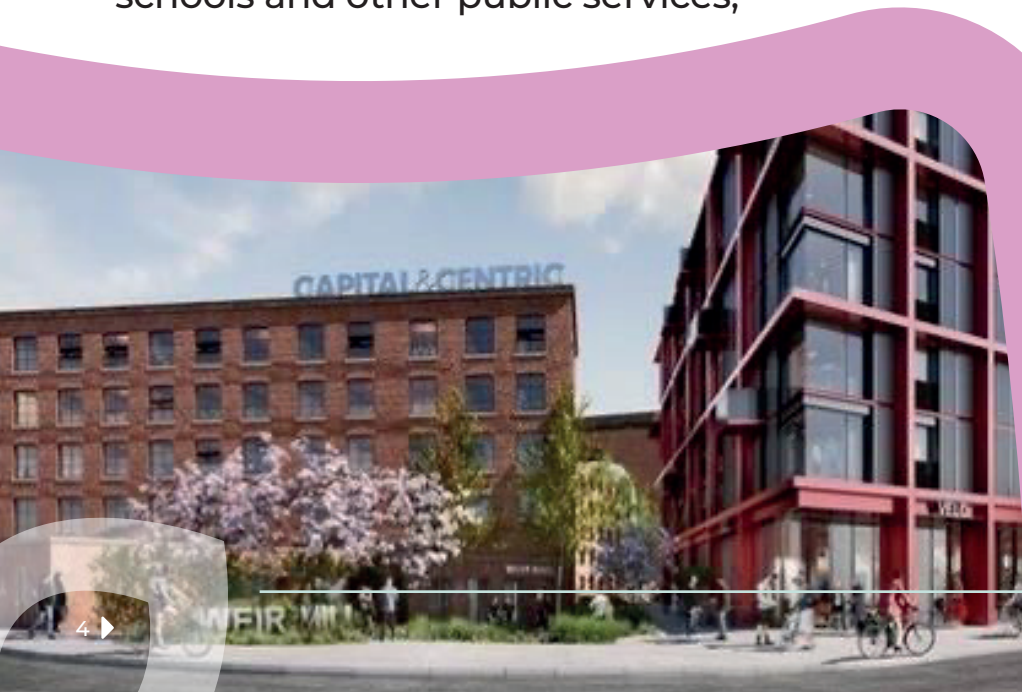
Our Covid response and delivering on our priorities...

The continuing threat from Covid-19 and new variants is still with us and likely to dominate most of our lives for the immediate future.

Whilst this is being mitigated by the vaccination programme, it continues to have an immediate impact on those infected alongside the additional pressures on our NHS, our social care services, schools and other public services,

we also recognise that this continues to be a time of uncertainty and anxiety for many across Stockport's communities. Our achievements over the last 12 months are set out on the following pages, but one of the biggest achievements has been to ensure that the everyday services that our residents rely on continue to be delivered throughout the pandemic, even if this has involved working in different, more agile ways.

The 'scarring' impacts on the council's finances and workforce will be felt for a long time, and whilst the following pages demonstrate how we are delivering against our ambitions for the borough, balancing our pandemic response against rising demand for services and longer-term change with fewer resources and reduced income will continue to be enormously challenging. In the short term,



this is likely to be seen through increased backlogs and waiting times for council services, stress and pressure on employees, difficulty in recruiting in key areas and some reductions in service. The pandemic has highlighted the importance of strong communities who take care of each other and of accessible, attractive and safe public spaces and streets, building a legacy of greater independence, resilience and more active communities.

This shared sense of purpose drives our ONE Stockport Borough Plan and shapes this Council Plan. The challenge to recover and build back greener and fairer cannot be underestimated, however, there are key opportunities which Stockport is well-placed to benefit from over the next 12 months. These include new locality arrangements across Greater Manchester for our health and social care services along with tackling long-standing inequalities within our borough, with the long-awaited 'Levelling Up' White Paper from the Government. Our approach to tackling the challenges of increasing inequality and climate

change has been given new impetus by the Summits held in late 2021, taken forward by a newly-appointed Chief Executive and new dedicated leadership positions.

Stockport also faces a number of demographic challenges which shape our ambitions. Our population continues to grow by over 1,000 people every year, with an ageing population likely to mean that a third of the population will be over 65 by 2030. We are becoming an increasingly diverse population with the 2021 Census expected to show a significant growth in people from different ethnic backgrounds. Our data also shows that Stockport has higher than average educational attainment levels, health outcomes and our residents feel safer here than similar areas, although there continues to be large gaps between different parts of the borough, some of which have widened over the last two years.



Delivering for Stockport during 2021/22

In our Council Plan for 2021/22 we set out how Stockport has pulled together to respond to the challenges of the pandemic and how we will continue to deliver against our Shared Priorities.

We have begun to build back better and fairer over the last 12 months as we focus on delivering on our long-term ambitions.



We are helping to make Stockport a great place to grow where children have the best start in life.

Our new model for **Integrated Children's Services** is helping to

deliver effective help and support for families when needed, with a 'Team Around the School' whilst our **Education Recovery Plan** is delivering a joined-up approach to improving reading, curriculum support and enriching experiences following the pandemic.

Our **Education Inclusion Strategy** is based around ensuring equity, belonging and collaboration for all Stockport children. We are working with young people, parents and carers to improve support around **special educational needs and disabilities.**

We continue to support people to live the best lives they can – happily, healthily and independently. The ONE Stockport **Health and Care Plan** supports our ambition through a strong focus on early help, prevention and tackling inequalities.

Our Adult Social Care services work closely with our partners in the NHS through our **Home First strategy**. This means when you do need help it does not always have to be given in hospital. We have continued to support individuals to remain independent at home. Together we ensure you do not stay longer than necessary and that your discharge is not delayed. We do this through our Care Act assessment process and through the delivery of high quality care and support.

Our Public Health team continue to be at the heart of Stockport's response to **Covid-19**.

This includes setting up and running local testing, contact tracing and infection control services, along with supporting and guiding our schools, care homes and businesses through the pandemic. With our health partners, we have delivered over half a million Covid vaccinations and around 80,000 flu vaccinations to residents, the highest in the region.

We are building confident and empowered communities, working together to make a difference. We continue to work with our local **voluntary, community and faith (VCFSE) organisations** to build connected and inclusive communities. The **ONE Stockport Local Fund** is helping community recovery, whilst the **Community Champions** programme supports communities to improve health and wellbeing through a network of volunteers and community organisations. Our **Volunteer Hub** is matching volunteers with opportunities in their local community, and we are also supporting our local **Armed Forces** community through a refreshed Covenant.





We are making Stockport a borough for everyone where diversity and inclusion is celebrated, and everyone has equity of opportunity.

Our Borough Plan is focused around addressing inequalities, and a framework for action has been developed across partner organisations for a Fair and Inclusive Stockport. Our approach is being informed by actions and pledges from our Fair and Inclusive Stockport **Inequalities Summit** held in December.

Work to strengthen **financial resilience** in our communities has included distribution of government grants to around 24,000 residents, with further work underway to support our most vulnerable households. Action on food poverty continues through the **Food Network**, co-ordinating providers to help meet increased

demand in a sustainable way. **Stockport Support Fund** and **Local Welfare Assistance** teams have developed an enhanced support offer to households experiencing hardship.

October 2021 was our first '**Stockport Equality Month**', coinciding with Black History Month. A wide range of activities took place, including an Inclusion and Integration fair in the Town Hall run by local community groups. We have established four **employee engagement groups**, which enable networking and support alongside informing council decisions, policies and plans, providing valuable insight into how decisions impact on different groups.

Stockport's neighbourhoods, local and district centres are even more exciting places to live, where people are active and celebrate culture. The **ONE Stockport campaign** continues to support local businesses, connect our communities and promote health and wellbeing as we emerge from the pandemic.

Meanwhile, **occupancy levels** of retail and other premises in our town and district centres have been sustained throughout the pandemic. We are engaging with local residents and businesses on our **Local Plan** which will set out future development of homes and jobs and how we will protect the natural environment over the next decade.

We are committed to making Stockport a climate friendly and sustainable borough. A range of activities to support our **Climate Action Now** (CAN) Strategy is underway, including embedding Environmental and Climate Impact Assessments into decision-making; initiatives to create low carbon and energy efficient homes and buildings; and developing walking, cycling and traffic control schemes.

Over 200 people attended the **Climate Action Now summit** in November. The event included briefings from local businesses, young people in schools and colleges, and community organisations. Hundreds of ideas were shared and generated helping to shape a really exciting and impactful programme of work.



The poster features a background image of a bridge at night with light trails from traffic. A teal banner at the top left contains the text 'STOCKPORT CAN CLIMATE ACTION NOW'. The main title 'STOCKPORT'S 1ST CAN SUMMIT 2021 VIRTUAL EVENT' is in large white and yellow letters. Below this, the date and time 'TUESDAY 9 NOVEMBER, 10AM - 4:30PM' are listed. A section titled 'SPLIT INTO FOUR BOOKABLE SECTIONS:' lists '1 STOCKPORT CAN', '2 BUSINESSES', '3 YOUNG PEOPLE', and '4 COMMUNITIES'. The website 'STOCKPORTCAN.EVENTBRITE.CO.UK' is provided. Logos for 'STOCKPORT CAN', 'ONESTOCKPORT', and 'STOCKPORT METROPOLITAN BOROUGH COUNCIL' are at the bottom.

STOCKPORT CAN
CLIMATE ACTION NOW

STOCKPORT'S 1ST CAN SUMMIT 2021 VIRTUAL EVENT

TUESDAY 9 NOVEMBER, 10AM - 4:30PM

SPLIT INTO FOUR BOOKABLE SECTIONS:

1 STOCKPORT CAN **2 BUSINESSES**
3 YOUNG PEOPLE **4 COMMUNITIES**

STOCKPORTCAN.EVENTBRITE.CO.UK

1 **SESSION 1: STOCKPORT CAN**
10:00AM TUES 9TH NOV

STOCKPORT CAN **ONESTOCKPORT** **STOCKPORT METROPOLITAN BOROUGH COUNCIL**

Work is also underway to de-carbonise our council buildings, schools and leisure centres with a commitment for council operations to achieve '**net zero**' carbon emissions by 2030. At a regional level, the **GM Clean Air Plan** was approved in July, ahead of the introduction of a GM Clean Air Zone in 2022.



We are continuing to build a thriving economy for Stockport which works for all our residents. Stockport is undergoing an exciting £1billion transformation programme. We have

already delivered successful major schemes such as Stockport Exchange and Redrock.

Investment is creating new communities, homes, jobs and opportunities, improved infrastructure and a wide range of economic benefits, not just now but for future generations.

We're attracting big name businesses and smaller independents and breathing new life into the town centre, making it a vibrant and desirable location.

Work is underway at Stockport **Interchange and Stockport College**, whilst exciting plans are in place for early 2022 including the **Weir Mill** development – a key part of the Town Centre West scheme, **Stockroom** – a new cultural, community and heritage facility, re-developing the former M&S and BHS stores on Merseyway, and an 'All Age Living Campus' at St Thomas' Gardens.

The **Economic Resilience Forum** has assisted in the creation and promotion of the discretionary Covid business grant schemes administered by the Council with £10.8 million of grant support being provided to over 2,000 businesses. We are also working with our VCFSE partners and STaR Procurement to build **Social Value** into the services we commission to benefit our local communities, alongside promoting **Corporate Social Responsibility** with local businesses.



We continue to ensure that everyone has the opportunities and skills to successfully achieve their ambitions. A new **Economic Plan** for Stockport is due to be published in early 2022 and will inform our **Skills and Employment** programmes. These will focus on ensuring that Stockport residents are equipped with the necessary skills, training and qualifications needed by local businesses, particularly in growth areas such as digital and the 'Green Economy'. Our **Continuing Education Service** plays a key role in supporting people, particularly those from priority neighbourhoods, to improve the maths, English and digital skills needed by employers. As Stockport recovers from the pandemic, initiatives such as 'Steps to Work' and 'Stockport Jobs Match' are supporting local people into employment. We also continue to promote **apprenticeships** with local colleges and employers, whilst 25 local businesses have signed up to our **Equality in Employment** initiative.

We are committed to making Stockport an inclusive and radically digital borough. Our digital

inclusion work goes from strength to strength with 15 additional organisations joining the Digiknow network. Over 15,000 individuals have now been helped to get online or develop their digital skills since 2018, with **Get Online Weeks** being promoted with our partners. Following an initial drop during the pandemic, we are now recruiting more **Digital Champions**, with over 100 now active, whilst well over 1,000 computers and other devices have been donated to help people get online through our **Community Computers** scheme.

Our new **Digital Strategy** is focused around three core areas – Digital Communities, Digital Place and Digital Council. Meanwhile, the **GM Full Fibre Network** programme is nearly complete, with 5G and super-fast broadband creating a platform for **local businesses to innovate** and new digital growth and employment opportunities.



Our values and ambitions - and how we will deliver them

This is our one-year Council Plan through which we are committed to delivering on our collectively agreed ambitions in the new 'ONE Stockport' Borough Plan. This plan was co-produced with local people, businesses, partners and other stakeholders, and published in June 2021.

It sets out nine key ambitions across three themes. Over the next few pages, we will outline how the council will contribute to delivering these ambitions during 2022/23, along with the organisational and partnership values that underpin everything we do.



ONE HEART

At the heart of Stockport are its people and the communities in which they live.

- 1 A caring and growing Stockport**
Stockport is a great place to grow where children have the best start in life
- 2 A healthy and happy Stockport** People live the best lives they can happy, healthy and independently
- 3 A strong and supportive Stockport**
Confident and empowered communities working together to make a difference



ONE HOME

Stockport is a great place to live, where no one is left behind.

- 1 A fair and inclusive Stockport**
A borough for everyone - diversity and inclusion is celebrated and everyone has equity of opportunity
- 2 A flourishing and creative Stockport**
Stockport is an exciting place to live, where people are active and celebrate their culture
- 3 A climate friendly Stockport**
Stockport is a responsible and sustainable borough



ONE FUTURE

Growing, creating and deleting a thriving future for Stockport

- 1 An enterprising and thriving Stockport** A thriving economy which works for everyone
- 2 A skilled and confident Stockport**
Everyone has the opportunities and skills to successfully achieve their ambitions
- 3 A radically digital Stockport**
A digitally inclusive and dynamic borough

Our values



Uniting our staff under a 'One Team' approach with our values as the foundation for how we work is the aim of our new People Plan.

Our values outlined below, were developed with our workforce and launched in 2018 - these remain core to how we work and achieving our One Stockport ambitions through this Council Plan;

Stockport

We are **ambassadors** for Stockport and the Council.
We **do what we say**, taking **responsibility** for our actions.
We **involve** and **listen** to people when designing our services.

team

We **work together** to achieve **shared goals**.
We are **committed** and **positive**, working to the **best of our ability**.
We feel **empowered** to give and receive **feedback**.

ambition

We encourage **new ideas** to make better use of our **resources**.
We have **courage** and **confidence** to **challenge** how we do things.
We are prepared to **take risks** and **learn from our mistakes**.

respect

We **support** each other and **celebrate success**.
We care about diversity and everybody's wellbeing.
We **work with people**, being **open** and **honest**.

The last two years have taught us so much and has enabled us to build new relationships, develop ourselves and work with those around us to overcome challenges – giving us hope for the future of Stockport.

We want to build on this. This is why it is important that our vision for Stockport 2030 also includes the following commitments about how we will work together. These Stockport values are aligned with our workforce and organisational values, and we will uphold these as a leader, an employer and a partner, championing them across our workforce, our partners and our local communities.

WE ARE INCLUSIVE

We believe our differences and unique experiences need to be celebrated. We proactively address inequality and hold ourselves accountable for everyone feeling included and valued.

WE ARE AMBITIOUS

We believe in Stockport, our people and the places that make up our Borough. We are continuously challenging ourselves to be the best we can be for Stockport.

WE ARE COLLABORATIVE

We believe in working together openly and honestly. We support each other and always work together for the benefit of stockport.

Plan on a page...



One Stockport - All Together As One - Our Vision for 2030

Every great achievement starts with an idea. We believe Stockport is a fantastic place, full of great communities that make the borough a great place to live, work or enjoy spending time – why would you go anywhere else? Our One Stockport Borough Plan is designed to offer an ambitious strategy to improve the lives of everyone who lives, or spends time, in Stockport.

The Borough Plan sets out a vision for the borough of Stockport for 2030, so that together we can continue to create a place that works for everyone – businesses, residents, community organisations and charities. It is a shared plan. It has been shaped by what the people of Stockport have told us is important and developed

in partnership with organisations across Stockport. We've worked together to ensure that voices and experiences from across our communities are heard.

Our 2022/23 Council Plan is the first to adopt this vision, through the themes, ambitions and priorities set out in the Borough Plan. Alongside these three themes, we have added **ONE Council**, setting out how we will support delivery of these ambitions. Our ambitions to be a council built around our communities and which maximises the opportunities of digital directly support the ONE Stockport ambitions set out in this plan around a **Strong and Supportive Stockport** and a **Radically Digital Stockport** respectively.



Our ambitions and priorities

Our ambition is for... a caring and growing Stockport.



Stockport is a great place to grow where children have the best start in life.

We want all children and young people to have the best start in life, be happy, safe and be able to build healthy relationships which will enable them to thrive. Our early years settings, schools and colleges will give them the foundations they need to prepare them for adulthood and achieve their aspirations. We want our families to feel supported, empowered and connected to their community. As children move through the phases of education, we want them to develop with strong skills and aspirations both for themselves and for the benefit of wider society. The contribution

of great education in Stockport will enable this and sits at the heart of any development for children and young people.

We want to achieve the following outcomes co-produced by children and young people:

- I feel safe;
- I feel part of my local community; my voice is heard;
- I enjoy good health and wellbeing;
- I am happy and have people I can trust;
- I am confident and able to reach my goals; and the people who I love and care for me are enabled to do this.

Our key priorities for 2022/23 to achieve this ambition will be...

- Support children to **start well and increase school readiness** through the delivery of our joint strategy.
- Work together with early years settings, schools and colleges to identify borough wide common priorities across the education sector which will inform plans to **improve attendance and attainment** for all
- Further develop **inclusive educational settings** through our SEND and Inclusion strategies
- Continue to address the on-going impact of the **Covid-19 pandemic** on children and young people
- Ensuring there are **sufficient places** in good, local and inclusive schools at the heart of the community that children and families want to go to
- Further develop **neighbourhood partnerships** to coordinate support for families and communities, building on the Stockport Family approach.
- Enhance our **early help offer** – empowering families and ensuring all children, young people and families receive the help they need, when they need it and before things escalate.
- Develop co-ordinated, robust and timely support pathways for **mental health and wellbeing** through our joint all age mental health and wellbeing strategy developed with communities, schools and businesses.
- Equip children in care and care leavers with the skills needed to live a fulfilling, successful and rewarding life through delivery of the **Corporate Parenting Strategy**.
- Help young people to be resilient and **prepare for adulthood** – using the opportunities brought by everyone working together as One Stockport to work with schools, colleges and local businesses to inspire our future generation. We will launch our **Youth Guarantee** for those aged 16-30.

Our ambition is for... a healthy and happy Stockport.

People live the best lives they can - happy, healthy and independently

Our ONE Health and Care Plan sets out a single, system-wide locality plan to make Stockport a place where everyone has the best start in life and is supported to live well and age well. This includes responding to the continuing impact of covid on health, wellbeing and delivery of services. We will work together to ensure people can live their best lives and are supported to make good lifestyle choices that improve their health and

wellbeing, allowing them to be independent, healthy and happy. Our ambition supports the shared outcomes and commitments set out in the GM Strategy, notably reducing health inequalities and driving improvements in physical and mental health.

Adult Social Care and Public Health services continue to be at the forefront of our Covid response alongside our local recovery work focused on addressing the long-term health inequalities that have been negatively impacted by the pandemic. Responding to Covid will continue

to be a huge priority and there is an opportunity to build on the brilliant joint work that has taken place across the system, especially the vaccine roll out. We will also be considering the implications of national changes through both the Health and Care Bill and the 'People at the Heart of Care: Adult Social Care Reform White Paper' which builds on work to drive personalisation, choice and control.



Our key priorities for 2022/23 to achieve this ambition will be...

- **Developing our local Integrated Care System** – we will establish the systems to ensure decisions on priorities and funding are made jointly and locally.
- **Improving health outcomes and tackling inequalities** - We will work together to undertake targeted action on inequalities that have been deepened by the pandemic
- **Improving mental health and wellbeing** – We will publish our joint all age mental health and wellbeing strategy developed with communities, schools and businesses.
- **Responding and recovering from the pandemic** - We will continue to work with our partners to meet the ongoing challenges of Covid, promote vaccine equity and deliver robust recovery plans to build back fairer.
- **A radical focus on early help and prevention** - We will continue to develop our 'Enhanced Front Door' model, making the most of digital technology, all-age living and building on community and family networks.
- **Developing the way we deliver Adult Social Care to help the people of Stockport to live their best lives possible** – We will continue to embed and develop our model for Adult Social Care to ensure that we provide high quality services whilst maximising the strengths and community assets available to the individual. Through our home first strategy and reablement approach we will support more individuals to remain independent in their own homes. We will respond to new legislation whilst continuing to ensure our services meet our Care Act duties.
- **Providing safe, high quality health and care services through new system leadership arrangements** - We will work across health and care partners to deliver the new GM Integrated Care System arrangements and the key elements of the new Social Care Reform White Paper (People at the Heart of Care)
- **Building and retaining a resilient, valued and inclusive health and care workforce** - We will promote homegrown talent to create training and employment opportunities for local people and carers through a joint workforce plan.

Our ambition is for... A strong and supportive Stockport.

**Confident and
empowered
communities working
together to make a
difference**

Stockport's communities are the beating heart of our borough and what makes Stockport so special.

We are a community of communities, with unique districts and villages that share a passion for making things better for others and their local neighbourhoods.

In the face of a global pandemic we have seen an inspirational and unprecedented coming together of communities to support each other and the most vulnerable.

We will need to continue to work together as we respond to the ongoing challenges brought by the pandemic.

Working in partnership with communities at a neighbourhood level is a big part of this – designing together ways to keep people independent and connected in their community. We have a unique opportunity to build a legacy of collaboration, community power and volunteering which will drive our ambition for a great Stockport in 2030.



Our key priorities for 2022/23 to achieve this ambition will be...

- Work together with **local people and communities** to respond to the ongoing challenges brought by the pandemic and support sustainable recovery.
- Invest in **innovative ideas** developed by our communities through public sector grants and leveraging external funding opportunities.
- Co-design a **shared strategy** for our Voluntary, Community, Faith and Social Enterprise (VCFSE) Sector – underpinned by cross sector networks, sustainable funding approaches and access to wider support.
- Build upon the existing VCFSE forums to co-design an inclusive **VCFSE assembly** which celebrates and enables connectivity across communities.
- Create a legacy of volunteering through the development of a **Stockport volunteering** hub. Building on the outpouring of support and mutual aid movement during Covid-19.
- Develop our **ONE neighbourhood partnership** model to coordinate support for people and local places, involve and empower people in decisions, keep people independent and connected in their community.
- Refresh our **Safer Stockport Strategy** – ensuring our neighbourhoods feel safe and welcoming.
- Continue to work in partnership to ensure our **armed forces community** are supported and valued.

Our ambition is for... a fair and inclusive Stockport.



A borough for everyone - diversity and inclusion is celebrated and everyone has equity of opportunity

In Stockport we know that not all our residents and families have the same opportunities.

We are one of the most polarised boroughs in the country and inequality affects people's health, education outcomes and aspirations.

We have seen Covid-19 exacerbate the inequality that exists across our communities. We need to be bold in addressing this and focussing on those areas where we can make a difference for all our communities. Whether it is access to employment opportunities, support to become financially independent or having access to new digital technologies, we need to ensure equality is at the heart of how we do things. Investing in local

people, community and voluntary organisations, business and places through embedding social value is a big part of how we can together address inequalities. This is why our ambition for a Fair and Inclusive Stockport is central to the Council Plan and delivering on all our ambitions.

We want to celebrate our diversity and make Stockport somewhere we are all proud to live and work. We have heard loud and clear from our communities that fairness and equity are the foundation for us all to achieve success. Because we only succeed when we can all succeed together, as One.

Our key priorities for 2022/23 to achieve this ambition will...

- To put the pledges from our **Fair and Inclusive Stockport Summit** held in December 2021 into action across organisations and communities in Stockport to tackle inequalities and promote inclusion.
- A new **Head of Fair and Inclusive Stockport** will lead and implement a partnership framework to tackle inequality across the borough, joining up our evidence base and engagement with objectives and action plans
- Further develop Stockport's **equality and diversity networks** and link them into decision makers and equality impact considerations
- Review and co-design a joined up **financial inclusion support** offer, creating a clear and holistic route for people to be financially resilient and independent
- Continue to develop the **Stockport Food Network** – building closer relationships across food provision for those experiencing food poverty across Stockport.
- Support our VCFSE partners to build **Social Value** into the services we commission to benefit our local communities, focusing on tangible and achievable aims.
- Promote and support **inclusive employment** practice to increase diversity, inclusivity and opportunities across Stockport's workforce.
- Invest in where better **lifelong learning, skills and training** are needed to reverse long-term unemployment and the impact it can have on wider social issues and inequality.



Our ambition is for... a flourishing and creative Stockport.

**Stockport's
neighbourhoods,
local and district
centres are exciting
places to live, where
people are active and
celebrate culture**

Stockport is an exciting place to live. We have diverse neighbourhoods and district centres, wonderful parks and open spaces, a range of sport and leisure opportunities and fascinating heritage and culture.

We all want a place we can

call home and safe, affordable, adaptable and decent housing is key to this. We want older people and adults with complex needs to be able to stay independent and connected to their communities and opportunities for younger people to get on the housing ladder.

Our residents have been very clear that they care deeply about Stockport and it is already a great place to live. Flourishing, welcoming and creative neighbourhoods

are what make a place a home. We can work together to enhance our local areas, increasing pride and ensuring that everyone benefits from its creativity, outdoor spaces and culture. This means people of all ages and from all parts of the borough.



Our key priorities for 2022/23 to achieve this ambition will be to...

- Co-create plans with local communities to enable **vibrant local and district centres** to ensure community spaces and facilities are well used, accessible and support local community needs, and that our plans support the delivery of local aspirations.
- Co-create and launch a new **Cultural Strategy** to provide opportunities for creative collaborations, celebrating Stockport's past, present and future.
- Develop our **Museums Forward Plan** to help connect our borough's heritage with new audiences.
- Launch **Stockroom** – a new cultural, community and heritage facility in Stockport Town Centre.
- Continue to explore how **existing and future housing** in the borough can improve the life quality of our residents both now and in the future.
- Develop an **all age living campus** including intergenerational housing and a new intermediate and dementia care facility which will operate through an innovative household model
- Deliver our **Homelessness Prevention and Rough Sleeping Strategy 2021-2024** so everyone has somewhere safe to sleep and the support they need to get them back on their feet
- Refresh our **Active Communities' Strategy** to encourage healthy, physically active lifestyles and enjoyment of culture and green space.
- Launch our **Active Stockport Community Interest Company (CIC)** to deliver community projects that reduce social isolation and increase active participation across all age groups.
- Launch our updated **Housing Strategy**.
- Improve **biodiversity and accessibility** of our spaces and centres and increase numbers of those who benefit from our green space.

Our ambition is for... a climate friendly Stockport.

A climate friendly and sustainable borough

Globally, we recognise that climate change poses an unprecedented threat to our society. In many ways this is a decisive decade, where we

have the knowledge and the emerging technology to take greater action.

Lockdown measures during the pandemic have radically changed behaviour, and reduced carbon emissions. People travelled less, walking and cycling increased, and people spent more time outdoors. This unintended behaviour change has the power to improve health and wellbeing as well as the environment.

One thing is clear, solving climate change will take a collective effort. As a borough we can build on these positive behaviour changes and increased sense of community to help combat the climate crisis. The food we eat, the way we travel and power our homes, the stuff we buy and the way we get rid of it, all affects climate change. It is also clear a step change in behaviour is needed to mitigate and adapt to climate change, and the council has committed to reducing its operational carbon emissions to 'net zero' by 2030.



Our key priorities for 2022/23 to achieve this ambition will be...

- Work together to build a **climate friendly Stockport** through a network of businesses, community and public sector organisations, and provide support via schemes such as the CAN Fund.
- Improve **sustainable transport** options by encouraging active travel and increase the use of public transport. This will include developing 14 walking and cycling schemes by 2023, progressing work for the introduction of Metrolink and creating a new Cheadle train station plus improvements through bus franchising.
- Protect and enhance our **natural environment** and work together to plant 11,500 standard trees, create new woodland and ensure we have an orchard and managed grassland meadows in every ward across the borough by 2030
- Create more **low carbon and energy efficient homes and buildings**. This will include 40% council housing stock to incorporate renewable energy, reducing emissions in council buildings by 10% and installing renewable energy systems in over 100 private homes during 2022/23.
- Continuing our **'Brownfield First'** approach to new housing developments.
- Increase **renewable energy** by seeking funding to work with developers and local community groups to install large scale solar infrastructure in three locations within the borough during 2022/23.
- Maximise sustainable energy systems through the **Mayoral Development Corporation** which will explore the possibilities of creating a District Heat Network to provide zero carbon energy to new developments including increased use of solar PV and ground source heat pumps.
- Improve **air quality** in Stockport by promoting active and public transport, introducing a GM Clean Air Zone in 2022, as directed by government, with communication around restrictions and support for those impacted.
- Encourage all employers to increase **carbon literacy** of the workforce, sustainable travel and build climate considerations into their services.
- Ensuring good standards of cleanliness, efficiency on bin collections, recycling and general maintenance of our **green spaces and public realm** through a neighbourhood-led approach.
- Accelerate the use of **low emission vehicles** across the borough both by increasing the number of publicly accessible rapid electric charge points and throughout council operations.

Our ambition is for... an enterprising and thriving Stockport.



**A thriving economy
which works for all
our residents**

Stockport is buzzing with regeneration, business and infrastructure transformation. The £1bn of investment we have attracted for Stockport's town centre revival is already evident in our Market Place, Redrock, Stockport Exchange and Town Centre housing developments.

Across the borough, we are proud to shop locally, using our historic high streets and supporting our local businesses who have become the heart of our communities. Stockport is also making a name for itself as the destination for new business and a place where existing businesses can grow, creating much-needed jobs within the area.

We continue to create pride in our borough by ensuring it is safe, well maintained, has good quality roads and infrastructure, which in turn attracts additional investment.

Our vision is for Stockport to lead the way nationally in redefining what town centres can be and delivering the places and opportunities that make Stockport the best town in the north of England to live, learn, work and play.

Our key priorities for 2022/23 to achieve this ambition will be...

- Continue our ambitious **Mayoral Development Corporation** developments, in particular the restoration of Weir Mill; a new state-of-the-art transport Interchange; new town centre housing development; and preparations to bring Metrolink to Stockport.
- Continuing to deliver the **regeneration strategy for the Town Centre**, such as further developments for Redrock and Merseyway, and through the Future High Streets Fund.
- In line with the GM Local Industrial Strategy, support the development of the **green economy** and businesses that contribute to achieving reductions in carbon and eventually carbon zero.
- Launch an **Economic Plan** for the borough.
- Develop and deliver a strategy for thriving **district and local centres**.
- Create new **innovation and start-up space** in the Town Centre.
- Develop a **Local Plan** for Stockport which guides and informs the development of homes and jobs and protection of the built and natural environment.
- Develop a broader framework for inclusive **growth**, promoting good development and enforcing against poor quality housing.
- To develop a **Local Transport Plan** for Stockport with more detailed **neighbourhood plans** for local areas to encourage the use of more sustainable forms of transport and manage the transportation networks within Stockport.



Our ambition is for... a skilled and confident Stockport.

**Everyone has
the opportunities
and skills to
successfully achieve
their ambitions**

As we look to the future, we know that Stockport's economy will need to grow and have the right mix of skills and qualifications in its workforce to support businesses to flourish and thrive. This will ensure they can provide high quality, well paid employment opportunities for residents and communities for the years to come.

This is an incredibly exciting time for Stockport with cutting edge entrepreneurs, nationally and internationally competitive employers and local innovators and changemakers – there has never been a better time to part of Stockport.

However, we know that Covid-19 has had a huge impact on the economy and has the potential to increase already established inequalities. It has never been

more important for us all to work together to support communities to improve their skill base, return to work or retrain, assist people into long-term secure employment and give them the tools they need to flourish at all stages of their lives.



Our key priorities for 2022/23 to achieve this ambition will be...

- We will use One Stockport as a platform to build on existing partnerships to connect schools, colleges, businesses through a **new skills and employment programme**.
- Supporting businesses and employers to **grow and skill their workforce** and invest further with a focus on digital and to recruit local people, especially from our priority groups of young people not in employment (NEET) as well as through developing inclusion supported employment and recruitment practice, including Care Leavers, Young People with SEND or NEET.
- Develop a partnership **Youth Employment hub** particularly promoting key programmes such as Kick-Start.
- Embed **ethical employment** through promoting the Good Employment Charter standard and the Living Wage, and supporting the development of cooperative and employee ownership models.
- Continue to **promote apprenticeships** to ensure that we support people to enter the labour market, progress in their careers and achieve higher levels of earnings in secure employment.
- Continue to review the education offer on **lifelong learning**, and focussing on the All-Age Strategy to support everyone.
- Support the continued delivery of **GM employability programmes**, ensuring that Stockport residents and businesses benefit from these opportunities.

Our ambition is for... a radically digital Stockport.

An inclusive and radical digital borough

Stockport challenges itself to be a place that maximises the opportunities of the digital era for all of its communities and where everyone is digitally included. We have an award-winning digital council, numerous successful digital employers, ever increasing numbers of digital businesses across the borough and a strong digital inclusion partnership in place.

Over the last two years, our digital ambitions were supercharged

through flexible and home working at pace and scale, the expansion of our digital inclusion response and the rapid and innovative adaptation of digital technologies by businesses and organisations to continue delivering support and services to customers and clients.

This rapid change has long lasting impacts – changing how we shop, socialise and work well beyond and

into the future. We want to build on this progress, work together to address the digital divide, to ensure Stockport gets the most out of the opportunities from digital innovation so we can continue to be at the forefront in shaping our digital future.



Our key priorities for 2022/23 to achieve this ambition will be...

- Develop a **Digital Strategy** for Stockport to capture our collective digital aspiration, priorities and approaches to delivering these.
- As part of our ambition to be **radically digital**, we will design a SMART cities programme aligned to our Digital Strategy.
- Continue to develop **digital infrastructure** – ensuring all in our borough have access to superfast broadband and expanding access to 5G, digitising services and creating a platform that will allow businesses to innovate, e.g. around highways, travel and ‘big data’.
- Establish **Digital Skills Partnerships** between Further Education Providers and local employers.
- Invest in innovation space across the borough to nurture **digital entrepreneurship**, including development of an innovation area in Merseyway; an options appraisal for Stockport Exchange; and proposals to attract investment for further co-working space.
- Continue to build a sustainable **Digital Inclusion** movement through our lending library, digital skills and assisted digital offers, with an ambition to have a 100% digitally included borough.
- Design a new joined-up **preventative support offer** which supports independence and self-care, and improves citizen experience.
- Further invest in **tele-care and health and technology assisted living** to enable people to live independently. This will include investing in assistive technology in new intergenerational housing and digital platforms for care homes.

We are a council that... values partnerships and collaboration.



**We are stronger when
we work together**

We need to look to the future whilst addressing the very real, immediate, challenges facing the Council and our communities. Our One Stockport partnership Borough Plan frames a shared vision and we have been working closely with partners, residents, businesses and colleagues to progress the ambitions outlined within it.

This includes developing a new Health and Care plan for the borough; beginning to shape a new local plan for Stockport; assessing our economy to inform a new Economic Plan; and working towards partnership summits on important issues

such as climate change and inequalities. We are also working with schools to ensure joint place planning and capital investment.

Whilst we know there are significant challenges ahead, the pandemic continues to have a huge impact on the borough. It is therefore vital we work collaboratively with our partners, including our residents, to continue to make Stockport even stronger. A number of opportunities will come through legislative changes and national agendas such as levelling up and adult social care reform, which it will be vital to jointly respond to for the benefit of the borough.

Our key priorities for 2022/23 to achieve this ambition will be...

- Working in **collaboration with our partners** across the public, business and VCSE sectors to respond to the impact of the pandemic.
- Develop delivery plans based on the vision set out in our shared One **Stockport Borough Plan**.
- Continue to develop the One Stockport **leadership network** and facilitate collaboration across sectors.
- Continue to work with the business, voluntary and community sectors to support **recovery from Covid-19**.
- Work with partners across health and care to design our locality model across GM and respond to national changes regarding **Integrated Care Systems**, whilst continuing to ensure that key decisions and services impacting local people are made at a Stockport level wherever possible.
- Deliver sufficient high quality and inclusive places through our revised **Schools Strategy**, ensuring provision for rising birth rates and increasing numbers of children with SEND.



We are a council that... cares about our staff and engages them in the future.

**We are One Team -
working together
to improve outcomes
for our residents
and each other**

Our workforce is the lifeblood of our organisation. Their passion, resilience and dedication to local people and places is paramount to the delivery of excellent services, high quality support and innovative and future-focussed change and improvement. The impact of the pandemic is still having a significant impact on resilience, wellbeing and recruitment. It is important that we respond quickly and with agility.

Our People Plan is shaped by our values and outlines how all of our colleagues in Stockport will work together and be supported. This

includes embedding our values, thinking innovatively about recruitment and becoming a more inclusive organisation.

We are also thinking differently about how we use our estate.

The pandemic has transformed the way we work creating opportunities to reduce our office space and make our buildings more climate friendly, suitable for hybrid working and financially sustainable.

Our key priorities for 2022/23 to achieve this ambition will be...

- Continue to embed the five key pillars of our **'One Team' People Strategy** across our workforce.
- Changing the way we recruit colleagues to attract the **best talent**, alongside exploring further opportunities for growing our own and being more inclusive.
- Develop further opportunities for our workforce to **grow and thrive**, from promoting apprenticeships through to leadership development and adopting hybrid working.
- Ensure our values flow through everything we do, for example through new **Performance and Development Reviews** (PDRs), one to ones, recruitment and training
- Launch our **inclusion strategy**, detailing our commitment to be an inclusive employer and how we will do this.
- Embed **hybrid working** through our 'Working our Way' programme.
- Designing the **workplace of the future**, providing a modern, inviting and sustainable working environment designed around flexible, hybrid and agile working practices.



We are a council that...is founded on strong governance and financial sustainability.

We are a strong council which is robust and resilient

The landscape ahead for local public services remains complex and uncertain. We continue to respond to the ongoing impacts of the Covid-19 pandemic, alongside other challenges such as post Brexit arrangements, climate change, new health and care arrangements, rapid technological developments and continued exacerbated inequalities. In this context resilient local public services are critical in providing

much needed local place leadership as well as support and services for local people.

Our unifying themes are built on the solid foundations of strong governance and financial sustainability, supporting our ONE Stockport values and ambitions. These can only be delivered if we have these foundations in place and are able to invest in our priorities through our Medium-Term Financial Plan which accompanies this Council Plan. We recognise that the financial challenges faced by the council also directly impact on

our local residents, businesses and partners. Balancing our pandemic response, alongside core service delivery requirements, whilst delivering longer term change - which is vital for our future sustainability - is acutely challenging. In practical terms this challenge is manifesting itself as increasing backlogs in services across all council departments, stress and pressure on colleagues, difficulty in recruiting key skill areas, and reductions in service offers.

Our key priorities for 2022/23 to achieve this ambition will be...

- Continuing to deliver our **Medium Term Financial Plan**, ensuring the Council remains financially stable.
- Getting the most from our assets, reviewing our service fees and charges, and exploring additional revenue generating opportunities to provide **value for money** for our residents.
- Reviewing our **joint commissioning** arrangements across a range of services, contracts and agreements to ensure these are fit for the future, with a focus on prevention and early help.
- Conducting a review of all spending across the council, and ensuring our **financial systems** continue to be fit for purpose.
- Supporting our elected members to ensure effective and informed **decision making**, and continuing to support remote meetings where necessary.
- Investing in our **civic complex and community buildings** to accommodate flexible working, improve access and reduce our carbon emissions, beginning with refurbishment of Stopford House from early 2022.
- Building independence into **new models of care**, improving outcomes and reducing demand, ensuring people are receiving the right support at the right time based on their level of need.



The Greater Manchester Strategy: Good Lives for All

The refresh of the Greater Manchester Strategy (GMS) has been developed following several months of engagement from across sectors, partners and communities. The **draft strategy** published in December 2021 builds from the issues and actions in the Living with Covid Resilience Plan, and forms the system-wide response to the findings and recommendations of the Independent Inequalities Commission and Sir Michael Marmot's 'Build Back Fairer' report.

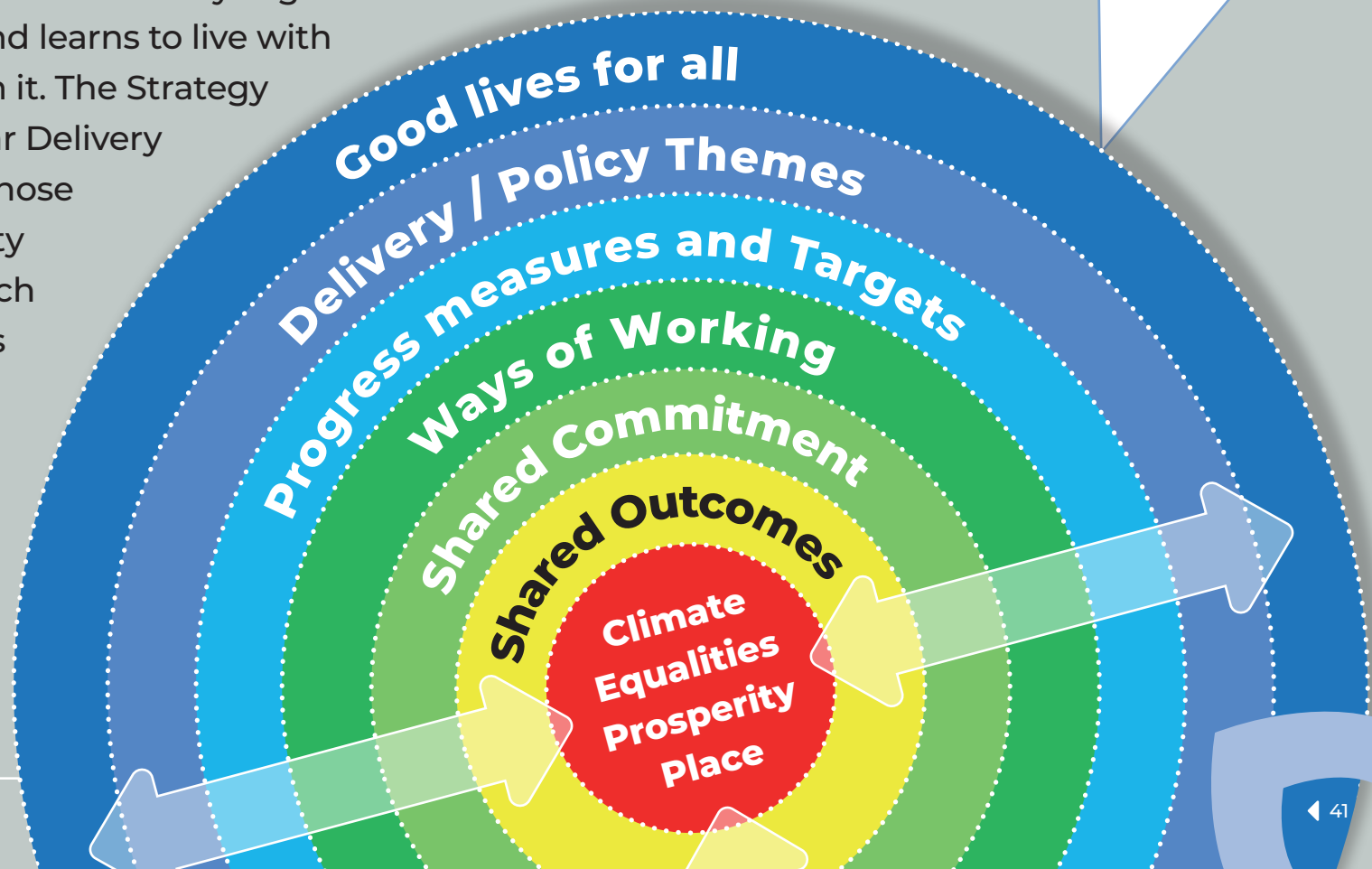
As with Stockport's Council Plan and Borough Plan, the new GMS places the interconnected challenges of climate change and tackling inequalities at its heart, providing the lenses through which Greater Manchester activity should

be framed and challenging where policy or delivery is contrary to climate and equalities ambitions. The GMS positions Greater Manchester as a greener, fairer and more prosperous city-region - delivered through our unique and distinctive neighbourhoods, towns and cities, coming together in a vibrant, successful Greater Manchester.



It sets out shared outcomes and commitments to be attained over the period of the strategy, and which are underpinned by collective ways of working. The draft GMS provides a ten-year vision and direction of travel for Greater Manchester, leading our recovery and renewal as the city-region comes out of the pandemic and learns to live with the ongoing implications from it. The Strategy is accompanied by a three-year Delivery Plan, which initially captures those specific programmes of activity being delivered currently which support the shared outcomes and commitments in the Strategy, with a proposition for the further development of a more comprehensive delivery planning process.

The key themes from the GMS run through our Council Plan, and are aligned with our Borough Plan Outcomes Framework (measures of success p44). These are summarised on the following page. We will report regularly on progress in delivering Stockport's contribution towards the GMS delivery plans alongside the wider benefits and impacts across the city region.



The Greater Manchester Strategy: Good Lives for All

Our Shared Outcomes

The Wellbeing of our people - Vibrant and successful enterprise - GM as a leading city-region.

Our Shared Commitments

Investing in growth - Resilient, safe and vibrant communities – Local communities and places are protected and strengthened – A carbon neutral GM by 2038 – A low carbon, ‘London-style’ fully integrated public transport system – World class smart digital infrastructure – Utilise our world-class growth and innovation assets – Businesses to grow sustainably – Better jobs and good employment – Businesses are able to access the skills and talent they need – All our young people leave education and training ready to succeed – Digital inclusion for all – Safe, decent and affordable housing – Tackling food and fuel poverty – Reduced health inequalities.

Our Ways of Working

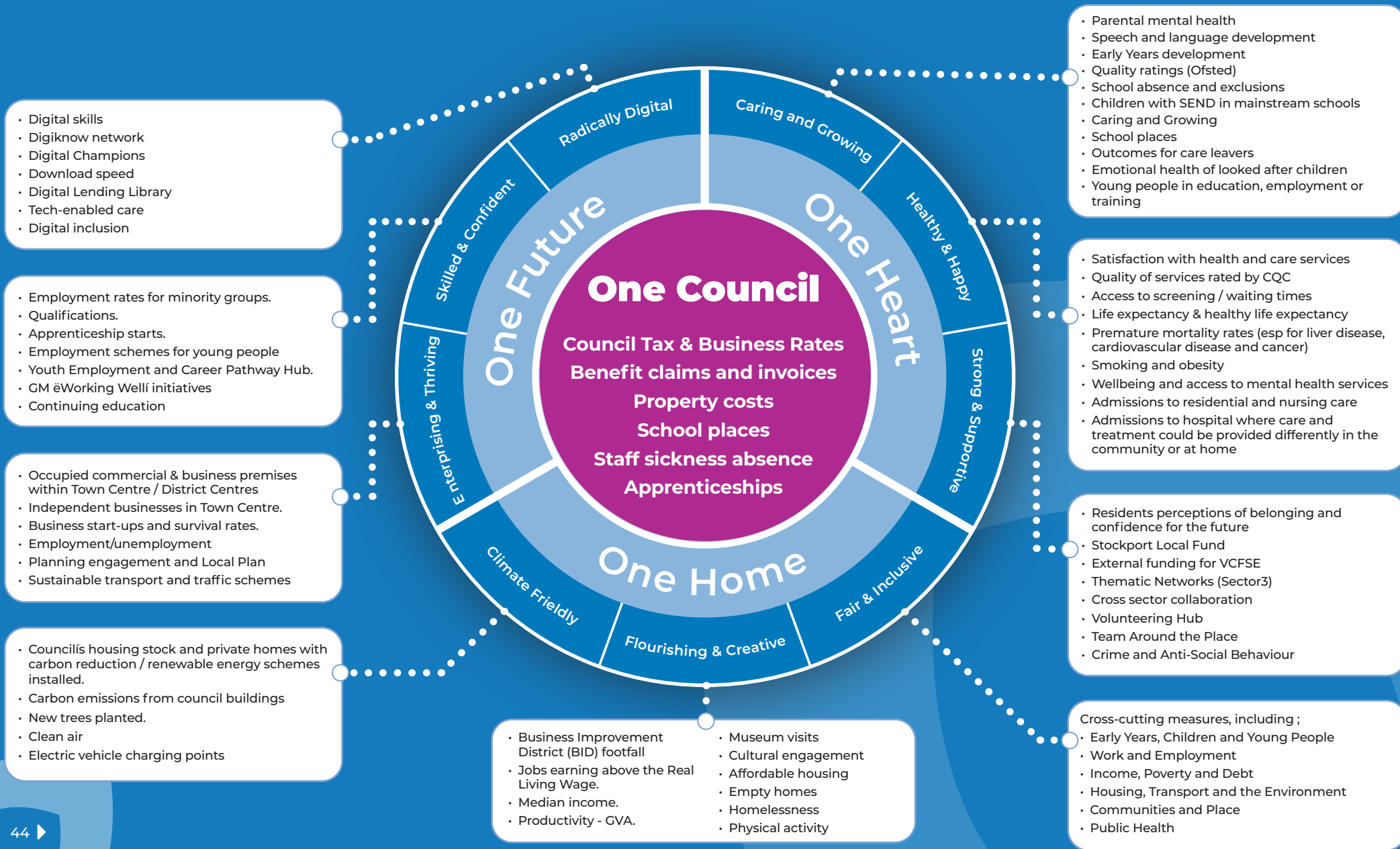
Leadership – Environment – Equality – Involving stakeholders – Effective communication – Progressive procurement and social value – Employing robust, evidence based approaches – Workforce – Innovation – Thinking for the future – Understanding the impacts of our decisions.

Enabled via; GM model of unified services – Investing in the VCSE sector – GM Good Employment Charter – GM Digital Blueprint.



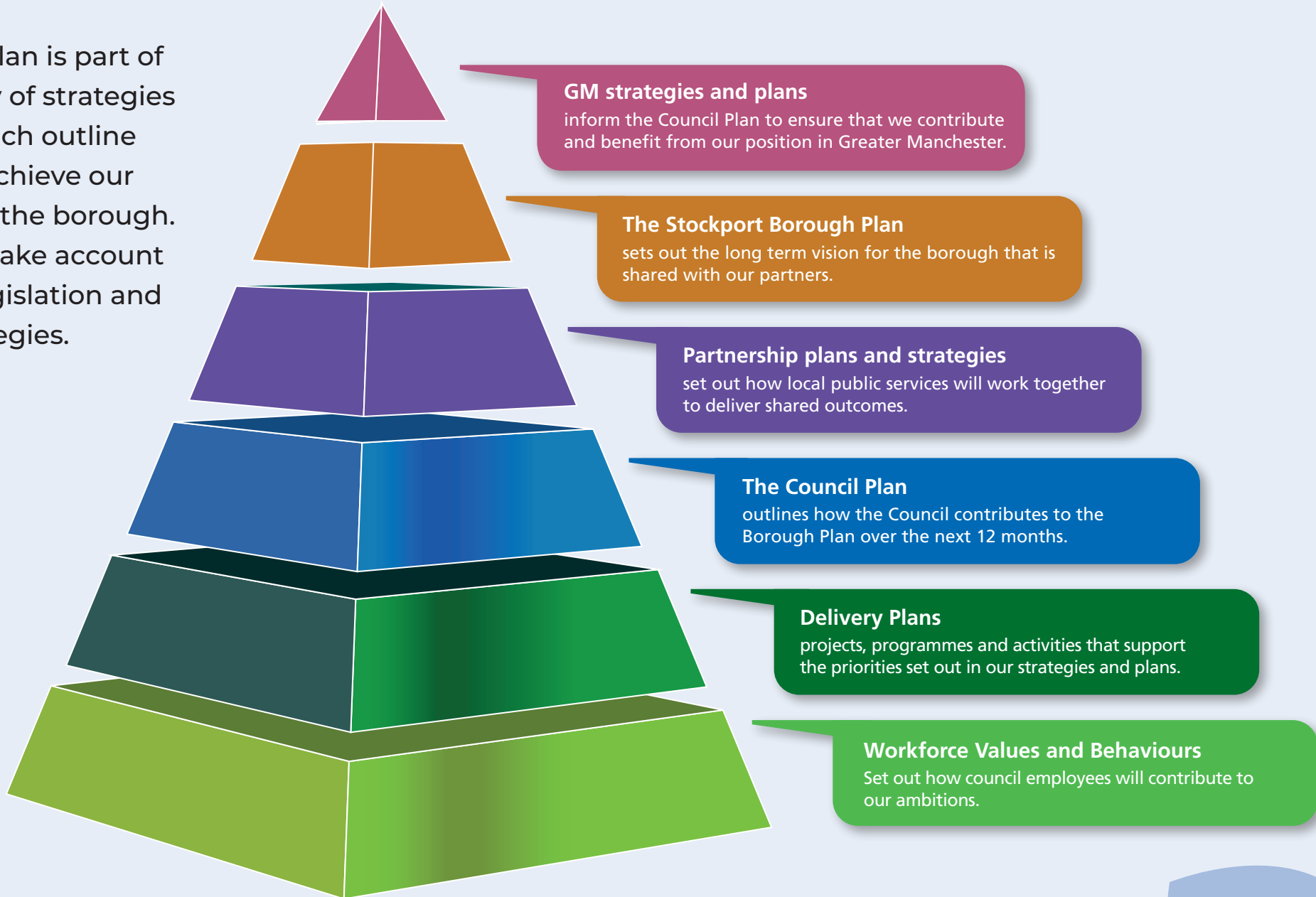
Our measures of success...

We will be launching our Borough Plan Outcomes Framework during 2022 – these are the key measures and outcomes which will reflect progress towards achieving our ambitions for Stockport over the next 12 months.



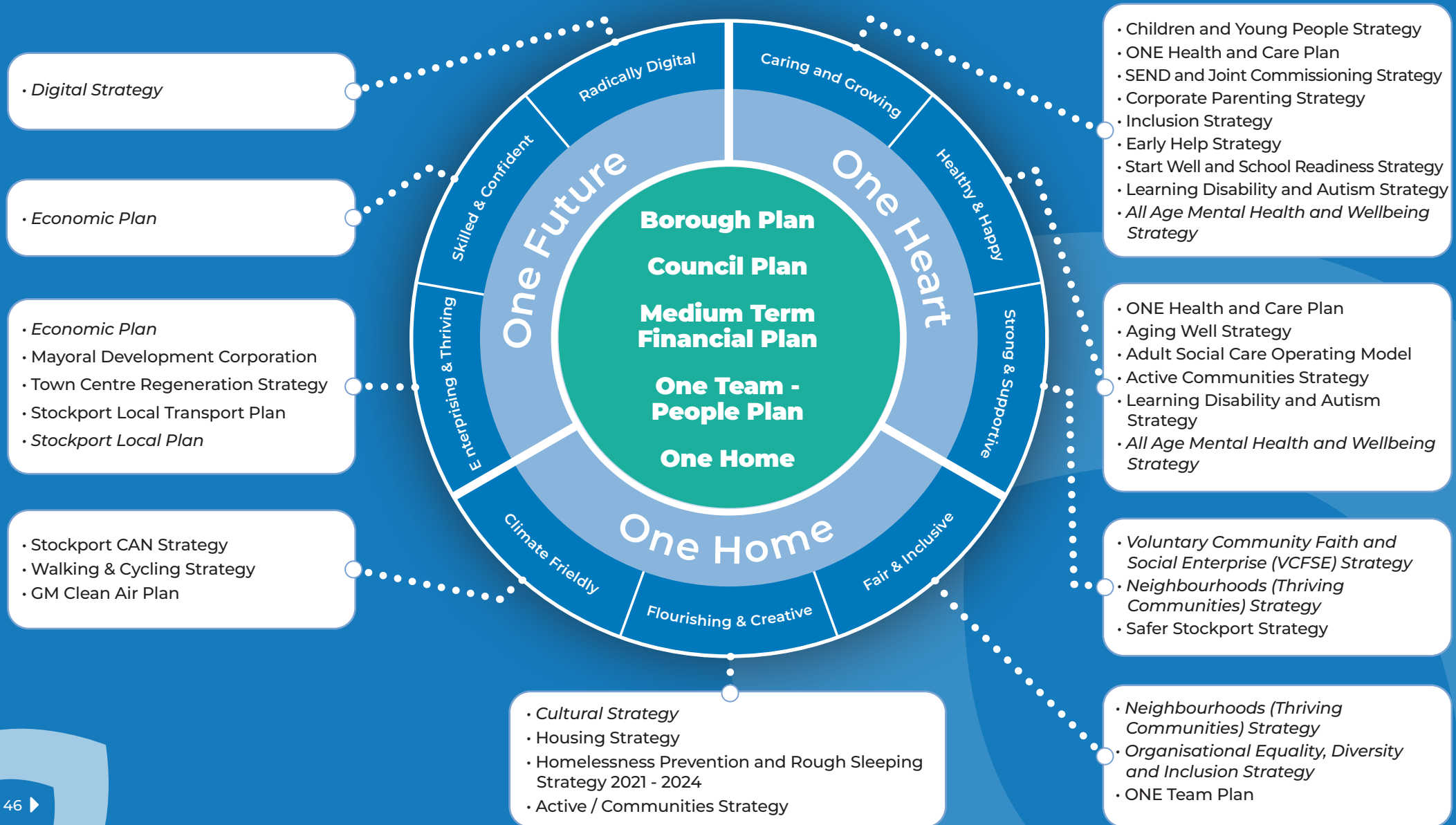
Our Family of Plans

The Council Plan is part of a wider family of strategies and plans which outline how we will achieve our ambitions for the borough. It also has to take account of national legislation and regional strategies.



Delivery plans and accountability

More detail on the issues, planned activity and work in progress to deliver our priorities can be found in the following documents. We'll also be continuing to develop our strategies and plans during the year. Those shown in italics are in development and due to be published during 2022/23.



Priorities and plans delivering on our ambitions will be developed with Cabinet Members and written into Portfolio Performance and Resource Agreements for 2022/23. These agreements include clear measures that allow councillors and residents to monitor service performance and the steps taken to reform the organisation. Measures will be based on the ambitions and priorities set out above, incorporating those within the new Greater Manchester Strategy.

We will continue to report on measures and milestones on a regular basis, and using our performance dashboards, to the Council's scrutiny committees, ensuring clear and transparent accountability to the Cabinet as set out below. Reports are published on the council website.

Theme	Ambition	Portfolio	Scrutiny Committee
ONE HEART	A Caring and Growing Stockport	Children, Family Services and Education	Children and Families
	A Happy and Healthy Stockport	Adult Care and Health	Adult Social Care and Health
	A Strong and Supportive Stockport	Inclusive Neighbourhoods	Communities and Housing
ONE HOME	A Fair and Inclusive Stockport	All	Corporate, Resource Management and Governance
	A Flourishing and Creative Stockport	Economy and Regeneration Sustainable Stockport	Economy and Regeneration Communities and Housing
	A Climate Friendly Stockport	Sustainable Stockport	Communities and Housing
NE FUTURE	An Enterprising and Thriving Stockport A Skilled and Confident Stockport	Economy and Regeneration	Economy and Regeneration
	A Radically Digital Stockport	Citizen Focus and Engagement	Corporate, Resource Management and Governance
ONE COUNCIL	Partnerships and collaboration	Resources	Corporate, Resource Management and Governance
	Workforce – ONE Team		
	Strong Council		



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**ONE STOCKPORT
COUNCIL**

**Stockport
team
ambition
respect**

