METROPOLITAN BOROUGH COUNCIL

Stockport team ambition respect

The Stockport Council Plan 2020/21



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Introduction



This plan sets out Stockport Council's ambitions for the next 12 months, framed by the shared outcomes of our Borough Plan. At the heart of this plan are the people, place and communities

of Stockport. Enabling improved outcomes for all our citizens and communities and ensuring that they can be resilient, independent and lead happy, healthy lives is a fundamental part of our ambition, what we do, why we do it and how we work.

We're proud of our achievements over the last year, a result of the collective hard work of partners, including the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector, businesses, communities and people of Stockport.

We have continued to focus on the regeneration of our town centre, and we launched the first Mayoral Development Corporation in Greater Manchester in September 2019. This will aim to unlock development sites and accelerate the speed of transformation within Stockport's Town Centre, creating 3,000 new homes through a neighbourhood that would adapt the town centre to meet changing demands nationally. As a walkable neighbourhood in the heart of Stockport, it's hoped that Town Centre West will become Greater Manchester's newest, coolest, greenest urban neighbourhood.

It has been a long held ambition of the Council to bring the Metrolink network to Stockport, and the

recent announcement brings us a step closer to making Stockport, already one of the best connected towns in the north, even better connected.

We are re-designing our children's and adult's services to put people at the heart of everything we do. Within our Stockport Family Partnership, we have joined up services within local areas. We have used the learning from pilot projects in Brinnington and Werneth to ensure we are working closely with schools and the community to help identify and deliver their priorities. We have also focussed on inclusion and have codesigned a transformation programme with children and young people with special educational needs and disabilities and their families.

Across adult social care, a programme of whole service transformation is underway that will enable the Council to provide a sustainable adult social care service. This will have a focus on prevention and early intervention, ensuring that all our residents can be supported to live their best lives.

Our ground-breaking Digital by Design programme is continuing to deliver service improvements and we were proud to see Stockport Council winning the 2019 Municipal Journal Digital Transformation Award. The award also acknowledged the support provided to help people and local communities improve their digital skills and confidence through DigiKnow and similar initiatives.

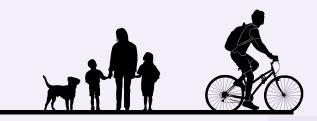
In striving to achieve our ambition for the future of Stockport, we face challenges. We have commissioned an independent review into the causes of flooding in the summer to help us understand what action is needed. We are also working with partners to develop a Climate Change Action Plan aimed at making Stockport 'carbon neutral' by 2038.

In addition, the growing ageing population and current complexity, volatility and uncertainty of local government funding demands difficult decisions about how we allocate and prioritise spending to ensure financially sustainable, inclusive and outcomefocussed services for the citizens of Stockport.

Whilst the challenges and uncertainty are significant, we remain committed to delivering the ambitions and priorities for Stockport that we've set out in this plan. Fundamental to this will be a collaborative approach, working together in local neighbourhoods to enable resilient, aspirational and independent citizens and communities.

Next year's Council Plan will be informed by work to develop our Borough Plan with partners. We've a clear set of priorities for the coming year and some big ambitions not least for our town centre and digital services but most of all for achieving the best outcomes for Stockport people.

Cllr Elise Wilson Leader, Stockport Council



2 Our achievements

This plan builds on our achievements, supported by our partners, against our ambitions over the last 12 months:

Stockport people are making positive choices and being independent

• Over **3,400** people were helped to live more independent lives

- 93% of adults with a learning disability 706 people were supported to live at home
 - Fewer adults are smoking in Stockport down from over 15% in 2015 to 13.3%

People who need support are getting it

Over 4,000 people accessed our referral and assessment 'triage' team
Over 90% of Stockport's residential and care homes are rated as 'good' or 'outstanding'
There are 365 children in care and 230 subject to a Child Protection Plan

Stockport is benefitting from a thriving economy

- 95% of our 'Incubator' space for start-up businesses is occupied
- Over 5,000 new jobs have been created since 2016 by new businesses in Stockport
- The number of people visiting Stockport Marketplace has increased by 6.3% in 2019

Stockport is a place people want to live

• Over **2,000** new homes have been built in Stockport since 2017 including **689** 'affordable' homes

- CO2 emissions reduced from 4.2 to 3.7 tonnes per head between 2014 and 2017
- There has been a 22% improvement in the condition of Stockport's roads since 2015

Communities in Stockport are safe and resilient

- Over 70 community groups have benefitted from the Stockport Local Fund
 - There are almost **1,700** voluntary and community groups in Stockport
- 352 students in continuing education (almost **44%**) are from priority areas

Our ambitions, values and how we will deliver

3

Our ambition

We are ambitious for Stockport.

We believe that Stockport is a great place to live, work, play and connect, and want to continue to develop a thriving borough, with happy, healthy people. We want to create a borough we're all proud of, ensuring that all in our communities can prosper.

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In 2015, with our partners across the borough, we shaped our aspirations for Stockport and committed to working together with our community to deliver **five core outcomes** that we believed would give our citizens the best possible opportunities to succeed:

These outcomes frame our plan for our people, our place and our communities. We have taken the step in this plan of merging the first two of these outcomes. This recognises that provision of universal services that help people to help themselves and targeting support where it is most needed are fundamentally linked. Several of our key delivery programmes and projects are focussed on both early intervention and targeted support for people and communities with greater needs. Stockport people are able to make positive choices and be independent and those who need support will get it

Stockport will benefit from a thriving economy

Stockport will be a place people want to live

Communities in Stockport will be safe, resilient and inclusive

We know that the Council can't achieve these ambitions alone and we need to work with partners, businesses and communities to ensure that everyone in Stockport benefits.

Over the next 12 months we'll work with residents, officers, elected members and partners to develop a new Borough Plan. We'll engage with local people to ensure our plans respond to their aspirations and ambitions for themselves, their borough and their communities, genuinely putting the people of Stockport at the heart of what we do.

We are engaging with local people on how they want Stockport to look in 2030. 'Our Stockport Conversation' started with young people in early 2020, helping shape future priorities for the borough. We will continue to work with colleagues across Greater Manchester (GM) to ensure Stockport is well placed to shape and benefit from the opportunities presented by devolution. We will continue to work together on cross-regional priorities, such as the Greater Manchester 5-Year Environmental Plan and take the lead on priorities such as GM Digital. We will continue to lobby government for further powers and increased devolution.

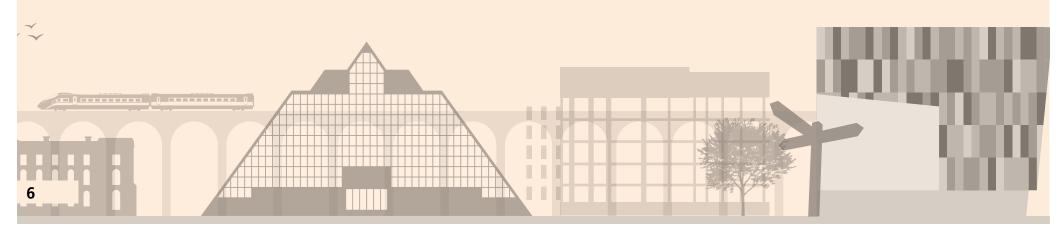






A PLAN FOR OUR BOROUGH 2015-20





Our values

Through our organisational values and behaviours, we have put the borough and its citizens at the core of what all colleagues across the organisation do.

Our values and behaviours were launched in 2018 and run through everything we do as a council. Our values were designed with our workforce and speak of the importance of our workforce to how we do business the Stockport way and what we can achieve through this plan.

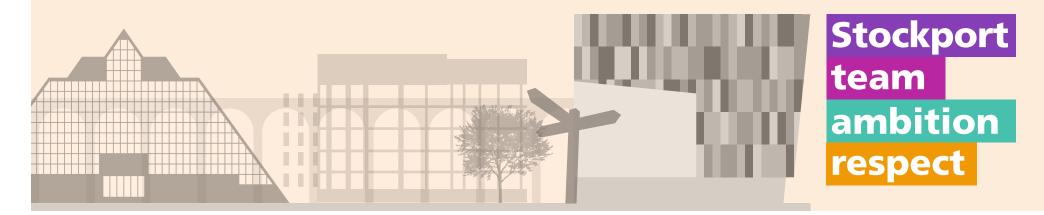
We will develop these values further with all staff in the next year – focussing on 'Putting the people of Stockport at the heart of what we do'.

As part of this, we want to change the way we communicate and work with residents, taking a different approach to our communications, consultation and engagement. To keep people of **Stockport** at the heart of what we do

To succeed as a **team**, collaborating with colleagues and partners

To drive things forward with **ambition**, creativity and confidence

To value and **respect** our colleagues, partners and customers



How we will deliver our ambition

Our medium-term strategy continues to focus on the five themes identified in our last plan. We have used these as a lens with which to view services and make choices. This enables us to shape council services in a way that delivers against our ambitions and priorities for Stockport and is sustainable and efficient.

- Getting more out of our spending ensuring that we get the most out of every pound we spend. We know there is more we can do to ensure that internal and externally commissioned services are organised around the people and places they serve.
- Improving citizen experience to meet the expectations of our citizens for modern, and a radical digital programme.

- Making sure we have the right property in the right places - considering collectively with our partners and communities how we use the land, building and spaces available within our borough.
- **Exploring opportunities to share services** with other organisations - building on where we already share the management and delivery of services, we will increasingly explore such approaches on a proactive basis in order to improve resilience and safeguard the quality of service by creating economies of scale.
- Creating an organisation fit for the future. As the Council changes, we will have a smaller workforce, and one that will need to include a wider range of skills. We will need to ensure we have a bold, resilient and talented workforce with the right skills. shared values and crucially a commitment to Stockport.

This will result in changes to the way that our services are delivered, creating new partnerships and relationships with our partners and our communities. We will need to think differently and creatively about how we use our resources and space, reshaping how we work to deliver services that enable greater independence and resilience.



Plan on a page

Stockport people are able to make positive choices and be independent and those who need support will get it.

- Supporting parents and carers to give children and young people the best start in life.
- Supporting children and young people with special educational needs to be happy, achieve their goals and feel part of their local community.
- Delivering a new operating model for Adult Social Care which will help the people of Stockport live their best lives possible.
- Improving health outcomes and reducing inequalities across key life stages.
- Joining up the way we work to put people and communities at the heart of how we support people as they start life, get on and grow old.

Stockport to benefit from a thriving economy

- Sustain a thriving local economy
- Increasing employment and skills
- Regenerating our Town Centre
- Delivering world class transport connections.

GM PRIORITIES

- Children are starting school ready to learn.
- Young people are equipped for life.
- Healthy lives with quality care available for those that need it.
- An age friendly Greater Manchester.

GM PRIORITIES

- World class connectivity that keeps Greater Manchester moving.
- A green city region and high quality culture & leisure offer for all.
- Safe, decent and affordable housing.

Stockport to be a place that people want to live.

- Taking action on climate change.
- Developing the homes we need.
- Improving and maintaining our natural and built environment
- Active Communities.
- Positive place shaping

GETTING MORE OUT OF OUR SPENDING IMPROVING CITIZEN EXPERIENCE SHARING RVICES WITH OTHER GANISATIONS MAKING SURE WE HAVE THE RIGHT PROPERTY IN THE

RIGHT PLACES

GM PRIORITIES

- A thriving productive economy in all parts of GM.
- Good jobs with opportunities for people to progress and develop.

GM PRIORITIES

Safer and stronger communities.

Stockport communities to be safe, resilient and inclusive

- Strengthening resilience and protecting our communities.
- Enabling all residents to benefit from opportunities that growth creates.
- Place-based working.
- · Collaborating with communities.

Stockport Council Plan 2020/21

Stockport people are able to make positive choices and be independent and those who need support will get it

We know how important it is for people to be independent and confident in making choices about their future or the support they need. Many people look to family, friends and their local community to support them through key moments in their lives. We will seek to promote independence and resilience, creating opportunities for people through informed choices. For this to happen, children need the best start in life, learners need to be able to reach their potential and people need the knowledge, opportunity and support to live well, at all ages.

While we will promote independence and resilience, we recognise that there are times in a person's life when they will need access to more support, and in some cases specialist services.

This support must help people live as independently as possible and offer choice and control. Where there is risk of harm, appropriate steps to safeguard and protect people will be needed in order to achieve this outcome. Our achievements over the last year include...

- Introducing a new 'customer pathway' for adult social care, helping people live as independently and healthily as possible.
- Achieving UNICEF 'Baby Friendly' accreditation in recognition of work to support breastfeeding and help parents provide the best possible care for their children.
- Stockport recorded the best take-up rate in the country for flu vaccinations.

- Stockport's care homes were the most improved across Greater Manchester based on ratings by the Care Quality Commission (CQC).
- We have made progress towards Stockport becoming more 'Age Friendly', including publication of 'Healthy, Happy Homes' setting out our future vision for all-age living.
- Stockport has had positive OFSTED and CQC reports on the MOSAIC drug and alcohol service for young people, children's safeguarding services and our supported living service.





1.1 Supporting parents and carers to give children and young people the best start in life.

- We will continue to embed our Stockport Family and education delivery model and relational approach to working with children, young people and their families across all services.
- We will build on the learning from the Brinnington and Werneth pilots to ensure that services work together in communities and wrap around our schools to improve outcomes for children and young people.
- We will work with partners to support children and young people to live safely and happily within their families, we will intervene and protect if necessary and make Stockport as safe as possible for our children and young people.
- We will work with partners to raise standards in school, improve attendance and inclusion and improve education outcomes, with a focus on children and young people from disadvantaged backgrounds.
- We will also work with partners to support young people to successfully transition out of secondary school life ready and equipped for work and lifelong learning.

1.2 Supporting children and young people with special educational needs to be happy, achieve their goals and feel part of their local community.

- We will continue drive forward our transformation programme to improve outcomes for children and young people with special educational needs and disabilities.
- We will work with Stockport Clinical Commissioning Group and wider partners to deliver our joint commissioning plan.
- We will work proactively with parents, carers, young people and other partners, embedding our co-design charter in everything that we do.
- We will work with schools and settings to improve inclusion so that children and young people can attend provision locally, in their own community.

1.3 Delivering a new operating model for adult social care which will help the people of Stockport live their best lives.

- We will promote independence within our communities by providing information and supporting connections to activities and networks within their local area.
- We will work with our partners to provide a 'front door' to high quality support to residents that meets their needs and helps them to live their best lives.
- We will work closely with our partners to better join up our customer journeys.
- We will support and empower our staff to use an approach that focusses on strengths to provide high quality person centred support for residents that is appropriate for their level of need.
- We will continue to strengthen the way we protect vulnerable people from harm, working with partners to identify risks to prevent harm occurring, supporting people to keep themselves safe, and having complex safeguarding arrangements in place.



1.4 Improving health outcomes and reducing inequalities across key life stages.

- We will work with partners to focus on a whole system approach to improving population health and health inequalities.
- We will work on the wider determinants of health such as employment, housing, education and community safety.
- We will work on the lifestyle determinants of health such as supporting residents to be active, smoke free, and fully utilising vaccination and screening opportunities.
- We will support residents to be connected to their communities and support communities to have the capacity to respond.
- We will deliver services for people that are joined up and responsive to the needs of residents and not for the convenience of services.

1.5 Joining up the way we work to put people and communities at the heart of how we support people as they start life, get on and grow old.

- We will develop an inclusion strategy that extends across the life course and ensures that everyone has equal treatment and equal opportunity.
- We will work together across children's and adult services to ensure an all age approach to disability and vulnerability.
- We will develop an all age approach to caring and supporting people through their life.
- We will undertake a fundamental review of our early intervention and prevention provision across the life course to understand what is having the biggest impact and inform strategic commissioning priorities.

Our delivery strategies and plans

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.

- Joint Health and Wellbeing Strategy 2017-2020
- Locality Plan for Health and Care
- Stockport Ageing Well Strategy
- 'Healthy, Happy Homes': Stockport's All Age Living Prospectus
- Youth Justice Plan
- Local Account of Adult Social Care

Measuring our impact

- Children school-ready and young people prepared for adulthood
- Raised attainment levels for all Stockport children and young people
- Numbers of children in care
- Numbers of children with a Child Protection Plan
- Numbers of vulnerable adults engaging with the MAARS
- Healthy lifestyles more active people, fewer people smoking and drinking heavily
- Reducing premature mortality rates and increasing healthy life expectancy
- Fewer delayed transfers of care from hospital and reduced waiting times for care
- Fewer older people admitted to hospital, with more supported at home to recover
- Improved access to high quality care services

Stockport will benefit from a thriving economy

Stockport plays a key role in the economy of Greater Manchester, and many residents both benefit from, and help create a thriving local economy. The borough still has pockets of above-average deprivation however, where skills, training and wider support are key to help people to gain employment.

Achieving this outcome also means making the right investments across the borough, but particularly to help our town centre to fulfill its potential including transformation of Stockport Town Centre West into Greater Manchester's newest, coolest, greenest urban neighbourhood.

Our achievements over the last year include...

• Establishing a Mayoral Development Corporation that will help realise ambitious plans to transform Stockport Town Centre West and bring Metrolink to Stockport.

- Transforming the Market Place (including the Produce Hall), which has contributed to reversing recent declines in footfall to the area.
- Redrock, Stockport Exchange and Aurora bringing new business, retail and leisure facilities to the town and providing employment opportunities and attractions benefitting people from Stockport and beyond.
- Developing Employment and Skills Agreements between a number of key employers, Stockport College and schools, enabling a range of student site experiences and work placements.







2.1 Sustain a thriving local economy

- We will focus on promoting and developing a strong and sustainable local economy, creating the conditions for community wealth building with more people sharing in the benefits of growth in Stockport.
- We will provide support that helps to establish new small and medium size businesses and enables existing ones to thrive.
- We will promote Stockport as an attractive place for employers to locate and provide support to improve our District Centres.
- We will maximise the impact of our cultural and heritage assets to deliver a quality cultural offer for all.

2.2 Increasing employment and skills

- Through our Work and Skills Board, we will seek to deliver our work and skills priorities to support the GM Local Industrial Strategy, for example through promoting apprenticeships, increasing business connections with education and training providers and increasing the number of jobs that pay the real living wage.
- We will support young people and those furthest from the job market, to help them back into work or training through a range of initiatives, such as 'Working Well'.

2.3 Regenerating our town centre

- We will work with partners to develop the physical and business infrastructure in and around Stockport Town Centre improving access to it and attracting more people and businesses with a great mix of retail, commercial, leisure and residential opportunities.
- We will complete and fully let the Stockport Exchange phase three six-storey Grade A office building next to the existing Stockport Exchange offices.
- We will redevelop Merseyway Shopping Centre with Adlington Walk, the covered area next to the main shopping mall, creating a welcoming arrival point for visitors to the centre.
- We will bring together partners to unlock the potential for our long-term ambition of large scale regeneration for the Town Centre West site through the Mayoral Development Corporation.

2.4 Delivering world class transport connections -

- We will play our part in delivering world class transport connections that support long-term sustainable economic growth and access to opportunities for all.
- We are committed to prioritising improvements to public transport through the Town Centre Access Plan and Stockport Interchange, including delivery of plans to bring Metrolink to Stockport.

Our delivery strategies and plans

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.

- Stockport. Change Here
- Stockport Mayoral Development Corporation
- Stockport Local Plan

Measuring our impact

- Reducing unemployment and increasing skills across the workforce
- More new jobs created and increased employment opportunities for all residents
- Higher footfall and occupancy rates in our town and district centres

Stockport will be a place people want to live

Stockport is a really great place to live, work, play and connect. It has excellent transport links, a range of diverse and vibrant neighbourhoods and varied and interesting green space and public parks.

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We want to ensure that homes, jobs, services and open spaces continue to be clean, green, sustainable and accessible to local people in all areas of the borough.

As we reshape to meet the demands of the 21st century, taking action on climate change in our daily lives, homes and businesses will be a priority for us.

Our achievements over the last year include...

- Our Highways Investment Programme has delivered reduced claims and reactive maintenance costs as well as improved roads and pavements.
- Our Street Lighting Investment Programme has continued to upgrade our streetlighting using more effective and efficient LED technology.
- The Viaduct Housing Partnership has delivered a range of new affordable homes for shared ownership, outright sale and affordable rent across the borough. The Partnership was shortlisted in the 'Inside Housing Development Awards 2019.'





3.1 Taking action on climate change

- We will develop a climate change action plan as we strive to be carbon neutral by 2038.
- We will work with colleagues across Greater Manchester to deliver the 5-Year Environment Plan and develop a Clean Air Plan to improve the air we all breathe.

3.2 Developing the homes we need

- We will increase the availability of, and access to, quality and affordable housing across all tenures.
- We will work to deliver housing that will support all of our residents to live well into older age, for example, through our All Age Living Prospectus 'Healthy, Happy, Homes'.
- We will work with the Mayoral Development Corporation to develop a walkable neighbourhood in Stockport Town Centre West with 3,000 new homes.

3.3 Improving and maintaining our natural and built environment

- We will work in neighbhourhood teams to increase recycling, maintain and enhance our parks and greenspaces and reduce flytipping.
- We will continue to undertake programmed and reactive improvements to the borough's highways and footways, through our Highways Investment and Street Lighting Programmes.
- We will work with independent consultants, local residents and businesses following last summer's flooding to develop and implement measures to mitigate future flooding incidents.

3.4 Active Communities

- We will implement the Stockport Active Communities Strategy which will create the conditions for residents and communities to be as physically active as possible.
- We will continue to focus on creating and sustaining an environment that promotes physical activity and amending the built environment to encourage physical activity such as walking and cycling.
- We will support community groups that deliver physical activity and ensure the provision of appropriate facilities where required.
- We will have a particular focus on supporting older residents and vulnerable children and young people to have the opportunities to be more physically active.

3.5 Postive place shaping

• We will continue to work with local communities to shape how we use our land and physical assets. This will be reflected in our Local Plan and investment programmes, alongside development of the GM Spatial Framework.

Our delivery strategies and plans

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.

- Local Development Core Strategy 2011-2026
- Stockport Council Housing Strategy 2016-2021
- Stockport Homes Delivery Plan 2016-2021
- 'Healthy, Happy Homes': Stockport's All Age Living Prospectus
- A Plan for Walking and Cycling in Stockport 2019-2029
- **16** Active Communities Strategy

Measuring our impact

- More new and affordable homes for those in housing need
- Fewer homeless people
- A green, clean and well-maintained environment
- More of our waste being recycled and less residual waste
- Greater levels of physical activity reported in Sport England's 'Active Communities' surveys.

Communities in Stockport will be safe, resilient and inclusive

We are stronger when we feel we are safe and that we belong. A safe, resilient community is one in which people are happy, friendly and understand the impact of their decisions on others. Social relationships help people feel safe and give them the confidence to cope with change.

We want communities in Stockport to care for each other and to use the resources they have collectively and as individuals to meet daily challenges. This includes reduced crime, reoffending and anti-social behaviour, and increased support for victims. We also want to ensure that all our residents share in prosperity, benefitting economically and socially, particularly those in our more deprived neighbourhoods.

Our achievements over the last year include...

- Partnership work with Police, Youth Offending Service and local schools to tackle anti-social behaviour, and raise awareness of hate crime and knife crime.
- Empowering communities and connecting people through our £1m Stockport Local Fund.





4.1 Strengthening resilience and protecting our communities

• We will work with our local communities, partners and across Greater Manchester through the Safer Stockport Partnership to tackle crime, anti-social behaviour, support victims and strengthen community cohesion.

4.2 Enabling all residents to benefit from opportunities that growth creates

• We will develop an approach to community wealth building that uses land, property, procurement and employment to benefit local people.

4.3 Place-based working

- We will develop a model of neighbourhood working that enables local partners to work together more effectively and meets the needs of individuals and communities through an understanding of local strengths and assets.
- We will build on the learning from place based working in Brinnington and Tame Valley to support people to be happy, well and connected to their communities.

4.4 Collaborating with communities

- We will continue to re-shape our relationship with our local community and voluntary, community and social enterprise (VCSE) sector through co-designing a Stockport Local Strategy.
- We will speak to residents about the future of the borough through 'Our Stockport Conversation'.

Our delivery strategies and plans

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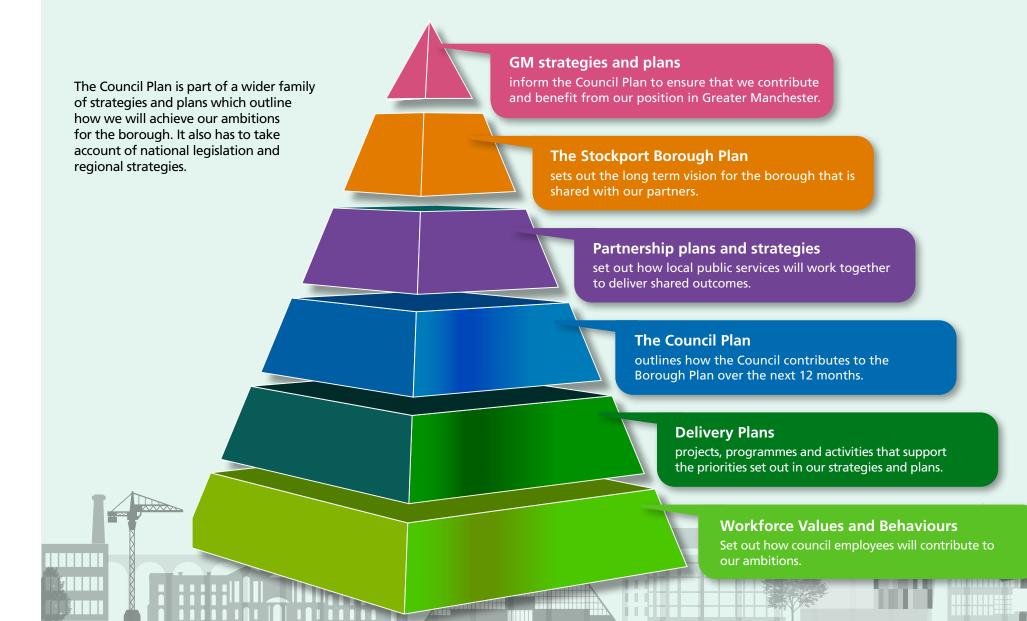
• Safer Stockport Partnership Plan 2018-21

Measuring our impact

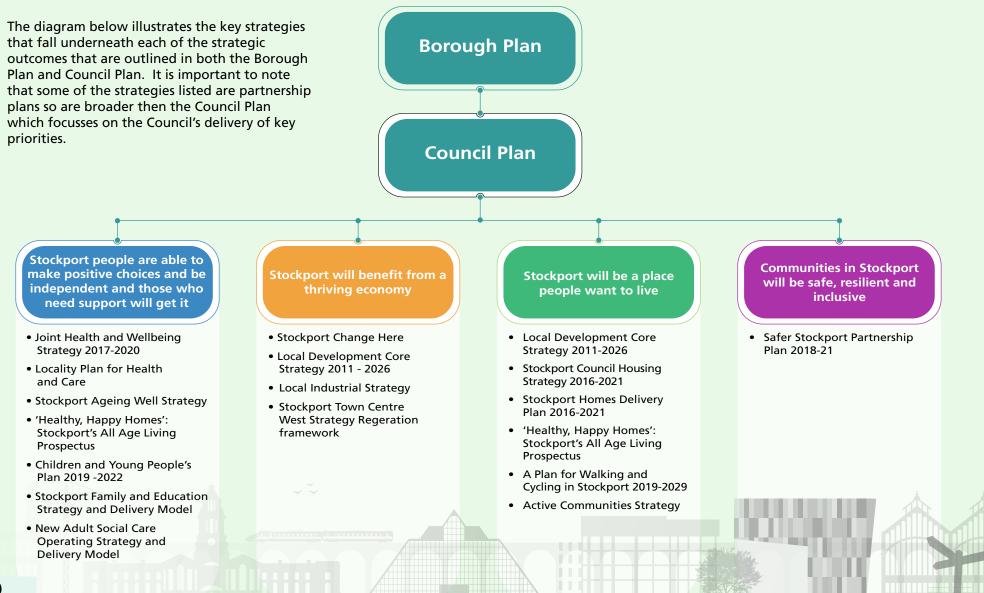
- Reduced crime and anti-social behaviour
- More confident communities
- More applications to the Stockport Local Fund
- Improved outcomes for our residents in our priority areas



Our family of plans 6



Delivery plans and accountability



Delivery plans and accountability

Priorities and plans delivering on our ambitions will be developed with Cabinet Members and written into Portfolio Performance and Resource Agreements for 2020/21.

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 Greater Manchester Strategy.

We will continue to report on measures and milestones on a regular basis 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

Outcome	Portfolio	Scrutiny Committee	
Stockport people are able to make positive choices and be	Adult Care and Health	Adult Social Care and Health	
independent and those who need support will get it	Children, Family Services and Education	Children and Families	
Stockport benefits from a thriving economy	Economy and Regeneration	Economy and Regeneration	
Stockport is a place people want to live	Sustainable Stockport	Communities and Housing	
Communities in Stockport will be safe, resilient and inclusive	Inclusive Neighbourhoods		
Organisational, crosscutting and enablers	Resources, Commissioning and Governance Citizen Focus and Engagement	Corporate, Resource Management and Governance	



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