



STOCKPORT
METROPOLITAN BOROUGH COUNCIL

The Stockport Council Plan 2018/19



Introduction

The Leader of Stockport Council



2017 has been an eventful and momentous year in many respects at both a local and national level. It has also been a significant year for Stockport since our last Council Plan, and it is pleasing to reflect on a number of areas of visible progress. I'd like to thank our residents, communities, partners, businesses and council employees for helping to make all this happen.

Our new business district at Stockport Exchange has surpassed all expectations, with the level of demand reflected by letting and occupancy levels, and Phase 2, approved in August, commencing in 2018. The opening of Redrock at the heart of the town puts Stockport firmly on the map as a major leisure destination, along with investment in improving access to our thriving Town Centre. In addition, exciting plans for renovation of Merseyway and improvements to Stockport Market are already in development. 2017 also saw the creation of the Viaduct Housing Partnership with Stockport Homes, helping us to build much-needed affordable housing in the borough.

These improvements are not just physical but will also benefit the financial position of the Council, with more visitors, businesses and new homes bringing more economic activity, jobs and council revenue. Alongside this, major progress has been made transforming our services to meet the challenges of reduced funding and increasing demand. Integration of Stockport's health and social care services at a local level is

being led by Stockport Neighbourhood Care, whilst the quality of our children's services and leading role in establishing a NW Adoption Agency has been acknowledged by OfSTED. Our digital innovations are helping reduce costs and improve access to information and services, with the Digital by Design programme also achieving national recognition.

Throughout these efforts to maintain and improve services, our focus on achieving a sustainable financial future for the Council remains firm. There remains a great deal of uncertainty around the future funding of Local Authorities in addition to a range of factors outside our immediate control. As we approach a decade of austerity, the Council has already achieved savings of £100m, with a further £47m to be found in the next five years. Without careful planning and a continuing programme of service reforms to make our funding stretch as far as it can, the impact of these cuts would be devastating. We must be under no illusions, this represents the biggest financial challenge in the history of Stockport Council.



Whilst the Government has provided additional funding such as the improved Better Care Fund and Adult Social Care Grants to support the increasing demand pressures particularly in relation to social care services, this is only temporary one-off resource and only goes some way to address the problems faced. Like many other Local Authorities across the country, the Council continues to face significant costs as a result of increased demand and demographic trends in both its Children's and Adult Social Care services. It is regrettable that the Government continues to respond to this through a focus on Council Tax increases, shifting the burden on to our residents. We remain reluctant to raise money in this way (despite this being the Government's expectation), aware of the financial pressures Stockport residents already face. Therefore we must look to balance increasing our income with spending reductions, whilst also looking to protect and enhance front-line services upon which our most vulnerable residents rely. We remain committed to extensive, meaningful and transparent public consultation as part of this process, and we have already responded to feedback by reconsidering a number of our initial proposals.

We have long acknowledged the stark inequalities in the Borough and know that the benefits of growth have not always been shared equally. Ensuring that all residents can benefit from Stockport's economic growth, and providing job opportunities and better access to employment for local people is central to our vision and plans to tackle poverty and inequality. For these reasons, we are placing Inclusive Growth at the heart of the Council Plan and our shared plans with local businesses and partners. Our aim is to foster inclusive growth so that all communities enjoy quality life chances, and reap the benefits of a growing economy in terms of jobs, prosperity and access to public services which meet the needs of Stockport residents now and in future. We are committed to making this a reality and will report regularly on progress on these issues.

Since the establishment of the Greater Manchester Combined Authority and election of Andy Burnham as the GM Mayor, devolved powers and future plans are rapidly taking shape across our city region. Through this we are ensuring Stockport's voice is heard and amplified, whilst holding the Combined Authority to account. As part of this we have incorporated the key priorities set out within the Greater Manchester Strategy into our Council Plan, enabling us to align these with local priorities and monitor delivery and outcomes in future. I look forward to working closely with the Mayor to bring improvements to public transport and develop long-term plans for future housing development in the borough.

I am determined that our long-term vision for Stockport Council will help us deliver a revitalised and vibrant Stockport, which offers opportunities for all our residents to play their part, and reach their full potential. I know that you will all continue to contribute and look forward to updating you on how we are delivering on these priorities over the next 12 months.



Alex Ganotis
Executive Leader, Stockport Council



Contents

Delivering our Ambitions. 5

Our shared outcomes 9

1 People are able to make informed choices and be independent 10

2 People who need support get it 12

3 Stockport benefits from a thriving economy 14

4 Stockport is a place people want to live 16

5 Communities in Stockport are safe and resilient 18

Reforming our council 20

Greater Manchester Priorities 22

Measuring our impact on outcomes. 24

Ensuring clear accountability. 25



Delivering our ambitions

Over the past 8 years the Council has made significant changes to the way it works with local communities and partners to meet local need and deliver services. This is in the face of substantial change to local government financing and increasing levels of demand for our services.

Since last year's Council Plan, we have spent time learning and testing new ways of working such as through our place based early adopter sites. We have been shaping our thinking through our working papers, engagement and in collaboration with partners, businesses and local residents on a range of issues and ideas from our local spatial framework to how we work with and invest in new ideas within our communities. We also made significant steps in progressing our ambitions for our Town Centre with the opening of Redrock, our £45 million new leisure and cinema complex in the heart of the Town Centre, and the further development of Stockport Exchange. Throughout this we have kept true to our original principles and these have guided and shaped our approaches and ambitions.



- Addressing, together, the need to become financially self-reliant by 2020, as well as how we will need to reduce spending in the medium term.
- Being open about what service performance standards are acceptable, resourcing accordingly and being clear about the impact.
- Focusing on inclusion, particularly in our more deprived neighbourhoods.
- Growing our local economy and supporting people so they can get good jobs is the best way to promote individual and community independence.
- Maximising income to protect vital services.
- Integrating service delivery, management and back-office – across the Council, places and sectors.
- Designing in digital solutions and self-service wherever possible.

As we move towards a self-financing funding model by 2020, we are well placed to build upon these strong principles, progress and relationships. We have lots to be proud of in Stockport and this year we particularly want to build on these foundations and the strengths that already exist within our local communities, to put into practice our learning and deliver radical change, providing a platform for sustainable and inclusive growth within Stockport.



This year we will...

■ Grow a Healthy and Inclusive Economy

This year we will focus on further embedding and building our ambitions for a healthy and inclusive economy in Stockport. An economy which leads the way, supports local businesses and innovation, yet is sensitive to its communities, employing local people and shaping the development of local areas, and one which ultimately provides a strong economic base for Stockport. With the launch of our Business Improvement District, the momentum in on our Town Centre regeneration ambitions and the continued support of the range of businesses who chose to base themselves here, Stockport has never been better positioned to achieve these ambitions.



As our flagship leisure development, Redrock has helped attract national food and drink operators and a 75,000 square feet 10 screen cinema, alongside a 360 space car park. Since it opened in late 2017, Redrock has expanded the Town Centre's evening economy, increased footfall and created a wide range of other leisure opportunities.

Over the coming 12 months we will be exploring further potential through investment in our infrastructure (such as our transport hubs and the A6 Corridor), cultural and historical assets (such as the Markets and Underbanks), redevelopment of 'brownfield sites' (including our historic mills) and repositioning Stockport's image as an

attractive and exciting place to live, work, visit and invest through a comprehensive Place Marketing campaign. We will also progress our established Work and Skills Commission to create a skills system that can address the challenges of a rapidly changing economic landscape.



Stockport Exchange occupies an unrivalled position opposite the mainline train station. This £145million development will ultimately deliver up to 370,000 square feet of office space and a further 28,000 square feet of commercial floor space. These developments are complemented by a hotel with new public realm and leisure facilities. Stockport Council has given the green light to the development of the next phase of Stockport Exchange, a 60,000 square feet office building. Phase Three is expected to commence late 2018 and completed mid-2020.

■ Thread inclusion through all we do

We have long acknowledged the stark inequalities in the Borough and know that the benefits of growth have not always been shared equally. That's why we intend to foster economic growth in a more inclusive way so that all communities enjoy good life chances, and the benefits of growth in terms of jobs, prosperity and access to public services are distributed to best meet the needs of Stockport residents both now and in the future.

We will therefore progress work to catalyse and promote Inclusive Growth to ensure these are put at the heart of our partnership vision for Stockport.

This includes embedding Inclusive Growth as a key partnership delivery programme, alongside Stockport Family and Stockport Together within Stockport's Borough Plan to provide a high-level strategic vision that all partners in Stockport can work towards.

■ Collaborate with our communities on locally led ideas and innovation

Resilient and connected communities are critical in enabling local people and business to be successful and to grow. We have been learning about how we can work differently with local people to enable the growth of socially active and resilient communities. This year we will focus on building on the strengths and innovation that already exists within our communities such as through expanding our approach to Community Investment, promoting local activities and events through Stockport Local, and building on the learning from our Heaton's place-based early adopter.



*We are piloting a **Community Investment Fund** to help stimulate community-led activity and empowerment, building skills across the workforce and third sector, accompanied by information, advice and guidance, to support sustainable growth.*

■ Work with Greater Manchester to shape local devolution

The establishment of the Combined Authority and its first elected Mayor has seen further emphasis on progressing collaboration across the Greater Manchester conurbation as well as emerging

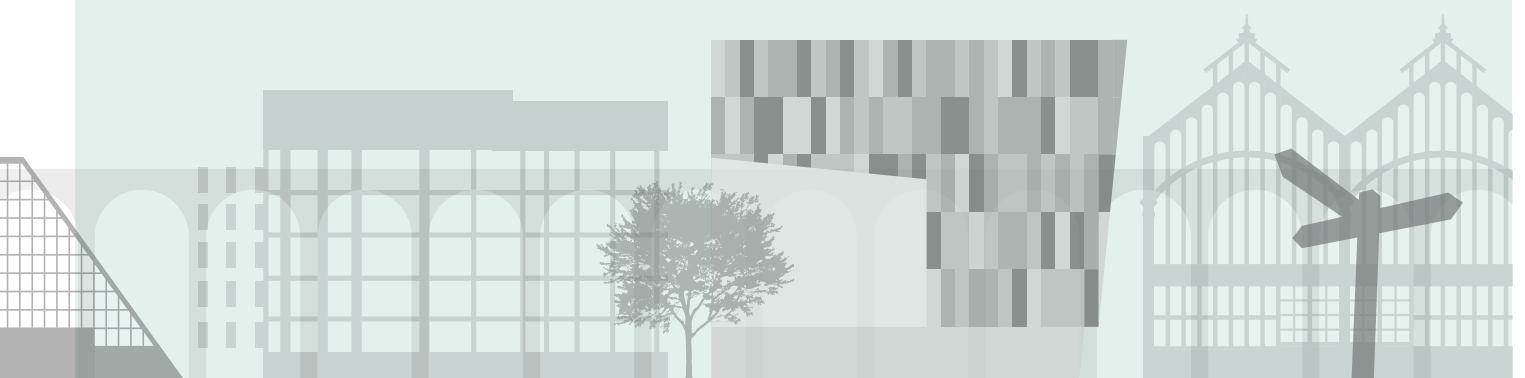
strategic priorities – particularly on areas such as homelessness and community safety as well as existing commitments towards a self-financing Greater Manchester. Devolution will continue to evolve and we are keen to ensure that Stockport can both shape and benefit from the opportunities it presents. We have embedded the GM priorities within our local delivery plans, and further information on these is contained on page 22, aligned to our shared priorities.

■ Work with our Partners to join up local services

As we continue to reshape our services we need to look at how we provide public services for local people at the most appropriate spatial level and collectively with our partners. We have been continually learning and developing our approach to providing services as joined-up and as locally as possible. Our experience in Stockport Together, Stockport Family, Public Safety and Protection and more recently our Brinnington Early Adopter has demonstrated the value of locally focussed services. As we look forward to 2018/19 we will focus on further developing these approaches, using this learning to shape our All Age strategy, which seeks to align our work across children, families and adults, and build an approach to Place Management which reflects the unique needs of our localities.

■ Focus on making Stockport an even better place to live and work

Our learning doesn't stop. We want to continue to learn and work with people to understand how we can address issues and opportunities together. We will do this through continuing open and transparent discussions with local people and businesses on various issues. In particular this year we want to understand individual experiences of living and working in Stockport and finding employment. Local views from residents, businesses and key partners will help shape our approach to Inclusive Growth in Stockport so we can ensure we have an approach which truly reflects local experiences.



■ Deliver change through our Stockport Together and Stockport Family programmes

We have continued to look at a range of options relating to our Social Care and Health services in response to increasing demand, demographic and budget pressures. Many of these services are statutory and remain critical in supporting and safeguarding our most vulnerable residents, enabling older people to remain in their own homes for longer and helping all residents to adopt healthy lifestyles to reduce pressure on frontline services.

Our longer term ambitions for integration and a whole-system approach are being pursued through Stockport Together. During summer 2017, Stockport Neighbourhood Care was established, with eight teams now in place across health and social care, with primary care and GP's at their centre, and work continues to integrate services at a neighbourhood level.

This locality-based approach will remain central to the future integration of services for children, adults and older people, built around our core neighbourhoods, with a continuity of service to stabilise support at key transition stages. Design and delivery will be tailored to individuals, weighted towards meeting local needs and deploying flexible resources. We will aim to harness the potential of our third sector partners, for example through working with our Parent Partnership, and bring in learning from the Heaton's Early Adopter pilot.

We established Stockport Family as a single service for children and families with a focus on prevention, early identification and intervention. We now intend to build on this strengths-based, restorative approach to further integrate services across Education, Public Health and transition to Adult services. Development of an 'All age, Strengthening Families and Communities Strategy' will involve closer alignment and pooling of resources, structures and systems across our partners, targeting resources to build personal and community resilience of those most in need whilst maximising the potential of inclusive, universal provision.



A comprehensive range of services are in place to promote faster recovery, prevent unnecessary hospital admissions and support timely discharge from hospital. A series of 'listening events' took place across Stockport in 2017 to explain these changes.

This is part of a longer term approach to provide a consistent framework from early years through the journey to adulthood. A child-centred approach will work with parents and carers across schools, health and employers to create a stable and supportive environment for all young people to achieve their full potential and make a successful transition to adulthood. Services for vulnerable young people will support them on each stage of this journey including meeting their employment and skills needs, and those with more complex needs will receive more targeted support. A focus on developing life skills will equip our young people to be resilient and flexible in the future, helping them to thrive and contribute to society whilst reducing demand on public services.



An Ofsted inspection of child protection, children looked after and care leavers was carried out in summer 2017 and concluded that Stockport's children's services were 'good with examples of outstanding practice'. Stockport is leading on the Regional Adoption Agency, Adoption Counts, which was launched in July 2017 and was highlighed for particular praise by the inspectors.



Our Shared Outcomes

The following pages of the plan set out the Council's approach to delivering our priorities over the next 12 months within this overall framework. These are aligned with the outcomes that shape the public service vision set out in Stockport's 5-year Borough Plan.

1

People are able to make positive choices and be independent

- People will be living longer, healthier lives
- People will be better qualified

2

People who need support will get it

- People can access specialist support
- Vulnerable children and adults will be protected from harm

3

Stockport will benefit from a thriving economy

- Economic activity in Stockport will have grown at or above the GM average
- Unemployment will remain lower than the national average, and will be lower in our poorest areas than in similar areas elsewhere

4

Stockport will be a place people want to live

- People will be satisfied with their local area as a place to live
- There will be more housing, with growth across all types and tenures

5

Communities in Stockport will be safe and resilient

- There will be fewer victims of crime
- People will feel safe in their communities
- People will be influencing decisions about their area

We have aligned our priorities for 2018/19 within each of these shared outcomes. The outcomes are not mutually exclusive and a number of our priorities support more than one outcome, for example integrating health and social care, tackling youth unemployment and working with communities. Early intervention, reducing inequalities and improving outcomes for our deprived communities are common themes across all these outcomes.

More detailed delivery plans, including specific projects and programmes, along with detailed budgets, risks and performance measures will be included within our Portfolio Performance and Resource Agreements for 2018/19. We will monitor and report our progress in achieving these outcomes, and take action where necessary to ensure we remain on track - these arrangements are set out on page 24 - Measuring our impact on Outcomes.

1

People are able to make positive choices and be independent

Most people rely on their own skills and knowledge, and on friends, families and their local community, to deal with what life throws at them. It's vital that people continue to acquire and use these skills confidently in order to live independent and fulfilling 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.

A number of our key delivery programmes and projects, including Stockport Together and Stockport Family, are focused on early intervention and prevention. They also include a number of targeted interventions which ensure that people who need support get it.

What has been achieved in the last 12 months?

- A range of preventative services are being delivered by alliances of third sector organisations to prevent or delay the need for formal health and care services, thereby reducing cost and demand on the front line.
- Community activity, lifestyle services and GP referrals are encouraging and supporting people to adopt healthier lifestyles, whilst take up levels of flu vaccination have been increased following a campaign aimed at health and social care staff
- Healthy Living Pharmacies are starting to make a real difference to prevention with blood pressure testing, bowel screening and diagnosis of respiratory problems, and a Diabetes Prevention Programme is being rolled out across the Borough.
- There has been a 95% take-up amongst those eligible for the 2 Year Childcare Offer, with a flexible offer to support parents in returning to work. 99% of early years settings are rated as 'good' or better, significantly higher than the national average.
- Work to reduce hospital attendances due to injury also continues, with the launch of the Early Days Scheme involving practitioners from Stockport Neighbourhood Care and extension of the Home Safety Equipment Scheme to Family Nurse Partnership clients.
- More Stockport pupils achieved expected standards at Key Stage 1 and 2 in 2017, whilst the new progress and attainment scores at GCSE (KS4) were above national and regional averages. Attainment levels of pupils from priority areas and in receipt of free school meals improved significantly across all key stages.
- The proportion of adult learners in continuing education from priority areas has doubled, with improved outcomes achieved across all areas and more learners completing their courses.
- Apprenticeships have continued to offer employers and young people support to help them remain in education, employment and training, and to achieve maths and English functional skills. The Targeted Apprenticeship Grant also provides a financial incentive for employers who take on a young person who is not in education or employment.



What additional priorities will be delivered?

Our priorities for 2018/19

1.1 Integrating health and social care – We will continue to implement the Stockport Together programme, focusing on ensuring people remain well as long as possible and are looked after in and by their local neighbourhood when they need further support. We will help avoid unnecessary admission to hospital by providing a joined-up response when conditions deteriorate, prioritising support for timely discharges from hospital. *(shared with Outcome 2)*

1.2 Promoting healthy communities and reducing inequalities – We will help our neighbourhoods and communities develop a combined approach to health promotion and improvement; encourage the attitudes and behaviours of ‘at risk’ groups towards healthy living; and work with volunteers and informal carers to improve their health and wellbeing and that of the people around them, in their families, workplaces and communities.

1.3 Protecting the health of the population – We will continue to increase our programme of flu immunisation, plan effectively to deal with outbreaks of disease, and provide support and challenge to the vaccination and screening services commissioned by other parts of the public health system.

1.4 Early intervention, living and ageing well – Our Early Intervention and Prevention programme will focus on identifying need and motivating people to access support and services, embedding prevention at every step. The Council and its partners across GM will develop an Ageing Well strategy to support Stockport to become an Age Friendly town.

1.5 Supporting the work of the voluntary sector – We will work closely with partners in the third and independent / private sectors to develop targeted preventative services where support to adults and children can be provided better in the community, including schools and GP surgeries. *(shared with Outcome 2)*

1.6 Giving our children the best start in life – We will support parents and carers to optimise their child’s development, ensuring they are given the very best start in life by working through universal and targeted services to improve health outcomes, including emotional and mental health. *(shared with Outcome 2)*

1.7 Access to high quality education and lifelong learning for all – We will provide the opportunity for all our children, young people and adult learners to attend schools and colleges rated ‘good’ or better and achieve the very best they can.



2 People who need support get it

While we will promote independence and resilience, there are clearly times in a person's life when they will need access to more support, and in some cases specialist services, in order to get the best start in life; to learn and fulfil their potential; and to live well.

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.

What has been achieved in the last 12 months?

- Supported tenancies for people with complex needs have been outsourced to six provider organisations, helping to accommodate people locally whilst they are assessed and avoid being admitted to hospital.
- Stockport Adult Autism Strategy 2017-20 was published, and is supported by an e-learning tool to raise awareness, along with autism friendly sessions in libraries and a wide variety of support options.
- The new Stockport Dementia Strategy was launched in March 2017. The Stockport Dementia Action Alliance was also launched and work undertaken to raise awareness of dementia and promote dementia friendly communities with a particular focus on inter-generational work.
- Signpost Stockport launched Carers Connect, which includes a new improved interactive website, whilst Stockport Carers Network has been launched to help identify and support local carers. The Stockport Carers Charter has also been launched, recognising the crucial role they play in the delivery of health and social care.

- An Ethical Framework for Domiciliary Care has been developed with home care providers and includes good practice in recruitment, training and retention of staff as well as a people-centred approach to care and added social value.
- There has been a significant improvement in the quality of Stockport's Care homes as measured by Care Quality Commission ratings, with a number of homes now rated as 'good' resulting in more choice in the market.
- Activity to support vulnerable children and young people in making an effective transition between Key Stages continues to progress, with a key focus on reducing absence and exclusions.



What additional priorities will be delivered?

Our priorities for 2018/19

Shared with Outcome 1

- **2.1 Integrating health and social care**
- **2.2 Supporting the work of the voluntary sector**
- **2.3 Giving our children the best start in life**

2.4 Redesigning our Mental Health Services – We will continue to move towards a new model for our Community Mental Health Services, with integrated recovery hubs and ensuring there is more support in the community for people with dementia.

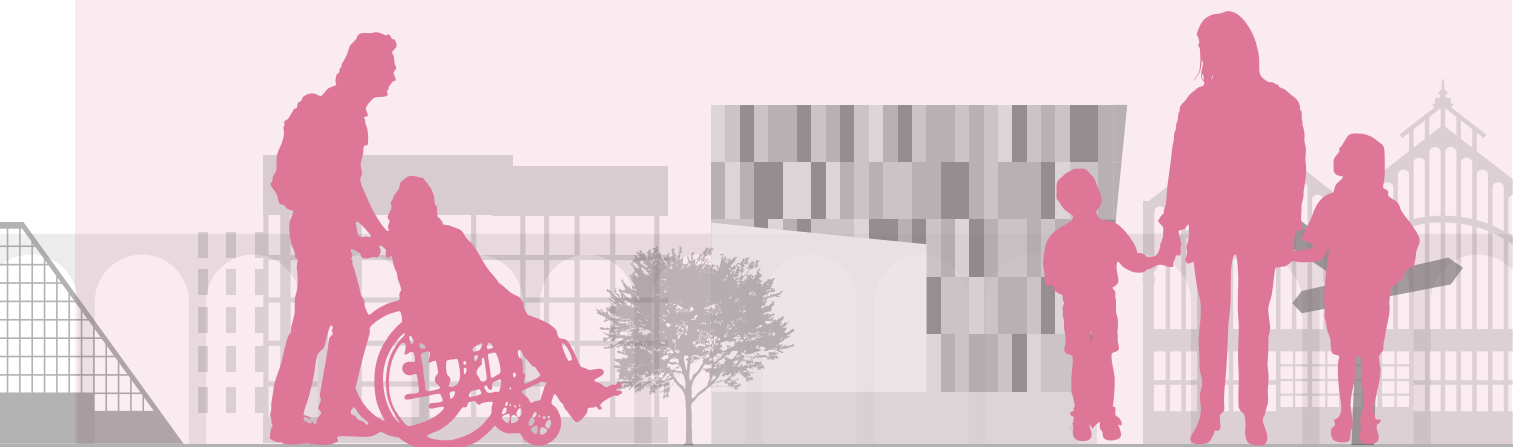
2.5 Remodelling Learning Disability services and developing an adult autism pathway – We will continue our phased approach to outsourcing our supported tenancies, along with supported employment projects, whilst working to improve awareness, assessment, diagnosis, transitions, support and employment for people with autism.

2.6 Strengthening and reviewing the way we protect vulnerable adults at risk – We will continue to improve the way we protect vulnerable adults - and those entering adulthood - from harm, pro-actively reviewing cases where agencies could work closer together to prevent harm occurring, and strengthening our complex safeguarding arrangements.

2.7 Developing the social care market and supporting carers – We will continue to support and strengthen development of the social care market, using local data and intelligence to inform commissioning. We will also review the assistance provided to local carers and develop an ethical framework for external home care workers, promoting a people-centred approach to care.

2.8 Preparing children and young people for adulthood – We will work with parents and carers to support vulnerable and disadvantaged children and young people to engage in education, employment and training; contribute to their community; and reduce crime and anti-social behaviour.

2.9 Our children and young people live safely and happily within their families and there are fewer family breakdowns – We will continue to develop and implement fully integrated safeguarding arrangements, underpinned by a restorative approach that builds on the strengths of families, co-ordinated thinking and action between services, and a focus on early identification and prevention.



3

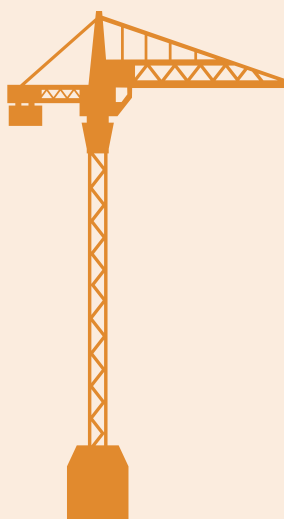
Stockport benefits from a thriving economy

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 better skills and training are needed to reverse long-term unemployment and the impact it can have on wider social issues.

Achieving this outcome also means making the right investments across the Borough, but particularly to help our Town Centre fulfil its potential to be the best in the south of Greater Manchester.

What has been achieved in the last 12 months?

- Our business engagement and growth programme has included holding 40 business events, new business web pages, publication of the Stockport Economic Overview and Business Survey.
- The Town Centre Ambassadors Project project has been launched with local people and businesses joining a network of advocates for our Town Centre Revival, whilst Stockport was the first area to bid into the GM Mayoral Town Centre Challenge.
- A re-invigorated 'Brownfield First' approach has been central to our development plans for Stockport, along with the acquisition of strategically important assets through Compulsory Purchase Orders, helping to regenerate our town centre whilst protecting our valuable greenbelt.
- Additional workspace has been created for new businesses in the Stockport Business & Innovation Centre, whilst 75% of the new Aurora development has been let before completion.
- The new offices at Stockport Exchange are completed and fully let, and the new Holiday Inn Express is recording high occupancy levels. The next phase of the development is due in early 2018.
- Redrock was completed and opened in November 2017, including vastly improved public realm and a new public square, with outlets including Zizzi, Pizza Express and The Light Cinema. Our Inclusive Growth approach ensured local people from priority areas were able to effectively compete for jobs at the newly opened development.



- The Stockport Business Improvement District, Totally Stockport, was launched, working with the Council to deliver a successful Christmas campaign, with continued financial support for town centre events helping to increase visitors and raise Stockport's profile as a vibrant destination.
- A high quality Town Centre food and drink offer is being developed, including award winning restaurants and the appointment of new operators for the Produce Hall and Blackshaws Café, whilst professional operational management has been secured to ensure the long-term viability of Stockport's historic market.
- A successful bid for £1.8m Heritage Lottery funding is helping to transform Stockport's historic Underbanks area into a vibrant destination for businesses and visitors, whilst also telling the area's stories to new audiences.
- Essential bridge maintenance along a stretch of the A6 in Stockport Town Centre, which necessitated temporary closure of the road was completed on schedule, within budget and without any formal complaints being lodged with the Council regarding the impact of the works.

What additional priorities will be delivered?

Our priorities for 2018/19

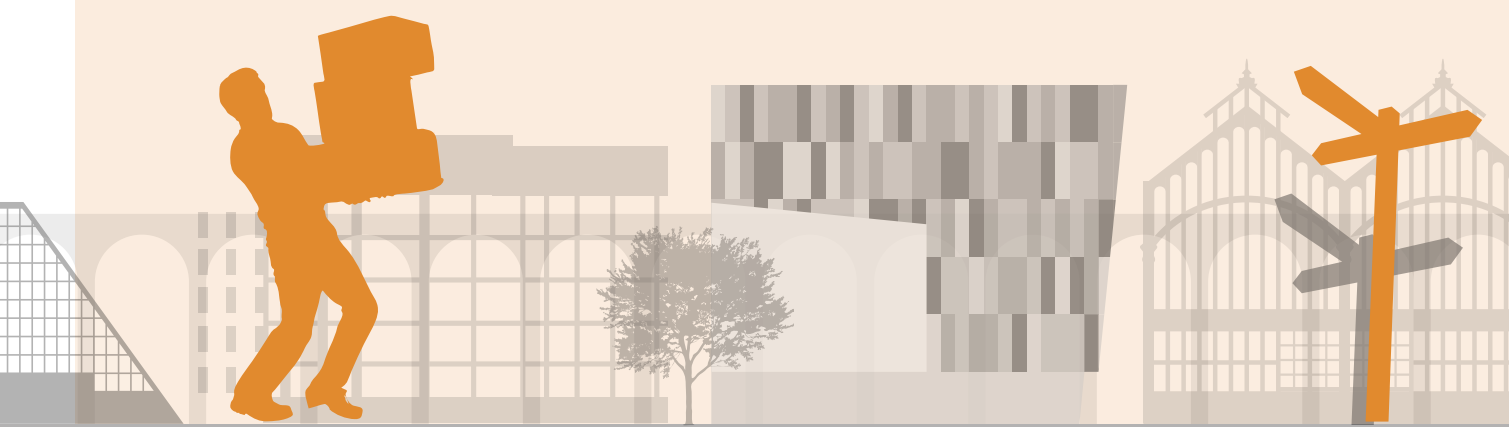
3.1 Inclusive growth: We will focus on support and regeneration of the local economy, including a significant programme of investment in the town centre. This will be reflected within our Local Plan alongside the future development of the GM Spatial Framework. There will be a strengthened focus on securing the economic and social benefits of growth for local people, creating good jobs for people to increase individual and community independence and taking steps to address the rising cost of living.

3.2 Tackling youth unemployment - We remain committed to the development of a youth jobs guarantee, alongside employment, skills and apprenticeship programmes, laying the foundations that will help eradicate youth unemployment.

3.3 Cultural Improvement Plan - We will continue to maintain and enhance Stockport's cultural and heritage assets, and deliver a plan to optimise Stockport's wealth of cultural activity for the benefit of all.

3.4 Town Centre regeneration - We are committed to developing the physical and business infrastructure in and around Stockport Town Centre, working with our partners to attract more people and businesses with a great mix of retail, commercial, leisure and residential opportunities.

3.5 Transport priorities to 2040 - 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, whilst continuing to lobby to bring Metrolink to Stockport.



4

Stockport is a place people want to live

Arguably one of the north west's best places to live and work with incredible connectivity, Stockport is reshaping itself to meet the demands of the 21st century. Every neighbourhood should be a place people want to live, with a combination of a clean, safe environment and cohesive communities.

These advantages and opportunities bring their own challenges, with a shortage of affordable family homes, traffic congestion, pressure on our valuable greenbelt and demand on local services. We aim to ensure that homes, jobs, services and open spaces continue to be sustainable and remain accessible to local people in all areas of the Borough.

What has been achieved in the last 12 months?

- We are continuing to build much-needed new homes across the borough, with 500 additional homes due to be completed in 2017/18, whilst the Affordable Homes Programme is on track to complete 250 new homes this year, many of which are delivered through the new Viaduct Housing Partnership. Key regeneration schemes in Brinnington and Covent Garden have started on site, whilst new homes are being developed in the Market Place and Underbanks area.
- Following the Grenfell Tower fire in June 2017, ensuring fire safety in the Borough's tower blocks has been a key priority. Independent testing has been undertaken, and Stockport Homes is assessing the feasibility of installing sprinkler systems.
- Extensive improvement works have been carried out on Public Rights of Way around the borough, along with cleaning and repairs to High Lane and Bredbury & Romiley War Memorials.
- We are working with Keep Britain Tidy on an environmental quality campaign to improve recycling rates and deal with fly tipping and dog fouling. A new online reporting tool for fly tipping means this is dealt with more quickly, whilst there have been successful prosecutions relating to these issues.
- Our Highways Investment Programme is in its fourth year of a nine-year programme, and the improving condition of Stockport's roads is leading to reductions in both reactive repairs and claims from drivers for damages. All approved schemes in our Pothole Repair Programme are on track to be delivered ahead of schedule.



- A programme of street lighting improvements is on target, with all columns being assessed and information used to plan for future maintenance and repair. An initial phase of the Street Lighting LED Programme involving removal of a number of mains-powered bollards started in November 2017.
- A new leisure centre is due to open in Brinnington in early 2018 following extensive engagement with local people and other key stakeholders to ensure that the new centre can make a real difference to increasing physical activity levels in the local area.
- Approval has been secured for over £4m investment in Stockport's leisure estate, including a £2.8m refurbishment, due to start in February 2018, at Grand Central which will renew and re-open the health suite and flumes.
- We have continued to invest in our parks and greenspaces across borough with improvements made to sixteen play areas and six outdoor sports and recreation facilities. In addition, key access routes in to parks for pedestrians and have been improved at seven parks to ensure that good and safe access is maintained.

What additional priorities will be delivered?

Our priorities for 2018/19

4.1 Enhancing the supply of quality housing – We are committed to working to increase availability of, and access to, quality and affordable housing across all tenures and recognise how good housing is directly linked to the health and wellbeing of residents. We will seek to protect our greenbelt through our 'Brownfield First' approach, along with increasing the supply of specialist and supported accommodation.

4.2 Improving our environment – We will work to maintain and enhance the built and natural environment for the benefit all who live in and visit the Borough, through a combination of environmental enforcement along with promotion of sustainable transport and improved air quality. A major environmental campaign in 2018 will be aimed at increasing recycling rates and reducing litter and fly tipping.

4.3 Maintaining the highways network - We will continue to undertake programmed and reactive improvements to the Borough's highways and footways, through our Highways Investment and Street Lighting Programmes.

4.4 Leisure reform – We will aim to meet the future physical activity needs of Stockport residents through the provision of modern leisure facilities, which will involve the development of an Active Community Strategy and appraisal of future delivery options



5

Communities in Stockport are safe and resilient

We are stronger when we feel we are safe and that we belong. A safe, resilient community is one in which democracy thrives and people 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 can benefit from Stockport's economic and social potential, particularly those in our more deprived neighbourhoods.

What has been achieved in the last 12 months?

- As part of our Inclusive Growth framework, the Neighbourhood Inclusion team are conducting research into the impact of poverty on resident's life experiences, choices and chances. The insight provided will help us better understand and respond to local needs in order to develop community-led solutions to tackling poverty and inequality.
- A Community Investment Model has been developed, with the Community Investment Fund launched, helping to work collectively with local people and enable the growth of socially active and resilient communities.
- During 2017 we re-launched and promoted a workforce volunteering policy, alongside the launch of 'Ready to Grow'. This £40k investment programme is encouraging local entrepreneurs, voluntary groups, charities and private businesses

to try out new ideas by applying for investment up to £5k to develop their enterprise or organisation in a way that will deliver real social value to Stockport communities.

- We have introduced a new digital offer for communities, including a Community Directory that offers a search facility for local events based on dates and locations, and a group directory page aimed at linking members of the public to activities and groups in their local areas. This work is supported by a multi-agency group to ensure that we are engaging effectively with groups and communities to promote our offer so they can benefit fully from these resources.



- We recognise that Anti-Social Behaviour (ASB) continues to be a major issue for our communities, and an ASB Strategy and action plan have been developed to address this. There is an initial focus on youth ASB which has been identified as a key concern. Through the Safer Stockport Partnership (SSP), we have delivered Operation Barometer with the Police to identify those responsible and put appropriate measures in place to prevent their involvement.
- Specialist multi-agency services for children with complex safeguarding needs have been strengthened with the Aspire team and Missing Hub established to address issues such as children running away from home or care, child sexual exploitation and domestic abuse.
- A range of targeted interventions and campaigns have been carried out to tackle specific crime, ASB and community safety issues in the borough. A strategic assessment of crime and disorder in Stockport has been carried out which will have informed the new Safer Stockport Partnership priorities.
- Road safety around schools is being improved, with all 20 priority schools surveyed and parking enforcement activity increased. 840 children have been trained on the Eagle Eye course, along with bikeability training and driver awareness in colleges, whilst we continue to promote sustainable transport through safe walking and bus routes to school.

What additional priorities will be delivered?

Our priorities for 2018/19

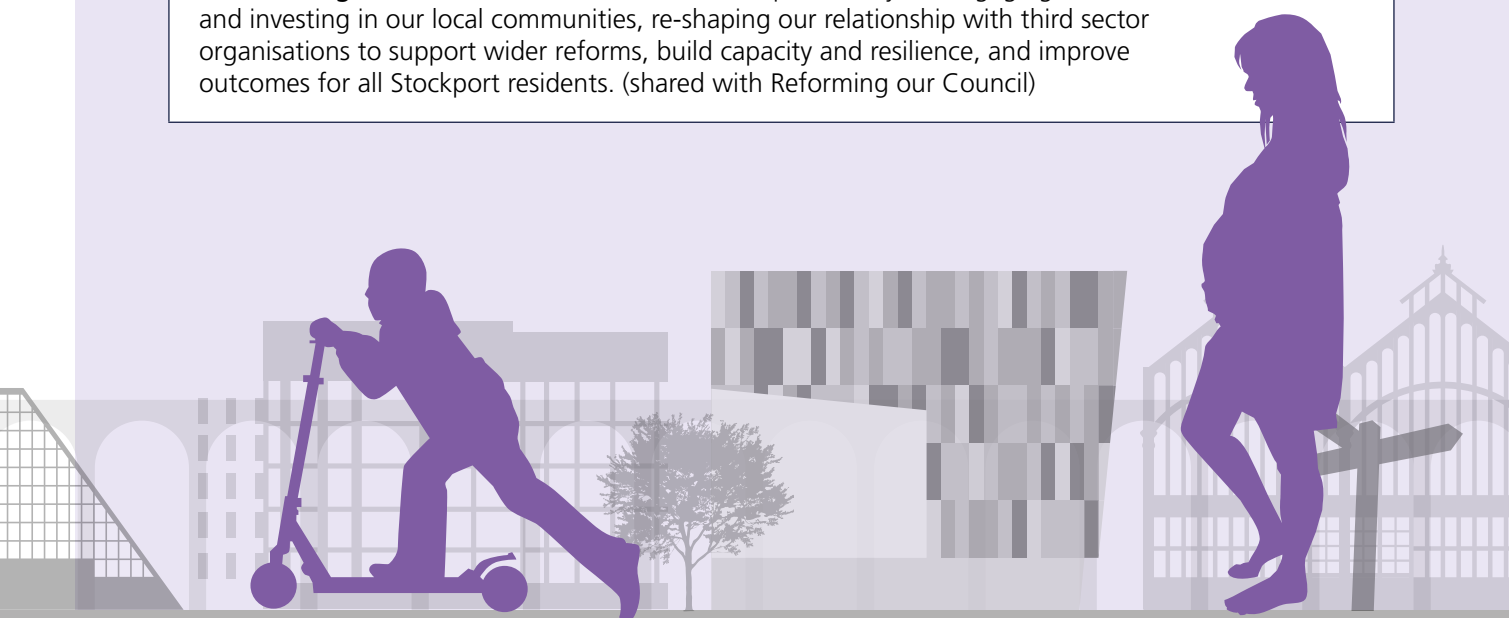
5.1 Protecting our communities – We will work with our local communities, partners and across GM through the Safer Stockport Partnership to tackle crime, anti-social behaviour and extremism, strengthen community resilience and support victims.

5.2 An inclusive approach - We will work to enable all our residents to benefit from Stockport's huge economic and social potential, through our Inclusive Growth and Neighbourhood Inclusion programmes.

5.3 Place Based Integration – Working with the GM Combined Authority, we will build on learning from our early adopter work in Brinnington and the Heatons to roll out a place-based approach to improve public sector, voluntary organisation and community integration for dealing with local issues. (shared with Reforming our Council)

5.4 Our children and young people live safely and happily within their families and there are fewer family breakdowns (shared with Outcome 2)

5.5 Working with communities - We will develop new ways of engaging with and investing in our local communities, re-shaping our relationship with third sector organisations to support wider reforms, build capacity and resilience, and improve outcomes for all Stockport residents. (shared with Reforming our Council)



Reforming our council

We will rise to the challenge of preparing the Council to be financially self-reliant, taking the hard decisions now to create the conditions that sustain high quality public services and strong civic leadership in future years. This will be aligned with a new approach which is fair, open, inclusive, and genuinely engages with local people.

What has been achieved in the last 12 months?

■ Fairer Local Taxation

- We have reduced Council Tax Discount for empty properties, resulting in an overall reduction of around 15% in empty properties, whilst around £5.5m more Council Tax has been collected so far this year, with collection rates and benefit processing times set to improve, helping to reduce the overall burden on residents.
- The 'BetterOff' website has already helped thousands of Stockport residents through providing online advice and calculation of their benefit entitlement.
- Stockport is helping to influence national policy on fairer taxation through the GM Business Rate Retention pilot, which is key towards our ambition of being self-funding by 2020.

■ Protecting Frontline Services

- We have protected frontline services in the face of reduced funding through our Inclusive Growth and Reform programme, including growing our own income sources and making the most of our assets.
- Following the merging of the events and registrars service, we have increased opportunities to generate more income from

use of council venues including Bramall Hall, the Town Hall and Vernon House, promoting these through the launch of a new website.

- Our Annual Pay Policy Statement includes analysis of the gender pay gap, meeting requirements of new legislation, alongside data on ethnicity and disability in the Council workforce, with this information used to assess the impact of our savings proposals.

■ A Responsive Local Democracy

- Following a major review into how the Council consults with residents, improvements have been made to communication and engagement.
- Large-scale public consultation and engagement has informed our transparent approach to developing future plans for the borough.
- We have launched a range of new online services through our Digital by Design programme to improve access to information and advice. Additional resources have been invested in our Contact Centre to meet high levels of demand and help people access these services.
- Provision for the Cabinet to debate petitions with 10,000 signatures has been included in a new guide to our updated Council Constitution, whilst Cabinet and Area Committee meetings provide an opportunity for local issues to be raised.

What additional priorities will be delivered?

Our priorities for 2018/19

6.3 Reforming and integrating our services - We will ensure our workforce, systems and processes are equipped to meet the challenges of new ways of working across service, organisational and geographical boundaries to deliver the services our residents need and deserve.

6.4 Building financial resilience and sustainability - We will rise to the challenge of new funding arrangements by ensuring the Council is financially self-reliant by 2020, investing in and making best use of our existing assets and ability to generate more of our own income in order to protect the vital services our residents rely on.

6.5 Inclusive Growth - We will work to embed our Inclusive Growth vision across our core partnership delivery programmes and refreshed Borough Plan, enabling all our residents to benefit from Stockport's huge economic and social potential.

6.6 Positive Place-Shaping - We will work with local communities to develop a joined-up and place-based approach to how we use and develop the physical assets that sit within our communities. This will be reflected in our Local Plan and investment programmes.



Greater Manchester Priorities

The new Greater Manchester Combined Authority (GMCA) was established in 2017, with a GM Mayor, Andy Burnham, elected last May. In October 2017, 'Our People, Our Place' the Greater Manchester Strategy (GMS) was published. This sets out clear priorities for the region, focusing on 10 issues where life chances will be improved for all who live in the city-region, from being ready for school, to starting work and growing old, as well as everything else in between. This new strategy is an ambitious plan to make Greater Manchester one of the best places to live, work and grow old, and will help inform our own local plans.

The ten priorities in the GMS are;

Priority 1:	Children starting school ready to learn
Priority 2:	Young people equipped for life
Priority 3:	Good jobs, with opportunities for people to progress and develop
Priority 4:	A thriving and productive economy in all parts of Greater Manchester
Priority 5:	World-class connectivity that keeps Greater Manchester moving
Priority 6:	Safe, decent and affordable housing
Priority 7:	A green city-region and a high quality culture and leisure offer for all
Priority 8:	Safer and stronger communities
Priority 9:	Healthy lives, with quality care available for those that need it
Priority 10:	An age-friendly city-region

Detailed delivery plans are in place for each of these ten priorities. Delivery of the GMS Priorities will be supported by 5 'enablers';

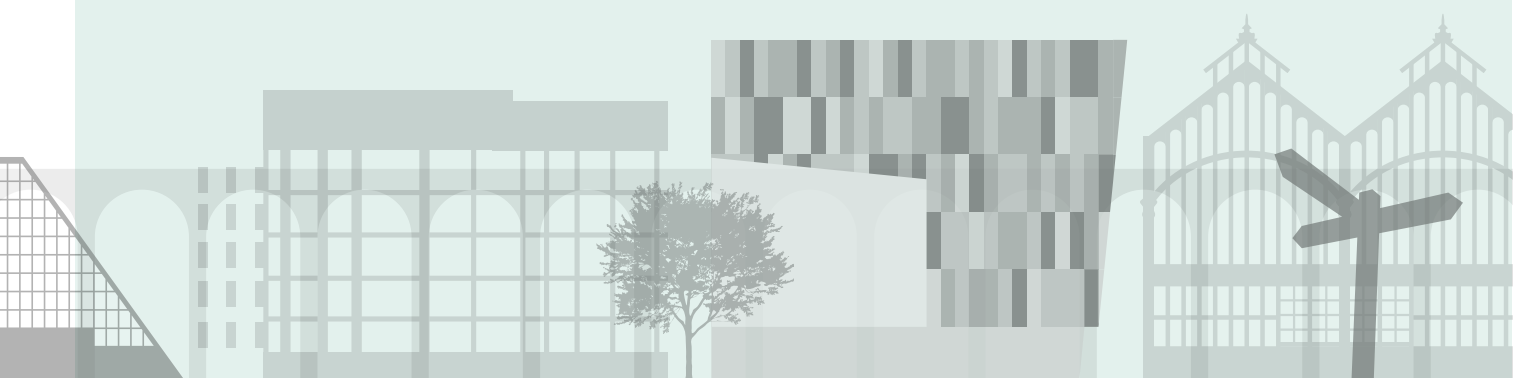
Communities in control	People at the heart of everything we do	An integrated approach to place-shaping	Leadership and accountability	Taking control of our future
---------------------------	---	---	----------------------------------	---------------------------------

Whilst we will align our own local priorities with those within the GMS, and monitor delivery of these closely, we will also continue to influence these to maximise the benefits for Stockport.

We have set out the relevant GMS Priorities alongside our Shared Outcomes in the table on the next page. These are aligned with key GM Programmes and Projects which we are involved in that are critical to delivering these.

Our 5-year Borough Plan will also be reviewed and refreshed in 2018 to ensure these key themes are captured and shared across all our partners.

Outcome	Stockport Priority	GMS Priority	Reform Programmes
People are able to make informed choices and be independent	Promoting Health and Well-Being	Children starting school ready to learn Young people equipped for life Healthy lives, with quality care available for those that need it An age-friendly city-region	Stockport Together
People who need support get it	Supporting Young People		Stockport Family
Stockport benefits from a thriving economy	Boosting Our Economy Improving Transport Connectivity	Good jobs, with opportunities for people to progress and develop A thriving and productive economy in all parts of Greater Manchester	Investing in Growth Inclusive Growth
Stockport is a place people want to live	Protecting Our Environment Improving Transport Connectivity	World-class connectivity that keeps Greater Manchester moving Safe, decent and affordable housing A green city-region and a high quality culture and leisure offer for all	Localities (Property) Programme
Communities in Stockport are safe and resilient	Strengthening Our Communities	Safer and stronger communities	Working with Communities
A Council that can reflect and respond to Stockport's strengths, challenges and ambitions.	Reforming Our Council	GMS Enablers Communities in control People at the heart of everything we do An integrated approach to place-shaping Leadership and accountability Taking control of our future	Digital by Design Income Generation Joined-up Local Services



Measuring our impact on outcomes

Detailed agreements will be made by Cabinet Portfolio Holders that set out the priorities, risks and resources that will contribute to delivering these priorities under each portfolio.

These agreements will include clear measures that allow Elected Councillors and residents to monitor both service performance and the steps taken to reform the organisation so that it can continue to deliver against outcomes in the future. These measures will be based on the outcomes and priorities set out above, incorporating those within the GM Strategy, along with reporting progress in achieving key milestones.



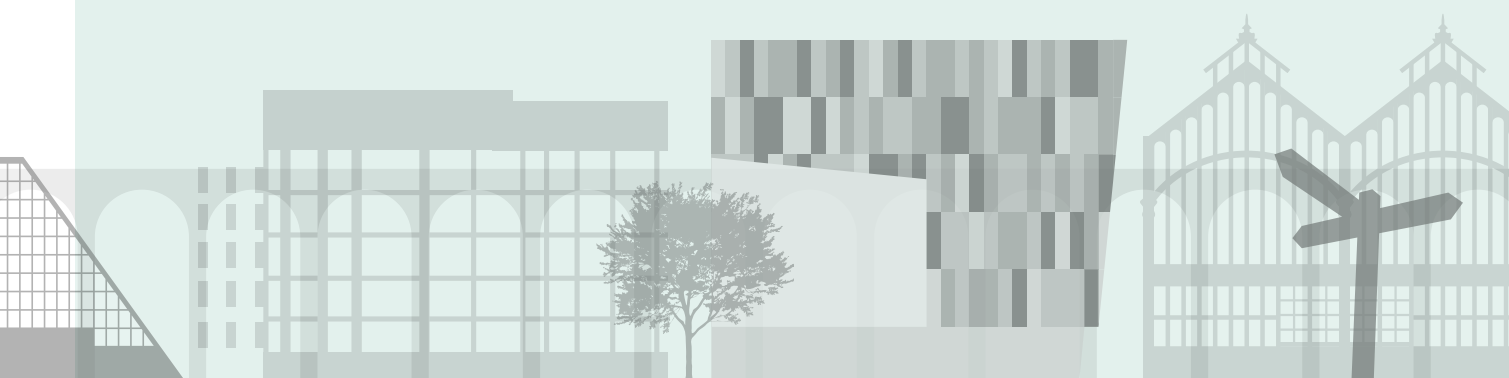
We will report on these measures and milestones on a quarterly basis through our Performance and Resources system, including direct commentary from the Leader of the Council. These quarterly reports will be considered in detail by the Council's five Scrutiny Committees ensuring clear and transparent accountability to the Cabinet. They will set out how we have performed against our priorities, used our resources and managed risks. These reports are published on the [Council website](#).

We will also continue to publish a range of detailed data sets and other information as part of our drive for greater transparency. These are highlighted on our dedicated [Transparency page](#).

Ensuring clear accountability

These responsibilities are structured around the Shared Outcomes set out in this Plan, with responsibility for specific services and budgets as shown by the table below.

Outcome	Portfolio	Scrutiny Committee
People are able to make informed choices and be independent	Adult Social Care Health	Adult Social Care & Health
People who need support get it	Education Children & Families	Children & Families
Stockport benefits from a thriving economy	Economy & Regeneration	Economy & Regeneration
Stockport is a place people want to live	Communities & Housing	Communities & Housing
Communities in Stockport are safe and resilient	Communities & Housing	Communities & Housing
A Council that can reflect and respond to Stockport's strengths, challenges and ambitions.	Reform & Governance	Corporate, Resource Management & Governance





STOCKPORT
METROPOLITAN BOROUGH COUNCIL

www.stockport.gov.uk