



STOCKPORT
METROPOLITAN BOROUGH COUNCIL

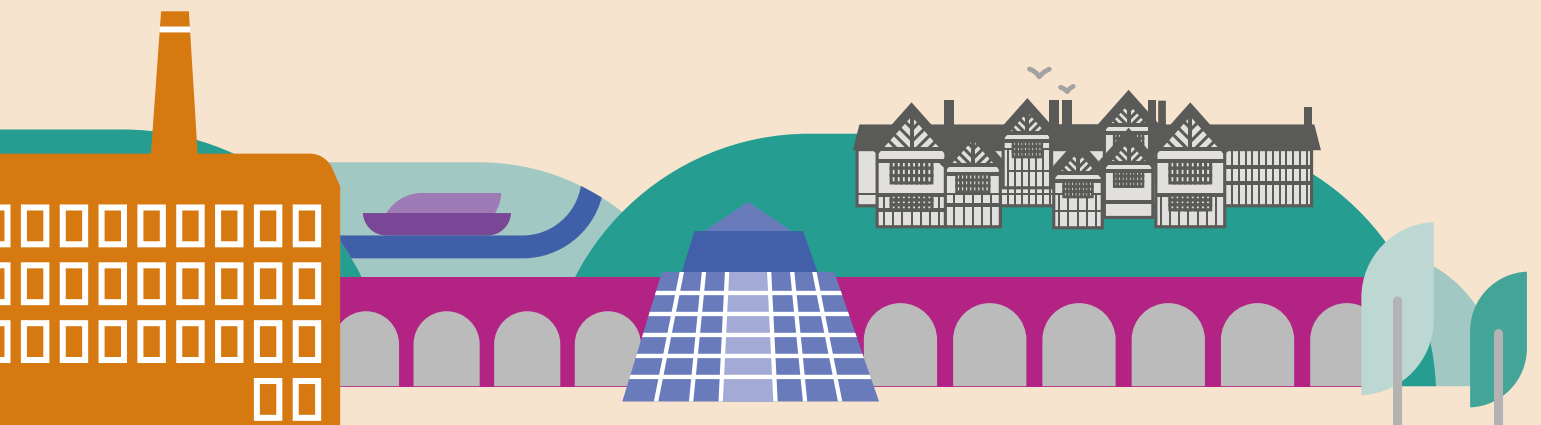


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Ambitious Stockport, creating opportunities *for everyone*

**Stockport
Council Plan**

—
2023–24





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Leader of the Council's Introduction

In Stockport we are **ambitious and confident** for the future of our borough.

This winter, The Guardian newspaper said: *"there is something special in the air"* about us, saying that we are *"exciting early adopters"* and *"one of the coolest little corners of the country"*, and the Sunday Times named the borough in its *'best and up and coming areas to invest in'* list. This goes to show that we are one of the most upcoming, exciting and prosperous places in which to live and work in the north west.

We have cranes on the skyline, new independent businesses, brand-new bars and retail outlets opening – all showing our change and progress – but our ambition goes further. The council is focused on creating opportunities for everyone in Stockport, including improving how we support residents and businesses through the more than 800 services we provide.

The Council Plan 2023–24 outlines our priorities to achieve even further success for Stockport and how we will deliver these over the next year. It is supported by the complementary One Stockport Borough Plan, which shows how we are working with our partners to get where we want to be.

A £1 billion programme of investment is well underway in Stockport town centre that will bring new homes, business, leisure, retail and more. We have already delivered early stages of Weir Mill housing, Stockport Exchange and other sites in central Stockport. We will provide an improved riverside environment, space for new shops and offices in the Merseyway shopping centre and elsewhere in the town. We are not just focussed on the town centre. For example, in Cheadle £13.9 million of funding has been secured for a new railway station, an eco-business park and improved walking and cycling routes. Stockport truly is more than the sum of its parts.

A £1 billion programme of investment is well underway

We are delivering these successes through our work with partners. We work with the voluntary, community, faith and social sector through our Voluntary, Community, Faith and Social Enterprise Sector (VCFSE) Forum, and with the town's businesses and enterprise sector through the Economic Alliance. For example, all partners, working together as One Stockport, have helped support independent businesses recover by encouraging shopping, eating and meeting up locally, as well as advising people know how to keep warm and well this winter.

We also work closely with the Greater Manchester Combined Authority (GMCA) to create opportunities, such as bringing together different funding streams, making sure there is the maximum impact from all public investment.

We are facing stiff challenges in these uncertain times, from the cost-of-living crisis through the continued impacts of Covid, and our hard work continues.

Thank you to everyone who makes this possible. None of this can be delivered without the skills and commitment of our workforce, members and officers.



Cllr Mark Hunter

Leader of
Stockport Council

Our Mission, Vision and Values

We're Stockport Council

One team on a mission to create opportunities for Stockport.

Ambitious Stockport. A place that everyone is proud to call home.

We work together with our partners as One Stockport.

Our Values define how we work, we always think about Stockport first, achieve as a team, work with ambition and show everyone respect.

One Vision

Ambitious Stockport, a place everyone is proud to call home

One Mission

To create opportunities for Stockport

One Team Values

Doing the everyday makes every day better



Taking care of Stockport

Stockport Council is responsible for providing more than 800 services to support and improve the lives of residents, businesses, and visitors.

We visit every single street in the borough every week, keeping them clean by collecting bins, sweeping streets and removing litter.

We provide and maintain the parks, leisure facilities, libraries and cultural venues that make Stockport the vibrant place that it is. We keep Stockport moving by maintaining and continually improving our networks of roads, cycle paths, footpaths and parks.

All our residents benefit from the lifelong support we provide. From the birth and death registry service to schools, housing, skills programmes and information, advice and guidance.

Our planning procedures ensure we get the best from any new buildings, or changes to existing buildings as well as to public spaces (such as roads, squares and more) to improve the town. We work hard to ensure there is housing to meet growing demand.

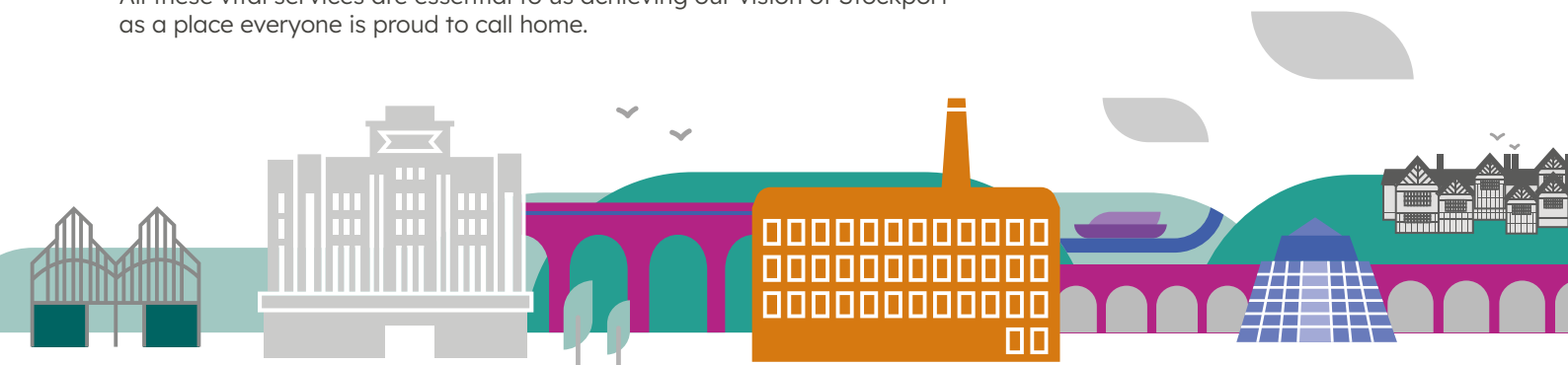
We support Stockport's economy to create strong and productive businesses that generate good jobs. This includes providing support to new businesses.

We enforce trading standards across Stockport to protect residents and businesses, this includes fair pricing and product descriptions by retailers and maintaining food standards. We work closely with the police to keep everyone safe. This ranges from tackling anti-social behaviour to overseeing taxi licensing.

We provide specialist support to those who need it most, such as being the corporate parent to over 450 children registered in care, supporting adults with lifelong disabilities, as well as older people with care requirements.

We also work with partners in the NHS to ensure that people who no longer need hospital care go home safely. Our public health teams were at the forefront of our pandemic response, delivering Covid vaccinations and work hard to protect people every winter from flu.

All these vital services are essential to us achieving our vision of Stockport as a place everyone is proud to call home.



Just some of the things we have done over the past year:



Built over **550** new homes



Looked after **450** children in care



Acted as corporate parent for **450+** children in care



Dealt with **170,000+** enquiries from local residents and businesses



11,000 school applications supported



Emptied over **14 million** bins



Repaired **4,000+** streetlight



470,000+ library books loaned



Registered **6,000+** births and deaths



More than **£150m** in council tax collected

You can find out even more about the borough by visiting our open data portal:

www.bigstockportpicture.co.uk

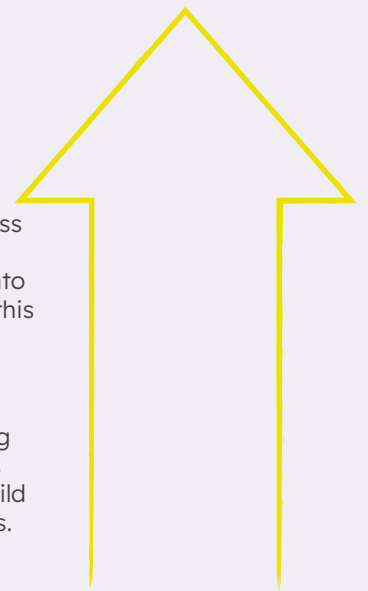
And yet we are still striving for continuous improvement

During November 2022, we took part in a Local Government Association (LGA) corporate peer challenge. This process involved officer and councillor peers from other local authorities reviewing Stockport Council services and functions. The feedback received from the peer team has provided us with valuable insight and has informed the priorities outlined in this council plan.

The peer team was impressed by what they saw and praised our close working with local partners to enable, commission, and deliver high-performing services that meet the needs of the local population well. The peer team also recognised the strength of cross-party working and relationships across councillors and officers. They could see that we have clear priorities, big ambitions and strong financial management.

The peer team suggested areas where we could build on our success and make further improvements – we will take these ideas forward into an action plan and implementing this will be a key priority over the next 12 months.

These include maximising the benefits of neighbourhood working and exploring future opportunities to work with local partners and build on our already strong relationships. The peer team also acknowledged current economic uncertainty and recommended further financial modelling to underpin our programme of transformational reform. We will also communicate our work and progress more widely, recognising the strength of practice that exists locally and sharing local practice with the wider sector.



The One Stockport Borough Plan

Our One Stockport Borough Plan was launched in March 2021. The plan was developed throughout the pandemic and sets out a vision for Stockport for 2030. The One Stockport Borough Plan is separate to, but complements, our Council Plan 2023–24.

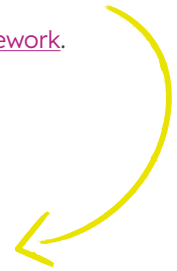
The One Stockport Borough Plan is a shared plan, developed in partnership with organisations across Stockport, and shaped by the voices of our communities and residents.

We heard that people want to focus on a hopeful and ambitious future and keep the strong partnership working and relationships that emerged during the pandemic. People said they felt closer to their communities and that issues such as inclusivity, equality and equity, skills and employment as well as tackling the climate crisis are very important.

The One Stockport Borough Plan is shaped around three core pillars to create One Stockport for everyone – One Heart, One Home, One Future. These are underpinned by nine shared priorities and partnership delivery plans to ensure we deliver. **The Borough Plan Outcomes Framework** will measure delivery – this is available www.bigstockportpicture.co.uk/borough-plan-outcome-framework.



ONE STOCKPORT



The One Stockport Borough Plan is shaped around three core pillars:



ONE HEART

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

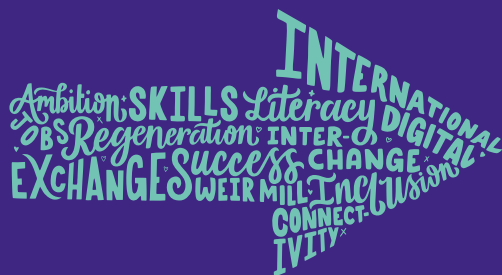
- 1. A caring and growing Stockport**
Stockport is a great place to grow where children have the best start in life.
- 2. A healthy and happy Stockport**
People live the best lives they can – happy, healthy and independently.
- 3. A strong and supportive Stockport**
Confident and empowered communities 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 the culture.
- 3. A climate friendly Stockport**
Stockport is a responsible and sustainable borough.

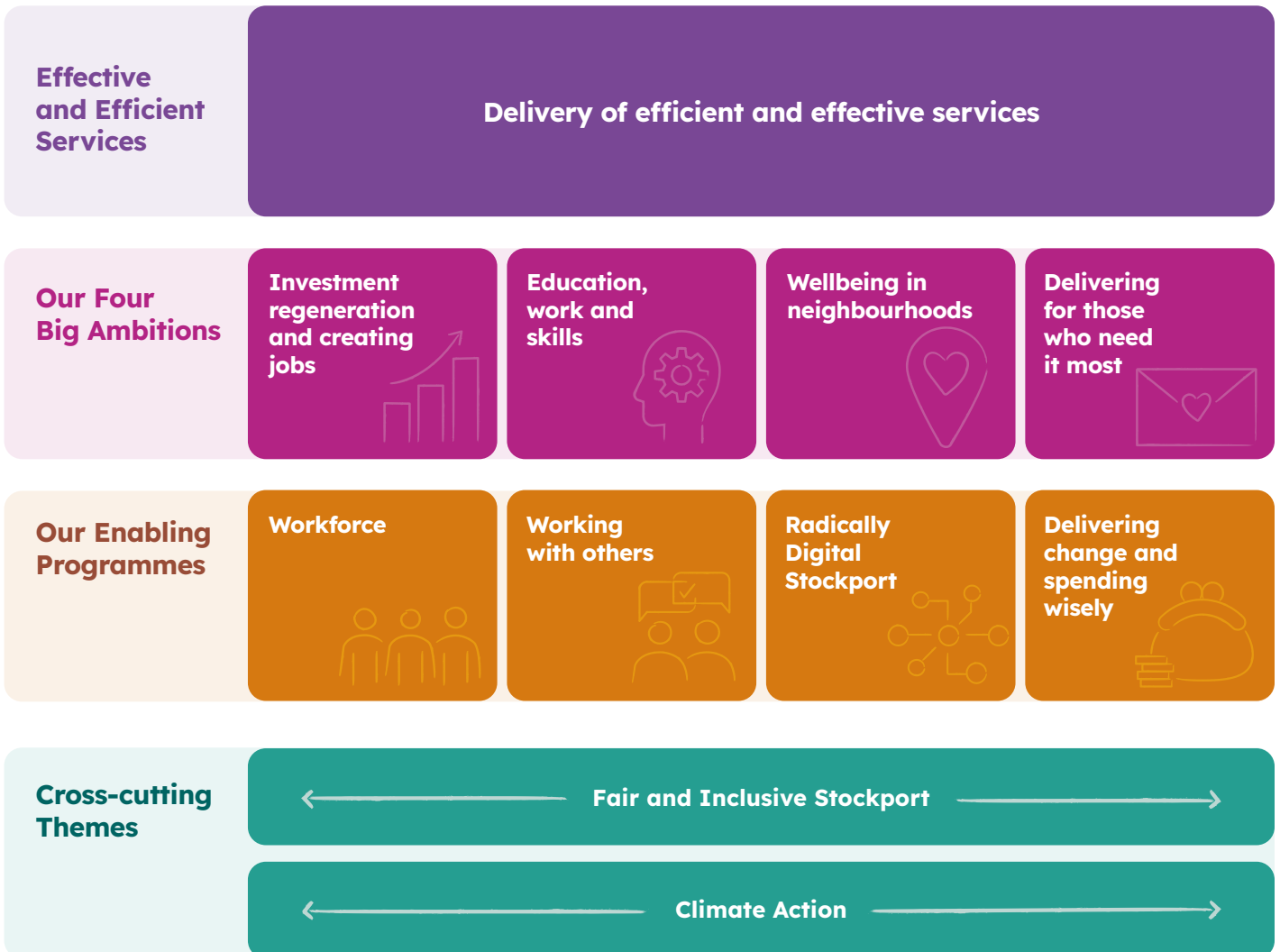


ONE FUTURE

Growing, creating and delivering 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.

Stockport Council Plan 2023/24 Summary



Four *Big* Ambitions

Our **4 big ambitions** represent our key programmes of change or ‘transformational reform’ over the next year and are focused on helping us achieve our mission ‘to create opportunities for Stockport’.

1. Investment, regeneration and creating jobs
2. Education, employment and skills
3. Wellbeing in neighbourhoods
4. Delivering for those who need it most



Ambition 1

Investment, regeneration and creating jobs

We want to grow Stockport's economy to create and support strong, resilient and productive businesses that generate sustainable, accessible and well-paid jobs.

We want Stockport to continue to deliver the opportunities that make Stockport amongst the best towns in the north west of England to live, learn, work and play.

This supports the 'One Future' ambition of the One Stockport Borough Plan to create an enterprising and thriving Stockport, with a prosperous economy that works for everyone.



This ambition will be delivered through these four key areas:

To drive investment in regeneration projects: continued investment in regeneration is critical in providing confidence for partners and external investors, particularly in unlocking and bringing forward investment across public and private sectors. But we have more to do, particularly to ensure all our communities benefit from the opportunities created by growth and regeneration. Key to this will be the Mayoral Development Corporation (MDC) and redevelopment of Stockport Town Centre. This regeneration initiative aims to deliver approximately 4,000 new homes and a million square feet of new employment floorspace over the next five years. Major schemes include those listed below, of which the first three are on site.

- **Weir Mill:** redevelopment of this building in Stockport Town Centre (alongside the River Mersey and the town's iconic viaduct) to include 250 apartments and a modern, lively leisure space.
- **Stockport Interchange:** Stockport Council is working alongside Greater Manchester Combined Authority (GMCA) and Transport for Greater Manchester (TfGM) on a multi-million-pound transformation of Stockport's bus station into a modern transport interchange. This also includes the development of 196 new one and two bed residential apartments.
- **Stockport Exchange:** the first two stages of Stockport Exchange have already been completed. The third stage is scheduled for completion in the summer of 2023, where the final Grade A office building will be finished.
- **Stockroom:** a universal learning and discovery space to provide the people of Stockport with opportunities to learn new skills, practice arts and crafts, use free services and benefit from cutting-edge learning and IT facilities.

To support the business base in Stockport: to demonstrate that Stockport’s economy is confident, resilient and growing, we need to increase the number of new businesses. We also need to improve support provided to new businesses to help them to start, grow and survive. Two significant upcoming projects are:

- **Cheadle Eco Park:** a physical space that brings together environmentally sustainable businesses, with the aim to nurture ideas into industry-changing products and services. The aim is for Cheadle Eco Park to be fully occupied by 2027.
- **Merseyway Innovation Centre:** flexible serviced office and co-working accommodation in Stockport Town Centre for new start and small businesses.

To deliver our ambitious housing projects: as well as the 4,000 new homes in the MDC area, this will also include St Thomas’ Academy of Living Well, a development that will provide support for people transitioning between hospital and home.

Our “Brownfield First” approach to new housing will develop housing on previously developed land that is no longer being used. We will work with partners to unlock sites for new homes where delivery has stalled, and we will continue work with owners to bring long-term empty homes back into use.

To implement transport projects: Stockport’s transport infrastructure needs further development. Our ambition is to produce and develop transport infrastructure that is, green, inclusive, resilient and safe. Improved public transport infrastructure will increase accessibility to affordable, reliable travel for people to be able to commute to work, helping businesses to recruit high-calibre workforce from across the borough and beyond. As well as the Stockport Interchange, described above, major public transport initiatives will also include:

- **Cheadle Railway Station:** funding has been secured to bring a new train station for Cheadle, which will bring additional mass transit public transport to the borough.
- **Metrolink business case:** at every opportunity we continue to press the case to extend the Metrolink network into Stockport.

We know we have had impact when we see:

- ✓ Our major development projects being completed on time and within budget.
- ✓ National recognition of the work of Mayoral Development Corporation and its replication across other areas in England.
- ✓ More Stockport employees receiving the Real Living Wage.
- ✓ More Stockport-based businesses being members of the Greater Manchester Good Employment Charter.
- ✓ More homes, including affordable housing, being built across the borough.

Ambition 2

Education, work and skills

This ambition is about how we support our residents to have access to the best education, skills and qualifications at all stages of their lives, as well as ensuring we support those who most need it to access the work and skills to succeed.

This ambition supports the 'One Future' ambition of the One Stockport Borough Plan to create a skilled and confident Stockport.



This ambition will be delivered through these four key areas:

To create the conditions in which great school leaders can run great schools: partnerships, such as between schools and the council, are vital to improving financial sustainability, developing and sharing best practice and maximising the impact of leaders. We want to ensure there are sufficient places in schools in the heart of our communities that children and their families want to go to and that have received inspection reports rating them as “good” and “improving”. This partnership working with schools will also help us to make sure that school buildings and other facilities provide a safe, accessible, secure and stimulating learning environment that helps support our children and young people to achieve their true potential.

To improve opportunities and outcomes for residents with Special Educational Needs and Disabilities (SEND): we want to ensure that adults and children with SEND are supported to thrive and flourish. We will do this by providing educational and job opportunities, improving communication with SEND residents and further developing cross-sector collaboration across Stockport, including through Family Hubs. We will also work with partners to develop a SEND and Vulnerable Children Inclusion Strategy and Action Plan, and with the Education Inclusion Service to develop inclusion partnerships in the localities.



To work with employers to increase opportunities for young people to experience the world of work and understand the range of career opportunities: this includes increasing work experience opportunities, career talks in schools and promoting apprenticeships and other vocational options emphasising that they are of equal value to more academic options. We will use Stockport Jobs Match to continue to develop the new One Stockport Education and Careers Forum and to improve careers education, information, advice and guidance for young people and their parents/carers. Within three years, we aim to have improved relationships between businesses and schools/colleges/training providers in Stockport. Young people will have significantly more and better-quality opportunities to learn and make decisions about career options and to be exposed to the world of work and the range of career opportunities available across various industries, to better prepare them for employment when they finish their education.

To improve access to work for adults and support for those re-entering the job market: we will do this through Stockport Jobs Match and the development of ‘The Workshop’ skills hub in Merseyway, which will provide a drop-in facility in the town centre staffed by partners including Jobcentre Plus, Stockport College, the training organisation Ingeus, and the National Careers Service. The Workshop will help Stockport residents to identify their employment needs. We will also hold two jobs fairs each year and work with Jobcentre Plus to offer employability support sessions for people aged 50 and over who are looking for work. We will continue to deliver and develop Stockport Jobs Match as the local online Jobs and Careers portal. We will also promote membership of the Greater Manchester Good Employment Charter to secure more opportunities for good work with good pay and conditions for local residents.

We know we have had impact when we see:

- ✓ Improvement in the child development outcomes in the early years, and an increase in children that are on track to be “school ready” when they begin their formal education.
- ✓ Higher attainment levels at Foundation Stage (children aged 2 to 5) and progress at Key Stage 2 (years 3–6, when the students are aged between 7 and 11) and Key Stage 4 (years 10 and 11, when children are working towards GCSEs).
- ✓ A lowering of the attainment gap for pupils from a deprived background, looked after children, children with Special Educational Needs (SEND), and those who speak English as an additional language.
- ✓ A reduction in the use of external independent school placements for children with SEND.
- ✓ Fewer permanent exclusions from school.
- ✓ An increase in education, work experience, apprenticeships, training and job opportunities for 16–24-year-olds including those with SEND and care leavers.
- ✓ An increase in the proportion of 16–64-year-olds qualified to at least Level 2 (GCSE grade 4–9).
- ✓ An increase the numbers of adults accessing work and training opportunities.
- ✓ An increase the skills levels of Stockport’s residents, and the number in work in sectors such as care, and in roles requiring digital skills.
- ✓ Increased employment rates and reductions in people receiving out of work benefits.

Ambition 3

Wellbeing in neighbourhoods

Stockport is a very diverse borough. We are the 8th most polarised borough in England, with a number of our residents living in some of the most affluent and least affluent areas in the country.

Neighbourhood working helps us to focus on the specific strengths and needs of different areas. Our ambition is that from Brinnington to Bramhall, every single neighbourhood and community across our borough can access the services that they need to be resilient, healthy and vibrant.

We believe that prevention is better than cure, whether we are talking about health, employment, housing or community safety. We will deliver our approach to neighbourhood working through the new Integrated Care System; the development of Team Around the Place and Family Hubs; and our support to further develop a flourishing VCFSE sector.

This ambition supports the 'One Heart' ambition of the One Stockport Borough Plan to create a Stockport where people live the best lives they can.



This ambition will be delivered through these four key areas:

To deliver services in neighbourhoods that help people to maintain or improve their health and wellbeing before it is compromised: we will work with partners to further develop neighbourhood-level support which recognises the wider influences on health and wellbeing, including education, housing, employment, and social connectedness. We will bring together professionals from across public services, GPs and primary care, schools, community groups and businesses to build relationships which focus on prevention and put people at the heart of our approach. We will develop our understanding of the health and wellbeing needs in each neighbourhood in order to develop improvement plans for each one.

To develop a network of Family Hubs in Stockport to provide wraparound support to children, young people and their families: Family Hub networks will build on our established model of children's integrated services to further improve whole family working at a neighbourhood level. Family hubs will ensure there is a clear and simple way to access help and support. We will establish family hubs in three pilot areas by April 2023 and we will have a total of seven family hubs in place by April 2024. In the longer-term we will align the development of family hubs with our wider ambition to provide integrated services which span all ages.



To support, grow and work with the Voluntary, Community, Faith and Social Enterprise

(VCFSE) sector: working with our VCFSE partners, we will complete and sign off our strategy and investment framework for our VCFSE sector. This will include work as part of our Social Value Charter to make sure our procurement and commissioning relationships help our communities to flourish. We will establish, and embed into our partnership governance structures, a VCFSE Alliance and we aim to hold its first meeting in April 2023. In addition, we will complete a progress review of our council equality, diversity and inclusion networks, develop a volunteering strategy and develop more opportunities for the VCFSE sector to apply to the One Stockport Local Fund.

To create active, creative and vibrant communities: we will implement our refreshed Active Communities' Strategy to encourage healthy, physically active lifestyles and enjoyment of culture and green space. Our Stockport Moving Together initiative will support residents who struggle to get active for whatever reason. It will build on work carried out during the pandemic to support older adults to be more active and will help to address wider issues of social isolation and loneliness. We will work with Culture Stockport (a group of artists, makers, culture and community organisations) to deliver projects that increase opportunities for our residents and visitors to enjoy local cultural opportunities and we will further develop our libraries as community hubs with a range of activities and support on offer. We will continue to work with community groups to ensure high standards of cleanliness and maintenance of our green spaces and to increase the number of residents who benefit from them.

We know we have had impact when we see:

- ✓ Improvement in child development outcomes in the early years, and an increase in the number of 5-year-olds that are 'ready for school'.
- ✓ More residents are empowered to self-care and support themselves wherever they can, retaining their independence for longer.
- ✓ Fewer avoidable emergency hospital admissions, a reduction in the length of the average hospital stay, and an increase in those being discharged into appropriate care settings.
- ✓ Strong equality networks which represent our diverse communities across the borough.
- ✓ Increased representation of VCFSE within the council's governance structures.

Ambition 4

Delivering for those who need it most

This ambition focuses on improving outcomes for our most vulnerable residents, including the provision of effective and efficient support and personal care which meet needs arising from, for example, illness, disability, old age, homelessness, domestic abuse, mental health issues or family breakdown.

This ambition supports the 'One Heart' ambition of the One Stockport Borough Plan to create a Stockport where children have the best start in life and people live the best lives they can – happy, healthy and independently.



This ambition will be delivered through these five key areas:

To protect, keep safe and support our most vulnerable residents: we will support our most vulnerable residents, for example those facing homelessness, domestic abuse and mental health issues, to get the help and support they need at the right time and where appropriate within their community. We will also ensure our most vulnerable residents are able to report concerns relating to abuse, neglect or exploitation and feel confident that their concerns will be addressed appropriately and those affected offered the appropriate support or services.

To lead the borough's response to the cost of living crisis: we will develop a robust multi-agency response to the cost-of-living crisis, which includes responding to immediate crisis needs and we will test new approaches and pathways to ensure the most effective early help and prevention. We will work to increase the number of people assessing welfare and financial support and the percentage of eligible families taking up healthy start vouchers. In addition, we will help residents to maximise income through effective financial information, advice and guidance and access to budgeting support and credit union services. We will develop a clear understanding of the impact of the cost of living crisis in Stockport, using Greater Manchester data and by gathering local user experience.

To support residents with long-term disabilities, including people with autism: we will continue to support residents who have long term disabilities, autism or learning disabilities, or both, to live independent and fulfilled lives within their community. We will work with our partners to increase opportunities for those with long term disabilities, including people with autism, to achieve and maintain employment and we will review our current accommodation options, with a view to developing new housing opportunities locally.

To support the children in our care and care leavers: the number of care leavers in Stockport is rising due to recent increases in the number of children in care. As corporate parents, we will continue to explore innovative care models to meet our ambition to ensure that all children are cared for in the borough within a family home wherever possible. We will embed our Care Leaver Covenant to optimise social value with local businesses and improve education, employment and training opportunities for care leavers. Linking into our supported housing strategy, we will develop a further 20 post-18 supported flats across three sites in Stockport. In addition, we will continue to support our most vulnerable care leavers with cost-of-living pressures by widening our local offer to provide support with food, fuel, Wi-Fi, bus travel and warm winter packs.

To have safe, effective, caring, responsive and well-led adult social care services: we will develop our prevention, wellbeing and independence services to ensure that we respond to changes in demand and that our ‘front door’ is effective in preventing and reducing the need for formally commissioned services. We will work with our partners to embed the principles of prevention, ‘reablement first’ and neighbourhood working. We will develop a range of housing options, improving our current offer, using technology, adaptations and new developments that enable individuals to live independently in the community for as long as possible. We will also work with our health partners, as part of Stockport’s Integrated Care System, to develop mental health services and adult social care responsibilities in relation to hospital flow and discharge.



We know we have had impact when we see:

- ✓ We see full use of the Household Support Fund grant to support residents in all areas of need.
- ✓ We see an increase in the percentage of care leavers in post-18 placements outside the borough.
- ✓ We see residents making informed decisions about how to self-care and support themselves wherever they can, retaining their independence.
- ✓ We can evidence the impact that the Stockport Support Hub has on preventing the need for formal services.
- ✓ We see a reduction in the number of long-term care home placements (demonstrating the success of our ‘Home First’ ethos).
- ✓ We have achieved a positive outcome in our first Care Quality Commission inspection.
- ✓ We see improvement in performance on the wider determinants of health for those with learning difficulties and mental health issues, e.g., housing and employment.



Two Cross-Cutting Themes:

Fair and Inclusive Stockport

Climate Action Now

Our council plan has responding to climate change and reducing inequality at its heart, recognising that these are our biggest challenges. These two cross-cutting themes are the lenses through which all of our activity will be developed, tested and progressed.



Theme 1

Fair and Inclusive Stockport

Our vision is for Stockport to be a borough for everyone where diversity and inclusion are celebrated and where everyone has equity of opportunity.

We know that experiences of poverty, where people live, and other factors can intersect to impact on wellbeing and quality of life. In building a fair and inclusive Stockport we want to ensure that the needs of all our residents are considered in how services are designed and delivered, and that where particular groups face additional barriers, these will be addressed. A fair and inclusive approach underpins all the ambitions of the One Stockport Borough Plan, and specifically supports the 'One Home' pillar which aims for a Stockport which is a great place to live and where no one is left behind.



In 2023/24 our key areas of focus will be:

Embedding best-practice on equalities across the council: we will work with others to deliver programmes and projects which will have a direct impact on poverty and inequality and which will act as examples of good practice; we will work as a catalyst across the council and in wider partnerships to influence planning and strategies to ensure a focus on equalities is mainstreamed across our services.

Supporting council services to use equality data as the basis of planning and decision making: improved information on equalities will improve equality outcomes.

Strengthening equality-based community networks: we will continue to work closely with individuals, groups and networks that represent our diverse range of residents and ensure their lived experiences influence our service delivery.

Working with partners and businesses across Stockport to have a visible commitment to a fair and inclusive approach: we will support businesses across Stockport to become supporters and members of the Greater Manchester Good Employment Charter, and work with them to increase the numbers of Real Living Wage Employers. We will ensure our jobs fairs are inclusive and provide opportunities to people who are currently disadvantaged in the labour market.

We know we have had impact when we see:

- ✓ Plans and strategies across the council address inequalities and increasingly reflect the Equality Objectives 2023–2027.
- ✓ Pilot projects on social care, inclusive education and benefits uptake are successfully delivered and can demonstrate how an equalities-based approach improves outcomes for residents.
- ✓ There are improved health, educational and employment outcomes for disadvantaged groups including those living in less well-off neighbourhoods.
- ✓ The council employee networks are stronger and contribute positively to our equalities, priorities and organisational culture.
- ✓ Increasing numbers of services regularly analyse their equalities data and act as a result.
- ✓ Our community-based equality organisations are strengthened and as a result, they make visible contributions to the borough, and there are examples of council policies and practices changing.
- ✓ Increasing numbers of businesses based in Stockport sign up to the Greater Manchester Employment Charter and the Real Living Wage.



Theme 2

Climate Action Now

The council's climate emergency declaration means that we recognise urgent action is needed to reduce emissions and adapt to the effects of extreme weather and warming temperatures.

Climate Action Now (CAN) is our strategy and work programme to tackle climate change and enhance the natural environment. To achieve this, our ambition is for Stockport to be carbon neutral by 2038 and for Stockport Council to be operationally net zero by 2030.

Climate Action Now (CAN) cuts across all council work and is a core priority in the One Stockport Borough Plan.



In 2023/24 our key areas of focus will be:

Embedding and mainstreaming Climate Action Now across the council and building climate action into everything we do: we will work with teams across the council to put climate action at the heart of decision making. We will measure and monitor environmental data to allow for climate change impacts to be factored into future decision making and works undertaken by the council, for example the review of the council's civic estate in 2023.

Improving energy efficiency and uptake of renewable energy sources across the council's estate and the borough more widely: to achieve our carbon reduction targets, we need to reduce the amount of energy from fossil fuels used in the borough. We will work in partnership, seek funding and develop innovative, forward-thinking solutions to meeting the borough's retrofit and energy needs. We will seek new funding and finance models for solar photovoltaic (PV) in schools and explore renewable energy intervention projects. We will complete installation of solar PV on Endeavour House and Grand Central.

Moving to low-carbon and active transport options like walking, cycling and use of public transport: we will continue to develop new walking and cycling routes and work with partners and regional bodies to improve public transport options to make sustainable transport options easier for everyone. We will increase electric vehicle (EV) charging infrastructure across the borough and continue work to develop the new train station in Cheadle.

Protecting and enhancing the natural environment: we will continue to accelerate our natural environment programme, including tree planting, grasslands and orchard creation. We will proactively deliver on biodiversity net gain legislation through the creation of a task group to drive biodiversity enhancement programmes.

To read more about CAN actions and progress, go to our Climate Change webpages: www.stockport.gov.uk/topic/climate-change.



We know we have had impact when we see:

- ✓ More energy efficient homes and buildings across the borough.
- ✓ An increase in the amount of renewable energy generated in Stockport.
- ✓ More residents benefitting from green skills and jobs programmes and being employed in high-quality green jobs.
- ✓ A new orchard and wildflower meadow in every ward and 10 new woodlands across the borough.
- ✓ A reduction in Stockport Council's organisational greenhouse gas emissions in line with our 2030 net zero target.



Four Enabling Programmes

To achieve our ambitions, it is vital that we have the right support in place. This means having an engaged workforce, robust finances, dynamic approach to change, good use of data and digital technology and strong communications. It is also about working in partnership – with other public services, businesses, voluntary, community, faith and social enterprise sector and local people.

1. Our Workforce

2. Working with others

3. Radically Digital Stockport

4. Delivering change and spending wisely

Enabler 1

Our Workforce



Our colleagues' passion, resilience and dedication to local people and places is paramount to the delivery of excellent services to residents, high quality support and innovative change and improvement.

Our workforce plan has been refreshed following a survey of all our employees – something which hadn't been done since 2012. The All Colleague survey took place in May 2022 and has provided us with lots of insights already and will continue to grow and develop in response to engagement and feedback with colleagues.

Our 'One Team' People Plan outlines our aspirations for how all our colleagues in Stockport will work together and how the organisation will support them throughout their career at the council. The people plan includes measures on embedding our values, thinking innovatively about recruitment, and becoming a more inclusive organisation.

In 2023/24 our key areas of focus will be:

- ✓ Enhancing the way we recruit new colleagues to the organisation and our recruitment processes to deliver an excellent experience for candidates and recruiting managers.
- ✓ Strengthening the ways we communicate and engage with our employees, making sure we listen to their feedback and planning for our next All Colleague Survey.
- ✓ Launching our 'Leading Stockport' leadership programme for managers and embedding our leadership behaviours across our organisation.
- ✓ Launching a refreshed approach to performance and appraisal, including a focus upon behaviours.
- ✓ Embedding and promote our values and the associated behaviours across our organisation, including HR products and services.

Our Five Pillar Plan

ONE TEAM



Join Us

Stockport Council is employer of choice providing local employment for our communities.



Grow and Thrive

Everyone thrives, has access to learning and development and can reach their potential.



Feel Supported

Wellbeing is a priority and everyone feels supported and valued. People first, professional second.



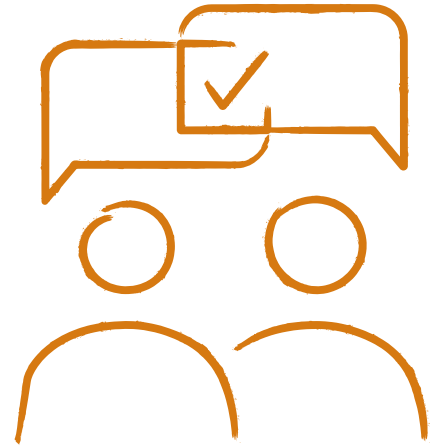
Belong Here

There is an inclusive culture where all individuals are respected and treated fairly, where diversity is celebrated and where everyone can be themselves and thrive.



Live Our Values

Our values and behaviours are at the core of how we work to deliver our One Stockport Borough Plan.

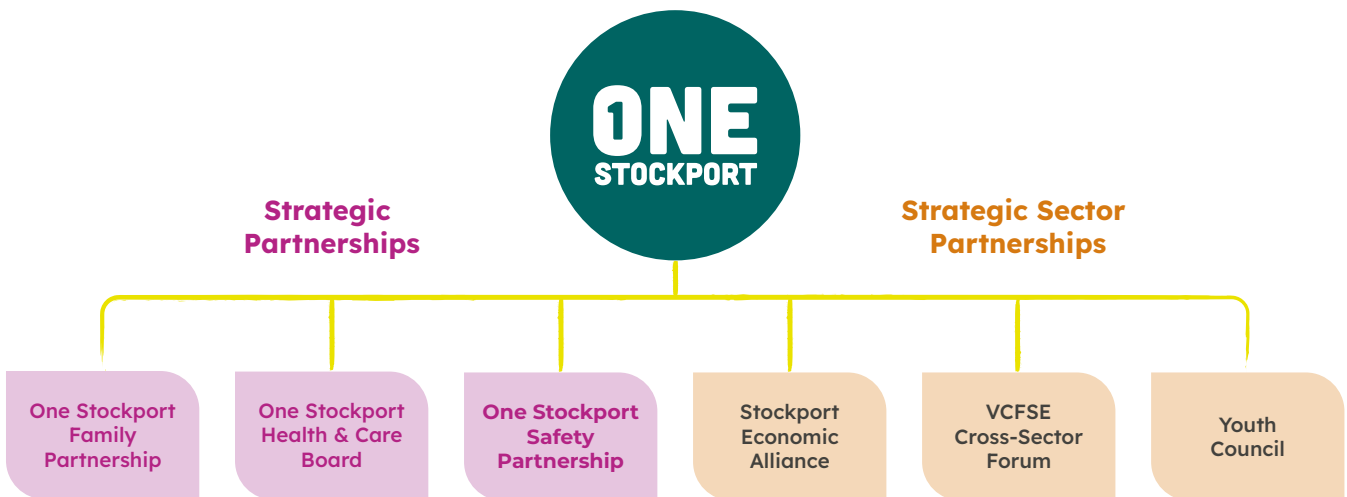


Enabler 2

Working with others

We are immensely proud of our partnerships across the public, private, voluntary, community, faith and social enterprise sectors.

There are six strategic partnerships in Stockport bringing together different partners to deliver the priorities in the Borough Plan. These existing relationships have been strengthened through responding to national legislation such as the Integrated Care Systems which were introduced in July 2022.



We have been focussing on strengthening the voice of communities across these partnerships. For example, through joint work with young people we are developing a Youth Alliance to elevate and broaden youth voice. We have also been working closely with Sector3, our voluntary and community sector partner, to invest in Equality, Diversity and Inclusion (EDI) networks of shared lived experience or areas of interest – for example equalities.

We are also strengthening our approach to communications, recognising the important role it can play in promoting Stockport, supporting businesses and ensuring that people are aware of the help and support that is available to them.

We are proud of our collaborative relationships with the other nine local authorities within Greater Manchester and we work closely with them through our membership of the Greater Manchester Combined Authority (GMCA), Greater Manchester Police (GMP), Greater Manchester Fires and Rescue Service (GMFRS) and Transport for Greater Manchester (TfGM).

We also know the importance of working with national partners like Network Rail, National Lottery and the Civil Service. This has helped to secure more investment such as the £14.5m Future High Streets Fund to transform vacant retail units in the heart of our high street, Merseyway into a discovery and learning centre.

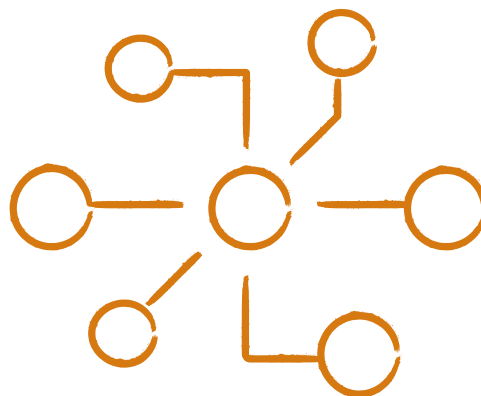


In 2023/24 our key areas of focus will be:

- ✓ Working through the One Health and Care Board to keep people healthy and provide timely support when needed.
- ✓ Developing a strategic VCFSE Alliance and strengthen the sector through development and delivery of the VCFSE strategy.
- ✓ Continuing to develop the Youth Alliance.
- ✓ Supporting communities of interest through Equality Diversity and Inclusion (EDI) Networks.
- ✓ Developing a comprehensive communication and engagement plan to improve how we interact with residents and communities.

Enabler 3

Radically Digital Stockport



We have an award-winning approach to digital and data.

We launched our Radically Digital Strategy in 2022. The key pillar of the Digital Strategy that sets out how we will deliver ambitions is ‘Our Digital Council’ programme which addresses the council’s use of digital working practices and data to better understand Stockport and citizen needs and improve processes and user experience. It includes a commitment to sharing more data, increasing transparency, and supporting collaboration and innovation. It aims to increase IT security and reduce system maintenance and downtime.

Key areas of focus for our ‘Our Digital Council’ programme:

Digital Practice: as we progress adopting new ways of working, we will be focussing on developing digital skills, practice and tools to support colleagues to work effectively and flexibly.

Digital Data: we use data appropriately to understand Stockport and citizen needs better, solve problems, innovate, and create new services and capabilities. We will make more data readily available to increase transparency, support partnership collaboration and innovation.

Digital Architecture: we need to address information and IT security risks and reduce system maintenance and downtime. We will increase the interconnectivity of systems to improve services and collaboration and support the Smart City infrastructure rollout across Greater Manchester.

In 2023/24 our key areas of focus will be:

- ✓ Support our colleagues in a move back to Stopford House through investing in digital skills and tools to maximise the opportunities of working in a new hybrid collaborative working environment.
- ✓ Embed a rich performance reporting culture, with a particular focus on Locality Board, Adult Social Care, Early Years and Stockport CAN. This will include the publication of new neighbourhood profiles.
- ✓ Complete the next phase of our award-winning Family Context tool that brings together data from multiple services and from other organisations, saving time, reducing information sharing risks and improving outcomes for children.
- ✓ Development of single views of properties, identifying all service involvement at each address, following by a single view of a household/resident. This will help understand needs and outcomes of resident and help better target our resources, whilst also enabling neighbourhood plans.
- ✓ Agree a vision for our financial systems/processes, implementing a plan for improvement.

Enabler 4

Delivering change and spending wisely



At Stockport, we take pride in our ability and to make a positive impact on the borough and improve services whilst spending our money wisely.

Spending wisely allows us to progress with our transformative vision for the council. Our collaborative approach to investment and financial management draws on expertise and perspectives from across the council.

We know it is important that we deliver a sustainable budget in the face of significant economic and political challenges. Achieving this means that we can continue to invest in initiatives across Public Health and Adult Social Care and Children and Young People’s services. This includes leading in the delivery of New Family Hubs across the borough as well as wider health and care integration in neighbourhoods as we seek to make our services easily accessible to those who need them most.

To support a balanced budget, we actively look for relevant social, environmental and economic value from everything that we commission and procure. We aim to use our purchasing power to obtain the greatest benefit for our local communities.

Our financial discipline means that we can get on with delivering things like our ambitious capital strategy, as well as our estates and assets strategy. Our capital strategy reflects the ambitious capital investment plans for the borough helping to regenerate the economy, create jobs and develop strong communities. Our estates and assets strategy focuses on delivering the right property in the right locations to support education, health and care as well as housing and business sufficiency ambitions.

We also have a keen focus on the financial performance of our estate as we seek to deliver the best value for our money for our residents at the same time as progressing against our plan to be carbon neutral by 2030.

In 2023/24 our key areas of focus will be:

- ✓ Ensuring the longevity of our plans for the coming years despite uncertainty ahead.
- ✓ Continuing to be change-led rather than budget-led. We recognise the need to ensure our transformation and change programmes are at the centre of the delivery of our budget rather than the budget being a driver of change.
- ✓ Managing difficult decisions in a way that preserves our commitment to fairness and taking care of those who need it. Developing and delivering our approach to social value to ensure that we obtain the greatest value for our communities from everything we commission and procure. We will agree clear social value priorities which focus on the communities that are in most need of support and we will provide training for commissioners which focuses on the importance of social value.

Delivery of our Council Plan

Our ambitions, cross cutting themes and enabling programmes will be included in the Portfolio Performance and Resources Agreements for 2023/24. These agreements include clear measures that allow councillors and residents to monitor progress and performance. We will continue to report on measures and milestones on a regular basis to the council’s scrutiny committees, ensuring clear and transparent accountability.



Priority

Jobs and investment



Economy and Regeneration / Communities and Housing

Education and skills



Economy and Regeneration / Children, Families and Education

Wellbeing, prevention and neighbourhoods



Health and Adult Social Care / Communities and Housing

Supporting those who need it most



Health and Adult Social Care / Children, Families and Education

Enabling programmes



Finance and Resources

Cross-cutting themes



Climate Change and Environment / Communities and Housing

In Summary

The Stockport Council Plan 2023–24 describes the key role the council plays in supporting the borough, through the provision and delivery of key services that are essential to everyday life. The plan also outlines our four big ambitions for the upcoming year, that will create opportunities for everyone within the borough.

We are an ambitious council with an extensive regeneration programme that is among the largest nationally, and we continue to attract even more inward investment.

We want to maintain a greater focus on education, work and skills, as we understand that this is key to economic growth within the borough and creating a fairer society. We will build upon our nationally recognised Stockport Family model, which facilitates a restorative approach to supporting people in neighbourhoods and our local communities. We will continue to be there to catch people when they fall, by providing vital care and support when people need it the most. Our approach will be underpinned by our ambition to create a fairer and greener Stockport. In everything we do we will strive to address inequality and tackle climate change.

We will keep on supporting our workforce, ensuring they can do the best job they can. Our award-winning digital work will make the best use of the latest technologies and put data at the heart of all our decision-making. We will carry on using our resources wisely, particularly considering the increasingly difficult financial climate, to drive forward transformation in the borough.

We are aware that we cannot achieve our ambitions alone and that working in partnership, is fundamental. Therefore, we will uphold our existing relationships and continue to work with other public sector organisations, businesses and the VCFSE sector to produce positive change for the borough. We will continue to work collaboratively with the other nine boroughs in Greater Manchester, as we truly believe we are stronger when we work together. Most importantly of all we will continue to serve the people of the borough to ensure that Stockport is a place everyone is proud to call home.



STOCKPORT
METROPOLITAN BOROUGH COUNCIL

**Ambitious Stockport,
creating opportunities
*for everyone***

