

THE STOCKPORT COUNCIL PLAN 2019/20

CONSULTATION DRAFT

Introduction

The Leader of Stockport Council

The last 12 months have seen us take some major steps towards delivering our ambitions for Stockport. We continue to invest in our Town Centre, growing our economy, providing housing and employment opportunities for local people, as well as making Stockport an even better place to live, work and visit. Our work with communities is investing in the skills and ideas of local residents, building resilience through our 'Stockport Local' approach. The Council is consistently delivering high quality services, working with partners to ensure that people have the support they need and our more vulnerable residents are protected.

This Plan sets out our priorities for the year ahead, framed by the five high-level shared outcomes from our Borough Plan. It reflects a number of changes, including the five cross-cutting themes shaping our Medium Term Strategy, an increased focus delivering what matters within localities and working with other public services across Greater Manchester. This is all against the backdrop of what are undoubtedly the toughest times the Council has ever had to face with reducing resources, increasing demand and an ageing population. Increased uncertainty at a national level is not just generated by Brexit, but also by a lack of clarity over future funding arrangements for councils, particularly in key areas such as social care where the current position is simply not sustainable.

Our approach to meeting these financial challenges is built on principles of ensuring fairness but also on maximising returns on our investments in order to minimise the impacts on front-line services. We are committed to balancing the cost of services whilst reforming services to ensure the Council is fit for the future. This approach involves some tough choices, and we will continue to monitor the impact of these changes closely.

Next year's Council Plan is likely to look and feel very different. Not only will the Council have a new Leader, but we will be reviewing and refreshing our local priorities with local partners, residents and businesses as part of a new Borough Plan. As our priorities evolve, we remain ambitious for Stockport with some exciting developments taking shape that will deliver real benefits for all our residents and businesses. We look forward to reporting our progress on this over the next 12 months.

Cllr Alex Ganotis, Executive Leader of the Council

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Delivering a Stockport for now and for the future

We are ambitious for Stockport. We believe that Stockport is a great place to live, work, play and connect, but we're not content to stop here. We want to build on this for the future, creating a town we're all proud of, and ensuring that all in our borough have the opportunity to succeed.

In 2015, with our partners across the borough, we shared our aspirations for Stockport and committed to working together with our community to deliver **five core outcomes** that we believed would give our citizens the best possible opportunities to succeed¹:

People are able to make positive choices and be independent

People who need support will get it

Stockport will benefit from a thriving economy

Stockport will be a place people want to live

Communities in Stockport will be safe and resilient

¹ [Stockport's 5-year Borough Plan](#)

Since then we have been working together to deliver the outcomes and ambitions we set out, whether that's through focussing on **growing our economy** in a way that is **inclusive** and benefits all within our community, to developing **integrated and person centred approaches** to supporting some of our most vulnerable residents such as through our Stockport Together and Stockport Family programmes.

The year ahead will be focussed upon refreshing our priorities with Partners, developing a plan which builds upon the progress and renewed aspirations that we collectively have for our Borough. Our plan will also reflect the changes the Council is undertaking to reshape the way we work with our citizens and how we deliver services that are effective and sustainable.

Over the past 12 months we are particularly proud of...

- Our latest investments in our Town Centre to **grow our local economy**, including *Stockport Exchange* and the hugely successful *Redrock* development. One of the largest engineering jobs undertaken by any local authority in recent years, the *A6 Manchester Airport Relief Road*, was completed and formally opened in November 2018. Our bold vision continues with plans for *Stockport Interchange* and new housing schemes to re-populate and animate our town.
- **Collaborating with our communities** in the borough, whether that's through new alliances, such as our *Digital Inclusion Alliance*, launching new tools and opportunities for communities to network and grow their ideas, such as *Stockport Local Fund*, or through learning with communities about their experiences of living in Stockport and shaping how we work together to improve opportunities for local people, such as through our *Poverty Insight* community research. We will continue to build and work together to shape this approach throughout 2019/20.

- Continuing to **deliver high quality services and support** such as our *Childrens Services* which were recognised by Ofsted as 'Good' during 2018. Introducing *enhanced case management* across community based health and social care teams, the latest phase in joining up our support to older people in need of care within the borough. Or through successful initiatives such as our *Flu Champion* campaign which was one of the most successful flu campaigns nationally. We are continuing to integrate with partners such as the Police and NHS in new ways to ensure services are designed around people and places, rather than organisations. During 2019/20 this will include working with partners and communities to look at how we can improve transport around the borough, support those in crisis, and integrate our services for children and education, including those with special educational needs.
- This year has also seen us **continue to fundamentally reshape our Council** to be as effective and efficient as possible. This has included introducing our organisational *values and behaviours*, embedding Stockport, the borough and its citizens, as core to everything colleagues across the organisation do. We have also seen continued investments in *digital* result in automating services and changing how teams work. Our ultimate aim is to ensure we deliver improved citizen experience throughout all our work.

This is against the backdrop of an increasingly challenging financial picture for local government...

Stockport is responding to substantial change, in particular in local government financing and increasing levels of demand for our services, as well as continuing uncertainty resulting from the UK's departure from the European Union. As with many other local councils across the country, we are clear that how we respond, rather than the challenges themselves, is what defines us. We must therefore act as **'place-leaders'** through this period of change, shaping the future of our borough with communities and our partners.

...and changes to the way public services work together across Greater Manchester...

Devolution in Greater Manchester is continuing to shape the a new way of working across neighbours and partners within the sub-region on the important issues facing Greater Manchester. The past 12 months have seen further emphasis on investment and inclusive economic growth, for example through the establishment of the *Mayoral Development Corporation*, and joining up public services, such as through the ongoing developments across the *GM Health and Social Care Partnership*. Stockport is well placed to shape and benefit from these opportunities and in particular will lead two strategic Greater Manchester priorities through identified Greater Manchester Leaders and Chief Executives portfolios. More broadly the Council, with local partners, will need to continue to work closely on how we contribute and engage in ongoing devolution developments.

We are changing the way we work...

During 2018/19 we shaped our four year medium term strategy ² based on *five cross cutting themes*. These form the basis of our approach to delivering council services which enable us to deliver our priorities for Stockport, set out above, and ensure this is done in a sustainable and efficient way:

² [Medium Term Strategy](#)



Throughout the coming years we will be reviewing all services to ensure we:

- Are **getting more out of our spending**, ensuring that we get the most out of every pound we spend. We know there is more we can do to ensure that internal and externally commissioned services are organised around the people and places they serve.
- **Improve citizen experience** to meet the expectations of our citizens for modern, digitally enabled, customer focussed services built around the needs of those that use them.
- Have **the right property in the right places** and consider collectively with our partners and communities how we use the land, building and spaces available within our borough.

- Explore opportunities to **share services with other organisations**. Building on where we already share the management and delivery of services we will increasingly explore such approaches on a proactive basis in order to improve resilience and safeguard the quality of service by creating economies of scale.
- Ultimately create **an organisation fit for the future**. As the Council changes we will have a smaller workforce, and one that will need to include a wider range of skills. We will need to ensure we have a bold, resilient and talented workforce with the right skills, shared values and crucially a commitment to Stockport.

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



Our Shared Outcomes are...

People are able to make informed choices and be independent

People who need support get it

Stockport benefits from a thriving economy

Stockport is a place people want to live

Communities in Stockport are safe and resilient

We will deliver these Outcomes over the next 12 months by...

- 1. Integrating health and social care
- 2. Supporting the work of the voluntary sector
- 3. Giving our children the best start in life

- 1. Promoting healthy communities and reducing inequalities
- 2. Protecting the health of the population
- 3. Early intervention, living and ageing well
- 4. Access to high quality education and lifelong learning for all

- 1. Redesigning our Mental Health Services
- 2. Enhancing services provided to people with Learning Disabilities/Autism
- 3. Protecting vulnerable adults at risk
- 4. Developing the social care market and supporting carers
- 5. Preparing children and young people for adulthood
- 6. Children and young people living within their families and fewer family breakdowns

- 1. Supporting inclusive growth and investment
- 2. Tackling youth unemployment
- 3. Maximising the impact of our cultural assets
- 4. Investing in our Town Centre
- 5. Delivering world class transport connections and improvements to public transport

- 1. Enhancing the supply of quality housing
- 2. Improving our environment
- 3. Maintaining the highways network
- 4. Encouraging active communities
- 5. Positive place-shaping

- 1. Protecting our communities
- 2. Enabling all residents to benefit from opportunities in Stockport (inclusive growth)
- 3. Place-based working
- 4. Collaborating with communities to develop our Stockport Local approach

We will be changing the way we work by...

Getting more out of our spending

Improving citizen experience

Making sure we have the right property in the right places

Sharing services with other organisations

Creating an organisation that is fit for the future

We will work with our GM Partners to ensure...

Children are starting school ready to learn

Young people are equipped for life

Healthy lives with quality care available for those that need it

An age friendly Greater Manchester

Good jobs with opportunities for people to progress and develop

A thriving productive economy in all parts of GM

World class connectivity that keeps Manchester moving

A green city region and high quality culture & leisure offer

Safe, decent and affordable housing

Safer and stronger communities

Our Priorities for 2019/20

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.

Our priorities for 2019/20

1.1 Integrating health and social care – Will work to embed an integrated neighbourhood care model, ensuring that social care support is shaped around our local communities, linked with the support networks that matter most to people and integrated with other community based services so that care is wrapped around the individual. We will help avoid unnecessary admission to hospital by providing a joined-up response when conditions deteriorate, prioritising support for timely discharges from hospital. This is aligned to the Stockport Neighbourhood Care model. *(shared with Outcome 2)*

1.2 Promoting healthy communities and reducing health inequalities – We will work with our neighbourhoods and communities to develop an integrated approach to improving health and wellbeing and focus on those residents 'at risk' of developing health problems. We will work with health care professionals, partner agencies, the VCSE, volunteers and informal carers to improve the health and wellbeing of individuals their families, workplaces and communities.

Our priorities for 2019/20

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 change behaviour, access support and services, embedding prevention at every step. The Council will implement an Ageing Well strategy.

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.

More detail on the issues, planned activity and work in progress can be found in the following documents:

- Stockport Together – [A Healthier Stockport](#)
- Healthy Stockport - [Joint Health and Wellbeing Strategy 2017-20](#)
- GM Health and Social Care Partnership – [Population Health Plan 2017-21](#)
- Stockport [Dementia Strategy 2017-20](#)
- [Ageing Well Strategy](#)

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.

Our priorities for 2019/20
<p>Shared with Outcome 1</p> <ul style="list-style-type: none"> ➤ 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
<p>2.4 Redesigning our Mental Health Services – We will implement 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.</p>
<p>2.5 Enhancing services provided to people with Learning Disabilities/Autism – We will continue our focus on supported tenancies, along with supported employment projects, whilst working to make Stockport 'autism friendly'.</p>
<p>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.</p>
<p>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, and meet the challenges of the Government's Social Care proposals. We will work with our local communities to support carers, whilst promoting our ethical framework for external home care workers, delivering a people-centred approach to care.</p>
<p>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.</p>

Our priorities for 2019/20

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.

More detail on the issues, planned activity and work in progress can be found in the following documents;

- [Adult Autism Strategy 2017-20](#)
- Stockport Local Account 2017/18 (*link to be added when published*)
- [Stockport Family](#)
- [Stockport Prevention and Early Help Strategy 2017-20](#)

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.

Our priorities for 2019/20
<p>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. 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.</p>
<p>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. An employment pathway for looked after children and those with additional needs will be developed.</p>
<p>3.3 Cultural Improvement Plan - We will maximise the impact of our culture and heritage assets and work with our local cultural partners to deliver a quality cultural offer for all.</p>
<p>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. The Mayoral Development Corporation will bring together partners to unlock the potential for our long term ambition of large scale regeneration for the Town Centre West site.</p>
<p>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 tram / trains to Stockport.</p>

More detail on the issues, planned activity and work in progress can be found in the following documents:

- Capital Strategy
- [Stockport Local Plan](#)
- [Stockport Town Centre Access Plan](#)

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.

Our priorities for 2019/20
<p>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.</p>
<p>4.2 Improving our environment – We will maintain and enhance the built and natural environment for the benefit all who live in and visit the Borough, working with partners and communities to deliver high quality environmental maintenance services with targeted enforcement where needed. We will also continue to promote sustainable and active transport choices and promote positive behaviours using the messages developed through our major environmental campaign of 2018.</p>
<p>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.</p>
<p>4.4 Active Communities - we will deliver our strategy to make our communities more active and work with partners to make sure that we have the activities, facilities and infrastructure which encourage everybody to be active.</p>
<p>4.5 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, alongside development of the GM Spatial Framework.</p>

More detail on the issues, planned activity and work in progress can be found in the following documents:

- [Stockport Housing Strategy 2016-21](#) and [Housing Vision](#)
- Active Communities Strategy

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.

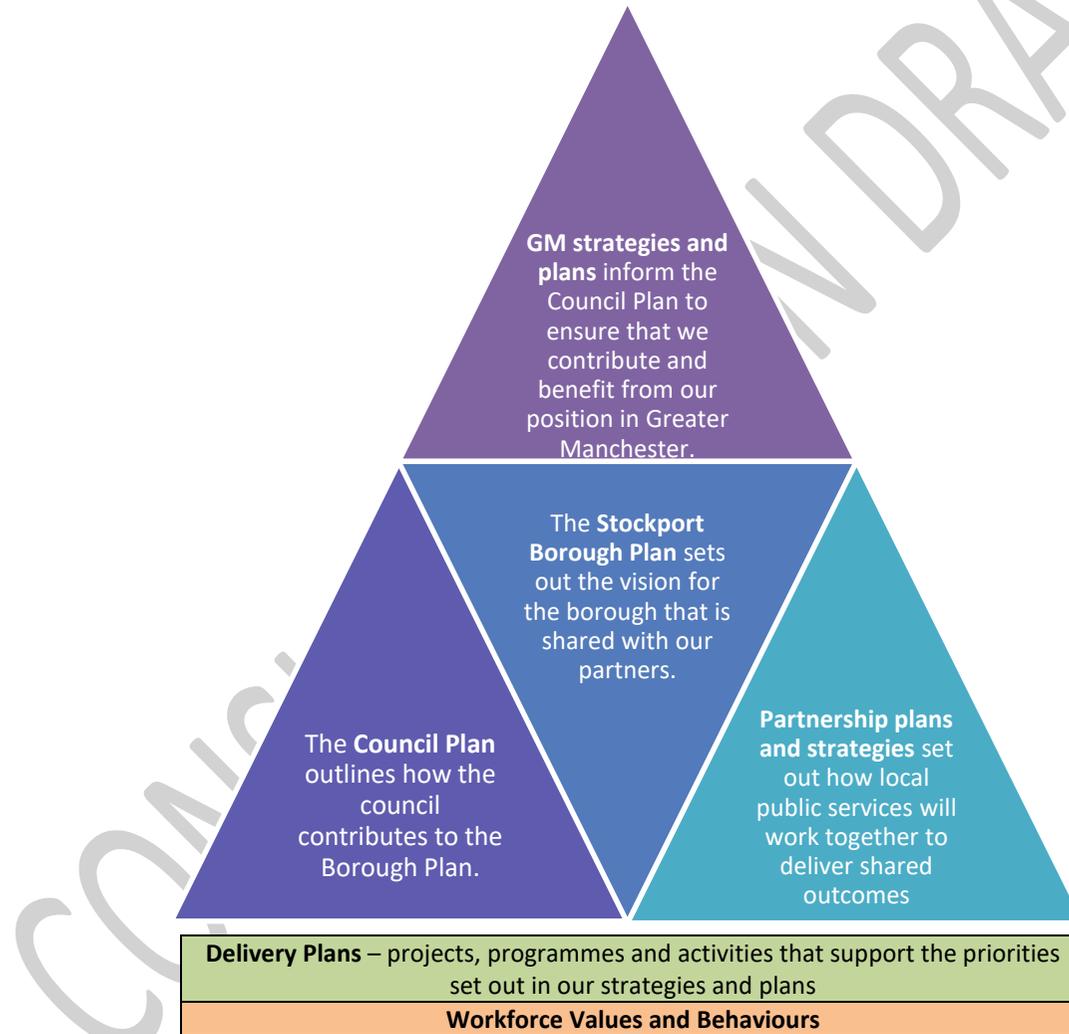
Our priorities for 2019/20
<p>5.1 Protecting our communities – We will work with our local communities, partners and across GM through the Safer Stockport Partnership to tackle crime, anti-social behaviour and extremism, strengthen community resilience and support victims.</p>
<p>5.2 Enabling all residents to benefit from opportunities in Stockport (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.</p>
<p>5.3 Place- Based Working – We will build on learning from our experience with integrated place-based services, including early adopter work in Brinnington and the Heaton, to progress a place-based approach to improve public sector, VCSE sector and local community integration supporting local priorities.</p>
<p>5.4 Collaborating with communities to develop our Stockport Local approach - We will re-shape our relationship with our local community and VCSE sector to enable greater capacity, collaboration and resilience.</p>

More detail on the issues, planned activity and work in progress can be found in the following documents:

- [Safer Stockport Partnership Plan 2018-21](#)
- [Stockport Local](#)

Our family of plans

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



Capital Strategy

The Council is producing its first Capital Strategy in 2019, and will report progress from 2019/20. This will be a key part of the Council's Policy Framework, aligned with the Council Plan and Medium Term Financial Plan. The Capital Strategy will outline the planned programme of expenditure and financing, having regard to the Council's wider strategic framework, including alignment with priorities set out in the Council Plan, but also taking a long-term view of capital investment beyond the current 3-year programme, including debt, borrowing and Treasury Management.

Influences on the Strategy will also be explored, such as GMCA, Spatial Framework and the Local Plan, whilst it will need to demonstrate integration with council priorities, plans and ambitions. A Capital Investment Programme Board will provide senior oversight, a steer on future schemes, a balance between competing investment priorities, and linkage to strategic plans and priorities.

Accountability for delivering outcomes

Detailed agreements are developed with each Cabinet Member, setting out priorities, risks and resources that will contribute to delivering these outcomes under each Cabinet Portfolio. These include clear measures that allow councillors and residents to monitor service performance and the steps taken to reform the organisation. 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 continue to report on these measures and milestones on a regular basis to the Council's Scrutiny Committees, ensuring clear and transparent accountability to the Cabinet as set out below. Reports are published on the [Council website](#).

Outcome	Portfolio	Scrutiny Committee
People are able to make informed choices and be independent	Adult Social Care	Adult Social Care & Health
	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		
A Council that can reflect and respond to Stockport's strengths, challenges and ambitions.	Reform & Governance	Corporate, Resource Management & Governance