

ONE STOCKPORT BOROUGH PLAN

Report of the Council Leader and Cabinet Member for Commissioning, Resources and Governance

1. INTRODUCTION AND PURPOSE

- 1.1. We have previously stated our commitment¹ to working collaboratively with partners and our communities to develop a shared long-term vision and priorities for Stockport. Stockport has so much to be proud of but we know there are also significant challenges in the months and years ahead – and at present for many within our communities – as well as opportunities that we can only address when we work together as one to shape a hopeful and ambitious future.
- 1.2. This Plan is a partnership plan. It has been developed across partners. Whilst not all partners can present, a video has been prepared to support joint presentation: <https://vimeo.com/504358042/0f7ce422ab>
- 1.3. This report covers how partners across Stockport have approached the development of a shared Borough Plan, including an overview of the insight which has informed the development of the priorities, and introduces a draft Borough Plan for Council consideration. The draft plan has been shared across Stockport partners, including with scrutiny and area committees. The draft plan (appendix 1) is accompanied by a full engagement report (appendix 2), an equality impact assessment (appendix 3) and feedback on the draft plan (appendix 4).

2. STRATEGIC CONTEXT

- 2.1. This plan is for everyone in our Borough. It has been jointly developed in partnership, including; Stockport Council; Stockport Clinical Commissioning Group; Stockport Foundation Trust; Viaduct Stockport; Pennine Care Foundation Trust; Department for Work and Pensions; Stockport Homes; Greater Manchester Police; Greater Manchester Fire and Rescue Service; and School and College leaders. Engagement has also taken place with partnership groups including; Stockport Economic Alliance; Stockport VCSE Forum; Sector 3; Stockport Race Equality Partnership; Stockport Cultural Partnership; Stockport Health and Wellbeing Board; Safer Stockport

¹ <http://democracy.stockport.gov.uk/documents/s179570/PART%20B%20-%20MTFP%20Cabinet%20Response.pdf> – Responding to our Medium Term Financial Plan 6th October 2020
<http://democracy.stockport.gov.uk/documents/s176178/CPRR%20Q4%202019-20%20v1.1%20CRMG.pdf>
Corporate Performance and Resources Annual Report 14th July 2020

Partnership; and Stockport Family Partnership Board.

- 2.2. We have built this plan from a legacy of collaboration. In response to the Covid-19 pandemic we have seen public services, businesses and communities come together to support each other and protect the most vulnerable. This collaboration pre-dates the extraordinary circumstances of 2020. Our last Borough Plan was agreed in 2015 and was a springboard for much of the partnership progress we are building from today, from our Digital Inclusion Alliance, to Town Centre regeneration and our partnerships across children's health and care services.
- 2.3. This plan is being written during a unique and pivotal period in history, we are entering the 'decisive decade' for climate change, continuing to face a global pandemic and are experiencing fundamental shifts in how digital technologies affect how people socialise, work and live – much of which has been supercharged over the past year. In this context, and despite the challenges the pandemic has brought, we have heard a strong emphasis on hope and ambition from our communities, partners and businesses. We know we need to be radical, brave and ambitious – reimagining what we do, how we do it and being clear on why we are doing it, putting local people and businesses at the heart of our new way of working at all times.
- 2.4. A shared Borough Plan provides a framework for future collaboration across all partners and with communities on a set of shared priorities – working together as one for a common vision and outcomes. We are ambitious for Stockport and together we will create a borough that works for everyone, and where everybody has a voice.

3. SHAPING OUR AMBITION AND INFORMING OUR PRIORITIES

- 3.1. In developing our collective plan, we sought to reflect the voices and priorities of local communities, alongside understanding and responding to insight gathered through impact studies, our Joint Strategic Needs Assessment (JSNA) and wider data analysis to shape how we stay together as One Stockport to provide the conditions and opportunities for happy, healthy, thriving, connected communities
- 3.2. Throughout 2020 and into 2021 we ran a broad engagement programme, speaking to over 3,800 people, under the One Stockport movement to capture the experiences, insight and aspirations of our communities, businesses and different partnership perspectives. We have carried out an equality impact assessment on our engagement to ensure we captured a broad set of experiences and insight. In particular we've focussed on understanding:
 - Why are you proud to live and/or work in Stockport?
 - What is important for you for the future?
 - What are your priorities for Stockport?
 - How has Covid-19 affected you and your family?

3.3. In order to be as inclusive as possible, and in recognition of the unprecedented circumstances, we adopted a number of different approaches and methodologies to ensure we captured a broad range of views and experiences:

- Online surveys
- Video booth
- Workshops
- Partnership forums
- Underpinned by ongoing conversations

3.4. Although we are committed to hearing the voices of all groups across our borough, the limitations of social distancing haven't always made this possible. We have engaged through representative organisations and forums to ensure the views and experiences of as many groups as possible are captured. We have engaged with the following groups:

- All residents about the impact of Covid-19
- All residents on their priorities and aspirations for Stockport
- Representatives of the Voluntary, Community and Social Enterprise sector
- Representatives of the business sector
- Youth Participation Group
- School children
- College students
- Older People Forum
- Parents and carers of young people with SEND
- Community partnerships
- Stockport Interfaith Group
- Race Equality Partnership
- Care leavers
- Veterans
- LGBTQI groups
- Attendance at boards and strategic meetings
- Stockport councillors

3.5. A full engagement report incorporating feedback from all groups can be seen at appendix 2. This report has also been updated to capture feedback received from partners across Stockport, including elected members, on the draft Plan (outlined further in section 40 in appendix 2). Appendix 4 outlines how the feedback has been reflected within the plan. Looking further ahead, One Stockport is not just about what we focus on together, but how we work together, and to that end we are committed to ensuring that this engagement programme leaves a lasting legacy of ongoing conversation and collaboration.

What we heard about priorities for Stockport:

- 3.6. **Flourishing and connected communities** came through as a key theme throughout our engagement. The VSCE sector, businesses, young people, older people and the parents and carers group all mentioned the importance of this. Within the Covid-19 impact survey 43% of people said they felt more connected to their local community during lockdown, and the One Stockport priorities survey shows that one of the top three best things about living in Stockport is feeling part of a community where people support one another.
- 3.7. People **enjoy living and working in Stockport**. Young people reflected on the parks and access to green spaces. Local businesses spoke of the support they had received from local residents. 48% of Covid-19 survey respondents said they would continue to support local businesses in the future and saw them as an important part of our future. We are a borough full of ambition and a desire to support our **local economy**. The economy and recovery for Covid-19 is a concern but we don't want to lose our ambitions around regeneration and economic growth.
- 3.8. All groups talked about the importance of **inclusive employment opportunities**. Young people said it was important for them that there were both job opportunities available for them but also that they had the confidence and skills needed for the future. Parents, carers, representatives of the Voluntary, Community and Social Enterprise sector also said they'd like to see more done to improve opportunities for those who are more likely to experience exclusion such as those with special educational needs and experiencing poverty, to flourish and successfully secure employment. Local businesses also spoke about the importance of supporting people to develop skills for the future with an eye to emerging jobs in fields such as digital as well as in traditional sectors such as health and care.
- 3.9. **Looking after the environment, climate change and having access to parks and open spaces** was identified as being an important issue for our children and young people across the borough. Our priorities survey shows that people rated the best thing about living in Stockport as the access to parks and green spaces. They also said this was one of the most important things for the future of Stockport.
- 3.10. **Equality, equity and inclusion** also came out as a recurring theme amongst all groups. Our VCSE organisations would like to see more connection and inclusion of groups including LGBTQ+, Black, Asian and Ethnic Minority communities and people with disabilities. The intersectionality of different identities was also identified as an important determining factor in outcomes for individuals and families. Our young people said that we should be united and care for each other and our older people suggested we should encourage more intergenerational relationships. The impact and momentum of the Black Lives Matter movement was referenced

within several discussions.

- 3.11. **Health and wellbeing** is also a priority with nearly half of people completing the online survey saying that access to health services was the most important thing for the future. **Mental health and wellbeing** was a particular concern particularly for our young people. Over 800 young people voted for it to be the top priority in the 2020 Make your Mark campaign.
- 3.12. Feedback clearly showed that **people and communities have been, and continue to be, impacted by Covid-19**, with concerns about the future, employment opportunities and the physical and mental health and wellbeing of family, friends and our communities emerging strongly in discussions and surveys. Conversations focussed on the importance of mutual support, collaborating to support those in need but also to maintain new relationships and closer ways of working and designing, together, a hopeful future.
- 3.13. There was overwhelming support for a shared partnership strategy and ambition. People also felt it was vital that the plan led to real and tangible action. We tested the language around One Stockport and again overall there was strong support to use this, particularly from strategic partners. However, some concerns were raised about whether this would resonate with everyone as it was important to highlight that Stockport is a place made up of diverse and unique communities with different experiences and priorities. This included the strong local neighbourhood identities that communities and people held.

What our data told us:

- 3.14. **Stockport's population is changing** - we have 290,000 residents, growing by over 1,000 per year, increasing in diversity with twice as many school children from ethnic minority backgrounds over the past 10 years.
- 3.15. **We have an ageing population**, with higher than national and regional averages and projections that 2 in 9 residents will be aged 65 or above in 2030.
- 3.16. We are a borough that **people enjoy living, working and socialising** within. We have higher than average education outcomes and quality schools; and 9 in 10 residents feel safe - much higher than other Greater Manchester areas.
- 3.17. Stockport residents on average have **good health outcomes, with life expectancy** improving year-on-year.
- 3.18. We have **ambitious regeneration plans** for our Town Centre and our eight vibrant District Centres. We have the best-connected town centre in the north of England and are building 14 new walking and cycling routes.

- 3.19. We have **vibrant, diverse and caring communities**: 1,461 VCSE organisations, 49,100 volunteers and growing, 31 mutual aid networks set-up since March.
- 3.20. **Stockport is one of the fastest growing north-west economies** - UK top 20 for productivity growth, with over 13,200 vibrant businesses and more and more professional and digital roles.
- 3.21. **Digital and new technology are continuing to transform lives** - we are progressing towards a '4th Industrial Age' with automation, internet of things, analytics, smart technology and assisted living changing the way we live, work and play, with a projection that 85% of jobs by 2030 have not yet been invented.
- 3.22. **Significant inequalities exist within our borough** - we are the 8th most polarised borough in England, deprived areas have lower education and health outcomes.
- 3.23. We are living through a **global climate change emergency** and entering the decisive decade for addressing climate change. Locally we experience an increased risk of flooding and aim to be carbon neutral by 2038.
- 3.24. As with many areas our communities have experienced **significant impacts of Covid-19**: higher than average mortality rates, universal credit claimants have doubled and rates of poor wellbeing have almost doubled from pre-pandemic levels.
- 3.25. This insight has informed the development of our shared vision, values and priorities.

4. ONE STOCKPORT, OUR VISION FOR 2030 – ALL TOGETHER AS ONE

- 4.1 We have developed a draft vision for the future of our borough. We imagine Stockport in 2030 as a place of excitement and opportunity, an internationally-recognised centre of enterprise and innovation, where no matter where you grow-up or live that you have the opportunity to achieve brilliant things. Where people feel part of a community, feel loved and valued, and are happy and healthy and where everyone supports local businesses and looks after the environment ...and where we celebrate our differences and work together, as One, to face whatever the future brings.
- 4.2. People from across Stockport said that our plan was as much about how we worked together as what we worked together to achieve. To embed this, **three core values** have been shaped to embody our common purpose and are our commitments to how we will all act:
- **We are inclusive.** We believe that our differences and unique experiences are to be celebrated. We proactively address inequality and hold ourselves accountable for ensuring all lived experiences are included and valued.
 - **We are ambitious.** We believe in Stockport, our people and the places that

make up our borough. We challenge ourselves to be the best we can be for Stockport.

- **We are collaborative.** We believe in working together openly and honestly, supporting each other and always working together for Stockport.

4.3 Delivering against these three areas are nine proposed priorities:

One Heart – because at the heart of Stockport are its people and communities in which they live	
A caring and growing Stockport	Stockport is a great place to grow where children have the best start in life <i>(Early years, prevention, education, preparing for adulthood)</i>
A healthy and happy Stockport	People to live the best lives they can - happy, healthy and independently <i>(Health, wellbeing and adult social care)</i>
A strong and supportive Stockport	Confident and empowered communities working together to make a difference. <i>(Legacy of mutual aid movements, VCFSE, kind and innovative communities)</i>
One Home – because we believe that Stockport is a great place to live, where no one should be left behind	
A fair and inclusive Stockport	A borough for everyone - diversity and inclusion is celebrated and everyone has equity of opportunity <i>(Black Lives Matter legacy, tackling social exclusion, reducing inequalities)</i>
A flourishing and creative Stockport	Stockport is an exciting place to live, where people are active and celebrate the culture <i>(District and local centres, including housing, parks, leisure and culture)</i>
A Climate Friendly Stockport	Stockport is a responsible and sustainable borough <i>(Sustainability, proactively addressing climate change)</i>
One Future – because we can grow, create and deliver a thriving future for Stockport	
An enterprising and thriving Stockport	A thriving economy which works for everyone <i>(Economy and Regeneration - MDC, town centre regeneration, infrastructure and transport)</i>

A skilled and confident Stockport	Everyone has the opportunities and skills to successfully achieve their ambitions <i>(Lifelong learning, adult skills, right skills right place, addressing unemployment)</i>
A radically digital Stockport	A digitally inclusive and dynamic borough <i>(Digital infrastructure, digital inclusion, tech-enabled innovation)</i>

4.4. The values, vision, framing and priorities have been drafted based on engagement feedback and have been shared across partners for further development. Each priority includes a series of proposed partnership measures to understand the collective impact of our plan. We will continue to collaborate with our partners on delivery of these measures and their underpinning organisational plans.

4.5. In that spirit the draft One Stockport Borough Plan has been shared as widely as possible to seek any feedback and comments on how this has been brought together. This includes sharing with all partnership forums and groups who have taken part in the development of the plan so far. This includes being shared with all Scrutiny and Area Committees. Feedback received has been built into our engagement report. In response to scrutiny members feedback we have also further expanded the summary of area committee feedback received in the engagement report.

4.6. Comments received on the draft plan were broadly within the following themes:

- Overwhelmingly, we heard from all partners and forums the **importance of continued close working and a commitment to collaborating together** to ensure we have clear actions that drive change
 - *Collaboration is embedded as a core partnership value. We will continue to collaborate with together as we now focus on the development of shared partnership delivery plans, where these are not already in place, and a shared outcomes framework.*
- We heard that as **we are still learning about the impacts of the pandemic**, we must ensure the plan is agile to respond to this
 - *A review of the plan will be undertaken from summer 2022 to reflect further learning including any further demographic insights from the 2021 census*
- There was feedback on the strength of local community identity. That we needed to celebrate the villages, neighbourhoods and **local and district centres** as well as the Town Centre. That diverse and thriving communities are what makes Stockport stronger and unique.
 - *The ‘Creative and Flourishing Stockport’ priority has been updated to reflect the importance of neighbourhoods, local and district centres*

- Broad consensus about the importance of working closely together to **address the challenge of inequalities**. A recognition that this was a key priority for Stockport and a strong message that this needed to be a fundamental part of our Plan. Many responses noted that our collective actions needed to be tangible and ambitious to improve outcomes in education, health and mental health for those experiencing inequality.
 - *Success measures throughout the borough plan have been expanded upon. This focus will also be further embedded within our developing delivery plans and outcomes framework.*

- The Plan is engaging, it was **important to see a hopeful, ambitious and inclusive shared vision for Stockport**. A recognition that this vision needed to be underpinned by clear actions to address challenges to achieve this level of ambition.
 - *We will also now focus on the development of shared partnership delivery plans, where these are not already in place, and a shared outcomes framework.*

- The need to **focus on tangible, but ambitious, action** and be clear on the impact that we want to see and by when. This included being clearer on where accountability sat for delivery and being clear on where new areas of work would be launched.
 - *This will be further embedded within our developing delivery plans and outcomes framework.*

- That we needed to **ensure that the plan was meaningful for local people**, including ensuring that it was easy to access, understand and reflected all communities in Stockport.
 - *We will work with local members and communities to shape how we bring the plan to life in local areas. In relation to the plan we will develop an accessible on-line plan as well as an easy read version of the plan. We will work together with our communities to ensure the plan is published in a variety of formats in order to be accessible.*

- We also heard feedback on specific **areas that whilst already captured within the plan there was an ambition to emphasise the ambition or focus**, such as:
 - The power of culture and creativity in impacting wider outcomes across our communities;
 - Cross-cutting benefit of social value;
 - Ensuring we make the most of the opportunities of devolution and leverage benefits for Stockport residents and businesses;
 - Importance of education and schools for children, young people and families;
 - A clearer call to action for residents to be resilient not just in terms of the

- economy but also for the climate;
- Celebrating and recognising the contributions, experience and benefits Stockport’s older population bring to our borough;
- The need for lifelong learning to reflect all ages, including all levels of skills and ability from adult literacy to entering employment and to retraining and retirement.

4.7. The updated plan incorporates feedback received to date from across all groups involved in the development of the plan. An overview of all feedback received on the draft plan and how this has informed the development of the One Stockport Borough Plan is available in appendix 4

5. TAKING THE PLAN FORWARD, TOGETHER

5.1. This plan has been developed jointly and in collaboration with our communities and businesses. As we mentioned above, we have embedded our commitment to working inclusively and collaboratively within the plan. Our focus now shifts to working together on bringing the aspirations outlined within the plan to life. In particular this will involve:

- Development of delivery plans
- Development of outcomes framework
- Communicating the plan
- Review of plan

Development of delivery plans

5.2. The Borough Plan sets out the partnership vision for Stockport and provides a framework for collaborative working. In order to meet the ambitions of the Borough Plan we will need to ensure delivery plans with a clear golden thread running throughout to progress the priorities within the plan:

Fig.1 – hierarchy of plans



5.3. In some cases, partnership delivery plans that will achieve our ambitious priorities are already in place such as the Children and Young People’s Partnership Plan and the Mayoral Development Corporation. In other areas development work is starting, emerging from the collective shaping of the Borough Plan, such as the One Health and Care Plan. This next phase will be to work collaboratively with our partners and communities to ensure delivery plans are in place across all priorities within the plan. This includes around those particular areas of work identified within the plan that we want to work together on:

- Inspiring young people and connect them to future employment opportunities. This includes links between schools and businesses, apprenticeship and training opportunities and mentoring;
- Proactively progressing equality across our communities and ensuring reducing inequalities is central to everything we do;
- Embedding inclusive employment practice to increase diversity in our workforce, sharing good practice;
- Addressing mental health and wellbeing;
- Tackling climate change;
- Sustaining the energy that has come from local people, communities and the VCSE sector during the pandemic to support local people;
- Looking at the goods and services we buy to support local businesses, voluntary and communities’ sector and employment.

5.4. Working together we will develop, with local communities, clear plans and deliverables for each of these areas, alongside other programmes of work captured

within the Plan. Delivery plans will then be aligned to partnerships, both existing and new, for delivery. We will also embed them within our own organisational plans.

Development of a supporting outcomes framework

5.5. Alongside the development of delivery plans throughout 2021 we will also work together to put in place an overall outcomes framework to understand progress and impact. This framework will be aligned to partnership and organisational performance management (for example PPRs within council performance reporting) and oversight ensuring clear lines of governance and oversight.

Communicating the plan

5.6 We will also work together to develop supporting information which enable wider understanding and engagement with the borough's vision for the future. Including with local elected members on bringing the plan to life in local communities and neighbourhoods.

5.7 In relation to accessible and easy read versions of the plan, we will work together with our voluntary and community sector and our communities to ensure the plan is published in a variety of formats in order to be accessible. We will co-design these accessible formats such as video and animation with our communities to ensure that they are accessible to a range of audiences. These will be made available and shared with communities in late spring – subject to cross-partnership approval of the Plan

Ongoing iteration and review

5.8 There has been a clear commitment across all partners to continue to collaborate in progressing our shared priorities. We will continue to work closely together to oversee the transition of development of our One Stockport Plan into leadership of its delivery. This includes being clear about where responsibility for different elements on the plan sits. An initial view of this is outlined within the priorities section of the plan – with individual delivery plans identified where already in place or requiring development. It is intended that plans will be overseen by the relevant partnership as well as built into organisational plans.

5.9 We have previously stated the importance of ensuring this plan is iterative – and able to respond to whatever the future holds. In recognition of the ongoing impact of the pandemic and the emerging implications for our communities, we will also jointly undertake a review in 2022 to ensure that any further learning and priorities will be incorporated. This will also provide an opportunity to reflect on any new insight which emerges from the 2021 census.

6 NEXT STEPS AND RECOMMENDATIONS

- 6.1. The plan is now presented to Council as part of the progression through the organisational governance routes for all partners. The updated plan, engagement report, equality impact assessment and feedback on the draft plan appended to this report provide further supporting information on how the plan has been developed jointly.
- 6.2. The plan is now presented for consideration by Full Council. Subject to approval across partners, a designed plan would be launched from March.
- 6.3. Council is asked to approve the One Stockport Borough Plan.