

STOCKPORT COUNCIL PLAN 2016/17





Introduction

The Leader of Stockport Council

The last twelve months have seen a number of significant changes as we continue to address some of the most challenging conditions the Council has ever faced. The first year of our Investing in Stockport programme has seen ourselves and partners investing in the growth of the town centre and the Borough alongside reforming the way we deliver services.

The challenges of increasing demand and reducing resources can't be met by the Council alone. We are working closely with other public services across Stockport to make our resources go further. The Stockport Partnership recently published a 5-year Borough Plan, focused around shared priorities and key programmes of change. These include the integration of health and social care services, joined-up local services to support children and families, investing in growth and investing in communities.

This is also an exciting time for Stockport, as we are at the centre of leading and influencing plans to devolve powers and responsibilities to Greater Manchester. We see this as critical to achieving our ambitions for the Borough, with our local economy set to benefit from an integrated approach to employment, housing, transport and crime. The devolution of NHS budgets to the Combined Authority from April will be a huge opportunity for collaboration and ground-breaking innovation to address the long-term health and care needs of our population.

The next year will continue to be a transitional year in many ways, as services move towards new ways of working and key regeneration projects such as Redrock and Stockport Exchange start to take shape. This Council Plan outlines how these programmes of work will continue to support the delivery of our priorities during 2016/17.

Our Investing in Stockport Plan provides a framework for moving towards self-funding over the coming years, stressing both the importance of investing both in a growing local tax base and the independence and resilience of local people.



Sue Derbyshire
Executive Leader, Stockport Council

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Focusing on delivering growth and reform

The Executive has set out the Council's strategic priorities, along with the principles which underpin our work. This initial two-year programme of investing in growth and reform provided the basis for the 2015/16 Council Plan, with this refreshed plan highlighting the key priorities for the next 12 months.

The recently-launched Stockport Borough Plan provides a high-level vision shared by our partners, focusing on outcomes that everyone can work towards achieving by 2020.

Devolution of a range of powers, budgets and responsibilities to the Greater Manchester Combined Authority is underway. This will provide new opportunities to integrate health and social care services, take a more co-ordinated approach to building new housing and creating more jobs for local people, and improving transport links.

All this is set against a backdrop of maintaining overall performance levels whilst delivering a balanced budget, despite continued reductions in Government funding alongside increasing demands on services. We are likely to become increasingly reliant on generating our own income in the future to ensure that the Council can maintain high quality services for local residents.

Our ambitions for Investing in Stockport are shaped around key themes, which will continue to develop over the next 12 months. We will be an **outcome-focused Council**, working with partners and local communities to identify and deliver shared outcomes that make a real impact on the lives of Stockport residents. By being a

preventative Council we will work across all public services in the Borough, spending more of our money helping people early, to try and stop problems getting worse.

We will use **digital technology** to keep people informed and connected, and to reduce the cost of services, whilst helping to get a better understanding what future people in Stockport want for their **communities**, and how we get there together. We will also continue to make **targeted investments** in the future, taking the risks needed to stimulate new investment and economic growth, creating more income and employment opportunities in the Borough.



INVESTING INSTOCKPORT

This will be driven by the five key outcomes, shared across all public services in the Borough, aiming for a future in which;



The following pages of the Plan outline what we aim to achieve under each of these outcomes, what we achieved during 2015/16, along with the key projects and programmes involving a range of public services including;

- Stockport Together
- Stockport Family
- New Delivery Models
- Enabling Programmes

Further information on each of these is available in detailed Business Cases which were approved by the Executive in December 2015.

Councillors from all parties will continue to provide strong and accountable civic leadership to encourage those working for a better Stockport to play their part in delivering this future. The Executive will take a lead in advocating for progress towards these outcomes, working with local families, businesses and partner agencies.



1. People are able to make informed choices and look after themselves

What does this mean?

Most people rely on their own skills and knowledge, and on friends, families and their local community, to deal with most of 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.

For this to happen;

- children need the best start in life, forming strong attachments with parents that understand and can meet their needs
- learners need to reach their potential, so they can compete for opportunities that will enrich their lives
- people need the knowledge and opportunity to live well, at all ages

What's the Council's role?

High quality 'universal' services that help people to help themselves are key to delivering this outcome, including our work to:

- Promote and improve public health
- Provide high quality advice and information
- Support and improve residents' education
- Provide a range of services for children and young people

What are we aiming to achieve?

Working with other public services to deliver our priorities, by 2020 we aim to ensure that;

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

What has been achieved in the last 12 months?

- A number of services are being re-commissioned to provide a more joined-up and preventative approach through Drug and Alcohol Treatment, the Wellbeing and Independence Network, the Targeted Prevention Alliance and the Alliance for Positive Relationships.
- Investment in Stockport's schools is helping to increase primary school capacity so more children can attend their first choice school, along with supporting parents to help children improve attendance and attainment levels.





Our delivery priorities in 2016/17 to help people make informed choices and look after themselves

Delivery programme and description	Milestones for 2016/17	Key benefits
<p>Stockport Together</p> <p>Preventative Commissioning A review of a range of services delivered across Stockport, with a focus on improving health and wellbeing for residents. This includes services to support people to lose weight, stop smoking and reduce alcohol consumption.</p>	<p>A new service will be established by October 2016 to deliver advice and support to promote healthier lifestyles.</p>	<p>To build community capacity, and increase personal and community resilience.</p> <p>To support action to improve health and wellbeing across the community and for the individual.</p>
<p>Proactive Care Ambitious programme of reform to integrate community based health and social care services across the Borough.</p>	<p>From April 2016, pooled budget arrangements will be in place between Stockport Council and Stockport Clinical Commissioning Group.</p> <p>This will lead to joint commissioning arrangements across health and social care from 2017.</p> <p>During 2016, new integrated health and care service 'hubs' will be rolled out across the Borough</p>	<p>More people able to be supported closer to home.</p> <p>More people able to manage and direct their own care needs.</p>

Delivery programme and description

Milestones for 2016/17

Key benefits

Stockport Family

Stockport Family

Establishing a single, fully integrated Stockport Family Service that provides the highest quality support to Stockport's most vulnerable children and families.

New service launched from April 2016, with local teams in place.

New digital services available by the end of 2016.

By March 2017, around 1300 staff will be trained in the new family-centred approach.

More families get support, helping improve family and child outcomes, and reducing escalation of cases.

Better outcomes will include;

- Fewer child protection plans
- Improved school attendance
- More young people in education, employment or work based training
- Fewer young people involved in crime
- Fewer teenage pregnancies

New Delivery Models

Information, Advice & Guidance (IAG)

Access to high quality sources of IAG in a number of ways which optimise delivery. Ensuring most people can access a range of self service options, along with 'assisted digital' support, whilst working closely with services for those with more complex needs.

Improvements to the Fred Perry House reception area to provide more digital access and support delivery of the new service.

The new service will be in place by May.

Information, advice and guidance needs are met through the most appropriate and timely method.

Increase in digital contacts and a reduction in telephone calls, face to face contacts and repeat contacts.

Provision of 'Assisted Digital' service, which will prioritise additional support for those people who need it.

Other key activities and projects which will contribute to this outcome during 2016/17

Market capacity and development

Following reviews of the care home and domiciliary care sectors, the priority is to stabilise and manage the supply of care in these markets.

Improving the health of the local population and reducing health inequalities

A new approach will focus on early intervention and prevention to support people in making the changes needed to improve the health and wellbeing of the Stockport population. This will also focus on improving targeted outcomes in relation to children and young people's health.

Supporting the role of continuing education in promoting independence and wellbeing.

Reviewing local arrangements with learners to ensure that post-19 learning continues to support employability and can improve outcomes.

Child Poverty

Addressing child poverty and inequalities as part of a coordinated approach to promoting inclusion across public services.



2. People who need support get it

What does this mean?

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 the outcome.

What's the Council's role?

The Council will work with statutory, community, private, voluntary and independent sector partners to ensure high quality targeted support is provided to those with real need, for example through:

- Children's social care and safeguarding
- Care services and support for adults and older people
- Support for people with special educational needs and/or disability
- Support for peoples' mental wellbeing

What are we aiming to achieve?

Working with other public services to deliver our priorities, by 2020 we aim to ensure that;

- More people can live independently in their own homes for longer
- All children have the best possible start in life
- People are able to access a wide range of support when they need it most

What has been achieved in the last 12 months?

- Integrated health, social care and children's services are now co-located across Stockport as part of the Stockport Together and Stockport Family programmes.
- We are supporting more older people to live independently rather than going into residential or nursing care, with almost 9 in 10 people over 65 still at home 3 months after coming out of hospital.
- Following the launch of a Domestic Abuse Strategy and action plan, the number of children referred to social care services is reducing significantly.



Our delivery priorities in 2016/17 to make sure people who need support get it

Delivery programme and description	Milestones for 2016/17	Key benefits
<p>Stockport Together</p> <p>Proactive Care An ambitious programme of reform to integrate community based health and social care services across the Borough.</p>	<p>From April 2016, pooled budget arrangements will be in place between Stockport Council and Stockport Clinical Commissioning Group.</p> <p>This will lead to joint commissioning arrangements across health and social care from 2017.</p> <p>During 2016, new integrated health and care service 'hubs' will be rolled out across the Borough.</p>	<p>More people able to be supported closer to home.</p> <p>More people able to manage and direct their own care needs.</p>
<p>Mental Health Support Service Working with Pennine Care Foundation Trust to re-design mental health and support services. This will include management changes and a detailed review to inform future services.</p>	<p>A revised staffing structure will be introduced which incorporates supporting people to remain in their own homes with the work of the Community Mental Health teams.</p> <p>This will be fully implemented within the Foundation Trust by May.</p>	<p>Reduced duplication between different community mental health teams.</p> <p>Improved care planning and increased flexibility to respond to support requests.</p>

Delivery programme and description

Milestones for 2016/17

Key benefits

Learning Disability (LD) Services

Working with health and independent sector partners to ensure that people with learning disabilities are able to have equal access to the community, health services and local services tailored to meet often complex needs.

During the year, a robust and sustainable approach to local services will be developed. This will include;

- Outsourcing further LD tenancies
- Reducing placements outside the borough
- Reviewing care management and transport arrangements
- Identifying future investment opportunities

People with a learning disability are not excluded or marginalised from health and social care services.

Stockport Family

0-25 Special Educational Needs and Disabilities (SEND) Reform

Review and re-design of a number of services for young people with SEND from birth to 25 years old, in line with national reforms. This will include transport, early years childminding and education psychology.

New services for Early Years and Education Psychology will be in place from April 2016.

Personal Budgets will be extended to include a range of travel options and support from September.

Whole-school transport contracts will be in place from April 2017.

Greater choice and independence for children and young people with SEND, their parents/carers and families in meeting their transportation and support needs.

A sustainable budget to support children and young people with SEND up to the age of 25.

Stockport Family

Establishing a single, fully integrated Stockport Family Service that provides the highest quality support to Stockport's most vulnerable children and families.

New service launched from April 2016, with local teams in place.

New digital services available by the end of 2016.

By March 2017, around 1300 staff will be trained in the new family-centred approach.

More families get support, helping improve family and child outcomes, and reducing escalation of cases.

Better outcomes will include;

- Fewer child protection plans
- Improved school attendance
- More young people in education, employment or work based training
- Fewer young people involved in crime
- Fewer teenage pregnancies

Other key activities and projects which will contribute to this outcome during 2016/17

Mental health

Work will focus on developing a formal arrangement with Pennine Care NHS Foundation Trust to provide services for people experiencing and recovering from mental ill health.

Protecting vulnerable adults at risk

Supporting the Safeguarding Adults Board to ensure that a comprehensive safeguarding service is working effectively. Using information to improve services and identify vulnerable adults through a multi-agency approach.

Looked after children and care leavers

Improving outcomes for looked after children and care leavers, and ensuring they have a strong voice in the design and delivery of services.

Implementing national SEND 0-25 reforms

Implementation and monitoring of the national reforms for young people with Special Educational Needs and Disabilities, aligned with the development of Stockport Family.

3. Stockport benefits from a thriving economy

What does this mean?

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 though still has pockets of above-average deprivation, where better skills and training are needed to reverse long-term unemployment and the impact this 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 south Greater Manchester.

What's the Council's role?

The Council is the primary custodian of and the main advocate for Stockport. We want to create an environment that attracts businesses to invest in the Borough. This requires the right infrastructure, the right policies to manage the environment, and strong partnership working with business leaders. We fulfil this role through

- Our role as a regulator
- Helping to shape residents' access to skills and training
- Setting the strategy for growth in the Borough and making targeted investments where the market fails to act

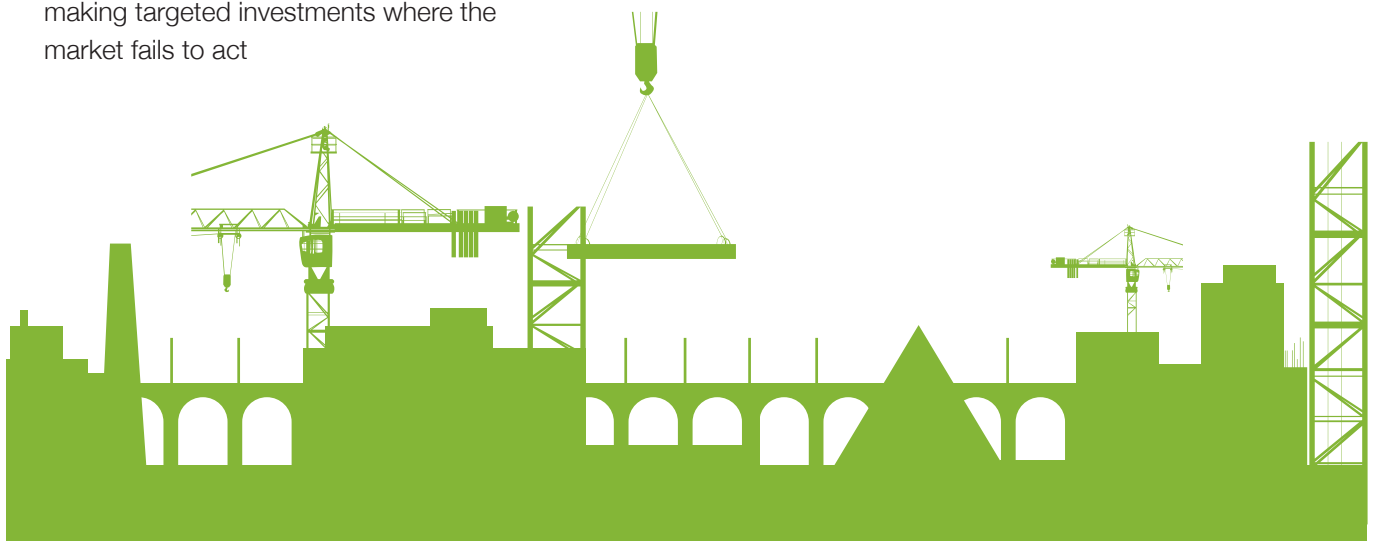
What are we aiming to achieve?

Working with other public services to deliver our priorities, by 2020 we aim to ensure that;

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

What has been achieved in the last 12 months?

- Employment rates are continuing to rise, with fewer people out of work in the most deprived areas of the borough.
- Investment in growth can be evidenced by a number of major schemes starting to take shape, including the A6 to Manchester Airport Relief Road, new housing at Woodford, the Redrock leisure development and Stockport Exchange.
- Employment and training opportunities from these developments are being promoted, bringing more business into the borough with an increase in commercial sales, lettings and re-locations.



Our delivery priorities for 2016/17 to help ensure Stockport benefits from a thriving economy

Delivery programme and description

Milestones for 2016/17

Key benefits

New Delivery Models

Stockport Market

A new approach to the management, delivery and brand identity of Stockport Market. This will recognise the reduced occupancy of the outdoor market, and increased usage of the indoor market halls for special events.

This is linked to the investment programme to rejuvenate Stockport's historic Market Place and Underbanks area.



New staffing structure in place from April 2016.

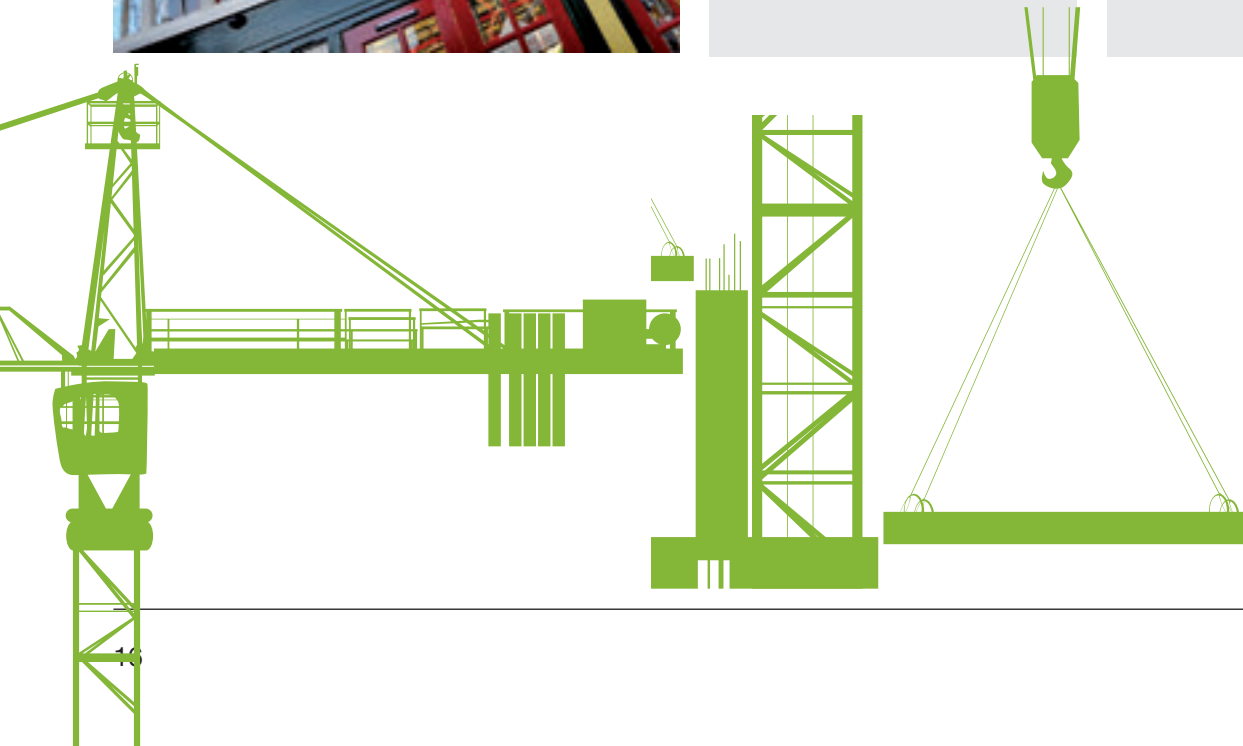
By the end of 2016, the new service will be in place.

Public consultation will be carried out during 2016 regarding Stockport's alternative market offer.

Long term viability of Stockport Market is secured and financially sustainable.

Current indoor and outdoor market provision becomes a vibrant hub for independent retailers, creative industries and specialist food and drink outlets.

More visitors to the markets, and new businesses attracted to the Markets and Underbanks area.



Delivery programme and description	Milestones for 2016/17	Key benefits
<p>Stockport Exchange A mixed-use development with high quality office space, a hotel, shops and public space.</p>	<p>Phase 2 (Office Building and Hotel) is expected to be complete by March 2017</p>	<p>An additional 4,475 full time jobs created following completion of both phases</p>
<p>Redrock A leisure and retail development, including multi-screen cinema, restaurants, shops and car parking.</p>	<p>Start on site expected early 2016 Estimated completion by spring 2017</p>	<p>A further 300 full time jobs created</p>
<p>Get Digital Faster A regional programme to roll out optical fibre broadband to homes and businesses across the borough.</p>	<p>On schedule to deliver around 595 additional cabinets by March 2017</p>	<p>High-speed internet access delivered to 45,000 more homes and businesses</p>
<p>Aurora Stockport A light industrial estate on the former Gorse Bank site, a key employment area.</p>	<p>Scheduled for completion by late 2016</p>	<p>Creation of an estimated 240 jobs</p>

Other key activities and projects which will contribute to this outcome during 2016/17

Working Well

This Greater Manchester programme will provide Employment and Support Allowance claimants who have not found employment through the government's Work Programme scheme with individually-tailored packages of support to help them move into employment.

Employment Premium Scheme

This will provide financial support to unemployed people who require extra help to move into stable employment with a particular focus on the Council's Neighbourhood Management areas and Stockport Homes tenants. After a successful pilot, the scheme is being rolled out across the Borough.

Markets and Underbanks Regeneration

A £7 million investment programme to attract new businesses, events, and visitors to the historic Marketplace and Underbanks part of the Town Centre. This will help to unlock the potential of currently vacant buildings and strengthen the area's unique offer.

GM Spatial Framework

The Greater Manchester Spatial Framework will ensure that GM has an appropriate supply of land for housing and employment use that can support the city region's economic ambitions.





4. Stockport is a place people want to live

What does this mean?

Situated between the Peak District, the Cheshire Plain and the UK's fastest growing city, Stockport is one of the most attractive places to live in Greater Manchester.

People will want to continue to live in some parts of the Borough only if the challenges brought by prosperity can be managed; in other places this outcome will only be achieved if there is investment to build more sustainable communities.

What's the Council's role?

As the primary custodian of the Borough, the Council will play a leading role, to:

- Ensure neighbourhoods are well maintained and considered attractive
- Manage the Borough's waste, and continue to facilitate and encourage residents' outstanding rate of recycling
- To plan for the development of sustainable places, with a mixture of housing
- To lead local efforts to reduce carbon emissions, including driving the market towards energy efficiency
- To ensure our local transport infrastructure enables people to get to work, to access services, local facilities and each other

What are we aiming to achieve?

Working with other public services to deliver our priorities, by 2020 we aim to ensure that;

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

What has been achieved in the last 12 months?

- A range of housing schemes are being built to increase the amount of homes available for local people.
- Construction of two major transport schemes has begun; the A6 to Manchester Airport Relief Road and the Town Centre Access Package.
- Further schemes are planned to ease congestion and promote sustainable transport, making Stockport more cycle-friendly.
- Recycling rates continue to be amongst the highest in the country, and further improvements are being made to encourage more residents to reduce, re-use and recycle their waste.





Our delivery priorities for 2016/17 to help ensure Stockport remains a place people want to live

Delivery programme and description	Milestones for 2016/17	Key benefits
<p>New Delivery Models</p> <p>Museums and Cultural Attractions Safeguarding Stockport’s cultural and heritage assets through establishing a new delivery model to increase income whilst enabling greater volunteering and community involvement.</p>	<p>From April 2016, a short term staffing model will be in place to support the Bramhall Hall Heritage Lottery Fund Project</p> <p>A further review of staffing will take place early 2017, with the estimated completion of the Bramall Hall project by March 2017</p> <p>A new structure will be in place for the museum service from April 2017.</p>	<p>Visitors are attracted to Stockport and residents are encouraged to explore their town’s heritage</p> <p>The museum service is financially sustainable.</p>
<p>Highways and Engineering Developing a shared service for highways with two other Greater Manchester councils, alongside Transport for Greater Manchester (TfGM). This will be supported by re-structured service to deliver a more co-ordinated and robust way of maintaining and improving the network in the future.</p>	<p>TfGM final shared service structure released by April 2016, with new staffing structure for Council in place.</p> <p>Approval sought for final proposals for new services by June 2016</p> <p>The new shared service will go live during 2017/18 within 9 months of a final decision.</p>	<p>Improved resilience and continuity of service across Stockport</p> <p>Improved overall service provision through greater collaborative working</p>

Delivery programme and description	Milestones for 2016/17	Key benefits
<p>Public Realm and SSK Operating Model Efficiencies across a range of services, including highway maintenance, street cleaning, grounds maintenance, parks and refuse collection. Ensuring minimal impact on front-line services and the appearance of the public realm.</p>	<p>Employee consultation on new arrangements within SSK by April 2016</p> <p>New services in place by summer 2016.</p>	<p>High quality services continue to be provided at reduced costs.</p>
<p>Investing in Growth Capital Strategy</p>		
<p>A6 to Manchester Airport Relief Road A multi-modal transport improvement strategy.</p>	<p>Completion bridge over Buxton rail line expected Easter 2016</p> <p>Scheduled completion by Autumn 2017</p>	<p>Improved connectivity</p> <p>Reduced levels of local congestion</p> <p>Local employment and business opportunities are within easy reach for all.</p>
<p>Town Centre Access Plan A planned development improving access to and around Stockport town centre, and reduce congestion.</p>	<p>Work on Heaton Lane roundabout started Jan 2016.</p> <p>Scheduled completion by 2019</p>	<p>Reduced congestion within Stockport and easier travel between town centre areas, particularly caused by the A6 and M60.</p>
<p>Stockport Interchange A planned development linking the town centre bus and train stations. This will be crucial to supporting the on-going development of the Town Centre.</p>	<p>Work is due to begin in late 2016, with completion expected by 2018.</p>	<p>Improved access across Stockport by public transport.</p>
<p>Covent Garden Village A mixed-tenure housing scheme on the edge of Stockport Town Centre.</p>	<p>Expected start on site by June 2016 - Stockport Homes to deliver 17 new homes, mainly for shared ownership.</p>	<p>Over 200 new housing units to be delivered</p> <p>Around 70 full-time jobs created</p>

Other key activities and projects which will contribute to this outcome during 2016/17

Housing Needs Assessment

This provides a detailed snapshot of Stockport's current housing market in a way that reflects the housing need arising from the Borough's demographic and economic characteristics.

GM Transport Strategy

A vision for a Greater Manchester transport network for the period to 2040 that will support the connectivity requirements arising from growth across GM.



5. Communities in Stockport are safe and resilient

What does this mean?

Social relationships help people feel safe and give them the confidence to cope with change. We want to communities in Stockport to care for each other and to use the resources they have collectively and as individuals to meet daily challenges.

A safe, resilient community is one in which democracy thrives and people understand the impact of their decisions on others.

What's the Council's role?

This outcome unites and underpins our other strategic ambitions. It can only be delivered when families, businesses and public agencies pull together to address issues specific to each local community. However, there are key roles the Council can play, including

- All Elected Councillors providing strong community leadership and an accountable voice for each locality
- Working with residents and the Police to make communities safer and to reduce anti-social behaviour
- Using our resources to enable and promote social action
- Enabling people to be more involved in their communities

What are we aiming to achieve?

Working with other public services to deliver our priorities, by 2020 we aim to ensure that;

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

What has been achieved in the last 12 months?

- Crime levels in Stockport continue to be significantly below the regional average, with reductions across some types of crime.
- A recent survey shows that residents feel safer than ever in their local area during the day and after dark.
- A number of joint campaigns with the Police, Stockport Homes and the Youth Offending Team has helped reduce anti-social behaviour over the summer months and raise awareness of crime prevention.
- Local residents continue to be supported in staging a range of events during the year across our priority neighbourhoods, themed around issues such as financial resilience and healthy lifestyles.



Our delivery priorities in 2016/17 to help ensure communities in Stockport are safe and resilient

Delivery programme and description	Milestones for 2016/17	Key benefits
<p>Public Safety and Protection Service Joining up statutory and regulatory services that deal with the wide range of nuisance and anti-social behaviour. Reviewing the way residents can be protected from harm caused by a small minority and unlawful or unsafe trading practices. This will include existing Public Protection and Community Safety services.</p>	<p>The new service and staffing structure will be in place from April 2016</p> <p>Over summer 2016, new digital services will be launched to improve customer information, providing a more joined up and accessible service</p>	<p>A more responsive service, helping people feel safer in their own homes and neighbourhoods.</p> <p>Improved service provision and business processes, along with reduced costs.</p> <p>More joined-up services, with opportunity for further integration across Council, police, fire and health.</p>
<p>Library Management Efficiencies Re-structure of the management of library services, ensuring the best use of latest technology and digital solutions, along with reduced costs. Actively engaging with local people to continue to enhance the lives of residents.</p>	<p>Following a programme of consultation and engagement, a new Strategy will be agreed for implementation by March 2017.</p> <p>This will be supported by a detailed implementation plan</p>	<p>A modern, digital service, with adequate space relevant for the local community and easily accessible for all.</p> <p>Improved use of services, especially amongst vulnerable groups and individuals</p> <p>More community involvement in service design and delivery</p> <p>A wider and more diverse range of services</p>

Delivery programme and description

Neighbourhood Management

Continued investment to work with the most deprived people and places in the Borough. This will involve a new approach concentrated on specific priority issues.

Milestones for 2016/17

The new service will start to be put in place from April 2016.

New projects, in line with shared priorities, will begin to deliver by May 2016.

A review of the benefits of the new service will be carried out in late 2017.

Key benefits

Improvement in outcomes over time.

More people engaging in focussed activity on specific issues.

Service delivery will be more effective and impact will be more sustainable.

Other key activities and projects which will contribute to this outcome during 2016/17

Safer Stockport Partnership Plan

This will be refreshed to reflect ongoing priorities, supporting the Borough Plan and the Police and Crime Commissioner's priorities.

Domestic Abuse Strategy

A range of partnership projects to raise awareness of and tackle domestic abuse. This will include increasing the confidence of victims to report incidents and working with perpetrators of domestic abuse to confront attitudes and behaviours.

School Improvement

Focusing on raising standards in schools, addressing the gap in attainment between different groups of pupils, and reducing exclusions.

Raising the Participation Age

Implementation of the 16-19 Participation Plan will provide a range of options for young people to develop their skills and employability.

Schools organisation and commissioning of school places

Admissions, appeals, schools organisation and the schools capital programme will be reviewed to ensure the Council's statutory duty to provide sufficient school places continues to be met.

Enabling and supporting change

Digital By Design

We have committed a significant investment to support the Investing in Stockport programme by enabling a step-change in our digital capability. The Digital by Design programme will modernise a range of Council services so that people can find the right information more quickly, track applications and assessments, communicate with services, engage with others in their community, report issues, and book, request and pay for services online.

The first areas to benefit from this investment are being rolled out from January 2016, including improvements to the Fred Perry House reception area. Staff will be trained to help assist residents in using digital services, along with improved online information, advice and guidance.

Locality Working

Working more closely with local places and communities is a fundamental theme running through all aspects of Investing in Stockport. It informs changes in the physical location of teams, management arrangements and professional practice across a range of services, particularly those within the Stockport Family and Stockport Together programmes.

To support this shift we have developed the Locality Working programme, which aims to develop a new relationship between local people, businesses, communities, and voluntary and public sector agencies to shape the delivery of services in a neighbourhood.

There are three themes to this programme:

- Supporting community organisations to maximise their potential
- Engaging communities in public service design, prioritisation and delivery
- A locality approach to land, property use and development.

Local community conversations are being initiated in Marple and Werneth, Cheadle and Reddish to explore the different ways we can work together.

Corporate and Support Services (CSS)

These services are essential to leading, implementing and supporting the new ways of working that will help deliver our five key outcomes. CSS activities range from the provision of vital day to day administrative support to front line workers through to the production of key policies and strategies that guide the Council.

The Investing in Stockport Programme Office, which support our approach to planning and driving growth and public service reform, will continue to evolve to meet the Council and Partners' needs over the coming years.





Delivery programme and description

Milestones for 2016/17

Key benefits

Enabling Projects

Digital by Design

Significant investment of one-off resources to modernise a range of Council services with a focus on provision of information, customer contact, on line self-service, engagement with communities and the ability to create a more joined-up view of our customers in the future. This will enable and support change across the wider IIS programme.

Improvements to the Fred Perry House Reception area will be in place by early 2016, along with improvements to the Council website, including further rollout of LiveChat (internal and external) and an increased number of on-line transactional forms

By summer 2016, a new Council website will be launched including a customer portal. New digital services will also be launched for Stockport Family and Stockport Together to improve mobile working, data sharing and analysis. Assisted Digital services will also be available.

Examples of 'customer journeys' will be available on line key services, along with improved data sharing capabilities by early 2017.

Greatly improved customer experience, including ensuring all those that need support get it

Supporting delivery of the Investing in Stockport programme

A digital operating model that provides a platform for further reform and efficiency to help meet the challenges of future years.



Delivery programme and description

Milestones for 2016/17

Key benefits

Locality Working

A new approach to providing public services in neighbourhoods to reduce demand and deliver better outcomes. This involves local people establishing priorities and exploring new ways of working together to deliver services, looking at spending on public services as a whole within localities. It includes existing integration underway through the Stockport Together and Stockport Family programmes.

The first phase of this work is a review of public buildings in different localities, along with the development Community Sector 'hubs' from 2016.

Delivery programmes will also be working towards specific Locality Working objectives, including;

- Stockport Family -Stepping Hill and Victoria Locality Team co-located by Summer 2016.
- Further roll out of intergrated Adults Health and Social Care locality teams by the end of 2016.

Increased citizen involvement in locality planning and prioritisation

Local skills and knowledge are utilised.

A defined role for councillors as community champions.

A more agile and responsive organisation.

Increased satisfaction from greater involvement for both citizens and public sector staff.

Corporate and Support Services (CSS)

Identification of savings, whilst ensuring CSS can contribute to achieving priorities. Includes a review of management arrangements along with wider business and process improvements, identifying further trading opportunities, and an increased focus on effectiveness and performance.

A number of reviews focused on internal processes are due to be completed by April 2016. These include;

- Registrars service
- Planning fees
- Printing and copying facilities
- Deprivation of Liberty Standards in social care

Employee consultation will on resulting proposals will then be carried out during the summer, with longer-term actions for improvement and growth implemented from September.

Further consultation and engagement will take place later in 2016 ahead of final proposals being included for 2017/18.

Reduced spend on CSS through streamlined processes

Reduced demand across CSS and more self-service channels

Increased income from traded services

Use of Business Intelligence and resource planning to identify and deliver measurable improvements

Reduced spend on estates and asset management through new delivery model.

Improved contract management and commissioning to ensure best value

Other key activities and projects which will contribute to enabling and supporting change during 2016/17

Medium Term Financial Plan

Ensuring that the Council can balance its budgets and manage its investments, and that sufficient resources are available to continue to deliver local priorities in the future. Understanding and planning for the impact of changes at a national and regional level.

Risk and Business Continuity

Identifying risks to delivering services and outcomes in the future, and putting actions in place to address or limit these. Developing plans to limit the extent of any potential disruption of services to the public caused by events outside of the Council's direct control.

One Public Estate Programme

A national programme aimed at ensuring that all public land and property assets can respond to the changing property needs of public services and support efforts to increase housing and employment growth.

Maximising collection of Council Tax and Business Rates

With the Council needing to become ever more self-sufficient, maximising collection rates will help ensure that the public continue to receive high quality services. Business growth will be particularly important, given the move towards retention of business rates.



Measuring our impact on Outcomes

Detailed agreements will be made by Executive Councillors that set out the priorities, risks and resources that will contribute to these outcomes under each portfolio.

These agreements will include clear measures that allow Elected Councillors and residents to monitor both service performance and the steps taken to change the organisation so that it can continue to deliver against outcomes in the future. Many of these measures will be based on the 'key benefits' set out in against the outcomes above, along with reporting progress in achieving the milestones identified .

We will report on these measures and milestones on a quarterly basis through our transparent Performances and Resources system, including direct commentary from the Leader of the Council. These quarterly reports set out how we have performed against our priorities, used our resources and managed risk, and which Executive Councillor is accountable.

www.stockport.gov.uk/performance

We will also continue to publish a range of detailed data sets and other information as part of our drive for greater transparency.

www.stockport.gov.uk/transparency



Ensuring clear accountability

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

Outcome	Portfolio Name	Services responsible for
All outcomes	Leader (Policy, Reform & Finance)	Policy and Performance / Public Service Reform and Partnership / Budget Overview / AGMA and CA.
	Deputy Leader (Support and Governance)	Corporate and Support Services (Redesign Functions) / Revenues and Benefits / Contact Centre / Elections / STAR Procurement
People are able to make positive choices and be independent	Independence and Wellbeing	Public Health / Advice and Guidance / Home to School Transport and Travel Passes / Health and Wellbeing / Adult Education / Links with NHS commissioners and providers
People who need support get it	Supporting Adults	Learning Disability Services / Older People's Services / Young Adults Services / Other Client Groups / Supporting People
	Supporting Children	Fostering and Adoption / Children's Social Work Teams / Foster Care and Residential Placements / Services for Young People / Children with a Disability / Children's Centres / Early Intervention Services / Social Care Management / SEN Support Services and Psychology / Safeguarding
Stockport benefits from a thriving economy	Thriving Economy	Economic Development and Regeneration / Strategic Housing / Markets / Planning
Stockport is a place people want to live	Supporting Places	Waste Collection / Street Cleaning / Highways Maintenance / Parks and Open Spaces / Street Lighting / Environmental Health and Trading Standards / Building Control / Leisure Facilities / Museums and Arts / Transport Network Development
Communities in Stockport are safe and resilient	Safe and Resilient communities	Community Safety / Neighbourhood Management / Youth Offending / Libraries / School Improvement / School Organisation and Capital Programme

Have your say

Once again, we have published and consulted on detailed business cases for our 2016/17 delivery plan in Autumn 2015. The wide range of responses received have informed our final plans, and we remain keen to consult residents, businesses, partners and other stakeholders on our future plans.

The vision set out in this Council Plan and the Borough Plan is also an invitation to all interested parties to get involved, ensure their voices and concerns are heard and help shape the future of the Borough. For its part, the Council and other public service partners will provide opportunities to enable individuals to get involved and engaged with change within Stockport.

The Council and Borough Plans also form the starting point for conversations with local communities about how these priorities can best be delivered within their locality. The Investing in Communities programme builds on the Council's Locality Working model, along with the range of conversations already underway. This also provides an opportunity to help shape future Planning Policy for localities and inform the Council's Core Strategy and GM Spatial Framework.

Inclusive Communities

The Council is also leading on the development of a partnership approach to promoting inclusion across all Stockport's diverse neighbourhoods and communities. We are committed to exploring and understanding the issues that affect different areas, and working with local people to develop sustainable solutions. This will include factors such as the quality of local schools, the availability of affordable housing, access to training and employment opportunities, and reducing crime and anti-social behaviour.

In order to deliver this, we have created a new Inclusion Service. This will build upon the knowledge and skills across neighbourhood management services in order to provide a flexible and intelligent approach to understanding and tackling deprivation.

You can find out more about the challenges we face and let us know what you think about the approach we are taking by checking our our dedicated web page;

www.stockport.gov.uk/investinginstockport

This is an on-going dialogue, and the Council continues to engage with local residents, businesses and other stakeholders to ensure their voices and concerns are heard.



An interpreting service is available, if you need help with this information.

Please telephone Stockport Interpreting Unit on 0161 477 9000. Email: eds.admin@stockport.gov.uk

تتوافر لدينا خدمة مثيرة للاهتمام فاذا كنت في حاجة لفهم هذه المعلومات باللغة العربية يرجى الاتصال بوحدة الترجمة في ستوكبورت
Eds.admin@stockport.gov.uk على الرقم التالي: 01614779000 أو على البريد الإلكتروني:

এই তথ্য বাংলা ভাষায় বুঝতে সাহায্যের দরকার হলে ইন্টারপ্রিটারের (দোভাষীর) ব্যবস্থা আছে। দয়া করে
স্টকপোর্ট ইন্টারপ্রিটিং ইউনিটে ফোন করুন: 0161 477 9000 বা ইমেইল করুন: eds.admin@stockport.gov.uk

如果你需要他人為你解釋這份資料的內容，我們可提供傳譯服務，

請致電 0161 477 9000 史托波特傳譯部。電郵 eds.admin@stockport.gov.uk

اگر در مورد این اطلاعات احتیاج به کمک داشتید خدمات مترجمی رایگان موجود است لطفاً با سازمان مترجمی استاکپورت با شماره تلفن و یا
01614779000 ایمیل آدرس زیر تماس بگیرید.

Jeśli potrzebujesz pomocy z tą informacją dostępne są darmowe usługi tłumaczeniowe. Prosimy dzwonić
do Wydziału Tłumaczeń w Stockport pod numer 0161 477 9000. Email: eds.admin@stockport.gov.uk

اگر آپ کو ان معلومات کے ساتھ مدد درکار ہے تو انٹرپرائزنگ سروس (ترجمانی کی خدمات) دستیاب ہے۔ براہ مہربانی اسٹاکپورٹ انٹرپرائزنگ یونٹ
کو 0161 477 9000 پر ٹیلیفون کریں۔ ای میل: eds.admin@stockport.gov.uk



STOCKPORT
METROPOLITAN BOROUGH COUNCIL

STOCKPORT COUNCIL PLAN 2016/17
INVESTING IN STOCKPORT