



STOCKPORT
METROPOLITAN BOROUGH COUNCIL

The Stockport Council Plan 2017/18



Introduction

The Leader of Stockport Council



Stockport is a fantastic place to live and work but it could be even better if we maximised the amazing potential of our borough.

The Council is committed to invest to grow our local economy, protecting vital local services, and ensuring that every resident has the opportunities they deserve. We will focus on delivering affordable homes and outstanding schools, integrated healthcare, improved transport, cleaner streets and safer neighbourhoods.

As Leader of the Council I have overseen a new Executive which has really hit the ground running since last May. So far, it has been fantastic to be able to help our local parks and play areas, provide support to the voluntary sector and put steps in place to increase the number of homes being built in Stockport. These decisions have all been taken with a view to providing long overdue investment, making services more sustainable for the future, and improving the lives of residents, which is what the Council ultimately exists to accomplish.

We have taken decisive steps to genuinely consult with local people and ensure that the Council is more responsive to what our residents are asking for. I have and will always remain committed to increasing transparency and making our democracy more open and accessible.

There are significant challenges in relation to the Council Budget which shouldn't be understated, but again throughout this process the Executive have genuinely listened and consulted with local residents and councillors. We have adopted a set of principles for decision making, suggesting a new approach which is fairer, more open and more inclusive. I am confident that we can meet these challenges and achieve our ambitions by ensuring our future financial resources go as far as possible, for example through our transparent approach to using the Council's financial reserves.

A central part of my focus has been working with key partners so that together we can mitigate the

impact of the very difficult financial climate across the public sector. Specifically it continues to be important to work closely with the Stockport NHS Foundation Trust, and pooling around £200 million of our local budgets as part of the Stockport Together programme has been a crucial part of working to ensure patients receive high quality and appropriate care.

Devolution to Greater Manchester presents some significant opportunities for Stockport and our wider region, provided we can continue to deploy our new powers and influence to grow our economy and reform services to the benefit of the many, not just the few. It also brings great responsibility, such as to balance the competing interests of growth and conservation through Local and Greater Manchester spatial plans.

We will rise to the challenge of preparing the Council to be financially self-reliant, taking the hard decisions now to create the conditions that sustain high quality public services and strong civic leadership in future years.

These are the opportunities and challenges which are set out in our first Stockport Council Plan, and I look forward to updating you on progress in delivering the Plan throughout the year.



Alex Ganotis
*Executive Leader,
Stockport Council*



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Preparing for the future

By 2020, the Council expects to become self-funding, having lost over £100m in government funding since 2010, following removal of the Revenue Support Grant. This shift to a reliance on locally raised revenue represents the biggest change to local government finance in a generation. We are committed to being honest and open with residents about the implications of this shift, and the tough decisions and radical reforms needed if we are to achieve our ambitions from a reduced and changed financial base.

2017/18 will be a key year on this journey of change, and will be characterised by two important related issues:

- The preparation of the Greater Manchester Spatial Framework (GMSF) and Stockport Local Plan present rare opportunities to set a long-term vision for the future of the Borough. Over the next two years we will debate and discuss with residents and businesses what land is needed to accommodate the homes, jobs, new infrastructure and local facilities we need from now until 2035. This process will not be without its challenges, as we are already experiencing through the recent GMSF consultation.

The Council is keen to support a robust and transparent public debate that will inform the preparation of sound, deliverable plans to meet Stockport's needs and aspirations towards 2035. The Executive has made a clear commitment that it will only endorse the GM Spatial Framework if it has the broad agreement of the Council.

Throughout 2017/18, this work will provide the catalyst to review and integrate a range of plans and activity that support places across the Borough into a single strategic vision of a future Stockport, and to revitalise the shared partnerships that will deliver it.



- This will also be the year in which we lay the foundations to push further forward with the radical reform of public services in the Borough. The Council has a clear responsibility not just to transform its own operations but to set expectations on behalf of the residents we represent about the standard of services expected – high value, but increasingly more flexible and responsive to the circumstances of people's busy modern lives. This approach is crucial if we are to protect the services that are most important to people whilst achieving the savings needed by 2020.





We have already begun to publicly shape our thinking in relation to these issues. The Working Papers we published in Autumn 2016 set out a number of areas we want to see significant progress in – the digitisation of services; how we work with communities; how we join-up around property, problems and places; how we ensure growth meets our shared vision of an inclusive borough by 2020.

Throughout all our policy and decision making we will focus on ensuring those most at risk of being left behind receive the services they need to fulfill their potential and play an active role in local life. We acknowledge that there are families struggling right across the Borough, but there are concentrations of deprivation that require particular focus and support. We will expect the right targeted support to be provided even where spending is being reduced.

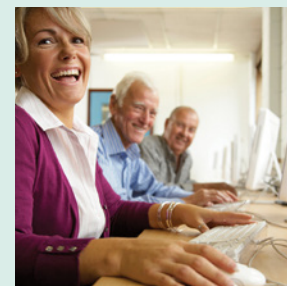
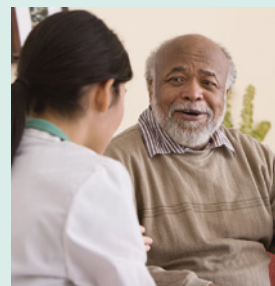
These new approaches will be brought together in a way that builds on the existing major reforms already underway – to the Town Centre, to health, care and family services, and the way our public agencies and workforce operate together. In particular we will explore how they can be made to work together by pushing forward with a small number of locality-based learning programmes.

These will be closely managed, engage local people and help identify new ways of working that can be shared and embedded with our partners.

Learning about new approaches to reforming services will be based on the best available professional judgement and robust analysis of evidence. The new models brought forward will be subject to rigorous scrutiny and evaluation before being scaled up across the borough from 2018 onwards.

Throughout this work we will be guided by the principles we have set out publicly:

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



Stockport Together



The Council shares the concerns of residents over the future of our health services, and the challenges the health and social care economy faces, particularly in the current funding environment. The approach being taken by Stockport Together is aimed at addressing the longstanding funding, demographic and demand issues at a national level. Whilst there are both risks and benefits to this approach, we have no choice but to take action to secure the future of our health and social care services given the history of underfunding, particularly in Adult Social Care, giving rise to significant funding pressures.

Although health budgets have been protected, these have not kept pace with increasing the demands from an ageing population. Wider impacts of austerity and welfare reform, along with increasing costs, have meant that vulnerable people don't always receive the support they need to maintain their health and wellbeing. Health inequalities remain the same, in the same areas, in the same wards as they were 40 years ago. This adds an increasing burden, with demand far outstripping available resources, and meaning that Stockport faces a funding shortfall across health and social care of £120m by 2021.



The creation of Stockport Together brings together integrated health and social care services, with care commissioning and provision under one organisation. Services will be focused around individuals, with an emphasis on prevention. These new care services will help to deliver the financial savings required, but carrying on as we are simply isn't an option.

2017/18 is the year that the public will be most fully involved in understanding and having their say on the new models of care and support that we are developing. The whole Council is committed to ensuring that there is robust and proper communication, engagement and consultation with local people about how Stockport Together can work for them, and we will work to ensure democratic accountability of services as these proposals become reality.

Combined with the devolution of health and social care funding to Greater Manchester, Stockport Together presents a once in a generation opportunity to develop a safe, effective, joined-up and more financially sustainable health and care service fit for the 21st Century.

The level of integration we are pursuing is unprecedented, and continues to be challenging. It is clear though that we need to act now, and it is right that local people, clinicians, managers and elected representatives are in the driving seat to determine the best solutions for Stockport.



Our Shared Outcomes

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

1

People will be able to make positive choices and be independent

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

2

People who need support will get it

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

3

Stockport will benefit from a thriving economy

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

4

Stockport will be a place people want to live

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

5

Communities in Stockport will be safe and resilient

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

A greater proportion of public money will be spent helping people early, to prevent more serious issues

We have aligned our priorities with each outcome, along with information on specific projects and programmes which will deliver these priorities during 2017/18. These outcomes are not mutually exclusive and a number of our priorities support more than one outcome, for example integrating health and social care, tackling youth unemployment and working with communities.

Early intervention, reducing inequalities and improving outcomes for our deprived communities are common themes across all these outcomes. We will monitor and report our progress in achieving these outcomes, and take action where necessary to ensure we remain on track - these arrangements are set out on page 22 - Measuring our impact on outcomes.

1

People are able to make positive choices and be independent

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

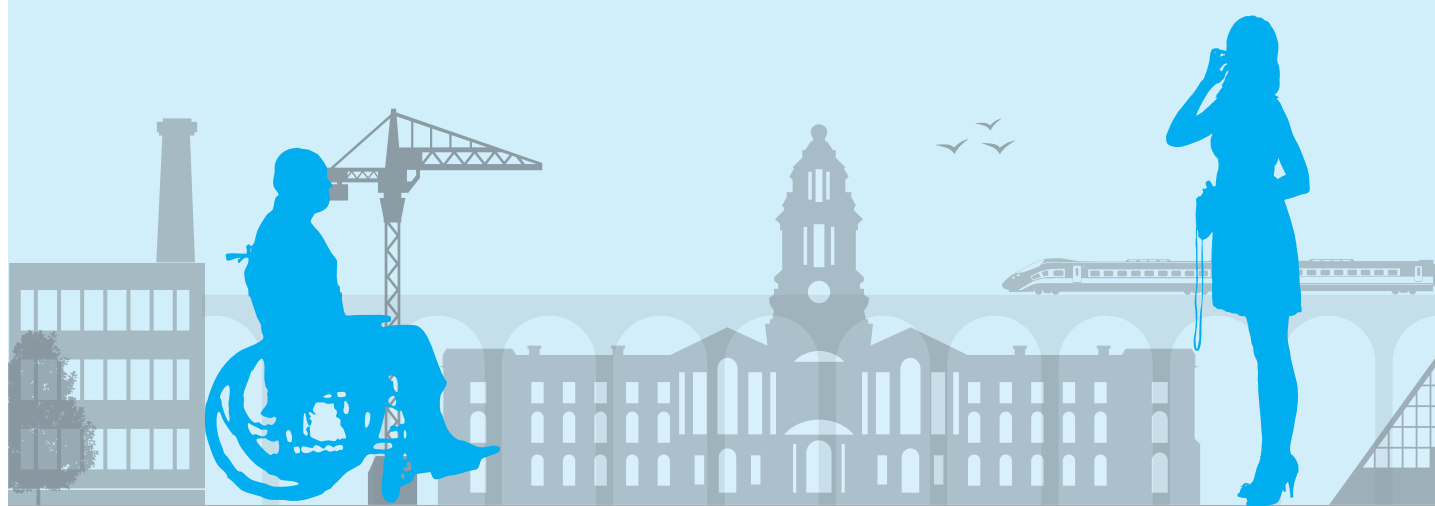
- children need the best start in life, forming strong attachments with parents that understand and can meet their needs;
- learners need to reach their potential, so they can compete for opportunities that will enrich their lives; and
- people need the knowledge, opportunity and support to live well,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

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

What has been achieved in the last 12 months?

- The five-year Stockport Together programme has been delivering integrated health and social care by working across provider organisations to set up a Multi-specialty Community Provider (MCP), establishing an integrated Commissioning Board and co-locating integrated teams at a neighbourhood level to reduce the numbers of people going into hospital.

- We have continued to transform services in order to improve Public Health in Stockport, including a number of projects aimed at helping everyone to be in good health wherever they live, at all stages in their life. This has included engaging with a wide range of stakeholders through the Joint Health and Wellbeing Strategy and commissioning preventative services through Healthy Stockport.
- We are supporting the work of the voluntary and community sector through commissioning six new services that offer targeted prevention, along with holding a series of engagement events to share best practice and explore different ways of collaborating.
- We are helping ensure that people can access care and support locally and at a fair price. This approach will be developed as we start to commission services through Stockport Together, and work across Greater Manchester to develop new ways of giving people greater choice and independence.
- Stockport continues to have excellent education provision, with early years providers, primary and secondary schools all highly-rated, whilst local pupils, including those identified as disadvantaged, continued to perform above national levels across all key stages in 2016.



What additional priorities will be delivered?

Our priorities for 2017/18	Key projects and programmes which will deliver these priorities
<p>Integrating health and social care – We will continue to implement the Stockport Together integrated service. This will focus on ensuring people remain well as long as possible and are looked after in and by their local neighbourhood when they need further support. We will help people avoid unnecessary admission to hospital by providing a joined-up response when their conditions deteriorate.</p> <p><i>(shared with Outcome 2)</i></p>	<ul style="list-style-type: none"> • Stockport Together <ul style="list-style-type: none"> • Healthy Communities • Core Neighbourhoods • Acute Specialist Interface (hospitals working closely with the community) • Boroughwide Services
<p>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.</p>	<ul style="list-style-type: none"> • Health Protection programmes including flu immunisation programmes
<p>Behaviour change and lifestyle support – We will develop behavioural change approaches that are targeted at the different needs of the population and take into account their individual circumstances wherever possible, in order to make the most appropriate evidenced based intervention.</p>	<ul style="list-style-type: none"> • Carers Connect – online resources and peer support networks for carers • Healthy Stockport – social prescribing programmes • The Prevention Alliance
<p>Early Intervention – The new Early Intervention and Prevention programme will focus on the identification of need and motivation of people to access preventive support and services by embedding prevention in every pathway approach.</p>	<ul style="list-style-type: none"> • ‘Find and Treat’ risk modelling with GP practices through Stockport Together • Implementation of the national diabetes prevention programme in Stockport • Healthy Living Pharmacy scheme • Community-based initiatives, e.g. ‘Know your numbers’ to deliver health checks in the community • Workplace health and wellbeing



What additional priorities will be delivered? *(continued)*

Our priorities for 2017/18	Key projects and programmes which will deliver these priorities
<p>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. <i>(shared with Outcome 2)</i></p>	<ul style="list-style-type: none"> • Continued Voluntary, Community and Social Enterprise (VCSE) sector engagement • Developing a peer support model for micro social enterprises
<p>Giving our children the best start in life - We will support parents and carers to optimise their child's development and ensure our children are given the very best start in life.</p>	<ul style="list-style-type: none"> • GM Early Years Delivery Model • Improving the local childcare market • Better targeting, training and quality assurance across Early Years to improve the quality of services
<p>Improving children's health outcomes - We will work to ensure that our children and young people enjoy good health and receive effective services to optimise independence and the best health outcomes. <i>(shared with Outcome 2)</i></p>	<ul style="list-style-type: none"> • Strong universal services in health and school teams focussing on solutions that prevent rather than cure • Healthy Young Minds Transformation Plan
<p>Access to high quality education for all - We will provide the opportunity for all our children and young people to attend schools and colleges rated 'good' or better and achieve the very best they can. <i>(shared with Outcome 2)</i></p>	<ul style="list-style-type: none"> • Raising standards in schools, closing the attainment gap, improving attendance and reducing exclusions • Schools organisation and commissioning of school places • Reviewing road safety arrangements around schools and en-route to school • Supporting the development of the Continuing Education Service



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.

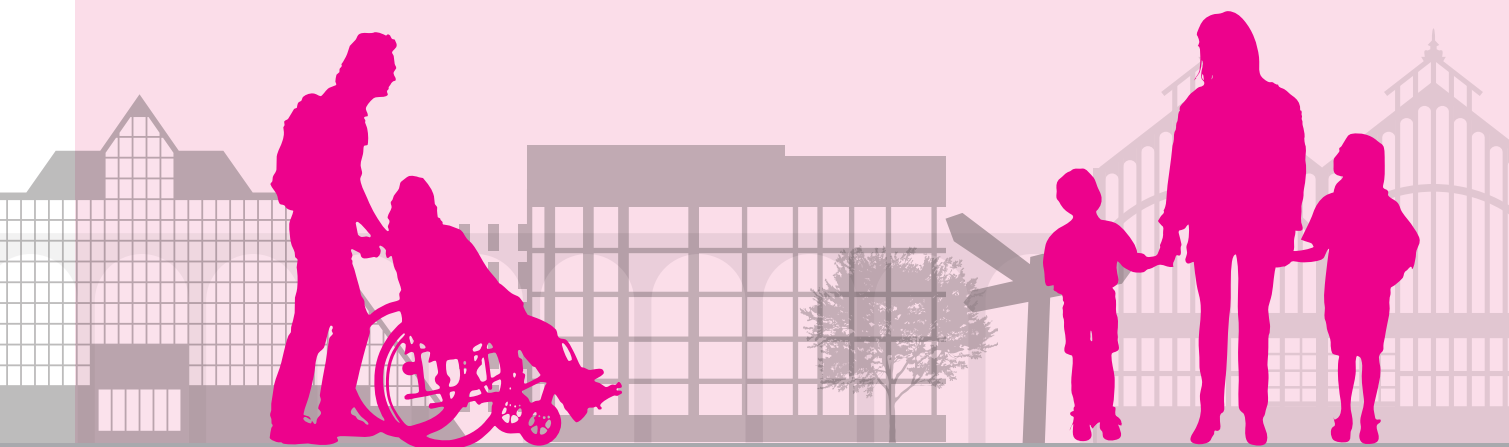
This support must help people live as independently as possible and offer choice and control. Where there is risk of harm, appropriate steps to safeguard and protect people will be needed in order to achieve the outcome.

What has been achieved in the last 12 months?

- The Council and the local NHS jointly secured £19 million of new investment to integrate services provided by our local hospitals, social care and community healthcare between now and 2019.
- We are bringing together local partners and carer representatives to develop a single local charter for carers ahead of the publication of the national strategy for carers.
- Services for people with mental health needs and learning disabilities have been improved through a more joined-up approach along with engagement and awareness raising, for example through the Dementia Friends initiative and Autism Awareness training.
- Stockport Family has been established as the overarching delivery programme for the Council's strategic priorities relating to vulnerable children and young people. It aims

to build on the strength of the family and community alongside co-ordination across services with a focus on early identification and prevention, with multi-agency locality teams including health workers and schools now established.

- A new Code of Practice for children and young people with Special Educational Needs and Disabilities (SEND) has been implemented, with a number of local information and training events held, and all SEN Statements on track to be converted to Education, Health and Care Plans by April 2018.



What additional priorities will be delivered?

Our priorities for 2017/18	Key projects and programmes which will deliver these priorities
<p>Integrating health and social care <i>(Shared with Outcome 1)</i></p>	<p><i>(See Outcome 1)</i></p>
<p>Healthy Communities and reducing inequalities including supporting informal carers – We will help our neighbourhoods and communities develop a combined approach to health promotion and improvement, encourage ‘at risk’ groups to attitudes and behaviours to healthy living, and work with volunteers and informal carers to improve their health and wellbeing and that of the people around them, in their families, workplaces and communities.</p>	<ul style="list-style-type: none"> • Stockport Together - Healthy Communities • Empowering Patients and Communities Vanguard • Locality Neighbourhood Working • Healthy Ageing Strategy
<p>Redesigning our Mental Health Services and Strategy – We will continue to move towards a two team model for our Community Mental Health Service, each with an integrated recovery hub, and ensure there is more value and support in the community for people with dementia.</p>	<ul style="list-style-type: none"> • Transformation of Community Mental Health Support Services • Mental Health Stakeholder Forum Plan • Integrated Neighbourhoods • Healthy Living Pharmacy schemes • Dementia-friendly Stockport • Age-friendly Communities
<p>Remodelling of Stockport Learning Disability Services – We will continue our phased approach to implementing the supported tenancy service outsourcing project, focussing on three new properties at the Heys Court scheme.</p>	<ul style="list-style-type: none"> • Learning Disability Outsourcing projects: <ul style="list-style-type: none"> • co-producing outsourcing activity with the community; • working with carers and advocates of individuals affected by the transition; and • consulting with staff affected by these changes
<p>Developing our adult autism pathway and strategy – Working with operational teams, partners and communities across Stockport to improve the awareness, assessment, diagnosis, transitions, support and employment for people with autism.</p>	<ul style="list-style-type: none"> • Adult Autism Assessment pathway • Refreshed Autism Strategy
<p>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, and pro-actively review cases where agencies could work closer together to prevent harm occurring.</p>	<ul style="list-style-type: none"> • Developing and implementing an integrated approach to safeguarding adults and children • New joint chair of Safeguarding Adults Board and improved sub-group infrastructure • Safeguarding Adult Reviews • Implementing Making Safeguarding Personal • Stronger co-ordination of Deprivation of Liberty Standards application



What additional priorities will be delivered? *(continued)*

Our priorities for 2017/18	Key projects and programmes which will deliver these priorities
<p>External workforce development – We will continue to develop an ethical framework for our workforce - both internally and in the private/independent sector - underpinned by principles of valuing the workforce and taking a people-centred approach to care</p>	<ul style="list-style-type: none"> • Market Capacity and Development • Ethical Commissioning Framework • Market Position Statement • Improved recruitment and retention of high-calibre staff
<p>Transforming Children’s Services - We will explore further transformational opportunities for Stockport Family with partners through public service reform and digital services.</p>	<ul style="list-style-type: none"> • GM Public Service Reform • Digital by Design
<p>Preparing children and young people for adulthood - We will work with parents and carers to support our children and young people to engage in education, employment and training; contribute to their community; and reduce crime and anti-social behaviour.</p>	<ul style="list-style-type: none"> • Supporting vulnerable children and young people in making an effective transition to adulthood, including children with SEND and care leavers • Programmes to support young people into education, training or employment • Working with partners to reduce the number of young people offending. • Guaranteed opportunities for school leavers • Developing Continuing Education services
<p>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 a single fully integrated service, 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. <i>(shared with Outcome 5)</i></p>	<ul style="list-style-type: none"> • Developing and implementing an integrated approach to safeguarding adults and children • Work to prevent Child Sexual Exploitation • Work to reduce child poverty and inequality • Development of the Regional Adoption Agency
<p>Improving children’s health outcomes <i>(shared with Outcome 1)</i></p>	<ul style="list-style-type: none"> • Strong targeted services for children and families affected by drugs and alcohol
<p>Access to high quality education for all <i>(shared with Outcome 1)</i></p>	<ul style="list-style-type: none"> • Implementation of reforms for children and young people with Special Educational Needs or Disabilities (SEND) • Review of Children and Young People Disability Services • Supporting the development of a Continuing Education Service which targets our most disadvantaged citizens



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 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 the south of Greater Manchester.

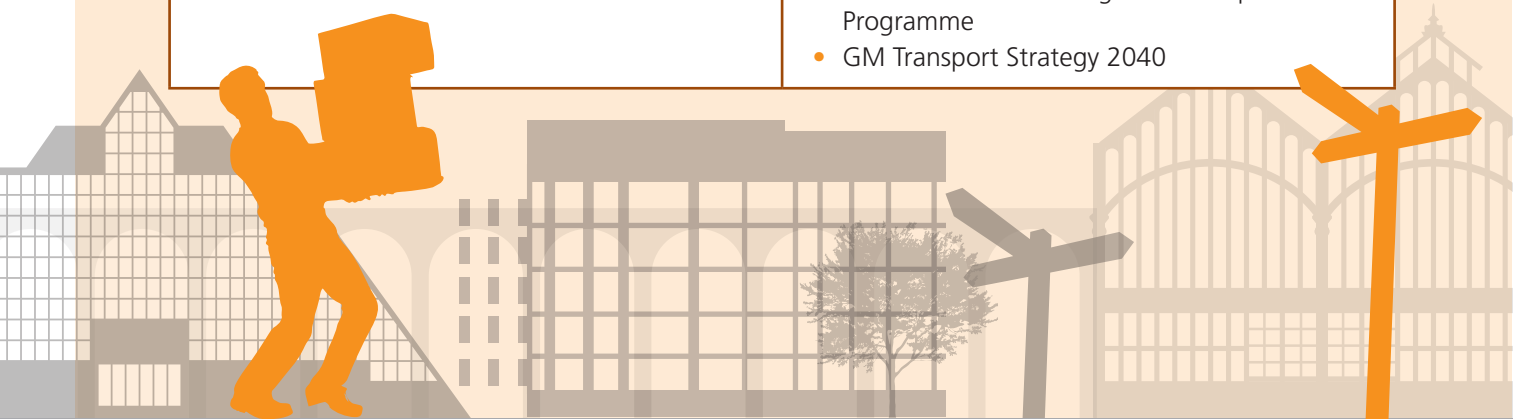
What has been achieved in the last 12 months?

- Our Investing in Stockport programme is starting to bear fruit, with Phase 2 of Stockport Exchange - including a Holiday Inn and Sainsbury's - now complete, and construction of the leisure complex at Redrock on target for completion in late 2017.
- Three new restaurants, two of which have been supported by our business premises grant scheme have opened in Stockport Market and Underbanks, adding to the diverse food and drink offer in the area.
- We have continued to promote Stockport Market through initiatives such as the Fringe Festival and Foodie Friday which have attracted many more people to the Market Place, and are actively seeking ways of making the best use of Stockport markets in future.
- Several Town Centre sites have recently been offered for sale as residential redevelopments and the Council is working with its partners to increase the Town Centre housing market by creating good quality affordable housing which will encourage people to live in the Town Centre, helping to boost the local economy.
- Work has begun on the Aurora industrial park, creating new opportunities for local businesses and an estimated 240 jobs locally.
- Local businesses voted to establish a Business Improvement District in the Town Centre, unlocking almost £2.5m of additional funding over the next 5 years to encourage more people to visit.
- The Get Digital Faster programme involving the rollout of fibre enabled cabinets, has now seen 71 new cabinets installed in Stockport, reaching over 4,500 premises.
- Employment opportunities for young people have been developed via the Apprenticeship Store, with proposals for further GM funding to support unemployed 16-24 year olds in Stockport, including a wage incentive scheme and sustained employment opportunities for employers.
- Initial feasibility work on proposals to improve Stockport Rail Station has been undertaken and is due to be considered in early 2017.



What additional priorities will be delivered?

Our priorities for 2017/18	Key projects and programmes which will deliver these priorities
<p>Inclusive growth: We will focus on support and regeneration of the local economy, including a significant programme of investment in the town centre. This will be reflected within our Local Plan alongside the future development of the GM Spatial Framework (GMSF). There will be a strengthened focus on securing the economic and social benefits of growth for local people, addressing the principle in favour of creating good jobs for people to increase individual and community independence.</p>	<ul style="list-style-type: none"> • Redrock • Stockport Exchange • Aurora Business Park • Town Centre Access Plan • Local Plan and GMSF • Place-Based Integration • Working with Communities • Corporate Social Responsibility • 'Brownfield First' • Planning improvements • Digital by Design
<p>Tackling youth unemployment - We remain committed to the development of a youth jobs guarantee, laying the foundations that will help eradicate youth unemployment.</p>	<ul style="list-style-type: none"> • Youth jobs guarantee • Apprenticeship Store • Place-Based Integration • Redrock • Stockport Exchange • Support to jobseekers
<p>Cultural Heritage framework - We will continue to maintain and enhance Stockport's cultural and heritage assets.</p>	<ul style="list-style-type: none"> • Stockport Market events • Reform of Museum Services • Events and promotions to celebrate Stockport's history and identity • Supporting local voluntary sector cultural organisations
<p>Town Centre regeneration - We are committed to developing the physical and business infrastructure in and around the Town Centre and attracting more people and businesses to the location.</p>	<ul style="list-style-type: none"> • Redrock • Stockport Exchange • Markets and Underbanks • Town Centre Access Plan • Stockport Town Centre Business Improvement District
<p>Improving transport connectivity - We will continue to invest in and improve transport connectivity working in partnership with Transport for Greater Manchester and local providers, and will play our part in delivering world class regional connectivity by 2040.</p>	<ul style="list-style-type: none"> • Stockport Exchange • Town Centre Access Package • Stockport Interchange • Maximising opportunities from the Bus Services Bill • LTP and SEMMMS Integrated Transport Programme • GM Transport Strategy 2040



4

Stockport is a place people want to live

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 has been achieved in the last 12 months?

- We are continuing to build much-needed new homes across the borough, with 460 additional homes due to be completed in 2016/17, whilst the Affordable Homes Programme is on track to deliver 130 new units this year.
- Excellent progress has been made with the setting up of a Stockport Housing Company, with approval for this alongside a new Housing Commission and additional borrowing to support delivery of new affordable homes. Further work is being undertaken to unlock brownfield sites and accelerate development on priority sites across the Borough.
- We continue to work with partner agencies to tackle rogue landlords, for example through a day of action in August with immigration enforcement and GMP targeting addresses of potential concern.
- An assessment of open space across the borough has been commissioned which will support future planning policy and inform decisions relating to the current and future needs for open space, sport and recreation facilities.
- Consultation and design relating to play areas continues, with additional consultation being held with community groups to ensure new play facilities meet local needs.
- Local projects aimed at improving access routes in parks include North Reddish, Bruntwood, Brabyns and South Parks, whilst new skate parks are under construction in South Park, Cheadle Hulme (funded by the A6MARR programme) and Alexandra Park, Edgeley.
- We are continuing to clamp down on environmental crimes, working with Stockport Homes and GMP to bring a number of high-profile prosecutions for illegal fly-tipping, noise nuisance and graffiti.
- Work to repair potholes is continuing in targeted areas to address any significant deterioration that occurs. This investment is leading to significant improvements across the highways network. Approximately 373,000m² of footways and 600,000m² of carriageways have been treated so far. A number of schemes are still to be delivered as part of the ongoing programme.



What additional priorities will be delivered?

Our priorities for 2017/18	Key projects and programmes which will deliver these priorities
<p>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.</p>	<ul style="list-style-type: none"> • Establishment of a Stockport housing construction company • Housing pipeline delivery • Enforcing regulation of the private rented sector • Lobbying at a GM level for more effective legislation to address this issue
<p>Improving our environment – We will work to maintain and enhance the built and natural environment for the benefit all who live in and visit the Borough.</p>	<ul style="list-style-type: none"> • Action to address poor air quality within identified Air Quality Management Areas • Improving our recycling rates • More rigorous enforcement of fly-tipping and other environmental nuisance
<p>Inclusive growth: We will ensure that local people benefit from the investment in Stockport's economic growth and are able to access affordable housing and sustainable employment in the future. This will be reflected within our Local Plan alongside the future development of the GM Spatial Framework (GMSF).</p>	<ul style="list-style-type: none"> • Inclusive Growth • Local Plan • GMSF • Working with Communities
<p>Maintaining and enhancing the highways network - We will continue to undertake programmed and reactive improvements to the Borough's highways and footways.</p>	<ul style="list-style-type: none"> • Street lighting investment programme (LED) • SEMMMS Strategy • Reactive highways maintenance • Town Centre Access Plan
<p>Leisure reform – We will aim to meet the future physical activity needs of Stockport residents through leisure facility provision.</p>	<ul style="list-style-type: none"> • Maintaining good quality parks and greenspaces • Ensuring the results of the current Indoor Leisure Review inform in a strategy that continues to provide quality leisure provision



5

Communities in Stockport are safe and resilient

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. We also want to ensure that all our residents can benefit from Stockport's economic and social potential, particularly those in our more deprived neighbourhoods.

What has been achieved in the last 12 months?

- Stockport continues to be one of the safest places to live in Greater Manchester. The Council, GM Police and other partners have worked through the Safer Stockport Partnership to raise awareness and tackle specific issues including burglary, anti-social behaviour, domestic abuse and hate crime.
- A neighbourhood 'adopter' pilot in Brinnington is taking place. The project will build on learning from the Brinnington Family pilot, drawing in a wider range of services and stakeholders, using a 'design by doing' approach. We have reviewed our approach to addressing child poverty, with a focus on extending this to focus on wider financial issues.
- The Transitions project is providing support to vulnerable young people from Priority Neighbourhoods who are starting high school in order to improve educational attainment.

- The Stockport Local Assistance Scheme has been established with a permanent budget to help local families experiencing financial difficulties, whilst the Council is leading on developing an approach to tackling poverty across the borough.
- Additional funding has been provided for local charities and voluntary groups affected by cuts, with a focus on groups providing support for carers and their families, along with those working with residents with mental health conditions and supporting vulnerable young people.
- A joint safeguarding unit has been established to protect vulnerable adults and children at risk, whilst Stockport's Safeguarding Boards have been strengthened.



What additional priorities will be delivered?

Our priorities for 2017/18	Key projects and programmes which will deliver these priorities
<p>Place management and locality working – We will work with partners and through the new Neighbourhood Inclusion Team to deliver the inclusive vision at the heart of the Borough Plan.</p>	<ul style="list-style-type: none"> • Inclusive Growth • Working with Communities • Localities (Property) Programme • Joined-up Local Services • Neighbourhood Inclusion Plan
<p>Place Based Integration – Working with the GM Combined Authority, we will develop a place-based approach to improve public sector, voluntary organisation and community integration for dealing with local issues.</p>	<ul style="list-style-type: none"> • Brinnington Early Adopter pilot
<p>Our children and young people live safely and happily within their families and there are fewer family breakdowns <i>(shared with Outcome 2)</i></p>	<p><i>(See Outcome 2)</i></p>
<p>Working with communities - We will develop new ways of engaging with our local communities to support wider reforms and improve outcomes for all Stockport residents.</p>	<ul style="list-style-type: none"> • Working with Communities • Consultative, Collaborative Services • Review of Council Constitution
<p>An inclusive approach - We will work to enable all our residents to benefit from Stockport's huge economic and social potential.</p>	<ul style="list-style-type: none"> • Inclusive Growth • Neighbourhood Inclusion Plan



Reforming our council

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

What has been achieved in the last 12 months?

- We are reviewing our local Council Tax Discount Scheme with the aim of providing an incentive to owners of empty homes to bring them back into use.
- We are on target to collect more Council Tax and Business Rates this year than ever before, helping us to invest in our services.
- It is now simpler for people to access a range of information, advice and guidance if they are struggling to pay their Council Tax, with the introduction of the 'Better Off' website to calculate benefit entitlement, along with much-reduced waiting times for debt advice appointments.
- Organisational reforms and efficiencies have helped to maintain, improve and protect our services in the face of reduced funding.
- We are growing our own income sources by providing some services for other organisations and looking into how all Stockport's public services can get the best from their collective investment and assets.
- A new policy on financial reserves has been agreed which provides greater transparency in how these monies are being used to support Council priorities.
- We have engaged with local residents, businesses and other interested parties in an open and honest dialogue about the challenges we face and how we can fund services in the future.
- A review was carried out into how the Council consults with residents on proposals which affect their community, focusing on improving communication, increasing engagement and response rates. We are also reviewing the Council's constitution to ensure consistent and transparent decision making.
- Capacity has been increased at our Contact Centre along with launching a new website and public reception area to make it easier for the public to access information, advice and guidance.
- We are rolling out new online services across the Council to help people access the information they need thereby reducing demand and mitigating the impact of cuts.
- We have integrated and targeted digital services, for example through Stockport Family, enabling early support to be provided to increase personal and community independence.
- New self-service arrangements are being piloted at Bramhall Library.



What additional priorities will be delivered?

Our priorities for 2017/18	Key projects and programmes which will deliver these priorities
<p>Building financial resilience and sustainability - we will rise to the challenge of new funding arrangements by ensuring the Council is financially self-reliant by 2020, investing in and making best use of our existing assets and ability to generate our own income.</p>	<ul style="list-style-type: none"> • GM Business Rate retention pilot • Traded Services • Localities (Property) Programme • Reforms to Council Tax Discount Scheme • Reserves policy • Investment and Development Account
<p>Reforming and integrating our services - we will ensure our workforce, systems and processes are equipped to meet the challenges of new ways of working across service, organisational and geographical boundaries to deliver the services our residents need and deserve.</p>	<ul style="list-style-type: none"> • Stockport Together Enablers • Digital by Design • Modernising library services • Shared services and GM workforce integration • Reducing workforce costs
<p>An inclusive approach - we will work to enable all our residents to benefit from Stockport's huge economic and social potential.</p>	<ul style="list-style-type: none"> • Inclusive Growth • Neighbourhood Inclusion Plan



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 delivering these priorities under each portfolio.

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

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

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



Ensuring clear accountability

These responsibilities are structured around the Shared Outcomes set out in this Plan, with responsibility for specific services and budgets as shown by the table below. In order to ensure clear accountability, Scrutiny Committees have been more closely aligned to Portfolio responsibilities from 2017/18.

Outcome	Priority	Portfolio	Scrutiny Committee	Reform Programmes
People are able to make informed choices and look after themselves	Promoting Health and Well-Being	Adult Social Care Health	Adult Social Care & Health	Stockport Together
People who need support get it	Supporting Young People	Education Children & Families	Children & Families	Stockport Family
Stockport benefits from a thriving economy	Boosting Our Economy	Economy & Regeneration	Economy & Regeneration	Investing in Growth Inclusive Growth
	Improving Transport Connectivity			
Stockport is a place people want to live	Protecting Our Environment	Communities & Housing	Communities & Housing	Localities (Property) Programme
Communities in Stockport are safe and resilient	Strengthening Our Communities			Working with Communities
A Council that can reflect and respond to Stockport's strengths, challenges and ambitions	Reforming Our Council	Reform & Governance	Corporate, Resource Management & Governance	Digital by Design Joined-up Local Services Income Generation



The Stockport Council Plan 2017/18



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