



INVESTING INSTOCKPORT

**A PLAN FOR OUR
BOROUGH 2015-20**



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If we succeed in delivering this plan by 2020, we will ensure that...



PEOPLE CAN MAKE POSITIVE CHOICES AND BE INDEPENDENT;
AND THOSE THAT NEED SUPPORT WILL GET IT



PEOPLE WILL BE LIVING LONGER,
HEALTHIER LIVES
PEOPLE WILL BE BETTER QUALIFIED

COMMUNITIES ARE
SAFE AND RESILIENT



THERE WILL BE FEWER VICTIMS OF CRIME
PEOPLE WILL FEEL SAFE
PEOPLE WILL BE INFLUENCING DECISIONS
ABOUT THEIR AREA

STOCKPORT
BENEFITS 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

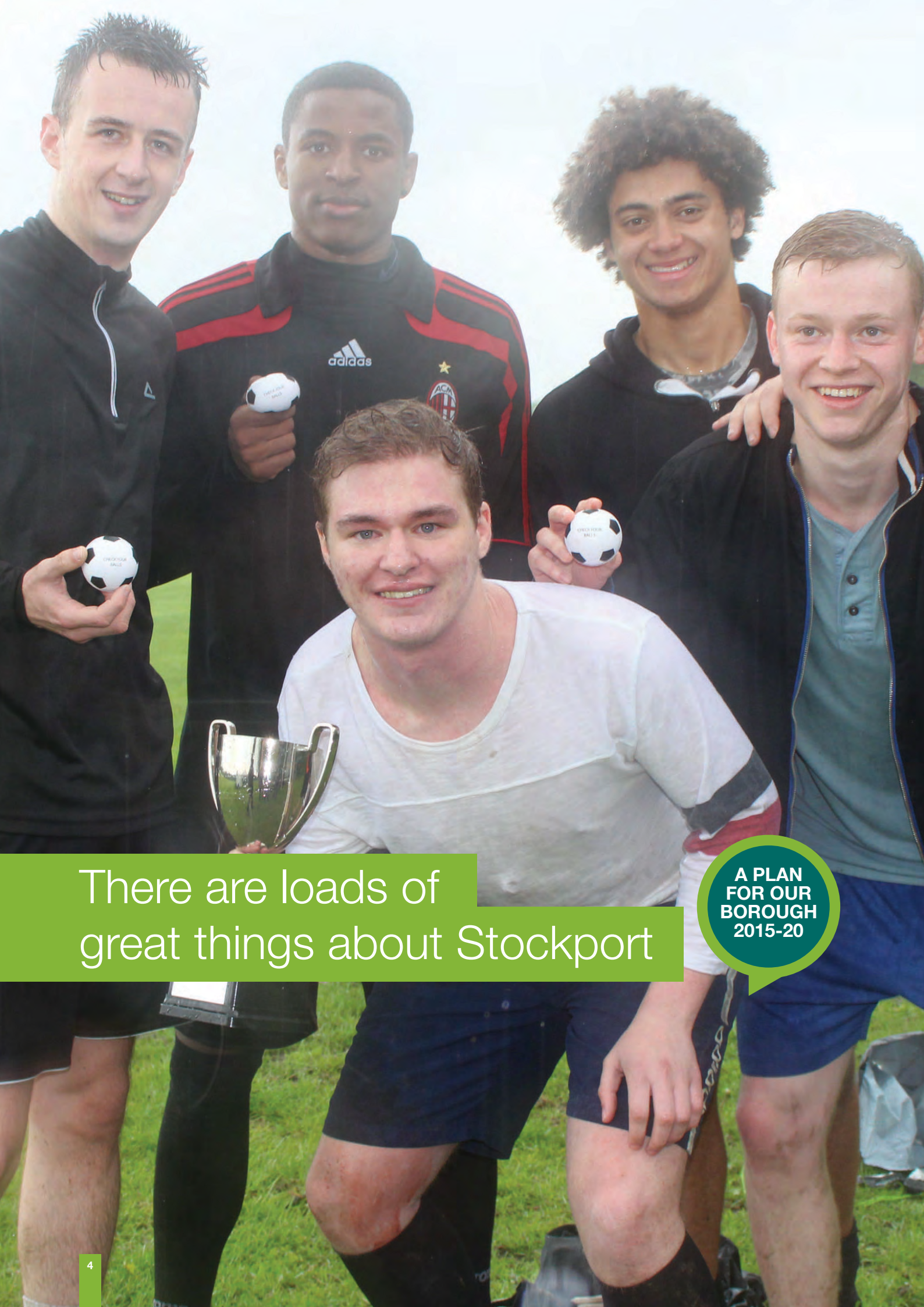
STOCKPORT IS A PLACE
PEOPLE WANT TO LIVE



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

A GREATER PROPORTION OF PUBLIC MONEY WILL BE SPENT
HELPING PEOPLE EARLY, TO PREVENT MORE
SERIOUS ISSUES OCCURING

See the accompanying technical appendix to understand more about these measures, including their definition and current performance against them.



There are loads of
great things about Stockport

A PLAN
FOR OUR
BOROUGH
2015-20

There are loads of great things about Stockport



Sat between the Peak District, the Cheshire Plain and the UK's fastest growing city, we're a borough with independent spirit, home to great schools, thriving businesses and strong communities.



But we have challenges too

Some people need help from family, friends and public services in order to live well. As we prosper, we'll need more houses, schools and local healthcare, and with investment, our town centre could be even better.

This Plan sets a vision for the future of Stockport

It's a vision that will only be achieved if families, communities, local businesses and public agencies aspire to achieve the same outcomes. From this shared aspiration, a closer alignment of our effort and resources must emerge.

It's a Plan for sustainable growth...

Maintaining and growing our economy is essential to provide residents with the jobs they need to live better, more fulfilling lives. At the same time, we need to reform and improve our public services, and our housing and transport infrastructure, so Stockport people have the stability, skills, confidence and access that will allow them to compete for these jobs.

Stockport is fortunate to have a mix of businesses across growing sectors of the economy, and residents who can both create and support growth. Our Plan is to create the conditions for and harness the benefits of a thriving local economy, while seeking to maintain the essential character of the Borough.

But this will, inevitably, mean change. It will only be possible to balance the interests on both sides of this change if business and civic leaders work with communities to understand their aspirations for the future, and if local communities in turn understand how to achieve these aspirations and take responsibility for the needs of future generations.





... and public service reform

We know that the Council, the NHS, Police and other public agencies have to change the way they work. We want to find new ways to enable communities to come together to form a vision for their own future, and to shape and direct the services they use.

In return, we believe people in Stockport will increasingly accept the responsibilities that come with this influence and will themselves find new ways to support each other and adapt to the future they have helped create.



It's a Plan for action

This is the recipe for promoting and supporting independence that sits at the heart of Investing in Stockport, and at the heart of our shared plans for the Borough. People, families and communities are the engine of our economy and the heart of our society, and the best and most authentic source of support and aspiration for future generations.

Over the next two years we will undertake four joint programmes; each has defined and measurable indicators of progress and success. Together, these programmes will promote sustainable growth and reform how public services work together and with local people and communities. Our most senior public leaders will assure delivery of these actions in a highly transparent and accountable way.

Along the way we will also make the most of new opportunities offered through the devolution of funding and powers from national government to Greater Manchester.

An Inclusive Vision for Stockport

A PLAN
FOR OUR
BOROUGH
2015-20



An Inclusive Vision for Stockport



Stockport is home to many local communities. The difference in life chances for those living in the most deprived communities, compared to those living in the most affluent, is significant. It is particularly stark compared to other places in the North-West and nationally.

Any successful vision for the future of the Borough must address these concentrations of deprivation, and ensure resources and efforts are focused accordingly (whilst recognising that there are people in every community that need some help and support).

Improving outcomes in deprived communities is fundamental to our vision for Stockport.



This Plan sets out an inclusive vision for Stockport

It recognises that peoples' socio-economic situation is both determined by, and can determine, their life chances – their health, work, education, safety and access to housing. Sustained improvement in life chances is best made by working with those affected to target support at specific issues in a way that promotes personal independence and community resilience.

In seeking to promote both sustainable growth and public service reform, this Plan recognises that poverty is an economic but also a complex social problem. It can only be tackled by action at both city and community level.

Our strategy 2015-20

Over the next five years we will pursue a two-pronged strategy:

- We will bring together our intelligence and understanding about the factors and patterns of deprivation across the Borough and about what evidence suggests are the best interventions we might make to address these; and
- We will make coordinated and concerted efforts through a range of services that will create measureable and lasting improvements in a small number of key areas.

Through this action we will ensure that, by 2020, the most deprived people and places will see absolute improvements across our shared outcomes. We will publish a detailed report in 2017 showing progress towards this ambition.

INVESTING INSTOCKPORT

UNDERSTANDING OUR SHARED OUTCOMES





People can make positive choices and be independent; And those that need support will get it

UNDERSTANDING
OUR SHARED
OUTCOMES

People can make positive choices and be independent; and those that need support will get it

Most people rely on their own skills and knowledge, and on friends, families and their local community, to stay healthy and to deal with most of what life throws at them.

Clearly, there are also times in a person's life when they will need access to more support, and in some cases specialist services, in order to get the best start in life, to learn and fulfil their potential, and to live well. This support must help people live as independently as possible and offer choice and control. Where there is risk of harm, appropriate steps to safeguard and protect people will be needed in order to achieve this outcome.



2015 baseline and key issues

The health of Stockport is broadly similar to that of the country at large with life expectancy of 79.7 years for men and 83 years for women. There are however considerable inequalities due to the borough boundaries including both affluent and deprived areas. Overall the health of Stockport has improved by 10% more than the health of the country as a whole in the last quarter of a century, largely due to the reduction in inequalities in the 1990s.







The main causes of death are heart disease, cancer and respiratory disease causing between them three quarters of all deaths. The main causes of disability are mental illness, sight and hearing impairments and musculoskeletal conditions. The next six major determinants of health are smoking, high blood pressure, obesity, physical activity, alcohol and diet.

There are fewer looked after children in Stockport compared to the national average. However, there are more child protection plans in place (2.5% higher than nationally) reflecting the intention to more actively manage the risk of children being taken into care. 19.2% of children in the Borough have special educational needs and 13.9% are receiving free school meals. The number of children from the priority areas of the borough that receive free school meals is 39.6%

Over two-fifths (40.2%) of Stockport's residents are qualified to HND, degree or higher degree levels, above both the Greater Manchester (31.8%) and national (35.2%) averages. Stockport also has fewer residents with no qualifications than both the Greater Manchester and national averages (7.3% compared to 11.5% and 9.3% respectively).

Health

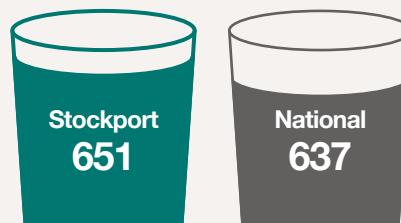
Life Expectancy

Stockport	Priority Areas	National
 Females 83	 Females 76.3	 Females 83.1
 Males 79.7	 Males 73.2	 Males 79.4



Life expectancy
is increasing in
all areas

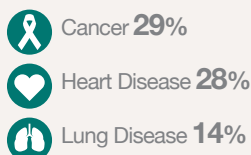
Alcohol Related Hospital Admissions



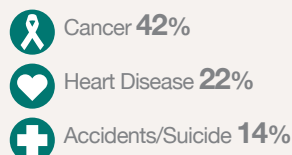
Alcohol-related hospital admissions
per 100,000 adult population

Major Causes of Death

All Ages



Early Deaths (under 75)



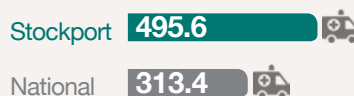
These figures are similar to the national figures but lower than Greater Manchester and the North West

Avoidable Hospital Admissions

Admissions for long term conditions



Admissions for asthma, diabetes and epilepsy (under 19s)



Avoidable
emergency
admissions
per 1,000
population

Healthy Lifestyles

Smoking Rates



Not Active Enough



Unhealthy Drinking



Low Mental Wellbeing



Adult Obesity



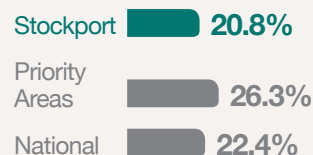
Multiple Risks



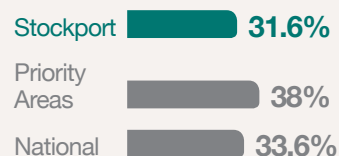
Childhood Obesity



Reception Year



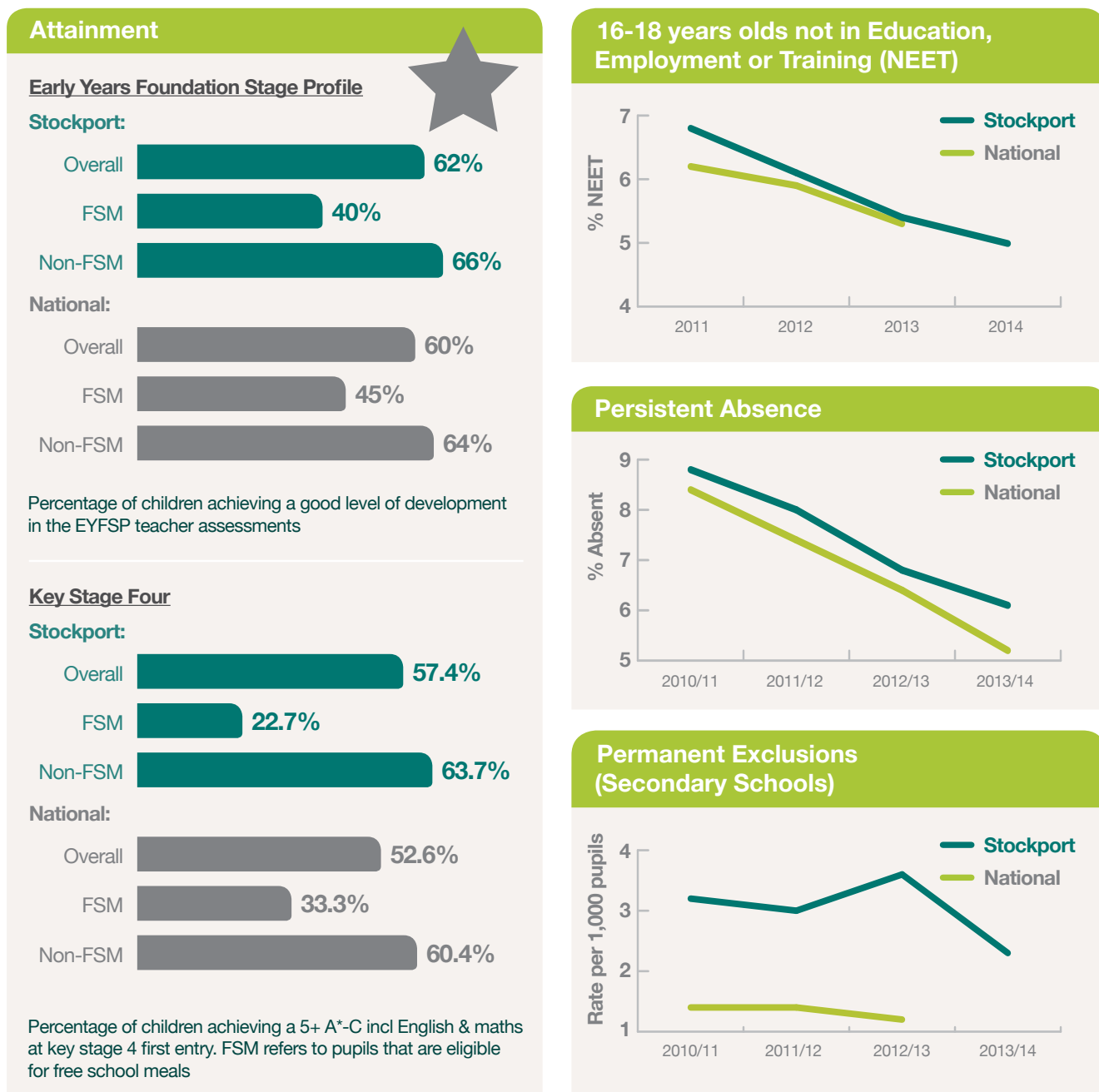
Year Six



Supported Children

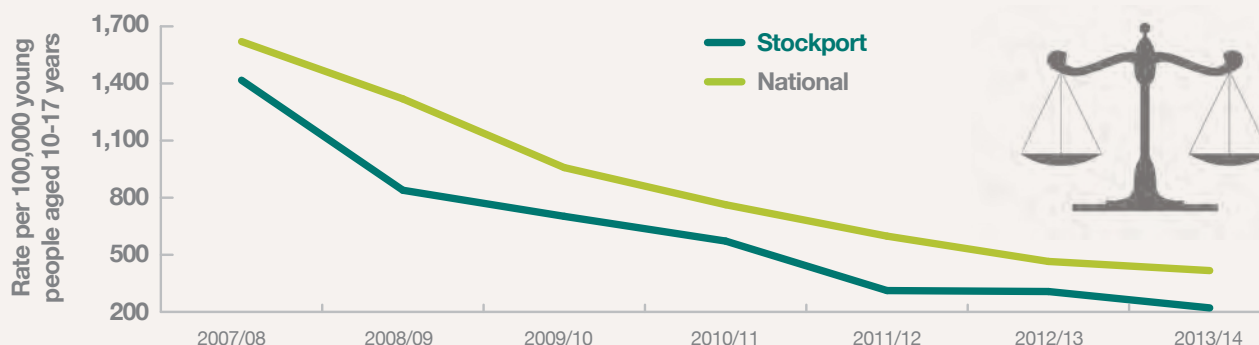


Children's Education, Employment and Training



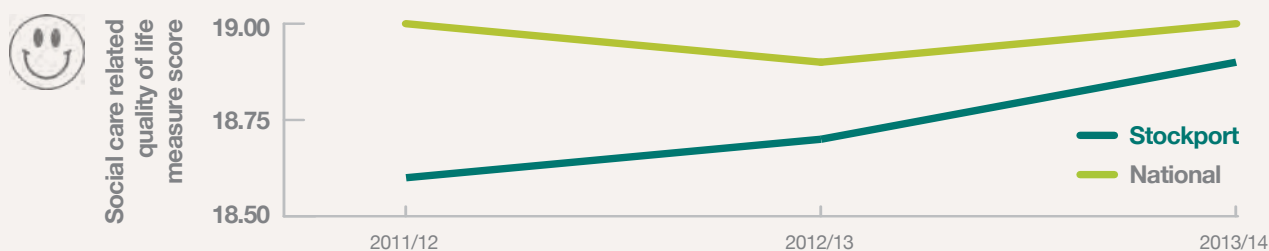
Crime (under 18 years)

First Time Entrants to Youth Justice System



Adult Social Care and Support

Quality of Life



Maintaining Independence



86.6%

Stockport

83.7%

National

Older people aged 65+ who were still at home 91 days after discharge from hospital

Older People Permanently Admitted to Residential and Nursing Care Homes



775.7

Stockport

731.4

National

Rate per 100,000 population aged 65+

Older People Delayed in Being Transferred from Hospital to Home



5.0%

Stockport

10.3%

National

People managing their own support through personal budgets and direct payments



89.2%

Stockport

59.9%

National



Communities in Stockport are Safe and Resilient

UNDERSTANDING
OUR SHARED
OUTCOMES

Communities in Stockport are Safe and Resilient

Strong communities make people feel safe and give them the confidence to cope with change. We want to help people in Stockport's communities to look after 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.



2015 baseline and key issues

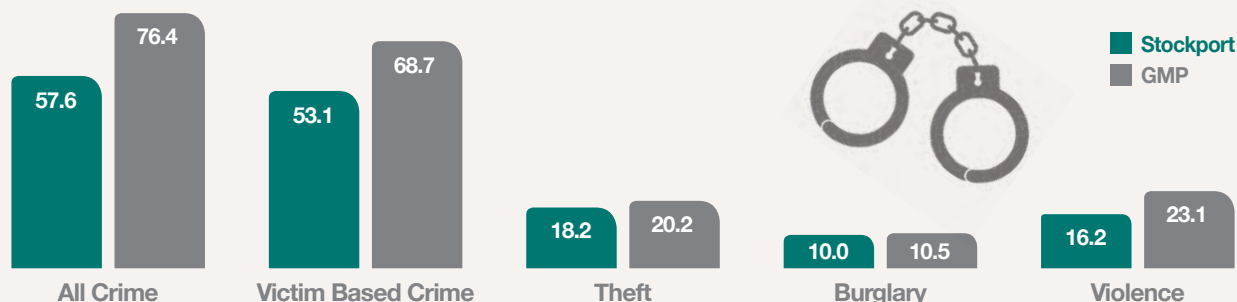
Crime in Stockport is lower than the average for Greater Manchester. Violent crime is also lower in Stockport than in the city-region. The Borough also has lower levels of anti-social behaviour than Greater Manchester generally. However, this figure rises significantly for those living in priority areas.

In terms of engagement, around a quarter of people in the borough are active in their communities volunteering on a regular basis. Election turn-out is also slightly above the national average – although it differs between the highest and lowest turn-out wards by as much as 18%. In addition, only a quarter of residents feel that they can effectively influence decisions affecting the area they live in.



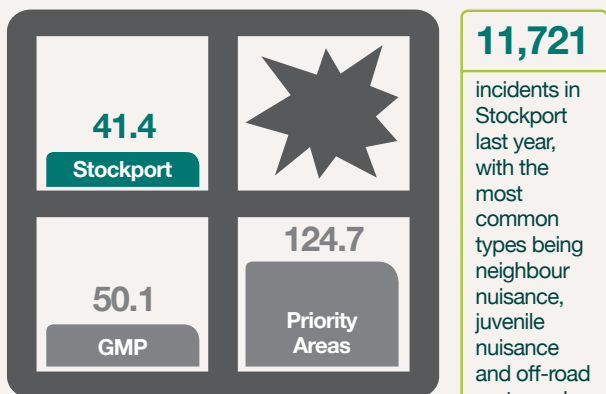
Crime and Anti-Social Behaviour

Recorded Crime



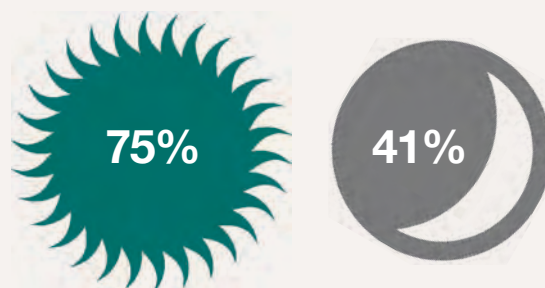
Crime types per 1,000 population. There were 15,813 crimes recorded in Stockport last year, with the borough being the only area in GMP to record a reduction in overall crime rates during 2014/15. There is, however, a large variation between the borough average and some of the more priority areas in Stockport.

Anti-Social Behaviour



Incidents recorded per 1,000 population.

Feeling Safe



Three quarters of people feel safe outside in their local area during the day, but only four in ten feel safe after dark.

Engaged and Involved Communities

Volunteering



Influencing Decisions



Local Election Turnout 2014



36.7%

Stockport

36.0%

England

42.7%

Highest Ward

25.6%

Lowest Ward

Stockport Benefits from a Thriving Economy

UNDERSTANDING
OUR SHARED
OUTCOMES



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 means making the right investments across the Borough, and particularly helping our Town Centre fulfil its potential to be the best in the southern part of Greater Manchester.



2015 baseline and key issues

Stockport is one of the most successful local economies in Greater Manchester, with 125,000 people working in 11,000 businesses and more than two million people living within a 30-minute drive time. The town centre forms an important part of Stockport's economy, offering the potential to combine commercial property opportunities with the town's distinctive history and character.

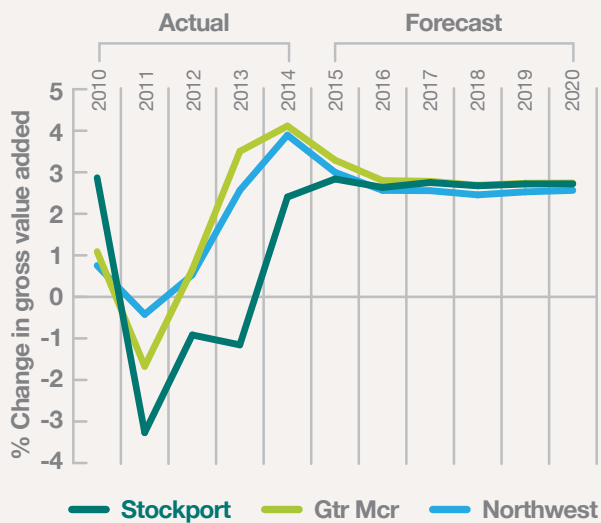
Stockport's highly skilled workforce is a key asset both for the local economy and for Greater Manchester as a whole. Overall, more residents commute out of the Borough for work each day than commute into Stockport, but local businesses also provide employment for more than 55,000 residents.

The Borough's benefits from exceptional transport links. The M60 motorway, the West Coast Mainline, and Manchester Airport are easily accessible from all parts of the Borough and provide Stockport with local, national, and international transport connections.



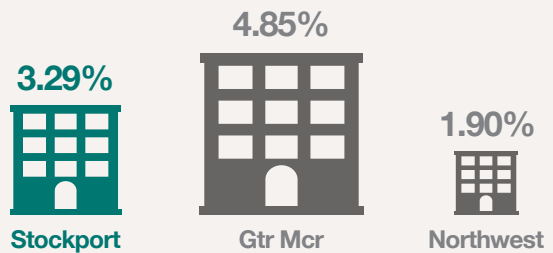
Economic Activity

Economic Activity



Gross value added (GVA) is a measure of the total value of profits & wages in a given area. Stockport is ranked 4th highest in Gtr Mcr in terms of total GVA.

Industrial, Office and Warehouse Floorspace



Forecast increase in floorspace over the period 2014-2034.

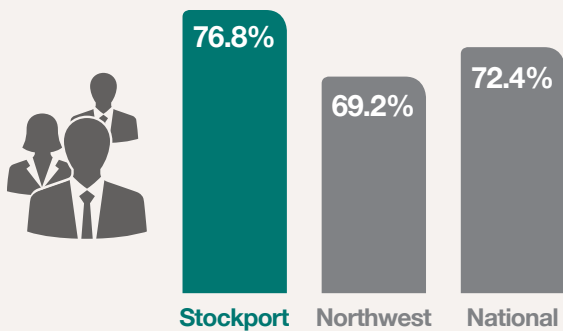
Occupancy of Town Centre Commercial Premises

Increasing occupancy of town centre commercial premises

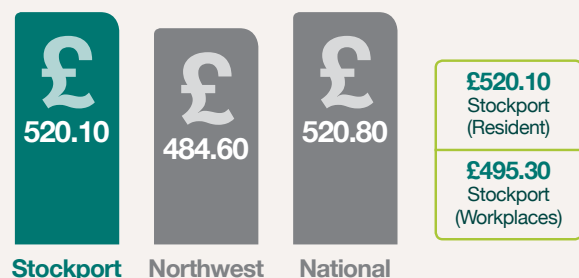


Employment and Skills

Employment Rates in 2014

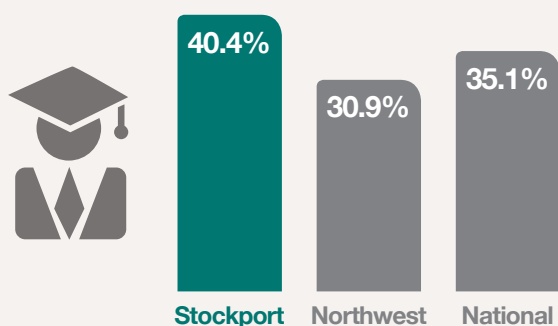


Weekly Pay

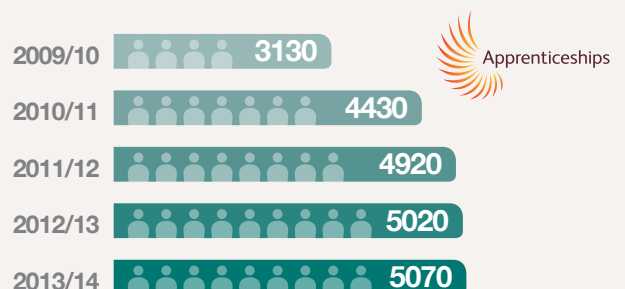


£520.10
Stockport (Resident)
£495.30
Stockport (Workplaces)

Qualifications at NVQ Level 4 and Above



National Apprenticeship Programme





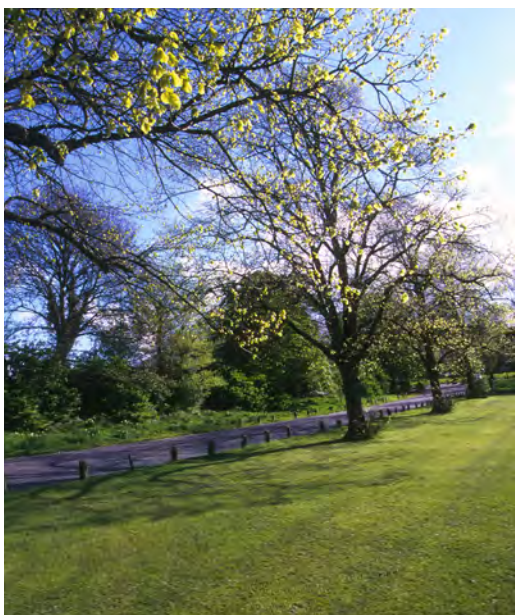
Stockport is a place
people want to live

UNDERSTANDING
OUR SHARED
OUTCOMES

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.

Increasing prosperity in some parts of the Borough can lead to challenges that communities and public agencies will need to manage. In other places this outcome will only be achieved if there is investment to build more sustainable communities.



2015 baseline and key issues

Stockport remains one of the most desirable places to live in Greater Manchester. The diversity of the Borough means that Stockport is home to a range of vibrant local communities with their own unique identities and sense of civic pride. The strength of Stockport's local centres ensures that the Borough has a broad appeal.

The attractiveness of Stockport as a place to live means that the local housing market is strong with prices well above the Greater Manchester average.

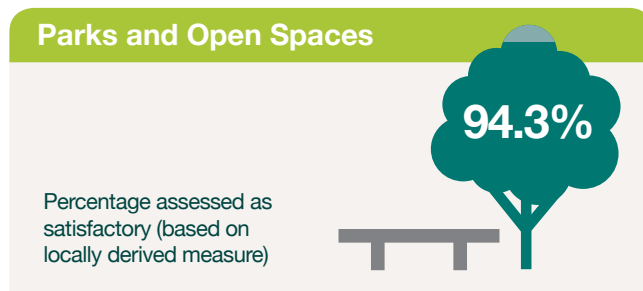
The success of Stockport's residential areas however can present challenges to local families, particularly in terms of increasing house prices. The last decade saw lower population growth in Stockport than in any other Greater Manchester district with a resulting decline in working-age population. Providing housing that working age residents can afford in order to remain in the Borough is one of the key challenges Stockport faces.

People in Stockport are well served by leisure and recreation opportunities, with significant open countryside in the east and south of the Borough, and river valleys extending into the urban areas. The proximity to the Peak District provides also residents with informal recreation, walking, and cycling opportunities.

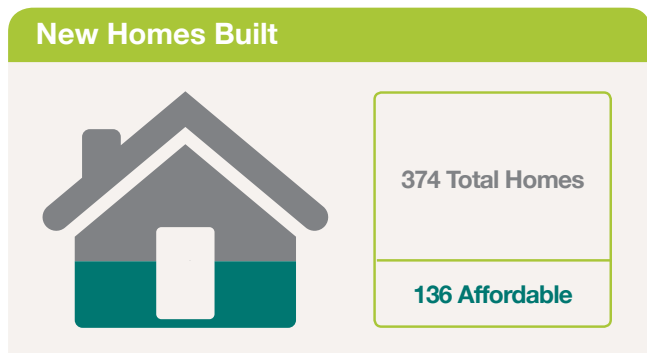
Satisfaction with Local Area



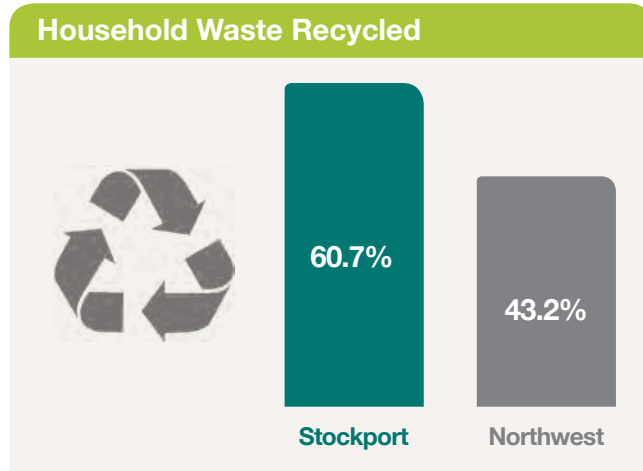
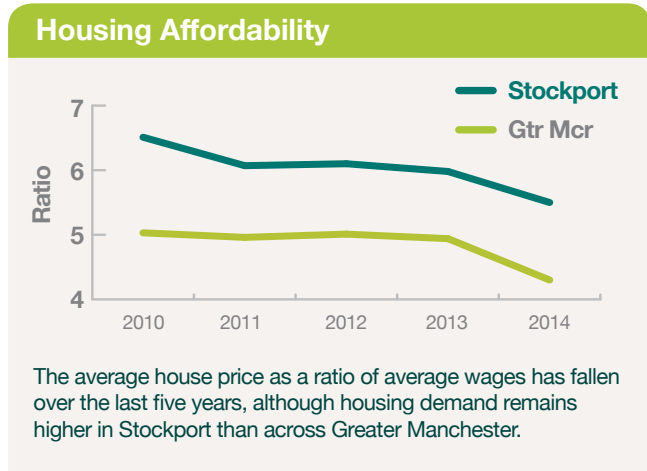
Green Spaces



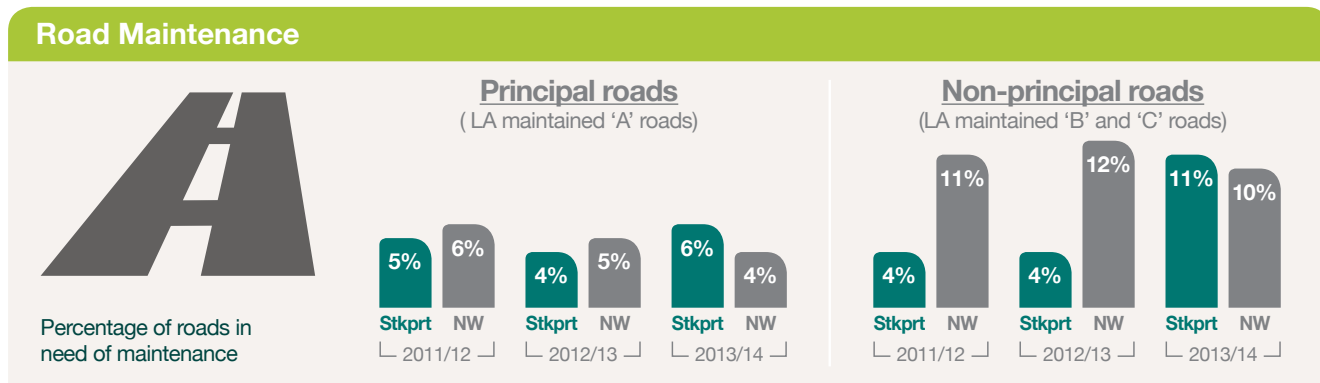
Housing



Waste & Recycling



Highways



INVESTING INSTOCKPORT

2015-17 – OUR PRIORITIES FOR ACTION



Our Priorities for Action

2015-17
– OUR
PRIORITIES
FOR
ACTION



Investing in communities

- A stronger voice for communities over the future of their local area and in the design and delivery of the services they use.
- Promoting community social action and making the space for it to thrive.



Investing in growth

- Investing in key regeneration projects in the Town Centre and elsewhere, to ensure Stockport continues to build its position as a key business location.
- Improving local transport networks to make it easier to get in and around Stockport, bringing jobs and opportunities closer.



- Work to create an integrated, efficient and sustainable health and social care system that provides the best possible care for the population of Stockport.



- Joining up our efforts to give children the best start in life, and to provide protection from harm where it's needed
- Working with parents, carers, schools and others to promote a strengths-based, restorative approach to supporting families.

The institutions and services
we share are changing

2015-17
– OUR
PRIORITIES
FOR
ACTION



The institutions and services we share are changing



There are hundreds of public services that support people and help make Stockport a great place.



A huge challenge

Since 2010, the Government has provided less funding for a range of public services, including Council services (such as care and support for children and older people, waste collection and libraries); police, probation and criminal justice services; fire and rescue services; and further and higher education.

There has also been significant reform of the welfare system, including the introduction of new restrictions.

At the same time, because people are living longer, there has been a significant increase in demand for services used by older people, particularly the NHS. These cuts, reforms and demand pressures will continue throughout 2015-2020, even though we expect our economy to get stronger. Together, they present a huge **public service reform** challenge.

Public agencies in Stockport are working in close partnership to adapt to this challenge by joining up the management and delivery of services, and by finding new ways, working together and with service users, to help people earlier to prevent more serious issues occurring.

The period 2015-17 in particular will see the introduction of new service models across the Borough, including many approaches that have not been taken before and that will be carefully piloted and evaluated. Throughout 2015-20, public service reform will impact how people perceive and use services.

Three huge opportunities

At the same time, there are three huge opportunities that we will exploit in creating and delivering our new public services.



Stockport People

The first and most important opportunity is for public services to work more closely and productively with people across Stockport.

We want to promote community social action, and to change how public services work so that they are more open to the influence of local people and service users, and so they work with and utilise the strengths and assets of people and places across the Borough.

We still need the highest quality professional expertise in public service. But we will find new ways to blend this expertise with the experience and knowledge of local people so that we work together to identify and target real problems early.

Devolution

Throughout 2015-20, Stockport people, and their elected representatives, will enjoy a greater say on the decisions that affect them, as a range of powers and funding are devolved to the region from national government. This will include the election of a Greater Manchester Mayor in 2017.

Devolution offers new opportunities to drive local growth and to reform public services, through increased local leadership and influence. This new influence cannot wholly mitigate the impact of existing and anticipated funding cuts. But, if we can meet the leadership challenge it poses, we have an opportunity to create innovative solutions to entrenched problems that few other places will enjoy.



Digital

New digital technologies have huge potential to keep people informed and connected, and to reduce the cost of services.

Throughout 2015-20 we will adopt and adapt these technologies to modernise our organisations, make them more productive, and to improve the quality of service people receive.

We will promote the take-up of this new digital offer, with assistance where necessary, and better join-up the provision of information and advice about self-help and access to public services.

ACTION 1: Investing in Communities



Our approach

We want to build a platform for change in neighbourhoods across the Borough, through the development of a new locality working model.

This model will ensure that public resources of people, information, assets and funding can both:

- Align with and complement existing strengths found in Stockport's communities; and
- Be influenced by the priorities and interests of these communities

The approach will be supported by changes to policy that regulate and shape how communities are able to come together to advance their interests.

We will:

- Involve more local people in discussions about local needs and priorities, and how we can work together to address them;
- Explore innovative ways of working to enable community capacity to grow and strengthen;
- Promote community social action and make the space for it to thrive; and
- Develop new approaches to how a range of local services, such as Community Safety and Libraries, are delivered

Monitoring Progress

If successful, our approach to Investing in Communities will strengthen a range of positive community indicators, including those linked to our aspiration to create safe and resilient communities.

There are two challenges in measuring this change.

The first is that it will take a number of years for trends in community behaviour to become significant enough to measure. The second challenge is in capturing data at the community level, in order to measure differences over time and between communities.

We will invest in our capability to measure performance in this way and will set out appropriate performance frameworks.

Oversight and governance

In line with the integration of a range of local services, we will explore options for appropriate partnership governance of this work.



ACTION 2:

Investing in Growth

2015-17
– OUR
PRIORITIES
FOR
ACTION

The case for change

Delivering successful outcomes for individuals and places means reshaping public services alongside our efforts to drive greater economic growth. Access to jobs and training is key to helping people lead independent lives.

Stockport is fortunate in that it already has many of the conditions required to encourage business investment and job creation. Its growth potential is clear. To ensure economic and demographic growth is sustainable it must be promoted in dialogue with communities.

Effective partnerships between public and private sector leaders locally and across Greater Manchester will help create the conditions to encourage private investment in the Borough realise our local growth ambitions. They must also coordinate the provision of the business support, training and infrastructure needed to ensure that this growth directly benefits residents across the Borough.

Our approach

- Investing in Stockport Town Centre to increase the supply of Grade A office space and to diversify the retail and leisure offer
- Working with housing developers to increase choice across all types and tenures across the Borough
- Providing infrastructure improvements to support changing connectivity needs
- Ensuring that the supply of skills and training in the Borough helps businesses grow and residents to contribute to and benefit from that growth



Monitoring progress 2015-17

The delivery of Investing in Growth will be monitored through progress made on its component schemes including:

- Transport infrastructure projects such as A6-MARR, Stockport Interchange, Stockport Town Centre Access Package
- Town Centre regeneration schemes such as Stockport Exchange, Redrock, Gorsey Bank, and Market Place and Underbanks
- Housing developments including Covent Garden / Hopes Carr, Woodford, and the Brinnington Regeneration scheme

Measuring performance 2015-17

We will know we have been successful when we see:

- Increased employment opportunities for people across the Borough, including in our priority neighbourhoods
- Increased business investment in the Borough
- A greater mix of housing which meets the diverse needs of local communities across the Borough
- Improved transport, green, and digital infrastructure in Stockport

Together, the schemes within our Investing in Growth programme are estimated to create at least 5,000 new jobs and 1,100 new homes in the town.

Oversight and governance

There will be detailed and appropriate oversight and governance of each Investing in Growth scheme. In addition, key cross-cutting issues will be shaped and led by the Council working closely with local businesses and other representative groups, including through the Stockport Economic Alliance.

ACTION 3:

Stockport Together

2015-17
– OUR
PRIORITIES
FOR
ACTION

The case for change

Locally, there are several organisations that work together to plan and deliver our National Health Service. People that use these services, particularly older people, also often rely on social care services delivered by Stockport Council, and other services delivered by voluntary and community organisations. Together these agencies act as the health and care system for the Borough.

Demand for and the cost of health and care services are increasing, in part because people are living longer. Funding for services is not keeping up with these increases, and in some parts of the system (social care for example) is being significantly reduced. There are also quality improvements that should be made to best serve the population of the Borough. This creates a 'whole-system' challenge.

If we were to continue to manage and access these services as we currently do, by 2018, we would be spending £113m a year more than is expected to be available. So the system has to be transformed.

Our approach

Our ambition is to create an integrated, efficient and sustainable health and social care system that provides the best possible care for the population of Stockport. This ambition is being pursued through the Stockport Together programme, by:

- NHS Stockport Clinical Commissioning Group
- Pennine Care NHS Foundation Trust
- Stockport Metropolitan Borough Council.
- Stockport NHS Foundation Trust



A significant amount of work has already gone into aligning the leadership of the health and care system, and to build the case for and understanding of the necessary change. Over 2015-17 we will develop and begin to implement detailed plans for change in:

- How people are empowered to live well and stay healthy, preventing and delaying the need to use services
- How those with elevated and/or long-term needs are proactively supported, closer to home, by their local community and health and care professionals, in order to reduce their need to attend hospital
- How those for whom specialist support is planned can be better supported
- How those that require urgent care, including through Accident and Emergency, can be better supported, for example by strengthening links with those providing a patient's out of hospital care.



ACTION 3:

Stockport Together



Monitoring progress 2015-17

Early and priority improvements will commence during 2015, whilst the full transformation will be complete by March 2019. Key stages include:

- Detailed design of the Stockport Together Model (October 2015)
- Creation of integrated locality teams at a neighbourhood level (March 2016)
- Design of new pathways into specialist services (March 2016)
- Implementation of a new model for supporting people who require urgent care (March 2016)
- Move to fully joined-up commissioning for an outcomes based service (March 2019)

Measuring performance 2015-17

The ultimate objective for Stockport Together is to secure high-quality, safe and sustainable services across Stockport, we believe the best way of doing this is by moving from a reactive to a preventative and person centred approach. We will know we have achieved this when we see:

- A reduction in emergency attendances and admissions
- A reduced reliance in 'acute' based planned care
- Improvement in Life Expectancy across Stockport and within our deprived areas
- An Increased quality of life for individuals across Stockport
- More people in Stockport making active and positive choices to improve their health and wellbeing
- Reduction in mortality from preventable causes
- More community capacity and increased empowerment
- Improved experience of joined up/ integrated working for both staff and individuals

Oversight and governance

Governance of this work will be through the Health and Social Care Leaders' Group and Integrated Care Board. This is underpinned by programme boards for each of the programmes of work and supported by the Stockport Together Portfolio Office.

Some aspects of the Programme are also externally monitored as part of the better care fund and NHS vanguard programmes, and by NESTA.



ACTION 4: Stockport Family



The case for change

Outcomes for children and families in Stockport are good however within the current system there are repeat assessments; thresholds to cross and some delay as children move between services. This is inefficient and unpopular with families. Families' strengths can get lost because services don't look at the whole family picture. Over the past few years, significant progress has been made on addressing these issues, and the Stockport Family approach will build on these improvements.

With Increased pressure on higher tier services (especially children's placement services) along with the requirement to reduce the children's services budget means that maintaining the status quo is not an option.

We now want to push forward towards fuller and deeper integration across services. Building on the Supporting Families Programme and Integrated Children's Service, we are proposing to transform the way that social work and other support is delivered to and with children and families. This can further improve outcomes for people in the Borough, through better targeting of support, and can reduce the cost of delivering services. This is our best hope of sustaining outcomes as central funding for some services reduces.



Our approach

- We will develop a shared outcomes framework and promote a 'your outcome is my outcome' culture across all partners based on the Greater Manchester Complex Dependency Outcomes Framework.
- We will continue to build a 'single front door' to access support. We will also continue to integrate the management and operation of some services, and to align others; this will be supported by integrated information and case management systems and better analysis.
- There will be shared allocation meetings, developing personal trust between professionals and reducing the bureaucracy, time, and wasted effort of much of the 'internal referral' process.
- We will also establish, via training and supervision, a professional attitude, competencies and a common language across services, rooted in a restorative approach that acknowledges and builds on the assets of families and communities.

Monitoring progress 2015-17

Stockport Family has adopted a 'Design by Doing' approach to enable the development of integrated and restorative practice across all four localities. This approach will run throughout the following key rollout points:

- **Phase.1:** Early Adopter in Heaton and Tame Valley (Already operating)
- **Phase.2:** Co-located Teams in Heaton and Tame Valley (September 2015); Stepping Hill and Victoria (October 2015); Bramhall and Cheadle; and Marple and Werneth
- **Phase.3:** Roll out of integrated teams adopting restorative practice (March 2016)

ACTION 4: Stockport Family



Measuring performance 2015-17

As we change, we will rigorously monitor, using agreed shared metrics, the costs and benefits of the new ways of working, and in future years will seek to ensure these costs and benefits are aligned across providers.

The Stockport Family approach has the following ambitions for Stockport's children

- Our children are given the very best start in life by their parents and carers who are supported to optimise their child's development
- Our children/young people live safely and happily within their families – and there are fewer family breakdowns
- Our children/young people attend school and college and achieve the very best they can
- Our children/young people enjoy good health and receive effective services as needed in order to optimise independence and the best health outcomes
- Our children/young people are well prepared for adulthood and engage in education, employment and training; contribute to their community and rates of crime and anti-social behaviour reduce

By pursuing these objectives we will see the following outcomes

- Reductions in the numbers of children coming into care (and associated costs)
- Reductions in court proceedings (and associated costs)
- Reductions in Child Protection Plans (and associated costs)
- Increased professional confidence for the workforce and staff morale (influencing the culture of work with children and families)
- More "effective working" and collaboration (timeliness, resource use, efficacy, shared knowledge and skills base)
- Reductions in internal transfers and re-referral rates
- Improvements in the effectiveness and efficiency of young people's transition from care
- Improvements in health and educational outcomes
- Reductions in crime and antisocial behaviour

These outcomes will be monitored through an independent evaluation.

Oversight and governance

Governance of this work will be through Stockport's Children's Trust underpinned by the Stockport Family Innovation Board. The Stockport Safeguarding Children's Board will continue to provide oversight and challenge to ensure all partners continue to cooperate to safeguard and support the welfare of children.



A Partnership for Stockport



We've set clear objectives for our Borough over the coming five years. But we know that the route we take to achieve these will change over time, including in response to what we hear from local people about their interests and priorities.

So this plan isn't set in stone. It's needs to be a living plan, owned by those of us working together to keep Stockport a great place. This ownership, and work to align our efforts and focus on shared outcomes, can take place in homes, businesses, schools, charities, faith groups, sports clubs, pubs and elsewhere, as well as in every part of our public services.

In any of these places, when we're working together, we are a partnership for Stockport. And this is our Plan.



INVESTING INSTOCKPORT

**A PLAN FOR OUR
BOROUGH 2015-20**

