



Action Plan 2024–2027

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Role: Secretary

Period Covered: 2024–2027

Introduction

This Action Plan sets out the strategic priorities and delivery focus of Stockport City of Sanctuary for the period 2024–2027. It has been developed in close reference to guidance from City of Sanctuary UK and reflects a deliberate shift towards a more focused, achievable, and sustainable programme of work.

Following feedback from City of Sanctuary UK, the plan has been refined to reduce breadth, extend the timeframe, clarify responsibilities, and ensure alignment with existing national and local structures. The emphasis is on quality rather than quantity, partnership rather than duplication, and meaningful co-production rather than over-delivery.

The plan recognises that culture change takes time. By phasing activity over three years and focusing on a small number of core priorities, Stockport City of Sanctuary aims to build strong foundations, avoid volunteer burnout, and deliver ethical, impactful work that strengthens the wider sanctuary movement in Stockport.

1. Vision and Values

Area

Statement

Vision

A welcoming Stockport where people seeking sanctuary belong, and where

Values

every act of welcome is valued and celebrated.

Compassion · Dignity · Solidarity · Justice

Guiding Principle

To work collaboratively, sustainably, and in alignment with City of Sanctuary UK, ensuring people seeking sanctuary are at the heart of decision-making.

2. Strategic Focus (2024–2027)

Stockport City of Sanctuary will focus on three core pillars, agreed in consultation with City of Sanctuary UK. These pillars reflect current organisational capacity and avoid duplication of existing work.

Pillar

Purpose

Awards & Recognition

Promote and support City of Sanctuary awards using existing national criteria

Storytelling & Humanising Sanctuary

Build public understanding through ethical storytelling and community engagement

Experts by Experience

Embed lived experience in leadership, governance, and delivery

Partnership working underpins all three pillars.

3. Named Leads and Accountability

To ensure clarity, accountability, and realistic delivery, named leads have been agreed for each pillar.

Strategic Area	Named Lead	Responsibility
Awards & Recognition	Sandy Broadhurst	Lead local promotion and coordination of City of Sanctuary awards
Storytelling & Humanising Sanctuary	David Mutai	Lead ethical storytelling and partnerships with libraries and venues
Experts by Experience Advisory Group	Martha Machiek	Coordinate advisory group and support lived-experience leadership
Partnerships (cross-cut)	Steering Committee	Support collaboration and alignment
Governance & Oversight	Steering Committee	Safeguarding, compliance, monitoring, and review

Named leads are supported by the Steering Committee, and responsibilities will be reviewed regularly to avoid over-commitment.

4. Detailed Action Plan

Pillar 1: City of Sanctuary Awards & Recognition

Objective:

To promote and support City of Sanctuary awards locally using existing national criteria, in alignment with City of Sanctuary UK and local award leads.

Element

Details

Key Actions

Promote award pathways to community organisations, faith groups, and local businesses

Support organisations to understand award criteria and application processes

Attend City of Sanctuary awards training

Collaborate with existing local award leads

Scope

Initial focus on non-school awards

What We Will Not Do

Develop local award criteria

Deliver or manage Schools of Sanctuary awards

Lead

Sandy Broadhurst

Partners

City of Sanctuary UK · Local award leads

Timeline

2024–2027 (phased)

Pillar 2: Storytelling & Humanising Sanctuary

Objective:

To improve public understanding by centring lived experience and human stories in safe, ethical, and community-based settings.

Element

Details

Key Actions

Small-scale storytelling events

Facilitated talks, readings, and conversations

Approach	Partnership working with local libraries and community venues
Safeguards	Ethical, consent-led, and non-extractive
Lead	No pressure to share personal stories
Partners	David Mutai
Timeline	Libraries · Community venues · Faith and cultural organisations
	2024–2027 (scaled to capacity)

Pillar 3: Experts by Experience Advisory Group

Objective:

To ensure people seeking sanctuary are central to shaping priorities, decisions, and ways of working.

Element	Details
Purpose	Enable people with lived experience to inform and influence direction
Key Actions	<p>Establish an Experts by Experience Advisory Group</p> <p>Co-produce clear Terms of Reference with members</p> <p>Create safe spaces for leadership, learning, and feedback</p>
Recognition	<p>Paid roles where funding allows</p> <p>Thank-you vouchers used appropriately where payment is not possible</p>

Safeguards	Awareness of benefits and immigration considerations
Lead	Martha Machiek
Governance Link	Advisory input to Steering Committee
Timeline	2024–2027

5. Partnerships (Cross-Cutting)

Partnership working is embedded across all pillars.

Area	Approach
National Alignment	Work closely with City of Sanctuary UK
Local Partners	Libraries · VCSE · Faith organisations · Community venues
Principles	Complement, not duplicate Be clear about roles and capacity
Activities	Shared events and platforms Promotion of trusted national resources

6. Schools of Sanctuary – Clarified Role

Stockport City of Sanctuary will support and promote, not deliver, Schools of Sanctuary activity.

Area	Position
Role	Support existing Schools of Sanctuary work
Approach	Work in partnership with the local Schools of Sanctuary lead

Resources	Promote City of Sanctuary UK and trusted partner materials
Exclusions	No development of teacher packs No standalone school programme delivery

All engagement with schools will be undertaken in partnership with the local Schools of Sanctuary lead to ensure alignment and avoid duplication.

7. Phased Delivery Plan (2024–2027)

Phase	Focus	Period
Phase 1	Governance, affiliation, Advisory Group setup	2024–2026
Phase 2	Awards promotion and storytelling partnerships	2026–2027
Phase 3	Consolidation, learning, and future planning	2027–2028

8. Capacity and Risk Management

Risk	Mitigation
Volunteer burnout	Focused scope and phased delivery
Overreach	Clear priorities and named leads
Duplication	Alignment with City of Sanctuary UK
Safeguarding risks	Clear policies and ethical engagement

9. Success Indicators (by 2027)

Indicator	Measure
Awards	Organisations supported through award pathways
Storytelling	Regular, ethical community storytelling activity
Co-production	Active Experts by Experience Advisory Group
Partnerships	Strong, sustainable local partnerships
Sustainability	Activity delivered within capacity

10. Review and Monitoring

Method	Frequency
Steering Committee review	Quarterly
Advisory Group feedback	Ongoing
Annual reflection	Annually
Action Plan refresh	End of 2027

Conclusion

By narrowing its focus to three core pillars and extending delivery to 2027, Stockport City of Sanctuary has prioritised sustainability, partnership, and lived-experience leadership. This action plan reflects learning from City of Sanctuary UK and demonstrates a clear commitment to ethical, realistic, and collaborative work that strengthens the sanctuary movement across Stockport.