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Scrutiny Committees

AGENDA

COMMUNITIES & HOUSING SCRUTINY COMMITTEE

Committee Room 2
Town Hall
Stockport

Meeting: Monday, 29 October 2018
Business: 6.00 pm

Substitutes

Councillors who require a substitute to be appointed should inform Democratic Services by 4.00pm on Thursday, 25 October 2018 (Councillors who wish to arrange their own substitute should inform Democratic Services of their substitute prior to the commencement of the meeting).

1. MINUTES

(Pages 6 - 11)

To approve as a correct record and sign the Minutes of the meeting held on 30 July 2018.

2. DECLARATIONS OF INTEREST

Councillors and officers to declare any interests which they have in any of the items on the agenda for the meeting.

3. CALL-IN

To consider call-in items (if any).

4. MEDIUM TERM FINANCIAL PLAN - IMPLEMENTATION PLANS

(Pages 12 - 133)

To consider a report of the Cabinet Member for Communities & Housing.

The Cabinet have been preparing its medium term strategy in response to its medium term financial plan. The latest update was presented in October. This frames the choices the Council will make about its budget both next year and in future years aligned to five key themes:

- Getting more out of our spending;
- Improving citizen experience;

- Making sure we have the right property in the right places;
- Sharing services with other organisations;
- Enabling an organisation fit for the future.

The Scrutiny Committee is invited to:-

- **comment upon the strategic direction of travel outlined in the overall report and across the five themes; and**
- **comment on the report and the proposals presented within the report relevant to the remit of the Scrutiny Committee.**

Officer contact: Holly Rae on 0161 474 3014 or email: holly.rae@stockport.gov.uk

5. ENVIRONMENTAL CAMPAIGN – PROGRESS REPORT (Pages 134 - 164)

To consider a report of the Corporate Director for Place Management & Regeneration.

The report reviews the actions and effects of the 'Environmental and Recycling Campaign' (formed part of the Cabinet's response to the Medium Term Financial Plan 2017) and which intended to reduce costs by £0.500m.

This report summarises the activities conducted under the campaign umbrella, summarises the penetration and impact of the communications campaign and provides options to continue to build on the progress made.

The Scrutiny Committee is recommended to comment on and note the report.

Officer contact: Adam Forbes on 0161 474 3680 or email: adam.forbes@stockport.gov.uk

6. PORTFOLIO PERFORMANCE AND RESOURCES - MID-YEAR REPORT (Pages 165 - 204)

To consider a report of the Corporate Director for Place Management & Regeneration.

The report details the Mid-Year Portfolio Performance and Resource Report for the Communities and Housing Portfolio for consideration by the Committee. This provides a summary of progress in delivering the portfolio priorities, reform programme and other key projects in the first half of the year, with a particular focus on the second quarter (July to September). It includes forecast performance and financial data (where this is available) for the Portfolio, along with an update on the portfolio savings programme.

The Scrutiny Committee is recommended to:

- **Consider the Mid-Year Portfolio Performance and Resource Report;**
- **Review the progress against delivering key projects, priority outcomes, targets and budgets for 2017/18;**
- **Highlight key areas of and responsibility for taking forward corrective action to address any performance or resource issues;**
- **Highlight any significant issues or changes to be fed back to the Cabinet alongside the Corporate Performance and Resource Report;**
- **Identify how areas of strong performance and good practice can be shared in other services.**

Officer contact: Alan Lawson on 0161 474 5397 or email: alan.lawson@stockport.gov.uk

Officer contact: Kora Yohannan on 0161 474 4032 or email: kora.yohannan@stockport.gov.uk

7. SAFER STOCKPORT PARTNERSHIP - ANNUAL REPORT 2017/18

(Pages 205 - 229)

To consider a report of the Deputy Chief Executive.

The report outlines the key achievements of partnership working and across partner organisations against SSP Themes and Priorities. Whilst a new 3 year SSP Plan has been published (April 2018), it should be noted that this Report reviews progress against the performance framework associated with the 2016/17 SSP Plan.

The Scrutiny Committee is recommended to:-

- **Consider the SSP Annual Report for 2017/18;**
- **Note the progress made in relation to delivering against the priority themes of the SSP Plan;**
- **Provide any comments or reflections on the issues covered in the Report and presentation.**

Officer contact: Katy Forde on 07527387232 or email: katy.forde@stockport.gov.uk

8. GAMBLING POLICY

(Pages 230 - 292)

To consider a report of the Corporate Director for Place Management & Regeneration.

The report provides an update on the review of the Stockport Council Gambling Policy – Statement of Licensing Principles.

The Scrutiny Committee is recommended to comment on and note the report.

Officer contact: Mark Glynn on 0161 474 3700 or email: mark.glynn@stockport.gov.uk

9. WATER CHARGES COLLECTION BY STOCKPORT HOMES ON BEHALF OF UNITED UTILITIES.

(Pages 293 - 296)

To consider a report of the Corporate Director for Place Management & Regeneration.

The five year agreement between the Council and United Utilities to collect water charges from Council tenants is due to expire on 31st March 2019. The collection of water charges has been a huge success for the Council, Stockport Homes and the Housing Revenue Account (HRA). This report reviews the current arrangements and outlines the terms of a proposed new agreement from April 2019.

The Scrutiny Committee is recommended to comment on and note the report.

Officer contact: Andy Kippax on 0161 474 4319 or email: andy.kippax@stockport.gov.uk

10. AGENDA PLANNING

(Page 297)

To consider a report of the Democratic Services Manager.

The report sets out planned agenda items for the Scrutiny Committee's next meeting and Forward Plan items that fall within the remit of the Scrutiny Committee.

The Scrutiny Committee is invited to consider the information in the report and put forward any agenda items for future meetings of the Committee.

Officer contact: Damian Eaton on 0161 474 3207 or email:

damian.eaton@stockport.gov.uk

DATE OF NEXT MEETING

Monday, 3 December 2018

A handwritten signature in black ink, appearing to read 'P. Smith', with a stylized flourish at the end.

Pam Smith
Chief Executive

Town Hall
Stockport
Friday, 19 October 2018

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Agenda Item 1.

COMMUNITIES & HOUSING SCRUTINY COMMITTEE

Meeting: 30 July 2018

At: 6.00 pm

PRESENT

Councillor Christine Corris (Chair) in the chair; Councillor Julian Lewis-Booth (Vice-Chair); Councillors Laura Booth, Angie Clark, Helen Foster-Grime, Paul Hadfield, Chris Murphy, Adrian Nottingham and Andy Sorton.

1. MINUTES

The Minutes (copies of which had been circulated) of the meeting held on 2 July 2018 were approved as a correct record and signed by the Chair.

2. DECLARATIONS OF INTEREST

Councillors and officers were invited to declare any interests which they had in any of the items on the agenda for the meeting.

No declarations were made.

3. CALL-IN

There were no call-in items to consider.

4. STOCKPORT HOMES - CHARITY REPORT

A representative of the Corporate Director for Place Management & Regeneration and the Chief Executive of Stockport Homes submitted a report (copies of which had been circulated) detailing a proposal from Stockport Homes to establish a charitable subsidiary within the Stockport Homes Group structure.

The Cabinet Member for Communities & Housing (Councillor Sheila Bailey) also attended the meeting to respond to councillors' questions.

The following comments were made/ issues raised:-

- It was commented that the proposal was an excellent idea which had been under consideration for a number of years and would provide the opportunity to bring additional funding into housing in the Borough which would otherwise not be available.
- The costs of running the new charitable subsidiary would be more than covered by the additional funding brought into the organisation. It was further stated that the cost of running the charitable organisation was attributed to existing officers' time rather any new or additional costs, but had been included within the report to provide an accurate reflection of the projected cost of operating the subsidiary.
- It was queried whether the creation of a new charitable subsidiary would result in the organisation making competing bids for the same funding streams as other housing providers in Stockport who already had charitable operations. In response it was

stated that this was not the intention, and that Stockport Homes worked closely with other housing providers in the Stockport Housing Partnership.

- Any surpluses that were created would be reinvested in the charitable organisation.
- It was commented that there were a number of areas of activity that the Council was no longer able to engage in as a result of the ongoing reductions to local authority funding, and the work of Stockport Homes to tackle anti-social behaviour and provide activities for young people was welcomed. It was suggested that any additional activity in this area that might be possible through the operation of a charitable subsidiary would be welcomed.
- Concern was expressed that the Council working in conjunction with Stockport Homes to establish a charitable subsidiary constituted a top-down intervention which would fail to bring capacity to the third sector and which would compete for the same funding. It was suggested that that ultimately this would undermine the value and growth of the sector in Stockport. In response it was stated that Stockport Homes already undertook a number of activities to help and promote charities in the Borough, and the intention in developing a charitable subsidiary was to bring in money that otherwise not be there rather than to compete with existing charitable organisations.
- It was commented that it would be reasonable for the aims of the charitable subsidiary to be widened to make provision for additional support to the third sector.
- It had been identified in the report that there was a risk around the decisions of charitable subsidiary coming into conflict with the policy direction of the Council or Stockport Homes, however there was insufficient detail on how this might be mitigated against.
- Stockport Homes was, in a number of areas, actively working to fill the void being left by reductions in local authority budgets and it was unfortunate that it had become necessary to create a charitable subsidiary, part of whose remit would be to relieve poverty, relieve food poverty and develop digital skills.
- The third sector in Stockport was currently unable to handle the scale of the issues that were facing the Borough and work needed to be done to build additional capacity in this area which would include Stockport Homes helping those organisations to secure funding and the potential use of Stockport Homes' infrastructure.
- Recruitment to the Board of Trustees for the charitable subsidiary would be by way of an open advertisement.
- The proposed aims of the charitable subsidiary were broadly right and concept was an innovative approach to targeting and assisting some of Stockport Homes' most disadvantaged customers.
- The proposed governance model seemed robust and should provide a degree of assurance to the scrutiny committee.
- It was commented that the existing successful work of Stockport Homes in going beyond the core remit of a housing provider should provide confidence that the creation of a charitable subsidiary would also be a success.

RESOLVED – That the report be noted.

5. PORTFOLIO PERFORMANCE AND RESOURCES 2018/19 - FIRST UPDATE REPORT

The Corporate Director for Place Management & Regeneration submitted a report (copies of which had been circulated) providing a summary of progress in delivering the portfolio

priorities, reform programme and other key projects in the first quarter of the year (April to June). The report also included a forecast performance and financial data for the Portfolio, along with an update on the portfolio savings programme.

The Cabinet Member for Communities and Housing (Councillor Sheila Bailey) attended the meeting to present the report and respond to councillors' questions.

The following comments were made/ issues raised:-

- The number of private properties empty for more than 12 months continued to fall due to the proactive work of the Housing Standards Team.
- The work of officers to increase the availability of affordable housing in the Borough was welcomed.
- The use of technology when tackling environmental issues such as fly-tipping and dog waste was discussed. It was suggested that the Council should give consideration to the use of covert cameras in hot-spot areas.
- In response to a question in relation to the potential to introduce smoke vents in Stockport Homes' tower blocks as part of new fire safety measures, the Committee was advised that all options to improve fire safety were being investigated as part of the outcomes of the Level 4 fire safety inspections that had been undertaken.
- The Committee was informed that the GM Clean Air Plan was being actively worked on by Transport for Greater Manchester and the GM Senior Leadership Steering Group was taking responsibility for steering the direction of the preliminary feasibility study. It was explained that everything that could be done at local level would be, however, it was noted that to make a significant difference to air pollution, more fundamental policy changes needed to happen at Government level.
- It was commented that the development and enhancement of public transport as a viable alternative to private cars needed to be prioritised to help reduce the air pollution problem.
- In response to a question regarding the availability of sufficient numbers of properties for young disabled people, it was explained that ground floor accommodation of all multi-level properties that had delivered through Viaduct Housing Partnership were fully adapted.

RESOLVED – That the report be noted.

6. PARKING AND MOBILE ENFORCEMENT POLICY

The Corporate Director for Place Management & Regeneration submitted a report (copies of which had been circulated) setting out a proposal to introduce a policy to guide the Council's use of fixed and mobile enforcement cameras for the enforcement of moving traffic regulations. The Cabinet, when agreeing to the Policy, would also be asked to delegated authority to commence the civil enforcement of Bus Lane contraventions throughout Stockport; formalise existing parking enforcement procedures within an approved policy ensuring a consistent and transparent approach; and agree to commence camera enforcement of existing parking restriction outside schools (zigzags) and at bus stops.

The Cabinet Member for Communities and Housing (Councillor Sheila Bailey) attended the meeting to present the report and respond to councillors' questions.

The following comments were made/ issues raised:-

- It was commented that the hours of operation of bus lanes needed to be consistent across the Borough.
- Bus Lane signage needed to be appropriately maintained to ensure that the restrictions were enforceable.
- Concern was expressed in relation to the siting of existing bus lane enforcement cameras elsewhere in Greater Manchester which in some cases had been located in places where motorists could be unfairly penalised for encroaching into a Bus Lane.
- It was explained that the traffic camera used at schools would be mobile. However, it would not be possible under current regulations for the camera to be covert and the vehicle would be clearly marked as a mobile enforcement vehicle. It was further reported that the mobile enforcement vehicle could only be used to monitor parking on the white 'School Keep Clear' zigzags.
- A report would be submitted to a future meeting of the Scrutiny Committee to monitor the success of the use of the mobile enforcement vehicle.
- It was commented that the 'walking bus' initiative had proven to be an effective way to mitigate problems associated with parking near schools.
- It was suggested that a course could be developed which explained the dangers associated with parking near schools as an alternative to the imposition of penalty charge notices.

RESOLVED – That the report be noted.

7. PUBLIC SPACE PROTECTION ORDER - RESPONSIBLE DOG OWNERSHIP

The Corporate Director for Place Management & Regeneration submitted a report (copies of which had been circulated) providing an update on the proposal for a Public Space Protection Order (PSPO) to promote responsible dog ownership in the Borough. A public consultation had taken place on the proposals and the report included the details of the proposed PSPO along with the background and the results of the consultation.

The Cabinet Member for Communities and Housing (Councillor Sheila Bailey) attended the meeting to present the report and respond to councillors' questions.

The following comments were made/ issues raised:-

- It was noted that under the new proposals there was no guarantee every perpetrator would be prosecuted. The intention was to maximise the use of available staff including PCSOs and Civil Enforcement Officers who could issue such notices.
- In relation to a comment about the value of the public's assistance in enforcing any public space protection order, it was confirmed that there was a reporting system in place; however, in every case the legal burden of proof needed to be satisfied which meant that robust evidence needed to be provided which was often difficult for a member of the public to provide.
- Concerns had been raised with the Council that following the imposition of limits in neighbouring local authorities on the number of animals that could be exercised by any individual, Stockport was being used as an alternative location for such activities.

- Following a comment in relation to the proposed restriction of four on the number of animals that could be exercised by one person it was stated that that the proposals had been widely consulted on and had been supported by The Dogs Trust and Kennel Club.

RESOLVED – That the report be noted.

8. SCRUTINY REVIEW TOPIC SELECTION - 2018/2019

A representative of the Democratic Services Manager submitted a report (copies of which had been circulated) setting out a suggested process for the selection of scrutiny review topics and an explanation as to how the reviews would be supported. The Committee was invited to choose a topic for their next review.

It was noted that at its last meeting on 3 July 2018, the Scrutiny Committee had suggested the following topic areas:-

- How the Council could implement universal design within new housing developments to ensure that housing in the future was accessible for all future residents without the need to undertake subsequent costly adaptations.
- The potential to undertake a joint review with the Economy & Regeneration Scrutiny Committee with regard to the impact of ongoing reductions in the extent and frequency of bus services throughout the Borough and the pressing need to develop and enhance bus services to cater for projected increases in housing developments as part of the Greater Manchester Spatial Framework.

The following comments were then made in relation to these proposals:-

- The Council had limited powers over the routes and frequency of local bus services as these fell within the remit of Transport for Greater Manchester.
- With regard to the potential for a review relating to the design of future residential developments, it was stated that there was limited influence that the Council could exert as the majority of new properties in the borough were brought forward by private developers.

The Chair suggested that an alternative topic area for review may be in relation to the development of the Borough's District Centres and that undertaking a review of this subject area would be timely as it would coincide with work that was already taking place within the Place Directorate.

It was then

MOVED AND SECONDED – That the Council Meeting be recommended to include 'the extent and frequency of bus services throughout the Borough' within the 2018/19 Scrutiny Work Programme.

For the motion 3, against 5.

MOTION NOT CARRIED

FURTHER MOTION MOVED AND SECONDED - That the Council Meeting be recommended to include 'District Centres' within the 2018/19 Scrutiny Work Programme.

For the motion 5, against 3.

It was then

RESOLVED – (1) That the Council Meeting be recommended to include 'District Centres' within the 2018/19 Scrutiny Work Programme.

(2) That Councillors Angie Clark, Julian Lewis-Booth, Adrian Nottingham and Andy Sorton be nominated to sit on the proposed scrutiny review panel.

9. AGENDA PLANNING

A representative of the Democratic Services Manager submitted a report (copies of which had been circulated) setting out the planned agenda items for the Scrutiny Committee's next meeting and any relevant Forward Plan items.

RESOLVED – That the report be noted.

The meeting closed at 8.12 pm

Agenda Item 4.

REPORT TO: Communities and Housing Scrutiny Committee

DATE: 29th October 2018

REPORT OF: Cabinet Member for Communities and Housing

REPORT TITLE: MTFP Cabinet Response: Our Budget Choices for 2019/20

1.0 Introduction and Purpose of Report

- 1.1 The Cabinet have been preparing its medium term strategy in response to its medium term financial plan. The latest update was presented in October. This frames the choices the Council will make about its budget both next year and in future years aligned to five key themes:
- Getting the most out of our spending
 - Improving Customer Experience
 - Making sure we have the right property in the right places
 - Sharing Services with other organisations
 - An organisation fit for the future.
- 1.2 This latest update is presented to scrutiny for consideration and is comprised of the suite of October Cabinet papers (appendix 2) and additional updates and information about how we are progressing our plans.
- 1.3 Whilst this is the first year of a four-year strategy, the Cabinet are committed to ensuring transparent Scrutiny engagement on its plans. Proposals will be brought back to scrutiny where they are being further developed in response to scrutiny and consultation feedback. In order to enable broad engagement on Cabinet's plans, Scrutiny committees are invited to comment upon both the strategic direction across the medium term strategy and the initial phase of implementing this strategy (2019/20 proposals). The initial (2019/20) phase proposals can be summarised into two broad groups as outlined below:
- 1.4 Reviews that will run throughout the course of the year:
- Children and Education
 - Stockport Local Transport
 - Value for Money
 - Support Funds Coordination
 - Community Safety
 - Development of Stockport Local Centres Model.
- 1.5 Specific proposals which will be delivered from 2019:
- Public Realm- Appendix 3
 - Balancing the cost of services- Appendix 4

- 1.6 Further details on these specific proposals are presented to scrutiny committees (as appropriate to their remit and outlined in Appendix 1).

2.0 Next Steps and Recommendations

2.1 The Committee is invited to:

- Comment upon the strategic direction of travel outlined in the overall report and across the five themes; and
- Comment on the report and the proposals presented within the report relevant to the remit of this committee

BACKGROUND PAPERS

There are none.

Anyone wishing to discuss the report should contact Holly Rae on Tel: 0161 474 3014 or by email on holly.rae@stockport.gov.uk

Appendix 1: 2019/20 Pipeline of Proposals

Strand	Saving Proposal		Proposed 19/20 Full Year Savings (£000)	Further information	Scrutiny Consideration	Staffing Reductions
Strategic Commissioning	Proposal 2: Value for Money Procurement		950	Appendix 2 (Cabinet Papers)	CRMG/All	No
	Proposal 3: Support Funds Coordination		990	Appendix 2 (Cabinet Papers)	Children and Families, Communities and Housing, Adults and Health, CRMG	Yes
	Proposal 4: Community Safety Services		320	Appendix 2 (Cabinet Papers)	Children and Families, Communities and Housing, Economy and Regeneration, Adults and Health, CRMG	Yes
	Proposal 6: Support and Governance		1,100	Appendix 2 (Cabinet Papers)	Communities and Housing, Adults and Health, Economy and Regeneration, CRMG	Yes
	Proposal 7: Public Realm		740	Appendix 2 (Cabinet Papers) and Appendix.3	Communities and Housing	tbc
Improving Citizen Experience	Proposal 8: Balancing the Cost of Services	Fees and charges	600	Appendix.2 (Cabinet Papers) and Appendix 4	Communities and Housing	No

OUR MEDIUM-TERM STRATEGY AND BUDGET CHOICES FOR 2019/20

Report of the Leader of the Council and the
Cabinet Member for Reform and Governance

1. INTRODUCTION AND PURPOSE

- 1.1 We have been sharing with residents, partners, members and all colleagues across the council, our medium term strategy for addressing the financial challenges facing the Council. Most recently this was through our update to Cabinet in August and through subsequent All Colleague Briefings. We know that difficult decisions are needed but are confident that with our core organisational values, robust financial management and longer term view to managing pressures facing the Council that we are well placed to meet the £47m budget gap in the coming four years. The Borough has already managed cuts and budget pressures of over £100m in recent years, while continuing to deliver good services and good value for money. It is in this context that we introduced our medium term strategy (fig.1), framing the choices the Council will make about its budget both next year and in future years.

figure.1: our medium term strategy



- 1.2 As can be seen in media coverage of council finances nationally, there will be difficult trade-offs in deciding how to allocate and prioritise public spending. To do this responsibly, whilst also supporting the ambition for Stockport, we need plans which will reshape public services over the medium term. Work has been underway to further understand our budget choices and this report provides an update on the budget choices and proposals available to the Council.

2. OUR BUDGET CHOICES

- 2.1 Whilst the Medium Term Financial Plan (MTFP) Summer Review identified resources that could be made available to support the Council's 2019/20 budget and MTFP, the risks and volatility underpinning the MTFP forecasts resulted in a recommendation not to adjust the saving requirement. The recommendation was approved by the Cabinet at its meeting on 14 August. As a result the Council savings requirement remains as approved at the Budget Council meeting in February 2018; £15.926m in 2019/20 rising to £47.019m by 2022/23.
- 2.2 In order to address the £47.019m savings requirement the Cabinet has developed a thematic approach that cuts across Council activity and the wider Stockport Partnership to identify where further efficiencies and savings can be made. The Cabinet accepts the responsibility to make the necessary tough decisions. Whilst the focus of this work is on the Council's medium term plans, it is recognised that this must also support the annual budget setting process for 2019/20. On this basis the thematic proposals outlined in this report have identified £8.730m of full year savings (£6.874m will be achieved in 2019/20, see paragraph 2.9) to support the Council's 2019/20 budget.
- 2.3 Alongside this the Cabinet wants to share its position on Council Tax as early as possible. Whilst we recognise that the burden on Stockport residents to fund local services continues to increase particularly as income stagnates and families – both in and out of work – are struggling, this has to be balanced against the financial challenge facing the Council over the medium term period. The Cabinet is unhappy with Government's continuing policy to expect local taxpayers to shoulder the burden of increasing costs in part due to failures of national policy and leadership, most notably the absence of a sustainable funding solution for Adult Social Care. The Cabinet continues to lobby Government on this and how they intend to address this imbalance between central and local funding of Council services.
- 2.4 Nevertheless, the Cabinet also recognises that without a contribution from local taxation to support the public services the residents of Stockport rely on, further difficult decisions will need to be made with significant implications for essential Council services provided. This would be counter to our ambition for ensuring Stockport is a socially and economically inclusive Borough and the overarching principle that the Council needs to become financially self-sufficient by 2020/21. The decision to propose an increase in Council Tax in 2019/20 has not been taken lightly and the impact it will have on Stockport residents has been considered. Furthermore the Cabinet is clear that an increase in Council Tax is not simply being proposed to bridge the budget gap in absence of medium term plans. The adopted strategy to address the financial challenges ahead and ensure the Council and the Borough are fit for the future is evidence of this.

- 2.5 Given the scale of the financial challenge facing the Council, the Cabinet feel it has little choice but to propose an increase in Council Tax of 2.99% (1.99% General and 1% Adult Social Care Precept) in 2019/20 which will result in an additional £4.485m of resources to support the Council's 2019/20 budget. It is noted that Government have proposed a Council Tax increase referendum limit of 3.99% as part of their technical consultation on the 2019/20 Local Government Finance Settlement. Whilst Government expectations will be for councils to increase Council Tax by 3.99%, we are working hard to limit the increase to the proposed 2.99% and by doing so lessen the burden on Stockport Residents.
- 2.6 Combined with the thematic proposals outlined in this report the Council's 2019/20 saving requirement would reduce to £2.711m as shown in the table below:

Table 1 - Revised 2019/20 Saving Requirement

	£000s
2019/20 Saving Requirement	15,926
Thematic Saving Proposals Identified	(8,730)
Council Tax Increase - 2.99% (including 1% Adult Social Care Precept)	(4,485)
Revised 2019/20 Saving Requirement	2,711

- 2.7 While recognising the remaining saving requirement of £2.7m the Cabinet is confident that by continuing to review further areas where resources could be made available that this will help address the remaining saving requirement. This will involve:
- Continuing review of the MTFP to identify the likelihood and impact of the risks and uncertainties materialising and thus whether the resources identified within the Summer Review of £2.614m can be realised;
 - Review of the Council's Council Tax Discount Scheme which could realise up to £1.1m - as outlined elsewhere on this Cabinet agenda;
 - Review of the Council's existing Strategic Investments and identification of any further opportunities; and,
 - Review of Business Rates retention.
- 2.8 Whilst we continue to explore these areas and the identification of available resources, we are also aware of the significant risks identified in the MTFP Summer Review materialising and the adverse impact these could have on the Council's savings requirement. It is noted that this may result in the resources identified from the review of the areas in paragraph 2.7 being needed to offset any adverse impact rather than reduce the Council's savings requirement. In this event and to mitigate any risk we will continue on working to identify savings linked to the thematic areas.

- 2.9 It is also noted that £1.856m of the thematic saving proposals will be phased to be achieved in 2020/21. As a result there will be a requirement to provide 'double running' support to balance the Council's budget in 2019/20. This can be achieved through the use of the Council's Reserves Policy and/or the resources identified following the review of the areas in paragraph 2.7.

3 IMPLEMENTING OUR STRATEGY

- 3.1 Since introducing our strategy in August, work has been underway to develop our strategy into a series of implementation plans and proposals. These are presented with this report and are summarised in table.1.

Table.2 – programme overview

Strand	Saving Proposal		Proposed 19/20 Full Year Savings (£000)	Staffing Reductions	Where further information can be found
Strategic Commissioning	Children's and Education		1,100	Yes	Appendix.2
	Value for Money Procurement		950	No	
	Support Funds Coordination		990	Yes	
	Community Safety Services		320	Yes	
	Stockport Local Transport		530	Yes	
	Support and Governance		1,100	Yes	
	Public Realm		740	tbc	
Improving Citizen Experience	Balancing the Cost of Services	Events and Registrars	50	No	Appendix.3
		Planning	50	No	
		Fees and charges	600	No	
		CSS Traded Services	100	No	
		Early Years- second phase 5% charge	120	No	
	Modernising Citizen	Information Advice and Guidance:	200		

Strand	Saving Proposal		Proposed 19/20 Full Year Savings (£000)	Staffing Reductions	Where further information can be found
	Journeys	phase 3 - business		Yes	
		DBD Phase 2	550	Yes	
		DBD Phase 2 - Single Front Door	100	Yes	
Place & Property	Asset rationalisation of current and former operational buildings*		295	No	Appendix.4
	Additional Income from Operational Building		240	No	
	Exit rented accommodation and changes to other leased accommodation commitments		110	No	
	Review and disposal of operational and non-operational land and other assets		Capital savings aligned to *	No	
	Development of Stockport Local Centres model		585	No	
Collaborative Service Delivery			Enabler	No	Appendix.5
Organisation fit for the future			Enabler	No	Appendix.6
Total			8,730		

A summary of our plans are outlined below.

Strategic Commissioning: Getting more out of our spending

- 3.2 A key part of creating a sustainable Council over the coming years is the need to get more out of every pound we spend. This is true both where we are delivering services ourselves and where we buy goods and services from other providers.
- 3.3 In the current financial context, commissioning is both about reducing spending and finding creative ways to ensure that the funds that are available are spent in the most effective way. We will be bringing forward a place based commissioning consultation document There are seven proposals to accompany this work stream, these are listed below:

- **Proposal 1: Children and Education Services (*savings proposed £1.100m*)**
 This proposal will carry out a fundamental review of the alignment and focus of Education and Family support, some Housing Support and Children and Young Peoples' Health services.
- **Proposal 2: Value for Money Procurement (*savings proposed £0.950m*)**
 This proposal will see the Council Working closely with STAR Procurement to develop a new Contract and Provider Management function and undertake targeted reviews of spend across identified category areas.
- **Proposal 3: Support Funds Coordination (*savings proposed £0.990m*)**
 This proposal seeks to review discretionary and statutory support funds and grants offered to local citizens in need of additional help. This includes a proposal to cease the Support Local Assistance Scheme (SLAS) accompanied by a review of other funds to ensure these are well coordinated to support the most vulnerable within our communities.
- **Proposal 4: Community Safety Services (*savings proposed £0.320m*)**
 This proposal builds on an earlier review of Community Safety services to continue ensure the integration and reprioritisation of security and community safety across the Borough.
- **Proposal 5: Stockport Local Transport (*savings proposed £0.530m*)**
 A range of transport services are commissioned by the Council and Partner agencies to help people access services, school, or their local area. This work will consolidate these approaches and apply a Stockport Local Transport standard across providers.
- **Proposal 6: Support and Governance (*savings proposed £1.100m*)**
 As the Council reviews its approach to the commissioning and delivery of services it is necessary and appropriate to review and re-specify corporate and supporting services.
- **Proposal 7: Public Realm (*savings proposed £0.740m*)**
 This proposal is to review the existing service specification across a range of public realm services with a view to re-specifying and reducing the existing service level. This review will consider alternative delivery models but also agreed service standards.

Improving Citizen Experience

- 3.4 We have in the past acknowledged that some residents experience long waits and other barriers to contacting the Council on occasion. Understandably, our citizens have expectations of a 21st century approach to customer service. Regardless of

the current financial challenges, we know that through modernizing our citizen journeys we can better meet expectations of customer service by radically transforming the way we do things and the way people access services. This includes end-to-end service effectiveness and efficiency; ensuring that citizens remain at the heart of what the Council does; looking forensically at our spend and costs and being clear on areas where citizens may need to contribute more for services in the future; and ensuring we have a strong citizen focus in the way that we design services and work with individuals. The two proposals accompanying this workstream are as follows:

- **Proposal 8: Balancing the Cost of Services (*savings proposed £0.920m*)**
This proposal will see a fundamental review of our charging policies for all aspects of service delivery based on a pre-determined set of principles. The overall income strategy includes the consideration of all 'Fees and Charges' by each service manager, and pricing decisions on those charges where the Council has discretion.
- **Proposal 9: Modernising Citizen Journeys (*savings proposed £0.850m*)**
This proposal will see the Council taking a phased approach to the development of its digital functionality. Having completed phases one and two of Digital by Design, this proposal will bring full end to end digital transformation aligned to our customer experience strategy.

Having the Right Property in the Right Place

- 3.5 Stockport Council owns a wide range of assets; resources that are functional for the Council's day-to-day activities. In order to realise overall strategic aims, we must adapt our property and land assets to create a welcoming and vibrant environment that supports economic growth, and works for neighbourhoods.
- 3.6 This work stream will lead a strategic approach to rationalising assets under the core principles of retaining an asset, where it provides a responsive and fit-for-purpose offer designed around place based community needs. Reviews will take place to ensure that we have the right property in the right places for the residents of Stockport.
- 3.7 This work stream puts forward a total of four proposals that are proposed to take place for 2019/20. These are summarised as the following:
 - **Proposal 10: Asset rationalisation of current and former operational buildings (*savings proposed £0.295m*)**
This proposal seeks to progress any suitable opportunities for co-location. Through this review, specifically identified council services and employees will be relocated to other, more beneficial operational properties

- **Proposal 11: Additional Income from Operational Buildings (*savings proposed £0.240m*)**
 This proposal seeks to maximise the income potential from the operational estate. The core feature of this vision is the co-location of Council partners and other organisations into operational office buildings.
- **Proposal 12: Exit rented accommodation and changes to other leased accommodation commitments (*savings proposed £0.110m*)**
 This is a cost saving exercise whereby the cost of renting accommodation will be reduced and the Council's existing built assets will be used to maximum efficiency through the relocation of services.
- **Proposal 13: Review and disposal of operational and non-operational land and other assets (*savings proposed – capital saving aligned to proposal 10*)**
 This proposal aims to reduce maintenance costs or recover appropriate revenue streams for non-operational land that is not of benefit to the Council's core objectives.
- **Proposal 14: Development of Stockport Local Centres model (*savings proposed £0.585m*)**
 This proposal seeks to develop and implement a Stockport Local Centres model through a strategic place based review of assets. The review will evaluate assets in terms of their location and social context, which will result in a portfolio that is designed for communities.

Collaborative Service Delivery - Enabler

- 3.8 The Council has a stated ambition to collaborate with other service providers in order to protect front line services, increase resilience within services, reduce costs through economies of scale, and improve service performance through a uniformity of provision and collaborative relationships and seeking opportunities to avoid duplication. Within the same theme, the potential for a growth in traded services will be explored as a mechanism to generate income. Our strategic intent for collaborative service delivery is outlined in the appendix with further information to be shared as and when partnership opportunities develop.

Having an Organisation Fit for the Future - Enabler

- 3.9 Responding to the financial challenges faced by the Council will require a transformed organisation and different ways of working. This workstream will enable the Council to build solid foundations upon which the Council will achieve the ambitions outlined in our other areas of work.

- 3.10 This is a 4-year programme of work and will involve laying down the foundations within the initial year which enable other programmes to achieve their aspirations.

4 THE NEXT STEPS

Developing our plans

- 4.1 This is the start of our medium term strategy and therefore we will be developing our plans and proposals further over the course of the coming months and into future years. As we do this we will be working with partners, Trade Unions and our communities to inform how we will work in the future. We will also be working with Scrutiny Committees and sharing further proposals when they are available.
- 4.2 In the first instance we will be developing our proposals across the areas identified within the appendices and alongside the overall implementation plans appended, presenting the following to Scrutiny in October for discussion:
- Fees and Charges further breakdown of savings for 2019/20;
 - Digital by Design areas of focus for 2019/20;
 - Place and Property schedule for 2019/20;
 - Place Based Commissioning Consultation Document;
 - Stockport Local Consultation Document;
- 4.3 Indicative timeframes have been included for all proposals within the thematic appendices. Delivery of these proposals will be overseen at all appropriate levels within the organisation, including through internal officer governance, lead Cabinet members and will include quarterly performance and resource reporting to scrutiny committees. In relation to the Childrens and Education services and Stockport Local Transport commissioning reviews further information will be shared with scrutiny as appropriate when specific proposals are available.

Consultation and Engagement

- 4.4 The Cabinet is committed to robust, inclusive and proportionate consultation and engagement with partners, residents, trade unions and service users on proposed changes to services in order to inform the way we work in the future and to assess both the impact on stakeholders. Feedback will be used to shape our approaches including mitigating against any negative impacts as far as possible.
- 4.5 Scrutiny Committees remain an important part of our consultation and engagement approach and we welcome their feedback in shaping our medium term implementation plans. Proposals requiring any changes to services will be shared with the appropriate committees - the detail of when and by which committee is outlined in appendix one - and their feedback considered as proposals are further developed.

- 4.6 Where spending reductions are proposed, consultation will be undertaken to include key stakeholders, as well as Scrutiny Committees, as appropriate to the proposal ranging from residents, service users, community and interest groups, partners, employees, trades unions and other stakeholders.
- 4.7 In support of this we have also developed some of the tools we use to engage and consult. Our Have Your Say webpage (www.stockport.gov.uk/haveyoursay) has seen a number of improvements, making it easier and encouraging people to share their feedback and take part in engagement opportunities. As well as this we have invested in a number of tablets to enable us to be more flexible and responsive in where and how we consult.

Partnership Considerations

- 4.8 Working with our partners, providers, communities and associated bodies is central to delivering our medium term strategy. We have been working closely across a range of partners to design, develop and implement our medium term programme. Each of our partner organisations, Stockport Homes, Life Leisure and Totally Local Company, will be affected in different ways by the proposed reforms we are setting out and whether direct or indirect, their input into designing and implementing change will be critical to delivering the overarching ambition for Stockport.
- 4.9 Inclusive Growth, Stockport Family and Stockport Together demonstrate the value that we place on reshaping the relationship that we have with public sector partners, our associated bodies and importantly our communities. This emphasis will only continue to develop over the future and is underpinned within our partnership Borough Plan. In particular we will building on this further as we collaborate with all our partners and communities upon our Stockport Local strategy.

Equality Considerations

- 4.10 Cabinet have always been mindful of the impact of proposals on people who are disadvantaged both economically and socially. Comprehensive Equalities Impact Assessments will be undertaken where appropriate which will include engaging with a range of stakeholders to assess the varying degrees of impact on each of them. Part of this will include considering the cumulative impact of all proposals on those protected characteristics. Proportionate measures will be taken to mitigate against any negative impact wherever possible whilst still seeking to redesign services to ensure we are best able to manage medium and future demand.

Workforce Considerations

- 4.11 In line with previous iterations of the Council's medium term programme it is acknowledged that this level of redesign will have a significant impact on the current workforce. There will be a continued requirement for Council employees to

adjust to new ways of working, potentially within new teams and in redesigned services.

- 4.12 At present we estimate that our year one proposals represent an overall staffing reduction in the region of 55-80 FTE staff which represents approximately 2-3.5% of our current workforce. Further staffing implications may be identified as thematic service reviews are developed. The total number of staff displaced will be dependent on the salary costs of the deleted posts.
- 4.13 The Council has a well-established Restructuring and Organisational Change Policy which governs the way in which redesign exercises with staffing implications are managed. Subject to the approval of the Cabinet to progress these reviews where necessary, draft Staffing Business Cases will be developed and at the appropriate time and directly affected employees will move into a period of staffing consultation. As well as the information already provided in the Implementation Plans (appended to this report), these documents will also contain:
- The details of all posts directly affected by the change;
 - Organisational structure charts of the service before and after the proposed change;
 - Job descriptions for any proposed new posts;
 - The arrangements and timescales for consulting with the appropriate employees, unions and public (if applicable);
 - Methods employed or proposed to reduce any adverse impact on employees including minimising redundancies; and
 - Details on the proposals for the method of selecting employees for redundancy, ring fencing arrangements, slotting into posts, recruiting to new/remaining posts.
- 4.14 Consultation with staff on proposals which directly affect them will be implemented on a phased basis with early redesign exercises moving into a period of staffing consultation during October. There will then follow a consultation period of up to 45 days, during which time affected employees, Trade Union representatives and other stakeholders will be given the opportunity to comment upon the draft Staffing Business Cases and help shape the future of service delivery in the identified areas. A final Staffing Business Case will be published following this consultation period. The indicative milestones for consultation periods will be contained within the individual business cases.
- 4.15 The Council remains committed to managing the potential impact on employees by voluntary means wherever possible. In general, staff within scope of the reviews detailed above will be placed at risk of redundancy at the point where their formal consultation period starts. This will also trigger a period when affected employees will have priority access to internal vacancies. This in turn may create some movement out of the affected area into other vacant roles across the Council.
- 4.16 Employees within scope of specific redesign exercises may also be offered an enhanced redundancy payment as a mechanism to achieve the required savings by voluntary means. Voluntary Redundancy will be directly linked to specific

service reviews and are likely to be limited to the proposals outlined in individual business cases. As with previous consultations with staff, and in accordance with the Restructuring and Organisational Change Policy, the proposed approach and timing of any Voluntary Redundancy offer will be confirmed and consulted upon in each of the individual draft Staffing Business Cases.

- 4.17 The level of enhanced payment for Voluntary Redundancy remains under review and will be considered as part of the work stream entitled 'An organisation fit for the future'. There are no plans to offer Council-wide opportunities to volunteer for redundancy was the practice in 2013/14. In general the Notice Period for any staff within scope of these initial reviews who choose to take Voluntary Redundancy will be linked to statutory notice.

5 CONCLUSION AND RECOMMENDATIONS

5.1 Cabinet is recommended to:

- Discuss the progress outlined within this report;
- Consider the recommendation relating to Council Tax and the Social Care precept outlined in section 2;
- Consider the proposals outlined in section 3 and within the appendices and with regards to these areas:
 - Note the commitment to share further detail on identified areas outlined in section 4 with Scrutiny;
 - Commence appropriate consultation and engagement on proposals;
 - Invite scrutiny committees to discuss and comment upon proposals relating to their remit.

Appendix 1- Scrutiny Schedule

Scrutiny Committees will receive copies of implementation plans alongside supporting documentation signposting to areas within their remit

Adult Social Care & Health Scrutiny Committee 16 th October		Communities and Housing Scrutiny Committee 29 th October		Corporate, Resource Management & Governance 30 th October	
Theme	Proposal	Theme	Proposal	Theme	Proposal
Strategic Commissioning	Value for Money	Strategic Commissioning	Value for Money	Strategic Commissioning	Value for Money
Strategic Commissioning	Support Funds Coordination	Strategic Commissioning	Community Safety Services	Strategic Commissioning	Support and Governance
Strategic Commissioning	Stockport Local Transport	Strategic Commissioning	Public Realm Services	Strategic Commissioning	Children and Education Services
Strategic Commissioning	Supported Governance	Place and Property	Stockport Local Centre Reviews	Strategic Commissioning	Support Funds Coordination
Collaborative Service Delivery	All	Collaborative Service Delivery	All	Strategic Commissioning	Community Safety Services
An Organisation Fit for The Future	All	An Organisation Fit for The Future	All	Strategic Commissioning	Transport Services
				Place and Property	All
				Collaborative Service Delivery	All
				An Organisation Fit for The Future	All
				Improving Citizen's Experience	All

Children & Families Scrutiny Committee 31 st October		Economy & Regeneration Scrutiny Committee 1 st November	
Theme	Proposal	Theme	Proposal
Strategic Commissioning	Value for Money	Strategic Commissioning	Value for Money
Strategic Commissioning	Children and Education Services	Strategic Commissioning	Stockport Local Transport
Strategic Commissioning	Support Funds Coordination	Collaborative Service Delivery	All
Strategic Commissioning	Community Safety Services	An Organisation Fit for The Future	All
Strategic Commissioning	Stockport Local Transport		
Collaborative Service Delivery	All		
An Organisation Fit for The Future	All		

STRATEGIC COMMISSIONING: GETTING MORE OUT OF OUR SPENDING

PART A: THEME OVERVIEW

1.0 Strategic Overview

- 1.1 A key part of creating a sustainable Council over the coming years is the need to get the most out of every pound we spend. This is true both where we are delivering services ourselves and where we buy goods and services from other providers.
- 1.2 Structured reviews of all service performance, delivery models and contract arrangements across the Council will take place over the coming four years. Stronger commercial and analytical skills will work alongside service expertise to better manage public service suppliers. In practice, this new approach will mean:
 - Changes to how services are delivered,
 - New partnerships and new providers encouraged and developed,
 - Contracts will be shorter and suppliers will be changed more frequently to ensure value for money,
 - Quality and outcome standards will need to be reduced in many areas to reduce cost.
- 1.3 To get the best outcomes for Stockport residents we also need to work closely with our partners. The Council will work closely over the coming weeks with Stockport NHS Clinical Commissioning Group (SCCG); Life Leisure, Stockport Homes Group and Totally Local Company; the local third sector; and others to develop a Place-Based Commissioning Strategy for the Borough that frames these discussions.
- 1.4 We acknowledge that the proposals outlined below will require changes to how our partners deliver services and - where partners have exhausted all other opportunities to make efficiencies - may require a reduction in the scope and specification of services. Our partnership approach to commissioning will ensure there is a joint focus on delivering best value and outcomes for Stockport. We will in particular continue to work directly with our partners in Life Leisure, Stockport Homes Group and Totally Local Company, both on the specific programmes set out below and through on-going mainstream efforts to maximise the impact of our shared resources.
- 1.5 The Council is also committed to continuing to build on the existing pooled budget and joint commissioning arrangements, and wider progress made through Stockport Together, to develop a Single Commissioning Function

(SCF) with SCCG. Together, both organisations will seek to enhance the skills, capabilities, data, tools and technologies used in strategic commissioning and contract and provider management; and to ensure governance of commissioning is timely, robust, clinically and politically accountable and coherent with Greater Manchester commissioning strategies and governance.

2.0 Strategic Commissioning Approach

- 2.1 Currently, different commissioning approaches are in place across the Council, as a result of previous statutory and local regimes. The associated skills and capabilities to manage commissioned services, and to review the effectiveness of internal services, also vary. This landscape is being mapped so that an improved, unified Strategic Commissioning Function can be put in place within the Council.
- 2.2 The Cabinet in August described a Partnership model of commissioning, which will ensure that experts, service providers and professional commissioners work together to review all service delivery options on an on-going basis. This is different to an 'internal market' or pure commissioning approach, and is better suited to the mixed model of provision that is in place across Council and wider public services. The partnership approach will be key to ensuring consistent operating principles and cultures are introduced across all services in the coming years.
- 2.3 By strategic commissioning, the Council envisages a common shared ambition and approach that will:
 - Focus on outcomes, value for money and the social and economic return to Stockport available from public spending,
 - Encourage the development of new providers, particularly social market providers,
 - Ensure that commissioners understand, and are responsive to, the assets and characteristics of a place; and can make targeted investments in particular places where they will have the most benefit for the wider Borough and System
 - Ensure public services are democratically accountable to local people and can be understood by, and are responsive to, the people that use them,
 - Ensure all provider arrangements can be reviewed on a medium-term basis, so commissioners can continue to respond flexibly to change.

3.0 Medium Term Implementation Plans – A range of approaches

- 3.1 In the current financial context, commissioning is both about reducing spending and finding creative ways to ensure that the funds that are available are spent in the most effective way. The approaches below can all create efficiencies but will require varying amounts of time and resource. The different approaches

must be blended within any commissioning review, in light of available time and resources, to create the right result. The different approaches are:

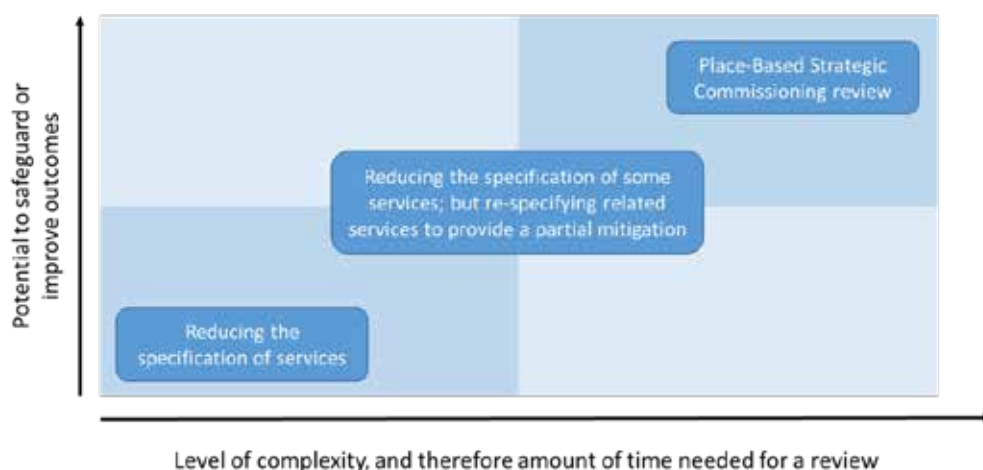
- Integrating current fragmented commissioning streams,
- Re-commissioning for the same quality and outcomes at a lower cost, for example through an alternative provider,
- Re-commissioning for different (lower) quality and outcomes from the same or different provider,
- More overt market shaping and management.

3.2 As well as variation in commissioning reviews, the focus and priorities of the new Strategic Commissioning Function itself will also need to vary in light of available time and resources, in at least two ways:

- Service reviews will be phased, both to allow time to build commissioning capability and to sequence reviews to align with opportune timescales (such as contract break clauses or joint commissioning initiatives) and;
- The capacity available to undertake commissioning reviews will be prioritised to more complex reviews that have greater scope to deliver positive outcomes.

3.3 It may be helpful to understand the range of commissioning scenarios, as set out in the matrix illustrated in Figure 1 below.

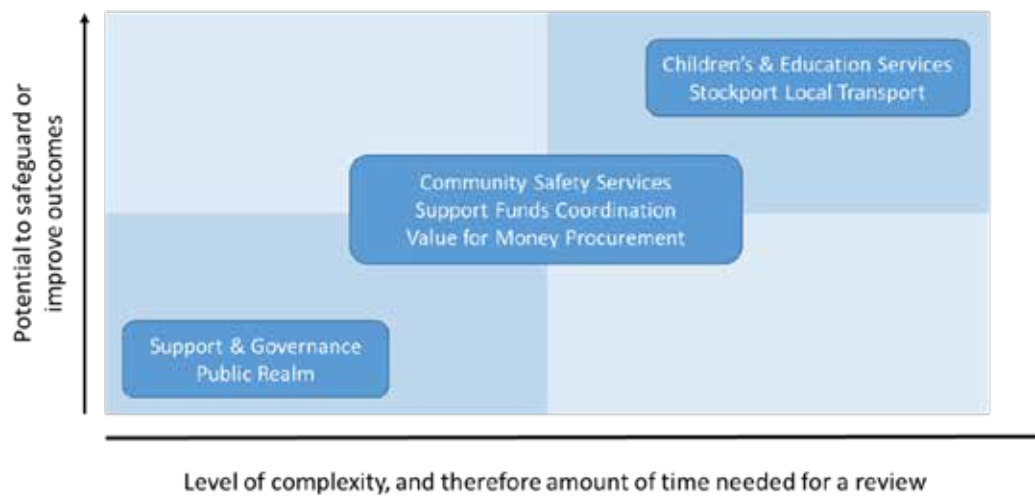
Figure.1 – Matrix of commissioning scenarios



3.4 In future years, as the Council's approach to commissioning matures, and as the scope of commissioning influence increases through the development of a single commissioning function with the CCG, it will be possible to undertake more Strategic Commissioning Reviews as described in Figure1. For 2019/20 though, some services will need to be re-commissioned to a lower specification in order to enable budgets to be reduced.

3.5 The implementation plans in Part C below describe seven commissioning reviews. Their distribution along the matrix is set out at Figure 2.

Figure 2 – 2019/20 commissioning reviews



4.0 Medium Term Implementation Plans – Timescales

Phase 1: September 2018 – April 2019

- 1) Develop and agree Strategic Commissioning Strategy and Framework, working closely with SCCG
- 2) Create prototype Strategic Commissioning Function by aligning existing relevant skills and capabilities
- 3) Learning by doing: the initial strategic commissioning function will be deployed to test and develop its capabilities through the proposed 19/20 implementation plans set out below
- 4) Review the strategic commissioning function (commissioning cycle approach, gaps in capability, relationships across the Council and Partnership) in order to formalise the structure and required capabilities/roles
- 5) Alongside this, develop the contract and provider management capabilities, reviewing and consolidating existing data and processes

Phase 2: April 2019 – September 2019

- 1) Fully Implement 2019/2020 projects for part-year savings
- 2) Establish and embed the Strategic Commissioning Function, including more advanced market development functions and development of whole-place strategic commissioning with partners
- 3) Undertake reviews on an on-going basis to identify pipeline of re-commissioning opportunities for 2020/2021 and beyond

From September 2019, whole-place strategic commissioning will operate as a mainstream approach.

PART B: 2019/20 IMPLEMENTATION PLANS

This section outlines a suite of strategic commissioning reviews, which are planned to take place during 2018 and into 2019.

					Phasing	
	Saving Name	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000	2019/20 £000	Cumulative 2020/21 £000
1	Children & Education Services	7,319	(1,100)	6,219	(642)	(1,100)
2	Value For Money Procurement.	97,556	(950)	96,606	(575)	(950)
3	Support Funds Coordination	9,929	(990)	8,939	(807)	(990)
4	Community Safety Services.	2,958	(320)	2,638	(320)	(320)
5	Stockport Local Transport.	3,551	(530)	3,021	(260)	(530)
6	Support & Governance	7,680	(1,100)	6,580	(1,100)	(1,100)
7	Public Realm	6,608	(740)	5,868	(740)	(740)
Sub-total:		135,601	(5,730)	129,871	(4,444)	(5,730)

NB: the £135.6m represents the net expenditure budget within the cash limit budget relating to this business case. Expenditure will decrease as part of these proposed savings.

NB: The total savings are expected to be £5.730m. It is anticipated that £4.444m will be achieved in 2019/20 and a further £1.286m in 2020/21, and thereafter an ongoing saving of £5.730m.

Proposal 1: Children's and Education Services

Portfolio Lead: Children and Families; Education

1.0 Summary of Proposal

- 1.1 A fundamental review of the alignment and focus of Education and Family support, some Housing Support and Children and Young Peoples' Health services.
- 1.2 On the basis of the review, and subject to consultation, changes will be proposed to the pathways and delivery model of specific services which may need to include a reduction in the service offer.

2.0 Proposal

- 2.1 This proposal builds on learning from a number of existing programmes of work, including:
 - Existing significant progress in effectively implementing the Stockport Family model,
 - An on-going review, jointly commissioned with the Stockport Schools Forum, of Education services funded from the Dedicated Schools Grant,
 - Learning from our Place-Based working early adopters,
 - Learning from across Greater Manchester (and beyond) related to both place based working models and Start Well services.
- 2.2 Partners will be consulted on the development of a Stockport Family aligned Education Strategy, which will set out a whole-place commissioning intent and key principles to guide service planning.
- 2.3 Corporate commissioning and provider management expertise will support the Director of Children's Services and Senior Managers to lead a review of current service delivery across a range of providers, including the Local Authority, Schools and Housing providers including Stockport Homes.
- 2.4 Specific proposals will be developed to reduce costs in current services and to improve and better target joint-working across services. These will be subject to detailed consultation. Existing provision and contracts may be changed to deliver better value for money.

3.0 Scope

- 3.1 The initial scope for this review includes:
 - All early help, health and wellbeing services for Children and Families,
 - All Education services, funded from Council General Fund, Dedicated Schools Grant or elsewhere,

- Relevant early help, education or other services delivered directly by other providers, including schools, commissioned services and housing providers including Stockport Homes Group.

3.2 Following the initial wider review, specific proposals will be brought forward across a reduced scope, which will be set out along with further information, for detailed consultation.

3.3 Funding related to transport is out of scope of this review.

3.4 The financial scope for this review is set out below:

					Phasing	
	Saving Name	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000	2019/20 £000	Cumulative 2020/21 £000
1	Children & Education Services	7,319	(1,100)	6,219	(642)	(1,100)

4.0 Key Timescales

Milestone description	Date expected	Output at milestone
Provider engagement	From October 2018	System overview
Review group established and initial scoping work completed	Early November 2018	Review terms of reference
Stockport Family Education and aligned Education Strategy developed and shared for consultation and agreement	End November 2018	Draft Strategy
Strategy agreed; detailed service scope prepared, shared and agreed	End January 2019	Final Strategy Detailed scope
Revised service specification(s) complete and shared with providers	End March 2019	New service specifications
Commission provision in partnership with Schools	End June 2019	Commissioned Services
Go live	Start of 2019/20 School Year	Complete

5.0 Consultation and Engagement

5.1 There will be three phases of consultation and engagement:

- 1) Initial engagement with all parts of the Education and Children's Services system, including parents, children and young people; Schools and Early Years settings; Council services; Stockport NHS Clinical Commissioning Group; Health, Housing and other service providers; community groups and

voluntary providers. This consultation will establish a system overview that will inform the terms of reference for the review.

- 2) Engagement and discussion on the draft Stockport Family Education Strategy.
- 3) Formal consultation on specific proposed changes to services. This will include service users, providers and the wider public.

5.2 The Stockport Schools Forum will be a co-consultee throughout this process.

5.3 Elected Councillors will be involved throughout all stages of Consultation and Engagement, both at Scrutiny Committee and in other settings.

6.0 Interdependencies, Constraints, and Risks

6.1 There are significant interdependencies, constraints and risks in relation to this work and these will be explored and considered in the initial system mapping exercise.

7.0 Equality Impact Assessment

Equality Impact Assessment	
Proposal 1: Children and Education Review	24/09/2018
	Stage: Draft

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

About Equality Impact Assessments

Yes, an EIA is required as this proposal seeks to change the way a service is delivered for a reduced value.

The changes focus on a number of key service elements. This includes: all early help services for Children and Families, excluding those related to Youth Offending; all Education services, funded from Council General Fund, Dedicated Schools Grant or elsewhere; and relevant early help, education or other services delivered directly by other providers, including schools and housing providers including Stockport Homes Group.

The review of current service delivery will result in the development of a Stockport Family aligned Education Strategy, which will set out a whole-place commissioning intent and key principles to guide service planning. Specific proposals will be developed to reduce costs in current services and to improve and better target joint-working across services. These will be subject to detailed consultation. Existing provision and contracts may be changed to deliver better value for money.

Following the initial wider review, specific proposals will be brought forward across a reduced scope, which will be set out, along with further information, for detailed consultation. As the proposal is developed it will incorporate feedback from consultation and any changes to the proposed new service design.

A full EIA will be completed as specific proposals are developed. This will demonstrate the impact of service users and staff against all protected characteristics.

Stage 2: What do you know?

The protected characteristics under the Equality Act 2010 are as follows:

- Age

- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation.

Analysis is required in relation to service uptake and service users to determine the protected characteristics affected by the proposal.

In addition, consideration will also be given regarding:

- Borough wide demographics and needs
- Consultation and engagement feedback

Stage 2a: Further data and consultation

Subject to approval to progress to the consultation stage, an extensive consultation will be undertaken.

The results of the consultation will be used to inform the EIA to assess and mitigate against any disproportionate impact to those who identify with the protected characteristics.

Stage 3: Results and Measures

To be completed following the consultation stage.

Stage 4: Decision Stage

To be completed following the consultation stage.

Proposal 2: Value for Money Procurement

Portfolio Lead: All

1.0 Summary of Proposal

- 1.1 To reduce spending on a recurrent basis across a range of services, we will optimise the value and outcomes expected of those suppliers and providers we commission by introducing new contract management processes; re-procuring some goods and services; changing procurement routes and specifications; and re-negotiating contract terms and prices.

2.0 Proposal

- 2.1 Working closely with STAR Procurement, the new Contract and Provider Management function set out in the Strategic Commissioning strategy will undertake targeted reviews of categories of spend across all category areas.
- 2.2 These reviews will identify savings by:
- Improving management of 'on and off' contract spend across all services through targeted training and support, new financial controls and the use of new data and procurement tools,
 - Identifying opportunities to renew and unify contracts, or renegotiate prices to reduce spend,
 - Identifying where spend can be better directed through existing frameworks, or (in partnership with others) commissioning new frameworks where necessary to deliver better value for money.
- 2.3 Spend reductions will also be sought in financial administration and in the running costs of STAR.

3.0 Scope

- 3.1 Within scope of the proposal is:
- All third party spend that is not in scope of other implementation plans;
 - STAR budget.
- 3.2 The financial scope for this review is set out below:

					Phasing	
	Saving Name	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000	2019/20 £000	Cumulative 2020/21 £000
2	Value For Money Procurement.	97,556	(950)	96,606	(575)	(950)

4.0 Key Timescales

Milestone description	Date expected	Output at milestone
Category spend management plans in place	End October 2018	Detailed plans approved by Senior Leads and budget holders
In line with commissioning priorities, spend review, contract negotiations and re-procurement exercises as necessary	November 2018 – April 2019	Identified spending reductions
Contract and provider management support offer agreed and in place	From February 2019	Improved responsibility and accountability as well as capability to support ongoing spend reductions.

5.0 Consultation and Engagement

- 5.1 Councillors will be consulted on the proposed approach and updated on progress with delivery. Effected suppliers, providers and budget managers will be engaged on an on-going basis.

6.0 Interdependencies, Constraints, and Risks

- 6.1 There is a risk that spending reductions in scope of this cross-cutting implementation plan might be inadvertently considered in scope of other implementation plans. Controls are in place through STAR and Finance colleagues to mitigate the likelihood of this.
- 6.2 Reductions in spend can only be managed when genuine, recurrent opportunities can be identified and where relevant goods and services can be supplied to a standard and at a price the Council wants to pay.

7.0 Equality Impact Assessment

Equality Impact Assessment

**Proposal 2: Value for Money
Procurement**

24/09/2018

Stage: Draft

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

About Equality Impact Assessments

Yes, an EIA is required as this proposal seeks to reduce spending on a recurrent basis across a range of services by introducing new contract management processes; re-procuring some goods and services; changing procurement routes and specifications; and re-negotiating contract terms and prices. Potentially, this will have a negative impact on service delivery.

Further consideration is required once the category spend analysis has been conducted and spending reductions have been identified.

Once proposals have been developed, consultation may be required to take place. The EIA will take incorporate the feedback from consultation. The full EIA will be available when this is completed.

A full EIA will be completed as specific proposals are developed. This will demonstrate the impact of service users and staff against all protected characteristics.

Stage 2: What do you know?

The protected characteristics under the Equality Act 2010 are as follows:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation.

Identification of the affected protected characteristics will be carried out once the category spend analysis has been conducted and spending reductions have been identified.

In addition, consideration will also be given regarding:

- Borough wide demographics and needs
- Consultation and engagement feedback

Stage 2a: Further data and consultation

Subject to approval to progress to the consultation stage, an extensive consultation will be undertaken. The EIA will identify who will be consulted and how it will be accessible.

Stage 3: Results and Measures

To be completed following the consultation stage.

Stage 4: Decision Stage

To be completed following the consultation stage.

Proposal 3: Support Funds Coordination

Portfolio Lead: Adult Social Care; Children and Families

1.0 Summary of Proposal

- 1.1 This proposal seeks to review discretionary and statutory support funds and grants offered to local citizens in need of additional help with a view to creating an efficient and consistent approach to the coordination of support funding.

2.0 Proposal

- 2.1 A systematic review of Support Funds coordination across the Council which will consider:
- Removing the Stockport Local Assistance Scheme (SLAS),
 - Coordination of statutory, national and other local schemes to mitigate impacts where possible,
 - Further capitalisation against the Disabled Facilities Capital Grant (DFG),
 - Review of Direct Payments which will aim to understand the current processes and systems that are in place for the delivery of Direct Payments and the equitable distribution of this across all service provision.

3.0 Scope

- 3.1 The initial scope for this review includes the Stockport Local Assistance Scheme LAS and all other statutory, national and local support funds, including 'Section 17' payments made by Children's Social Care; Discretionary Housing Payments; Council Tax Discount Scheme; Disabled Facilities Grant ; and Direct Payments.
- 3.2 The aim of the SLAS is to:
- Provide a safety net in an emergency, when there is an immediate threat to health or safety,
 - Help people to settle into new accommodation after for example, a stay in hospital or temporary accommodation,
 - Help support people to continue to live independently when they are facing difficulties.
- 3.3 The service is not a replacement for Crisis Loans or Community Care grants and cash payments are not made from this service. Savings to SLAS have been made in previous years; at this stage the only viable route to further reductions is the complete removal of the scheme.
- 3.4 Also within scope is the Care Management budget that currently supports the delivery of Direct Payments for Adults. The review will aim to understand the current processes and systems that are in place for the delivery of Direct Payments and the equitable distribution of this across all service provision.

- 3.5 Direct Payment are payments made every four weeks by the Council to an individual to pay for services that meet the individuals' needs as outlined in their support plan. Direct Payments are an alternative way of supporting vulnerable people by enabling the individual to choose and buy services they need themselves, instead of getting them from the council. In this instance, the service user is the micro commissioner.
- 3.6 Additionally, the review will need to understand the current processes that are in place across Adult of Working Age Mental Health services, to bring this in line with the mainstream approach to the delivery of personal budgets. The review will need to consider an equitable offer across all service provision.
- 3.7 Finally, the review will also consider DFG. The grant is a mandatory 'means-tested' financial grant that helps meet the cost of adapting a property where a disabled person lives. The proposal is to review the allowable expenditure that can be capitalised against this.
- 3.8 The following table sets out the financial scope for these reviews:
- 3.9

					Phasing	
	Saving Name	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000	2019/20 £000	Cumulative 2020/21 £000
3	Service Funds Coordination.	9,929	(990)	8,939	(807)	(990)

N.B Direct payments are the largest element of the net budget described in the above table. The Stockport Local Assistance Scheme is included and accounts for £0.486m of the total.

4.0 Key Timescales

Milestone description	Date expected	Output at milestone
Review of DFG; SLAS; Direct Payments and other support funds	October 2018	Understand what costs can be capitalised. Anticipate implications of withdrawal of SLAS funding on other council funding streams and explore tools to establish a 'family view' of support fund allocation.
Consultation on any changes to services where required	Starting October 2018	Consultation undertaken
Cabinet consideration of proposals	December 2018	Cabinet recommendation on proposals
Subject to Cabinet Decision – proposed implementation date of new offer	April 2019	New service model live

5.0 Consultation and Engagement

- 5.1 The significant engagement and consultation for these proposals are as follows;
- Consultation with staff (those directly affected by any changes to services, e.g. SLAS),
 - Engagement with third sector organisations that may be effected by proposals to stop the SLAS scheme,
 - Appropriate engagement with the wider public where required.
- 5.2 Elected Councillors will be involved throughout all stages of Consultation and Engagement at both Scrutiny Committee and in other settings.

6.0 Interdependencies, Constraints, and Risks

- 6.1 There will be constraints on any reduction in provision of Direct Payments on the basis that any Direct Payment would have to be sufficient to meet any individuals' needs.
- 6.2 The risks that will be evident from stopping the Stockport Local Assistance Scheme will be that there is little or no provision for adults and families in an emergency, when there is an immediate threat to health or safety.

7.0 Equality Impact Assessment

Equality Impact Assessment

**Proposal 3: Support Funds
Coordination**

18/09/2018

Stage: Draft

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

About Equality Impact Assessments

Yes, an EIA is required as this proposal seeks to review support funds across the organisation.

The changes focus on a number of key service elements. This includes: the Stockport Local Assistance Scheme; coordination of statutory, national and other local schemes; Dedicated Facilities Grant; and Direct Payments.

The review of current support funds will result in creating an efficient and consistent approach to the coordination of funding service delivery

As the proposal is developed it will incorporate feedback from consultation and any changes to the proposed new service design. The full EIA will be available when this is completed.

Stage 2: What do you know?

The protected characteristics under the Equality Act 2010 are as follows:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation.

Analysis will be gathered in relation to service uptake and service users to determine the protected characteristics affected by the proposal. Where we have it, we will include information about socio economic status.

Information will also be gathered about the staff affected by the proposal.

In addition, consideration will also be given regarding:

- Borough wide demographics and needs
- Consultation and engagement feedback

Stage 2a: Further data and consultation

Subject to approval to progress to the consultation stage, an extensive consultation will be undertaken. The EIA will identify who will be consulted and how it will be accessible.

The consultation will seek to address any gaps in the information already known about service users and staff in order to address the impact against them.

Stage 3: Results and Measures

To be completed following the consultation stage.

Stage 4: Decision Stage

To be completed following the consultation stage.

Proposal 4: Community Safety Services

Lead Portfolio: Children's Services; Communities & Housing

1.0 Summary of Proposal

- 1.1 A fundamental review of Community Safety services to ensure the integration and reprioritisation of security and community safety across the Borough.
- 1.2 On the basis of the review, and subject to consultation, changes will be proposed to the delivery model of specific services which may need to include a reduction in the service offer.

2.0 Proposal

- 2.1 Applying a strategic commissioning approach to Community Safety services will enable assurances that services are fit for the future, achieves value for money, and delivers against the Council's priorities.
- 2.2 Corporate commissioning and provider management expertise will lead a review of current service delivery across the range of providers.
- 2.3 Specific proposals will be developed to reduce costs in current services and to improve and better target joint-working across services. These will be subject to detailed consultation. Existing provision and contracts may be changed to deliver better value for money.

3.0 Scope

- 3.1 The initial scope for this review covers all Community Safety Services, including:
 - Public Safety and Protection,
 - Youth Offending Service,
 - Anti-Social Behaviour and Community Safety responsibilities across the organisation,
 - Security and patrols.
- 3.2 Following the initial wider review, specific proposals will be brought forward across a reduced scope. It is intended that,
 - Security and patrols services will be significantly reduced and rationalised
 - Reduced resources to manage community safety and youth disorder within the borough will require more focused interventions. The reduced resources will be offset partially by improved co-ordination and more targeted use of external resources

3.3 The financial scope for this review is as follows:

	Saving Name	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000	Phasing	
					2019/20 £000	Cumulative 2020/21 £000
4	Community Safety Services.	2,958	(320)	2,638	(320)	(320)

4.0 Key Timescales

Milestone description	Date expected	Output at milestone
Provider engagement	October 2018	System overview
Review group established and initial scoping work completed	October 2018	Review Terms of Reference
Revised service specification(s) complete and shared with providers	October 2018	New service specifications
Consultation on any changes to services where required	October 2018	Consultation undertaken
Consideration of revised proposals by Cabinet	December 2018	Cabinet recommendation
Subject to decision. Implement new service delivery model	April 2019	Commissioned services

5.0 Consultation and Engagement

5.1 Consultation and engagement will be delivered across the following phases:

- Initial engagement with all parts of the community safety system. This consultation will establish a system overview that will inform the terms of reference for the review,
- Formal consultation on specific proposed changes to services. This will include workforce, service users, providers and the wider public.

5.2 Elected Councillors and key stakeholders associated with the Safer Stockport Partnership will be involved throughout all stages of Consultation and Engagement, both at Scrutiny Committee and in other settings.

6.0 Interdependencies, Constraints, and Risk

6.1 There are significant interdependencies, constraints and risks in relation to this work and these will be explored and considered in the initial system mapping exercise.

7.0 Equality Impact Assessment

Equality Impact Assessment

Proposal 4: Community Safety Services Review

24/09/2018

Stage: Draft

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

About Equality Impact Assessments

Yes, an EIA is required as this proposal seeks to change the way in which community safety services are delivered across the borough.

The changes focus on a number of key service elements. These include: Public Service and Protection; Youth Offending Service; Anti-Social Behaviour and Community Safety functional responsibilities across the Council; and CCTV Control and Patrol.

Specific proposals will be developed to reduce costs in current services and to improve better target joint-working across services.

As the proposals are developed, a more detailed EIA will be prepared and consultation will be carried out. The EIA will incorporate feedback from consultation and any changes to the proposed new service design.

The full EIA will be available when this is completed.

Stage 2: What do you know?

The protected characteristics under the Equality Act 2010 are as follows:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation.

Analysis will be gathered in relation to service uptake and service users to

determine the protected characteristics affected by the proposal. Where we have it, we will include information about socio economic status.

Information will also be gathered about the staff affected by the proposal.

In addition, consideration will also be given regarding:

- Borough wide demographics and needs
- Consultation and engagement feedback.

Stage 2a: Further data and consultation

Subject to approval to progress to the consultation stage, an extensive consultation will be undertaken. The EIA will identify who will be consulted and how it will be accessible.

The consultation will seek to address any gaps in the information already known about service users and staff in order to address the impact against them.

Stage 3: Results and Measures

To be completed following the consultation stage.

Stage 4: Decision Stage

To be completed following the consultation stage.

Proposal 5: Stockport Local Transport

Lead Portfolio: Adults Social Care; Children's Services; Education; Communities and Housing; Economy and Regeneration

1.0 Summary of proposals

- 1.1 A range of transport services are commissioned by the Council and Partner agencies to help people access services, school, or their local area. This work will consolidate these approaches and apply a Stockport Local Transport standard across providers. A new digital interface will make it easier to find transport when people need it.
- 1.2 Current service provision will change and in some cases services will stop. The review will ensure that the money available to subsidise transport best serves those with the greatest needs and that our transport system as a whole meets strategic priorities across the Partnership.

2.0 Proposal

- 2.1 A mapping exercise will be undertaken to understand current transport services across Stockport, including home to school transport, transport linked to care packages and transport in the town centre. Partners will be engaged as to where they provide transport services, such as home to hospital transport in order to explore options on a whole-place basis.
- 2.2 Service standards will be developed. These will be different for different cohorts, and will fully meet relevant statutory duties.
- 2.3 Current service users and their families will be deeply engaged in the process of establishing these standards and helping bring to life what they might mean in practice.
- 2.4 As well as reviewing targeted provision, a universal Stockport Local Transport standard will be developed working with and making best use of the assets belonging to local taxi and travel providers, local businesses, public services and community groups.
- 2.5 Corporate commissioning and provider management expertise will be prioritised to support this work, and existing providers will be engaged throughout.
- 2.6 New service specifications will be produced and a competitive re-commissioning exercise will be undertaken to identify new providers.
- 2.7 Current services provision will change and in some cases services will stop. The review will ensure that the money available to subsidise transport best

serves those with the greatest needs and that our transport system as a whole meets strategic priorities across the Partnership.

3.0 Scope

3.1 All current transport activity is in scope, including:

- Home to School transport,
- Special Educational Needs and Disability (SEND) Transport,
- Wellbeing and Independence Network (WIN) contract,
- Town Centre Shuttle Bus,
- Public Health and Transport,
- Other transport functional responsibilities across the organisation,
- The financial scope for this review is set out in the following table.

					Phasing	
	Saving Name	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000	2019/20 £000	Cumulative 2020/21 £000
5	Stockport Local Transport.	3,551	(530)	3,021	(260)	(530)

4.0 Key Timescales

Milestone description	Date expected	Output at milestone
Establish review baseline	End November 2018	Single overview of provision, contracts, statutory duties and service users
Engagement phase	End January 2019	Partners, services users and providers fully engaged
Service design	End March 2019	Initial agreed service standards for targeted and universal offers
Formal consultation and decision making	Timescales will vary across different transport services	Approval to move to re-commissioning
Re-commissioning		New providers identified
Implementation and Transition		New transport services in place

5.0 Consultation and Engagement

5.1 Ensuring that current service users, their families and current and potential future service providers are all deeply engaged in this work will be central to its success. Transport services are particularly affected by personal and local environmental circumstances, and only those involved in using and delivering

services have the insight to ensure that our future services will be deliverable and meet peoples' needs.

- 5.2 A full consultation and engagement plan will be put in place following the establishment of a baseline position in late November.
- 5.3 Collaborative design approaches will be used throughout the review process to ensure everyone involved can have their say.

6.0 Interdependencies, Constraints, and Risks

- 6.1 To be mapped as part of the baseline review.

7.0 Equality Impact Assessment

Equality Impact Assessment

Proposal 5: Stockport Local Transport Review

24/09/2018

Stage: Draft

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

About Equality Impact Assessments

Yes, an EIA is required as this proposal seeks to change the way in which transport services are provided across the borough.

The changes focus on a number of key service elements. These include: home to school transport, transport linked to care packages and transport in the town centre. It is proposed to develop a universal Stockport Local Transport standard that will make best use of the assets belonging to local taxi and travel providers, local businesses, public services and community groups.

As the proposal is developed, consultation will be carried out. The EIA will incorporate feedback from consultation and any changes to the proposed new service design. The full EIA will be available when this is completed.

Stage 2: What do you know?

The protected characteristics under the Equality Act 2010 are as follows:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation.

Analysis will be gathered in relation to service uptake and service users to determine the protected characteristics affected by the proposal. Where we have it, we will include information about socio economic status.

Information will also be gathered about the staff affected by the proposal.

In addition, consideration will also be given regarding:

- Borough wide demographics and need
- Consultation and engagement feedback.

Stage 2a: Further data and consultation

Subject to approval to progress to the consultation stage, an extensive consultation will be undertaken. The EIA will identify who will be consulted and how it will be accessible.

The consultation will seek to address any gaps in the information already known about service users and staff in order to address the impact against them.

Stage 3: Results and Measures

To be completed following the consultation stage.

Stage 4: Decision Stage

To be completed following the consultation stage.

Proposal 6: Support and Governance

Lead Portfolio: Reform and Governance; Adult Social Care

1.0 Summary of Proposal

- 1.1 The Council provides a range of support functions that operate across the organisation to enable effective and efficient front-line and corporate delivery. This proposal seeks to review this offer in line with other commissioning and customer experience and recommission services at a reduced level.

2.0 Proposal

- 2.1 As the Council reviews its approach to the commissioning and delivery of services it is necessary and appropriate to review and re-specify corporate supporting services. This proposal is a key phase of this review and builds on work over the previous years to ensure the Council has as efficient and effective support functions as possible. This proposal also aligns with our digital transformation of support services which is outlined within 'Improving Citizen Experience'. This phase in particular considers:

- Communications (including internal and external communications),
- Democratic governance and oversight (including area based discretionary funding; area governance; performance and risk oversight),
- Training and Development (internal and external provision),
- A review of the Health and Wellbeing Service and support functions within adult social care.

3.0 Scope

- 3.1 Specifically this proposal is in four parts and is scoped as follows:
- a) A review of **communication** responsibilities across the organisation with a view of specifying this to a reduced level and optimising standard messaging and digital solutions as far as possible.
 - b) The Cabinet Member for Reform and Governance will propose changes to the current **Business Programme for Committees**, and will work with representatives from each political group to reach agreement.

The changes will aim to retain effective and efficient democratic governance across the Council while ensuring the number, scope and frequency of Committees is suited to the Council's current and future needs and resources. Proposed changes may include reducing the frequency of area committees; changing the Scheme of Delegation to ensure Planning and Highways decisions can continue to be taken efficiently; changes to the Councillor governance of Life Leisure, Stockport Homes Group and Totally Local Company; and/or removing officer support for ward committees.

Online performance dashboards will also replace current narrative-led corporate, partnership and internal performance and resource reporting, including Portfolio Performance and Resource reporting to Scrutiny Committees.

- c) Changes to **area based discretionary payments**. These are proposed in light of the changes to the Council business programme and reductions in Officer capacity (set out respectively in 3.1b and 2.1, above), and to promote the community leadership role of Area Committees. Specifically:
- removing delegated Highways Budgets held by Area Committees and making further improvements to the timely and transparent updates on the planning and delivery of highways improvements
 - removing the current Community Rent Grants scheme and increasing Area Flexibility Funding from the current £3,000, to £5,000 per Ward to provide Councillors additional resource to ensure the needs of local groups are met
 - a review of how Ward Area Flexibility Funding is used to support Borough-wide causes
- d) A review of **HR and organisational development** responsibilities across the organisation and development of a new specification to a reduced level that optimises digital solutions (e.g. e-training) and manager delegation as far as possible.
- e) A review of the **Health and Wellbeing Service** and support functions within adult social care.

3.2 The financial scope for this review is as follows:

				Phasing	
	Support & Governance	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000	
					Cumulative 2020/21 £000
					2019/20 £000
6	Corporate Communications	482	(200)	282	(200)
6	Corporate Governance	1,878	(150)	1,728	(150)
6	HR and Organisational Development	2,945	(200)	2,745	(200)
6	Reduction in Adult Social Care support and Health and Wellbeing	2,002	(250)	1,752	(250)
6	Area Committee Funds *	372	(300)	72	(300)
Sub-total:		7,679	(1,100)	6,579	(1,100)

**This represents both the net cash limit budget and the non cash limit budget.*

4.0 Key Timescales

Milestone description	Date expected	Output at milestone
Establish review baseline	October 2018	Clear scope for engagement and consultation
Engagement and consultation (where appropriate) on proposed service specification.	November 2018	Providers, staff and other stakeholders engaged (and consulted where required) in proposal.
Formal decision making	February 2019	Consideration of final proposal
Implementation	April 2019	New specification in place subject to consultation and Cabinet decision

5.0 Consultation and Engagement

- 5.1 This proposal will effect existing services and as such, engagement and consultation as proposals are shaped will be required with effected staff, elected members and other services across the organisation.
- 5.2 With particular reference to the review of area governance. The Cabinet Member for Reform and Governance will work with the Constitution Working Party to consider options to streamline governance including local area committees and opportunities relating to associated bodies governance and alignment with Cabinet and Scrutiny frameworks.

6.0 Interdependencies, Constraints, and Risks

- 6.1 Invariably any review and reduced specification of support services need to be considered in line with other reviews across front-line and corporate services to ensure that the organisation has a sustainable and appropriate level of support. Likewise the progression of digital service transformation is a key enabler across all areas within scope of this proposal.
- 6.2 While shaping new specifications for the areas in scope of this proposal careful consideration will need to be undertaken. This includes:
- Appropriate level of oversight and transparency,
 - Processes and delegations are effective,
 - Key skills and capacity are maintained to enable the organisation to deliver transformation and change.
- 6.3 Careful consideration will need to be given to any changes to area or associated bodies governance to ensure effective oversight is maintained. In relation to any changes relating to the constitution this will be managed through closely working between the lead cabinet member and the constitution working party.

- 6.4 This proposal is intrinsically linked with other themes within the Medium Term Strategy. Specific links include:
- *An organisation fit for the future* – within scope of this theme is a thorough review of processes and delegation. This work will be critical to enabling effective area governance as described above.
 - *Improving citizen experience* – optimisation of digital services will enable more effective support and oversight for example of performance and resources.

7.0 Equality Impact Assessment

Equality Impact Assessment	
Proposal 6: Support and Governance	24/09/2018
	Stage: Draft

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

About Equality Impact Assessments

Yes, an EIA is required as this proposal seeks to change the way services are delivered.

A range of support functions which operate across the organisation are in scope of the review. This proposal seeks to review these services in line with other commissioning and customer experience and recommission services at a reduced level

The services included in the review are:

- Democratic governance and oversight (including area based discretionary funding; area governance; performance and risk oversight)
- Support brokerage and payment processing (including Adult Social Care payments and brokerage support)
- Communications (including internal and external communications)
- Training and Development (including internal and external provision).

Following the review, specific proposals will be brought forward across a reduced scope, which will be set out, along with further information, for detailed consultation. As the proposal is developed it will incorporate feedback from consultation and any changes to the proposed new service design. The full EIA will be available when this is completed.

Stage 2: What do you know?

The protected characteristics under the Equality Act 2010 are as follows:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation.

Analysis will be gathered in relation to service uptake and service users to determine the protected characteristics affected by the proposal. Where we have it, we will include information about socio economic status.

Information will also be gathered about the staff affected by the proposal.

In addition, consideration will also be given regarding:

- Borough wide demographics and needs
- Consultation and engagement feedback

Stage 2a: Further data and consultation

Subject to approval to progress to the consultation stage, an extensive consultation will be undertaken. The EIA will identify who will be consulted and how it will be accessible.

The consultation will seek to address any gaps in the information already known about service users and staff in order to address the impact against them.

Stage 3: Results and Measures

To be completed following the consultation stage.

Stage 4: Decision Stage

To be completed following the consultation stage.

Proposal 7: Public Realm

Lead Portfolio: Communities and Housing;

1.0 Summary of Proposal

- 1.1 A range of public realm services are commissioned and provided by the Council to manage the maintenance of Stockport's public realm and the Borough's infrastructure. This work stream will review the offer of the services with a review to reducing the existing specification. This will involve a change to current services provision.

2.1 Proposal

- 2.1 This review will consider how to minimise the impact of reducing the investment in these services. There will be a small number of efficiencies that can be achieved within these services but the overall impact of reducing the budgets will be to reduce the quality of the maintenance of the public realm. The broad and high-level scope and impact of reductions will be:

- Street cleaning – a reduced budget will mean that neighbourhood cleansing cycles will reduce. The reduction in cleansing is likely to focus on residential streets as maintaining standards of the town and district centres will remain a priority for the Council.
- Greenspace – a reduction in greenspace activity will result in a deterioration in the quality of the finish in parks and verges across the borough. It could also mean that an increase in the amount of land converted from lawned to natural habitat, a reduction in the number of bowling greens, litter bins across the park, removal of all horticultural beds etc. and reduced time spent with voluntary groups.
- Traffic and infrastructure – this could see a reduction in the number of bespoke traffic calming and parking measures introduced at a local level by reducing members discretionary budgets and the associated costs.

3.0 Scope

- 3.1 The following public realm services are in scope:
- Street cleaning,
 - Greenspace,
 - Traffic and Infrastructure.
- 3.2 This review will consider directly delivered and commissioned services. The Council will undertake this review alongside Totally Local Company to together identify how best to utilise the reduced resource.

3.3 The financial scope of this review is as follows:

					Phasing	
	Public Realm	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000	2019/20 £000	Cumulative 2020/21 £000
7	Reduction in Traffic and Infrastructure offer	413	(190)	223	(190)	(190)
7	Reduction in Green space offer	2,668	(250)	2,418	(250)	(250)
7	Reduction in Street cleanliness	3,527	(300)	3,227	(300)	(300)
Sub-total:		6,608	(740)	5,868	(740)	(740)

4 Key Timescales

Milestone description	Date expected	Output at milestone
Establish review baseline	October 2018	Clear scope for engagement and consultation
Engagement and consultation (where appropriate) on proposed service specification	November 2018	Providers, staff and other stakeholders engaged (and consulted where required) in proposal.
Formal decision making	February 2019	Consideration of final proposal
Implementation	April 2019	New specification in place subject to consultation and Cabinet decision

5.0 Consultation and Engagement

5.1 Engagement with current providers will be required during the reshaping of the specification. Consultation may also be required and will be undertaken as appropriate.

6.0 Interdependencies, Constraints, and Risks

- 6.1 Any reduction to existing service specification will see a change in service delivery. In this instance changes to public realm service standards are likely to have visible implications in the quality or timeliness of non-urgent maintenance.
- 6.2 This proposal will need to be managed carefully alongside other areas of change.

7.0 Equality Impact Assessment

Equality Impact Assessment

Proposal 7: Public Realm

24/09/2018

Stage: Draft

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

About Equality Impact Assessments

Yes, an EIA is required as this proposal seeks to change the way services are delivered.

A range of public realm services are commissioned and provided by the Council help manage the maintenance of the public realm and the borough's infrastructure. This proposal will review the existing service specification across a range of public realm services (outlined below) with a view to re-specifying and reducing the existing service level. This review will consider alternative delivery models but also agreed service standards:

- Street cleaning
- Greenspace
- Traffic and Infrastructure

This review will consider both services delivered directly by the Council but also those currently commissioned from other providers.

Following the review, specific proposals will be brought forward across a reduced scope, which will be set out, along with further information, for detailed consultation. As the proposal is developed it will incorporate feedback from consultation and any changes to the proposed new service design. The full EIA will be available when this is completed.

Stage 2: What do you know?

The protected characteristics under the Equality Act 2010 are as follows:

- Age

- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation.

Analysis will be gathered in relation to service uptake and service users to determine the protected characteristics affected by the proposal. Where we have it, we will include information about socio economic status.

Information will also be gathered about the staff affected by the proposal.

In addition, consideration will also be given regarding:

- Borough wide demographics and needs
- Consultation and engagement feedback

Stage 2a: Further data and consultation

Subject to approval to progress to the consultation stage, an extensive consultation will be undertaken. The EIA will identify who will be consulted and how it will be accessible.

The consultation will seek to address any gaps in the information already known about service users and staff in order to address the impact against them.

Stage 3: Results and Measures

To be completed following the consultation stage.

Stage 4: Decision Stage

To be completed following the consultation stage.

IMPROVING CITIZEN EXPERIENCE

PART A: THEME OVERVIEW

1.0 Strategic Overview

- 1.1 Citizens are at the heart of what the Council does. We know that in order to address significant financial challenges that we need to radically transform the way we do things and the way people access services. This includes end-to-end service effectiveness and efficiency; looking forensically at our spend and costs and being clear on areas where citizens may need to contribute more for services in the future; and ensuring we have a strong citizen focus in the way that we design services and work with individuals.
- 1.2 Over the coming years this work will transform the relationship that the people of Stockport have with their Council.
- 1.3 In practical terms, this ambition will be progressed through three connected strands:
 - **An on-going dialogue with citizens about the future:** about what the Council and its partners are best placed to do, and what they, as Stockport citizens, are best placed to do across the Borough and in their local communities,
 - **Developing a radical 'Digital Council' model:** building on the strong foundations of our award winning Digital by Design programme, we will work at scale across all service areas to invest in our workforce, improve internal systems and provide frictionless public services to residents and local businesses,
 - **Balancing the cost of services:** ensuring that the balance between locally raised taxes, and the fees and charges paid to access services, are fully understood and balanced in line with Council priorities.
- 1.4 **For Citizens this will mean:**
 - A clearer and more transparent offer from Council services to the public,
 - Residents will access services primarily online with as much self-service as possible,
 - People may have to pay more to access certain services,
 - Targeted safety nets and escalation routes will be in place to ensure everyone can access appropriate personal services.

Developing a radical 'Digital Council'

- 1.5 Having a sharp focus on the citizen experience is at the heart of reshaping Council services. There is an opportunity to develop a shared expectation of a positive and empowering relationship between the Council and local people, avoiding and removing paternalistic practices where they exist.
- 1.6 The approach is based around core citizen focussed values, for example:
 - We involve and listen to people when designing our services,
 - We encourage new ideas to make better use of our resource,
 - We have courage and confidence to challenge how we do things,
 - We care about diversity and everybody's wellbeing,
 - We work with people being open and honest.
- 1.7 In shaping our approach to the citizen experience we have considered: what is our approach to managing contacts; what are the tools we can use; how could we mobilise our programme? How can young people be involved in digitally redesigning services?
- 1.8 Existing investments in the Digital by Design programme provide a firm foundation for this further ambition. The focus on developing reusable technical capabilities and growing our internal skills means we can continue to digitise services at lower cost and in a way that provides both a coherent experience for users and safe, sustainable technical operation for the council.
- 1.9 Digital services are cheaper, faster, and available around the clock. They allow on-going contact and updates to be provided, giving confidence that issues are being dealt with, as well as greater access to information so that citizens can find what they want, and in many cases resolve queries themselves. Digital services drastically reduce the number of emails and calls that come into the organisation, ensuring that busy professional experts can focus on doing the right work.
- 1.10 The approach will:
 - improve efficiency and effectiveness of the organisation enabling reduced resources to be more effectively deployed,
 - bring clarity and transparency on processes for colleagues and customers,
 - reduce the resources required in dealing with unnecessary contact,
 - stop all phone and email contact around those services that are not related to personal circumstances/service needs.

Balancing the Cost of Services

- 1.11 To ensure that limited Council resources are being directed to where they are most needed to cover statutory and social responsibilities, opportunities are being explored for introducing or increasing fees and charges for services.

- 1.12 This will require a cultural shift throughout the Council, understanding the cost and potential income for all transactional activity. Creating a robust structure that reviews delivery, pricing, general fund subsidy and wider provision of chargeable services to the public. The services identified will include those non-universal services where individuals require something additional that benefits them. Services delivered to vulnerable adults or children will be reviewed as there are a number that may be inefficiently targeted or where it is reasonable to charge because there are affordable alternatives for those individuals.
- 1.13 An approach has been developed to bring a systematic process to consider full cost recovery from non-universal services. This will include reviewing the targeting of measures, the cost and efficiency of each service and the potential charging structures to recover costs. Recognizing that many services should continue to be subsidised due to their wider benefits or preventative impact.
- 1.14 This approach is to be embedded in the way we work and will include:
- Development of an agreed approach to identifying options for charging for services and increasing fees
 - Promotion of a business centred approach to delivering services for example considering current costs of delivery.
- 1.15 There is also potential to increase income from Traded Services. Where appropriate, increasing traded or commercial activity where new markets become available will be pursued. Developing Traded Services or commercial activity has the potential to have a positive impact on the Stockport economy and creating greater resilience within services.

2.0 Medium Term Implementation Plan

2.1 Balancing the Cost of Services

2.1.1 The proposal is to drive change through the Council so that fuller cost recovery can take place for those services where we are able to charge through a combination of cost reduction and increased charging.

2.1.2 For example:

- Reducing the costs and increasing charges across all existing fees and charges,
- Increasing income and reducing costs through tradeable services,
- Implementing second phase charge for overhead and support costs for early years providers (*this proposal was agreed in 2018/19*),
- Implementing automatic inflationary increases.

2.1.3 In the first year we will introduce a greater proportion of cost recovery in a number of key areas where the opportunity is relatively straight forward,

including Events and Registrars, planning services, and introducing inflationary uplifts elsewhere. We will also undertake development work to be able to introduce charging in other areas from 2020/21 onwards.

2.2 Developing a Radical Digital Council

2.2.1 In the first year we will roll out existing digital capabilities across largely transactional services as we develop more digital expertise and technical capability as we progress through the years. We will also consider which services are digitalised at the front end but would benefit in end-to-end digitisation. This will include:

- Taking stock of digital transformation to date,
- Systematic review of all transactional processes,
- Quantifying high level potential savings,
- Review and learning from elsewhere,
- Customer testing including members.

2.3 Next steps

2.3.1 A consistent service review process will be in place, assessing current operations in line with our citizen journey principles and associated strategies including our digital vision, our principles around income generation and our Stockport Local ambitions. Service Managers will refer to these principles as they digitise services and review the balance between fees, charges and other funding.

2.3.2 This programme will run in a coordinated way over the next four years. Throughout this process, we will be constantly reviewing phasing and prioritising the changes and opportunities.

PART B: STRATEGY

Developing a Radical 'Digital Council'

1.0 Vision/purpose

- 1.1 In the context of ever increasing budget pressures and a desire to ensure delivery of good quality services we are increasingly looking to digital solutions to enable effective service delivery. To become a 'digital council' it is important to understand what this means to the organisation. Whether this is about new technology; a new way of engaging with citizens or a new way of working we need to be clear on the direction we are taking to:
- create value – in being able to provide advice, guidance, excellent digital contact experience etc. and also in the business information we can collect and utilise, and also to,
 - continue to build foundational capabilities so that we can be efficient, agile and effective.
- 1.2 Over the past three years the Digital by Design programme has worked closely with services to establish a platform to support organisational change, increase positive user experience and achieve increased efficiency.
- 1.3 Single digital solutions can deliver direct benefits to services, such as the introduction of an online booking service for advice appointments which, coupled with changes to team working arrangements, has helped reduce waiting times from 10 to 2 weeks. Similarly, the introduction of new arrivals software, charging points, free Wi-Fi and PCs into Fred Perry House has increased the number of visitors to the Council that are able to use self-service check-in arrangements without assistance from zero to 85%.
- 1.4 More often, it takes a package of digital improvements to deliver benefits to frontline services at scale, as described in this video, which focuses on use of new digital tools by Stockport Family teams: <https://play.buto.tv/Y9Ynh>. The main new capabilities that can be extended to deliver on our radical vision are:
- My Account – A Single Sign on Platform for residents to access personalised information about their council tax and benefits payments and report and track faulty street lights, blocked grids, and missed bin collections,
 - Redesigned stockport.gov.uk website to be a mobile-friendly, user-centred way to find information, advice and guidance with better promotion of a range of services and an improved search facility and analytics,
 - Enhanced Verint to be our new Corporate Case Management System and moved a range of services on to this and created a new corporate booking system,
 - Dashboards to allow useful insights from our data to enable intelligent decision making.

- 1.5 It is important to note that rethinking our approach to improving citizen experiences and introducing improved and streamlined automated processes will not create significant savings across the council in itself. The Council must reduce its staffing budget over the next four years and there will be fewer staff in all services by 2022.
- 1.6 The implementation of a new approach will mitigate some of the staff reductions, reducing the need for officers to spend time on simple manual tasks, re-work (for example re-entering information on different systems) and bespoke conversations with individuals. This is particularly the case for universal services or individual services that are not needs based. However, the scale of budget reductions is such that there will need to be reductions in service offers in addition to automating more of the things that we do.

Balancing the Cost of Services

2.0 Vision/purpose

- 2.1 With ever increasing budget pressures on Council services alongside a need to move towards a self-sufficient funding model maximising revenues and, more importantly, covering our costs from external income sources is becoming a corporate priority. The purpose of which is to offset the need to make future service reductions and to alleviate pressures from recent and proposed budget cuts.
- 2.2 The Government has made it clear they expect councils to fund local services through locally raised income. We will take a wide-range look at where opportunities exist to protect services in this way, including making sure the Council is acting in a commercially aware manner across all its operations, and taking full advantage of opportunities to trade and leverage the value of its assets.
- 2.3 Our Ambition for Stockport is set out in our draft Commercial Strategy which is still in development. We have said that we want to:
- Encourage services to make positive financial contributions to the Medium Term Financial Plan and for this to be increasingly considered as the norm,
 - Strengthen the Council's commercial culture and capability,
 - Have commercial activities that fit with our corporate agenda and statutory duties,
 - Seek additional income generating opportunities without losing focus on the existing customer base or impacting the quality of service delivery,
 - Review the cost base and efficiency of those services that charge,
 - Invest in growing services and opportunities.

PART C: 2019/20 IMPLEMENTATION PLANS

Proposal.8: Balancing the cost of services

Portfolio Lead: All

1.0 Summary of Proposal

- 1.1 The scale of the current and future financial pressures facing the Council is such that we must undertake a fundamental review of our charging protocols across all Services.
- 1.2 This proposal will result in some services moving towards a full cost recovery or commercial model, others continuing to be either universally subsidised or subsidised for target groups and in some cases the Council withdrawing from the market allowing other providers to step forward.
- 1.3 The Council will take a phased approach to the implementation of new charging protocols and will use a set of pre-determined principles in order to facilitate the decision making process.

2.0 Proposal

- 2.1 This proposal will see a fundamental review of our charging protocols for all aspects of service delivery based on a pre-determined set of principles which are detailed below:
 - The Council will prioritise income generated from Council Tax and Business Rates for the delivery of statutory services and agreed Council priorities,
 - All services will be delivered in the most cost-efficient way possible with an ongoing focus on driving down overheads wherever possible,
 - Receipt of income will be managed in the most cost effective way with our default position being online payments received in advance of service delivery; debt recovery processes will be robust,
 - In some cases the Council may be in a position to offer a higher level of support which customers can access at a premium, for example to receive face-to-face or expedited support when there is an online or telephone offer already available,
 - Where there are alternative providers for the service under consideration, the Council will usually trade on a full cost recovery basis and may consider withdrawing from the market if full cost recovery makes the service uncompetitive (growing our local economy).
- 2.2 The overall income strategy includes the consideration of all 'Fees and Charges' by each service manager, and pricing decisions on those charges where the Council has discretion.

- 2.3 The following proposals contain specific areas of work to which these principles will be applied in 2019/20.

3.0 Scope

- 3.1 All aspects of service delivery are in scope of this review of charging protocols over the medium-term.
- 3.2 The review will start by exploring areas that all already apply a fee and/or charges for the provision of a service.
- 3.3 Affected organisations may include residents accessing services; schools; and private, voluntary and independent sector businesses.

3.4 Specific proposals:

3.4.1 Increasing Income

- **Events and Registrars:** The Events and Registrars service has been improving its commercial offer, involving a review of its fees, charges and service offer more generally with the ambition of delivering a cost neutral service as well as an excellent events and registrars offer for customers. This proposal would seek to further implement changes in the way in which the service is organised (including a further refinement of associated fees and charges) in order to achieve a cost neutral service whilst delivering excellent events and registrar services.
- **Planning Services:** Stockport's planning service provides a range of planning advice and guidance for citizens, businesses and developers. The service needs to consider the right balance of funding that will ensure a good quality and financially sustainable planning offer for the Borough.
- **Fees and Charges:** A review of all fees and charges across the Council to enable financially sustainable services. This will be undertaken in line with our commercialisation strategy, which is currently being developed. Phase 1 activity will include a review of charging protocols across a number of citizen experiences for example:
 - Charging Landlords for housing enforcement
 - Building and developing property with professional planning advice
 - Accessing support and advice to start up and grow businesses
 - Delivering and promoting community events and activities
 - Applying for permissions and licenses
 - Enjoying heritage and culture across Stockport
 - Enjoying opportunities to learn regardless of age.

3.4.2 Corporate and Support Services

Extending the existing traded services programme for Corporate and Support Services.

3.4.3 Early Years

The New Early Years Reform requires 95% of Early Years funding to be passed through to providers via the local early years single funding formula. The Council has flexibility within the regulations to retain 5% to fund centrally incurred Early Years spend for services such as School Improvement (Early Years Consultants) and Early Years Project Team. As part of the 2018/19 savings proposals the centrally retained element was increased by £0.350m resulting in the centrally retained element being circa 3.7%. It is proposed to further increase this in 2019/20 by a further £0.120m which is still within the 5% allowed by the regulations. This programme has already received approval for delivery within 2019/20

4.0 Financial modelling

4.1 The following proposals contain specific areas of work to which these principles will be applied in 2019/20:

Saving Name	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000	Phasing	
				2019 /20 £000	Cumulativ e 2020/21 £000
Events and Registrars	(974)	(50)	(1,024)	(50)	(50)
Planning	144	(50)	94	(50)	(50)
Fees and Charges	(29,433)	(600)	(30,033)	(600)	(600)
CSS Traded Services	(3,186)	(100)	(3,286)	(100)	(100)
Early Years – Second Phase 5% charge	326	(120)	206	(120)	(120)
Sub-total:	(33,122)	(920)	(34,042)	(920)	(920)

NB: the £33.122m represents the net income target within the cash limit budget relating to this business case. The income will increase as part of these proposals.

NB: A further breakdown of the £0.600m "Fees and Charges" will be shared with Scrutiny in the October cycle.

NB: The total savings is £0.920m. It is anticipated that they will all be achieved in 2019/20 on an ongoing basis (please note there is not a further £0.920m for 2020/21)

5.0 Key Timescales

Milestone description	Date expected	Output at milestone
<i>2019/20 proposals</i>		
Service-level analysis of operating costs undertaken by identified managers	End October 2018	Detailed understanding at a transactional level about cost of service delivery
Challenge sessions conducted with identified managers	End November 2018	Specific changes proposed
Consultation	December – January 2018	Final proposals
Decision making	February 2019	
<i>Medium-term approach</i>		
Service-level analysis consolidated into overarching product and work streams identified	Mid-November 18	Single view of current charging protocols across in-scope areas.
Relevant work streams established and detailed timelines agreed for future years	Mid-January 19 onwards	

6.0 Consultation and Engagement

- 6.1 The outputs from this review of charging protocols will vary and some changes may not require detailed consultation and engagement.
- 6.2 Formal consultation and engagement will only take place where the Council intends to change its charging protocols in an area where we are either the sole provider of a service or the provider of a statutory service in a limited or specialist market place.
- 6.3 Where we are a provider in a competitive market place, soft market testing may also be undertaken to establish the degree to which a new charging protocols will be tolerated. In general, market forces will determine the degree to which a change in charging protocols has been successful.

7.0 Interdependencies, Constraints, and Risks

- 7.1 Residents and businesses already fund Council Services through payment of their Council Tax or Business Rates and are likely to view the introduction of new charging protocols as a further erosion of Council Services. Further risks relating to a change in charging protocols include:
- Inconsistent decision making when setting a local charging protocol, resulting in a sense of unfairness. A set of decision making protocols based

upon the principles outlined in section 2.1 of this report has been developed to mitigate this risk.

- Failure to read the market correctly resulting in a reduction of income overall through loss of revenue; soft market testing and consultation will be key,
- Lack of commercial acumen within the traditional Local Authority workforce and a potential to be risk averse and overly bureaucratic in decision making may mean opportunities to generate surplus are not fully utilised.

7.2 Requirement to reduce overheads and adopt digital solutions to minimise cost may require upfront investment.

8.0 Equality Impact Assessment

Equality Impact Assessment

Balancing The Cost of Services

24/09/2018

Stage: Draft

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

The scale of the current and future financial pressures facing the Council is such that we must undertake a fundamental review of our charging protocols across all Services.

This proposal will result in some services moving towards a full cost recovery or commercial model, others continuing to be either universally subsidised or subsidised for target groups and in some cases the Council withdrawing from the market allowing other providers to step forward.

The Council will take a phased approach to the implementation of new charging protocols and will use a set of pre-determined principles in order to facilitate the decision making process.

The outputs from this review of charging protocols will vary and some changes may not require an EIA.

An EIA will take place where the proposal will have an impact on service users or staff.

Stage 2: What do you know?

Analysis may be required in relation to service uptake and service users to determine the protected characteristics affected by these proposals. As proposals are developed the requirement for further information will become clear.

In addition, consideration will also be given regarding:

- Borough wide demographics and needs,
- Consultation and engagement feedback.

Stage 2a: Further data and consultation

Once proposals have been developed, consultation may be required to take place. The EIA will take incorporate the feedback from any consultation needed.

Stage 3: Results and Measures

To be completed following the consultation stage.

Stage 4: Decision Stage

To be completed following the consultation stage.

Proposal.9: Modernising Citizen Journeys

Portfolio Lead: All

1.0 Summary of Proposal

- 1.1 Digital services are cheaper, faster and available around the clock. They allow on-going contact and updates to be provided, giving confidence that issues are being dealt with, as well as greater access to information so that citizens can find what they want, and in many cases resolve queries themselves.
- 1.2 Building upon the Digital by Design programme, the digital vision will be implemented across the Council as a central part of the future.

2.0 Proposal

- 2.1 This proposal will see the Council taking a phased approach to the development of its digital functionality having completed phases one and two of Digital by Design, the third phase will bring full end to end digital transformation aligned to the customer experience strategy.

Digital by Design Phase 2 Savings

- 2.2 The second phase of Digital by Design is already in place and will continue to deliver 2:1 savings across a range of service areas. This programme has already received approval for delivery within 2019/20. In order to realise full ambition of the theme, further consideration of recent investment and planning of digital services transformation will be considered. This will also include reviewing our front door services, contact centre and investing in further digital initiatives.

Information, Advice and Guidance to Businesses

- 2.3 The Council currently supports businesses in a number of ways including through online information, facilitation of key networking and strategic meetings and bespoke officer support.
- 2.4 This proposal would be to review our current offer to digitise and improve information advice and guidance for businesses to ensure members of the business community are able to access self-directed support as far as is possible.

3.0 Scope

- 3.1 The overall approach forms a fundamental plank of our Medium Term Plan and will transform our future delivery model over the next few years.
- 3.2 Given the scale of the potential scope of this proposal, in the first instance we intend to prioritise those areas of the Council that are transactional and where the functionality is already developed to support change.

4.0 Financial modelling

- 4.1 These proposals contain specific areas that will benefit from digital transformation in 2019/20.

Saving Name	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000	Phasing	
				2019/20 £000	Cumulative 2020/21 £000
Information Advice and Guidance: Phase 3	603	(200)	403	(200)	(200)
DbD Phase 2	TBC	(550)	(550)	(275)	(550)
DbD Phase 2 - Single Front Door	1,333	(100)	1,233	(50)	(100)
Sub-total:	1,936	(850)	1,086	(525)	(850)

NB: the £1,936m represents the net expenditure budget within the cash limit budget relating to this business case. The expenditure will decrease as part of these proposed savings.

NB: The total savings are expected to be £0.850m. It is anticipated that £0.525m will all be achieved in 2019/20 and a further £0.325m in 2020/21 and thereafter an ongoing saving £0.850m

NB: An overview of areas relating to digital by design will be shared with Scrutiny in the October cycle

- 4.2 In line with the agreed approach to Digital by Design Phase 2, implementation will be phased throughout the year.

5.0 Key Timescales

- 5.1 The Digital by Design programme delivers an on-going pipeline of transformation on an agile basis. Improvements and new service models are

implementation as soon as possible, with associated staffing reductions handled in line with existing workforce reductions policy.

6.0 Consultation and Engagement

- 6.1 The outputs from this proposal will vary and some changes may not require detailed consultation and engagement.
- 6.2 Formal consultation and engagement will take place with customers and employees where the Council intends to change a service as a result of a digital proposal.

7.0 Interdependencies, Constraints, and Risks

- 7.1 Getting the public narrative right will require a clear vision about the type of Council we're becoming backed up by excellent engagement and communication with citizens; citizens will need to access services digitally therefore our digital inclusion principles and approaches will need to be at the heart of new citizen journeys; digital service management will require different and new skills for many managers. Support and development for managers will be key in delivering effective digital service delivery.
- 7.2 The Digital Inclusion Alliance and Council Information Advice and Guidance core offer will be central to ensuring all residents have the skills and opportunity to access digital services, with support where necessary.

8.0 Equality Impact Assessment

Equality Impact Assessment

Modernising Citizen Journeys

24/09/2018

Stage: Draft

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

The outputs from this review of services will vary and some changes may not require an EIA.

An EIA will only take place where the Council intends to change a service as a result of a digital proposal.

Stage 2: What do you know?

Analysis may be required in relation to service uptake and service users to determine the protected characteristics affected by these proposals. As proposals are developed the requirement for further information will become clear.

In addition, consideration will also be given regarding:

- Borough wide demographics and needs,
- Consultation and engagement feedback.

Stage 2a: Further data and consultation

Once proposals have been developed, consultation may be required to take place. The EIA will take incorporate the feedback from any consultation needed.

Stage 3: Results and Measures

To be completed following the consultation stage.

Stage 4: Decision Stage

To be completed following the consultation stage.

MAKING SURE WE HAVE THE RIGHT PROPERTY IN THE RIGHT PLACES

PART A: THEME OVERVIEW

1.0 Strategic Overview

- 1.1 Stockport Council owns a wide range of assets which are utilised for the Council's day to day activities. In order to realise overall strategic aims, we must adapt our property and land assets to create a welcoming and vibrant environment that supports economic growth, and works for neighbourhoods. Shaping our places and properties in this to get the best value for money within the context of ever decreasing resources means reducing costs and improving efficiency.
- 1.2 This work stream will lead a strategic approach to rationalising assets under the core principles of retaining an asset, where it provides a responsive and fit-for-purpose offer designed around place based community needs. Through the Stockport Local Centres model, reviews will take place to ensure that we have the right property in the right places for the residents of Stockport.
- 1.3 The Council's estate is costly in terms of maintenance and the associated running costs, therefore further development as to the robust approach of the functionality of the estate is essential. The multiyear capital programme and the development of a revised and longer term capital strategy as required by the changes to the prudential code will facilitate the redesign of how assets are used and will allow us to fully rationalise the estate. This will enable a reduction of unnecessary costs and deliver a focused portfolio of properties that work for communities in key sited locations, providing a suitable offer and better availability.
- 1.4 Effective asset management will bring increased capacity at which buildings can operate; sustain an appropriate maintenance schedule, and deliver value for money. For services that operate out of rented accommodation, this work stream will seek to ensure that these are exited and seek to rehouse services into the Council estate.

2.0 Medium Term Implementation Plan

- 2.1 This work stream sets out the strategy and initial plans that we will take in order to realise our aims for Council owned assets. It will run in a coordinated way over the next four years, understanding what we need to provide, how it can be

provided in the most appropriate way possible, who can provide it, and where it can be accessed from. Throughout this process, we will be constantly reviewing phasing and prioritising the changes and opportunities. Viewed through a strategic, thematic lens, this will enable us to inform implementation plans for future years as well as 2019/20.

2.2 At the core of our plan will be our Stockport Local Centres model. Forming part of our circle of support for communities and a key pillar to our Stockport Local strategy, Stockport Local Centres will be multi-purposed, locality based hubs, reflecting local need. Through this model we will consider all community based assets and we will develop principles, aligned with our Stockport Local strategy, to underpin decisions made about our asset base within the communities.

2.3 Within the four year programme, we will:

Year 1: Conduct strategic reviews of Council assets through the Stockport Local Centres model and in conjunction with services. Begin to rationalise current and former operational buildings and land. Begin to identify opportunities for additional income generation within the estate. Begin to exit rented accommodation.

Year 2: Begin to implement the Stockport Local Centres model. Continue with asset rationalisation, disposal, and income generation.

Year 3: Continue with the implementation of the Stockport Local Centres model. Complete the programme of exiting rented accommodation, where possible.

By **Year 4** we will have:

- A robust and comprehensive strategy for the whole estate that can inform future decision making,
- A Stockport Local Centres model that will ensure that the asset base we hold is designed with communities and neighbourhoods in mind,
- Services working differently and assets that are befitting to their new purpose,
- Assets being used to provide maximum income generation opportunities,
- A fully rationalised estate whereby properties are fit for purpose and advantageously located with the best offer provided for the community.

PART B: 2019/20 IMPLEMENTATION PLANS

This section outlines a suite of proposals that are proposed to take place in 2018 and 2019/20. A detailed schedule of assets that are in scope for 2019/20 savings will be published in the October scrutiny cycle, where they are deemed to not be commercially sensitive.

Saving Name	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000	Phasing	
				2019/20 £000	Cumulative 2020/21 £000
Asset rationalisation of current and former operational buildings *	4,223	(295)	3,928	(220)	(295)
Additional Income from Operational Buildings	(440)	(240)	(680)	(240)	(240)
Exit rented accommodation and changes to other leased accommodation commitments	156	(110)	46	(85)	(110)
Development of Stockport Local Centres model	3,120	(585)	2,535	(440)	(585)
Review and disposal of operational and non-operational land and other assets	Capital savings aligned to *			-	-
Sub-total:	7,059	(1,230)	5,829	(985)	(1,230)

NB: the £7.059m represents the net expenditure budget within the cash limit budget relating to this business case. Net expenditure will decrease as part of these proposed savings.

NB: The total savings are expected to be £1.230m. It is anticipated that £0.985m will be achieved in 2019/20 and a further £0.245m in 2020/21, and thereafter an ongoing saving of £1.203m.

NB: There are no specific savings against “Review and disposal of operational and non-operational land and other assets”. Any revenue savings will be shown in further iterations of this proposal.

Proposal 10: Asset rationalisation of current and former operational buildings

Portfolio Lead: Reform and Governance; Communities and Housing

1.0 Summary of Proposal

- 1.1 This proposal seeks to optimise any suitable buildings that are to be retained within the portfolio. We will integrate teams through co-location, repurpose buildings that are no longer required for their current uses, and non-core assets will have a change in focus of usage, or be disposed of.
- 1.2 For those buildings that have already been taken out of operational use, they will be disposed of in line with other Council strategic objectives, for example to increase housing land supply.

2.0 Proposal

- 2.1 Through this review, specifically identified Council services and employees will be relocated to other, more beneficial operational properties. This will provide efficiency savings on maintenance costs; maximise the use of operational buildings; increase service efficiency; and work towards a better customer-focused service delivery.

3.0 Scope

3.1 Approach:

Relocation and condensing of services into underutilised Council premises, combined with a change in service offer, e.g. enhanced digital provision.

3.2 Services in scope:

Within scope of the review are all operational and non-operational buildings; and these properties will be treated either as an asset to be vacated or for accommodating additional services. Due to commercial sensitivities, much of the underlying information as to the specific assets involved will not be disclosed at this point.

The financial scope for this review is set out in the following table:

Saving Name	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000	Phasing	
				2019/20 £000	Cumulative 2020/21 £000
Asset rationalisation of current and former operational buildings	4,223	(295)	3,928	(220)	(295)

4.0 Key Timescales

Milestone description	Date expected	Output at milestone
Update condition data for all buildings in scope	End of November 2018	Updated RAG rating for each building
Identify alternative sites where teams could be accommodated and feasibility studies conducted for relocation	End of December 2018	Fully designed and costed proposals
Refurbishment of appropriate buildings and relocation of teams	June 2019	Refurbished all strategic accommodation, relocated services
Exit leased accommodation where it is no longer required	June 2019	Reduction in leased accommodation

5.0 Consultation and Engagement

- 5.1 Engagement with staff and partners prior to relocation to inform them of key move implementation dates.
- 5.2 Where proposals to make changes to services are required, public consultation may be necessary.
- 5.3 Implementation of clearly defined corporate decision making processes on property matters, with input from service delivery colleagues.

6.0 Interdependencies, Constraints, and Risks

- 6.1 Capital costs may be required to implement design changes to refurbish/fit out of a building and provide a sustainable proposition for the reuse of an asset to ensure it is suitable for future long term use.
- 6.2 Capital costs of relocation will only be undertaken when they provide an invest-to-save model to the Council. However, where extensive capital works are required due to the current condition of any retained assets, a longer term approach to savings implications may be adequate to justify the capital investment required.

7.0 Equality Impact Assessment

Equality Impact Assessment

Asset rationalisation of current and former operational buildings

24/09/2018

Stage: Draft

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

The outputs of the EIA will vary, depending on the outcomes of the proposal. This proposal will involve the relocation of staff from their current accommodation and move into other buildings. This will affect the staff that are being relocated and also may affect staff in existing buildings. Some partner organisations also occupy the building so they would need support to be relocated.

This EIA would assess whether moving staff into another location would disadvantage any groups with protected characteristics as part of the move.

The impact on the public would also be considered and reflected through an EIA to ensure there is no disproportionate impact on any protected group.

Stage 2a: Further data and consultation

Stage 2: What do you know?

- Analysis will be completed regarding staff profiles of the teams that occupy the buildings in scope to determine those protected characteristics that might be affected by these proposals. As the proposals are developed, the need for further information will become clearer.
- Profiling of service users would also be undertaken as specific proposals emerge.
- Consultation feedback will be used to inform evidence about the impacts specific proposals may have.

To be completed following the consultation stage

Stage 3: Results and Measures

To be completed following the consultation stage

Stage 4: Decision Stage

To be completed following the consultation stage.

Proposal 11: Additional income from operational buildings

Portfolio Lead: Reform and Governance; Communities and Housing

1.0 Summary of Proposal

- 1.1 The cost of running the operational estate is a significant proportion of the Single Property Budget, therefore the Council must consider a range of options to reduce the pressure on the budget. Where possible, we will explore commercial opportunities for assets that can be used to generate income to provide additional revenue streams to support the costs of occupation.

2.0 Proposal

- 2.1 This proposal seeks to maximise the income potential from the operational estate. The core feature of this vision is the co-location of Council partners and other organisations into operational office buildings.

3.0 Scope

3.1 Approach:

Creating viable propositions for public sector partners for co-location opportunities into existing buildings.

3.2 Scope:

Both the operational and investment portfolio are in scope for this. Due to commercial sensitivities, much of the underlying information as to the specific assets involved will not be disclosed at this point.

The financial scope for this review is set out in the following table:

Saving Name	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000	Phasing	
				2019/20 £000	Cumulative 2020/21 £000
Additional Income from Operational Buildings	(440)	(240)	(680)	(240)	(240)

4.0 Key Timescales

Milestone description	Date expected	Output at milestone
Identify and conduct feasibility studies for operational buildings	December 2018	List of potential properties that are suitable for leasing
Refurbishment and preparation of buildings	April 2019	Properties that are ready for occupation
Marketing and leasing of properties for operational or commercial uses	Ongoing	Occupied properties generating income

5.0 Consultation and Engagement

- 5.1 Engagement with partners to explore the appetite for renting office accommodation within Stockport and agree an end-user specification for the facilities that would fulfil organisation objectives, within the remit of One Public Estate.

6.0 Interdependencies, Constraints, and Risks

- 6.1 Co-location may result in increased maintenance costs, but this is anticipated to be of low risk to delivery.

7.0 Equality Impact Assessment

Equality Impact Assessment

Additional income from operational buildings

24/09/2018

Stage: Draft

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

The outputs of the EIA will vary, depending on the outcomes of the proposal. As the proposal is developed, the EIA will be updated accordingly to assess whether any groups with protected characteristics are affected by the proposal.

Stage 2: What do you know?

Analysis will be completed as to whether these proposals will disproportionately affect some groups when the proposals are finalised. As the proposals are developed, the need for further information will become clearer.

We will also use consultation feedback as part of the analysis.

Stage 2a: Further data and consultation

To be completed following the consultation stage.

Stage 3: Results and Measures

To be completed following the consultation stage.

Stage 4: Decision Stage

To be completed following the consultation stage.

Proposal 12: Exit rented accommodation and changes to other leased accommodation commitments

Portfolio Lead: Reform and Governance; Communities and Housing

1.0 Summary of Proposal

- 1.1 The Council lease a number of buildings from private landlords for the delivery of various services. Due to changes within service delivery and the acquisition/disposal of a number of assets, the Council now has the opportunity to divest itself of leases that are not the most cost effective way of providing a built asset.

2.0 Proposal

- 2.1 This is a cost saving exercise whereby the cost of renting accommodation will be reduced and the Council's existing built assets will be used to maximum efficiency through the relocation of services. Wherever possible, the Council will not enter into any private leased arrangements for where the Council has sufficient provision within the existing estate.

3.0 Scope

3.1 Approach:

Relocate services into existing owned assets and terminate any leases where the Council is in a position to do so.

3.2 Scope:

This will be undertaken in conjunction with the changes to the utilisation of existing owned assets. All leased in assets are in the scope of the proposed changes, where the current leasing arrangements allow. At this stage, the underlying information is commercially sensitive and therefore will not be disclosed.

The financial scope for this review is set out in the following table:

Saving Name	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000	Phasing	
				2019/20 £000	Cumulative 2020/21 £000
Exit rented accommodation and changes to other leased accommodation commitments	156	(110)	46	(85)	(110)

4.0 Key Timescales

Milestone description	Date expected	Output at milestone
Serve notice to vacate leased accommodation where the Council is able to do so	End of December 2018	Programme for exiting leased accommodation in progress
Assign leases to occupiers that are able to take on a lease	July 2019	Reduction in sub-let accommodation
Exit leased accommodation where it is no longer required	June 2019	Reduction in leased accommodation

5.0 Consultation and Engagement

- 5.1 Where appropriate, undertake engagement with the services currently occupying rented accommodation to provide the timescales and method of relocation.
- 5.2 Any relocation of technical or special equipment and items may require specialist project teams to be established.

6.0 Interdependencies, Constraints, and Risks

- 6.1 Exiting rented properties requires successful termination of leasing arrangements with private landlords.
- 6.2 Moving services may require capital investment in order to create adaptations to accommodate specialist services into existing built assets.

7.0 Equality Impact Assessment

Equality Impact Assessment

Exit rented accommodation

24/09/2018

Stage: Draft

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

The outputs of the EIA will vary, depending on the outcomes of the proposal. When it is finalised which buildings are in scope for this, then the need for an EIA will be clearer.

This EIA would assess whether this proposal would disadvantage any groups with protected characteristics as part of the move.

Stage 2: What do you know?

Analysis will be undertaken on the profiles of the services and staff that currently occupy rented accommodation. It may include staff profiles of the teams that occupy the buildings in scope to determine those protected characteristics that might be affected by these proposals. As the proposals are developed, the need for further information will become clearer.

We will also use consultation feedback as part of the analysis.

Stage 2a: Further data and consultation

To be completed following the consultation stage.

Stage 3: Results and Measures

To be completed following the consultation stage.

Stage 4: Decision Stage

To be completed following the consultation stage.

Proposal 13: Review and disposal of operational and non-operational land and other assets

Portfolio Lead: Reform and Governance; Communities and Housing

1.0 Summary of Proposal

- 1.1 The Council owns a large land asset base and incurs the costs of maintenance and security.
- 1.2 In releasing some of the non-operational land for disposal, economic growth can be encouraged and where there is the potential, income generation can be maximised.

2.0 Proposal

- 2.1 This proposal aims to reduce maintenance costs or recover appropriate revenue streams for non-operational land that is not of benefit to the Council's core objectives. Land should only be retained where there is a direct operational requirement for it to be kept.

3.0 Scope

3.1 Approach:

Dispose of any land that is not required for the Council's operational purposes.

3.2 Scope:

Lease review and regear where appropriate will be undertaken for all tenanted land.

Review of charges for fishing rights that the Council holds in order to maximise income.

Redundant parcels of land will be disposed of where it is appropriate to do so and the necessary consents are obtained.

Where information is commercially sensitive, it will remain unpublished until proposals are brought forward.

The financial scope for this review is yet to be defined but will also be aligned to activity outlined in proposal 10.

4.0 Key Timescales

Milestone description	Date expected	Output at milestone
Conduct reviews with relevant services	November 2018	Identified disposal opportunities
Disposal of sites	July 2019	Reduction in land owned by Stockport Council

Review of non-operational assets to maximise income	April 2019	Non-operational assets operating at competitive market prices
Start to charge following reviews	April 2019	Implement charges as appropriate

5.0 Consultation and Engagement

- 5.1 Where disposals of land are to be implemented, public engagement prior to sale may be required.
- 5.2 Further consents for disposal of land may be required where there are any particular restrictions on sale.

6.0 Interdependencies, Constraints, and Risks

- 6.1 Land may have restrictions on disposal and any necessary consents will need to be obtained prior to the land becoming surplus to requirements.

7.0 Equality Impact Assessment

Equality Impact Assessment	
Review and disposal of operational and non-operational land and other assets	24/09/2018
	Stage: Draft

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

The outputs of the EIA will vary, depending on the outcome of the proposal. This EIA will assess whether any communities or groups would lose out from disposal of land such as these as the review takes place. A review of garden tenancies and fishing rights may increase charges levied on residents. This EIA would assess whether this would disproportionately affect any specific groups. Once the reviews for the above have taken place, then this EIA will be able to assess the impact the decisions will have.

Stage 2: What do you know?

Analysis will be undertaken to ascertain whether any groups with protected characteristics will be disproportionately affected by this proposal. It is anticipated that it will include demographics as to the regular users of the services listed. As the proposals are developed, the need for further information will become clearer.

We will also use consultation feedback as part of the analysis.

Stage 2a: Further data and consultation

To be completed following consultation

Stage 3: Results and Measures

To be completed following consultation.

Stage 4: Decision Stage

To be completed following consultation.

Proposal 14: Development of Stockport Local Centres model (strategic reviews)

Portfolio Lead: Reform and Governance; Communities and Housing

1.0 Summary of Proposal

- 1.1 Through strategic reviews, the Stockport Local Centres model will be developed. The review will evaluate assets in terms of their location and social context, which will result in a portfolio that is designed for communities.

2.0 Proposal

- 2.1 The Stockport Local Centres model will be a framework to understand how we can best provide for residents within their communities. By taking a fresh approach to our assets within this model, we can have a responsive and suitable estate. The review will then inform what plans are taken forward into the following years of the programme.
- 2.2 In conjunction with a number of other Council services, the strategic reviews will identify where services could be better located, if they are duplicating services elsewhere, if the buildings are fit for purpose, and whether the service and asset is serving the community in the best way possible.
- 2.3 As a result of the reviews, an up to date property register will be produced, enabling effective management of the portfolio.

3.0 Scope

3.1 Approach:

The reviews will consider the justification for providing the service in the current location, scope for development/diversification, scope for service to be redesigned/commissioned, scope for the relocation/co-location within other Council/community services. As a consequence, new service delivery models are likely.

For specialist assets within the operational portfolio, they will be reviewed separately as they are not provided on a neighbourhood basis and their situation is either based on the location of the historic asset or to provide access to key items from the Council's museum collection in a convenient location.

3.2 Services in scope:

Any Council operated public building for the delivery of public services. As the proposals are developed, further details will be made available as to the particulars of the Stockport Local Centres model.

The financial scope for this review is set out in the following table:

Saving Name	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000	Phasing	
				2019/20 £000	Cumulative 2020/21 £000
Development of Stockport Local Centres model	3,120	(585)	2,535	(440)	(585)

3.0 Key Timescales

Milestone description	Date expected	Output at milestone
New bookings systems for community buildings, increased use by commercial groups and on weekends	April 2019	Better used facilities
Conduct service review on an asset basis	November 2018	Full review – location, condition and suitability assessments – for all public buildings
Review the Stockport Local Centre model	December 2018	Stockport Local strategy is developed
Stockport Local Centre model is implemented	July 2019 onwards	The model is realised within the community and service redesigns take place

5.0 Consultation and Engagement

- 5.1 Communities will have to be consulted when further detail has been developed. Conversations will be held with communities, or previous engagement used, to ascertain what residents would like to see from the model and these will go on to inform the robust proposals.
- 5.2 Any asset used to deliver direct public services that is declared surplus will be done so as part of a service review process including appropriate consultation where necessary.
- 5.3 On a local level, Ward Councillors will be involved and consulted upon.
- 5.4 Staff and partners will be consulted where appropriate.
- 5.5 School investment projects will require stakeholder consultation.

6.0 Interdependencies, Constraints, and Risks

- 6.1 The result of these reviews will likely result in, and be informed by, service redesign and/or reform of business processes.
- 6.2 As such it will be important to ensure thematic reviews across the organisation are aligned so that considerations of what, where, and how services are provided is shaped holistically.

7.0 Equality Impact Assessment

Equality Impact Assessment	
Development of Stockport Local Centres model (strategic reviews)	24/09/2018
	Stage: Draft

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

The outputs from the EIA may vary depending on the proposal. Where the Council intends to change a service, an EIA will be undertaken. This EIA would assess whether this would disproportionately affect any specific groups. Once the reviews for the above have taken place, then this EIA will be able to assess the impact the decisions will have.

Stage 2: What do you know?

Analysis will be undertaken to understand services and service users should the proposal result in a change of service.

Data collection will begin once reviews have taken place. We will also use consultation feedback as part of the analysis.

Stage 2a: Further data and consultation

To be completed following consultation.

Stage 3: Results and Measures

To be completed following consultation.

Stage 4: Decision Stage

To be completed following consultation.

COLLABORATIVE SERVICE DELIVERY

1.0 Strategic Overview

- 1.1 The Council has a stated ambition to collaborate with other service providers in order to protect front line services; increase resilience within services; reduce costs through economies of scale; and improve service performance through a uniformity of provision and collaborative relationships and seeking opportunities to avoid duplication. Within the same theme, the potential for a growth in traded services will be explored as a mechanism to generate income.
- 1.2 The vision for collaborative service delivery is to proactively explore sharing services with partners in order to improve resilience within services and safeguard quality of services by creating economies of scale.
- 1.3 The Council has now reached a position where our ability to absorb savings within services has been fully exploited. In most cases we no longer have the ability to reduce the number of staff delivering a service whilst still maintaining a viable service delivery model which meets the needs of our customers. In some cases we are already reliant on a limited number of subject matter experts which in turn leaves the Council vulnerable during periods of absence.
- 1.4 To counteract this we have for a number of years been developing more multi-skilled job roles with greater use of automation, self-service and consistent processes. We have redesigned job roles so that our specialists undertake work which only they are qualified to do and less specialist work is undertaken by staff in more multi-skilled roles.
- 1.5 This has already allowed us to reduce our workforce by approximately 30% since 2010. However we estimate that the scale of reduction in funding between now and 2021/22 could result in a further staffing reduction in the region of c.20%. Where other organisations are contending with similar pressures, it represents an opportunity to increase the Council's portfolio of collaborative service delivery. The Council will seek opportunities to collaborate and share services both within sector and across sectors where this meets the needs of the people of Stockport. We remain open to opportunities to collaborate both within Greater Manchester and beyond the sub-regional footprint where this does not negatively impact upon the economy and skills mix within Stockport.

2.0 Medium Term Implementation Plan

- 2.1 This work stream is a framework for managing and driving change and contributing to the transformation that the programme aims to achieve. It will run in a coordinated way over the next four years understanding what we need to provide, how it can be provided in the most appropriate way possible, who can provide it, and where it can be accessed from. Throughout this process, we will be constantly reviewing phasing and prioritising the changes and opportunities. Viewed through a strategic, thematic lens, this will enable us to inform implementation plans for future years as well as 2019/20.
- 2.2 For this work stream, a four year Implementation Plan would not be practical. The Council is likely to be working with a range of partners where programmes of work will respond to emerging opportunities. However, this would only develop at the point where our potential partner organisation is ready to progress. In broad terms, our programme will be organised as follows:

Phase 1: Baselineing, bench marking and relationship building

- Ensuring that all services delivered by the Council are 'match fit' and in a position to collaborate. This includes applying the principles of Customer Journeys, Organisational Capability, Strategic Commissioning: Getting More Out Of Our Spending, and Place & Property principles to existing services,
- Reviewing operational and financial data within services and seeking comparable information from partners,
- Continue to engage on a sub-regional and regional level with colleagues in specialist GM networks,
- Arrange exploratory conversations where opportunities arise with authorities that express an interest in collaboration,
- Finalise ongoing discussions with SFT about sharing corporate and support services within Health and Social Care,
- Explore opportunities to build collaboration within Stockport Family.

Phase 2: Due diligence, governance, risk sharing, and early collaboration

Having identified suitable partners and obtained broad agreement to collaborate:

- Detailed programme management and planning; including development of agreed governance arrangements, risk-sharing arrangements,
- Detailed understanding of proposed new service delivery model including service level agreements, proposed benefit realisation projections, liabilities etc.,

- Detailed discussion about location and management of collaborating services and the nature of collaboration; identify the best location for the collaborative service delivery to optimise efficiency.

Phase 3: Implementation, refinement and benefits realisation

- Linked to specific areas of collaborative service delivery and our overall programme,
- Delivery of early collaborative service delivery models; monitoring of the impact of the implementation for outcomes and financial implications; monitoring the transition cost model.

Phase 4: Evaluation, learning, refining our approach

- Linked to specific areas of collaborative service delivery and our overall programme.

3.0 Foundations of Collaborative Service Delivery

3.1 The sharing of services and collaboration with other partners is dependent upon third party co-operation and challenging periods of negotiation often at a very senior level. As such, our ability to present firm plans about specific areas of work is limited. In general terms our direction of travel for future years will see:

- Direct approaches to public sector organisations both within Greater Manchester and beyond this sub-regional footprint to progress opportunities to share services,
- The Council supplying/hosting services on behalf of one or more public sector organisations either with national/sub-regional co-ordination or independently,
- The Council having services supplied or hosted on our behalf by one or more public sector organisations either with national/sub-regional co-ordination or independently,
- Where appropriate, increasing traded or commercial activity linked to this collaborative approach where new markets become available.

3.2 The high-level principles that we will apply when making these approaches to collaborate are as follows:

- A focus on inclusion and putting the needs of our residents and service ahead of organisational boundaries and silo-based thinking,
- Being open about what service performance standards are acceptable, resourcing accordingly and being clear about the impact,

- Being mindful of the impact on the local economy; protecting public sector jobs in Stockport where possible but ultimately recognising Stockport as an intrinsic part of the North West Public Sector economy,
- Maximising income to protect vital services by exploiting the opportunities for growth which may be created by new areas of collaboration,
- Focusing on integrated service delivery, particularly in relation to management arrangements and back-office – across the Council, places and the public sector as a whole, in order to reduce duplication and increase resilience,
- Designing digital solutions and self-service wherever possible.

3.3 Trading services and growth as part of the Collaborative Service Delivery agenda

Collaboration with new partners may create opportunities for the Council to trade in markets where Local Authorities in general and the Council in particular do not currently have a presence. Stockport Council will increase its commercial focus and expand into more commercial markets in other sectors. It will continue to trade with existing markets e.g. schools, retaining our established customer base whilst looking to expand the volume of customers we trade across borders.

4.0 Consultation and Engagement

- 4.1 In general this programme of work should not directly impact service users who should expect to see either the same level of service or improved service delivery as a result of collaboration. Any issues relating to customer-facing engagement and consultation will be addressed through the Council's usual consultation mechanisms. This is particularly true for customer facing services where face-to-face delivery forms part of the offer and where the location or nature of this face-to-face engagement may change as a result of collaboration.
- 4.2 The majority of our engagement and consultation will be with potential future and current partner organisations. As part of the development of a Collaborative Service Delivery and traded offer, the following engagement will need to take place within both the supplier and client organisations:
- Officer facing discussions about potential in-scope services,
 - Elected Member and Executive/Board level discussions,
 - Union negotiation and staff facing consultation where applicable.

5.0 Interdependencies, Constraints, and Risks

- 5.1 The sharing of services and collaboration with other partners is dependent upon third party co-operation and challenging periods of negotiation often at a very senior level.
- 5.2 The pace of collaboration will depend upon quality of the partnership and the speed at which it is formed.
- 5.3 Conditions of service will also be a constraint in some areas of collaboration and may restrict our ability to share services in the broadest sense. Union negotiation may be more complex although there is broad agreement about the need to collaborate in order to protect front line services and jobs amongst union colleagues.
- 5.4 The benefits of the invest-to-save model should be outweighed by the impact of change. However, the returns of the change may take time to be realised.
- 5.5 Developing collaborative and traded services has the potential to have a positive impact on the Stockport economy and creating greater resilience within services. Collaborative Service Delivery will tie into the other work streams within the MTFP programme where staff will be co-located (Making Sure We Have The Right Property In The Right Places), processes and mechanisms in place to acquire and manage staff (An Organisation Fit For The Future), the appropriate technology is developed and used (Improving Citizen Experience) and the collaborative service delivery works for the participating partners (Strategic Commissioning).

Equality Impact Assessment

Collaborative Service Delivery

19/09/18

Stage: Draft

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

The Council has a stated ambition to collaborate with other service providers in order to protect front line services, increase resilience within services, reduce costs through economies of scale, and improve service performance through a uniformity of provision and collaborative relationships and seeking opportunities to avoid duplication. Within the same theme, the potential for a growth in traded services will be explored as a mechanism to generate income.

The vision for collaborative service delivery is to proactively explore sharing services with partners in order to improve resilience within services and safeguard quality of services by creating economies of scale.

In general this programme of work should not directly impact service users who should expect to see either the same level of service or improved service delivery as a result of collaboration. Any issues relating to customer-facing engagement and consultation will be addressed through the Council's usual consultation mechanisms and will have an EIA to accompany it.

Any specific impacts relating to staff would also be addressed through a specific EIA relating to that project.

AN ORGANISATION FIT FOR THE FUTURE

1.0 Strategic Overview

- 1.1 Responding to the financial challenges faced by the Council will require a transformed organisation and different ways of working. This workstream of the Medium Term Financial Plan will enable the Council to build solid foundations upon which the Council will achieve the ambitions outlined in our other areas of work. The vision for this work stream is:
- A bold, resilient and talented workforce, integrated and designed to focus on outcomes with the right skills, shared values and commitment to Stockport residents,
 - Managers in the right place with the right skills and the right tools to do the job,
 - Prioritising limited resources efficiently in order to retain and attract talent,
 - Policies and processes which reduce bureaucracy, are fit for purpose and ensure good governance.
- 1.2 As a Council we recognise that our staff have a proven track record in delivering high quality services. However given the scale of the financial challenges ahead there will be further workforce reductions, and it is essential that we take appropriate steps to retain talented individuals who will help the Council achieve our stated ambitions for Stockport residents. At its heart is a programme of organisational development which will see investment in our workforce, providing more opportunities for staff to enhance their skills so that we can increase productivity and secure a sustainable workforce.
- 1.3 This programme will help the Council become an organisation that is fit for the future. This reform cannot be limited to the traditional boundaries of Stockport Council. We must develop a workforce that is able to play its part in fully integrated public services that effectively respond to, and reduce, demand at the Neighbourhood level in a citizen-centred way. Working with partners across the public, private and voluntary sector we must move further and faster to scale up a programme of place-based reform with a workforce that takes steps to build on the assets of communities across Stockport.
- 1.4 As part of the investment in the people who will be our future workforce, we intend to undertake a review of spend on training and development and explore how reserves might be used to pump prime transformation. We intend to develop a set of design principles for future staffing redesign exercises which will ensure that our services are organised in a way that is designed to meet our current and future needs.

- 1.5 We are now in a position where every member of our workforce must be equipped to operate at their optimal capacity for the benefit of the people of stockport. This will mean recruiting more efficiently to attract people who possess the right ethos and values. It will mean continuing to ensure that our employees receive the training they need to do their job in a timely matter and in a way which allows them to fully engage in the development opportunities. We will also need to invest further to ensure that our workforce continues to have the right skills and the right tools to do their job effectively. We intend to strengthen workforce planning, talent management, succession planning and our approach to reward and recognition so that those employees who contribute most to our future direction of travel feel valued. This will also support staff retention and recruitment which is essential given our stated ambition to work collaboratively with partners and explore collaborative service delivery.
- 1.6 The Council has now reached a position where our ability to reduce management and supervisory capacity without a fundamental review of the bureaucracy associated with this management role is no longer viable. This work stream will review financial procedure regulations, decision-making protocols and other governance arrangements in order to allow managers to operate more efficiently. We will also need to monitor performance at an individual, team and organisational level in a more transparent way allowing us to manage performance and identify high performing areas.
- 1.7 We will also be undertaking a systematic review of policies, procedures and processes in Human Resources, Finance and Governance. We will need to continue our close engagement with the workforce and union colleagues. A phased approach will be taken which will be mindful of opportunities for early progress and also focussing on areas of highest impact.

2.0 Medium Term Implementation Plan

- 2.1 This is a 4-year programme of work. The level of activity will be heavier in the first year as this will be laying down the foundations for other programmes to achieve their aspirations. This will include investment in workforce development and organisational development activity as outlined earlier in this report. The following years will engage an agile approach dependant on the emerging savings priorities.

Year 1: Policy development and consultation, quick wins

This year will involve taking forward a number of significant areas of work to improve procedures and processes. These will include:

- **Enhancing Workforce Planning (to enable effective talent management and succession planning)** bringing an increased requirement on managers to take ownership of their own workforce planning so that professional staff groups have an appropriately skilled workforce now and in the future (local talent management, grow your own approaches); as well as a better understanding of future workforce supply and demand.
- **Review our approach to Performance and Development Reviews so that they are more closely aligned to emerging values and Council priorities.** Employees will know what is expected of them and how they individually contribute to realising objectives with a clear linkage to Council / Corporate Objectives throughout the organisation.
- **Improve caseload and workload oversight and identifying performance issues.** This will bring greater use of technology to track workload at a transactional and/or caseload level in order to monitor performance and quality. It will allow greater opportunities to recognise and reward staff making an exceptional contribution, as well as greater transparency and improved processes for managing underperformance.
- **Improve our approach to vacancy management and recruitment.** This will include an explicit approach to vacancy management with managers required to contribute to overarching targets which reduce their workforce. This will help to deploy reducing resources to areas of greatest need.
- **Improve our processes in relation to (post-selection) on-boarding, probationary periods and induction.** This will involve pre-employment activity, probationary period and induction viewed as a single process with managers held to account for the quality of their support. This will help to improve workforce quality so that it is resilient and able to meet the demands of the Council priorities.
- **Continue to improve self-service offer to managers dealing with 'organisational capability' issues** which will bring a new digital 'front door' for many support services with greater use of online and self-service option. This will allow managers to access online support at a time and location that suits them, including remote access.
- **Review our approach to redundancy selection, voluntary redundancy payment and severance, support for supernumerary employees** This includes recommendations for a change in policy relating to the value/ levels of payment for VR; displaced staff receiving pay protection over a shorter period; and more staff spending less time on the supernumerary register.
- **Revising our approach to the staff-facing aspects of consultation.** This will bring a more pragmatic approach to consultation which meets statutory

requirements and can bring a reduced period of instability and uncertainty for the workforce.

- **Undertake a review of spans of control and layers of managerial hierarchy.** This will mean a potential reduction in the total number of layers of hierarchy from the top to the bottom of the organisation bringing improved communications and accountability and reduced management costs in some areas.
- **Review our approach to HR policies and procedures including disciplinary action and capability in order to reduce timeframes and use management resource effectively.** A clear policy based on ACAS Code of Practice and Guidance with a process which is quicker, has more certainty and takes less managerial time.
- **Review Officer and Member Facing Decision making forums.** This will bring the opportunity for less administration and quicker decision making which will in turn reduce the cost of overheads (linked to Strategic Commissioning Workstream).
- **Develop proposals for governance transformation** with proposals to rationalise and save opportunity costs.

Years 2, 3 and 4: Policy application, embedding new processes, responding to emerging themes from other work streams

- Embed and stabilise year 1 activity and responding to the emerging themes,
- Apply the principles agreed in the review of Spans of Control and Layers of Hierarchy to emerging service redesign activity,
- Develop further proposals in line with the other key work streams' progress to ensure organisation's sustainability with the most efficient workforce.

3.0 Foundations of an Organisation Fit for the Future Work Stream

3.1 The activity described in the section above is based on a systematic review of policies, procedures and processes alongside close engagement with workforce and union colleagues. In general terms our direction of travel for future years will see:

- A more systematic approach to talent management, succession planning, reward and recognition for those staff exceeding expectations in terms of performance and demonstrable application of values,

- A reduction in the level of bureaucracy in all relevant policies and procedures making decisions more quickly whilst continuing to remain compliant with relevant legal and statutory requirement,
- A more appropriate level of decision making, often by staff closer to the operational detail of a proposal,
- Fewer decision making forums and clearer routes to implementation with less internal governance potentially managing a wider spectrum of decisions,
- An increased focus on individual and team contribution to organisational priorities and values with more closely aligned recruitment and selection activity, performance management frameworks and HR policies and procedures.

3.2 This work stream will apply the Council's Workforce Values which can be summarised as follows:

Stockport

We are **ambassadors** for Stockport and the Council
 We **do what we say**, taking **responsibility** for our actions
 We **involve** and **listen** to people when designing our services

team

We **work together** to achieve **shared goals**
 We are **committed** and **positive**, working to the **best of our ability**
 We feel **empowered** to give and receive **feedback**

ambition

We encourage **new ideas** to make better use of our **resources**
 We have **courage** and **confidence** to **challenge** how we do things
 We are prepared to **take risks** and **learn from our mistakes**

respect

We **support** each other and **celebrate success**
 We care about **diversity** and everybody's **wellbeing**
 We **work with people**, being **open** and **honest**

4.0 Consultation and Engagement

- 4.1 We will be developing our plans and proposals further over the course of the coming months and into future years. As we do this we will be working with our workforce, Trade Unions and other key partners to inform how we will work in the future. In general this programme of work should not directly impact service users. Where customer-facing consultation is required this will be addressed as part of the relevant work stream linked to a specific service redesign.
- 4.2 The majority of our engagement and consultation will be with the workforce and their nominated representatives. In the first instance and whilst discussions are at a high level this consultation will take place through existing joint negotiation channels. We will also need to consult with senior managers and elected members, particularly where we consider there is a need to revise policies and/or procedures.

5.0 Interdependencies, Constraints, and Risks

- 5.1 As this is an enabling work stream there will be interdependencies across the other workstreams. These are Improving Citizen Experience, Strategic Commissioning, Making Sure We Have The Right Property In The Right Places and Collaborative Service Delivery. This programme will be working closely across all themes and will require close working and consultation with managers and trade union colleagues. Each of the services and themes will be required to consider their reviews to ensure they are fit for the future.
- 5.2 Much of the change in policies and processes described above requires a management culture change. This will need clear and strong communication, visible leadership which is consistently congruent with the agreed approach, mechanisms to address incongruent behaviour and support.
- 5.3 Digital/technological solutions may be needed and will need time for development. There may be a need for procurement of new systems.

Equality Impact Assessment

An Organisation Fit For The Future

24/09/18

Stage: Draft

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

About Equality Impact Assessments

Section 149 of the Equality Act 2010 requires the Council to have due regard to certain things every time it makes a decision. Due regard means having information about the equality impacts of a proposed course of action when a decision is made. Where negative impacts (or likely impacts) have been identified, the Council is required to consider alternative or additional courses of action that mitigate the harmful impacts.

Responding to the financial challenges faced by the Council will require a transformed organisation and different ways of working. This workstream of the Medium Term Financial Plan will enable the Council to build solid foundations upon which the Council will achieve the ambitions outlined in our other areas of work. The vision for this work stream is:

- A bold, resilient and talented workforce, integrated and designed to focus on outcomes with the right skills, shared values and commitment to Stockport residents,
- Managers in the right place with the right skills and the right tools to do the job,
- Prioritising limited resources efficiently in order to retain and attract talent,
- Policies and processes which reduce bureaucracy, are fit for purpose and ensure good governance

As a Council we recognise that our staff have a proven track record in delivering high quality services. However given the scale of the financial challenges ahead there will be further workforce reductions, and it is essential that we take appropriate steps to retain talented individuals who will help the Council achieve our stated ambitions for Stockport residents. At its heart is a programme of organisational development which will see significant investment in our residual workforce, providing more opportunities for staff to enhance their skills so that we can increase productivity and secure a sustainable workforce.

As this is an enabling work stream there will be interdependencies across the other workstreams. These are Improving Citizen Experience, Strategic Commissioning, Making Sure We Have The Right Property In The Right Places and Collaborative Service Delivery. This programme will be working closely across all themes and will require close working and consultation with managers and

trade union colleagues. Each of the services and themes will be required to consider their reviews and restructures through an Organisation Fit for the Future lens.

Although this workstream does not require it's own EIA there will be a requirement for specific EIA's to be completed across the five workstreams it supports.

Stage 2: What do you know?

To be completed following the consultation stage.

Stage 2a: Further data and consultation

To be completed following the consultation stage.

Stage 3: Results and Measures

To be completed following the consultation stage.

Stage 4: Decision Stage

To be completed following the consultation stage.

STRATEGIC COMMISSIONING: GETTING MORE OUT OF OUR SPENDING

PROPOSAL 7: PUBLIC REALM

1.0 Introduction and Purpose of Report

- 1.1. This report provides further detail to the Public Realm proposals and the savings that will be realised from the management of the Borough's greenspace and streetscape, and changes to ward highway improvement work.
- 1.2. The scale of savings required will inevitably result in a reduction of standards across the borough. These reductions will be carefully managed so that, wherever possible, the standards of key locations and well utilised public spaces are maintained as far as possible.
- 1.3. The Public Realm proposals will be supported by investment in a new digitised approach to the services. This will result in an improvement in the end-to-end processes of work undertaken by Totally Local Company in street cleansing and greenspace maintenance on behalf of the Council. It will result in a more efficient way of delivering these services, and provide a more effective customer interaction. In time this should enable improved targeting of reducing resources, mitigating some of the impact of reducing services. From a customer perspective, residents that report a public realm issue will be able to track the progress of the service request, reducing the work load on the customer service function for TL.
- 1.4. The table below details the financial modelling relating to the proposals set out below. The text in the subsequent sections highlights the proposed areas where the savings will be achieved and the impact upon the borough.

Public Realm	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000	2019/ 20 £000	Cumulati ve 2020/21 £000
Reduction in Traffic and Infrastructure offer	413	(190)	223	(190)	(190)

Reduction in Greenspace offer	2,668	(250)	2,418	(250)	(250)
Reduction in Street cleanliness	3,527	(300)	3,227	(300)	(300)
Sub-total:	6,608	(740)	5,868	(740)	(740)

2.0 Highway Verges

- 2.1 Within this proposal, grass verges lining highways will be mowed less frequently; some sites will be mown annually, where more in keeping with the surrounding environment.

3.0 Cleanliness Rounds

- 3.1 Outside of the Town Centre, street cleaning rounds will move from a 14 day to a likely 21 day cycle. The precise frequency of rounds will be established following a more detailed analysis of the optimum capacity of a reduced workforce. Resources will be organised where possible to minimise the impact of the reduction of cleansing resources on district centres and other well used locations.
- 3.2 The public will see more litter on residential streets as the cleansing frequency is reduced.
- 3.3 It intended to reduce the number of litter bins across the borough, both on the streets and within parks, with the least used litter bins to be withdrawn. Evidence where litter bins have previously been withdrawn on a permanent or temporary basis suggests that following an initial issue with litter left by the location of the bin, residents take their litter elsewhere and there is no increase in litter on the floor.

4.0 Integrate Streetcare and Parks

- 4.1 Totally Local will review the management, supervision and organisational structure to integrate their Streetcare and Parks operational teams to increase their efficiency. These changes should realise some efficiencies through reducing the number of managers and supervisors across the structure.
- 4.2 This should have minimal impact upon front line services.

5.0 Revise Play Area Inspections

- 5.1 The play area inspections regime will be also be revised to increase efficiency whilst still meeting the statutory requirements.
- 5.2 Within this, the Council will review the existing planning policies relating to play spaces, and accelerate the previously agreed modification of existing Local Areas of Play, whereby fewer moving piece of equipment are located in play areas with a less onerous inspection and maintenance requirements.
- 5.3 Residents should not see any difference in the maintenance of play equipment but may see some play areas gradually changed into more natural play areas with fewer moving pieces of equipment.

6.0 Reduce Mowing Frequency

- 6.1 The mowing schedule across Streetcare and Parks will be reduced across all parks with the introduction of more meadows introduced across the borough. The precise locations of where meadows are introduced and the frequency of mowing elsewhere will be identified by considering the frequency and type of use of the land and the cost of the current maintenance programme.
- 6.2 The public will notice a general increase in the length of grass around recreational areas with a significant number of locations being left as meadows.

7.0 Review Arboreal Procurement

- 7.1 We will review alternative delivery models within arboreal management services with a view to reducing net costs by at least 10% of the current budget.
- 7.2 It is expected that there will be no impact on the public as this service will continue. It will also not affect the three-year highway tree replacement programme.

8.0 Traffic and Infrastructure

- 8.1 It is proposed to remove the ward discretionary budget for highway improvements, which will make a saving of £190,000. The budget is currently £10,000 for each ward with associated costs to support this work. This will mean that small scale and bespoke highway traffic improvement schemes will not be delivered across each ward unless alternative funding is identified. Essential road safety schemes will continue to be implemented using mainstream funding.

- 8.2 The actual saving made to the budget will be £190,000 which allows ongoing commitments to be met and a very small number of essential works to continue to be delivered.
- 8.3 It is proposed that delegated highway budgets that are uncommitted at the end of the financial year will be taken back into the overall highway budget.
- 8.4 This review will be delivered in line with the review of committee and delegated funds that are contained within Proposal 6: Support and Governance of the Medium Term Financial Plan.

9.0 Risks

- 9.1 Whilst these savings can be managed in an orderly manner, there is an underlying risk that year on year reduction in services delivered by Totally Local Company will impact upon the resilience and overall efficiency of the company. Fewer services and a reduced workforce will impact upon Totally Local's ability to respond to unforeseen incidents. In addition, there is a risk that reducing services impacts upon the organisations overall efficiency, as fixed overheads are allocated to fewer, smaller services.
- 9.2 The Council will continue to work with Totally Local to introduce the reductions in service identified within the report whilst taking appropriate measures to optimise the benefits to the company from securing external work.

Improving Customer Experience

PROPOSAL 8- BALANCING THE COST OF SERVICES

1.0 Overview

1.1 Ensuring that the balance between locally raised taxes, and the fees and charges paid to access services, are fully understood and balanced in line with Council priorities is a key priority within our Medium Term Financial Plan. Six proposals were identified in our earlier report with an expectation that these proposals would contribute £1.160m in 19/20.

1.2 In our overarching proposal we were clear that for citizens this will mean:

- A clearer and more transparent offer from Council services to the public,
- Residents will access services primarily online with as much self-service as possible,
- People may have to pay more to access certain services,
- Targeted safety nets and escalation routes will be in place to ensure everyone can access appropriate personal services.

1.3 As part of 19/20 MTFP Programme, the following targets were aligned to this work stream:

Balancing the cost of pre-application planning charges	£0.050m
Balancing the cost of services in other areas (phase 1)	£0.600m
Expanding the market share of existing traded services	£0.100m
Making Events & Registrars a cost neutral service	£0.050m
Early years	£0.120m
Sub-total	£0.920m

1.4 In addition there is a separate but related proposal contained within the 'Place and Property' work stream where aligned charging protocols will be applied when generating income from buildings. The savings associated with this proposal is £0.240m.

Generating Income from Buildings (separate but related proposal)	£0.240m
Total	£1.160m

1.5 These proposals will see a fundamental review of our charging protocols for all aspects of service delivery based on a pre-determined set of principles which were detailed in our earlier report:

- The Council will prioritise income generated from Council Tax and Business Rates for the delivery of statutory services and agreed Council priorities,

- All services will continuously seek to be delivered in the most efficient way possible with an ongoing focus on driving down overheads wherever possible,
- Receipt of income will be managed in the most cost effective way with our default position being online payments received in advance of service delivery; debt recovery processes will be robust,
- In some cases the Council may be in a position to offer a higher level of support which customers can access at a premium, for example to receive face-to-face or expedited support when there is an online or telephone offer already available,
- Where there are alternative providers for the service under consideration, the Council will usually trade on a full cost recovery basis and may consider withdrawing from the market if full cost recovery makes the service uncompetitive (growing our local economy).

1.6 To achieve this ambition a cultural shift throughout the Council will be required. Understanding the cost of delivering services and creating a robust structure that reviews delivery, pricing, general fund subsidy and wider provision of chargeable services to the public will need to be put in place.

1.7 The legal basis for charging is included in the Local Government Act 2003. In addition to existing statutory provisions which expressly authorise charging, Section 93 of the 2003 Act allows a local authority to charge for any services which it has discretion to provide. Charges cannot be made for any services for which there is a duty to provide or where legislation expressly prohibits the charging for discretionary services.

2.0 Scope

2.1 Balancing the cost of services has the potential to affect all public and business facing services. We anticipate that all services will be reviewed to ensure that the Council applies a consistent approach to charging and cost recovery for non-statutory service. The areas likely to be most affected are universal services where individuals and/or businesses require a non-statutory service from the Council that directly benefits them.

2.2 A review of charging protocols within Services to Place has been identified as a priority during 19/20. There is also a well-established programme of trading services and cost recovery within Corporate and Support Services which is ongoing. However, we are clear that services delivered to vulnerable adults or children will also be reviewed during the same period, as there are a number of services that may be delivered inefficiently or where it is reasonable to charge because there are affordable alternatives for those individuals.

3.0 Process

3.1 In order to respond to the direction of travel outlined in the proposals presented to Cabinet in October 2018, Services to Place and Corporate and Support Services have started the process of critically evaluating all services in that area to establish the degree to which the Council currently subsidises non-

statutory service provision. Managers have been asked to benchmark over ten public and business-facing services to establish whether or not their current operating model balances the cost of delivering the service. An overview of the services currently under consideration in Phase 1 of this review is attached at Appendix 1.

- 3.2 In the first instance, managers within phase one of this exercise have been asked to undertake a detailed analysis of the current cost of delivering a service at a transactional level so that the true delivery cost is understood. This process also helps managers determine the nature of the service under consideration and whether it should be operating on a full or operational cost recovery model using a decision making 'logic tree' to ensure consistency. The decision making outputs can be summarised as follows:

Service category	Description
Balancing the cost of services limited due to a fixed or mandatory fee	The service is subject to a regulated fee and amount is determined by Central Government or other Regional / Regulatory body. In this instance our focus is on reducing delivery costs and ensuring that the service in question is clearly defined.
Subsidised service delivery	The service in question directly contributes to council objectives and/or may have unintended consequences which detract from our objectives if we move to a cost recovery model. In the scenario the Council may consider the use of the cash limit budget to fund part or all of the operating costs for this service. The subsidy can be anything between 1% and 100%.
Operational Cost Recovery	The service in question can move to an operational cost recovery model and begin recouping all directly incurred costs (including overheads), associated with the delivery of this service. This includes staffing costs and other directly attributable costs such as HR and Financial support. This model is most applicable where services are delivered to Stockport based residents and businesses. The focus continue to be on reducing the overall cost of service delivery.
Full Cost Recovery	This model would also see services recouping indirectly incurred costs such as the cost of organisational governance arrangements, ongoing staff development, future investment in service improvements etc. This model is most applicable where services are delivered outside Stockport and/or Greater Manchester. It will also be important where a service is planning to increase market share in an established market. The focus continue to be on reducing the overall cost of service delivery.
Withdrawal from the market	In some instances it may be prudent for a service to withdraw from a market because it is not cost effective to provide the service in a competitive market. Stopping a service where there is an established market with cost-

	effective service delivery models that represent good value for money to residents will be considered.
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- 3.3 A senior management board is now in the process of reviewing the outputs of this exercise to ensure that decision-making is consistent and that data calculations are validated, robust and deliverable. This includes a review of the level of subsidy currently provided and for which services; whether new charges should be introduced; whether services could reduce the cost of delivery by service redesign and whether consideration should be given to withdraw from a particular market and sign post residents and businesses to the local market for support. This is important so that the Council is transparent about areas it has no current plans to charge for e.g. Green Waste and for areas where subsidy is a conscious and determined decision to forego income in line with Council policies and priorities.
- 3.4 The document attached at Appendix One summarises the high level data received to date. The full results with detailed reports and recommendations will be reported at the next round of Scrutiny and Cabinet in December 18.

4.0 Strategy and Policy

- 4.1 We have previously articulated a set of principles, which will form part of our consultation on the Council's proposed change in approach to balance the cost of service delivery. It is recommend a strategic document is also developed in order to ensure that the Council applies consistent policies and transparent decision making as we redesign our approach.
- 4.2 The key policy decisions likely to be articulated in this policy (which are contained within this report for comments as part of our consultation) are as follows:
- Balancing the cost of services will be linked to the Authority's priorities, outcomes and values and our statutory obligations ;
 - We will strive to keep customers at the heart of what we do; charging decisions will balance the need to remain financially viable with our ambition to remain citizen/customer focussed
 - All income generated will be reinvested to support the work of the authority and protect front line services; reducing the cost of service delivery is paramount
 - Decisions to implement new charging protocols will be implemented consistently across all services with senior level oversight to ensure that the cumulative impact of changes are understood and the focus remains on reducing operating costs
 - The impact of changing a charging protocol for a particular service will take into consideration when making a decision to subsidise service delivery
 - Fees & charges will not be used to restrict access to information or services however could be a useful tool in demand management and behaviour change;
 - We will routinely implement an annual review of costs based on inflationary indicators through delegated authority to officers

- The approval of other increases in cost will be formalised and may differ depending on the nature of the service and the proposed increase in cost; some delegated authority may still apply in clearly defined scenarios.
- We will implement a standardised the approach to refunds, where full refunds are only offered where there has been no significant financial outlay at the point of request and there is a reasonable expectation that the time allocated to deliver the service can be re-allocated
- Payment in advance of service delivery through improved digital channels will be our default cost recover model; the ability to pay by cheque and/or postal order will be withdrawn, Where applicable more robust debt recovery processes is implemented
- Where appropriate and where we have a financial viable model, which is competitive in terms of cost and/or quality we will take steps to increase the Council's market share whilst also being mindful of the impact this may have on the local economy.

5.0 Consultation relating to specific proposals

Pre-application planning advice (£0.050m)

- 5.1 As well as consulting on the broad principles and policy decisions outlined earlier in this report, this report seeks to alert Elected Members on a number of specific proposals where there is likely be a significant change in approach
- 5.2 Despite the increase in planning application numbers over recent years the planning service has continued to offer a free pre-application advice service in connection with planning applications to be determined by this authority. However, the service provided has been limited and dependent upon resources and capacity, and frequently hasn't met with the expectations of our customers, a position which clearly is unsustainable when seeking to ensure that Stockport attracts development and inward investment.
- 5.3 Charging for pre-application planning advice is now common practice both within Local Authorities and the wider market and is generally accepted by developers. The introduction of charges in this area is likely to reduce the number of pre-application enquiries taking away the more speculative discussions and enabling the planning service to clawback time resource which is currently spent providing applicants and agents with advice which is available elsewhere.
- 5.4 Basic pre-application advice will be made available via digital channels and customer who wish to access this guidance will be able to do so free of charge. However it is proposed that charging for all bespoke telephone, face-to-face or written pre-application advice is introduced for all types of development to recover the costs spent on the service and provide a better customer experience end to end. It is envisaged that the whole pre application service will be in place from April 2019.
- 5.5 It is also proposed to review the planning pre-application charging schedule on an annual basis and to make adjustments to those fees where appropriate, to

reflect the quality of the service and resources provided and make amendments where required.

- 5.6 Taking account of the anticipated reduction in pre-application advice it is anticipated that the following income could be achieved (this is split into the main categories as proposed):

Type	Anticipated Number	Cost per Inquiry (£) (ex Vat)	Total (£)
Householder	25	70	1,750
Change of Use	10	100	1,000
Advertisements	5	100	500
Minor Development	30	300	9,000
Small-scale (10 up to 49 residential units)	10	750	7,500
Small-scale (1000 to 2999 sq m)	10	750	7,500
Medium (50 to 199 residential units)	6	1,000	6,000
Medium (3000 to 9999 sq m)	6	1,000	6,000
Large-scale (200+ residential units)	3	2,000	6,000
Large-scale (10,000+ sq m)	3	2,000	6,000
Works to trees	10	100	1,000
Conservation/Listed Building	10	120	1,200

- 5.7 Based on the proposal, it is proposed that circa £53,450 of additional income could be realised.

Events and Registrars

- 5.8 The events and registrars team will be making a contribution of £0.050m in order to move the service to a cost-neutral operating model in the first instance. This is likely to include a further review of staffing and all associated running costs. In particular there is an ambition to expand sales for events at Bramall Hall, Chadkirk Chapel and Town Hall building on the marketing, brand and reputation that has grown. This may require different operating models for these assets to ensure that the Museums Services, Greenspace Service and Events Service are all able to work collaboratively and to shared objectives. This will be explored through the 'Place and Property' work stream.

Schools-facing service delivery

- 5.9 A number of the areas under consideration are likely to have a cumulative impact on schools and it is important that we are able to have an overarching discussion with colleagues representing Stockport Schools so that we understand the potential impact on school budgets and what steps we may be able to take to mitigate the impact of increased charges in some areas.

6.0 Summary of Financial Progress

- 6.1 The MTFP proposals relate to all areas of the Council, however the proposal “Balancing the cost of services in other areas” has mainly been contributed to by Services to Place in this first phase of work. All the proposals are shown in further detail in Appendix 1. As previously stated all other non-statutory areas which provide goods or a service to the public and/or businesses are within scope of this review.
- 6.2 The tables below shows that there is £1.226m of potential additional income that has been identified (including inflation), *but not yet validated*, for 2019/2020.

It is intended that inflationary increases will be introduced each year going forward as part of the new protocol and the Consumer Price Index as at the previous September be used as the increase measure. This aligns with various other policies e.g. Housing Revenue Account rents and service charges and Business Rates.

Summary totals are shown below:

	Original 19/20 £000	Current Estimate 19/20 £000
MTFP Proposal		
Balancing the cost of pre-application planning charges	50	50
Balancing the cost of services in other areas	600	666
Expanding the reach of existing trading services	100	100
Making Events & Registrars a cost-neutral service	50	50
Early Years	120	120
Generating Income from Buildings (Making Sure we have the Right Property in the Right Places)	240	240
TOTAL MTFP Proposal	1,160	1,226

Category	19/20 £000
Full Cost Recovery	467
Operational Cost Recovery	439
Subsidised Service Delivery	320
TOTAL Estimated Additional Income by Category	1,226

- 6.3 In most cases it is important that charges do not exceed the cost of provision (gross total cost before deducting income). Therefore to ensure cost recovery is maximised, the total cost of a service included in the calculations reflect all costs including employee costs, premises & transport, supplies and services, third party payments, transfer payments, support services, and also include a share of overheads including capital charges (at rate of annual depreciation).

- 6.4 Forecasting income involves an element of uncertainty especially when income needs to be recovered. Debt recovery is therefore included as one of the key policy decisions which we are consulting upon.
- 6.5 All indicative income identified following during this process will be scrutinized by the Finance Department in conjunction with service managers and current pressures on service budgets will and have been accounted for.

7.0 Timescales

- 7.1 These timescales apply to the first phase of activity which will review charging protocols in all areas of the Council. Services to Place is leading on setting the pace of change in this regard and is currently working towards the following timelines. Upon completion of this earlier activity, our approach will be refined and the review process will be rolled out to other areas of the Council.

Milestone Description	Date Expected	Output at Milestone
Validation Meetings with Service Managers	Oct / Nov 18	Validation of work & proposed fees
Detailed Proposals Nov/ Dec Scrutiny	Dec 18	Agreed programme
Notification of increased / new charges published on website	Jan 19	New fees published
New fees for 19/20 introduced	April 19	

8.0 Consultation & Engagement

- 8.1 The Council will be undertaking some consultation in order to understand the impact of implementing some of the principles and policy positions outlined earlier in this report. For example where we are taking a decision to remove the ability to pay by cheque for some services we will need to understand what steps we may need to take to mitigate the impact of this decision. We will also consult information with elected members and management on the content of the emerging strategic policy document.
- 8.2 However in accordance with the Council's constitution there is no public consultation or engagement required when making a decision to change our charging protocols. Updated existing fees will be published on the website between Jan and April, for comment not consultation, after being reported through democratic committee cycles.
- 8.3 The introduction of some 'new' charging protocols in areas where non-statutory services are currently provided at low or no cost may require consultation in order to seek feedback about how we might mitigate the impact of the change. The outcome of these consultations will also be reported in the next report following validation. Specific examples of where targeted consultation will be ongoing over the coming months include:
- Pre-planning application advice

- Events and Registrars – future operating model and level of support for limited number of non-profit making events
- Cumulative impact of revised charging protocols on schools

Appendix One: Estimate of Income Generated from charging protocols

Service Area	Forecast Yield 2018/19 £000	Est. Additional Income: Full Cost Recovery £000	Est. Additional Income: Operational Cost Recovery £000	Est. Additional Income: Subsidised Service Delivery £000	Forecast Yield 2019/20 £000
Adult Social Care					
Disabled Parking Blue Badges	48	0	0	0	48
Care charges - non residential services	5,308	0	0	0	5,308
Care charges - Residential & Nursing Care	11,637	0	0	0	11,637
Adult Social Care - subtotal	16,993	0	0	0	16,993
Communities and Housing					
Network Assets:					
Vehicle & Footpath Crossings	195	0	8	0	203
Inspection Fees	128	0	8	0	136
Advertising	65	0	2	0	67
Permits for Skips, Scaffolding etc.	232	0	0	0	232
Engineers External Work	0	0	5	0	5
GMRAPS	0	0	8	0	8
Parks and Open Spaces:					
Allotments	18	0	0	0	18
Pitch Hire, incl Bowls and Golf	278	0	0	0	278
Country Park Car Parks	120	0	0	0	120
Parking and School Crossing:					
Car Parking (no increase for existing car parks in town centre or district centre)	4,138	0	120	0	4,258
Public Protection:					
Burial/Cemetery Fees	805	0	100	0	905
Licensing - Taxis	427	0	5	0	432
Licensing - Animals	0	0	10	0	10
Licensing - Public Entertainment & Gambling Fees	259	0	0	0	259
Land Searches - Contaminated Land	0	0	11	0	11

Service Area	Forecast Yield 2018/19 £000	Est. Additional Income: Full Cost Recovery £000	Est. Additional Income: Operational Cost Recovery £000	Est. Additional Income: Subsidised Service Delivery £000	Forecast Yield 2019/20 £000
Pest Control & Hygiene Action Clean	263	0	1	0	264
Food & Safety	45	4	10	0	59
Housing standards	11	0	0	0	11
Annual subsistence fee for pollution	12	0	0	0	12
Waste Services:					
Waste Services	462	0	0	0	462
Strategic Housing:					
Care Call	590	0	0	0	590
Hostels for the homeless Brindale House	698	0	0	0	698
Communities and Housing - subtotal	8,746	4	288	0	9,038
Economy and Regeneration					
Culture and Leisure:					
Art Gallery and Museums	455	0	0	0	455
Markets	148	0	0	0	148
Planning:					
Planning and Building Regulation	1,363	0	145	0	1,508
Growth:					
Filming External Locations	0	25	0	0	25
Managed Sites	0	48	0	0	48
Business Advice & Guidance	0	0	6	0	6
Economy and Regeneration - subtotal	1,966	73	151	0	2,190
Learning and Employment:					
Adult Education	12	0	0	0	12
Music Centre	146	0	0	0	146
Early Years	0	0	0	120	120
Education - subtotal	158	0	0	120	278
Reform and Governance					
CSS Traded Services	0	100	0	0	100
Libraries	120	0	0	0	120

Service Area	Forecast Yield 2018/19 £000	Est. Additional Income: Full Cost Recovery £000	Est. Additional Income: Operational Cost Recovery £000	Est. Additional Income: Subsidised Service Delivery £000	Forecast Yield 2019/20 £000
Registrars	405	0	0	0	405
Events	498	50	0	0	548
Revenues and Benefits:					
Leisure Key	14	0	0	0	14
Estate and Asset Management:					
Stopford House car parking	7	0	0	0	7
Venue Management	126	240	0	0	366
Garages and shop rentals	747	0	0	0	747
Legal and Democratic Governance:					
Conveyancing fees Local Land charges	240	0	0	0	240
Reform and Governance - subtotal	2,157	390	0	0	2,547
Application of the charging protocols:					
Future Phases	0	0	0	200	200
Total estimate income	30,020	467	439	320	31,246
		Total additional yield:		1,226	

Agenda Item 5.

Communities and Housing Scrutiny Committee

Meeting: Monday 29th
October 2018

ENVIRONMENTAL CAMPAIGN – FINAL REPORT

Report of the Corporate Director for Place Management & Regeneration

1. INTRODUCTION AND PURPOSE OF REPORT

- 1.1. At the Cabinet Meeting on the 3rd October 2018 a review of the MTFP was presented, this was accompanied by an update on our Growth and Reform programme outlining a series of saving proposals to address budget pressures within 2018/19
- 1.2. This final report reviews the actions and affects of the Environmental and Recycling Campaign which intends to reduce costs by £0.500m. This formed part of the Cabinets response to the Medium Term Financial Plan 2017 (MTFP).
- 1.3. This report summarises the activities conducted under the campaign umbrella, summarises the penetration and impact of the communications campaign and provides options to continue to build on the progress made.

2. Background

- 2.1. Stockport Council spends circa £30m pa on waste collection and disposal, this campaign focused on reducing that spend by reinvigorating our residents recycling efforts.
- 2.2. Stockport is already one of the highest recycling boroughs in the country, which made this proposal challenging. Residents already recycle around 58% of their waste. However, our recycling rate was previously at a higher level, the rate has fallen back by 5% over the past 6/7 years. By helping to increase the recycling rate across the borough back to 63%, the campaign will play a key role in achieving the £500,000 disposal costs saving target for 2018/19.
- 2.3. In September 2017, Stockport commissioned Keep Britain Tidy (KBT) as our partner to deliver improvements across the borough through a series of high profile environmental communication campaigns, focusing initially on the two distinct strands of increasing recycling performance and improving the local environment.

- 2.4. Keep Britain Tidy is the leading expert on cleaner and greener places and has almost 60 years of knowledge and experience working in this area through their research, campaigns, programmes and engagement activities.
- 2.5. The project developed and delivered an overarching campaign with a bespoke brand to be used to communicate activities to improve local environmental quality and increase Stockport's recycling rate.
- 2.6. Keep Britain Tidy worked with our residents to develop a campaign and brand that would resonate with our communities. A series of workshops involving a range of stakeholders led to the brand identity and the basis for the campaign.
- 2.7. Stockport's communications team worked in partnership with Keep Britain Tidy to deliver a series of communication focused initiatives centred around improving environmental awareness, in particular reducing the amount of fly tipping and dog fouling incidents and positively impacting on the amount of household waste recycled. From the workshops it was clear that our residents want to do the right thing and already take pride in their surroundings, the campaign aimed to further support this behaviour and celebrate the good work already undertaken by our communities.
- 2.8. In addition to the overarching borough wide campaign, Keep Britain Tidy worked with the Place Management teams to target interventions in order to tackle long standing issues identified by members and residents. For example, locations that suffers from regular fly tipping or dog fouling.
- 2.9. The aims of the campaign were as follows:
 - To increase Stockport's % of household waste sent for reuse, recycling or composting (based on ex NI192 data)
 - To encourage pro-environmental behaviours among residents, community groups, schools and businesses, leading to increased levels of awareness among residents around LEQ issues.
 - The campaign will be long-lasting and create a brand that will become embedded across communities providing a legacy to be developed and refreshed in order to continuously inspire communities.

The campaign milestones were as follows:

- To create an overarching campaign identity for Stockport Council under which all broad communications and targeted campaigns and activations can sit.
- To develop a communications plan utilising a range of offline and online communications channels.
- To deliver the above communications plan, including launch of the overarching brand and Local Environment Quality campaign in March 2018 and launch of the recycling campaign.

- Provide a framework for future communications, engagement and enforcement to continue to promote positive environmental behaviours in Stockport
- To deliver targeted recycling and waste minimisation activity including:
 - A door-to-door engagement (door stepping) campaign, promoting recycling and understanding perceived barriers to recycling more
 - A bin monitoring campaign to quantify the numbers of excess black bin in the borough and to recommend options to limit and manage the number of residual waste bins per household.
- To deliver specific and targeted Local Environmental Quality campaign activity including:
 - A Great British Spring Clean launch event to simultaneously launch the overarching campaign.
 - A number of Great British Spring Clean events in key, targeted locations across the borough over the weekend 2-4 March 2018.
 - A programme of community activity to improve LEQ in these target locations, in consultation with residents, community groups, schools and businesses, Keep Britain Tidy and Stockport Council. These locations to be identified by Stockport Council.
 - Boroughwide thematic campaigns for dog fouling and fly tipping, promoting positive behaviours and highlighting effective enforcement action.

3.0 Campaign Development

3.1 Keep Britain Tidy conducted local research to establish key issues, attitudes and behaviours around Local Environmental Quality LEQ issues and recycling through a range of workshops. The findings from these workshops formed the basis for the overarching campaign brand, the messaging across the different campaign assets and the approach for the targeted doorstepping.

3.2 Key findings included:

- An overwhelming sense of local pride in Stockport, in the community spirit and in the achievements Stockport has made in recycling levels to date
- A need to focus on positive messaging, and motivate behaviours by demonstrating tangible benefits to the community, as well as providing positive feedback
- A willingness to get involved in community clean-ups and other positive environmental actions already exists in local communities (especially within those identified as LEQ 'hotspots').

3.3 The overarching campaign brand "We Love Stockport – be proud of where you live" was launched via a range of assets across Stockport (managed by Stockport Communications Team).

4.0 Recycling Campaign

- 4.1 Six recycling workshops with 55 residents were recruited from across Stockport. Residents were specifically recruited from Edgeley, Brinnington, Reddish, Shaw Heath, Cale Green and Offerton, as these areas had been identified by Stockport Council as low performing areas for recycling quantity and quality.
- 4.2 The purpose of the workshops was to identify and understand the range of recycling behaviours and behavioural drivers within these groups. An additional aim was to identify values-based communications messages that would have broad appeal across the sustainability engagement spectrum, rather than messages that would appeal only to some sections of the community.
- 4.3 At the onset of the campaign a promotional leaflet (below) was designed and delivered to 118,000 properties in Stockport.



- 4.4 Utilising the research findings multiple graphics were produced and erected on prominent billboards, busses and bus stops throughout the borough. This promotional material is also the basis for the livery on the Councils fleet of forty refuse collection vehicles.



Example Imagery

- 4.5 The doorstepping campaign commenced in June 2018. Doorstepping is a form of direct marketing which involves face-to-face conversations with residents. Using careful questioning techniques whilst chatting to residents, barriers to certain behaviours (e.g. recycling) can be identified. When barriers are presented at the doorstep the Recycling Advisors are trained to provide information and suggest solutions to help overcome them.
- 4.5.1 In total, 21,849 visits were made to 14,977 kerbside properties. Seven areas were included in the campaign: Brinnington, Reddish North, Reddish, South Reddish, Edgeley, Offerton and Shaw Heath. The scale of this campaign ensured it was the largest promotional activity the Council had undertaken to promote recycling since 2010.
- 4.5.2 The main barrier to recycling more, or recycling better was reported to be the frequency of collections for the brown bin (35.7% of respondents) followed by limitations on the items collected by the council (14.8% of respondents).
- 4.5.3 The issues raised were discussed on the doorstep and solutions and explanations were provided. For example, information of how to order an additional brown bin.
- 4.6 The residual bin restriction project included monitoring the number of bins at 8,921 properties (six rounds in total). Across the focus areas, 19.6% of households had an additional bin. A review of case studies and best practice

in limiting and managing the number of residual waste bins was conducted by KBT.

- 4.6.1 The findings from the residual bin restriction campaign suggest that there is a need to review and refine the process for applying for additional or replacement residual bins. The high number of households recorded with more than one bin in focus areas (19.6% average for two bins) demonstrates that there is an issue with controlling volumes of additional residual capacity. This is likely to be repeated across other areas of Stockport.
- 4.6.2 The report suggests that implementing tighter controls could help shift up to 10% of refuse arisings to cheaper treatment streams. A solution to this issue will likely give rise to a measurable increase in both recycling rate and cost saving in excess of £100,000pa.
- 4.6.3 The Council and Totally Local (TL) used this data and the learning from other authorities to scope potential cost saving and option to be considered to realise the savings.
- 4.6.4 The Council and TL will develop proposals during this financial year with the aim of reducing additional bins by 10%, initially trialled across 2 rounds. Subject to the success of the approaches, we will roll out across Stockport during 2019 to realise the collection and disposal savings quantified by this work.

5.0 Local Environmental Quality Campaign

- 5.1 The Local Environmental Quality element was designed to challenge behaviour around LEQ and to engage with the community to promote positive behaviours and support to improve the environmental quality of Stockport.
- 5.2 We are building our online information to promote and encourage engagement. <https://www.stockport.gov.uk/showcase/we-love-stockport>
- 5.3 We Are Watching You
 - 5.3.1 From the charity's 60 years of experience, Keep Britain Tidy (KBT) knows what an emotive issue dog fouling is and how much it matters to people. Cited as a key area of complaint and dissatisfaction from residents, they are keenly aware of how much it matters.
 - 5.3.2 KBT looked for an innovative way to tackle dog fouling while helping to make a positive change to people's behaviour. Their research showed that some dog owners act irresponsibly when they think they're not being watched (more of a problem in winter months). So as part of their Defra-funded "Social Innovation to Prevent Littering" programme they developed the glow in the dark poster and associated monitoring

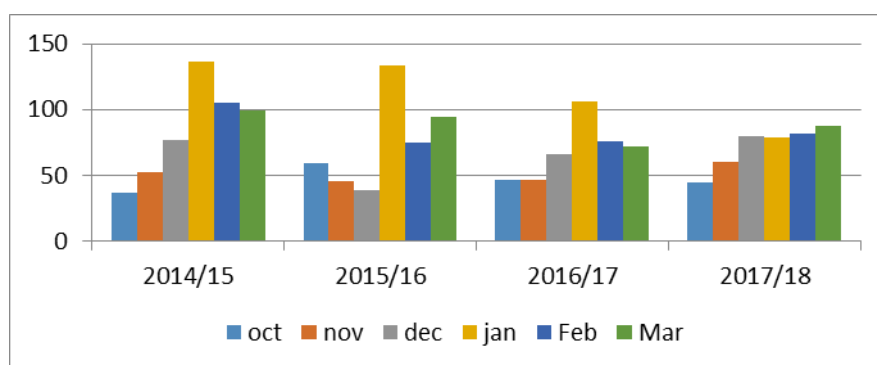
methodology. This campaign is now used by Local Authorities across the UK to help tackle dog fouling during winter months.

5.3.4 Stockport chose the Positive Reinforcement message / poster to try and change people's behaviour. Sites were chosen by seeking Members views on hotspots, resident's comments and our own data on reports of dog fouling incidents. Each site was surveyed prior to installing posters, during the poster period and after the posters were removed (on average about 3 week's poster period).

5.3.5 The campaign ran from November 2017 to March 2018. The overall result showed a decrease of 60% in incidents of fouling. The data overleaf shows by site whether we saw an increase, decrease or no change.



5.3.6 The graph below shows service request data – this is difficult to analyse because the poster campaign generated interest and may well have increased people's urge to report incidents – for this reason this data cannot be viewed as a direct comparison by year and by month.



5.4 Great British Spring Clean and ongoing supported Community Litter Picks

5.4.1 We supported the national Great British Spring Clean event in March 2018, however, rather than a weekend of events across the country the clean-up took place over a few weeks as the severe weather conditions throughout Feb and March meant communities just could not get out and complete their litter pick.

5.4.2 Since the Great British Spring Clean launch community litter picks have continued to be supported by the Council and some 37 events have been completed to date. From churches to businesses to young people our communities have come together, armed with litter pickers and bags, and helped clean up our streets, parks and open spaces.

5.5 Crime Not Care

5.5.1 On the 16th March 2018 we placed a large “fake” fly tip in the Town Centre, this had the desired effect and provided a valuable talking point to discuss fly tipping and Household Waste Duty of Care. We spoke to around 100 people, many of whom did not realise they were doing anything wrong by passing waste to “a man with a van” and were shocked by what could happen to them if their waste ended up being fly tipped.



5.6 Public Space Protection Order – Responsible Dog Owner

5.6.1 The research carried out by KBT highlighted that dog fouling is one of the priority Local Environmental Quality issues for Stockport residents

5.6.2 The Council continues to receive high numbers of complaints about dog fouling. Concerns have also been about dogs being allowed into children's play areas and other sports areas and also dogs being off leads in cemeteries.

5.6.2 The Public Space Protection Order (PSPO) to promote responsible dog ownership in the Borough was approved by Cabinet on the 14th August 2018. The PSPO introduces the following measures:

- Prevention of fouling on public land-This allows the fine for dog fouling to be increased from £50 to £100
- Dogs to be excluded from children's play areas and other enclosed sports areas
- Limit of four dogs to be under the control of one person on parks and other public open areas.
- Dogs to be kept on leads in cemeteries.
- Requiring people to have dog bags or the means to pick up after their dog.

- Require people to put dogs that are causing a nuisance or are out of control on a lead when requested by an authorised officer.

5.7 Responsible Dog Owner Pledge

5.7.1 The research with Stockport residents clearly identified that they already take pride in their surroundings and that a community-minded spirit exists across the borough. Many residents already do the right thing and that this needs to be recognised.

5.7.2 Whilst recognising this positive behaviour we also looked at ways to empower our residents to help change behaviour and encourage pro-environmental actions.

5.7.3 We therefore developed the We Love Stockport Responsible Dog Owner Pledge to recognise positive behaviour and to ask that they encourage others to be a responsible dog owner by:

- taking my We Love Stockport poo bag holder out as much as possible when walking my dog(s)
- always clean up after my dog and dispose of the bag in a bin
- encouraging others who walk my dog to clean up after my dog
- using the We Love Stockport poo bag holder to distribute poo bags to others dog walkers if asked
- help to change the attitudes about dog fouling to other dog owners in a friendly and non-confrontational manner
- ensure my dog is kept away from enclosed children's play areas and enclosed sports areas
- keep my dog on a lead in cemeteries and around bowling greens
- putting my dog on a lead if requested to do so by an authorised officer
- ensure I am in control of no more than four dogs in parks and public areas

5.8 Day of Action and PSPO and Responsible Dog Owner Pledge

5.8.1 As part of the We Love Stockport – Be Proud of Where You Live Campaign we carried out a day of action to both challenge unacceptable behaviour around dog fouling, littering and fly tipping and to take the opportunity to launch the Public Space Protection Order (PSPO) to Promote Responsible Dog Ownership and to introduce our Responsible Dog Owner Pledge.

5.8.2 We linked topics that resonate with our community and to let residents know that enforcement action will be taken for behaviour that has a detrimental impact on our local environment.

5.8.3 We were also seeking the support of the community in our continuous aim to improve the local environmental quality across Stockport. We raised awareness with residents about their duty to dispose of their

domestic waste correctly and the perils of not doing so (Crime Not to Care) and we encouraged responsible dog owners to take a pledge to encourage others to be a responsible dog owner (those who pledge will receive a We Love Stockport Poo Bag Holder to distribute poo bags to others dog walkers if asked)

5.8.4 We focused on three main location types – cemeteries, parks and district / local centres. The day took place on the 20th September 2018 across 12 x Parks, 3 x Cemeteries and 10 x District / Local Centres. We deployed 36 members of staff from across Public Safety & Protection and Public Realm Services – this equated to some 100 hours of enforcement and engagement staff time – a step change in tackling big issues with maximum resources, an activity we plan to repeat in the future. We witnessed two littering offences but we spoke with some 160 people who largely supported the action we are taking, the PSPO and the messages we were spreading.

6.0 Future projects / campaigns

6.1 We Love Stockport Business Awards

6.1.1 We Love Stockport Business Awards - Stockport Council's We Love Stockport Business Awards scheme is being launched with the aim of encouraging businesses across Stockport's Town and District Centres to address their impact on the local environment, in partnership with the Council.

6.1.2 We Love Stockport Business Awards aims to improve the environmental quality of the district centres, raise awareness to businesses and customers alike on the challenges we all face and ultimately benefiting all those who have an interest in their local area to improve the local environmental quality.

6.1.3 The scheme is based on a commitment from the businesses to work towards a set of criteria and ultimately achieve an award status of Bronze, Silver or Gold. The scheme is listed on the We Love Stockport web page and Council Officers are going to start to engage with businesses to introduce the scheme to them over the next few weeks – business will be supported through the process by Council Officers who have expertise in specific areas of work.

The criteria are set around the following:

- Plastic bag free shopping – ceasing to stock plastic bags.
- Demonstrating compliance with legislation regarding managing the storage, collection and disposal of business waste.
- Tidy premises – implementing a tidy premises plan to keep the area in and around their premises clean and free of litter, including smoking related litter.

- Waste minimisation – minimising and recycling waste generated from the business.
- Reporting incidents relating to anti-social behaviour and local environmental quality.
- Community engagement – raising awareness and participating in community events and clean ups.

6.2 Cigarette litter campaign – Bin the Butt

- 6.2.1 Dropped cigarette butts are the most common form of littering, found on 79% of the 7,200 sites surveyed across England as part of the recent Local Environment Quality Survey of England 2017/18 carried out by Keep Britain Tidy.
- 6.2.2 Cigarette butt litter is an issue in Stockport just as it is on a national level. This campaign is to be launched in the coming weeks.



7.0 **Greater Manchester & Schools**

- 7.1 Complementing the campaign actions conducted by Stockport Council. Additional communications have been delivered on a GM wide basis tackling issues such as contamination. A vital element of the work carried out by our partners at Recycle for Greater Manchester is the continued engagement with schools. Schools across the conurbation are offered the opportunity of officer visiting and delivering assemblies on recycling; this can be combined with a visit to a local education centre. The education centres are located besides processing facilities across Manchester including Bredbury.

8.0 Monitoring and Evaluation

8.1 A post-campaign monitoring and evaluation exercise will be conducted for both the LEQ and recycling campaigns. This will include the following elements:

- For the LEQ campaign, a perceptions, attitudes and awareness survey to be conducted in autumn 2018. The survey will be both online (via Stockport Council's website and social media pages) and face-to-face (200 surveys conducted in target areas across the borough)
- For the recycling campaign, tonnage data covering approximately 6 months (June – December) will be analysed to evaluate any changes in recycling behaviours. Tonnage data covering specific rounds will be provided for further focused analysis of the door stepping and recycling communications campaign.

8.2 The findings from both the LEQ survey and the recycling tonnage data will be available early in 2019.

9.0 Communications



9.1 Early on in the project Keep Britain Tidy carried out research to establish what the key issues, attitudes and behaviours are across a wide range of residents. This research provided the basis for the overarching brand (We Love Stockport – Be Proud of Where You Live) and for the messaging that was and will be used beneath this brand specific to each element, whether this is recycling, dog fouling, fly tipping....etc.

9.2 The flexibility of this campaign enables us to embed the brand in the long term but at the same time refresh the imagery and messaging and thus the longevity of this campaign is assured. The impact of the

project can be measured over time given the durable nature of the design.

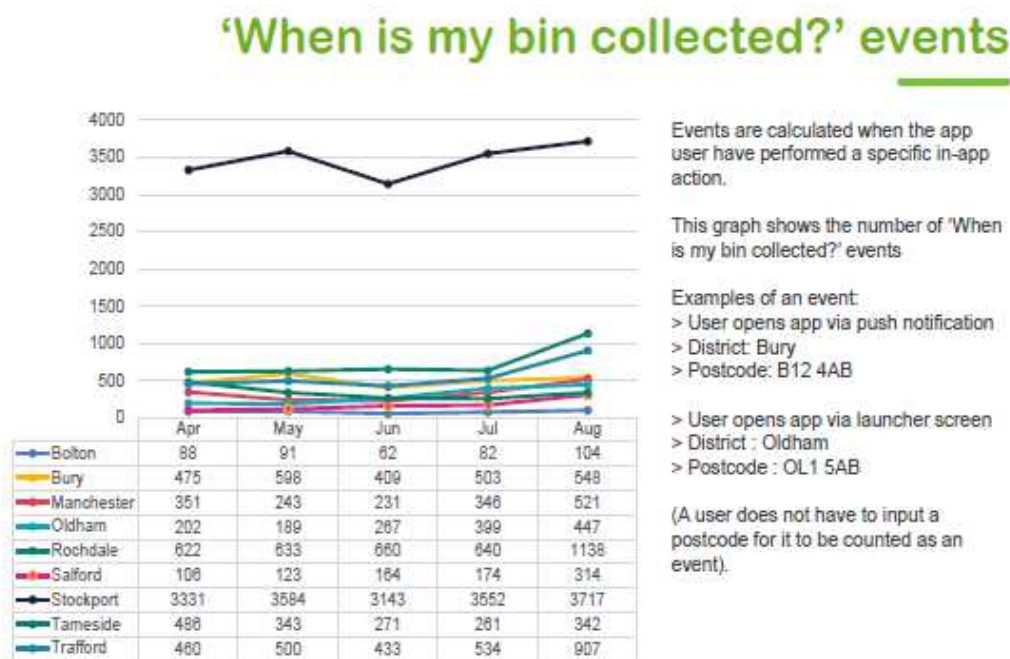
9.3 The impact of the publicity campaign and the extent of the exposure is immense. The following mediums have been utilised to spread the message

- Billboards across the borough
- Vehicle livery
- Bus advertising
- Banners and Posters for district centres, parks etc.
- Social media including targeted facebook

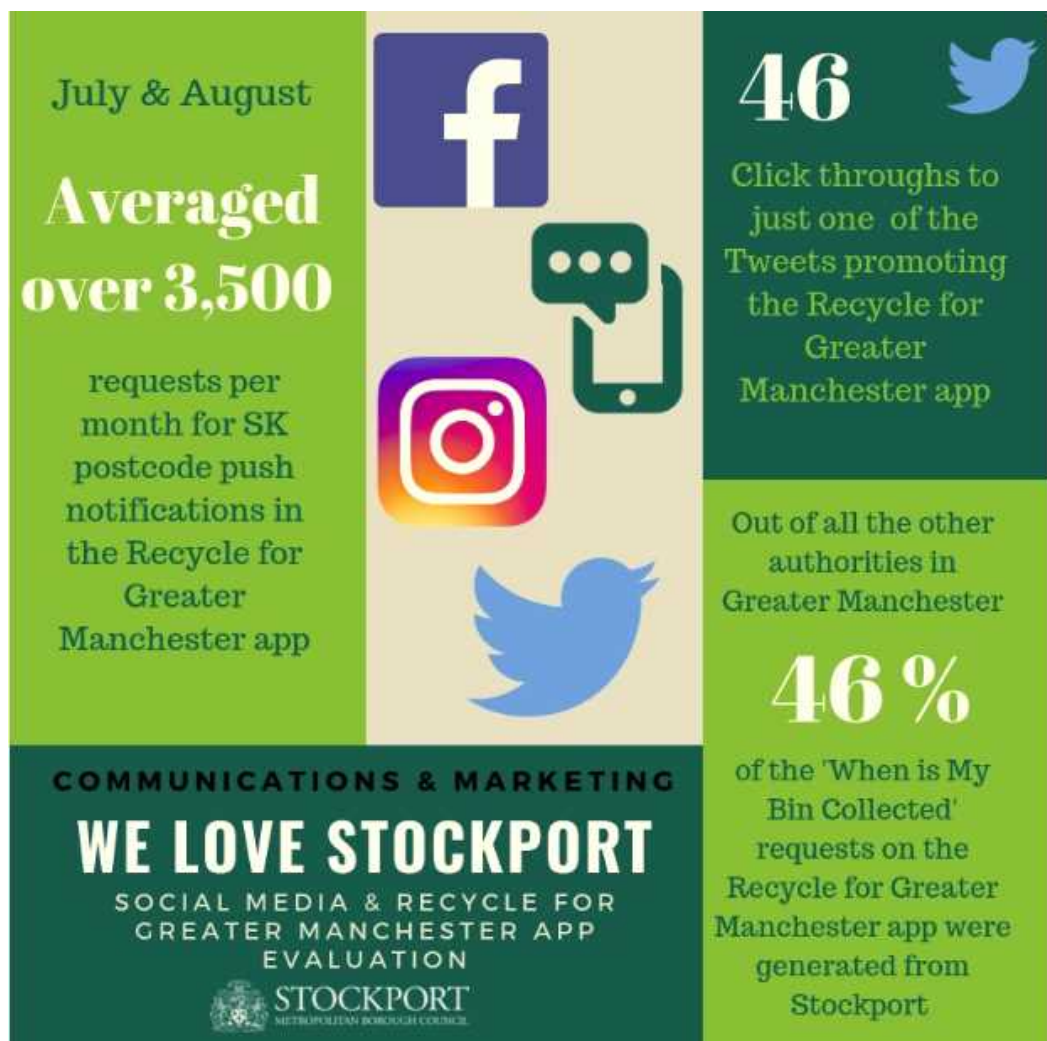
9.4 Overall opportunities to see (how many people who walk/drive past the advertising) across the traditional methods is significant with around 3.5 million people calculated to have the opportunity to view this campaign

9.5 Stockport Council communications team have been actively promoting this campaign across the various social media channels. Reaching 25,000 twitter users and around 5,000 local facebook users

9.6 Tellingly, one strand of cyber communications focused on increasing residents awareness and use of the Recycle for Greater Manchester app – developed to assist residents find their collection day. The following graph shows usage of this app is now far greater in Stockport than other GM boroughs.



9.7 The underlying communications statistics are provided in Appendix A whilst the overall communications plan forms Appendix B.



9.0 Financial Impact

- 9.1 Members will recall that the decision to launch an environmental campaign was taken in order to increase recycling by 3% and therefore save the authority £0.500m in disposal costs. Following changes in how waste is managed at GMCA, a saving related to 3% increase in recycling will now be significantly lower.
- 9.2 Since the campaign was launched, the GMWDA has terminated the PFI waste contract and generated savings at a GM level. Since the contract has been terminated the 9 GM districts that provide waste to the GM have altered the mechanism for funding the levy. This has meant that districts that alter their disposal tonnages have their levy amended by the marginal cost / benefit at a GM level rather than the previous model, which created a greater incentive but thereby resulted in other districts feeling compelled to follow.
- 9.3 The financial benefits of the recycling promotion campaign will not be known until early 2019 when tonnage data can be analysed.

- 9.4 Pilot projects to reduce excess black bins will commence in the second half of 18/19 – initial monitoring results indicate that whole borough savings from a successful project could well exceed projections

10. CONCLUSIONS AND RECOMMENDATIONS

- 10.1 The Council has a single recognisable brand, offering clarity about audiences and messages that will resonate. This provides the opportunity to continue supporting the delivery of a long legacy of community environmental actions under the “We Love Stockport” brand.
- 10.2 However, the impact of the huge campaign and professionally crafted messages will only be known in future and will provide information as to whether this level of investment should be repeated on regular basis or used to manage all communications at a local level.
- 10.3 It is recommended that officers explore the options available to provide additional brown bin capacity/collection frequency to residents. (This was the primary concern feedback from residents via the door stepping campaign)
- 10.4 Continue our partnership working with GMCA to improve the quality of material collected, with a particular focus on plastics.
- 10.5 Work to successfully implement tighter controls on additional black bins to boost Stockport’s recycling rate and realise a saving in both collection and disposal costs

BACKGROUND PAPERS

Environment and Recycling Campaign – Report to C&H Scrutiny 30th October 2017

Update on Environment Campaign – Report to C&H Scrutiny 26th Feb 2018

Anyone wishing to inspect the above background papers or requiring further information should contact Mark Glynn on telephone number Tel: 0161-474-3700 or alternatively email mark.glynn@stockport.gov.uk



Appendix A

Communications Statistics We Love Stockport campaign BILLBOARDS/BUS STOP/SUPERMARKET/TRAIN STATION ADVERTISING

Overall opportunities to see (how many people who walk/drive past the advertising):

Campaign Dates: 26/02/2018- 10/06/2018

- Billboard impacts (opportunity to see):
- Train station impacts: 1,038,736
- Supermarket Impacts: 20,064

16/07/2018- 30/09/2018

- Billboard impacts (opportunity to see) 1,129,000 excluding Supermarket
- Supermarket Impacts: 57,242
- Bus Stop impacts: 227,154

February - March – Environmental Element breakdown (dog fouling and litter picking)

Start Date	End Date	Sales Code	Address	Opportunity to see
26/02/2018	11/03/2018	4-sheets	STOCKPORT STN, STATION ROAD, PLATFORM 1	26,504
26/02/2018	11/03/2018	4-sheets	STOCKPORT STN, STATION ROAD, PLATFORM 4	13,118
26/02/2018	11/03/2018	6-sheets	STOCKPORT STN, STATION ROAD, PLATFORM 2	42,850
26/02/2018	11/03/2018	6-sheets	STOCKPORT STN, STATION ROAD, SUBWAY	84,122
26/02/2018	11/03/2018	6-sheets	STOCKPORT STN, STATION ROAD, SUBWAY	96,828
26/02/2018	11/03/2018	6-sheets	STOCKPORT STN, STATION ROAD, STAIRCASE - PLATFORM 1 & 2	67,584
26/02/2018	11/03/2018	6-sheets	STOCKPORT STN, STATION ROAD, STAIRCASE - PLATFORM 1 & 2	67,496
Start Date	End Date	Sales Code	Address	
26/02/2018	11/03/2018	6-sheets	ALFRETON ROAD, OFTERTON IFO 42/43, 22M BEF & OPP BIRK WORTH COURT, DIR LISBURNE LANE	#N/A
26/02/2018	11/03/2018	6-sheets	ALFRETON ROAD, OFTERTON IFO 42/43, 22M BEF & OPP BIRK WORTH COURT, DIR LISBURNE LANE	#N/A
Start Date	End Date	Sales Code	Address	

26/02/2018	11/03/2018	48-sheets	WELLINGTON ST	219,146
Start Date	End Date	Sales Code	Address	
26/02/2018	04/03/2018	6-sheets	MORRISONS STOCKPORT, REDDISH ROAD STOCKPORT, LFT OF CAFE (RT)	20,064
Start Date	End Date	Sales Code	Address	
26/02/2018	28/02/2018	Digital 6s	STOCKPORT STN, STATION ROAD, SUBWAY,BY STAIRS TO PLATFORMS 1&2	49,248
01/03/2018	01/03/2018	Digital 6s	STOCKPORT STN, STATION ROAD, SUBWAY,BY STAIRS TO PLATFORMS 1&2	49,248
01/03/2018	01/03/2018	Digital 6s	STOCKPORT STN, STATION ROAD, SUBWAY,BY STAIRS TO PLATFORMS 1&2	49,248
01/03/2018	02/03/2018	Digital 6s	STOCKPORT STN, STATION ROAD, SUBWAY,BY STAIRS TO PLATFORMS 1&2	49,248
02/03/2018	02/03/2018	Digital 6s	STOCKPORT STN, STATION ROAD, SUBWAY,BY STAIRS TO PLATFORMS 1&2	49,248
02/03/2018	02/03/2018	Digital 6s	STOCKPORT STN, STATION ROAD, SUBWAY,BY STAIRS TO PLATFORMS 1&2	49,248
03/03/2018	07/03/2018	Digital 6s	STOCKPORT STN, STATION ROAD, SUBWAY,BY STAIRS TO PLATFORMS 1&2	49,248
08/03/2018	08/03/2018	Digital 6s	STOCKPORT STN, STATION ROAD, SUBWAY,BY STAIRS TO PLATFORMS 1&2	49,248
08/03/2018	08/03/2018	Digital 6s	STOCKPORT STN, STATION ROAD, SUBWAY,BY STAIRS TO PLATFORMS 1&2	49,248
08/03/2018	09/03/2018	Digital 6s	STOCKPORT STN, STATION ROAD, SUBWAY,BY STAIRS TO PLATFORMS 1&2	49,248
09/03/2018	09/03/2018	Digital 6s	STOCKPORT STN, STATION ROAD, SUBWAY,BY STAIRS TO PLATFORMS 1&2	49,248
09/03/2018	09/03/2018	Digital 6s	STOCKPORT STN, STATION ROAD, SUBWAY,BY STAIRS TO PLATFORMS 1&2	49,248
10/03/2018	11/03/2018	Digital 6s	STOCKPORT STN, STATION ROAD, SUBWAY,BY STAIRS TO PLATFORMS 1&2	49,248

August – September Environmental Element breakdown (dog fouling and fly tipping enforcement)

Start Date	End Date	Product Format	Address	Impressions
27/08/2018 00:00	09/09/2018 23:59	Morrisons 6-sheets	MORRISONS STOCKPORT, REDDISH ROAD STOCKPORT, LFT OF CAFE (RT)	19,006
27/08/2018 00:00	09/09/2018 23:59	6-sheets (Bus Shelters)	TURVES RD, CHEADLE HULME IFO 112, 50M BEFORE CONWAY RD, DIR CHEADLE HULME	2,757
27/08/2018 00:00	09/09/2018 23:59	Waitrose 6-sheets	WAITROSE CHEADLE HULME, STATION RD	10,925
10/09/2018 00:00	23/09/2018 23:59	Morrisons 6-sheets	MORRISONS STOCKPORT, REDDISH ROAD STOCKPORT, LFT OF CAFE (LFT)	12,159
10/09/2018 00:00	23/09/2018 23:59	Scrolling 48-sheets	457 MANCHESTER ROAD	94,051
24/09/2018 00:00	07/10/2018 23:59	Morrisons 6-sheets	MORRISONS BREDBURY, STOCKPORT RD. WEST, WALL ADJ CASH PTS (LFT)	26,078
24/09/2018 00:00	30/09/2018 23:59	6-sheets (Bus Shelters)	TURVES RD, CHEADLE HULME OPP 108, 20M AFT & OPP CONWAY RD, DIR HEALD GREEN, IFO CONWAY PUB	1,362
24/09/2018 00:00	30/09/2018 23:59	6-sheets (Bus Shelters)	EDGELEY RD, STOCKPORT, 21 M AFT BORDON RD, DIR STOCKPORT	19,702
24/09/2018 00:00	30/09/2018 23:59	6-sheets (Bus Shelters)	WELLINGTON RD STH, SHAW HEATH, 60 M AFT LONGSHUT LN, DIR HAZEL GROVE, IFO CHRISTOPHER HOUSE	39,627
24/09/2018 00:00	30/09/2018 23:59	6-sheets (Bus Shelters)	COUNCILLOR LANE, CHEADLE IFO 136, 150 M AFT TARVIN RD, DIR CHEADLE	14,659
24/09/2018 00:00	30/09/2018 23:59	6-sheets (Bus Shelters)	BIRD HALL LANE, CHEADLE HEATH, 100M BEF RAILWAY BRIDGE, DIR EDGELEY RD	16,013
24/09/2018 00:00	30/09/2018 23:59	6-sheets (Bus Shelters)	BRINNINGTON RD, 15M BEF HAMPSHIRE RD, DIR STOCKPORT TOWN CENTRE	38,983

WEBSITE

- 352 people have visited the We Love Stockport showcase page www.stockport.gov.uk/welovestockport the highest peak for this was August with 111 visits
- 710 people have visited the Keeping the Streets Clean page <https://www.stockport.gov.uk/keeping-streets-clean/we-love-stockport> the highest

peak for this was in April with 215 visits which correlates with the Great British Spring Clean.

SOCIAL MEDIA

Social media messages have been a mixture of both the We Love Stockport campaign, using local faces and partnering with Recycle for Greater Manchester.

General

- 36 Twitter messages sent between March – September.
- 27 Facebook messages sent March – September.
- 5 Instagram messages sent April – August.

Top Twitter Statistics

Date	Message	Impressions (how many people received the message on their timeline)	Engagement (total number of times a user interacted with a Tweet including Retweets, replies, follows, likes, links)	Click throughs (to website links)	Retweets
May 2018	Responsible Dog Ownership Consultation	3472	92	32	9
	Great Plastic Pick Up	3796	30	5	6
August	Recycle for Greater Manchester Recycling App	5396	81	26	3
	Green Food Waste Recycling	2705	39	4	3
September	Recycle for Greater Manchester Recycling App	4033	20	6	
	Recycle Week Countdown	2706	29	9	6
	Recycle for Greater Manchester Recycling App	2160	13	3	

Top Facebook Statistics

Date	Message	Reach	Click Through	Likes
July	Brown Bin Recycling	1591	11	3
August	Recycle for Greater Manchester Bin App	1974	39	3
September	Recycle Week Countdown	1341	20	4

Top Instagram Statistics

Date	Message	Likes
April	Dog fouling (with local face)	46
May	Plastics Pick Up	18
	Plastics Pick Up (with local school)	32
August	Recycling from bathroom and upstairs (with local face)	19
	Recycling whilst out and about (with local face)	20

PRESS RELEASES

November 2017	Council Launches New Campaign to Tackle Dog Fouling
	Irresponsible Dog Owner Caught on CCTV and Fined
February	Council backs the Great British Spring Clean
March	Council Launches We Love Stockport Campaign
April	Join the Great Plastic Pick Up
	Have Your Say on Responsible Dog Ownership
May	There's Still Time to Sign Up to the Great Plastic Pick Up
	There's Still Time to Have Your Say on Responsible Dog Ownership
July	Council Supports We Love Parks Week
August	Community Gets Involved in We Love Stockport Campaign
September	Recycling is a Family Affair

	Recycling, Stockport Does Because it Matters
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CONNECT (INTERNAL)

Connect is issued to 2998 staff members.

The below messages were sent throughout July and August.

- Familiar faces help to promote the 'We Love Stockport' campaign
- Love Parks Week
- Never forget to put your bins out again!

STOCKPORT REVIEW EXTRA

Stockport Review Extra is issued to 7488 subscribers

February	Help us clean up our local communities
April	Help us keep where we live clean and tidy
June	Environmental campaign
July	Local faces help to promote the 'We Love Stockport' campaign
August	Community involvement in We Love Stockport campaign
September	Never forget to put your bins out again!
	Become a We Love Stockport Champion!

STOCKPORT REVIEW

Sent to 128,000 homes in Stockport – once per year – summer 2018

- We Love Stockport – be Proud of Where You Live – Get involved call to action

INSIGHT (STOCKPORT HOMES NEWSLETTER)

Sent to 637 subscribers in September

- Recycling, Stockport Does Because it Matters



**KEEP
BRITAIN
TIDY.**

Stockport MBC – Recycling & LEQ campaign

MARKETING AND COMMUNICATIONS PLAN

OVERVIEW

The Council has commissioned Keep Britain Tidy to conduct research into behaviours and attitudes in the borough with regards to both focus areas and support the development of campaigns and interventions to tackle both the recycling and local environmental quality (LEQ) issues.

OBJECTIVES

- To increase Stockport Council's percentage of household waste sent for reuse, recycling or composting (based on ex NI192 data) by 3%.
- To encourage pro-environmental behaviours among residents, community groups, schools and businesses, leading to increased levels of satisfaction among residents around LEQ issues.

COMMUNICATIONS AIMS

- To raise awareness of Stockport MBC's overarching campaign
- To promote both the recycling and LEQ elements of the campaign across multiple channels
- Recruit an ambassador for Great British Spring Clean #LitterHeroes

COMMUNICATIONS OBJECTIVES

- Increased social media engagement
- Increased media coverage in target media
- Increased awareness of campaign activity with key audiences

TARGET AUDIENCES

- Residents
- Community groups
- Businesses
- Elected members
- Council employees
- Partnership organisations

KEY MESSAGES

- Overall messages to be aligned with overall campaign identity We Love Stockport, Be Proud of Where You Live
- We're doing great at recycling but we could do better
- Care for the environment on your doorstep – we can help you
- Report issues to the council to create a cleaner place for everyone
- Working together to improve the environment on your doorstep

CHANNELS

- Social media platforms – twitter, Facebook, Instagram
- Digital media – websites, partner websites
- Email
- Vehicle livery (bin trucks/street cleansing vehicles)
- Media and PR
- Lamp-post banners
- Posters (owned sites, retailers)
- Leaflets
- Bin hangers
- E-newspaper
- Council newspaper
- Billboards
- Bus advertising
- Business newsletter

EVALUATION

- Social media reach
- Campaign Awareness
- Satisfaction survey
- Increases in recycling rates

ACTION PLAN

Date	Lead	Activity	Current status	Evaluation
w/c 5/2/18	Stockport Council	<ul style="list-style-type: none"> Activation of GBSC campaign – Press release, social media – call to communities, schools and businesses to engage 	Press release issued 12.02.2018	<ul style="list-style-type: none"> Number of registrations to GBSC website Social media engagement Press coverage
	KBT	<ul style="list-style-type: none"> Sign-off of creative concepts and agree collateral design requirements 		<ul style="list-style-type: none">
w/c 12/2/18	Stockport Council	<ul style="list-style-type: none"> Great British Spring Clean press release and social media 	Press release issued 12.02.2018	<ul style="list-style-type: none"> Number of registrations to GBSC website Social media engagement Press coverage
w/c 19/2/18		<ul style="list-style-type: none"> Stockport review Extra article – to encourage residents to take part in the Great British Spring Clean 	Issued 19/2/2018	<ul style="list-style-type: none"> Number of subscribers to the Stockport Review Extra Sign ups to the GBSC
w/c 26/2/18	KBT	<ul style="list-style-type: none"> Launch of overarching campaign identity 	Completed	<ul style="list-style-type: none"> Press coverage Social media engagement Opportunities to see – billboards/external advertising Website visits
	Stockport Council/ KBT	<ul style="list-style-type: none"> GBSC event at suitable location – clean-up to include elected members, council staff, mayor, school, community organisations, and business leaders with media invited. 		<ul style="list-style-type: none">

	Stockport Council/KBT	<ul style="list-style-type: none"> Multi-channel activity to promote participation with focus on four defined locations as outlined in campaign plan 	Completed	<ul style="list-style-type: none">
	Stockport Council	<ul style="list-style-type: none"> Press release unveiling overall campaign identity and ambition for the programme 		<ul style="list-style-type: none"> Website visits Number of sign ups to take part in litter picks in parks Media coverage
	Stockport Council	<ul style="list-style-type: none"> Billboard, supermarket and train station advertising at various locations across the town centre – Environmental element, local faces 	Completed	<ul style="list-style-type: none">
w/c 5/3/18	Stockport Council	<ul style="list-style-type: none"> Promotion of success of GBSC activity across all channels (#bags collected, #volunteers, before/after photos)- press release, social media posts 	Completed	<ul style="list-style-type: none"> Press coverage Social media engagement
w/c 12/03/18	Stockport Council	<ul style="list-style-type: none"> We Love Stockport website pages launched 	Completed	<ul style="list-style-type: none"> Number of visits to the We Love Stockport web pages
		<ul style="list-style-type: none"> Stockport Review Extra article – launch of the We Love Stockport campaign and how residents can get involved 	Issued 16/3/2018	<ul style="list-style-type: none"> Number of subscribers to the Stockport Review Extra
w/c 19/3/18	Stockport Council	<ul style="list-style-type: none"> Council Launches 'We Love Stockport' campaign photo 	Press release issued 22.03.2018	<ul style="list-style-type: none"> Number of registrations to GBSC website Social media

		call, press release and social media		engagement
w/c 26/3/18		•		•
w/c 2/4/18	Stockport Council	<ul style="list-style-type: none"> Press release to encourage residents to have their say on consultation for the Public Space Protection Order and responsible dog ownership 	Press release issued 06/04/2018	<ul style="list-style-type: none"> Press coverage Social media engagement Responses to consultation
w/c 9/4/18		•		•
w/c 16/4/18		•		•
w/c 23/04/18		•		•
w/c 30/4/18	Stockport Council	<ul style="list-style-type: none"> Great Plastic Pick Up press release 	Press release issued 30/4/2018	<ul style="list-style-type: none"> Press coverage Social media engagement Sign ups to Great British Plastics Clean Up
w/c 7/5/18	Stockport Council	<ul style="list-style-type: none"> Press release to remind residents to sign up to the Great Plastic Pick Up 	Press release issued 08/05/2018	<ul style="list-style-type: none"> Press coverage Social media engagement Sign ups to Great British Plastics Clean Up
w/c 14/5/18	KBT	<ul style="list-style-type: none"> Launch of LEQ campaign in pilot areas with area-specific communications 		•
w/c 21/5/18	Stockport Council	<ul style="list-style-type: none"> Press release to remind residents to have their say on consultation for the Public Space Protection Order and responsible dog ownership 	Press release issued 25/05/2018	<ul style="list-style-type: none"> Press coverage Social media engagement Responses to consultation
w/c 28/5/18		•		•

w/c 4/6/18		•		•
w/c 11/6/18		•		•
w/c 18/6/18		•		•
w/c 25/6/18		<ul style="list-style-type: none"> Stockport review Extra article – local faces help to support the We Love Stockport campaign 	Issued 29/6/2018	<ul style="list-style-type: none"> Webpage visits Sign up for residents to get involved
w/c 2/7/18		•		•
w/c 9/7/18		<ul style="list-style-type: none"> Stockport Review Extra article – talking about the local faces of the campaign and encouraging residents to get involved 	Completed	<ul style="list-style-type: none"> Number of subscribers to the Stockport Review Extra Sign-ups to get involved
		<ul style="list-style-type: none"> Connect internal article – talking about the local faces of the campaign and encouraging residents to get involved 	Completed	<ul style="list-style-type: none"> Number of subscribers to the Connect newsletter
w/c 16/7/18	Stockport Council	<ul style="list-style-type: none"> Love Parks Week press release encouraging residents to take part in litter picks in local parks 	Press release issued 19/07/2018	<ul style="list-style-type: none"> Website visits Number of sign ups to take part in litter picks in parks Media coverage
		<ul style="list-style-type: none"> Connect internal article for Love Parks Week - encouraging residents to take part in litter picks in local parks 	Completed	<ul style="list-style-type: none"> Website visits Number of sign ups to take part in litter picks in parks
	Stockport Council	<ul style="list-style-type: none"> Social media – Twitter, Facebook and Instagram to promote Love Parks Week 	Completed	<ul style="list-style-type: none"> Social media engagement
	Stockport Council	<ul style="list-style-type: none"> Billboard, supermarket and train station 	Completed	<ul style="list-style-type: none"> How many people may see the

		advertising at various locations across the town centre – Recycling element local faces		advertisements <ul style="list-style-type: none"> Website visits Social media engagement
w/c 23/7/18	Stockport Council	<ul style="list-style-type: none"> We Love Stockport article encouraging people to get involved included in the Stockport Review 	Completed	<ul style="list-style-type: none"> Website visits Sign up to get involved
	Stockport Council	<ul style="list-style-type: none"> Stockport review Extra article – local faces help to support the We Love Stockport campaign 	Issued 26/7/18	<ul style="list-style-type: none"> Website visits Number of sign ups to get involved
w/c 30/7/18		<ul style="list-style-type: none"> 		<ul style="list-style-type: none">
w/c 6/8/18		<ul style="list-style-type: none"> Draft artwork for the enforcement day of action (fly tipping and dog fouling) including PSPO leaflet, banner and enforcement signage 	Completed	<ul style="list-style-type: none">
w/c 13/8/18	Stockport Council	<ul style="list-style-type: none"> Press release to highlight the community involvement from local residents since the campaign launch 	Press release issued 17/8/2018	<ul style="list-style-type: none"> Website visits Number of sign ups to get involved
	Stockport Council	<ul style="list-style-type: none"> We Love Stockport web pages updated to encourage community involvement with litter picking, responsible dog owners pledge and plastics pledge 	Completed	<ul style="list-style-type: none"> Number of visits to the We Love Stockport web pages Sign-ups to litter picking, plastics pledge and responsible dog owners pledge
w/c 20/8/18		<ul style="list-style-type: none"> Stockport review Extra article – 	Issued 21/8/18	<ul style="list-style-type: none"> Website visits Number of sign

		highlighting the community involvement in litter picking which has taken place since the launch and encouraging others to sign up		ups to get involved
w/c 27/8/18	Stockport Council	<ul style="list-style-type: none"> Billboard, supermarket and bus stop advertising at various locations across the town centre – Environmental element enforcement 	Completed	<ul style="list-style-type: none"> How many people may see the advertisements Website visits Social media engagement
w/c 3/9/18	Stockport Council	<ul style="list-style-type: none"> Recycling photo call and press release with local faces and Cabinet Member to promote new bin wagon vehicle livery 	Press release issued 7/9/2018	<ul style="list-style-type: none"> Media coverage
w/c 10/9/18		<ul style="list-style-type: none"> 		<ul style="list-style-type: none">
w/c 17/9/18	Stockport Council	<ul style="list-style-type: none"> Enforcement Day of Action; using Banners, leaflets for fly tipping and PSPO enforcement/dog champions 	Completed	<ul style="list-style-type: none"> Number of people spoken to Number of people signing up to the responsible dog owners pledge
w/c 24/9/18	Stockport Council	<ul style="list-style-type: none"> Press release for Recycle Week 2018 with photo of Werneth School pupils 	Press release issued 25/9/2018	<ul style="list-style-type: none"> Number of website visits
	Stockport Council /Recycle for Greater Manchester	<ul style="list-style-type: none"> Social media for Recycle Week – based on Recycle for Greater Manchester messages and imagery 	Completed	<ul style="list-style-type: none"> Social media engagement
	Stockport Council /Recycle for	<ul style="list-style-type: none"> Town Hall to be lit up green in support of 	Completed	<ul style="list-style-type: none">

	Greater Manchester	Recycle Week		
	Stockport Council	<ul style="list-style-type: none"> Recycle Week story included in Insider (Stockport Homes internal newsletter) 	Completed	<ul style="list-style-type: none">
	Stockport Council	<ul style="list-style-type: none"> Become a We Love Stockport Champion and Download the Recycle for Greater Manchester App stories included in Connect (internal newsletter) 	Completed	<ul style="list-style-type: none"> Number of sign ups from Stockport for the app Number of people volunteering to become a We Love Stockport champion
		<ul style="list-style-type: none"> Stockport Review Extra article - Never forget to put your bins out again and sign up to become a We Love Stockport Champion 	Issued 29/9/18	<ul style="list-style-type: none"> Number of sign ups from Stockport for the app Number of people volunteering to become a We Love Stockport champion

REPORT TO: COMMUNITIES AND HOUSING SCRUTINY COMMITTEE

DATE: 29 OCTOBER 2018

REPORT OF: CORPORATE DIRECTOR (SERVICES TO PLACE MANAGEMENT AND REGENERATION)

REPORT TITLE: PORTFOLIO PERFORMANCE AND RESOURCES – MID-YEAR REPORT 2018/19

1. Introduction and Background

- 1.1 The Mid-Year Portfolio Performance and Resource Report (PPRR) for the Communities and Housing Portfolio is presented for consideration by the Committee. This provides a summary of progress in delivering the portfolio priorities, reform programme and other key projects in the first half of the year, with a particular focus on the second quarter (July to September). It includes forecast performance and financial data (where this is available) for the Portfolio, along with an update on the portfolio savings programme.
- 1.2 The report is based on the 2018/19 Portfolio Performance and Resource Agreement (PPRA) which was considered by the Committee on 2 July and approved by Cabinet on 17 July 2018.
- 1.3 In order to ensure the timeliness of the report, it is considered by Scrutiny Committee ahead of the Corporate Report (CPRR) and Leader's Report being approved at the Cabinet Meeting. This will also allow any significant changes or issues raised to be fed back alongside these reports at the Cabinet Meeting on 13 November.
- 1.4 Where significant activity or decisions have been made since the end of the second quarter, these have been included to ensure that the report remains timely. These will also be referenced within the Third Update Report.

2. Recommendations

Scrutiny Committee is asked to:

- a) Consider the Mid-Year Portfolio Performance and Resource Report;
- b) Review the progress against delivering key projects, priority outcomes, targets and budgets for 2018/19;
- c) Highlight key areas of and responsibility for taking forward corrective action to address any performance or resource issues;
- d) Highlight any significant issues or changes to be fed back to the Cabinet alongside the Corporate Performance and Resource Report;
- e) Identify how areas of strong performance and good practice can be shared in other services.

Further Information:

- Previous quarterly Performance and Resource Reports - available at; <http://democracy.stockport.gov.uk/ieDocHome.aspx?bcr=1>
- Other Portfolio Performance and Resource Reports for this quarter – published with Scrutiny Agendas (via above link);

- Portfolio Performance and Resource Agreements for 2018/19 – approved by Cabinet on 17 July 2018 are available at;
<http://scnmodgov.stockport.gov.uk:9070/mgAi.aspx?ID=48172#mgDocuments>
- Council Plan 2018/19 and Medium Term Financial Plan - approved by Council Meeting 22 Feb 2018. Available at;
[http://scnmodgov.stockport.gov.uk:9070/ieListDocuments.aspx?CId=140&MId=23153&Ver=4&\\$LO\\$=1](http://scnmodgov.stockport.gov.uk:9070/ieListDocuments.aspx?CId=140&MId=23153&Ver=4&LO=1)

Contact officers for accessing background papers and discussing the report;

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STOCKPORT
METROPOLITAN BOROUGH COUNCIL

Communities and Housing

Portfolio Performance and Resources Mid - Year Report 2018/19



www.stockport.gov.uk

COMMUNITIES AND HOUSING PORTFOLIO OVERVIEW



Portfolio Summary

I am pleased to report the mid-year PPR for the Communities and Housing Portfolio. Against a continuing backdrop of uncertainty and despite further cuts in the Council's budget, there is progress being made in several areas and these I would like to highlight.

Our commitment to build 600 affordable homes over two years is on target with 300 being forecast to be completed this municipal year. There has also been a change in access to grants for social housing and a further commitment to include social and affordable rented as well as shared equity flats and family homes has been included in the Spatial Strategic Regeneration Framework being prepared for the Town Centre West proposed development.



I would also like to highlight the excellent work being done by the Housing Standards team and the considerable reduction in empty private properties across the Borough with numbers continuing to fall.

Investment in play areas continues with four new schemes being proposed at Carrs Road, Craig Road, Woodbank Park and Bonar Park. These schemes are part of the investment fund identified last year and are in addition to the improvement schemes that have already been completed.

I was very pleased to start off the accelerated tree-planting programme that has now begun across Stockport. The first tree was planted last week and another 450 trees will be planted along our highways across Stockport over this winter planting season. This will be followed by three more years of a similar amount that means, when completed with the trees already planted in the existing programme, just under 2200 trees will have been added to our highway network. Given the recent IPCC report on Climate Change, the planting of trees is more important than ever before.

Last week also saw the start of the LED street light programme. Across three years, all our streetlights will be changed to LED bulbs, saving an estimated 33% of CO₂ emissions, reducing maintenance costs and improving public safety through improving lighting levels.

The Council's Environmental Campaign has progressed well and there is a full report on the agenda tonight. There has been an increase in recycling rates, a reduction in residual waste going to landfill and 93% of the areas surveyed had no dog fouling, exceeding the target of 90%. However, there is absolutely no room for complacency and the campaign will be reinforced on a regular basis to ensure that we maintain this standard and possibly even exceed it.

There are two areas of concern - one is that the number of fly-tipping incidents continues to see an upward trend over the last four years and investigations are being carried out to identify hotspots where regular fly tipping occurs across the Borough.

The second areas of concern are C&H2.2 and C&H2.3 litter and detritus on our highways, both of which are below target. As you will see from the report this is being discussed with TLC in order to put in place actions to bring the scores into line with the targets.

The HIP programme continues across the Borough and I am very pleased to report that with the additional funding made available by the Council, the back log of pot hole repairs has been cleared. Clearly, there is still work to do and this will continue in conjunction with the HIP programme.

I would like to take the opportunity to thank the Officers of the Council for the work they do in trying to ensure that Stockport residents receive the best services possible in these extremely difficult circumstances. Later in the agenda, there are proposals for next year's budget, looking to cut another £15m out of the Councils' resources. This will make their task and ours even harder.

Cllr Sheila Bailey - Cabinet Member for Communities and Housing

Revenue Budget (Forecast)

	£000
Cash Limit	22,556
Forecast	22,718
(Surplus)/Deficit	162
HRA	£000
Cash Limit	0
Outturn	(5)
(Surplus)/Deficit	(5)
Approved use of reserves	2,979
Utilisation of approved use of reserves	1,456
Balance remaining of approved use of reserves	1,523

Capital Programme

General Fund	£000
2017/18 Capital Budget	3,256
2018/19 Capital Budget	5,623
2019/20 Capital Budget	5,414
HRA	£000
2017/18 Capital Budget	36,020
2018/19 Capital Budget	38,375
2019/20 Capital Budget	14,588

National and Regional Policy Drivers

Rough Sleeping Strategy

The Ministry of Housing, Communities and Local Government (MHCLG) launched its “Rough sleeping strategy: prevention, intervention, recovery” on 13th August. This £100m scheme aims to support up to 6,000 vulnerable people and sets out the next steps towards ending rough sleeping entirely by 2027. The Strategy has three main strands:

- Prevention – understanding the issues that lead to rough sleeping and providing timely support for those at risk.
- Intervention – helping those already sleeping rough with swift support tailored to their individual circumstances.
- Recovery – supporting people in finding a new home and rebuilding their lives.

Social Housing Green Paper

MHCLG also published its social housing green paper, on 14th August 2018. It aims to rebalance the relationship between residents and landlords, tackle stigma and ensure that social housing can be both a stable base that supports people when they need it and support social mobility. The green paper was informed by an initial round of consultation with residents across the country, who were asked for their views on social housing. Almost 1,000 tenants shared their views with ministers at 14 events across the country and over 7,000 submitting their opinions, issues and concerns online. A further consultation round was launched on 14th August with the green paper. It gives everyone the opportunity to submit views on proposals for the future of social housing and will run until 6 November 2018. The green paper sets out 5 core themes:

- Tackling stigma and celebrating thriving communities.
- Expanding supply and supporting home ownership.
- Effective resolution of complaints.
- Empowering residents and strengthening the regulator.
- Ensuring homes are safe and decent.

Greater Manchester Strategy (GMS)

GMCA will consider a report on GMS performance between 1st April and 30th September 2018 during Quarter 3. This will be summarised in the future reports.

Greater Manchester Spatial Framework (GMSF)

Following the publication in September 2018 of household projections and the subsequent Local Housing Need figures, the government has announced that it will be reviewing and consulting on a methodology for deriving housing numbers. This has meant that the GMSF has been further delayed whilst GM authorities assess the potential impact of a revised methodology. Currently there is no definite timeframe for the next stage of GMSF consultation, although this is expected to be clarified in Quarter 3.

GM Mayor's Walking and Cycling Fund

As reported in Quarter 1, GMCA has established a £160m Cycling and Walking Challenge Fund. In July 2018 GMCA approved a first tranche of 15 cycling and walking schemes, two in Stockport:

- Gillbent Road - Crossing Upgrade.
- Welkin Road - Town Centre Severance Package.

In September 2018, GMCA approved a second tranche of six schemes including upgraded Hazel Grove Access.

Bus Reform

GMCA considered a report on July 27th 2018 that set out a process for developing an assessment of a proposed bus-franchising scheme for GM. It also proposed next steps regarding carrying out that assessment and undertaking associated consultation.

Green Summit

Following on from the inaugural Greater Manchester Green Summit in March, GMCA launched its "Springboard Report", an action plan that sets out the first steps on the road to making GM one of the leading green city-regions in the whole of Europe. GM is the first UK city to devise both globally leading and science based plans to becoming carbon neutral, which it aims to do within 20 years; reducing carbon emissions to tackle climate change. In his role as the GM Green City Region Lead, Councillor Alex Ganotis presented the plan at the GMCA meeting in July and they were approved by the Combined Authority. The next Green Summit will take place on 25th March 2019 at the Lowry.

1. COMMUNITIES AND HOUSING PORTFOLIO DELIVERING OUR PRIORITIES



1.1 Priorities and Delivery Plans




Portfolio priorities are set out in the Council Plan, and progress against those relating to the Communities and Housing Portfolio is included below. These include key objectives and milestones for 2018/19, and are cross-referenced with GMS Priorities and delivery plans.

1.2 Measuring Performance and Reporting Progress

The performance indicators that support delivery of these priorities include statutory and locally defined measures and help monitor performance against the Portfolio's key priorities.

The measures have been chosen to reflect the impact or outcome of activity that is relevant to achieving the Council's objectives. They will also reflect inputs, outputs or processes that deliver results that contribute to the wider outcome. Where the measure supports a GMS target, this is highlighted, with the GM-wide target referenced.

The measures included under each priority are those considered most appropriate to include in this document and be reported on a quarterly, six-monthly or annual basis. As has been the case in previous years, should scrutiny members wish to examine a particular service / function's performance in more detail then specific reports would be produced which include a wide range of measures and other means of assessing performance.

PI Status - Key	
	2018/19 actual / forecast is significantly below target
	2018/19 actual / forecast is below target but within acceptable tolerance range
	2018/19 actual / forecast is on or above target or within target range
Measures in bold are included within the Corporate Report.	

1.3 Portfolio Risks

Risks to delivering each Portfolio Priority are set out below, including those relating to specific delivery projects and programmes. Operational risks to service delivery are identified, monitored and managed at a service level.

A full update on all risks will be included in the Mid-Year and Annual reports, with the First and Final Update reports containing updates by exception. New and emerging risks identified in-year will be added to the register with the approval of the Portfolio Holder and Corporate Director.

1.4 Greater Manchester Strategy (GMS) Priorities

The work of the Portfolio supports delivery of the following GMS priorities:

- Safe, decent and affordable housing.
- A green city region and a high quality culture and leisure offer for all.
- World class connectivity that keeps Greater Manchester moving.
- Safer and stronger communities.

Progress against these priorities is reported on a six-monthly basis through the GMS “Performance Dashboard”, which is considered by Cabinet and Scrutiny Committees. The most recent version was included in the First Update Report. The next “Dashboard” is due in the autumn and it will inform the Third Update Report in January 2019.

In the meantime, key updates at GM level are included in the “Policy Drivers” section on page 3 of this report, along with the Leaders Report, which will be considered by Cabinet on 13th November, and CRMG Scrutiny on 4th December.

1.5 Medium Term Financial Plan proposals

A range of proposals that will affect the Portfolio from 2019 were included in the paper on “Our Medium Term Strategy and Budget Choices for 2019/20” that was considered by Cabinet at the beginning of October. Draft Implementation Plans were approved for consultation and Scrutiny Committee will consider these (alongside this report) at the meeting on 29th October.

The implementation plans (and the proposals within them) that will have the most significant impact on this portfolio are:

Strategic commissioning: getting more out of our spending

- Value for money procurement.
- Community safety services.
- Stockport local transport
- Public realm.

Improving citizen experience (Digital by Design)

- Balancing the cost of services.
- Modernising citizen journeys.

Making sure we have the right property in the right places

- Asset rationalisation of current and former operational buildings.
- Additional income from operational buildings.
- Exit rented accommodation and changes to other leased accommodation commitments.
- Review and disposal of operational and non-operational land and other assets.
- Development of Stockport Local Centres model (strategic reviews).

The enabling themes of “Collaborative Service Delivery” and “Making the Organisation Fit for the Future” will also affect the portfolio.

As these proposals develop, they will be integrated into Portfolio priorities, delivery plans and budgets from 2019/20. Updates will appear in future portfolio reports.

1.6 Updates on delivery of Portfolio Priorities

1.6.1 Enhancing the supply of quality housing

Delivery Updates

Strategic Planning – All Housing Delivery

- **Regeneration:** 21 houses have been completed by Countryside Properties in Brinnington and Phase 1 (Blackberry Vale) is now complete and fully occupied (98 houses for market sale). Phase 2 (Blackberry Point) is now on site (166 houses for market sale) and 36 houses have already been reserved. Sports and leisure facilities are now operational.
- **Offerton Industrial Estate** - 55 for market sale; Manor Ward.

Strategic Planning – Affordable Housing Delivery

During this quarter, 12 units for affordable rent, 3 units for social rent and 5 units for shared ownership have been delivered, all on brownfield sites.

- **Section 106:** 8x units at Hampton Wood (Stepping Hill Ward) and Heaton Manor (Heatons North Ward) were completed by Equity Housing. Three of these were for social rent and 5 units for shared ownership.
- **HE programme:** 12x units for affordable rent delivered by Stockport Homes (Viaduct) at St Thomas' Hospital site (Brinnington & Central Ward).

Strategic Planning – Affordable Housing Delivery

Schemes currently on site include:

- Equity Housing's scheme at Fulstone Mews (Stepping Hill Ward), with 20 houses, including 4 bungalows. All of the units will be for shared ownership.
- A total of 255 units are being delivered by Stockport Homes (Viaduct):
 - Blackstone Fields - 27 units (21 affordable rent, 6 shared ownership; Offerton Ward).
 - Tatton Cinema - 33 units (26 affordable rent for over 55s, 7 shared ownership for all ages; Cheadle & Gatley Ward).
 - Bredbury Curve - 60 units (31 affordable rent, 29 for shared ownership; Bredbury & Woodley Ward).
 - Hexham Close - 24 units (affordable rent; Offerton Ward)
 - St Thomas' Hospital - 59 units (28 affordable rent, 31 shared ownership (Brinnington & Central Ward).
 - Range Road (Mersey Dynamo) - 21 units (shared ownership; Brinnington & Central Ward).

- Lea Road - 10 units (shared ownership; Heatons North Ward).
- Mill Lane - 21 units (shared ownership; Bredbury & Woodley Ward).
- The following Council owned sites have recently had their planning approvals granted and will be developed by Viaduct:
 - Booth Street - 47 units (35 for affordable rent, 12 for shared ownership; Edgeley & Cheadle Heath Ward).
 - York House - 11 units (shared ownership; Heatons North Ward)

In addition to the above, the following schemes are progressing through Planning and, if approved, will be developed by Viaduct:

- Offerton Industrial Estate - 144 units (10 affordable rent, 79 for shared. Plus the 55 for market sale mentioned above; Manor Ward).
- Land off Stockholm Road - 48 units (24 affordable rent, 24 for shared ownership; Davenport & Cale Green Ward).

Planning and Delivering Specialist and Supported Housing

Adlington, who are part of Gladman Group, are specialist retirement living developers. They are developing two schemes in Stockport:

- School Brow, Romiley – development of 50 retirement apartments is on site.
- Lime Grove, Cheadle – development of 48 retirement apartments is on site.

Housing Standards

A Prohibition Order was served under Housing Act 2004 on a converted building containing five self-contained flats with communal access. The landlord had already been served with enforcement action in recent years and not complied. As prosecutions did not change his approach, the building was prohibited with effect from 27th September 2018. The prohibition will stand until the outstanding works are carried out, which include matters of fire safety, inadequate heating, damp & mould, electrical safety and falls from levels.

Houses in Multiple Occupation (HMO) Project

As well as three HMOs were licensed in Quarter 2, an extensive project has started to identify HMOs that will require a licence following changes in legislation that is due to come operative on 1st October 2018. In Quarter 2 an additional 40 properties have been identified that will require a licence. This work is ongoing.

Empty properties

The Compulsory Purchase of two very long-term empty properties was completed in Quarter 2. These properties had both been vacant for 15+ years each and were causing problems in their neighbourhoods. The properties were sold at auction with a building licence and agreement, which meant the new owner had to bring the property back to use before the deeds would pass over. Both have been extensively renovated and look amazing!

The Service's first Order for Sale on a long-term empty property was completed in September. The property that had been empty for a number of years has extensive Council Tax debts registered against it. Council action has meant that the property has been sold at auction enabling the property to be renovated, brought back to use and the Council Tax debts recovered.

A total of 964 letters were sent out to owners of properties empty for more than 6 months. The letter encourages owners to engage with the team and help them bring their property back to use. In September, the exercise revealed that 69 properties had been brought back to use and therefore by the team informing Council Tax of this information these will go towards the calculation for New Homes Bonus allocation for the government in October. The team are also working with many more owners who have engaged as part of this exercise in an attempt to maximise the numbers of properties brought back to use.

(Stockport) Town Centre Living

Town Centre developments on site are Covent Garden, St Thomas' Hospital (shared ownership), White Lion and 30-32 Little Underbank.

Homes England have now approved the £303k HIF MVF grant for the Hopes Carr Hemphshaw Brook scheme (14 units). The offer letter with conditions is expected in October.

Tower blocks and fire safety

During Quarter 2, Stockport Homes Group have engaged KGA Partnership to undertake an outline design and performance specification for the retrofitting of sprinkler systems to the high-rise buildings. The report from KGA has now been received and is under consideration.


Homelessness

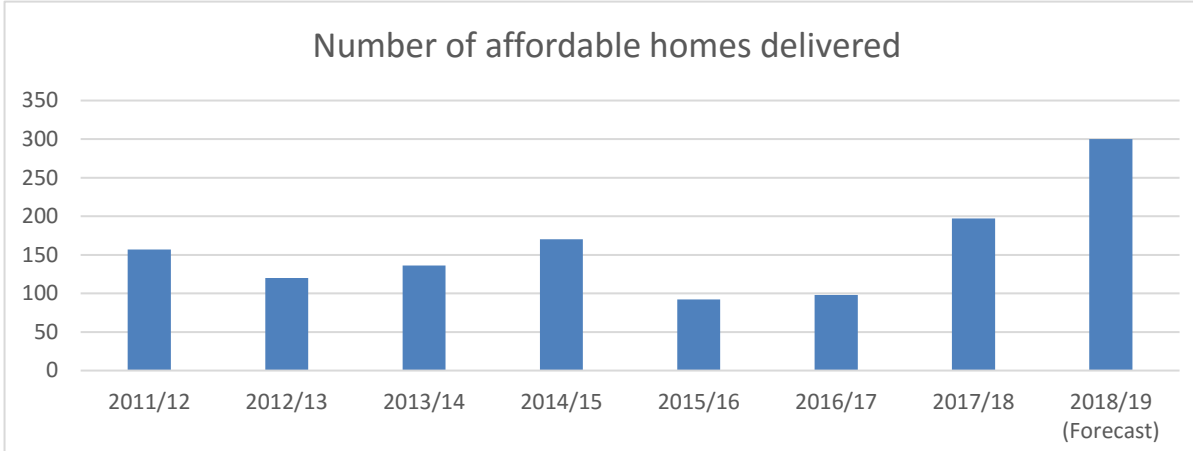

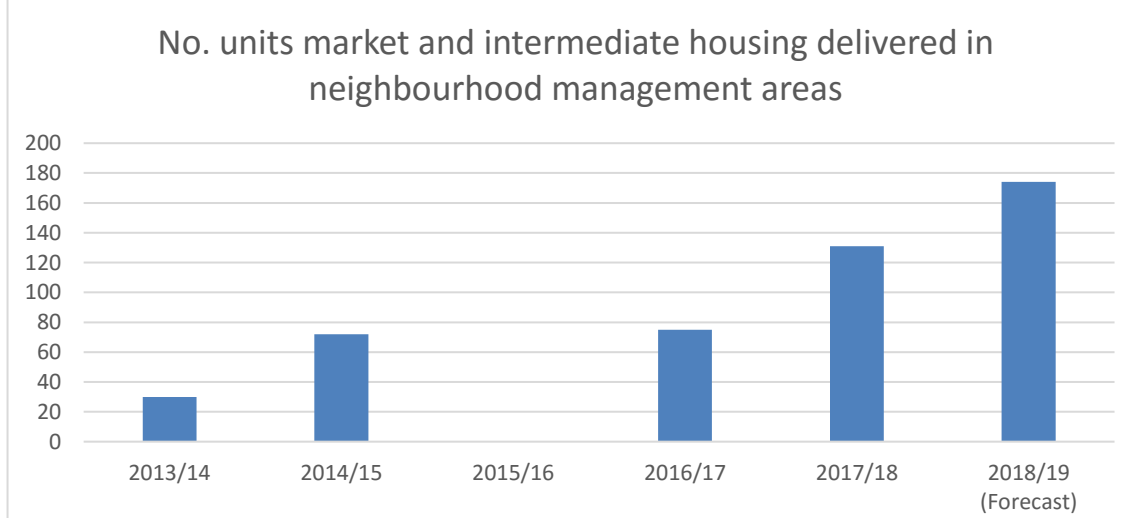

Andy Burnham's initiative "A Bed Every Night" to provide winter accommodation, from November to March, for rough sleepers received cross-GM support.

GMS Priorities

Priority 6: Safe, decent and affordable housing.

Measuring Performance and Reporting Progress

PI Code	PI Name	Good performance	2017/18	2018/19			Status
			Actual	Q2 Actual	Forecast	Target	
C&H1.2	Number of affordable homes delivered (gross).	High	197	20	300	300	
<p>There were 20 completions this quarter, comprising: Stockport Homes (Viaduct) 12x affordable rent units at St Thomas' scheme (Brinnington & Central Ward), Equity Housing's 3x social rent units and 1x shared ownership unit at Hampton Wood (Stepping Hill Ward), and 4x shared ownership units on Heaton Manor development (Heaton North Ward).</p> <p>A significant number of schemes are in progress and on site (see 1.6 above) and the year-end target is expected to be reached (144 have been completed in the first two quarters).</p>							

PI Code	PI Name	Good performance	2017/18	2018/19			Status																		
			Actual	Q2 Actual	Forecast	Target																			
<div><p>Number of affordable homes delivered</p><table><thead><tr><th>Year</th><th>Number of affordable homes delivered</th></tr></thead><tbody><tr><td>2011/12</td><td>155</td></tr><tr><td>2012/13</td><td>120</td></tr><tr><td>2013/14</td><td>135</td></tr><tr><td>2014/15</td><td>170</td></tr><tr><td>2015/16</td><td>90</td></tr><tr><td>2016/17</td><td>100</td></tr><tr><td>2017/18</td><td>200</td></tr><tr><td>2018/19 (Forecast)</td><td>300</td></tr></tbody></table></div>								Year	Number of affordable homes delivered	2011/12	155	2012/13	120	2013/14	135	2014/15	170	2015/16	90	2016/17	100	2017/18	200	2018/19 (Forecast)	300
Year	Number of affordable homes delivered																								
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2016/17	100																								
2017/18	200																								
2018/19 (Forecast)	300																								
C&H1.3	Number of units of market and intermediate housing delivered in neighbourhood management areas.	High	131	36	174	174																			
<p>There were 36 completions for this quarter, comprising: 21x houses for market sale on Blackberry Vale (Brinnington & Central Ward), and 12x apartments in Edward House (Phase 2) and 3x apartments on 62-64 Middle Hillgate (both are Town Centre schemes).</p> <p>Developments on site include: Blackstone Fields (Offerton Ward), as well as the Town Centre developments set out in 1.6 above. The year-end target is expected to be reached (71 have been completed in the first two quarters).</p> <div><p>No. units market and intermediate housing delivered in neighbourhood management areas</p><table><thead><tr><th>Year</th><th>No. units delivered</th></tr></thead><tbody><tr><td>2013/14</td><td>30</td></tr><tr><td>2014/15</td><td>70</td></tr><tr><td>2015/16</td><td>75</td></tr><tr><td>2016/17</td><td>130</td></tr><tr><td>2017/18</td><td>175</td></tr><tr><td>2018/19 (Forecast)</td><td>175</td></tr></tbody></table></div>								Year	No. units delivered	2013/14	30	2014/15	70	2015/16	75	2016/17	130	2017/18	175	2018/19 (Forecast)	175				
Year	No. units delivered																								
2013/14	30																								
2014/15	70																								
2015/16	75																								
2016/17	130																								
2017/18	175																								
2018/19 (Forecast)	175																								
C&H1.4	Number of private properties empty for more than 12 months.	Low	728	516	571	725																			
<p>Council action has contributed to significant reductions in the number of long-term empty properties - this is summarised in 1.6 above.</p>																									

PI Code	PI Name	Good performance	2017/18	2018/19			Status																					
			Actual	Q2 Actual	Forecast	Target																						
<div><h3>Number of private properties empty for over 12 months</h3><table><thead><tr><th>Year</th><th>Number of properties</th></tr></thead><tbody><tr><td>2012/13</td><td>1350</td></tr><tr><td>2013/14</td><td>1280</td></tr><tr><td>2014/15</td><td>1080</td></tr><tr><td>2015/16</td><td>1120</td></tr><tr><td>2016/17</td><td>1020</td></tr><tr><td>2017/18</td><td>720</td></tr><tr><td>2018/19 (Forecast)</td><td>550</td></tr></tbody></table></div>								Year	Number of properties	2012/13	1350	2013/14	1280	2014/15	1080	2015/16	1120	2016/17	1020	2017/18	720	2018/19 (Forecast)	550					
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2018/19 (Forecast)	550																											
C&H1.5	Number of households a) presenting as and b) accepted as homeless.	Low	a) 437 b) 188	(a) 433 (b) 99	(a) 433 (b) 99	Aim to minimise	✔																					
<div>These are estimated figures (as actual figures were not available in time for the report) are: a) 433 households presented as homeless; b) 99 households accepted as homeless (relief duty).</div> <div><h3>Number of households presenting, and accepted as homeless</h3><table><thead><tr><th>Year</th><th>Presented as homeless</th><th>Accepted as homeless</th></tr></thead><tbody><tr><td>2013/14</td><td>550</td><td>130</td></tr><tr><td>2014/15</td><td>350</td><td>150</td></tr><tr><td>2015/16</td><td>400</td><td>180</td></tr><tr><td>2016/17</td><td>500</td><td>240</td></tr><tr><td>2017/18</td><td>450</td><td>200</td></tr><tr><td>2018/19 (Forecast)</td><td>433</td><td>99</td></tr></tbody></table></div>								Year	Presented as homeless	Accepted as homeless	2013/14	550	130	2014/15	350	150	2015/16	400	180	2016/17	500	240	2017/18	450	200	2018/19 (Forecast)	433	99
Year	Presented as homeless	Accepted as homeless																										
2013/14	550	130																										
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2016/17	500	240																										
2017/18	450	200																										
2018/19 (Forecast)	433	99																										
C&H1.6	% of housing units within planning applications relating to development on brownfield land for which permission is granted.	High	92%	Not Available	95%	95%	✔																					
<div>This information is collected on an annual basis and the 2017/18 outturn (92%) was released this quarter. A target of 95% has therefore been set for 2018/19, but this year's outturn figure is unlikely to be available before the second quarter of 2019/20.</div>																												

Risk Description (and potential impact on outcome)	Update on Controls
Insufficient land supply becoming available to deliver housing requirements, e.g. due to brownfield land options proving financially unviable.	As reported in the GMSF item in the “National and Regional Policy Drivers” section above, due to an imminent review of the methodology for deriving housing numbers, GMSF has been delayed further. A timetable for the next stage GMSF consultation is expected to be clarified in Quarter 3.
Insufficient funding available to bring forward desired level of housing development.	<ul style="list-style-type: none"> • Housing Infrastructure Fund - Marginal Viability Fund (HIF MVF): Homes England have now approved the £303k HIF MVF grant for the Hopes Carr Hempshaw Brook scheme (14 units). The offer letter, with conditions, should arrive in early October. • Government has confirmed extra funding for affordable homes, which will be increased by a further £2 billion to more than £9 billion in total. The numbers of homes will be determined on type and location of housing, and bids received for funding. Several areas in the UK designated as higher value (including Stockport) will be able to apply for funding for social rent units.
Relevant development plan policies for the supply of housing are deemed out of date because of the absence of a 5-year deliverable housing supply as per paragraph 47 of the National Planning Policy Framework (NPPF).	Work to progress the new local plan continues, with the intention to be out to consultation with a draft plan in Early Summer 2019. The revised Strategic Housing Land Availability Assessment (SHLAA) was published this quarter and the service is currently working to produce an up-to-date position for 2018.

1.6.2 Improving our environment

Delivery Updates

Parks, play areas and playing fields

Management of unauthorised incursions has continued to draw resources away from more routine works.

Schemes in parks have progressed with consultation regarding investment in play areas in the North Heaton ward ongoing.

£70,000 additional funding was invested in pitch renovations. This money has been made available as part of an Investment Fund directed towards outdoor play and sport facilities.

The Friends of Stockport Cemeteries have celebrated their 15-year anniversary. The group works continually to improve cemeteries and closed churchyards across the borough.

Community Payback continues to provide a valuable service to help clear areas of land with no maintenance attached. The sites are numerous and the scheme contributed 1,379 hours of labour and removed 4.92 tonnes of waste during the quarter. The scheme has also helped inspire the community into taking care of sites. For example, after they had helped to clear a passageway in Cale Green, local residents agreed that they will ensure it remains clear and tidy.

Environmental Campaign

The Public Realm Inspector team continues to engage with local people to encourage them to get involved in maintaining and improving the local environment. Recent examples include:

- Cleaning up / painting Cheadle Heath park football pitch - joint approach with Greenspace, St Matthews Church and residents.
- Conversations with local residents new to the Cheadle area, signposting them to community cafes, libraries etc. to encourage community involvement.
- Community Litter Picks undertaken during Quarter 2 included:
 - Local Businesses in Marple undertook a litter pick after a food and drink event.
 - Soul City Church carried out two litter picks around Lancashire Hill.
 - Edgeley residents carried out two litter picks in Hollywood Park.
 - Regular volunteering to tidy up Massie Street Car Park.
- Launch of the Responsible Dog Owner Pledge - which aims to recognise the efforts of already responsible dog owners and ask them to become advocates and spread the word about responsible dog ownership to others. We would also like them to help us spread the word about keeping Stockport clean and tidy. The Responsible Dog Owners Pledge asks dog owners to:
 - Always clear up after their dog.
 - Carry extra dog waste bags with and give to fellow dog walkers if needed.
 - Encourage fellow dog walkers to be as responsible as they are.

- The “We Love Stockport - Be Proud of Where You Live campaign continues. Recent activity includes:
 - Working with local people to reassure them that enforcement action will be taken for behaviour that has a detrimental impact on our local environment.
 - Seeking the support of the community with continuous improvement of local environmental quality across Stockport. Raising awareness with residents about their duty to dispose of their domestic waste correctly and the perils of not doing so and encourage responsible dog owners to take a “the Responsible Dog Owner Pledge” and encourage others to be a responsible dog owner.
 - Dog Fouling / Waste Day of Action - to both challenge unacceptable behaviour around dog fouling, littering and fly tipping. This was also used to launch the Public Space Protection Order (PSPO) to promote responsible dog ownership and to introduce the Responsible Dog Owner Pledge.
 - 36 members of staff from Public Safety & Protection and Public Realm, as well as four Friends of Cemeteries groups, have spoken to 160 people and distributed leaflets. Two warnings were issued for littering. The vast majority support the action and the PSPO, and four Responsible Dog Pledges have been received since the Action Day

Reducing Residual Waste

The “Door Stepping” (door-to-door engagement) campaign on recycling took place in Quarter 2. Headline feedback from residents suggests that, overall, Stockport's collection services are liked. Bigger brown bins, or more frequent collections, are a priority for many residents. The door-knocking exercise was supplemented by the renewal of the refuse collection vehicle graphics. These graphics, developed from resident feedback, promote various elements of recycling using local residents as the stars (models).

Totally Local Company

Performance Monitoring of Totally Local Company's compliance with the Service Standards was completed in July. A satisfaction score of 97% was recorded. This reflects perceptions found during less formal inspections that Totally Local Company operatives continue to attain high standards through their dedication and commitment.

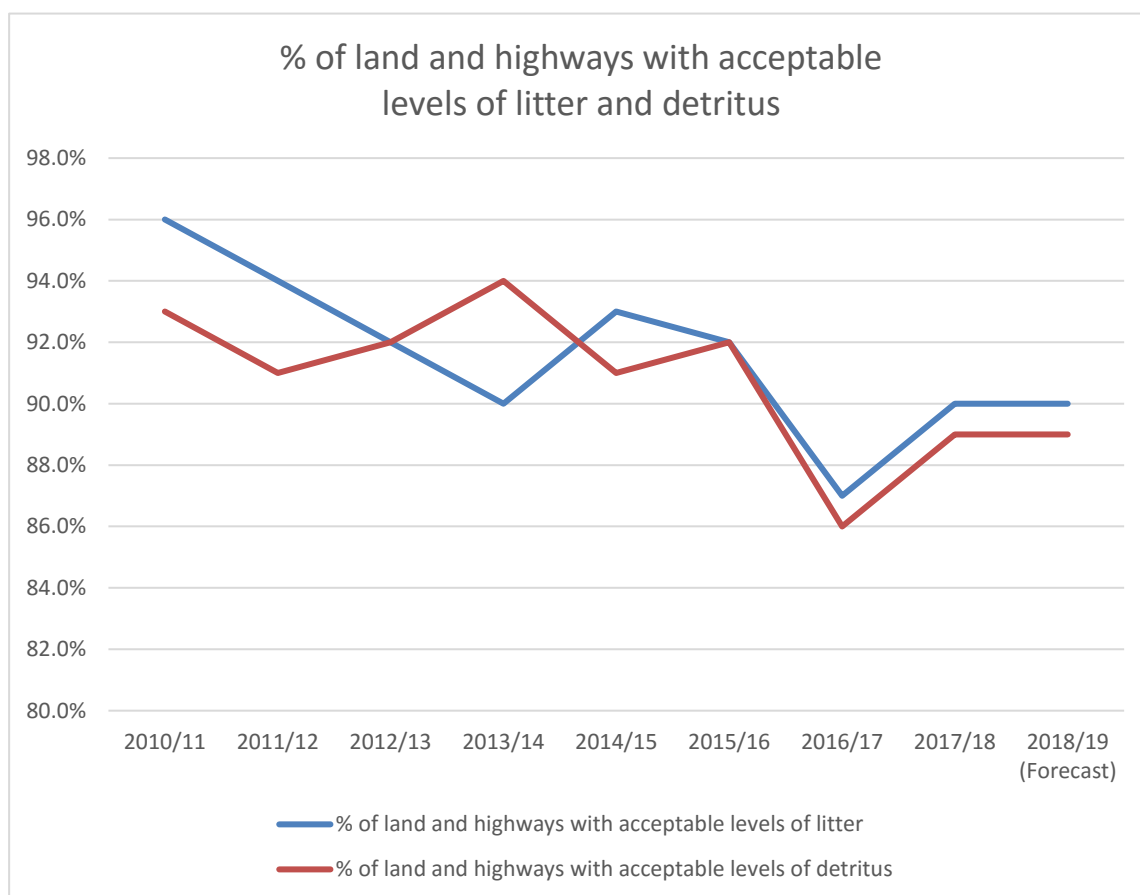
GMS Priorities

- **Priority 7: A green city-region and a high quality culture and leisure offer for all.**

Measuring Performance and Reporting Progress

PI Code	PI Name	Good performance	2017/18	2018/19			Status
			Actual	Q2 Actual	Forecast	Target	
C&H2.1	% parks and open spaces assessed as satisfactory	High	97.4%	97.0%	96.0%	96.0%	✅
The first of the two annual surveys was undertaken in July. The overall score is good at 97.0%. Litter alone was 94.7%. This too, during the busier summer period, is a considered a good result.							
C&H2.2	% relevant land and highways with acceptable levels of deposits of litter (Grade A & B).	High	90.0%	84.0%	90.0%	90.0%	⚠️
C&H2.3	% relevant land and highways with acceptable levels of deposits of detritus (Grade A & B).	High	89.0%	77.0%	89.0%	89.0%	⚠️

The 1st Inspection score for the Boroughs NI195 litter and detritus assessments have been completed and are calculated at 84% and 77% respectively. The scores do not meet the targets of 90% and 89%. The next survey will be completed before December 2018. A full debrief meeting will take place to discuss the recent survey results with Totally Local Company StreetCare where we review the cleansing schedule relating to the details behind the score.

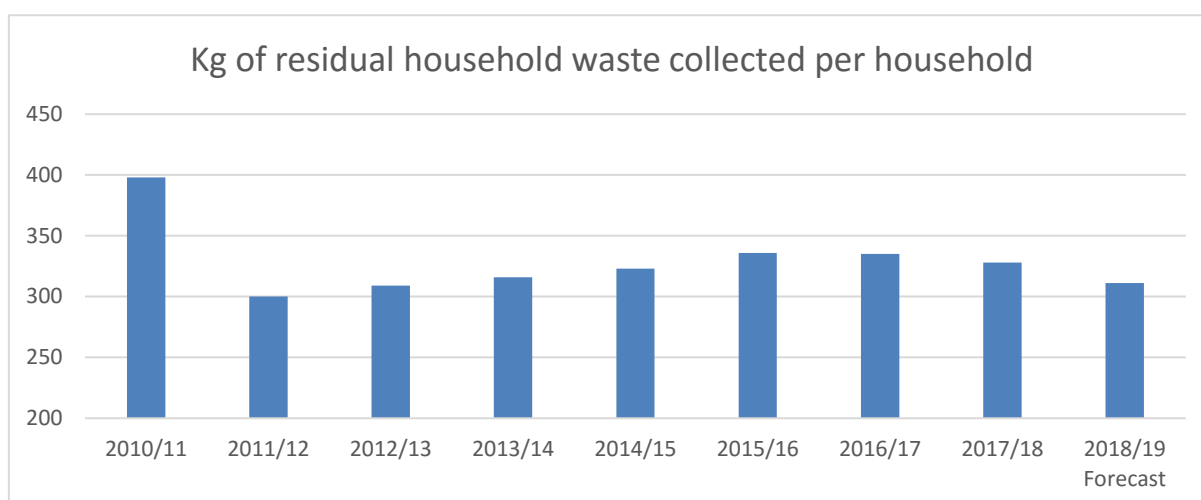


PI Code	PI Name	Good performance	2017/18	2018/19			Status
			Actual	Q2 Actual	Forecast	Target	
C&H2.4	% relevant land and highways with acceptable levels of dog fouling.	High	90.0%	93.0%	90.0%	90.0%	✓

The results show that 93% of all transects surveyed (300x50 metre stretches of highway/land) had no dog fouling present at that time.

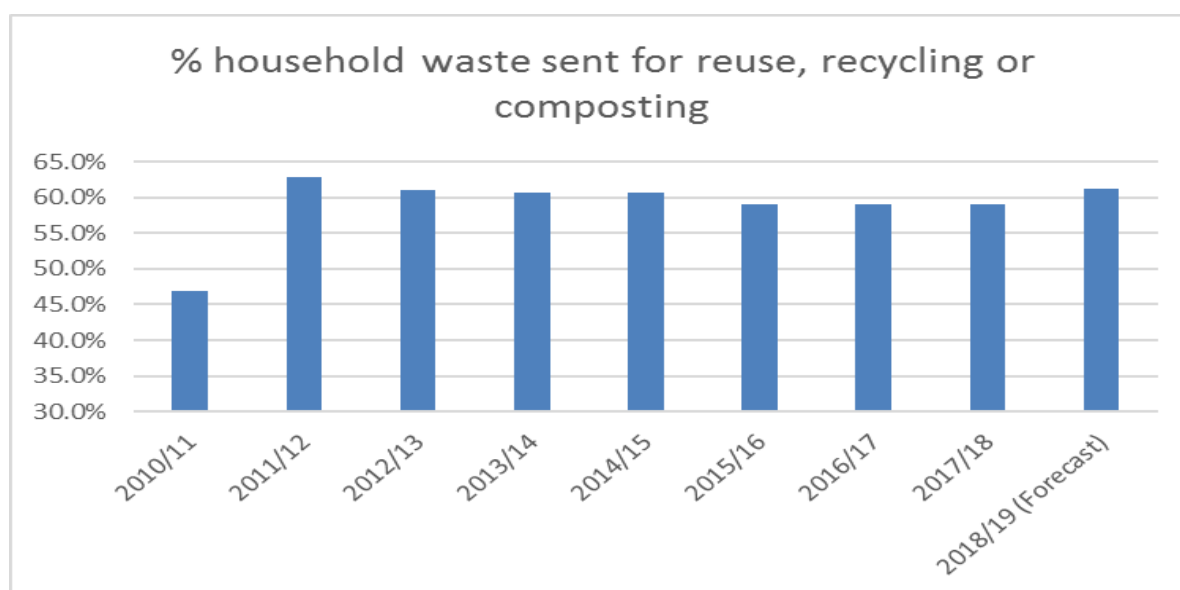
C&H2.5	Kg of residual household waste collected per household.	Low	328	76.7	311.2	328	✓
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The volume of waste arising has fallen slightly this quarter. This can be attributed to a change in Schools waste disposal arrangements. Mid-year figure per household is 115.6kg.



C&H2.6	% household waste sent for reuse, recycling or composting.	High	59.3%	61.2%	60%	60%	✓
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Quarter 2 saw a slight improvement in year-on-year performance. As with residual waste (above), the change in the schools waste disposal arrangement has partly helped to improve performance.



PI Code	PI Name	Good performance	2017/18	2018/19			Status
			Actual	Q2 Actual	Forecast	Target	
C&H2.7	Number of incidents of fly tipping recorded.	Low	2,355	740	2,856	2,000	

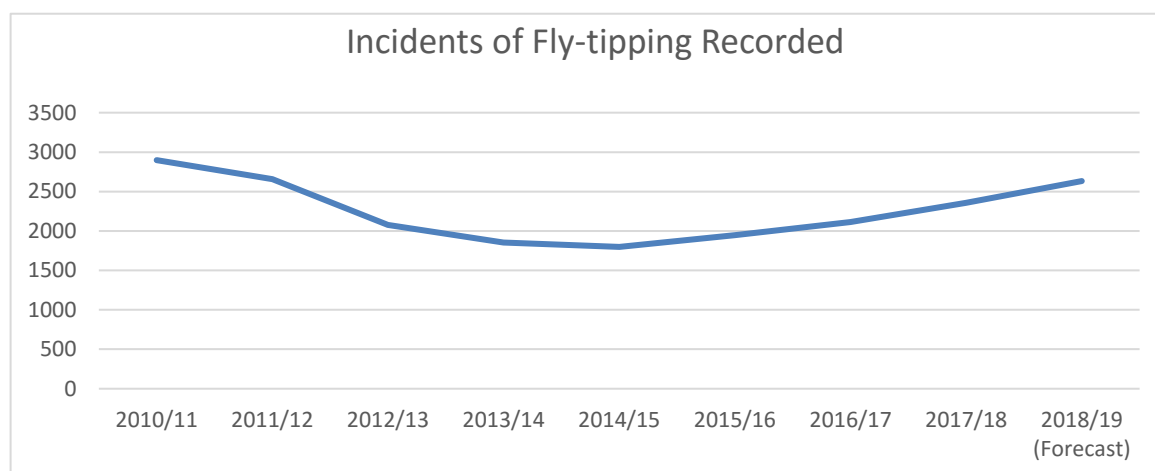
The forecast figure is based on a mid-year total (Quarter 1 + Quarter 2) of 1428 reports.

The “Love Stockport Environmental Campaign” in partnership with Keep Britain Tidy is targeted to raise awareness of waste management issues including fly tipping and has achieved significant coverage over recent months. This has raised awareness of fly tipping across the borough, a likely knock-on effect of which is more incidents being reported. Website analytics have also shown an increase in visitors to online reporting forms compared to the previous 12 months – illustrating that the community has increasing confidence and appreciation of the convenience of online reporting.

It is important to note however, that as awareness and online reporting increases, this has increased the incidence of duplicate reports about the same fly tipping incident. Due to online mapped reporting not yet being available, reporting processes are currently unable to identify and filter out duplicate reports, which is resulting in misrepresentation and misinterpretation of incidence data. An increase in reports therefore does not actually directly equate equally to an increase in incidents. Manual analysis of data for one area showed that duplicate reports equated to 60% of what initially looked to be an unusual localised spike in fly tipping incidents.

Highest reported fly tipping relates to domestic waste in built up areas particularly where terraced properties back onto shared alleyways, along with larger-scale incidents occurring across the borough relating to organised rogue trading. Highest levels of reporting are found in Brinnington & Central and Reddish North wards. Public Realm have started to deliver a programme of community liaison and promotion to engage with communities directly, encouraging community responsibility and have reported some success stories.

Enforcement activity is focused on significant fly tipping activity and in requiring landowners and landlords to clean up accumulated waste that they are responsible for which poses a health risk. A number of investigations are underway against prolific organised fly tippers operating in the borough. The council will review how best to utilise CCTV and modern technology to discourage offending at a number of hotspots across the borough, providing a flexible approach that can be tailored to target locally identified locations where there is repeated or serious fly tipping.



Total Local Company Measures							
PI Code	PI Name	Good performance	2017/18	2018/19			Status
			Actual	Q2 Actual	Forecast	Target	
C&H2.8	Service failures ¹ per 100,000 bin collections.	Low	49.3	49.0	49.0	49.0	✓
Quarter 2 complaints have fallen back as improvements to the in-cab monitoring system have taken effect.							
C&H2.9	Number of apprentices employed.	High	15	23	20	20	✓
Positive upward trend - Apprentice training is being accelerated as more courses are made available under the Apprentice Levy scheme.							
C&H 2.10	Employee days lost throughickness.	Low	6,410	1,684	6,000	6,000	✓
The year-to-date figure is (3,103) is marginally above the mid-year target (3,000) but this is being addressed and the year-end target is still expected to be attained.							
C&H2.11	Health and Safety: Number of "near misses".	High	123	16	135	135	⚠
The objective for Near Misses is to be as high as possible. It is a measure of risk awareness i.e. people looking out for dangers and making sure they have avoided any accidents occurring by their awareness. Currently, the Totally Local Company's view is that it is whilst the Quarter 2 position is well short of the target, 6 months is enough time to catch-up as Near Miss reporting can be accelerated quickly by improved focus and communication. The Health & Safety team will be focussing on addressing this in the coming months.							
C&H2.12	Health and Safety: Number RIDDORS (incidents reported under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations).	Low	12	3	10	10	✓
In contrast with "Near Misses" (above), the objective for RIDDORS – reportable accidents – is to be as low as possible. The combined effect of low RIDDOR scores and high Near Miss scores represents a very effective Health & Safety structure. Currently, RIDDORS are on target.							
C&H2.13	Cost savings and productivity improvements.	High	£0.369m	£0.1m	£0.4m	£0.4m	✓
Delivery of savings remains on track at the mid-year point.							
C&H2.14	% of income from non-Council sources	High	9.7%	9.6%	10.0%	10.0%	⚠
Mid-year performance fractionally below target but year-end target is still attainable.							
C&H2.15	Litres of fuel used	Low	956,196	173,000	950,000	950,000	✓
Mid-year total (422,000) suggests annual target will be attained.							

¹ Usually a "service failure" is when a bin is not emptied as scheduled. However, it can also include other issues such as spillage from bins being left behind.

1.6.3 Maintaining the highways network

Delivery Update

Street Lighting LED programme

This programme includes the structural replacement or repair of columns that are reaching the end of their life. Columns are identified for replacement or repair following routine structural assessment and testing. All lighting columns on the network have been structurally assessed and a programme of illuminated sign pole testing is ongoing. The information is being used to develop whole-life modelling of street lighting assets across the network. The programme has started and is approximately 50% complete.

Street Lighting Investment Programme

An upgrade of illuminated equipment using LED technology continues with:

- Island flexi-bollard and LED column work.
- A6 Town Centre column and lantern changes.
- LED lantern retrofit work borough-wide (phase 1) & associated column adjustments / new installations to achieve adequate lighting levels.

The column adjustment / installation work is underway and the lantern retro-fits are scheduled to start in October 2018.

Highways Investment Programme (HIP)

This is Year 5 of the £100m Highway Investment Programme (total 9 year delivery programme). All sites have been scoped in the targeted ward areas and schemes are progressing well. The preventative footway and carriageway work started early in the financial year. Overall, the programme is approximately 50% complete.

A video survey identifies treated areas of highway (HIP delivered work) and provides an indication of the level of deterioration on the remaining part of the network. The condition data is used to compare the delivery outcome against the agreed target. Recent performance figures show that the footway and carriageway network is improving in line with the investment.

The funding for this programme comes from the Greater Manchester Local Transport Plan 3 (GMLTP3) and prudential borrowing. The aim is to maintain and improve transport networks and facilities in accordance with the Greater Manchester Local Transport Plan and SEMMM Strategies.

Pothole Repair Programme

Highway safety inspections have identified roads with higher numbers of actionable defects that are in need of programmed repair. This programme was developed to attend to these sites by patching / resurfacing stretches of highway. The recent winter period has had an impact on condition and this has resulted in an increase in the number of potholes. The majority of highway sites planned for treatment have been completed.

Drainage Programme

Drainage investigations/ repairs continue to take place ahead of carriageway resurfacing work in the HIP programme. Highway culverts are inspected routinely, trash screens cleared and repairs arranged on a priority basis. Work has taken place this financial year on

Etchells Road culvert to assist with flow and improve access to the site. The drainage system on Belmont Way has also been repaired. Investigatory works are underway on London Road, Hazel Grove between Chester Road and Vine Street.

GMS Priorities

➤ Priority 5: World-class connectivity that keeps Greater Manchester moving.

PI Code	PI Name	Good performance	2017/18	2018/19			Status
			Actual	Q2 Actual	Forecast	Target	
C&H3.1	% of footway network structurally or functionally impaired	Low	14.5%			13.6%	
C&H3.2	% of carriageway network structurally or functionally impaired	Low	15.3%			14.2%	
Figures for these measures are obtained from an annual condition survey and results will not be available before Quarter 4.							

Risk Description (and potential impact on outcome)	Update on Controls
Inconsistency or discontinuity of service from external contractors	A review of existing contract arrangements is due to take place this year with a procurement exercise to develop a new Alliance partnership of external contractors for bridge, highway and lighting services. New contracts will run from April 2019.
Escalating cost of street lighting due to increased energy costs.	A review of the existing arrangement is due to take place this year with a procurement exercise to develop a new contract from 2019 onwards.
Escalating highway repair and renewal costs due to rising oil prices	The Alliance contract framework is due to expire at the end of March 2019. We are currently in the process of drafting new contracts and in discussion with STAR Procurement regarding the procurement process. The annual increase calculation (RPI) in the current NEC3 alliance contracts is limited with the emphasis on partners to drive efficiency in their organisation to cover the shortfall. This provides greater value for the Council.
Reduced income through parking charges due to works relating to Town Centre Access Package (TCAP).	TCAP programme management and monitoring arrangements in place.

1.6.4 Active Communities

Delivery Update

Active Communities Strategy

Development of the Active Communities Strategy is ongoing with work currently in the discovery phase with a focus on the development of an Insights library to inform future planning & provide baseline information. Monitoring and evaluation of impact will include data from the annual Sport England Active Live Survey. All boroughs across GM run an enhanced survey (as part of GM Moving) which doubles the standard national sample size to the extent where selected ward level data will be generated. Other activity specific monitoring will also provide further progress information including walking and cycling data.

Leisure Delivery Reform

Stockport has received Sport England Local Delivery Pilot funding to target inactivity within three cohort groups; children & young people aged 5-18 outside of school, people out of work and people in work but at risk of becoming workless, people aged 40 to 60 with or at risk of long-term conditions specifically cancer, cardiovascular disease and respiratory disorders. Early consultation & insight work is underway to identify how best to improve physical activity for the most inactive through a systems methodology.

The Adult Social Care & Health Scrutiny Committee has now released their report on 'A whole system approach to healthy weight'. Responses & actions for the recommendations in the report are currently being considered.


Leisure Estate Investment

A major investment programme across the leisure estate to address urgent works required across the portfolio is now nearing completion. The health suite at Grand Central has now opened and it is anticipated that the work to enable the flumes and children's pool area to reopen will be completed shortly.

A feasibility study for replacement leisure facilities in Marple, where the pool is currently closed, has been commissioned.

GMS Priorities

- **Priority 9: Healthy lives, with quality care available for those who need it.**

PI Code	PI Name	Good performance	2017/18	2018/19			Status
			Actual	Q2 Actual	Forecast	Target	
C&H4.1	% of the adult population (age 16 years+) who self-report as "inactive" (i.e. do less than 30 minutes of sport or physical activity (excluding gardening) per week) in Sport England's Active Lives Survey.	Low	18.3%	23.1%	23.1%	18.0%	
The latest survey, published on 11 th October 2018, reported activity levels across England between May 2017 and May 2018. Compared to Greater Manchester and Nationally, levels of inactivity are considerably lower than 27.1% and 25.2% respectively. There has however been an increase in inactivity of 3.0% since May 2016 to May 2017. Due to the relatively small sample sizes at local authority level							

PI Code	PI Name	Good performance	2017/18	2018/19			Status
			Actual	Q2 Actual	Forecast	Target	
<p>(972 in Stockport), such changes are not unusual and this increase is not statistically significant (hence the amber rating).</p> <p>Stockport remains the best performing (i.e. least inactive) area in GM and is the 7th best of the 39 NW authorities.</p> <p>Results of the next survey (relating to November 2017 to November 2018) are expected in March/April 2019, so should be available for the year-end reporting.</p>							

1.6.5 Protecting our communities

Delivery Update

Safer Stockport Partnership (SSP) Plan 2018-21

SSP reviews crime across the borough on a two-monthly basis. The reviews cover Police and partnership data and identify current trends. A partnership response is developed based on this intelligence. The most significant findings from the most recent review (August 2018) included:

- The total number of crimes across the Borough of Stockport occurring between January and August 2018 was 10% lower than in the same period in 2017.
- Largest volume decreases were in theft & handling stolen goods and criminal damage.
- Reduction in crime across 7 of 8 localities compared to 2017.
- The exception is Heaton, but the rate of increase has slowed.
- Central locality continues to be main hotspot – 22% of crime in 2018.

Summer saw the continued work under Operation Barometer. This is a multi-agency approach to dealing with youth-related violence, particularly along the A6 corridor from Stockport Town Centre to Hazel Grove, and also in Edgeley and Cheadle Heath. Weekly partnership meetings took place over the summer to identify key individuals involved in criminal activities. A range of criminal and civil sanctions, along with support and diversionary activities, have resulted in a significant fall in youth related crime across the Borough.

Neighbourhood Delivery

The highest prevalence of antisocial behavior (ASB) activity in neighbourhoods reported relates to environmental crime, specifically:

- Fly tipping (688 reports in Quarter 1, 740 reports in Quarter 2) – see C&H2.7 above for more information.
- Noise (373 Quarter 1, 432 Quarter 2).
- Abandoned vehicles (242 Quarter 1, 264 Quarter 2).
- Other nuisance e.g. smoke, dust, accumulations of waste (151 Quarter 1, 176 Quarter 2).
- Other behaviour related ASB (128 Quarter 1, 106 Quarter 2).

In Quarter 2, the Neighbourhoods Team have delivered informal and formal resolutions to all reported issues. Formal activity has included:

- Four Criminal Behaviour Orders (3 relating to youth ASB, 1 adult ASB).
- One Acceptable Behaviour Contract (warning visits made to young people who triggered the early stages of the youth ladder of intervention).
- Three Community Protection Warnings for litter and associated ASB.

In addition, six Statutory Nuisance Abatement Notices were served to resolve matters of noise, waste and dust nuisance.

Trading Standards & GMP have also agreed a targeted approach concerning rogue trading. A litter and waste action day coinciding with the launch of the dog nuisance public space protection order also took place in September.

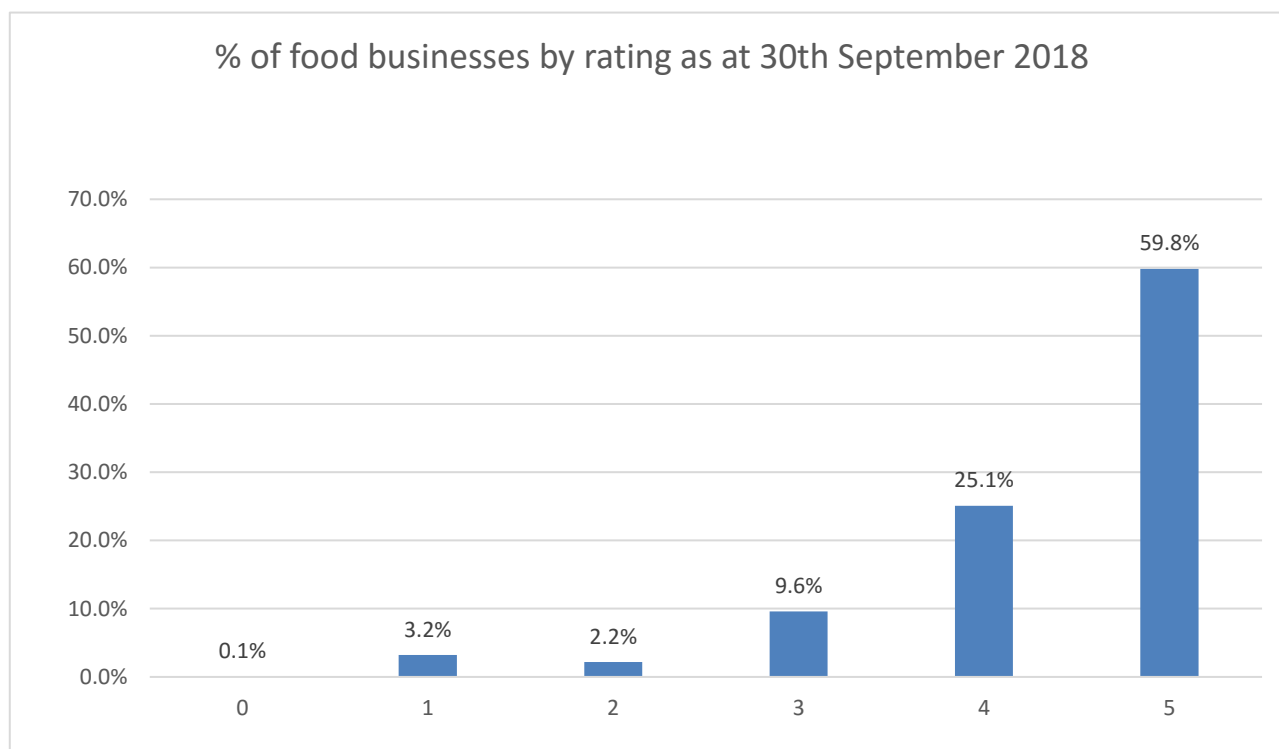
Further information regarding action relating to fly tipping is set out in the commentary that accompanies reporting on C&H2.7 (page 18, above).

GMS priorities

➤ Priority 8: Safer and stronger communities.

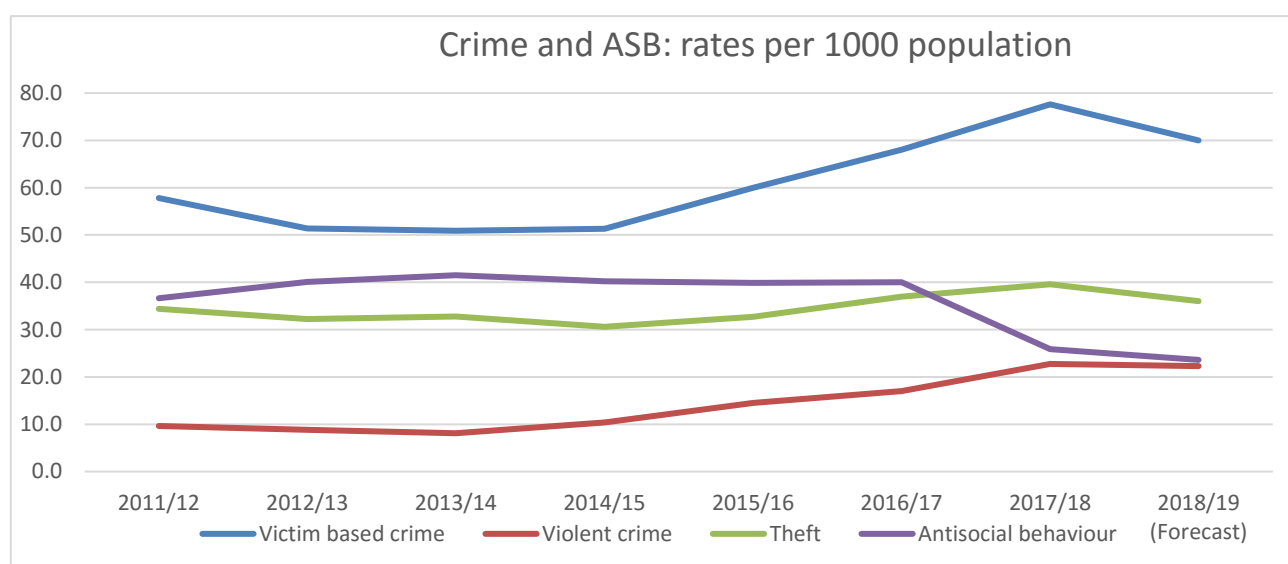
PI Code	PI Name	Good performance	2017/18	2018/19			Status
			Actual	Q2 Actual	Forecast	Target	
C&H5.1	% of food businesses that are rated 3, 4 or 5 on the FSA's Food Hygiene Ratings Scheme	High	94.2%	94.6%	95.0%	95.0%	✓

The recent gradual increase in the proportion of premises rated 3 or more continued in Quarter 2. The proportion achieving each rating is shown below.



PI Code	PI Name	Good performance	2017/18	2018/19			Status
			Actual	Q2 Actual	Forecast	Target	
C&H5.2	Victim-based crime per 1000 population.	Low	77.6 (22,044)	16.8 (4,747)	70.0 (19,794)	Aim to minimise	✓
C&H5.3	Violent crime per 1000 population.	Low	22.8 (6,461)	5.4 (1,544)	22.3 (6,306)	Aim to minimise	✓
C&H5.4	Thefts per 1000 population.	Low	39.6 (11,242)	8.5 (2,417)	36.0 (10,244)	Aim to minimise	✓
C&H5.5	Anti-social behaviour (ASB) incidents recorded by Police per 1000 population.	Low	25.8 (7,342)	5.3 (1,498)	23.6 (6,656)	Aim to minimise	✓

Based on the number of incidents in the first half of the year, incidence of these types of crime (and ASB) are forecast to be down on 2017/18.



2. COMMUNITIES AND HOUSING PORTFOLIO FINANCIAL RESOURCES AND MONITORING



2.1 Revenue – Cash limit

	Previously Reported (PPRR) £000's	Increase (Reduction) £000's	Revised £000's
Cash Limit	22,327	229	22,556

- 2.1.1 The Portfolio cash limit has increased by £0.229m since Quarter 1. This movement is relating to additional Inflation budget for Street Lighting.

It is forecast that the Communities & Housing Portfolio will outturn with a small deficit of £0.162m, which is 0.7% of the budget. The pressure relates to Leisure savings. It is intended that this be achieved over three financial years starting 2017/18. Parking also shows a modest pressure due to the increase in charges not starting until mid-May. This is somewhat offset by expected surpluses in other areas of the portfolio.

2.2 Earmarked Reserves

The majority of earmarked reserves are now kept at corporate level. The table below sets out the commitments of this portfolio, which have been approved for 2018/19.

Reserve Category	Reserve Narration	To be used for	Reserve / Approved Use Balance at Q2 £000	Use of Reserves / "Approved Use" 2018/19 £000	Balance of Reserve / "Approved Use" £000
Directorate Reserves					
Corporate Reserves					
Corporate Reserves	Third Party Monies Reserve	Parks Bequest	50		50
Corporate Reserves	Third Party Monies Reserve	CE Allen Bequest	79		79
Corporate Reserves	Area Committee Reserves	Delegated Budgets	610	-51	661
Reserve Linked to Budget	Transformation - Invest to Save Reserve	Woodley Sports	51	51	0
Reserve Linked to Budget	Transformation - Invest to Save Reserve	Green Fund	60		60

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Reserve Linked to Budget	Transformation - Invest to Save Reserve	Car Parking Study	16		16
Strategic Priority Reserve	Infrastructure Investment Reserve	HIP Backlog Works Costs	80		80
Strategic Priority Reserve	Traded Services Reserve	SSK /Public Realm Saving	369		369
Strategic Priority Reserve	Capital Programme Investment Reserve	Road Safety in Schools	100	100	0
Strategic Priority Reserve	Infrastructure Investment Reserve	Tree Programme	258	50	208
Corporate Reserves	Legislative and Statutory Requirements Reserve	Waste Campaign (18th mths) carry forward	176	176	0
Strategic Priority Reserve	Capital Programme Investment Reserve	Pothole Repair Scheme Funding	1,000	1,000	0
TOTAL			2,849	1,326	1,523

2.2.1 Housing Revenue Account

<u>HOUSING REVENUE ACCOUNT - 2018-19 QUARTER ONE</u>	Budget 2018/19	Full Year Forecast 2018/19	Variance
	£000	£000	£000
<u>Expenditure</u>			
<u>Maintenance & Management</u>			
Management Fee	27,675	27,675	0
Initiatives (recurrent delivery plan from prior year agreement)	119	119	0
General Fund transfer	500	500	0
Strategic HRA Management	862	862	0
Rents, rates, taxes & other charges	180	180	0
Delivery Plan Initiatives	0	0	0
Total Management and maintenance	29,336	29,336	0
<u>Other Expenditure</u>			
HRA share of interest charges	5,089	5,056	(33)
Depreciation of fixed assets	10,893	11,215	322
Debt Management Costs (Treasury Management)	65	65	0
Bad debts provision	400	380	(20)
Solar PV Interest	124	123	(1)
Solar PV Voluntary MRP	126	126	0
New Build MRP	507	485	(22)
New Build Interest	471	464	(7)

New Build Management and Maintenance	131	131	0
Earmarked Development Provision	262	241	(21)
Water Charges	4,815	4,815	0
Sub-total	22,883	23,101	218
Total Expenditure	52,219	52,437	218
<u>Income</u>			
Rents - Dwellings	(41,424)	(41,444)	(20)
Rents from Affordable Rents for New Build	(781)	(760)	21
Rents from New Build units	(825)	(834)	(9)
Rents (non dwellings) shops/garages/office rents	(300)	(300)	0
Charges for Services & Facilities	(3,537)	(3,517)	20
Solar PV FIT income	(1,300)	(1,175)	125
RHI Income	(415)	(291)	124
Water Income	(4,815)	(4,815)	0
Contribution from Welfare Reform Fund for Delivery Plan Initiatives	0	0	0
Retained Income from RTBs	(117)	(91)	26
Total Income	(53,515)	(53,227)	288
Net Cost of Services	(1,296)	(790)	506
Net cost of premia less discounts	(5)	(5)	0
Investment Income	(70)	(30)	40
Sub-total	(75)	(35)	40
Net Operating Expenditure	(1,371)	(825)	546
Voluntary MRP	0	0	0
RCCO	1,315	744	(571)
Surplus above minimum balances for RCCO	0	0	0
Adaptations Reserve	0	0	0
Future Investment Reserve	0	0	0
Sub-total	1,315	744	(571)
(Surplus)/Deficit for year	(56)	(81)	(25)
(Surplus)/Deficit brought forward	(1,124)	(1,104)	20
Future Investment Reserve	180	180	0
Accumulated (Surplus)/Deficit	(1,000)	(1,005)	(5)

The HRA forecast outturn position for 2018/19 as at Quarter 2 is illustrating a balanced budget overall however there are some variances within expenditure areas such as a favourable variance on interest and MRP payments due to an application of attributable debt at the 2017/18 year end.

The rental income on social rent dwellings is forecasting a favourable variance due to the reduction in RTB sales realised to date in 2018/19, the budget for the year is 90 and this has been revised down to 70.

2.3 Portfolio Savings Programme

The Council's savings programme was agreed by the Council Meeting as part of the 2018/19 Budget on 22 February 2018. The Portfolio contributed £0.790m to the Council's savings for 2018/19.

The portfolio savings within the Council's overall approved programme are detailed in the table below with a risk assessment on progress to date and a progress commentary.

Project	2018/19		Progress at Quarter 1
	£m	Risk Rating	
Parking Increase in charges	0.300	Amber	£0.035m of this savings may not be achievable due to the increase in fees not starting until Mid-May 2018.
Highways Maintenance Savings	0.400	Green	The forecast suggests this will be achieved.
Income Generation Savings	0.090	Green	The forecast suggests this will be achieved.
TOTAL	0.790		

Risk rating

- **Green** – good confidence (90% plus) the saving is/will be delivered or minor variances (<£0.050m) that will be contained within the portfolio.
- **Amber** – progressing at a reasonable pace, action plan being pursued may be some slippage across years and/or the final position may also be a little unclear.
- **Red** – Significant issues arising or further detailed consultation required which may be complex/contentious.

2.4 Capital Programme

2.4.1 The Capital Programme for 2018/19 is £39.276m. It includes the following schemes, progress against which is reported in section 2.4.4. A breakdown of the resourcing of the Capital Programme is shown in section 2.4.2.

The table below highlights the key schemes in the programme:

*Expenditure as at 30 Sep 2018 £000	Scheme	2018/19 Programme £000	2019/20 Programme £000	2020/21 Programme £000
7,984	Housing	17,803	17,783	14,588
1,548	HRA - general capital schemes	3,519	1,276	0
3,501	HRA - new builds	12,214	16,450	0
413	Affordable Homes (SHL)	1,922	2,866	0
5	Disabled Facilities Grant	562	0	0
	Strategic Housing - Renewal			
13,451	Housing sub-total	36,020	38,375	14,588
	Other schemes			

8	Schemes in Parks	40	40	40
500	Street Lighting Investment Programme	2,586	5,583	5,374
2	Brinnington Regeneration: Mitigation Measures	167	0	0
155	Mill Lane Cemetery Development	225	0	0
0	Bellway Homes - Commuted Sum	152	0	0
0	Electric Vehicles	86	0	0
665	Other schemes sub-total	3,256	5,623	5,414
14,116	TOTAL	39,276	43,998	20,002

* This relates to expenditure on SAP and accruals for goods received or work performed up to the period end.

2.4.2 Capital Finance Update and Outlook

Resources	2018/19 £000	2019/20 £000	2020/21 £000
Capital Grants	3,320	2,866	0
Directly Funded Borrowing	20,724	28,720	7,517
Unsupported Borrowing	40	40	40
Capital Receipts	2,335	300	0
External Contributions	371	0	0
Commutated Sums	152	0	0
Revenue Contributions (RCCO)	1,441	1,584	1,957
HRA funding from MRR	10,893	10,488	10,488
TOTAL	39,276	43,998	20,002

2.4.3 Capital Programme Amendments

Scheme	2018/19 £000	2019/20 £000	2020/21 £000	Funding Source	Reason
HRA - general capital schemes	125	0	0	DFB/RCCO	Scheme Amendments
HRA - new build scheme	8	(8)	0	DFB	Rephased to 2018/19
Affordable Homes (SHL)	261	783	0	DFB	Scheme approvals / changes
Disabled Facilities Grant	330	(330)	0	Capital Grant	Rephased to 2018/19
Renewal	138	(138)	0	External Contribution	Rephased to 2018/19
Mill Lane Cemetery	74	0	0	RCCO	Scheme Amendments / Additional Funding
Electric Vehicles	86	0	0	DFB/Cap Grant	New Scheme
Total	1,022	307	0		

2.4.4 Progress with Individual Schemes

HRA General Capital Schemes

Roofing Planned

This project with Three Sixty Ltd is currently performing in line with the forecast figures and projected numbers. There is a slight overspend forecast, although this is still subject to change, as each roof is completed and its complexity and cost determined.

Windows, Doors and Canopies

There is still a backlog of properties to be worked through on all elements of this project as a result of continued supplier issues for the canopies and building control with the doors and windows. These issues should be resolved over the coming weeks and the current budget of £1.000m is expected to be met by the end of the year.

Communal doors

It is expected that this project will be complete by the end of October 2018 and will be overspent by approximately £0.035m, which is a result of additional works to upgrade some door entry systems at a number of blocks to ensure they are in line with the systems elsewhere in the borough.

Balcony and Walkways

Currently awaiting balustrade designs from the structures team at SMBC that will be incorporated in the tender package with a view to start work in late November/early December 2018. There has been spend against the budget that has been a result of referrals for remedial structural work. The budget of £0.330m is expected to be spent by the end of the financial year.

Kitchen and Bathrooms

Work is progressing well and customer satisfaction is remaining at 100% with good comments being received along the way. The costs to date are slightly higher than originally expected, however the overall forecast spend is in line with budget.

Communal Heating

There is currently only the work at Edgeley Road awaiting completion in this financial year. The applications for gas supplies have been made and are awaiting an installation date. There is an expected underspend on this year's budget as a result of Birch Court not starting on site until late in the financial year which will likely result in around £0.400m being rephased to the 2019/20 budget.

Heating Planned

As previously reported at Quarter 1 the project was reduced in numbers due to the anticipated lack of access and therefore being over allocated on unit numbers but following good contractor performance targets have been met and it has now revised back to the budget figure of £1.168m.

Bin Skirts/Chutes/stores

Following complications, with asbestos being discovered when removing the old chutes, this project has experienced further delays partly due to chutes needing to be altered to fit. This has resulted in the contractor being off site for a period of time, and also in a reduced spend to date and subsequent forecast underspend over the next six months. It is currently anticipated that two of the blocks anticipated to be completed in 2018/19 will now be delayed until the next financial year with £0.160m being rephased to the 2019/20 financial year budget to complete the works.

FRAS (Fire Safety Works)

The type 4 fire improvement work is progressing well with no major issues to report, with spend to date and forecast spend in line with expectations.

The type 1 work has slowed a little over recent weeks due to contractor commitments. Work has now resumed on the entrance doors on the two remaining high-rise blocks in Brinnington that have been identified for improvements. There is a forecast overspend of around £0.100m due to additional works being needed to allow the FRAS work to be completed in the high rise in Brinnington this financial year.

External Improvements(Roofline replacements)

Progress has slowed slightly on this work stream due to asbestos being found on the current batch of properties. This has resulted in a reduced spend over recent months but should increase slightly next month since removal is complete and work can recommence. An underspend of £0.110m is currently forecast that is mainly as a result of a large proportion of flats being completed which has reduced the average cost per unit.

Lift Replacements

This project is running a little behind programme due to difficulties with the supplier. Following a change in supplier and work starting on a third block ahead of plan it is hoped some of the lost time will be made up. The first two blocks are around 2-3 weeks from completion but the delays may result in one of the programmed blocks not being completed until the next financial year but further details should be available once work is back to full pace.

Communal Upgrades - Decoration

Now the lift replacement in the first two blocks are nearing completion, work is underway to specify and tender work in these blocks that will include decoration and flooring. Current time frames suggest the full budget may not be spent and will be rephased to next year but a more accurate position should be available once tender costs have been returned in the coming months.

Communal Upgrade – Lighting

Works have now commenced to replace lighting at four multi storey blocks and small plant rooms in the area, with all these works currently on programme. The forecast spend of £0.155m is under the budget set at £0.207m due to a successful competitive tender exercise.

Asbestos

There has been a slight increase in spend attributable to additional surveys being required resulting in additional work and costs. The procurement exercise for a dedicated surveying company is now complete, bringing some cost efficiencies, as the prices per survey will reduce. The current forecast spend is around £0.871m which is £0.580m over the original budget.

Electrical upgrades

The original budget was set on completing around 1,000 fixed wire tests but this has been accelerated to complete around 4,000 fixed wire tests and remedial works. This is resulting in a projected outturn of approximately £0.500m.

Adaptations

This is a ring-fenced sum of money to supplement the bathroom replacements to install adapted bathrooms that is now included in the kitchen and planned programme. The forecast for this has been reduced by £0.100m.

Soil Vent Pipe (SVP) replacement

Following some enabling works, Casey have returned to complete works in the last block. A meeting has been held to agree final accounts on works completed and remaining, and the forecast overspend has crept up slightly to around £0.130m. Works are expected to be complete by the end of December 2018.

Drainage

There has been very little spend on this budget to date so it has been reduced to offset the overall forecast spend.

Offerton Masterplan

Work is progressing well with the roof replacements with 63 properties completed to date to a good standard and to budget. The recent finding of asbestos has meant works have slowed over the last month but there are no reasons why the remaining properties will not be completed within the financial year. A pilot property for the proposed cladding system has been identified and work has commenced. If satisfactory, approval will be sought to roll out to neighbouring properties and the remainder of the estate. Current projected outturn of £0.135m

HHSRS

There has been no spend to date on this budget but with some work nearly complete there is an anticipated spend of around £0.016m expected by December 2018.

Sheltered Accommodation

Oak Tree Court

This scheme relates to the external and internal refurbishment to Oak Tree Court. The original project is now complete and has come in £0.067m over budget due to a change in specification.

Bankfield Road laundry

This scheme is the conversion of an existing communal laundry and adjoining communal space into a one bedroomed property. The property will be an adapted property suitable to be let to a disabled person and will include a level access shower and ramping to access the property. The works are due to commence on site at the end of October 2018 and will be complete before the end of the year. The SMBC Better Care Fund is subsidising the project by £0.055m with the remaining spend of £0.030m coming from the capital budget.

Oak Tree Wet Rooms

Following other improvement works made at Oak Tree Court a decision was made to bring forward this work to further futureproof the scheme. Forecast costs are £0.186m and are due to complete by end of the financial year.

Environmental/Landscaping

Surveys in Brinnington are now well underway and specifications being written to detail work required on the fencing programme. The early indications are that the budget is more than sufficient for work identified to date. Once work commences on the surveyed properties then the hope will be that interest grows and more extensive works can be completed.

Sprinklers

A survey has now been carried out on two of the blocks identified for sprinklers to get an initial design layout. This will be followed by a competitive tender exercise that once complete may result in some enabling works taking place before the full installations commence.

Concierge and Door Entry

This project is to install CCTV throughout a number of high-rise blocks including Hollywood Towers, Mottram Towers, Lincoln Towers and Ratcliffe Towers. This project is forecast to overspend by £0.260m due to changes in the specification of works.

HRA - New Builds

Updated New Build programmes are detailed below:

<u>Scheme</u>	<u>Ward</u>	<u>Date From</u>	<u>Date To</u>	<u>Spend / Forecast</u>			
				<u>11/12 to 16/17</u>	<u>17/18</u>	<u>18/19</u>	<u>Total</u>
				<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>
Peacefield	Marple South	Sep-12	Nov-13 / Jan-14	1,744,897	-11,870		1,733,027
Sandringham Rd	Cheadle Hulme North	Sep-12	Sep-13	704,638			704,638
Willow Av	Cheadle Hulme South	Sep-12	Oct-13	872,421			872,421
Essex Rd	Brinnington & Central	Mar-13	May-14	1,844,952	495		1,845,447
5 Individual Properties	Bredbury & Woodley	Jan-14	Jan-15	777,881			777,881
Turves Road	Cheadle Hulme South	Oct-13	Jul-14	1,641,961	-3,884		1,638,077
Fir Tree	Reddish North	Mar-14	Apr-15	3,512,220			3,512,220
Berlin Road	Edgeley & Cheadle Heath	Mar-14	Apr-15	1,162,496	431		1,162,927
Hexham Close	Offerton	2018/19	Jan-20	7,289	87,731	1,537,786	1,632,806
Edwin Street	Manor	Jan-17	Feb-18	249,701	1,776,630	59,065	2,085,396
Drake Court	Reddish South	Feb-16	Dec-16	513,858	1,208		515,066
St Thomas	Brinnington & Central	Feb-17	Nov-18	536,432	5,340,827	1,808,194	7,685,453
Lapwing Lane	Brinnington & Central	Oct-16	Aug-17	600,222	606,276	30,866	1,237,364
Lapwing Lane Garages	Brinnington & Central	Feb-17	Nov-17	77,909	307,117	31,494	416,520
Cherrycroft	Bredbury Green & Romiley	Feb-17	Feb-18	41,981	752,449	51,639	846,069
Vale Close	Hazel Grove			6,054	0		6,054
Total				14,294,912	8,857,409	3,519,044	26,671,365

The anticipated costs for 2018/19 are £3.519m.

Affordable Homes (SHL)**2018/19 Programme**

The borrowing requirement for 2018/19 is forecast at £12.214m, and covers the below schemes:

- Bredbury Curve (*Bredbury & Woodley*) – the remaining borrowing for the 31 units for rent and 16 units for shared ownership with an anticipated completion date of March 2019;
- Blackstone Fields (*Offerton*) – the remaining borrowing for the 21 units for rent and 6 for shared ownership with completion anticipated in February 2019;
- Mersey Dynamo (*Edgeley & Cheadle Heath*) – the remaining borrowing for the 21 units for shared ownership with anticipated completion of May 2019;
- Tatton Cinema (*Gatley*) – the remaining borrowing for the 55 units for affordable rent and 7 units for shared ownership with an anticipated completion of October 2019;

- Hempsshaw Lane (*Offerton*) – 144 units which are a mix of shared ownership, affordable rent and outright sale;
- Newly approved Grafton Street (*Heaton Norris*) – A supported housing scheme comprising of 12 units for affordable rent;
- A number of individual buy-back acquisitions.

2019/20 Programme

The 2019/20 borrowing requirement for schemes that have received approval to start on site is forecast at £16.450m. The forecasted borrowing for 2019/20 covers the remainder of the above schemes, plus Hopes Carr retail units (4 affordable rented units) and Grafton Street Supported Housing Scheme (12 affordable rented units).

Pipeline Schemes in 2018/19 and 2019/20

In addition to the above the following schemes have received approval to bid for grant:

- York House (*Heaton Moor*) – 11 units for shared ownership;
- Booth Street (*Edgeley*) – 35 units for affordable rent and 12 units for shared ownership;
- Stockholm Road (*Adswood*) – 24 units for affordable rent and 24 units for shared ownership.

Mandatory Disabled Facilities Grants (DFG)

The Disabled Facilities Grant (DFG) is administered through the Better Care Fund (BCF) aligned to the Adult Social Care Portfolio. Colleagues within the Communities & Housing portfolio and Stockport Homes manage elements of the DFG provision on behalf of Adult Social Care. The latest update on this scheme is provided below.

The DFG capital allocation for 2018/19 is £2.357m. In addition, £2.431m was brought forward as slippage from 2017/18. Therefore, the total grant available in 2018/19 is £4.788m.

During Quarter 2, Adult Social Care and the Children Equipment and Therapy Service made 90 referrals for major adaptations.

The total number of recommendations made in the period April to September 2018 was 195, compared to 252 in the previous year. This is because of temporary staffing shortages within the Equipment and Adaptations service rather than a reduction in demand for adaptations. Measures are in place to increase the overall capacity of Occupational Therapists to deliver assessments of need. It is anticipated that during Quarter 3 the number of referrals will increase.

As at the end of September 2018, 102 cases had completed at an overall cost to the DFG capital programme of £0.413m. In addition, the value of grants formally committed but not yet paid, together with the estimated value of cases in the grant application process (adjusted to account for cases that will not progress to grant approval), was £0.952m. At this point in the year it is realistic to expect that all of these cases will reach completion during 2018/19, putting the total value of adaptations work likely to be a call on the DFG fund at the mid-point of the year, at **£1.365m**.

In addition, adaptations are being provided for people who are Care Act eligible but do not meet the strict mandatory DFG guidelines in order to increase independence, support people in their caring role or reduce the need for formal care. The value of such adaptations is currently **£0.557m**.

The total forecast spend against the grant in 2018/19 is therefore **£1.922m**.

In late 2017, Government commissioned an independent review of the DFG process and eligibility criteria. The review has been completed and a report has been submitted to the Department of Health. It is expected that the recommendations included in the report will feed into the Green Paper on Social Care, which is expected to be published later this year.

Strategic Housing – Renewal

Priority Neighbourhood Assistance

The Priority Neighbourhood budget of £0.394m has been carried forward and has been allocated for improvement work to properties on the Offerton Estate.

Stockport Homes is delivering this programme on behalf of the Council. Planning approval for the external wall insulation and cladding design has been received, and work has started the replacement of the cladding to the first trial block of properties on site. Stockport Homes are working with the contractor to make the best offer possible for the works for private homeowners.

It is hoped that with the benefit of economies of scale the proposed improvements will be an attractive offer for homeowners, who will need to consent to time limited grant repayment conditions in order to access a grant to fund the cost of work on their property.

Home Repair Assistance

At the end of Quarter 2 there has been minimal spend of £0.005m but behind this, there is a formal commitment that will ultimately translate to a further spend of £0.020m. The commitment relates to assistance offered to homeowners living on a low income who need to carry out essential repairs to their homes.

Schemes in Parks

In the financial year of 2018/19, £0.040m of capital investment is allocated to Schemes in Parks.

£0.010m of the funds will be invested in supporting projects identified by Friends of Play Groups where a park infrastructure improvement is needed. Particularly, where stakeholders have raised external funds and Council investment will accelerate the delivery of the project. To date there has been investment in improvement projects at Oak Meadow Park, Marple Memorial Park and Romiley Park. There is a commitment to Overdale Park for spend in Quarter 4.

£0.010 of the funds will be invested in vegetation clearance and mitigating planting at Brabyn Park, Marple as part of a larger project to create a banked revetment along the main carriageway in the park. Expected investment in Quarter 3.

£0.020m has been identified as contingency investment in improving the condition of the boroughs war memorials. Expected investment in Quarter 4.

Street Lighting Investment Programme

An upgrade of illuminated equipment using LED technology continues with the following:-

- Island flexi-bollard and LED column work,
- A6 Town Centre column and lantern changes,
- Phase 1 of the borough-wide LED lantern retrofit work (with associated column adjustments or new installations required to achieve adequate lighting levels).

The column adjustment & installation work is underway and the lantern retro-fits are scheduled to commence in October 2018.

Brinnington Regeneration: Mitigation Measures

On the 2nd April 2013, the Executive approved a comprehensive report detailing various areas of work being taken forward to meet the objectives of the Brinnington Regeneration Plan including new housing development across 6 sites including land at Blackberry Lane that falls within Reddish Vale Country Park.

The Executive report also established a principle that any monies received due to the development could be utilised to fund complementary schemes and strategies to the main regeneration plan.

During the consideration of the development proposals, it was decided that measures should be put in place to mitigate against the loss of the land at Blackberry Lane from the Country Park. To this end, two capital schemes have been approved:

New toilet and shower facilities at Reddish Vale Visitors Centre:

- The original costs were £0.119m. Since placing the order for this work and after getting on site, it was discovered that new foundations were required at a cost of £0.010m;
- The modular building has now been installed at a cost to date of £0.126m;
- A further £0.002m worth of further minor work has been identified;
- This minor work was completed Quarter 1 of 2018/19 and as such this element of the scheme is now complete.

Improvements to Brinnington Park

- Cost Estimate - £0.165m;
- Draft Design work was complete during Quarter 1 as was the public consultation;
- There has been a slight delay to the procurement of these works and the tender process is now scheduled to be completed during Quarter 3;
- Regardless of the delay to procuring the work, it is anticipated that this project will still be completed during Quarter 3.

Work to improve Brinnington Park could not commence until a new Sports Centre that forms part of the overall regeneration package for Brinnington was constructed. The sports centre project is now complete and operational.

Both projects are being funded from anticipated future receipts/overage due to SMBC due to the development of new housing in Brinnington as part of the delivery of the Brinnington Regeneration Strategy.

Mill Lane Cemetery Development

The scheme relates to an extension to the existing Mill Lane Cemetery that will provide further burial spaces.

The agreed budget for the scheme was £0.362m with £0.211m being spent in 2017/18 leaving £0.151m remaining in 2018/19.

During quarter 2 of 2018/19 restrictions in work hours due to burials along with further works including additional site clearance and removal of spoils, site surveys to determine location of existing services, and drainage works, have raised the projected cost in year to £0.225m. The deficit of £0.074m will be funded by an additional RCCO.

It is anticipated that the scheme will be wholly complete by the end of 2018/19.

Bellway Homes – Commuted Sum

Bellway Homes – Commuted Sum

This investment relates to the £0.405m Bellway Homes compensatory commuted sum relating to the residential development on the former North Area College site in Heaton Moor, which was directed towards sports improvements at North Reddish Park, Crescent Park and Peel Moat Open Space as detailed below and approved by the Executive on 8th November 2016:

Works completed on the three projects below in 2017/18:

Site	Improvement	Investment in millions
North Reddish Park	The project included the re-orientation of the adult 11v11 pitch and marking out of a new U15/U16 Youth 11v11 pitch, with works to re-level, drain and renovate the pitches. The supporting infrastructure was also improved with the construction of two spectator shelters and provision of goals for both pitches.	£0.093
Crescent Park	The project included the creation of a figure of eight exercise circuit with outdoor gym area.	£0.105
Peel Moat Open Space	Sports Trim trail route.	£0.055
Total		£0.253

Remaining balance

The remaining balance of £0.152m remains ring-fenced for potential investment to Peel Moat Open Space. It will be spent in consultation with local members and the Cabinet Member for Communities and Housing.

Electric Vehicles

Services to Place currently uses vans for several services. The plan is to replace three vehicles that are utilised by Parking Enforcement, the Dog Service and the Surveying Team. These vehicles are conventionally powered diesel vans. Both the Parking Enforcement Team and Surveying Team have trialled an electric powered vehicle with the trial proving successful, with the usage pattern and limited daily mileage suited to an electrically powered vehicle. The dog warden has similar usage hence this vehicle type would also be considered appropriate. Electrically powered vehicles produce zero emissions and are considered environmentally preferable to conventionally powered vehicles. Approval is sought to go ahead with this scheme.

Highways Investment Programme (E&R Portfolio)

This is Year 5 of the £100m Highway Investment Programme (total 9 year delivery programme). All sites have been scoped in the targeted ward areas and schemes are progressing well. The preventative footway and carriageway work started early in the financial year. The programme is approximately 50% complete.

A video survey identifies treated areas of highway (HIP delivered work) and provides an indication of the level of deterioration on the remaining part of the network. The condition data is used to compare the delivery outcome against the agreed target. Recent performance figures show that the footway and carriageway network is improving in line with the investment.

The funding for this programme comes from the Greater Manchester Local Transport Plan 3 (GMLTP3) and prudential borrowing. The aim is to maintain and improve transport networks and facilities in accordance with the Greater Manchester Local Transport Plan and SEMMM Strategies.

REPORT TO: COMMUNITIES AND HOUSING SCRUTINY COMMITTEE

DATE: 29 OCTOBER 2018

REPORT OF: DEPUTY CHIEF EXECUTIVE

REPORT TITLE: SSP ANNUAL REPORT 2017/18

1. Introduction and Background

- 1.1 The Safer Stockport Partnership (SSP) Annual Report 2017/18 outlines the key achievements of partnership working and across partner organisations against SSP Themes and Priorities. Whilst a new 3 year SSP Plan has been published (April 2018), it should be noted that this Report reviews progress against the performance framework associated with the 2016/17 SSP Plan.
- 1.2 The Partnership Performance Framework was refreshed earlier in the year to complement the new SSP Plan and priorities from 2018. This also incorporates key objectives and measures from 'Standing Together' the GM Police and Crime Plan for 2018-21 which was published in March.
- 1.3 The Annual Report also references the projects that were funded during 2017/18 through the GM Community Safety Grant, along with those allocated funding for 2018/19 which support the partnership themes and strategic priorities.
- 1.4 Where available, comparative data is included to show how Stockport compares to similar or neighbouring authorities. This is illustrated for some measures in a visual format through the use of graphs and charts. Some of this data is due to be published shortly and will be included in the final version of the Report.
- 1.5 This report is being considered by both the Communities and Housing Scrutiny Committee and the Corporate Resource Management and Governance Scrutiny Committee. The Scrutiny Committee remits as they relate to SSP responsibilities are:
 - Communities & Housing – Public Safety and Protection Priority including a statutory responsibility to review and scrutinise the functioning of the Community Safety Partnership
 - Corporate Resource Management & Governance – strategic oversight of Partnership work and the Radicalisation and Extremism Strategic Priority

2. Recommendations

Scrutiny Committee is asked to:

- a) Consider the SSP Annual Report for 2017/18;
- b) Note the progress made in relation to delivering against the priority themes of the SSP Plan;
- c) Provide any comments or reflections on the issues covered in the Report and presentation.

Contact officers for accessing background papers and discussing the report;

Katy Forde, Strategy and Performance Team Manager katy.forde@stockport.gov.uk



Safer Stockport Partnership Annual Report 2017/18

Working together for a Safer and Stronger Stockport

Chairs Introduction

To be added:

Changes to governance arrangements
Publication of SSP Plan & future priorities
Threats and opportunities
New approaches / different demands
Community involvement
Building community confidence

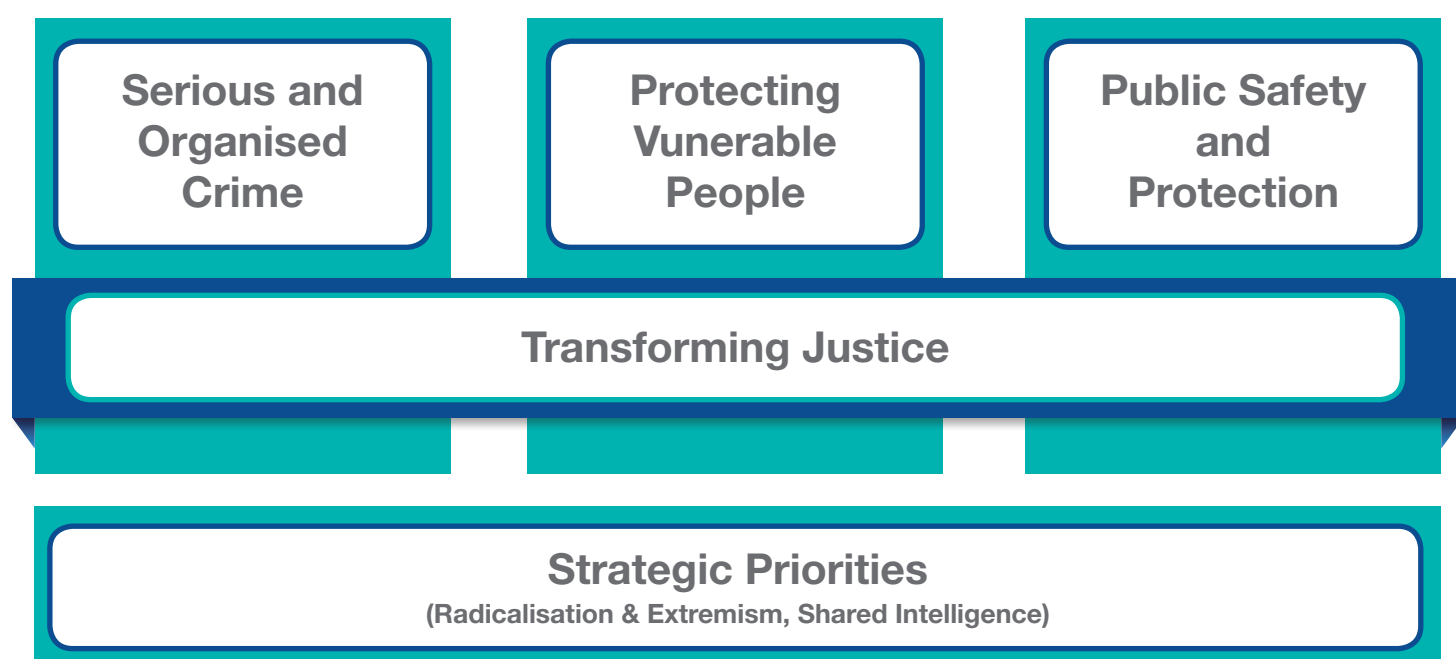
Joint Chairs of the Safer Stockport Partnership

Laureen Donnan, Deputy Chief Executive, Stockport Council
Chief Superintendent Wayne Miller, Greater Manchester Police

Introduction

During 2017/18 the Safer Stockport Partnership (SSP) Plan (2016/17) continued to direct the work of the SSP and the performance framework associated with this Plan has been used by the Partnership to monitor achievements throughout the year as well as to structure this Annual Report. This Report provides a year-end review of partnership performance and activity to 31st March 2018.

The Priority Themes of the 2016/17 SSP Plan remain relevant into 2018 and have not changed as illustrated below.



At the time of writing the last Annual Report we were finalising the Strategic Assessment to be used as the basis for Theme Lead review of the priorities, activities, governance arrangements and performance measures sitting underneath the Partnership's Priority Themes. Following consultation on proposed priority areas to focus on in a new SSP Plan and approval processes, a new 3 year SSP Plan was published in April 2018.

Each Priority in the Safer Stockport Partnership Plan has a Theme Lead Officer who is responsible for identifying the most effective strategies for delivering these Priorities alongside partners and for reporting to the Board on progress towards Priorities.

The identified leads for each of the Priority Themes are:

Overall SSP Strategy and oversight of statutory responsibilities (including Prevent)

Laureen Donnan
Deputy Chief Executive,
SMBC.

Public Safety and Protection

Caroline Simpson
Corporate Director of Place Management,
SMBC

Protecting Vulnerable People

Chris McLoughlin
Service Director, Children's Safeguarding
and Prevention, SMBC

Serious and Organised Crime

Emma Taylor
Superintendent, GMP

Transforming Justice

Richard Moses
Area Manager, National Probation Service

The SSP Structure Chart below illustrates governance and accountability arrangements through the Partnership Themes. The SSP Board is supported by a range of Partnership Delivery Groups based on the Priority Themes identified in the Partnership Plan.

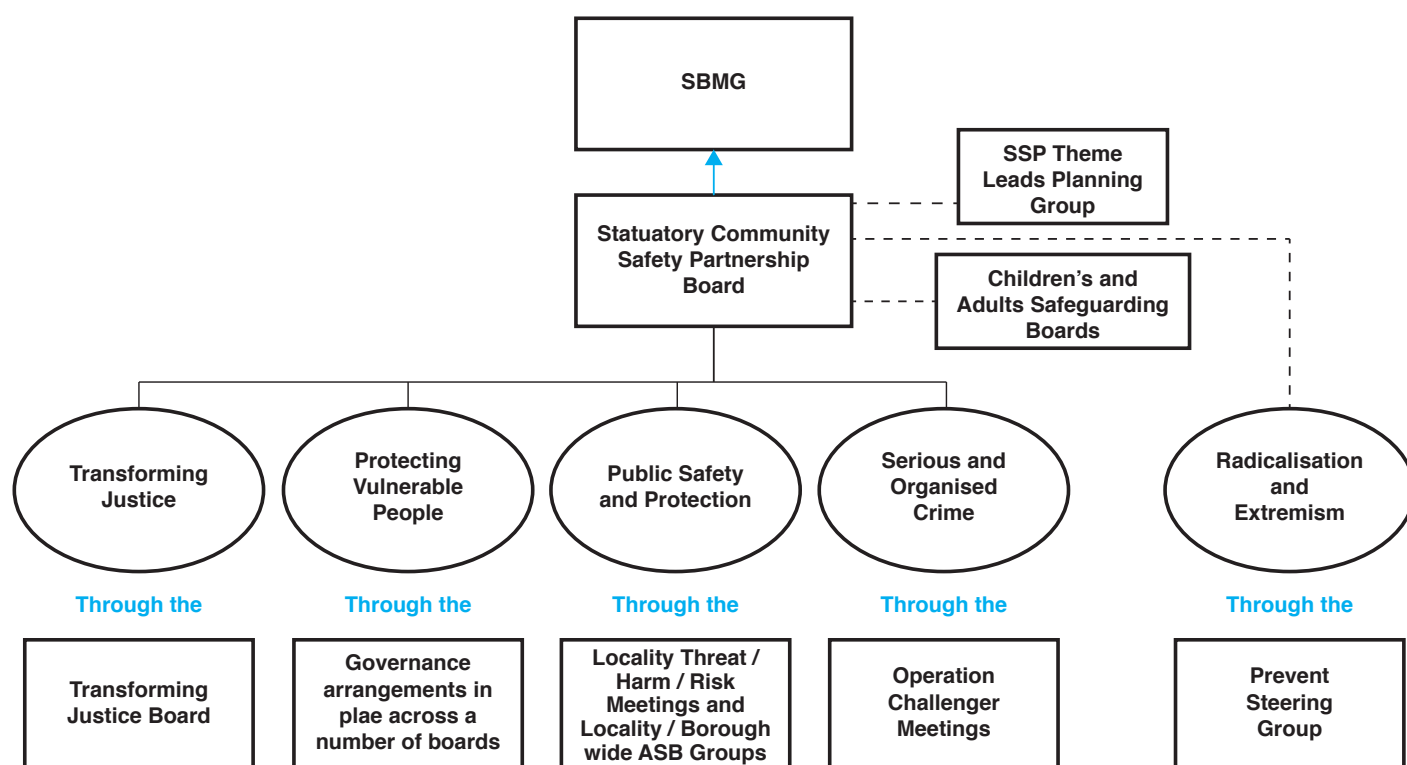


Fig 1. SSP Governance Structure 2018










How we performed in 2017/18

Using the 4 priority themes set out in the Strategic Plan, the Partnership has developed a performance framework which reflects the progress made in delivering key outcomes which help make Stockport a safer place to live and our local communities more resilient.

The measures and narrative outlined below provide a flavour of how Stockport is performing against these outcomes in comparison to national and regional trends, what local factors are behind this and what we're doing to address the changing nature of the risks and threats we face.

The Partnership Board review a detailed report against these key indicators every quarter, helping ensure that operational activity across all partners is continuing to deliver on these strategic priorities. Key information is also reported to Stockport Council and the Greater Manchester Combined Authority.

KEY TO SYMBOLS USED - YEAR-ON-YEAR TRENDS

Increasing / decreasing - no specific polarity to measure	 
Increasing / decreasing - positive trend	 
Increasing / decreasing - negative trend	 
Increasing / decreasing - within acceptable range	 
No Change	

KEY TO ABBREVIATIONS USED

Community Rehabilitation Company	CRC	Ministry of Justice	MOJ
Child Sexual Exploitation	CSE	National Drug Treatment Monitoring Service	NDTMS
Greater Manchester Combined Authority	GMCA	National Probation Service	NPS
Greater Manchester Fire and Rescue Service	GMFRS	Organised Crime Groups	OCGs
Greater Manchester Police	GMP	Stockport Safeguarding Children's Board	SCCB
Multi Agency Public Protection Arrangements	MAPPA	Stockport Children's Trust	SCT
Multi Agency Safeguarding and Support Hub	MASSH	Stockport NHS Foundation Trust	SFT
Missing From Home	MFH		

Protecting Vulnerable People

Our priorities for this theme in 2017/18 were to;

- Safeguard and protect children and families who are vulnerable to a range of problems including child sexual exploitation, extremism, organised crime and domestic abuse particularly using restorative practice, early identification and prevention strategies;
- Support the Children's Trust to understand and address instances of children missing from care homes, to minimise associated harm and vulnerability;
- Tackle drug and alcohol misuse with an overall aim of improving treatment outcomes, focusing on early intervention and prevention as well as sustained recovery.



Key Achievements 2017/18

Establishment of the Early Help Hub within the Multi-Agency Safeguarding and Support Hub (MASSH) to identify families who could benefit from support.

Transition pathways for vulnerable children to identify eligibility for Adult Social Care, and improvement of Transitions for care leavers.

Funding secured for an additional Independent Domestic Violence Advocate to support victims.

A dashboard has been developed to record and identify children missing from home (MFH) and care, with the MFH Hub (based in the MASSH) leading the Stockport Missing Risk Panel to co-ordinate support for vulnerable children at risk of going missing on a regular basis.

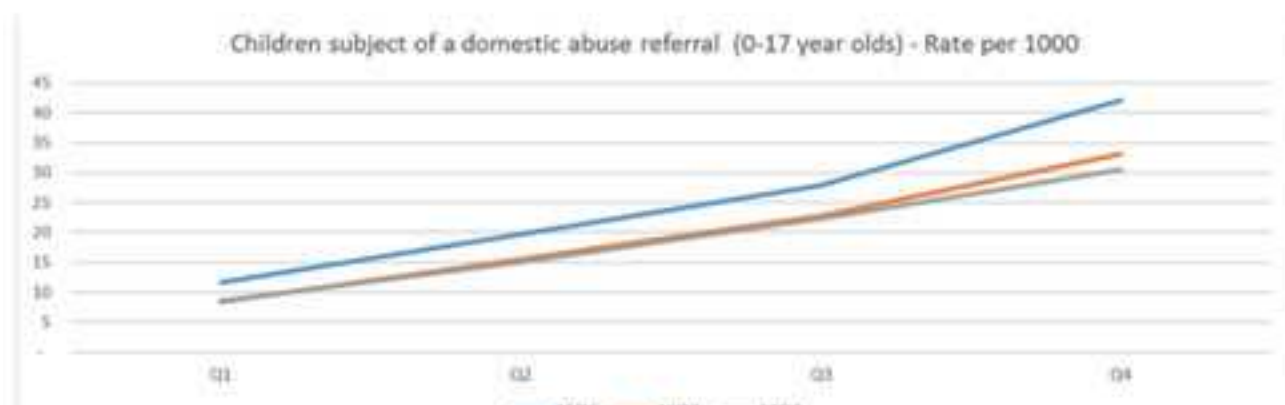
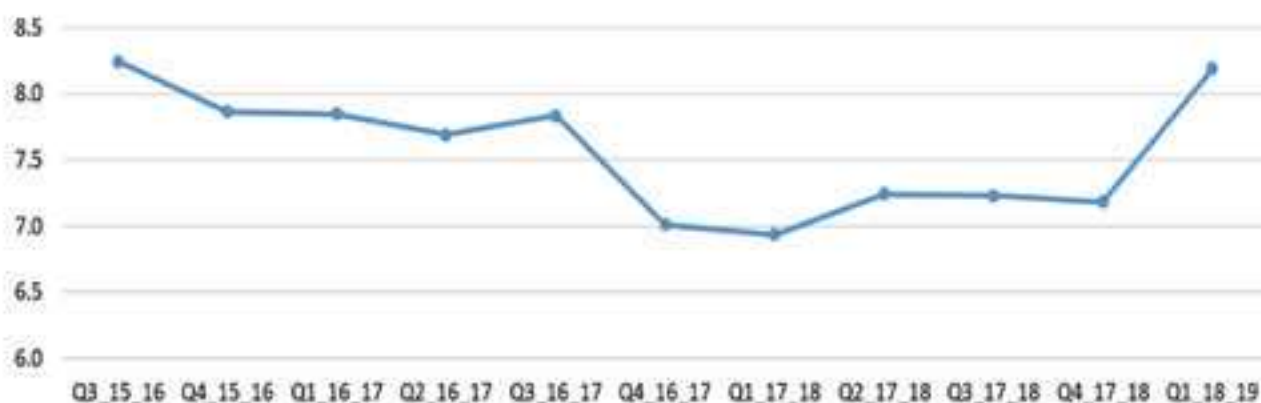
New Drug and Alcohol Treatment Systems included reviews of the 'Foundations of Recovery' and 'Pathfinder' programmes.

Additional funding was secured from Stockport Together to extend the VIP Project to help engage with complex substance misusers.

Development of the GM Custody Suite Offer has included a GM contract for Appropriate Adults awarded to Child Action North West. The impact of youth custody continues to be reviewed on a regular basis alongside the GM Integrated Health Liaison and Diversion Partnership.

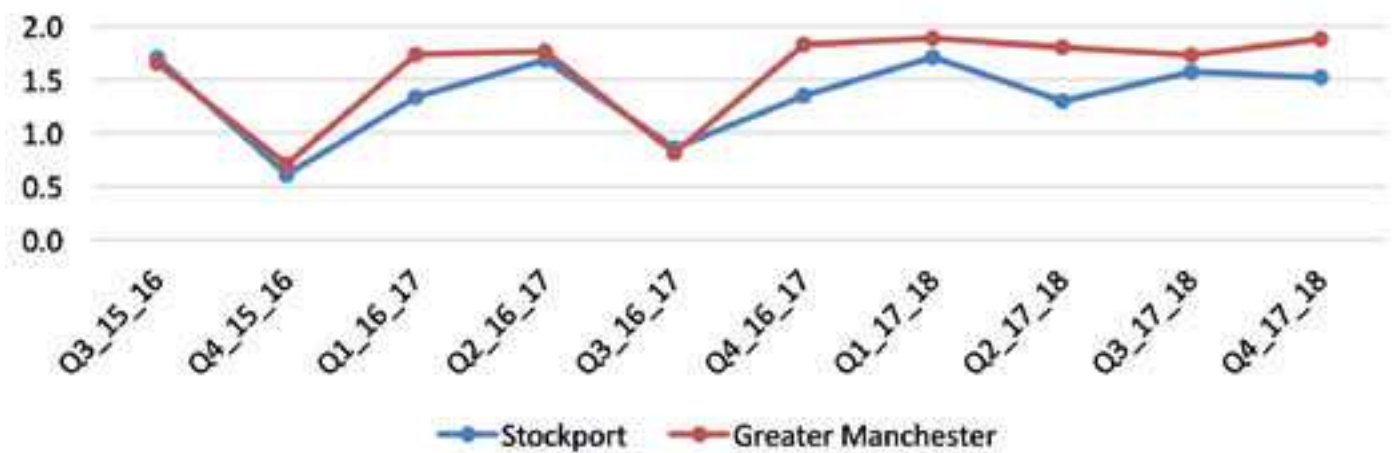
Key Performance Measures and Trends

SAFEGUARDING							
PI Name	Source	2014/15	2015/16	2016/17	2017/18	2017/18 GM	Trend
Number of Child Sexual Exploitation referrals recorded as 'high' risk	SCT	N/A	45	41	39	TBC	N/A
Domestic abuse incidents, per 1,000 population (number)	GMP	18.5 (5,261)	17.5 (4,956)	16.4 (4,660)	17.4 (4,660)	24 (4,660)	↑
Children subject of a domestic abuse referral, per 1,000 0-17 year olds (number)	SCT	51.1 (3,085)	43.1 (2,600)	34.2 (2,063)	30.7 (1,917)	TBC	↓
Number of child safeguarding offences recorded (defined as violence against the person and sexual offences)	GMP	702	933	1,270	1,412	TBC	↑



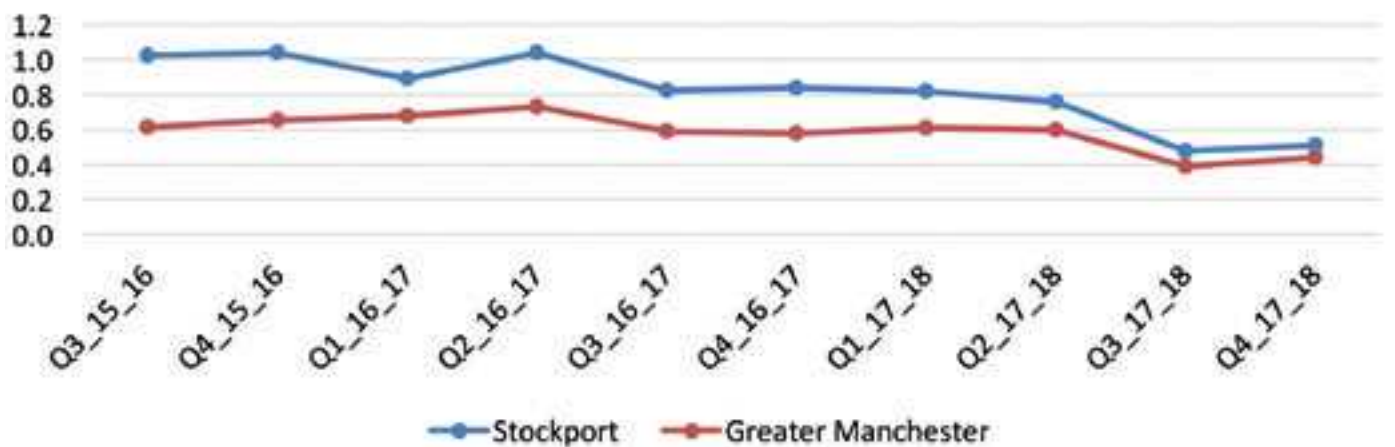
CHILDREN MISSING FROM CARE AND HOME

PI Name	Source	2014/15	2015/16	2016/17	2017/18	2017/18 GM	Trend
Children who run away from care per 1,000 0-17 year olds (number)	SCT	2.2 (132)	2.5 (152)	2.6 (159)	2.6 (162)	TBC	⬆️








CHILDREN MISSING FROM CARE AND HOME

PI Name	Source	2014/15	2015/16	2016/17	2017/18	2017/18 GM	Trend
Children who run away from home per 1,000 0-17 year olds (number)	SCT	4.6 (278)	4.8 (290)	4.6 (302)	5.2 (327)	TBC	⬆️



DRUGS AND ALCOHOL

PI Name	Source	2014/15	2015/16	2016/17	2017/18	2017/18 GM	Trend
Alcohol-related hospital admissions for under-18s per 1,000	SCT	52.1	48.7	31.7	32.7	TBC	
Alcohol related hospital admissions per 1,000 population	SFT	737.2	742.2	675.3	671.1	TBC	
Treatment Completion & Non-representation (% opiate users)	NDTMS	8.9%	4.8%	4.7%	4.9%	TBC	
Treatment Completion & Non-representation (% non-opiate users)	NDTMS	38.6%	44.3%	29.8%	36.6%	TBC	
Treatment Completion & Non-representation (% alcohol users)	NDTMS	35.0%	37.5%	38.0%	42.9%	TBC	

Following the establishment of the Early Help Hub, the number of 'high risk' CSE referrals has reduced by a third. Complex safeguarding processes have been reviewed and a multi-agency 'Staying Safe Panel' identifies where children are at particular risk of exploitation. The number of domestic abuse incidents increased, but remain below the numbers recorded in 2014-16 and the level across GMP. The number of these recorded as crimes has increased significantly during 2017/18 due to improvements in recording systems flagging crimes where domestic abuse is a factor. There has been a continued reduction in the numbers of children subject to a domestic abuse referral, with numbers almost 40% lower than in 2014/15. An additional Independent Domestic Violence Advocate is now in place, whilst the 'Strive' project is being re-launched to support victims and reduce repeat incidents.

The numbers of children missing from home or care has continued to increase. Whilst more children go missing from the family home, those running away from care homes are more likely to do so on multiple occasions. This is an issue that has had considerable focus over the last

12 months. The Missing from Home Hub has been established within the MASSH and reviews all reports of children missing from home or care homes, including those placed by other authorities. Interviews are carried out within 72 hours of the child returning and a Missing Risk Panel meets weekly to agree actions to reduce risk and the likelihood of repeat episodes.

In relation to drug and alcohol treatment, there has been a slight increase in alcohol-related admissions for under 18s, although the underlying trend is reducing. For the wider population, alcohol-related admissions have continued to reduce, albeit at a slower rate for 2017/18.

Latest data from the NDTMS shows that treatment completion rates for opiate, non-opiate and alcohol users all increased. The re-tendering of services and development of a new service model resulted in a fall in completion rates over the previous two years, as the changes were embedded. There is a significant time lag on reporting this data, but the service remains confident that underlying performance will continue to improve.

Public Safety And Protection

Our priorities for this theme in 2016/17 were to;

- Reduce crime and Anti-Social Behaviour
- Develop strong, integrated place-based arrangements particularly across Greater Manchester Police and Stockport Council's Public Safety and Protection service, working closely with Stockport Homes and other Stockport Housing Partners
- Develop intelligence-led approaches to protecting our communities and keeping them safe



Key Achievements 2017/18

A range of partnership initiatives have continued to focus on target hardening, community engagement and seasonal campaigns to tackle crime and anti-social behaviour. These have included targeted youth programmes and increased patrols in 'hotspot' areas.


The Partnership Delivery Group has recently been established to provide tactical co-ordination in tackling crime and disorder across Stockport.

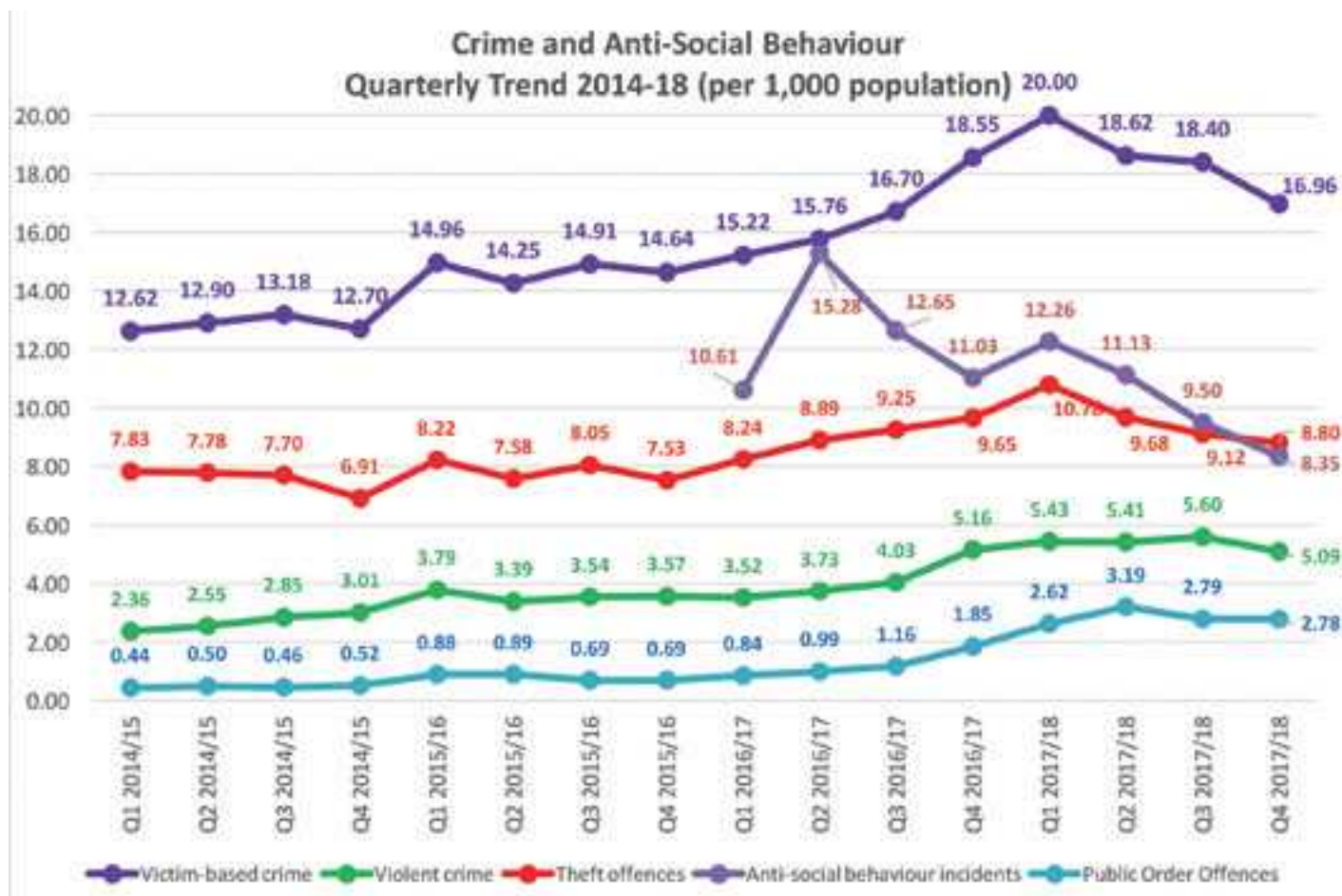
The Integrated Neighbourhood Management Service has been developed, with the Brinnington Early Adopter moving to its second phase, redefining a strategic commitment to a collective vision for place based working across partners.

Continuation of Intelligence-led approaches – continued commitment to community engagement and tackling of serious organised crime. Support for residents Whatsapp groups.

The reinvigorated Hate Crime Reduction Partnership has agreed a Charter and developing a strategy to continue increasing awareness and availability of reporting mechanisms, for example through the successful Hate Crime awareness week in February.

Key Performance Measures and Trends

CRIME AND ANTI-SOCIAL BEHAVIOUR							
PI Name	Source	2014/15	2015/16	2016/17	2017/18	GMP 2017/18	Trend
Victim-based crime per 1,000 population (number)	GMP	52.78 (14,989)	59.62 (16,932)	70.08 (19,903)	77.62 (22,044)	102 (272,747)	
Violent crime per 1,000 population (number)	GMP	10.96 (3,113)	14.46 (4,107)	17.61 (5,001)	22.75 (6,461)	35 (94,340)	
Theft offences per 1,000 population (number)	GMP	30.32 (8,611)	32.54 (9,241)	37.69 (10,704)	39.58 (11,242)	46 (123,100)	
Anti-social behaviour incidents recorded per 1,000 population (number)	GMP	40.2 (11,417)	39.9 (11,332)	40.0 (11,360)	25.85 (7,342)	30 (79,399)	
Public Order offences per 1,000 population	GMP	1.92 (538)	3.15 (885)	4.93 (1,400)	11.65 (3,300)	19 (50,323)	
Number of deliberate primary fires and secondary	GMFRS	508	567	439	454	N/A	
Hate crimes and incidents recorded	GMP	306	423	456	583	9.034	



Overall crime trends have continued to increase, reflecting the trend across GMP and nationally. The number of crimes recorded in Stockport remains significantly lower than most of GM, but relatively high when compared to statistical neighbours. The data reflects context of the changing nature of threats along with increased demand across public services, whilst improved crime recording and changing methodologies have also had an impact. The new Partnership Delivery Group analysis and meetings identify specific trends and localities for crime and disorder.

The number of anti-social behaviour incidents recorded reduced significantly (~35%) in contrast to the 135% increase in public order offences. This is a direct result of changes to GMP recording processes, with ASB incidents being recorded as public order offences, but the combined numbers have reduced since 2016/17; 10,642 compared to 12,760. This remains significantly below the levels recorded across GMP.

Deliberate primary and secondary fires have increased slightly since 2016/17, but the overall trend since 2014 has been reducing.

The numbers of hate crimes and incidents recorded has continued to increase, reflecting national and regional trends, although Stockport recorded the third lowest numbers across GMP. Campaigns and engagement targeted at vulnerable groups, along with improved reporting processes, have helped increase the confidence of victims to report hate crime. Within the combined total of 583, there were 452 hate crimes recorded. The main motivation remains race (73%) whilst those relating to religion, sexual orientation and disability all showed an increase.

Transforming Justice

Our priorities for this theme in 2017/18 were to;

- To **reduce offending and re-offending** by tackling the underlying causes that increase the likelihood of offending and re-offending and developing effective collaborative working;
- To **manage the risk of harm posed to the public** in Stockport by effective collaborative working, innovative thinking and problem-solving;
- To ensure an approach is taken to female offenders that is specific to their needs and their risks;
- To **ensure an approach is taken to young offenders that is specific to their needs and their risks**, including the transition from Youth Offending Services to adult offender management services.

Key Achievements 2017/18

The Stockport NPS Cluster was ranked as the highest performing team in the NW for the third year in a row, and the NW Division as the best performing in England and Wales.

The Stockport CRC team are also the highest performing team across Cheshire and GM, meeting or exceeding all performance targets, including delivery of accredited interventions, Rehabilitation Activity Requirements, Community Payback, Intensive Community Orders, bespoke services for women and Integrated Offender Management.

Youth Offending Services continue to be managed through the Youth Justice Board, with a focus on reducing first time entrants, youth re-offending and the use of custody.

The GMCA is developing a new Restorative Justice Model to deliver interventions for offenders and victims.

The 'Through the Gate' pilot project is being rolled out to support offender's transition from custody into the community by helping them access suitable accommodation. A GM-wide Integrated Police Custody Healthcare, Liaison and Diversion service for custody suites and magistrate courts is now in place.

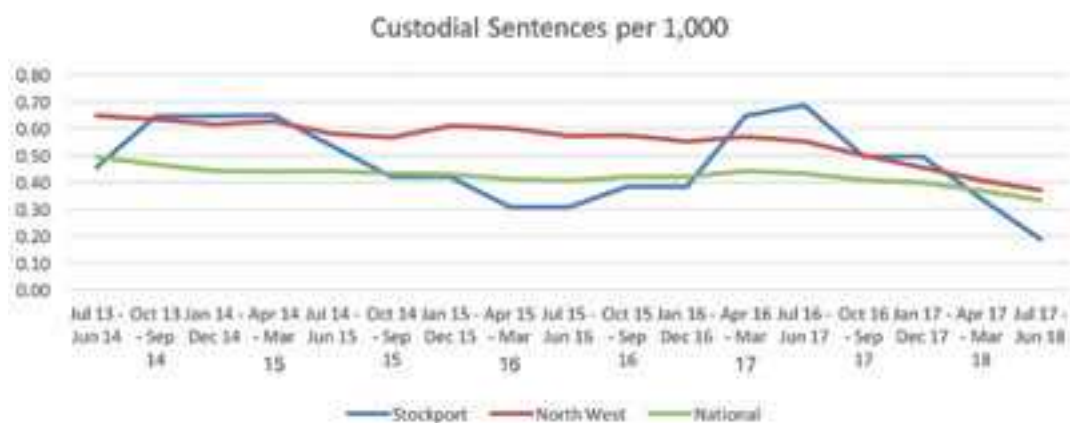
A GM contract to provide Appropriate Adults for children in custody has been awarded to Child Action North West, with Stockport as the Lead Authority.

A GM whole-system approach is now in place to improve outcomes and reduce reoffending by providing support for women within the Criminal Justice system, delivered locally through Stockport Women's Centre. This is the first of its kind in the country and has been highlighted nationally as a model of best practice.


Key Performance Measures and Trends

YOUTH RE-OFFENDING

PI Name	Source	2014/15	2015/16	2016/17	2017/18	2017/18 Stat N'hours	Trend
First time entrants - rate per 100,000 10-17 year olds entering the criminal justice system (number)	SCT	248 (65) y/e Mar 15	280 (73) y/e Mar 16	277 (73) y/e Mar 17	207 (56) y/e Mar 18	252 (NW rate)	↓
Custodial Sentences - rate per 1,000 10-17 year olds receiving a custodial sentence (number)	SCT	0.65 (17)	0.31 (11)	0.65 (17)	0.34 (9)	0.41 (NW rate)	↓



ADULT RE-OFFENDING

PI Name		Dec 2015	Mar 2016	Jun 2016	Sept 2016	National Data 2016	Trend
Percentage of offenders who re-offend i) NPS NW ii) CRC CGM	MoJ	i) 37.4% ii) 43.1%	i) 35.9% ii) 42.4%	i) 37.5% ii) 40.8%	i) 37.0% ii) 40.4%	TBC	

Reoffending statistics are made available by the MoJ two years in arrears. The figures above relate to NPS and CRC as detailed but it is important to note that figures for the NPS relate to the whole of the NW Division not just Stockport. The figures

for the CRC relate to the whole of Cheshire and Greater Manchester not just Stockport. The NPS and CRC footprint and caseloads are different and therefore not directly comparable.

CASELOAD PROFILE FOR STOCKPORT	NPS	CRC
Total number of current cases	504	668
Percentage of cases at risk of serious harm <ul style="list-style-type: none"> high or very high risk medium risk low risk 	63% (319) 33% (165) 4% (20)	0 48.4% (321) 51.6% (342)
Percentage of MAPPA (number)	80% (404)	N/A
Percentage of offenders currently in the community (includes community sentences and prison licence) <ul style="list-style-type: none"> with community orders post-sentence supervision 	17% (88) 23% (118)	63.3% (423) 25.3% (169)
Percentage of offenders in custody	59% (298)	11.4% (76)
Gender profile <ul style="list-style-type: none"> Female Male 	4% (20) 86% (484)	12.6% (84) 87.4% (585)

The number of first time entrants into the youth justice system has reduced, and is around 16% below the numbers recorded across the North West. There are also fewer young people being given custodial sentences, although sentencing often relates to offences committed in previous years. Youth re-offending has continued to reduce, with a significantly smaller cohort included in the latest set of data, but representing more complex cases. This is slightly below the national and statistical neighbour figures. Monitoring of cases takes place through the Youth Disorder Panel and at the weekly tactical meeting.

There has been a more gradual reduction in the proportion of adults who re-offend across the areas covered by the NPS and CRC (NW and GM/ Cheshire respectively).

The latest caseload profiles for the NPS and CRC show that the NPS continue to supervise the most high risk offenders, and almost half of those in custody. The CRC profile reflects the majority of medium and low risk offenders being supervised in the community through community orders or post sentence supervision.

Serious and Organised Crime

Our priorities for this theme in 2017/18 were to;

- Maintain a good understanding of the context for serious and organised crime.
- Reduce the number of criminal offences committed by organised criminals and protecting our communities from harm.
- Increase partnership interventions, in particular with young people who are at risk of serious crime involvement, with specific focus around education, training, employment and housing.
- Increase engagement and connection with local communities to provide reassurance and confidence that we are tackling the issues that matter to them in their area.



Key Achievements 2017/18

Project Challenger Stockport has informed an understanding of organised criminal gangs by identifying opportunities to both safeguard the vulnerable and to disrupt criminal activity. This has produced some significant results this year, with key OCG members arrested, charged and sentenced.

Challenger continues to be supported by the GMCA Community Safety Grant to fund workshops, enforcement and publicity, and is working closely with Project Phoenix and the Aspire Team within the MASSH to actively target offenders.



Project Phoenix has introduced training for officers (and offered training to local hotel staff), to increase awareness of CSE. The

National Referral Mechanism has been adopted, continuing to foster cross-partner conversations with trade, housing and immigration services.

'Trapped' and 'County Lines' Campaigns have helped raise awareness of children being exploited by criminal gangs, alongside funding for gang workshops overseen by Targeted Youth Support and the Youth Offending Service.

Work on Challenger has continued with Operation Roslare, which tackled notable crime networks and offenders, including a focus on puppy farming as an income revenue for OCGs.

Key Performance Measures and Trends

ORGANISED CRIME GANGS (OCGs)						
PI Name	Source	2014/15	2015/16	2016/17	2017/18	Trend
Total Arrests linked to OCGs	GMP	N/A	76	21	TBC	
Total amount of cash seizures/ confiscation linked to OCGs	GMP	N/A	£1,170,238	£20,857	TBC	

NB - 2015/16 data is to the end of November 2016 and the 2016/17 data is Dec 2016- End of March 2017

Strategic Priorities

In addition to the four thematic priorities, the Safer Stockport Partnership Plan also set out some Strategic Priorities for which regular performance updates were also reported, these were:

- Using range of tools to address radicalisation and extremism to meet the statutory Prevent duty.
- Developing a performance framework and conducting a Strategic Assessment as part of a wider approach to shared intelligence.

Key Achievements 2017/18

Following the Manchester Arena bombing in May 2017, the Partnership contributed to the GM Community Recovery Group (CRG) and the Mayor's Commission to Prevent Hateful Extremism and Promote Social Cohesion. A delivery plan was agreed by the CRG, and is being overseen locally by the Prevent Lead and Steering Group.

Engagement with the Stockport Youth Partnership and the Independent Advisory Group contributed to the Mayoral Commission.


Stockport was one of the pilot areas for a GM Peer Review of the Channel Process. Along with a Prevent self-assessment tool,

this will help identify and share best practice, informing the wider review of the approach to Prevent across GM.

A local Strategic Assessment was completed, which informed the priorities and objectives within the new Partnership Plan for 2018-21, published earlier this year. Priorities from the new GM Police and Crime Plan were incorporated, alongside a refreshed Performance Framework.

An Information Sharing Agreement is being developed across all partners, which will include GMCA guidance and meet GDPR requirements.

Key Performance Measures and Trends

PI Name	Source	2014/15	2015/16	2016/17	2017/18	Trend
Percentage change in referrals to Channel Panel ¹	SMBC	N/A	+18%	+23%	+62%	

There was a significant increase in referrals within Stockport during 2017/18, which was mirrored across the North West, most likely linked to heightened awareness of extremist threats following the Manchester Arena bombing. The growth in referrals since 2015 is also linked to the Counter Terrorism and Security Act 2015, with

more statutory agencies becoming aware of their duty under this Act. The subject of referrals are predominantly young males, mainly referred via schools, colleges and youth services, and often involved in other low-level crime and disorder. Autism or autistic characteristics have also been a key presenting factor.

¹Actual numbers are held by the Home Office and treated as sensitive information, therefore cannot be published

Supporting local activity through the GM Community Safety Fund

The Greater Manchester Combined Authority provides an annual grant to councils to help fund local initiatives which support the GM Police and Crime Priorities. These grants are allocated through the Safer Stockport Partnership, with spending closely monitored and evaluated against key objectives. The table below shows how much was spent on projects which were supported in 2017/18 and those where funding has been allocated for 2018/19.

PROJECT TITLE	2017/18 Spend £000	2018/19 Spend £000
Protecting Vulnerable People		
Supporting victims of hate crime	£0	£5,000
Supporting victims of domestic abuse (IDVAs)	£50,000	£80,000
'Trauma Informed Approach' at Stockport Women's Centre	£0	£15,116
Volunteer / peer support for substance misuse	£15,000	£0
Substance misuse programme for women offenders	£10,000	£0
Public Safety and Protection		
Crime prevention initiatives and target-hardening	£17,879	£5,000
Youth Disorder/ ASB programmes and interventions	£30,000	£58,000
Threat, Harm and Risk – burglary	£0	£15,000
Seasonal campaigns	£6,290	£0
Neighbourhood policing	£47,132	£0
Serious and Organised Crime		
Operation Challenger - tackling organised crime gangs	£24,000	£25,000
Transforming Justice		
Restorative Justice – (SORT-IT 2017/18)	£29,785	£5,000
GMCA funding received	£218,973	£218,973
Total fund available (inc previous year underspend):	£264,051	£252,938
Total fund spent / allocated :	£230,086	£208,116
Total fund underspent / remaining to allocate:	£33,965	£44,822

Our Partnership Priorities for 2018/21

The Safer Stockport Partnership published its new Strategic Plan for 2018-21 in early 2018. This outlines our key strategic priorities for the next 3 years. It will be reviewed on an annual basis to ensure the priorities remain fit for purpose. For each of the priority themes, it sets out a high level annual plan of key multi-agency activity and interventions to address priority issues.

The Plan is central to the delivery of the Stockport Partnership's 5-year Borough Plan, helping to create safe and resilient communities. The Plan focuses on the people and places most at risk of community safety problems in line with the inclusive vision of the Borough Plan. It is committed to developing place-based approaches to dealing with local issues working with communities and across organisations.

The findings and recommendations of Stockport's Community Safety Strategic Assessment 2016/17 have provided the primary evidence base for determining the priority areas for action. The Partnership has identified the following priority areas for action in relation to its priorities:



Priority Themes	Priority Areas for Action
Public Safety and Protection	<ul style="list-style-type: none">• anti-social behaviour• crime• locations/hotspots
Protecting Vulnerable People	<ul style="list-style-type: none">• missing from home or care• domestic abuse• child sexual exploitation• drugs and alcohol• hate crime• complex safeguarding (including modern slavery, human trafficking, FGM and honour-based violence)
Serious and Organised Crime	<ul style="list-style-type: none">• organised crime groups• young people at risk of involvement in serious and organised crime
Transforming Justice	<ul style="list-style-type: none">• adult offending and reoffending• youth offending and reoffending• victims
Strategic Priorities	<ul style="list-style-type: none">• radicalisation and extremism• shared intelligence

The Priorities for the Safer Stockport Partnership and how they will be delivered are set out in the SSP Strategic Plan for 2018-21 which can be accessed on the Partnership website:
<http://www.saferstockport.org.uk/our-plans/>

‘Standing Together’ for Greater Manchester

The Greater Manchester Police and Crime Plan 2018-21 was launched by the GM Mayor in March 2018. ‘Standing Together’ has three priorities that will be delivered across Greater Manchester, including Stockport:

1. Keeping people safe

Protecting and caring for people who live, work, socialise and travel in Greater Manchester; those who are vulnerable; those who are victims of crime or at risk of being victimised. Building their resilience and confidence in policing and community safety.

2. Reducing harm and offending

Preventing anti-social and criminal behaviour including the most serious offending and terrorism. Adopting a problem solving approach, intervening early and rehabilitating offenders to build confidence in criminal justice.

3. Strengthening communities and places

Helping to build resilient and resourceful communities including online communities and protecting the places where people live, work, play or travel. Supporting the delivery of the infrastructure and facilities needed for a 21st century society.



These priorities are focused around making a real difference to the lives of Greater Manchester’s residents. As the name of the plan suggests, this is not a plan only for police. Whilst GMP are a major player and contributor, the plan also recognises the importance of a broader range of organisations taking responsibility for tackling crime and improving safety across Greater Manchester.

The delivery of the plan is equally dependent on local authority community safety partnerships, such as the SSP, to ensure that local issues are tackled in the most appropriate and effective ways.

An ‘outcomes framework’ is being developed to measure the effectiveness of the Plan. ‘Standing Together’ makes a commitment to engaging with communities across Greater Manchester to help understand their perceptions, satisfaction and experiences of police, community safety and criminal justice. A GM-wide survey has been commissioned to help build a picture across our local communities. Along with the measures included in this report, the results of this survey will help us focus on the issues that matter to local people and to target our resources where they can be most effective.

‘Standing Together’ is published on the GMCA website at;

https://www.greatermanchester-ca.gov.uk/info/20006/safe_and_strong_communities/82/police_and_crime_plan

Our SSP Plan takes account of the ‘Standing Together’ Plan and our work is closely aligned to this whilst recognising what is distinct about Stockport



REVIEW OF GAMBLING POLICY

Report of the Corporate Director for Place Management & Regeneration

1. INTRODUCTION AND PURPOSE OF REPORT

- 1.1 This report provides an update on the review of the Stockport Council Gambling Policy – Statement of Licensing Principles.
- 1.2 The consultation is now complete having run from 15th August to 10th October 2018.
- 1.3 A summary of the main changes proposed during the review and consultation are:
 - Numbering has been altered to improve the flow of the paragraphs;
 - Reference to a recent consultation carried out by the Government in relation to gaming machines (including high stake Fixed Odds Betting Terminals) and the links to social harm and the resultant recommendations;
 - Definitions have been included of types of premises for clarity;
 - Inclusion of further paragraphs to bring in line with AGMA policies; and
 - Inclusion of reference to risk assessments and local area profiling.
- Updates to expectations for operators in relation to 'self-exclusion' arrangements and how premises are set out to ensure children are protected from being harmed by gambling;
- Updating the contact details for responsible authorities;
- Further clarity concerning regulatory powers over betting machines; and
- Removal of parts of the policy that are now outdated, or where duplicate guidance has been issued by the Gambling Commission or are covered by other legal requirements.
- 1.4 This report presents the results from the consultation, recommended actions and final policy for approval.

2. CONSULTATION RESULTS

- 2.1 The consultation in relation to the review of the Stockport Council Gambling Policy is now complete.
- 2.2 The consultation took place via the Council's website and all statutory consultees and interested parties were contacted separately by email. A list of consultees is included at Appendix A and B of the policy.
- 2.3 During the consultation period, 3 responses were received which are summarised in the table included in **Appendix 1** attached to this report.
- 2.4 **Appendix 1** to this report also contains our recommendations in response to the comments. Our responses have been discussed with Stockport Council Legal Services and the Gambling Commission. They are both satisfied that our responses are satisfactory and robust to challenge.

2.5 The draft final policy is attached to **Appendix 2** of this report and incorporates the recommendations made in **Appendix 1**.

3. FINAL APPROVAL

3.1 Once agreed, the final version of the report will be presented at the following meetings for final approval:

- Monday 29th October – Scrutiny
- Tuesday 13th November – Cabinet
- Thursday 29th November – Full council

4. CONCLUSIONS AND RECOMMENDATIONS

4.1 The Scrutiny Committee is recommended to comment on and note the report.

BACKGROUND PAPERS

Appendix 1 – Table of consultation responses

Appendix 2 – Draft Policy incorporating consultation recommendations

Anyone wishing to inspect the above background papers or requiring further information should contact Mark Glynn

Mark Glynn on Tel: 0161-474-3700 or by email on mark.glynn@stockport.gov.uk

APPENDIX 1 - Summary of responses to the Stockport Council consultation on the revised Statement of Licensing Principles 2019 – 2022 under the Gambling Act 2005

Consultee	Consultation response	Licensing Authority recommendation
Gosschalks Solicitors on behalf of the Association of British Bookmakers	Within the introduction, there is a statement that the policy <i>“identifies how the Licensing Authority will seek to promote the licensing objectives”</i> . This sentence should be re-drafted as the purpose of the policy is to outline the principles that the Licensing Authority will apply when exercising its functions under Gambling Act 2005. The Licensing Authority is required to “have regard” to the licensing objectives when exercising most of those functions. There is no requirement to promote the licensing objectives on any party other than the Gambling Commission under Gambling Act 2005.	Stockport Council acknowledges this point and proposes to amend the wording to “identifies how the Licensing Authority will seek to assist the Gambling Commission in promoting the licensing objectives...”
	Paragraph 9.6 refers to the fourth edition of the Gambling Commission Guidance to the Licensing Authorities. The most recent edition is the fifth edition which was issued in September 2015 and updated in September 2016.	Stockport Council acknowledges this point and will amend to make reference to the fifth edition in this paragraph. Other references throughout the policy correctly refer to the 5 th edition.
	Part D of the draft statement of principles explains the requirement for operators to assess local risks to the licensing objectives and to have policies, procedures and control measures in place to mitigate those risks. Within paragraphs 26.4 and 26.5, there are lists of bullet points detailing matters that the Licensing Authority expects operators to take into account when completing a risk assessment. These lists of bullet points need to be re-drafted as they contain matters that are not relevant for an assessment of risks to the licensing	Stockport Council will retain these elements as they consider the issues to relate to the Licensing Objectives in particular the association with crime and disorder. This reference is also in line with most of Greater Manchester. Stockport Council consider that these matters should be considered as part of any risk assessment in the borough of Stockport and it is

	objectives. For example, the final bullet point in paragraph 26.4 refers to issues of street drinking, youths participating in antisocial behaviour and drug dealing. These are largely issues of nuisance which are not relevant considerations for an assessment of risks to the licensing objectives under Gambling Act 2005.	perfectly legitimate to have concerns regarding behaviour both in and around gambling premises. Stockport Council considers that any responsible operator will be concerned and have regard for potential community safety issues both inside and outside the premises that may ultimately impact the licensing objectives.
	There is also a bullet point that refers to “gaming trends that may reflect benefit payments” this cannot be relevant to an assessment of risk to the licensing objectives unless the Licensing Authority has pre-determined that those in receipt of benefits are automatically vulnerable or more likely to commit crime as a result of gambling. We are certain that this pre-determination has not taken place and in the circumstances, the lists of bullet points should be re-drafted in order that they contain only matters that can be relevant of an assessment of risk to the licensing objectives.	Remove this bullet point but retain the reference to benefit payment date trends later in the document concerning vulnerable adults specifically; “Gaming trends that may mirror days for financial payments such as pay days or benefit payments” This will be further expanded to include “...and any other trends that might indicate financial vulnerability”.
Anon – member of public via website	Confirmed they have no comments to make on the policy and don’t consider that anything else should be included in the policy.	None
GambleAware	Could not offer specific feedback on the policy due to resource capabilities but support use of risk assessments to identify trends relating to groups known to be vulnerable to gambling related harm.	We consider that this supports our inclusion requiring risk assessments to consider gaming trends amongst vulnerable groups.

APPENDIX 2



STOCKPORT
METROPOLITAN BOROUGH COUNCIL

STATEMENT OF LICENSING PRINCIPLES

THE GAMBLING ACT 2005

2019 - 2022

Effective date 31st January 2019

STATEMENT OF LICENSING PRINCIPLES

Under Section 349 of the Gambling Act 2005 (2019 – 2022)

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This Statement of Licensing Principles was approved by Stockport Metropolitan Borough Council on XXXXXXXXXX and was first published on XXXXXXXXXX.

All references to 'the Guidance' refer to the Gambling Commission's Guidance to Licensing Authorities, 5th Edition, published September 2015.

All references to 'the Act' refer to the Gambling Act 2005.

DRAFT

Introduction

This statement of Policy relating to the Gambling functions regulated by Stockport Metropolitan Borough Council (the Licensing Authority), sets out the approach that will be taken when dealing with the granting of permissions and any subsequent enforcement.

This Policy also identifies how the Licensing Authority will seek to assist the Gambling Commission in promoting the licensing objectives under the Act, namely:-

- **Preventing gambling from being a source of crime or disorder, being associated with crime and disorder or being used to support crime;**
- **Ensuring gambling is conducted in a fair and open way; and**
- **Protecting children and other vulnerable people from being harmed or exploited by gambling.**

The Licensing Authority values partnership working. With this in mind, we will work closely with the Gambling Commission, the Police and the other responsible authorities named within the Act where appropriate. We will also provide guidance and support, where possible, to the trade, residents and businesses.

All decisions that are made in relation to gambling will be made having taken into account the three objectives and each application will be dealt with on its merits.

This policy will come into effect on the 31st January 2019 and will be reviewed no later than the 31st January 2022.

In carrying out its gambling functions the Licensing Authority will have regard to its Policy and the Guidance issued by the Gambling Commission.

An equalities impact assessment has been conducted in relation to this Policy and is available upon request.

Government consultation on gaming machines and social responsibility measures

A Government consultation on gaming machines and the link with social responsibility was carried out between 31st October 2017 and 23rd January 2018. This was with a view to reviewing current measures to ensure the right balance between a sector that can grow and contribute to the economy, and one that is socially responsible and doing all it should to protect consumers and communities from harm. This objective is underpinned by the Government's focus on reducing gambling-related harm, protecting the vulnerable and making sure that those experiencing problems are getting the help that they need.

On 19th March 2018 the Gambling Commission published its advice to the Government as part of this review which made a series of recommendations aimed at reducing the risks that consumers, particularly those that are vulnerable, face from gambling.

The Act defines a gaming machine as a machine that is designed or adapted for use by individuals to gamble, whether or not it can also be used for other purposes. The number and combination of gaming machines permitted in a premises is dependent on the type of permission in place.

Following the consultation, on 17th May 2018 the Government set out a number of measures to be taken forward by both themselves and the Gambling Commission. These are based on the results of the consultation and will be further subject to a parliamentary vote. These proposals include:

- Reducing the maximum stake on B2 gaming machines (Fixed Odds Betting Terminals) from £100 to £2;

- Maintaining the status quo on stakes, prizes and allocations for all other gaming machines;
- Improving player protections on category B machines;
- A plan of action to strengthen player protections online, specifically around age verification, improving terms and conditions, identifying risks to players earlier and on customer interaction policies;
- Further regulatory measures surrounding advertising; and
- Working with the Department of Health & Social Care and Public Health England to improve treatment and assess gaps.

DRAFT

Policy Statement

PART A: Licensing Objectives and Functions

1. The Licensing Objectives

- 1.1 In exercising most of their functions under the Gambling Act 2005, Licensing Authorities must have regard to the Licensing Objectives as set out in section 1 of that Act. The Licensing Objectives are:
- Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime;
 - Ensuring that gambling is conducted in a fair and open way; and
 - Protecting children and other vulnerable persons from being harmed or exploited by gambling.
- 1.2 It should be noted that the Gambling Commission has stated “The requirement in relation to children is explicitly to protect them from being harmed or exploited by gambling”.
- 1.3 This Licensing Authority is aware that in making decisions about premises licences and temporary use notices, under Section 153 of the Act, it should aim to permit the use of premises for gambling in so far as it thinks fit:
- In accordance with any relevant code of practice issued by the Gambling Commission;
 - In accordance with any relevant guidance issued by the Gambling Commission;
 - Reasonably consistent with the Licensing Objectives; and
 - In accordance with the Authority’s statement of licensing policy.

2. Introduction

- 2.1 Stockport is one of the 10 Metropolitan Districts of Manchester. It has a population of around 300,000 and is home to an estimated 16,000 businesses. Stockport's countryside extends to the heart of the town centre and more than 45% of the Borough is green belt. Each of the districts that make up the Borough is within easy reach of the town centre.



- 2.2 The Act requires Licensing Authorities to publish a statement of the principles, which they propose to apply when exercising their functions. This statement must be published at least every three years. It may also be reviewed from “time to time” and any amendments consulted upon. The statement must be then re-published.

- 2.3 Stockport Council has consulted widely upon this statement before its publication. A list of those persons and organisations consulted is provided in **Appendix A**.
- 2.4 The Act requires that Licensing Authorities consult the following parties:
- The Chief Officer of Police;
 - One or more persons who appear to the Authority to represent the interests of persons carrying on gambling businesses in the Authority's area; and
 - One or more persons who appear to the Authority to represent the interests of persons who are likely to be affected by the exercise of the Authority's functions under the Act.
- 2.5 Our consultation took place between 15th August and 10th October 2018. The full list of comments made and the consideration by the Council of those comments is available by request to the Strategic Manager, the Licensing Team, Fred Perry House, Edward Street, Stockport, SK1 3XE.
- 2.6 The policy was approved at a meeting of the Full Council on XXXXXXXX and was published via the Stockport Council Website on XXXXXXXX. Hard copies are available from the Licensing Team office at Fred Perry House, Edward Street, Stockport, SK1 3XE on request.
- 2.7 It should be noted that this policy statement will not override the right of any person to make an application, make representations about an application, or apply for the a review of a licence, as each will be considered on its own merits and according to the statutory requirements of the Act.

3. Declaration

- 3.1 In producing the final licensing policy statement, Stockport Council had regard to the Licensing Objectives of the Act, the guidance issued by the Gambling Commission, and any responses from those consulted about the contents of the statement.

4. Responsible Authorities

- 4.1 Responsible Authorities are public bodies that must be notified of an application and are entitled to make representations to the Licensing Authority in relation to applications for, and in relation to, premises licences.
- 4.2 The Licensing Authority is required by regulation to state the principles it will apply in exercising its powers under Section 157(h) of the Act to designate, in writing, a body which is competent to advise it about the protection of children from harm. The principles are:
- The need for the body to be responsible for an area covering the whole of the Licensing Authority's area; and
 - The need for the body to be answerable to democratically elected persons, rather than any particular vested interest group.
- 4.3 In accordance with the Guidance, Stockport Council will seek the views of the appropriate Authority for safeguarding.
- 4.4 The contact details of all the Responsible Authorities under the Act are available at **Appendix B**.

5. Interested parties

- 5.1 Interested parties can make representations about licence applications, or apply for a review of an existing licence. These parties are defined in the Act as follows:
- “For the purposes of this Part, a person is an interested party in relation to an application for or in respect of a premises licence if, in the opinion of the Licensing Authority which issues the licence or to which the application is made, the person-
- a) Lives sufficiently close to the premises to be likely to be affected by the authorised activities,
 - b) Has business interests that might be affected by the authorised activities, or
 - c) Represents persons who satisfy paragraph (a) or (b)”

- 5.2 The Licensing Authority is required by regulations to state the principles it will apply in exercising its powers under the Act to determine whether a person is an interested party. Those principles are as follows:
- Decide each case on its merits;
 - Not apply a rigid rule to its decision making;
 - Consider the examples of considerations provided in the Gambling Commission's "Guidance for Local Authorities" at paragraphs 8.11 and 8.18;
 - Consider the Gambling Commission's Guidance that interested parties with "business interests" should be given the widest possible interpretation and include partnerships, charities, faith groups and medical practices. If in the particular circumstances of the application the Licensing Authority departs from the guidance it will explain its reasons for doing so.
- 5.3 The Gambling Commission has recommended that the Licensing Authority state that interested parties include trade associations and trade unions, and residents' and tenants' associations (the Guidance, paragraph 8.17). However, this Authority will not generally consider such bodies as interested parties unless they have a member who can be classed as an interested person under the terms of the Act i.e. they live sufficiently close to the premises to be likely to be affected by the licensable activities for which the application is made.
- 5.4 Interested parties can be persons who are democratically elected such as Councillors and Members of Parliament. No specific evidence of being asked to represent an interested person will be required as long as the Councillor or Member of Parliament represents the ward likely to be affected. This Authority will generally require written evidence that a person or body (e.g. an advocate or relative) 'represents' someone who either lives sufficiently close to the premises to be likely to be affected by the authorised activities and/or has business interests that might be affected by the authorised activities. A letter from one of these persons, requesting the representation will be sufficient.

- 5.5 If individuals wish to approach one of their Councillors to ask them to represent their views then care should be taken that the Councillor is not a member of the Licensing Committee dealing with that licence application. Details of the Elected Members on a particular Committee may be obtained from the Licensing Team, Fred Perry House,, Edward Street, Stockport SK1 3XE (Tel: 0161 474 4311) e-mail: licensing@stockport.gov.uk or via the Council website.

6. Exchange of Information

- 6.1 Licensing Authorities are required to include in their statements the principles to be applied by the Authority in exercising the functions under sections 29 and 30 of the Act. These relate to the exchange of information between it and the Gambling Commission, and the functions under section 350 about the exchange of information between it and the other persons listed in Schedule 6 to the Act.
- 6.2 Stockport Council will act in accordance with the provisions of the Act in its exchange of information, which includes the provision that the Data Protection Act 1998 will not be contravened. It will have regard also to any guidance issued by the Gambling Commission to local authorities on this matter, as well as any relevant regulations issued by the Secretary of State under the powers provided in the Act.
- 6.3 Should any protocols be established about information exchange with other bodies then they will be made available.

7. Enforcement

- 7.1 Licensing Authorities are required by regulation under the Act 2005 to state the principles to be applied by the Authority in exercising the functions under Part 15 of the Act with respect to the inspection of premises and the powers under section 346 of the Act to institute criminal proceedings in respect of the offences specified.
- 7.2 Stockport Council's principles are that:

It will be guided by the Gambling Commission's Guidance for local authorities and will endeavour to be:

- Proportionate: regulators should only intervene when necessary: remedies should be appropriate to the risk posed, and costs identified and minimised;
- Accountable: regulators must be able to justify decisions, and be subject to public scrutiny;
- Consistent: rules and standards must be consistent and implemented fairly;
- Transparent: regulators should be open, and keep regulations simple and understandable; and
- Targeted: regulation should be focused on the problem, and minimise its effect on associated matters.

7.3 In compliance with the Guidance, Stockport Council will endeavour to avoid duplication as far as possible with other regulatory regimes.

7.4 Stockport Council, as recommended by the Guidance, will adopt a risk-based inspection programme based on:

- The Licensing Objectives;
- Relevant codes of practice;
- Guidance issued by the Gambling Commission, in particular Part 36;
- The principles set out in this statement of licensing policy.

7.5 Stockport Council's enforcement and compliance role under the Act will be to ensure compliance with the premises licences and other permissions it authorises. The Gambling Commission will be the enforcement body for all operating and personal licences. It is also worth noting that concerns about manufacture, supply or repair of gaming machines will not be dealt with by Licensing Authorities but will be notified to the Gambling Commission.

7.6 Stockport Council will be informed of developments as regards the work of the Better Regulation Executive in its consideration of the regulatory functions of local authorities.

- 7.7 Bearing in mind the principle of transparency, Stockport Council's enforcement/compliance protocols/written agreements will be available upon request to the Licensing Team.
- 7.8 The Council will take account of the Gambling Commission's guidance document issued in February 2015 (and any subsequent amendments) 'Approach to Test Purchasing' when considering making test purchases at gambling premises. The Council will also follow its own policies and procedures regarding the use of underage test purchasers.
- 7.9 Where there is a Primary Authority scheme in place, the Council will seek guidance from the Primary Authority before taking any enforcement action.

8. Licensing Authority functions

- 8.1 Licensing Authorities are required under the Act to:
- Be responsible for the licensing of premises where gambling activities are to take place by issuing Premises Licences;
 - Issue Provisional Statements;
 - Regulate members' clubs who wish to undertake certain gaming activities by issuing Club Gaming Permits and/or Club Machine Permits;
 - Issue Machine Permits to Proprietary Clubs;
 - Grant permits for the use of certain lower-stake, gaming machines at unlicensed Family Entertainment Centres;
 - Receive notifications for the use of two or fewer gaming machines from premises licensed for the sale of alcohol for consumption on the premises (under the Licensing Act 2003);
 - Issue Licensed Premises Gaming Machine Permits where there are more than two gaming machines on premises licensed to sell alcohol for consumption on the premises (under the Licensing Act 2003);
 - Register small society lotteries below prescribed thresholds;
 - Issue Prize Gaming Permits;

- Receive and endorse Temporary Use Notices;
- Receive Occasional Use Notices;
- Provide information to the Gambling Commission regarding details of licences issued (see section 6, above, on information exchange); and
- Maintain registers of the permits and licences that are issued under these functions.

These functions will be carried out in accordance with the Scheme of Delegation.

- 8.2. It should be noted that local Licensing Authorities will not be involved in licensing remote gambling, or the determination of applications for operators' or personal licences. This function lies with the Gambling Commission.

PART B: PREMISES LICENCES

9. General Principles

- 9.1. Premises licences will be subject to the requirements set out in the Act and regulations, as well as specific mandatory and default conditions which will be detailed in regulations issued by the Secretary of State. Licensing Authorities are able to exclude default conditions and also attach others, where it is believed to be appropriate. The conditions, in addition to the mandatory and default conditions, will only be imposed where there is evidence of a risk to the Licensing Objectives in the circumstances of a particular case.
- 9.2 Stockport Council is aware that in making decisions about premises licences it should aim to permit the use of premises for gambling in so far as it thinks fit:
- In accordance with any relevant code of practice issued by the Gambling Commission;
 - In accordance with any relevant guidance issued by the Gambling Commission ;
 - Reasonably consistent with the Licensing Objectives; and
 - In accordance with its statement of licensing policy.

- 9.3 It is appreciated that as per the Gambling Commission's Guidance to Licensing Authorities "moral objections to gambling are not a valid reason to reject applications for premises licences" (except as regards any 'no casino resolution' – see section on casinos) and also that unmet demand is not criterion for a licensing authority. Further it is under duty not to take other irrelevant matters into consideration, e.g. the likelihood of an applicant obtaining planning permission.
- 9.4 The Licence Conditions and Code of Practice (LCCP) issued by the Gambling Commission places further onus on premises to complete a risk assessment based on code 8, the social responsibility code which will come into force on 6th April 2016. The council will have regard to this code when considering applications. This is covered in detail in Part D of this statement.
- 9.5 **The Definition of “premises”** – in the Act, “Premises” is defined as including “any place”. Section 152 therefore prevents more than one premises licence applying to any place. But a single building could be subject to more than one premises licence, provided they are for different parts of the building and the different parts of the building can be reasonably regarded as being different premises. This approach has been taken to allow large multiple unit premises such as a pleasure park, pier, track or shopping mall to obtain discrete premises licences, where appropriate safeguards are in place. However, licensing authorities should pay particular attention if there are issues about sub-divisions of a single building or plot and should ensure that mandatory conditions relating to access between premises are observed. However, the Gambling Commission does not consider that areas of a building that are artificially or temporarily separated, for example, by ropes or moveable partitions, can be properly regarded as different premises.
- 9.6 The Gambling Commission states in the fifth edition of its Guidance to Licensing Authorities that “In most cases the expectation is that a single building / plot will be the subject of an application for a licence, for example, 32 High Street. But,

that does not mean 32 High Street cannot be the subject of separate premises licences for the basement and ground floor, if they are configured acceptably. Whether different parts of a building can properly be regarded as being separate premises will depend on the circumstances. The location of the premises will clearly be an important consideration and the suitability of the division is likely to be a matter for discussion between the operator and the licensing officer. However, the commission does not consider that the areas of a building that are artificially or temporarily separated, for example by ropes or moveable partitions, can properly be regarded as different premises”.

9.7 This Licensing Authority takes particular note of the Guidance, which states that:

9.7.1 Licensing Authorities should take particular care in considering applications for multiple licences for a building and those relating to a discrete part of a building used for other (non-gambling) purposes. In particular they should be aware that:

- The third licensing objective seeks to protect children from being harmed by gambling. In practice, that means not only preventing them from taking part in gambling, but also preventing them from being in close proximity to gambling. Therefore premises should be configured so that children are not invited to participate in, have accidental access to or closely observe gambling where they are prohibited from participating;
- Entrances and exits from parts of a building covered by one or more licences should be separate and identifiable so that the separation of different premises is not compromised and that people do not ‘drift’ into a gambling area;
- Licensing Authorities should pay particular attention to applications where access to the licensed premises is through other premises (which themselves may be licensed or unlicensed). Clearly, there will be specific issues that authorities should consider before granting such applications, for example, whether children can gain access; compatibility of the two establishments; and ability to comply with the

requirements of the Act. But, in addition an overriding consideration should be whether, taken as a whole, the co-location of the licensed premises with other facilities has the effect of creating an arrangement that otherwise would, or should, be prohibited under the Act; and

- Customers should be able to participate in the activity names on the premises licence.

9.7.2 The Guidance also gives a list of factors which the Licensing Authority should be aware of, which may include:

- Do the premises have a separate registration for business rates?
- Is the premises' neighbouring premises owned by the same person or someone else?
- Can each of the premises be accessed from the street or a public passageway?
- Can the premises only be accessed from any other gambling premises?

Stockport Council will consider these and other relevant factors in making its decision, depending on all the circumstances of the case.

9.7.3 The Gambling Commission's relevant access provisions for each premises type are reproduced below:

Casinos

- The principal access entrance to the premises must be from a street (as defined at 7.2 of the Guidance).
- No entrance to a casino must be from premises that are used wholly or mainly by children and/or young persons.
- No customer must be able to enter a casino directly from any other premises which holds a gambling premises licence.

Adult Gaming Centre

- No customer must be able to access the premises directly from any other licensed gambling premises.

Betting Shops

- Access must be from a street (as per paragraph 7.23 of the Guidance) or from another premises with a betting premises licence.
- No direct access from a betting shop to another premises used for the retail sale of merchandise or services. In effect there cannot be an entrance to a betting shop from a shop of any kind and you could not have a betting shop at the back of a café – the whole area would have to be licenced.

Tracks

- No customer should be able to access the premises directly from:
 - A casino
 - An adult gaming centre

Bingo Premises

- No customer must be able to access the premise directly from:
 - A casino
 - An adult gaming centre
 - A betting premises, other than a track

Family Entertainment Centre

- No customer must be able to access the premises directly from:
 - A casino
 - An adult gaming centre
 - A betting premises, other than a track

Part 7 of the Guidance contains further information on this issue, which this Authority will also take into account in its decision making.

9.8 Premises “ready for gambling”

9.8.1 The Guidance states that a licence to use a premises for gambling should only be issued in relation to premises that the Licensing Authority can be satisfied are going to be ready to be used for gambling in the reasonably near future,

consistent with the scale of building or alterations required before the premises are brought into use.

9.8.2 If the construction of a premises is not yet complete, or if they need alteration, or if the applicant does not yet have a right to occupy them, then an application for a provisional statement should be made instead.

9.8.3 In deciding whether a premises licence can be granted where there are outstanding construction or alteration works at a premises, Stockport Council will determine applications on their merits, applying a two stage consideration process:-

- First, whether the premises ought to be permitted to be used for gambling;
- Second, whether appropriate conditions can be put in place to cater for the situation that the premises are not yet in the state in which they ought to be before gambling takes place.

9.8.4 Applicants should note that this Authority is entitled to decide that it is appropriate to grant a licence subject to conditions but it is not obliged to grant such a licence.

9.8.5 More detailed examples of the circumstances in which such a licence may be granted can be found at paragraphs 7.59 – 7.65 of the Guidance.

9.8.6 It should also be noted that an applicant cannot obtain a full premises licence until the premises in which it is proposed to offer the gambling are constructed. The Gambling Commission has advised that reference to ‘the premises’ are to the premises in which gambling may now take place. Thus a licence to use premises for gambling will only be issued in relation to premises that are ready to be used for gambling. Stockport Council agrees with the Gambling Commission that it is a question of fact and degree whether premises are finished to a degree that they can be considered for a premises licence. The Gambling Commission emphasises that requiring the building to be complete ensure that the authority can, if necessary, inspect it fully, as can other responsible authorities with inspection rights.

9.9 Location

9.9.1 Stockport Council is aware that demand issues cannot be considered with regard to the location of premises but that considerations in terms of the Licensing Objectives can. In considering the Guidance, Stockport Council will pay particular attention to the protection of children and vulnerable persons from being harmed or exploited by gambling, as well as issues of crime and disorder. Should any specific policy be decided upon as regards areas where gambling premises should not be located, this statement will be updated. It should be noted that any such policy does not preclude any application being made and each application will be decided on its merits. The applicant will have to show how potential concerns can be overcome.

9.10 Planning

9.10.1 The Guidance states:

- 7.60 – In determining applications the Licensing Authority has a duty to take into consideration all relevant matters and not to take into consideration any irrelevant matters, i.e. those not related to gambling and the Licensing Objectives. One example of an irrelevant matter would be the likelihood of the applicant obtaining planning permission or building regulations approval for their proposal.

9.10.2 Stockport Council will not take into account irrelevant matters as per the above guidance.

9.10.3 In addition this Stockport Council notes the following excerpt from the Guidance:

- 7.67 – When dealing with a premises licence application for finished buildings, the Licensing Authority should not take into account whether those buildings have or comply with the necessary planning or building consents. Those matters should be dealt with under relevant planning control and building regulation powers, and not form part of the consideration for the premises licence. Section 210 of the 2005 Act prevents Licensing Authorities taking into account the likelihood of the

proposal by the applicant obtaining planning or building consent when considering a premises licence application. Equally the grant of a gambling premises licence does not prejudice or prevent any action that may be appropriate under the law relating to planning or building.

9.11 Duplication with other regulatory regimes

9.11.1 Stockport Council will seek to avoid duplication with other statutory / regulatory systems where possible, including planning and fire. This Authority will not consider whether a licence application is likely to be awarded planning permission or building regulations approval, during its determination of any licensing application. However, it will listen to and consider carefully any concerns about conditions which cannot be met by licensees because of a planning restriction or building constraint, should such a situation arise.

9.11.2 When dealing with a premises licence application for finished buildings, this authority will not take into account whether those buildings have to comply with the necessary planning or buildings consents. Fire or health and safety risks will not be taken into account, as these matters are dealt with under relevant planning control, buildings' and other regulations and must not form part of the consideration for the premises licence.

9.12 Licensing Objectives

9.12.1 Premises licences granted must be reasonably consistent with the Licensing Objectives. With regard to these objectives Stockport Council has considered the Guidance, its position on these issues is stated below.

9.12.2 Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime.

9.12.2.1 Stockport Council is aware that the Gambling Commission will be taking a leading role in preventing gambling from being a source of crime. The Guidance does however envisage that Licensing Authorities should pay attention to the proposed location of gambling premises in terms of this

licensing objective. Accordingly, where an area has known high levels of organised crime this Authority will consider carefully whether gambling premises are suitable to be located there and whether conditions may be suitable such as the provision of door supervisors. Stockport Council is aware a distinction may be made between disorder and public nuisance. It will consider factors i.e. whether police assistance was required and how threatening the behaviour was to those who could see it, so as to make that distinction. Public nuisance cannot be addressed by licensing controls under the Act. In the case of gambling premises licences, disorder is intended to mean activity that is more serious and disruptive than mere nuisance.

9.12.3 Ensuring that gambling is conducted in a fair and open way.

9.12.3.1 Stockport Council notes that the Gambling Commission has stated that it would generally not expect Licensing Authorities to become concerned with ensuring that gambling is conducted in a fair and open way, as this will be addressed through the Commission's control of operating and personal licences. Though there are none at present in Stockport, this Authority would have more of a role at a racetrack, which is explained in section 7.

9.12.4 Protecting children and other vulnerable persons from being harmed or exploited by gambling

9.12.4.1 Stockport Council notes that the Guidance states that this objective means the prevention of children from taking part in gambling (as well as the restriction of advertising so that gambling products are not aimed at, or are particularly attractive, to children). This Licensing Authority will therefore consider, as suggested in the Guidance, whether specific measures are required at particular premises, with regard to this licensing objective. Appropriate measures may include the supervision of entrances, machines or the segregation of gaming areas etc.

9.12.4.2 Stockport Council will have regard to the Codes of Practice issued by the Gambling Commission about this licensing objective particularly in relation to premises such as casinos.

9.12.4.3 Section 7 of the Guidance sets out considerations that an operator must make in order to protect children and young people from accessing gambling premises. The Licence Conditions and codes of Practice (LCCP) issued in 2015 prescribe how operators must prevent children from using age restricted gaming or gambling activities, particularly where gaming machines are licensed.

In particular operators must ensure that:

- All staff are trained;
- All customers are supervised when on gambling premises; and
- They must have procedures for identifying customers who are at risk of gambling related harm.

9.12.4.4 The Council will expect all operators to have policies and procedures in place as required by the LCCP codes on social responsibility to cover all aspects of the code, in particular staff training records and self-exclusion records.

9.12.4.5 Further provisions with regard to self-exclusion and marketing are included in the social responsibility code. The council will take all conditions and codes into account when considering applications or performing enforcement activities. See Part D of this policy statement for further details and on the Council's requirements in relation to the LCCP.

9.12.4.6 Under the Act, the term “vulnerable persons” is not defined and, in its guidance, the Gambling Commission does not seek to offer a definition but states that “it will for regulatory purposes assume that this group includes

- people who gamble more than they want to;
- people who gamble beyond their means; and

- People who may not be able to make informed or balanced decisions about gambling due to a mental impairment, alcohol or drugs.”

9.12.4.7 Stockport Council will consider this licensing objective on a case by case basis.

9.13 Conditions

9.12.1 Conditions attached to licences will be proportionate and will be:

- relevant to the need to make the proposed building suitable as a gambling facility;
- directly related to the premises and the type of licence being determined;
- fairly and reasonably related to the scale and type of premises;
- Reasonable in all other respects; and
- Consistent with those attached to Operator Licences.

The conditions in addition to the mandatory and default conditions will only be imposed where there is evidence of a risk to the licensing objectives in the circumstances of a particular case.

9.12.2 Decisions upon individual conditions will be made on the merits of each application, although there will be a number of measures this Licensing Authority will consider utilising should there be an evidence of need, i.e.

- The use of supervisors;
- Appropriate signage for adult only areas etc.

9.12.3 There are specific comments made in this regard under some of the licence types below. Stockport Council will expect each applicant to offer their own suggestions as to the way in which the Licensing Objectives can be met effectively.

9.12.4 Stockport Council will also consider any specific measures required for buildings that are subject to multiple premises licences. Such measures may include:

- the supervision of entrances;

- segregation of gambling from non-gambling areas frequented by children; and
- The supervision of gaming machines in non-adult gambling specific premises in order to pursue the Licensing Objectives.

These matters are in accordance with the Guidance.

9.12.5 Stockport Council will also ensure that where category C gaming machines or above are available on premises to which children are admitted:

- all such machines are located in an area of the premises which is separated from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance;
- physical barriers to segregate these areas should not impede the escape routes from that or other areas:
- only adults are admitted to the area where these machines are located;
- access to the area where the machines are located is supervised;
- the area where these machines are located is arranged so that it can be observed by the staff or the licence holder;
- At the entrance to and inside any such areas there are notices prominently displayed indicating that access to the area is prohibited to persons under 18 years of age; and
- Physical barriers to segregate areas should not impede the escape routes from that or other areas.

9.12.6 These considerations will apply to premises including buildings where multiple premises licences are held.

9.12.7 This Licensing Authority is aware that racetracks may be subject to one or more than one premises licence, provided each licence relates to a specified area of the track. Stockport Council will consider the impact upon the third licensing objective, protecting children and other vulnerable persons, and the need to ensure that entrances to each type of premises are distinct and that children are

effectively excluded from gambling areas where they are not permitted to enter.

9.12.8 It is noted that there are conditions the Licensing Authority cannot attach to premises licences, which are:

- any condition on the premises licence which makes it impossible to comply with an operating licence condition;
- conditions relating to gaming machine categories, numbers, or method of operation;
- conditions which provide that membership of a club or body be required (the Act specifically removes the membership requirement for casino and bingo clubs and this provision prevents it being reinstated; and
- Conditions in relation to stakes, fees, winning or prizes.

9.13 Door Supervisors

9.13.1 The Guidance advises that if a Licensing Authority is concerned that a premises may attract disorder or be subject to attempt at unauthorised access (for example by children and young persons) then it may require that the entrances to the premises are controlled by a door supervisor and is entitled to impose a premises licence condition to this effect, where there is evidence that an additional condition is required in the circumstances of that premises.

9.13.2 Where it is decided that supervision of entrances/machines is appropriate for particular cases, a consideration of whether these need to be SIA licensed or not will be necessary. It will not be automatically assumed that they need to be licensed, as the statutory requirements for different types of premises vary (as per the Guidance, Part 33).

10. Adult Gaming Centres

10.1 Adult gaming centres (AGCs) are premises able to make category B, C and D gaming machines available to their customers. Persons operating an AGC must hold a gaming machines general operating licence from the Gambling Commission as well as a premises licence from the Council.

- 10.2 Stockport Council will have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling. It will expect each applicant to satisfy the Authority that there will be sufficient measures to ensure, for example, that under 18 year olds do not have access to the premises.
- 10.3 Where gambling facilities are provided at premises as a supplementary activity to the main purpose of the premises; e.g. motorway service areas and shopping malls. The council will expect the gambling area to be clearly defined to ensure that customers are fully aware that they are making a choice to enter into the gambling premises and that the premises is adequately supervised at all times.
- 10.4 Stockport Council may consider measures to meet the Licensing Objectives such as:
- Proof of Age schemes;
 - Closed Circuit Television (CCTV);
 - Supervision of entrances and gaming machine areas;
 - Physical separation of areas;
 - Location of entrances;
 - Use of notices and signs;
 - Specific opening hours;
 - Self-exclusion schemes; and
 - Provision of information leaflets / help line numbers for organisations such as GamCare.

This list is not mandatory, nor exhaustive, and is merely indicative of the type measures available.

11. (Licensed) Family Entertainment Centres:

- 11.1 The Act creates two classes of family entertainment centre (FEC). Licensed FECs provide category C and D machines and require a premises licence. Unlicensed FECs provide category D machines only and are regulated through FEC gaming machine permits.
- 11.2 Stockport Council will have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling. It will expect each applicant to satisfy the Authority that there will be sufficient measures to ensure, for example, that under 18 year olds do not have access to the adult gaming machine areas.
- 11.3 Stockport Council may consider measures to meet the Licensing Objectives such as:
- Closed Circuit Television (CCTV);
 - Supervision of entrances and gaming machine areas;
 - Physical separation of areas;
 - Location of entrances;
 - Use of notices and signs;
 - Choice of opening hours;
 - Self-exclusion schemes;
 - Provision of information leaflets / helpline numbers for organisations such as GamCare; and
 - Measures / training for staff on how to deal with suspected truant school children on the premises.

This list is not mandatory, nor exhaustive, and is merely indicative of the type measures available.

- 11.4 Stockport Council will as per the Guidance, refer to the Commission's website to see any conditions that apply to operating licences covering the way in which the area containing the category C machines should be delineated. Stockport

Council will also make itself aware of any mandatory or default conditions on these premises licences, when they have been published.

12. Casinos

12.1 Section 7(1) of the Act states that ‘a casino is an arrangement whereby people are given an opportunity to participate in one of more casino games’. Casino games are a game of chance which is not equal chance gaming. Equal chance gaming is gaming which does not involve playing or staking against a bank, and where the chances are equally favourable to all participants.

12.1.1 No Casinos resolution

12.1.1.1 Stockport Council has not passed a “no casino” resolution under section 166 of the Act, but is aware that it has the power to do so. Should the full council decide to pass such a resolution in future, it will update this policy statement with details of that resolution.

12.1.2 Casinos and competitive bidding

12.1.2.1 Stockport Council is aware that if and when it is enabled to grant a premises licence for a new casino (i.e. the Secretary of State having made such regulations under Section 175 of the Gambling Act 2005) there are likely to be a number of operators which will want to run the casino. When this occurs, the Authority will run a casino premises licence competition under Schedule 9 of the Gambling Act 2005. Such competition will be conducted in compliance with any regulations / codes of practice issued under the Gambling Act 2005.

12.1.3 Licence considerations / conditions

12.1.3.1 Stockport Council will attach conditions to casino premises licences according to the principles set out in the Guidance at paragraph 9, bearing in mind the mandatory conditions listed in paragraph 17 of the Guidance, and the Licence Conditions and Codes of Practice published by the Gambling Commission.

13. Bingo premises

- 13.1 The Act does not contain a definition of Bingo. It is to have its ordinary and natural meaning although the Act does stipulate that 'bingo' means any version of that game, irrespective of how it is described. Two types of bingo may be offered:
- Cash bingo – where the stakes paid make up the cash prizes that are won; and
 - Prize bingo – where the various forms of prizes are won, not directly related to the stakes paid.
- 13.2 Stockport Council notes that the Guidance states at paragraph 18.4 that Licensing Authorities will need to satisfy themselves that bingo can be played in any bingo premises for which they issue a premises licence. This will be a relevant consideration where the operator of an existing bingo premises applies to vary their licence to exclude an area of the existing premises from its ambit and then applies for a new premises licence, or multiple licences, for that or those excluded areas.
- 13.3 Stockport Council also notes the Guidance at paragraph 18.7 that children and young people are allowed into bingo premises; however they are not permitted to participate in the bingo and if category B or C machines are made available for use these must be separated from areas where children and young people are allowed.
- 13.4 Stockport Council also notes the Guidance at paragraph 18.8 regarding the holder of a bingo premises licence may make available for use a number of category B gaming machines not exceeding 20% of the total number of gaming machines on the premises.
- 13.5 Stockport Council also notes the Guidance at paragraph 18.9 regarding the unusual circumstances in which the splitting of pre-existing premises might be permitted, and in particular that it is not permissible to locate sixteen category B3

gaming machines in one of the resulting premises, as the gaming machine entitlement for that premises would be exceeded.

- 13.6 Details of the Code of Practice for Equal Chance Gaming in Pubs and Clubs can be found on the Gambling Commission website. This details maximum stakes and prizes without the need for a commercial Bingo Operator Licence.

14. Betting premises

- 14.1 The Act contains a single class of licence for betting premises. However, within this single class of licence, there are different types of premises which require licensing.
- 14.2 Stockport Council will as per the Guidance, take into account the size of the premises, the number of counter positions available for person-to-person transactions, and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people, when considering the number/nature/circumstances of betting machines an operator wants to offer.
- 14.3 **Betting machines –**
- 14.3.1 Stockport Council will, as per the Guidance, take into account the size of the premises, the number of counter positions available for person-to-person transactions, and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people, when considering the number/nature/circumstances of betting machines an operator wants to offer.
- 14.3.2 The authority has discretion as to the number, nature and circumstances of use of betting machines, there is no evidence that such machines give rise to regulatory concerns. This authority will consider limiting the number of machines only where there is clear evidence that such machines have been or are likely to be used in breach of the licensing objectives. Where there is such evidence, this authority may consider, when reviewing the licence, the ability of staff to monitor the use of such machines from the counter.

- 14.4 There is no evidence that the operation of betting offices has required door supervisors for the protection of the public. Stockport Council will make a door supervision requirement only if there is clear evidence from the history of trading at the premises that the premises cannot be adequately supervised from the counter and that door supervision is both necessary and proportionate.
- 14.5 It is noted that children are not able to go into premises possessing a Betting Premises Licence.

15. Tracks

- 15.1 Tracks are sites (including horse racecourses and dog tracks) where races of other sporting events take place. Betting is a major gambling activity on tracks, both in the form of pool betting and general betting.
- 15.2 Although there are currently no racetracks in Stockport, Stockport Council is aware that tracks may be subject to one or more than one premises licence, provided each licence relates to a specified area of the track. Should there be any application for such a premises licence, it will consider especially the impact upon the third licensing objective (i.e. the protection of children and vulnerable persons from being harmed or exploited by gambling) and the need to ensure that entrances to each type of premises are distinct and that children are excluded from gambling areas where they are not permitted to enter.
- 15.3 This Authority will therefore expect the premises licence applicant to demonstrate suitable measures to ensure that children do not have access to adult only gaming facilities. It is noted that children and young persons will be permitted to enter track areas where facilities for betting are provided on days when dog-racing and/or horse racing takes place, but that they are still prevented from entering areas where gaming machines (other than category D machines) are provided.

15.4 Stockport Council may consider measures to meet the Licensing Objectives such as:

- Proof of Age schemes;
- Closed Circuit Television (CCTV);
- Supervision of entrances and gaming machine areas;
- Physical separation of areas;
- Location of entrances;
- Use of notices and signs;
- Specific opening hours;
- Self-exclusion schemes; and
- Provision of information leaflets / helpline numbers for organisations such as GamCare.

This list is not mandatory, nor exhaustive, and is merely indicative of the type measures available.

15.5 **Gaming machines** - Where the applicant holds a pool betting operating licence and is going to use the entitlement to four gaming machines, machines (other than category D machines) should be located in areas from which children are excluded.

15.6 **Betting machines** - This Licensing Authority will, as per Part 6 of the Guidance, take into account the size of the premises and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people, when considering the number/nature/circumstances of betting machines an operator wants to offer.

15.7 **Applications and plans**

15.7.1 The Act (s51) requires applicants to submit plans of the premises with their application, in order to ensure that the Licensing Authority has the necessary information to make an informed judgement about whether the premises are fit

for gambling. The plan will also be used for the Licensing Authority to plan future premises inspection activity (see the Guidance paragraph 20.28).

15.7.2 Plans for tracks do not need to be in a particular scale but should be drawn to scale and should be sufficiently detailed to include the information required by regulations, (see the Guidance paragraph 20.29).

15.7.3 Some tracks may be situated on agricultural land where the perimeter is not defined by virtue of an outer wall or fence, such as point-to-point racetracks. In such instances, where an entry fee is levied, track premises licence holders may erect temporary structures to restrict access to premises (see the Guidance paragraph 20.31).

15.7.4 In the rare cases where the outer perimeter cannot be defined, it is likely that the track in question will not be specifically designed for the frequent holding of sporting events or races. In such cases betting facilities may be better provided through occasional use notices where the boundary premises do not need to be defined, (see the Guidance paragraph 20.33).

15.7.5 This Authority appreciates that it is sometimes difficult to define the precise location of betting areas on tracks. The precise location of where betting facilities are provided is not required to be shown on track plans, both by virtue of the fact that betting is permitted anywhere on the premises and because of the difficulties associated with pinpointing exact locations for some types of track. Applicants should provide sufficient information that this Authority can satisfy itself that the plan indicates the main areas where betting might take place. For racecourses in particular, any betting areas subject to the “five times rule” (commonly known as betting rings) must be indicated on the plan. (See the Guidance paragraph 20.33).

16. Travelling Fairs

- 16.1 The Act defines a travelling fair as, wholly or principally providing amusements and they must be on a site that has been used for fairs for no more than 27 calendar days per year.
- 16.2 Stockport Council will decide whether, where category D machines and /or equal chance prize gaming without a permit is to be made available for use at travelling fairs, the statutory requirement that the facilities for gambling amount to no more than an ancillary amusement at the fair is met.
- 16.3 The Licensing Authority will also consider whether the application falls within the statutory definition of a travelling fair.
- 16.4 It is noted that the 27-day statutory maximum for the land being used as a fair, applies on a per calendar year basis, and that it applies to the piece of land on which the fairs are held, regardless of whether it the same or different travelling fairs occupying the land. Stockport Council will monitor and record the use of land for such fairs and will work with neighbouring authorities to ensure that land which crosses mutual boundaries is monitored so that the statutory limits are not exceeded. In any event, neighbouring authorities will be consulted to ensure best practice and consistency.

17. Provisional Statements

- 17.1 Developers may wish to apply to Stockport Council for provisional statements before entering into a contract to buy or lease property or land to judge whether a development is worth taking forward in light of the need to obtain a premises licence. There is no need for the applicant to hold an operating licence in order to apply for a provisional statement.
- 17.2 S204 of the Act provides for a person to make an application to the Licensing Authority for a provisional statement in respect of premises that he or she:
- expects to be constructed;
 - expects to be altered; or

- Expects to acquire a right to occupy.

17.3 The process for considering an application for a provisional statement is the same as that for a premises licence application. The applicant is obliged to give notice of the application in the same way as applying for a premises licence. Responsible authorities and interested parties may make representations and there are rights of appeal.

17.4 In contrast to the premises licence application, the applicant does not have to hold or have applied for an operating licence from the Gambling Commission (except in the case of a track) and they do not have to have a right to occupy the premises in respect of which their provisional application is made.

17.5 The holder of a provisional statement may then apply for a premises licence once the premises are constructed, altered or acquired. The Licensing Authority will be constrained in the matters it can consider when determining the premises licence application, and in terms of representations about premises licence applications that follow the grant of a provisional statement, no further representations from relevant authorities or interested parties can be taken into account unless:

- They concern matters which could not have been addressed at the provisional statement stage, or
- They reflect a change in the applicant's circumstances.

17.6 In addition, the Authority may refuse to grant the premises licence (or grant it on terms different to those attached to the provisional statement) only by reference to matters:

- Which could not have been raised by objectors at the provisional licence stage; or
- Which, in the Authority's opinion, reflect a change in the operator's circumstances.

Where the premises has not been constructed in accordance with the plan submitted with the application. This must be a substantial change to the plan and Stockport Council notes that it can discuss any concerns it has with the applicant before making a decision.

18. Reviews

18.1 Requests for the review of a premises licence can be made by interested parties or responsible authorities; however, it is for the Licensing Authority to decide whether the review is to be carried-out. This will be on the basis of whether the request for the review is relevant to the matters listed below:

- In accordance with any relevant Code of Practice issued by the Gambling Commission;
- In accordance with any relevant guidance issued by the Gambling Commission;
- Reasonably consistent with the Licensing Objectives; and
- In accordance with the Authority's statement of licensing principles.

18.2 The request for the review will also be subject to the consideration by the Authority as to whether the request is frivolous, vexatious or whether it will certainly not cause this Authority to wish to alter/revoke/suspend the licence, or whether it is substantially the same as previous representations or requests for review. Stockport Council, as the Licensing Authority, can also initiate a review of a premises licence on the basis of any reason which it thinks appropriate.

18.3 Once a valid application for a review has been received by Stockport Council, representations can be made by responsible authorities and interested parties during a 28 day period. This period begins 7 days after the application was received by the Stockport Council, who will publish notice of the application within 7 days of receipt.

18.4 Stockport Council must carry out the review as soon as possible after the 28 day period for making representations has passed.

- 18.5 The purpose of the review will be to determine whether Stockport Council should take any action in relation to the licence. If action is justified, the options open to Stockport Council are:-
- a) Add, remove or amend a licence condition imposed by the Licensing Authority;
 - b) Exclude a default condition imposed by the Secretary of State (e.g. opening hours) or remove or amend such an exclusion;
 - c) Suspend the premises licence for a period not exceeding three months; and
 - d) Revoke the premises licence.
- 18.6 In determining what action, if any, should be taken following a review, Stockport Council must have regard to the principles set out in section 153 of the Act, as well as any relevant representations.
- 18.7 In particular, Stockport Council may also initiate a review of a premises licence on the grounds that a premises licence holder has not provided facilities for gambling at the premises. This is to prevent people from applying for licences in a speculative manner without intending to use them.
- 18.8 Once the review has been completed, Stockport Council must, as soon as possible, notify its decision to:
- The licence holder;
 - The applicant for review (if any);
 - The Commission;
 - Any person who made representations;
 - The Chief Officer of Police or Chief Constable; and
 - Her Majesty's Commissioners for Revenue and Customs.

PART C: Permits / Temporary and Occasional Use Notices

19. Unlicensed Family Entertainment Centre gaming machine permits. (Statement of Principles on Permits, Gambling Act 2005, Schedule 10 paragraph 7)

- 19.1 Unlicensed Family Entertainment Centres (FECs) will usually be located at places such as seaside resorts, airports and motorway services. They usually cater for families, including unaccompanied children and young persons. Unlicensed FECs will be able to offer only category D machines in reliance on a gaming machine permit.
- 19.2 Where a premises does not hold a premises licence but wishes to provide gaming machines, it may apply to the Licensing Authority for a permit. It should be noted that the applicant must show that the premises will be wholly or mainly used for making gaming machines available for use (Section 238 of the Act).
- 19.3 The Act states that a Licensing Authority may prepare a statement of principles that they propose to consider when determining the suitability of an applicant for a permit. In preparing this statement and/or considering applications, Stockport Council need not (but may) have regard to the Licensing Objectives and shall have regard to any relevant guidance issued by the Commission under section 25 of the Act. The Guidance (paragraph 24.6) also states “In their three year licensing policy statement, Licensing Authorities may include a statement of principles that they propose to apply when exercising their functions in considering applications for permits....., Licensing Authorities will want to give weight to child protection issues”.
- 19.4 Guidance also states that “....An application for a permit may be granted only if the licensing authority is satisfied that the premises will be used as an unlicensed FEC, and if the chief officer of police has been consulted on the application..... Licensing authorities might wish to consider asking applications to demonstrate:

- A full understanding of the maximum stakes and prizes of the gambling that is permissible in unlicensed FEC's;
- That the applicant has no relevant convictions(those that are set out in Schedule 7 of the Act; and
- That staff are trained to have a full understanding of the maximum stakes and prizes. (24.7)

It should be noted that a licensing authority cannot attach conditions to this type of permit.

19.5 Statement of Principles

19.5.1 Stockport Council will expect the applicant to show that they have policies and procedures in place to protect children from harm. Harm in this context is not limited to harm from the use of gambling but includes wider child protection considerations. The efficiency of such policies and procedures will be considered on their merits, however, they may include appropriate:

- Measures / training for staff as regards suspected truant school children on the premises;
- Measures / training for staff on how to deal with unsupervised, very young children being on the premises; or
- Children causing perceived problems on or around the premises.

19.5.2 Stockport Council will also expect that the applicant:

- Has no relevant convictions (as set out in Schedule 7 of the Act); and
- Will be able to demonstrate a full understanding of the maximum stakes and prizes of the gambling that is permissible in unlicensed Family Entertainment Centres; and
- Has staff trained to have a full understanding of those maximum stakes and prizes.

19.5.3 An application for a permit may be granted only if Stockport Council is satisfied that:

- The premises will be used as an unlicensed Family Entertainment Centre and
- The chief officer of police has been consulted on the application.

19.5.4 It should be noted that Stockport Council cannot attach conditions to this type of permit.

20. Licensed premises gaming machine permits

Premises licensed for the sale of alcohol under the Licensing Act 2003 and gaming machine permits under the Act, Schedule 13 paragraph 4(1).

20.1 Automatic entitlement: 2 machines

20.1.1 There is provision in the Act for premises licensed to sell alcohol for consumption on the premises, to automatically have 2 gaming machines, of categories C and/or D. The licensee must notify the Licensing Authority of the presence and operation of such machines and pay the prescribed fee. Stockport Council can remove this automatic authorisation in respect of any particular premises if:

- The provision of the machines is not reasonably consistent with the pursuit of the Licensing Objectives under the Act;
- Gaming has taken place on the premises that breaches a condition of section 282 of the Act (i.e. failure to provide such written notice to the Licensing Authority, failure to provide a fee or failure to comply with any relevant code of practice issued by the Gambling Commission about the location and operation of the machine);
- The premises are mainly used for gaming; or
- An offence under the Act has been committed on the premises.

20.2 Permit: 3 or more machines

20.2.1 If an operator of premises wishes to have more than 2 machines, then they must apply for a permit and Stockport Council must consider that application based on:

- The gambling Licensing Objectives;

- Any guidance issued by the Gambling Commission issued under Section 25 of the Act; and
- Such matters it thinks are relevant. The Licensing Authority considers that 'such matters' will be decided on a case by case basis but generally there will be regard to the need to protect children and vulnerable persons from harmed or being exploited by gambling. It will expect the applicant to satisfy the Authority that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only gaming machines. Measures which will satisfy the Authority that there will be no access may include the adult machines being insight of the bar, or in the sight of staff who will monitor that the machines are not being used by those under 18. Notices and signage may also help. As regards the protection of vulnerable persons, applicants may wish to consider the provision of information leaflets / helpline numbers for organisations such as GamCare.

20.2.2 Where the operator of premises is applying for additional machines these would normally be granted where the premises comply with the Gambling Commission's Code of Practice. Normally, where there are no objections, Officers will grant applications for up to 4 machines.

20.3 It is recognised that some licensed premises (licensed for the sale of alcohol under the 2003 Act) may apply for a premises licence under the Act for their non-alcohol, licensed areas. Stockport Council considers that in such cases, any such application would be applied for, and dealt with as a premises licence for an Adult Gaming Centre.

20.4 Stockport Council can decide to grant such permits with a smaller number of machines and/or a different category of machines than that applied for. Conditions (other than these) cannot be attached.

20.5. It should also be noted that the holder of a permit must comply with any Code of Practice issued by the Gambling Commission about the location and operation of the machine.

21. Prize Gaming Permits

Statement of Principles on Permits, the Act, Schedule 14 paragraph 8 (3).

- 21.1 A prize gaming permit is a permit issued by the Council to authorise the provision of facilities for gaming with prizes on specified premises.
- 21.2 The Act states that a Licensing Authority may “prepare a statement of principles that they propose to apply in exercising their functions under this Schedule” which “may, in particular, specify matters that the Licensing Authority propose to consider in determining the suitability of the applicant for a permit”.
- 21.3 Stockport Council has prepared a Statement of Principles which is that the applicant should set out the types of gaming that they are intending to offer and that the applicant should be able to demonstrate:
- That they understand the limits to stakes and prizes that are set out in Regulations;
 - That the gaming offered is within the law; and
 - Clear policies that outline the steps to be taken to protect children from harm.
- 21.4 In making its decision on an application for this type of permit, Stockport Council does not need to have regard to the Licensing Objectives but must have regard to any Gambling Commission guidance.
- 21.5 It should be noted that there are conditions in the Act by which the permit holder must comply, but that the Licensing Authority cannot attach conditions. The conditions in the Act are:
- The limits on participation fees, as set out in regulations, must be complied with;
 - All chances to participate in the gaming must be allocated on the premises on which the gaming is taking place and on one day; the game must be played and completed on the day the chances are allocated, and the result of the game must be made public in the premises on the day that it is played;

- The prize for which the game is played must not exceed the amount set out in regulations (if a money prize), or the prescribed value (if non-monetary prize); and
- Participation in the gaming must not entitle the player to take part in any other gambling.

22. Club Gaming Permits and Club Machines Permits

- 22.1 Private Members Clubs (but not proprietary, commercial clubs) may apply for a Club Gaming Permit or a Club Machine Permit. The Club Gaming Permit will enable the premises to provide gaming machines (3 machines of categories B, C or D), equal chance gaming and games of chance as set-out in forthcoming regulations.
- 22.2 Private Members Clubs and also Commercial Clubs may apply for a Club Machine Permit. A Club Machine Permit will enable the premises to provide gaming machines (3 machines of categories B, C or D). Commercial Clubs may not site category B3A gaming machines offering lottery games in their club.
- 22.3 The Licensing Authority notes the Guidance (paragraph 25.46) states:
“The Licensing Authority has to satisfy itself that the club meets the requirements of the Act to obtain a club gaming permit. In doing so it will take account of a number of matters as outlined in paragraphs 25.47 – 25.49 of the Guidance. These include the constitution of the club, the frequency of gaming, and ensuring that there are more than 25 members. The club must be conducted ‘wholly or mainly’ for purposes other than gaming, unless the gaming is permitted by separate regulations. The Secretary of State has made regulations and these cover bridge and whist clubs.
- 22.4 The Guidance also notes that "Licensing Authorities may only refuse an application on the grounds that:

- (a) the applicant does not fulfil the requirements for a members' or commercial club or miners' welfare institute and therefore is not entitled to receive the type of permit for which it has applied;
- (b) The applicant's premises are used wholly or mainly by children and/or young persons;
- (c) An offence under the Act or a breach of a permit has been committed by the applicant while providing gaming facilities;
- (d) A permit held by the applicant has been cancelled in the previous ten years; or
- (e) The Gambling Commission or the police have lodged an objection".

22.5 There is also a 'fast-track' procedure available under the Act for premises which hold a Club Premises Certificate under the Licensing Act 2003 (Schedule 12 paragraph 10). Commercial Clubs cannot hold club premises certificates under the Licensing Act 2003 and so cannot use the fast-track procedure. As the Guidance states: "Under the fast-track procedure there is no opportunity for objections to be made by the Commission or the police, and the ground upon which an Authority can refuse a permit are reduced." and "the grounds on which an application under the process may be refused are:

- (a) That the club is established primarily for gaming, other than gaming prescribed under schedule 12;
- (b) That in addition to the prescribed gaming, the applicant provides facilities for other gaming; or
- (c) That a club gaming permit or club machine permit issued to the applicant in the last ten years has been cancelled."

22.6 There are statutory conditions on club gaming permits that:

- no child uses a category B or C machine on the premises and that
- the holder complies with any relevant provision of a code of practice about the location and operation of gaming machines.

23. Temporary Use Notices

- 23.1 Temporary Use Notices allow the use of premises for gambling where there is no premises licence but where a gambling operator wishes to use the premises temporarily for providing facilities for gambling. Premises that might be suitable for a Temporary Use Notice, according to the Gambling Commission, would include hotels, conference centres and sporting venues.
- 23.2 Stockport Council can only grant a Temporary Use Notice to a person or company holding a relevant operating licence, i.e. a non-remote casino operating licence.
- 23.3 The Secretary of State has the power to determine what form of gambling can be authorised by Temporary Use Notices, and at the time of writing this Statement the relevant regulations (SI no 3157: The Gambling Act 2005 (Temporary Use Notices) Regulations 2007) state that Temporary Use Notices can only be used to permit the provision of facilities or equal chance gaming, where the gaming is intended to produce a single winner, which in practice means poker tournaments.
- 23.4 There are a number of statutory limits as regards temporary use notices. The meaning of “premises” in Part 8 of the Act is discussed in Part 7 of the Guidance. As with “premises”, the definition of “a set of premises” will be a question of fact in the particular circumstances of each notice that is given. In the Act, “premises” is defined as including “any place”. In considering whether a place falls within the definition of “a set of premises”, Stockport Council will consider, amongst other things, the ownership/occupation and control of the premises.
- 23.5 Stockport Council expects to object to notices where it appears that their effect would be to permit regular gambling in a place that could be described as one set of

24. Occasional Use Notices

- 24.1 The intention behind occasional use notices is to permit licensed betting operators (with appropriate permission from the Commission) to use tracks for short periods for conducting betting where the event upon which the betting is to take place is of a temporary, infrequent nature. The occasional use notice dispenses with the need for betting premises licences for the track in these circumstances.
- 24.2 Stockport Council has very little discretion as regards these notices aside from ensuring that the statutory limit of 8 days in a calendar year is not exceeded. The Licensing Authority will though consider the definition of a 'track' and whether the applicant is permitted to avail him/herself of the notice. Stockport Council will also ensure that no more than 8 Occasional Use Notices are issued in one calendar year in respect of any venue.

25. Small Society Lotteries

- 25.1 Stockport Council will adopt a risk based approach towards its enforcement responsibilities for small society lotteries. It considers that the following list, although not exclusive, could affect the risk status of the operator:
- Submission of late returns (returns must be submitted no later than 3 months after the date on which the lottery draw was held);
 - Submission of incomplete or incorrect returns; and
 - Breaches of the limits for small society lotteries.
- 25.2 Non-commercial gaming is permitted if it takes place at a non-commercial event, either as an incidental or principal activity at the event. Events are non-commercial if no part of the proceeds is for private profit or gain. The proceeds of such events may benefit one of more individuals if the activity is organised:
- By, or on behalf of, a charity or for charitable purposes; and
 - To enable participation in, or support of, sporting, athletic or cultural activities.

- 25.3 Charities and community groups should contact this Licensing Authority for further advice.

PART D: Licence Conditions & Codes of Practice (LCCP)

26. LCCP and Risk Assessments

- 26.1 The Gambling Commission released an LCCP in February 2015 with a commencement date of May 2015. The code strengthened the social responsibility code (SR) requirements. Details regarding the LCCP and SR code can be accessed via the Gambling Commission website at www.gamblingcommission.gov.uk.

The code requires operators:

- To supervise customers effectively on gambling premises and identify customers who are at risk of gambling related harm.
- With effect from April 2016 to have in place schemes to allow customers to self-exclude themselves from all operators of a similar type in the area where they live and work.
- To have a range of measures with regard to marketing to ensure social responsibility that are transparent and not misleading.
- With effect from April 2016 to produce a risk assessment on individual premises, and have policies and procedures and control measures in place to mitigate local risks to the licensing objectives.

26.2 **Risk Assessments** - Such risk assessments are required from new applicants, and from existing premises licensees seeking to vary a licence and are to be presented to the licensing authority upon application. The code requires all operators of; Casino's, AGC's, Bingo Premises, FEC's, Betting shops and remote betting intermediaries to assess local risks to the licensing objectives, and to have policies, procedures and control measures in place to mitigate those risks.

26.3 Operators are required by the SR code to make the risk assessment available to Licensing Authorities when an application is submitted either for a new premises licence or variation of a premises licence, or otherwise on request, and this will form part of the council's inspection regime and may be requested when officers are investigating complaints.

26.4 The code requires the Council to set out matters they expect the operator to take account of in the risk assessment in its statement of policy and this council expects the following matters to be considered by operators when making their risk assessment:

- Information held by the licensee regarding self-exclusions and incidences of underage gambling.
- Arrangement for localised exchange of information regarding self-exclusions and gaming trends.
- Urban setting such as proximity to schools, commercial environment, factors affecting footfall.
- Range of facilities in proximity to the licensed premises such as other gambling outlets, banks, post offices, refreshment and entertainment type facilities.
- Known problems in the area such as problems arising from street drinkers, youths participating in anti-social behaviour, drug dealing activities, etc.

26.5 The council expects the following matters to be considered by operators when making their risk assessment:

Matters relating to children and young persons, including:

- Institutions, places or areas where presence of children and young persons should be expected such as schools, youth clubs, parks, playgrounds and entertainment venues such as bowling alleys, cinemas etc.

- Any premises where children congregate including bus stops, café's, shops, and any other place where children are attracted.
- Areas that are prone to issues of youths participating in anti-social behaviour, including such activities as graffiti/tagging, underage drinking, etc.
- Recorded incidents of attempted underage gambling.

Matters relating to vulnerable adults, including:

- Information held by the licensee regarding self-exclusions and incidences of underage gambling.
- Gaming trends that may mirror days for financial payments such as pay days or benefit payments, and any other trends that might indicate financial vulnerability.
- Arrangement for localised exchange of information regarding self-exclusions and gaming trends.
- Proximity of premises which may be frequented by vulnerable people such as hospitals, residential care homes, medical facilities, doctor's surgeries, council housing offices, addiction clinics or help centres, places where alcohol or drug dependant people may congregate, etc.

27. Local Area Profile

- 27.1 Stockport Metropolitan Borough Council has considered the local area profile and feels the main issues will be covered by the risk assessments required under the LCCP.

APPENDIX A

British Beer & Pub Association
HM Customs & Excise
Gamblers Anonymous
Gamcare
Greater Manchester Fire & Rescue Service
Greater Manchester Police
The Lotteries Council
The Bingo Association
Association of British Bookmakers
Casino Operators Association of the UK
Business in Sport and Leisure
BACTA
British Casino Association (BCA)
Security Industry Authority
Remote Gambling Association
Responsibility in Gambling Trust
Gambling Commission
TOTE
Ladbrokes Plc
William Hill
Paul Deans Bookmakers Ltd
Betfred
British Holiday and Home Parks Association
Club and Institute Union
Society of Independent Brewers
Nobles Amusements
The Rank Group Plc
Leisure Link
Gamestec Leisure Ltd
Gala Coral Group Ltd
George Bet Centres Ltd
Punch Taverns
Stockport Council Environmental Health
Stockport Council Planning
Stockport Council Child Protection
Stockport Council Adult Services
Stockport Citizens Advice
J W Lees (Brewers) Ltd
Greater Manchester Chamber
Stockport Council Councillors
Buckingham Bingo Ltd.
Holders of existing betting shop licences.
Residents via Libraries and Council Website.

Stockport Safer Partnership

APPENDIX B

RESPONSIBLE AUTHORITIES

Any application **must** be sent to:-

Stockport Licensing Team
Stockport Council
Fred Perry House
Edward Street
Stockport
SK1 3XE

Copies of the application **must** also be sent to the following Responsible Authorities:

Fire Safety Manager Greater Manchester Fire and Rescue Service Stockport Fire Station Whitehill Street West Stockport SK4 1NR	HM Customs & Revenue National Registration Unit 21 India Street Glasgow, G2 4PZ
The Multi-Agency Safeguarding and Support Hub Stockport Council Town Hall Stockport SK1 3XE	Stockport Council Planning Fred Perry House Edward Street Stockport SK1 3XE
Chief Officer of Police Stockport Police Licensing stockportpoliceicensing@gmp.police.uk	Stockport Council Environmental Health Fred Perry House Edward Street Stockport SK1 3XE
Gambling Commission Victoria Square House Victoria Square Birmingham, B2 4BP	

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DRAFT

Equality Impact Assessment

Title:
**Review of the Gambling Policy –
Statement of Licensing Principles**

Date: 11th October 2018

Stage: draft

Lead Officer: Sarah Tooth

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

Yes

Stage 2: What do you know?

The main legislation regulating gambling is the Gambling Act 2005. The responsibility for enforcing this falls to the Gambling Commission in partnership with Local Authorities. The Gambling Commission are responsible for overall gambling policy, the issuing of operator and personal licences and regulate gambling activity. The Local Authority are responsible for licensing premises, issuing licences and permits for specific types of gambling and enforcing any breaches in relation to this.

The Gambling Act requires that all Licensing Authorities must review, consult and publish a statement of the principles of licensing every 3 years.

In practice the Council receive very few complaints about gambling as the main areas subject to complaint are regulated by the Gambling Commission. Any regulation that takes place in Stockport is always carried out in partnership with the Commission.

A summary of the main changes proposed during the review are:

- Numbering has been altered to improve the flow of the paragraphs;
- Reference to a recent consultation carried out by the Government in relation to gaming machines (including high stake Fixed Odds Betting Terminals) and the links to social harm and the resultant recommendations;
- Definitions have been included of types of premises for clarity;
- Inclusion of further paragraphs to bring in line with AGMA policies; and
- Inclusion of reference to risk assessments and local area profiling.
- Updates to expectations for operators in relation to 'self-exclusion' arrangements and how premises are set out to ensure children are protected from being harmed by gambling;
- Updating the contact details for responsible authorities;
- Further clarity concerning regulatory powers over betting machines; and
- Removal of parts of the policy that are now outdated, or where duplicate guidance has

been issued by the Gambling Commission or are covered by other legal requirements.

The public consultation took place from 15th August to 10th October 2018 via the Council website. Statutory consultees and interested parties were contacted separately by email to inform of the consultation. During the consultation period 3 responses were received from the following respondents:

1 x member of the public

The Association of British Bookmakers

GambleAware (Gambling Charity)

An assessment has been carried out of the location of gambling premises throughout the borough. This indicates that gambling premises are closely associated with Stockport Town Centre, District Centres and other retail areas. There is nothing in the location of premises which demonstrates a link or concentration in areas of deprivation.

There is a very low level of complaints in relation to gambling and so it is not possible to identify any areas of inequality on this basis. The majority of gambling premises have some form of age-restriction which minimises the impact on children and young people.

The revised policy now refers to the inclusion of risk assessments by all applicants when making either a new application or one to vary an existing premises. This includes considerations in relation to managing risk relating to children and young persons, and vulnerable adults. This was questioned by one respondent in terms of whether they are legally required. However Stockport Council consider that they should be retained within the policy in order to ensure that applicants have considerations in relation to the licensing objectives and in particular consider their impact on children, young persons and vulnerable adults.

Stage 2a: Further data and consultation

The following groups were contacted separately and informed of the consultation:

British Beer & Pub Association
HM Customs & Excise
Gamblers Anonymous
Gamcare
Greater Manchester Fire & Rescue Service
Greater Manchester Police
The Lotteries Council
The Bingo Association
Association of British Bookmakers
Casino Operators Association of the UK
Business in Sport and Leisure
BACTA
British Casino Association (BCA)
Security Industry Authority
Remote Gambling Association
Responsibility in Gambling Trust
Gambling Commission
TOTE
Ladbrokes Plc
William Hill
Paul Deans Bookmakers Ltd
Betfred
British Holiday and Home Parks Association
Club and Institute Union
Society of Independent Brewers
Nobles Amusements
The Rank Group Plc
Leisure Link
Gamestec Leisure Ltd
Gala Coral Group Ltd
George Bet Centres Ltd
Punch Taverns
Stockport Council Environmental Health
Stockport Council Planning
Stockport Council Child Protection
Stockport Council Adult Services
Stockport Citizens Advice
J W Lees (Brewers) Ltd
Greater Manchester Chamber
Stockport Council Councillors
Buckingham Bingo Ltd.
Holders of existing betting shop licences.
Residents via Libraries and Council Website.
Stockport Safer Partnership

The responses to the consultation did not reveal or indicate any areas of concern in terms of inequalities.

The report will be considered at the council's Corporate Leadership Team, Communities and Housing Scrutiny Committee, the Council's Cabinet and finally Full Council.

Any further matters that are raised will be reviewed as part of this assessment.

Stage 3: Results and Measures

Following the initial assessment nothing further was raised during the consultation that identified any potential inequalities in the proposed policy.

Have you changed anything as a result of completing the EIA?

No

Stage 4: Decision Stage

WATER CHARGES COLLECTION : PROPOSED CONTRACT RENEWAL.

Report of the Corporate Director, Place

1.0 Executive Summary

- 1.1 The five year agreement between the Council and United Utilities to collect water charges from Council tenants is due to expire on 31st March 2019. The collection of water charges has been a huge success for the Council, Stockport Homes and the Housing Revenue Account (HRA). This report reviews the current arrangements and outlines the terms of a proposed new agreement from April 2019.

2.0 Background

- 2.1 The payment of water charges to the Council, collected by Stockport Homes, became a condition of tenancy, and from 6th April 2009, water charges (set by United Utilities) were included in the weekly gross payable rent for all Stockport Council and Stockport Homes tenants.
- 2.2 The collection of water charges supports the delivery of a Financial Inclusion and Working Communities Strategy by providing a discount to tenants' water charges and by generating an income, which the Council invests in this area.
- 2.3 Extensive customer consultation was carried out before the current agreement was approved by the Council's Executive. During the consultation and approval process, concerns were raised by both customers and elected members that tenants may be evicted for arrears solely related to the water charges. A protocol for approving evictions for water only arrears cases was developed in response to these concerns and, to date, no Stockport Council tenant has been evicted to date as a result of non-payment of water charges.

3.0 Outcomes of collection agreement to date

- 3.1 The collection of water charges on behalf of United Utilities and the commission received for this work has a range of benefits for the Council and its tenants. These benefits can be grouped into three main areas; the financial benefits to tenants, the projects and resultant outcomes that are funded as a result of the commission earned, and the benefit to the Council and the Housing Revenue Account through improved collection rates and contribution to council revenue. These are explained below.

3.2 Financial benefits to Tenants.

The key benefits to customers are:

- An annual reduction of £10.00 from the customer's water bill.
- A further £5.00 annual reduction for customers paying by Direct Debit.
- Payment of two regular household bills in a single transaction at a single payment point.
- An assurance that tenants experiencing difficulties meeting water charges will be assisted to move to the lowest cost tariff at every opportunity.

3.3 The schemes delivered from the commission earned from collecting the water monies.

- 3.3.1 One of the most significant benefits from this initiative has been the ability to attract and invest significant sums of money into Stockport for the benefit of tenants. High collection rates and low arrears levels have meant that commission monies earned from water collection will have exceeded £7.6m over the ten-year period since collection started. Commission monies in the region of £3.6m have been used to cover fixed cost expenditure such as funding additional Rent Collection and Money

Advice staff, as well as covering extra costs arising from the collection of water charges such as increased payment transaction costs. The remaining £4m surplus commission contributes £65,000 per annum towards Council spending with the remaining monies re-invested in a variety of financial and social inclusion initiatives, agreed with the Council

3.3.2 To ensure the best use of these monies and to achieve a wide range of outcomes, spending has been against five key themes. These are

- Supporting the collection of rent and water money income.
- Financial and digital inclusion.
- Learning, employment and young people.
- Health and well-being.
- Sustaining tenancies.

The first two key themes, also, of course, not only support and assist tenants facing problems with debts and financial management, but also helps to contribute towards the high collection rates for rents (and water charges).

3.3.3 Significant efforts have, and continue to be made, to help tenants reduce their water charges by promoting and assisting with applications for water meters, where appropriate, or to access a range of alternative charging tariffs. Since 2009, Stockport Homes Officers have pro-actively assisted approximately 3,042 households to save money on their water charges, equating to total annual water charge savings of £496,109 or average annual savings of £163 for each household assisted.

3.3.4 Having a weekly charge to pay has instilled a payment culture across Stockport and contributed to a high proportion of customers (54 per cent) paying by Direct Debit, the preferred and most cost effective method of payment. All tenants have a payment method set up to pay their rent and support has been offered to anyone who has fallen into arrears or struggled to maintain payments.

3.3.5 Many of the pro-active initiatives and additional resources that were put in place to prepare and support tenants affected by welfare reforms were funded from water commission monies. Fixed cost resources such as additional rent recovery staff and in-house money advice staff totalling over £272k continue to be funded from water monies this financial year.

3.3.6 The Stockport Homes in-house Money Advice Team, which continues to be partly funded from water commission monies, has been key to this support. During 2017/18 the Money Advice team assisted 3,416 tenants to obtain over £5.3m in income gains, an average of £1,551 additional income for each household assisted.

3.3.7 With welfare reforms, including the roll out of Universal Credit in Stockport from 21 November 2018, continuing to affect a large number of tenants, this support and assistance provided to tenants will remain essential

4.0 Proposal

4.1 In preparation for the expiry of the current collection agreement, negotiations have taken place with United Utilities regarding the terms of a proposed future agreement.

4.2 Detailed negotiations over a new agreement but with improved terms have successfully resulted in a proposal being received from United Utilities to extend the current agreement for a further 5 years until 31st March 2024.

4.3 The offer received from United Utilities will maintain commission monies received as a percentage of sales at the current rate of 8.75% along with a £0.50p increase in the management fee received per

property. Water industry regulations restrict the ability of United Utilities to negotiate further on these aspects of the agreement.

- 4.4 At the time of writing this report, United Utilities had not agreed their domestic pricing strategy with the regulator OFWAT for the period 2020-2025. This makes setting out the exact levels of commission that the Council will receive over the next 5 years difficult, however it is expected that it would be similar if not exceed the commission received over the current agreement at £4.3m.

5.0 Risks

- 5.1 The greatest risk associated with the collection of water charges is that bad debt and associated recovery costs exceed the amount of commission paid. In the unlikely event that this were to happen and if other options to continue the agreement have been exhausted, both the current and proposed agreements contain a six month break clause for early exit should either party require it. It should be noted that collection rates under the current agreement, which of course are directly linked to rent collections, have been extremely high at 99.2%.
- 5.2 The roll out of Universal Credit (UC) 'Full Service' and migration of legacy benefit claimants over to UC between November 2018 and 2023 means that rent collection will become even more challenging over the next five years. It should be noted however that the current collection agreement has already helped Stockport Homes mitigate some of the impact of reforms as outlined above and on-going commission earned from the agreement would continue to fund those staff that are enabling early support to be provided to any tenants experiencing financial difficulty.
- 5.3 Having a payment culture in place and all tenants already set up with methods to pay their rent will undoubtedly provide an advantage and help mitigate the impact of direct payment of housing costs to tenants.
- 5.4 While significant issues remain with the implementation and design of the Universal Credit system, safeguards remain in place where landlords can request that housing cost payments are switched back to paying the landlord where tenants are in arrears by eight weeks or more, or where there are vulnerability issues.
- 5.5 It is unlikely that the Council would wish to pull out of the agreement where it is continuing to cover essential fixed costs. There is, however, a risk that United Utilities may, at some point in the future, wish to end the agreement and revert to collecting charges in-house. Given the collection rates to date, and with the continued roll out of Universal Credit it is felt that this risk is small.
- 5.6 A legal ruling in March 2016 involving Southwark Council and Thames Water drew significant focus and attention to water collection agreements between housing providers and water companies. It was ruled that Southwark Council were a re-seller under their collection agreement with Thames Water, which resulted in Southwark Council having to refund a proportion of water charges to thousands of their current and former tenants.
- 5.3 Stockport Homes and United Utilities were confident that the agreement in place in Stockport was different from the one in the Southwark case. A similar subsequent hearing took place in April 2017 and involved a challenge by a tenant of Rochdale Boroughwide Housing regarding their collection agreement with United Utilities. This clarified the legal position in relation to collection agreements that United Utilities have in place with housing providers, when it was ruled that Rochdale Boroughwide Housing are not a re-seller under their collection agreement, which is the same as the one between Stockport Council and United Utilities.

CONSULTATION

- 6.1 Consultation has taken place with United Utilities to negotiate the terms of the proposed agreement.
- 6.2 The Customer Monitoring group were consulted on 3rd October 2018 meeting, where the positive initiatives were highlighted and views sought on further inclusion works that could be undertaken.
- 6.3 The Council's legal team will review the new contract from a legal perspective before the Council officially sign.

6.0 CONCLUSION

- 7.1 The current collection agreement has been a real success allowing tenants to receive lower annual water charges overall and pro-active assistance to ensure that they are paying the lowest possible tariff based on their circumstances.
- 7.2 The decision to collect water and use surplus monies to fund social inclusion initiatives was taken before the Welfare Reform Act was passed. It is clear that the timing of the agreement and support put in place using resultant commission has played a key role in supporting tenants to manage the financial challenges they face. The surplus monies also continue to provide financial support for the Council
- 7.3 The new offer proposed by United Utilities means that tenants will continue to benefit from lower water charges and additional commission monies will continue to provide the opportunity to deliver initiatives.

7.0 RECOMMENDATION

- 7.1 That the Communities and Housing Scrutiny Committee note the content of this report and provide comments on the proposal to extend the collection agreement until March 2024, prior to a formal decision being made by the Cabinet Member for Housing and Communities.

BACKGROUND PAPERS

There are none

Anyone wishing to inspect the above background papers or requiring further information should contact Andy Kippax on telephone number Tel: 0161 474 4319 or alternatively email andy.kippax@stockport.gov.uk

AGENDA PLANNING

Report of the Democratic Services Manager

MATTER FOR CONSIDERATION

The report sets our planned agenda items for the Scrutiny Committee's meeting and Forward Plan items that fall within the remit of the Scrutiny Committee. The agenda items are indicative at this stage and may be subject to change.

RELEVANT ENTRIES IN THE OCTOBER 2018 FORWARD PLAN

Decision Reference	Subject Area for Decision	Expected Date of Decision	Decision Maker
C&H33	Gambling Policy	29 Nov 2018	Council Meeting

PLANNED/ OUTSTANDING AGENDA ITEMS

Planned Date	Item	Additional Information
3 December 2018	Progress in delivering the Viaduct Housing Partnership Development Programme	To update the Communities and Housing Scrutiny Committee regarding progress in relation to the new build programme.

RECOMMENDATION

The Scrutiny Committee is invited to consider the information in the report and put forward any agenda items for future meetings of the Committee.

BACKGROUND PAPERS

There are no background papers

Anyone wishing to inspect the above background papers or requiring further information should contact Damian Eaton on telephone number 0161 474 3207 or alternatively email damian.eaton@stockport.gov.uk