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Cabinet Meeting

AGENDA

Conference Rooms 1 & 2
Fred Perry House
Stockport

Meeting: Tuesday, 2 October 2018
Business 6.00 pm

1. MINUTES

(Pages 7 - 17)

To approve as a correct record and sign the Minutes of the meeting held on 14 August 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. URGENT DECISIONS

To report any urgent action taken under the Constitution since the last meeting of the Cabinet.

4. PUBLIC QUESTION TIME

Members of the public are invited to put questions to the Chair and Cabinet Members on any matters within the powers and duties of the Cabinet, subject to the exclusions set out in the Code of Practice. **(Questions must be submitted no later than 30 minutes prior to the commencement of the meeting on the card provided.** These are available at the meeting. You can also submit via the Council's website at www.stockport.gov.uk/publicquestions)

5. EXCLUSION OF THE PUBLIC AND THE PUBLIC INTEREST TEST

To consider whether it is in the public to exclude the public during consideration of the following agenda items which contain information "not for publication" and to consider any representations received to the notice of the intention to consider exempt information at this meeting.

<u>Item</u>	<u>Title</u>	<u>Reason</u>
12	A6MARR Update Report	Category 3 'Information relating to the financial or business affairs of any particular person (including the authority)' as set out in the Local Government Act 1972 (as amended)

At the time of publication no representations have been received.

Scrutiny Review Final Report

6. SCRUTINY REVIEW FINAL REPORT - A WHOLE SYSTEM APPROACH TO HEALTHY WEIGHT

(Pages 18 - 32)

To consider a report of the Adult Social Care & Health Scrutiny Committee.

The final report sets out the findings and conclusions of the Scrutiny Review Panel on its investigations into a Whole System Approach to tackling unhealthy weight.

The Cabinet is invited to receive the report and request that officers prepare a response to the recommendation contained therein.

Officer contact: Jonathan Vali, 0161 474 3201, jonathan.vali@stockport.gov.uk

Key Decisions

7. MTFP CABINET RESPONSE: OUR BUDGET CHOICES FOR 2019/20 (LDR68)

(Pages 33 - 136)

To consider a joint report of the Leader of the Council and Cabinet Member for Policy, Finance & Devolution and the Cabinet Member for Reform and Governance.

The MTFP Summer Review presented in August outlined a challenging horizon ahead for Stockport and the context for tough decisions ahead to ensure our Council is best able to meet the priorities and needs of our communities. This report is the latest update to the Cabinet's approach to addressing these significant challenges. Building on the medium term strategy presented at the last Cabinet meeting, this paper introduces draft budget choices for consideration and further engagement.

This includes implementation plans across the five themes within the medium term strategy:

- 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 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.**

Officer contact: Holly Rae / Jonathan Davies, 0161 474 3014 / 218 1025,
holly.rae@stockport.gov.uk / jonathan.davies@stockport.gov.uk

8. WELL-MANAGED HIGHWAYS INFRASTRUCTURE: CODE OF PRACTICE UPDATE REPORT (E&R30) (Pages 137 - 241)

To consider a report of the Cabinet Member for Economy & Regeneration.

The Well-managed Highways Infrastructure Code of Practice (WMHI) was published in 2016. It comes in to full effect at the end of October when previous codes of practice cease to be recognised.

This report includes the following documents:

- Skid Resistance Policy Statement (Appendix 1)
- Street Lighting and other Illuminated Infrastructure Policy Statement (Appendix 2)
- Winter Services Policy (Appendix 3)
- Winter Services Plan (Appendix 4)
- Highway Safety Inspection and Repairs Policy Statement (Appendix 5)
- Highway Safety Inspection and Repairs Plan (Appendix 6)
- Public Right of Way Inspection and Repair Plan (Appendix 7)

These documents have been developed to meet the advice contained in the WMHI to do the following: view the infrastructure making up the highway as an integrated network, with policies designed to work as a collective; work with the policies of neighbouring authorities to enable consistency; support the risk based approach to maintenance; support the collection of data and the maintenance of a detailed network inventory to assist with asset management; enable efficient claims management and support the Council's financial and lifecycle planning for the assets.

Cabinet is recommended to -

(1) Approve the adoption of the:

- **Skid Resistance Policy Statement**
- **Street Lighting and other Illuminated Infrastructure Policy Statement**
- **Winter Services Policy and Plan**
- **Highway Safety Inspection and Repairs Policy Statement**
- **Highway Safety Inspection and Repairs Plan**
- **Public Right of Way Inspection and Repair Plan**

(2) Agree that the gritting routes for winter 2018/19 in the Winter Services Plan will be updated as necessary considering the findings of the Functional Network Hierarchy, with approval from the relevant service director in consultation with the relevant cabinet member.

(3) Allow the following plans to be updated as necessary, with approval from the relevant service director in consultation with the relevant cabinet member, following

their annual reviews or at any other time deemed necessary:

- Winter Services Plan
- Highway Safety Inspection and Repairs Plan
- Public Right of Way Inspection and Repair Plan

Contact Officer: Sue Stevenson, 0161-474-4351, sue.stevenson@stockport.gov.uk

9. WOODFORD NEIGHBOURHOOD FORUM – REDESIGNATION (E&E32)

(Pages 242 - 244)

To consider a report of the Cabinet Member for Economy & Regeneration.

The report invites the Cabinet to consider a request to continue with the designation of the Woodford Neighbourhood Forum after 5 years of its original designation, as required by the Localism Act 2011.

The Cabinet is invited to recommend to the Council Meeting that it re-designate the Woodford Neighbourhood Forum.

Officer contact: Steve Johnson, 0161-474-3509, steven.johnson@stockport.gov.uk

10. COUNCIL TAX DISCOUNTS REVIEW (R&G18)

(Pages 245 - 253)

To consider a report of the Cabinet Member for Reform & Governance.

Each Local Authority is permitted to set local discounts for Council Tax liability on unoccupied property. The level of discounts offered by different Authorities has reduced over the years as budgets have been squeezed.

This report proposes a review of the discounts currently offered in Stockport to bring the borough in line with neighbouring boroughs. Proposals agreed by members would then be the subject of consultation prior to agreements in line with annual budget setting.

The Cabinet is recommended to agree that Options 1 to 3 be taken forward for consultation with the public.

Officer contact: Alison Blount, 0161 474 5107, alison.blount@stockport.gov.uk

11. TO CONSIDER RECOMMENDATIONS OF SCRUTINY COMMITTEES

On:-

- (a) Matters (if any) referred to the Cabinet Meeting
- (b) Any called-in Cabinet Executive Decisions

General Item

Item not for publication

12. A6MARR UPDATE REPORT

(Pages 254 - 260)

To consider a report of the Cabinet Member for Economy & Regeneration.

(Note: the report contains information 'not for publication' in its appendix that has been circulated to cabinet members only)


The A6 to Manchester Airport Relief Road commenced on site in spring 2015 and was due to be completed in autumn 2017 although contract completion was spring 2018. The scheme is funded through Department for Transport and Greater Manchester Combined Authority Earn Back finances.

The contractor Carillion Morgan Sindall (CMS) was appointed as a joint venture partnership in 2013 to assist in designing the proposed scheme and then constructing it. Carillion was excluded from the joint venture in early 2018 following its financial issues including closing parts of the business. Morgan Sindall is now delivering the remaining elements of the scheme. However there have been a number of issues on site that have delayed completion of the scheme creating time and financial pressures on the project. The client and the contractor have been in discussions during 2017 in relation to a number of claims for escalating costs. This report provides an update on the outcome of those discussions and requests approval for the principle of agreeing an addendum to the contract and delegating approval of the final document to the Corporate Director Place Management and Regeneration in consultation with the Cabinet Member for Economy and Regeneration.

The Cabinet is recommended to:-

- **Notes the content of the report and approves the proposed settlement with Morgan Sindall.**
- **Authorise the Corporate Director for Place Management & Regeneration and Head of Legal and Governance in consultation with the Cabinet Member for Economy and Regeneration, to finalise the settlement agreement and take all necessary steps to bring it into effect.**

Officer Contact: Sue Stevenson, 0161-474-4351, sue.stevenson@stockport.gov.uk



Pam Smith
Chief Executive

Town Hall
Stockport
Monday, 24 September 2018

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CABINET MEETING

Meeting: 14 August 2018
At: 6.00 pm

PRESENT

Councillor Alex Ganotis (Leader of the Council and Cabinet Member for Policy, Finance & Devolution) (Chair) in the chair; Councillor Wendy Wild (Deputy Leader of the Council and Cabinet Member for Adult Social Care) (Vice-Chair); Councillors Sheila Bailey (Communities & Housing), Kate Butler (Economy & Regeneration), Dean Fitzpatrick (Education), Colin Foster (Children & Family Services) and Tom McGee (Health).

1. MINUTES

The Minutes (copies of which had been circulated) of the meeting held on 17 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 they had in any of the items on the agenda for the meeting.

The following interests was declared:-

Personal Interests

<u>Councillor</u>	<u>Interest</u>
Dean Fitzpatrick	Agenda item 10 'Public Space Protection Order – Responsible Dog Ownership' as a member for the Friends of Crescent Park that was referenced within the report.

3. URGENT DECISIONS

No urgent decisions were reported.

4. PUBLIC QUESTION TIME

Members of the public were invited to submit questions to the Cabinet on any matters within its powers and duties, subject to the exclusions set out in the Code of Practice.

Five questions were submitted.

- (i) The first question referred to the 2013 Environmental Statement for A6MARR that identified 24 locations where air pollution exceed the limits, and asked how many of these locations had recently been monitored for air quality, what plans there were to monitoring the impact of the A6MARR on these locations in light of the law preventing actions that would cause exceedances or to worsen air quality in an Air Quality Management Area?

In response, the Cabinet Member for Economy & Regeneration stated that ongoing air quality monitoring was undertaken at Finney Lane, Kenilworth Road, Gorton Road, Bramhall Lane and along the A34 and A6. As set out in the A6MARR Monitoring and Evaluation Baseline Report, monitoring to assess the air quality impact of the A6MARR scheme would be undertaken one year after the road had opened. An offer was made to provide more technical detail if that was wanted.

- (ii) The second question referred to previous commitments given by the Leader of the Council to only vote in favour of any finalised Greater Manchester Spatial Framework (GMSF) if it was right for Stockport and if the majority of councillors in the no-overall control Council voted in favour. It further referred to the recent decision of the GMCA to change the GMSF from a Joint Development Plan that required consent of all 10 Greater Manchester councils to a Spatial Development Strategy that only required the consent of the Council Leaders and Greater Manchester Mayor. It was asked whether the Leader would reconfirm his commitment and that of his Cabinet that he would only vote in favour of the GMSF Plan if the majority of councillors agreed following a debate and vote at the Council Meeting?

In response, the Leader of the Council reconfirmed that commitment of the Labour Group for as long as they led the Council.

- (iii) The third question asked for an explanation, given the controversial nature of GMSF and the disquiet of residents at the first iteration, of why the GMCA took the decision to change the nature of the GMSF from a Joint Development Plan to a Spatial Development Strategy, that would remove the vote of all ten member councils which many would consider to be an attempt to silence local elected members and to have been an undemocratic decision?

The Leader of the Council explained that when the GMSF process was initiated the only mechanism to achieve this was through a Joint Development Plan, and that the process would be led through AGMA as a joint committee of the 10 local authorities, with the final decision being taken by the 10 at the point of the Plan being ready for submission to the Secretary of State. However, since 2014 it was anticipated that there would be a change in regulations that would allow for such a plan to be a GMCA process, and this change came about in July of this year and would now allow the Combined Authority to allocate sites. The Leader stated that although it was always envisaged that the status of the Plan may change, he had wanted to give certainty to councillors that they would have meaningful input into the decision and hence his commitment for a debate and vote at the Council Meeting.

Specifically in relation to the rationale for the decision in principle to alter the status of the Plan, the Leader of the Council explained that the GMCA was under a duty to provide a spatial development strategy as required by the Devolution Agreement. This new strategy would sit between national policy and Local Plans, and give a context to that local work. This would provide a clearer relationship between the GMSF and Stockport's Local Plan, whereas a joint development plan would be more confused as it was delegating powers to AGMA. Furthermore, it would restrict the scope of the GMSF to strategic matters (as defined by national planning policy) and thereby more clearly preserve the powers and autonomy of the local authorities. Finally, the Leader stated that while he believed the

intention to change the status of the GMSF had been made clear by the GMCA for some time, his commitment to a Council Meeting vote on the final Plan would protect the decision making powers of councillors.

- (iv) The fourth question asked, in the context of discussions at a recent scrutiny committee about accountable care organisations, why there had been recent changes in the leadership of the Stockport Clinical Commissioning Group (CCG) and what impact this would have on Stockport Together.

In response, the Cabinet Member for Health acknowledged that there had been changes in personnel at the CCG, as there had been in a number of organisations in the health and care economy in Stockport during the previous 12 months, including at the Council. Specifically in relation to the CCG, the Cabinet Member explained that when the current Chair gave notice of her intention to stand down the Board decided to review its governance arrangements, including the type of chair they may have in the future as Stockport was unusual in having a non-clinical chair. These changes coincided with others choosing to move on, and each person would have had their reasons for doing so.

In relation to Stockport Together the Cabinet Member emphasised that the Boards of all partners remained committed to the programme. The recent CQC local review final report had highlighted concerns about the governance of the Programme but partners were seeking to address those concerns.

- (v) The fifth question highlighted references in reports on the agenda to performance at the Contact Centre and difficulties residents had in contacting the Council, and the implications of references in the MFTP Summer Review that this will become more difficult in the future or be more internet based. The question asked how this was reconciled with the stated aim to 'improve customer experience', how it would assist those with limited or no internet access, and how the promised 'safety net' would work for vulnerable residents unable to contact the Council to seek further support.

The Leader of the Council responded by emphasising the challenge of improving customer service in the context of dramatically reducing resources. The historic underinvestment in new technology was acknowledged although recent investment through Digital by Design and other Cabinet decisions had helped improved the situation. While contact centre performance was in line with the target of 79% of call answered, this nevertheless meant that 21% of calls had not been answered. The Business Cases the Cabinet would be publishing in September would outline the plans to invest in further improvements.

Specifically in relation to protecting the vulnerable, the Cabinet was seeking to free-up resources through investment to fund the more expensive interventions to support those who were not able to contact the Council through the website. These services would be co-produced with those residents to make them as effective as possible, and the feedback from Scrutiny Committees and the public to the budget consultation was vital to making sure those services would be fit for purpose.

Performance and Budget Monitoring

5. CORPORATE PERFORMANCE AND RESOURCES - FIRST UPDATE REPORTS 2018/19

The Leader of the Council and Cabinet Member for Policy, Finance & Devolution submitted a report (copies of which had been circulated) providing the Cabinet with an overview of progress in delivering the Council's priority outcomes and budget during the first quarter of 2018/19.

The Leader of the Council emphasised the challenging financial context and the need to address the £47m funding gap over the next three years, and the commitment of the Cabinet to protecting front line services and address the increasing demand on services.

The Leader also highlighted the continued investment in Stockport, including that to help reduce demand and protect the most vulnerable, and drew particular attention to:-

- The launch of the Stockport Local Fund
- Ongoing work to implement the Stockport Together new models of care and responding to the CQC Local Review
- Securing of funding for Stockport Interchange and other key regeneration projects
- Development of a Clean Air Business Case for Greater Manchester
- Reassessment of the demographic assumptions underpinning the GMSF
- The 'Start Well' project and the 'Empowering Parents, Empowering Communities' initiative had begun as part of Stockport Family that would focus on prevention
- The Red Bag Scheme to assist with discharge of those admitted to hospital from a care homes
- The 'Good' Ofsted rating for the Broadfields Children's Home following its first inspection. Congratulations were extended to staff for their success.
- 122 new homes had been completed, with work beginning on the former Tatton Cinema site
- Stockport Homes were retrofitting sprinklers to all its tower blocks
- Additional resources had been identified for pothole repairs.
- The consultation on the revised SEMMM Strategy had concluded and the Strategy was likely to have increased emphasis on non-car transport.
- GMCA had approved investment in the former Royal Mail sorting office in the Town Centre.
- The Light Cinema and the Redrock development had massively exceeded expectations, with a new outlet opening recently.

The Leader referred to the Government announcement of £20b of additional funding for the NHS but expressed disappointment that this did not include any additional Public Health resources, and the concern regarding likely delay in further proposals for the long term funding of adult social care.

In relation to Northern Rail and the problems experienced with the Summer timetable, the Leader reported that he had lobbied extensively, including writing a letter in conjunction with Group Leaders, and had met with senior officials at Northern Rail to make clear the need to deliver significant improvements on the current timetable. The Leader emphasised the need for the Department of Transport to ensure that local services did not bear the brunt of delays in Network Rail infrastructure work and greater coordination was needed between Network Rail and operators. The Cabinet Member for Economy & Regeneration

added that Northern Rail had committed to regular meetings with the Council to ensure they were kept abreast of developments affecting Stockport.

The Cabinet Member for Economy & Regeneration also reported that an announcement would be made in the near future about the Chair of the Work and Skills Partnership who would lead the work to implement the aims of the Commission convened earlier in the year.

The Cabinet Member further reported that footfall in the Town Centre was increasing, with 100% occupancy in the covered market and the market management operators now in place who would now be able to deliver on improvements.

RESOLVED – That in relation of the Corporate Performance and Resources First Update Reports 2018/19:-

- progress against delivering Council priorities and capital schemes alongside budget and performance forecasts be noted;
- the key policy drivers identified and progress in managing corporate risks set out in section 2 of the report be noted;
- the virements to the Revenue Budget set out in section 3.2.3 of the report be noted;
- the Cash Limit and Non-Cash Limit forecast positions for 2018/19 as set out in sections 3.3 and 3.6 of the report be noted;
- the position on the 2018/19 budget savings programme set out in section 3.4 of the report be noted;
- the Dedicated Schools Grant and Housing Revenue Account forecast positions as set out in sections 3.7 and 3.8 of the report be noted;
- the appropriations to/from reserves and balances as set out in section 3.9 of the report be approved and the resulting reserves and balances position be noted;
- the forecast position for the 2018/19 Capital Programme as set out in section 4.1 of the report be noted;
- the changes to the capital programme and re-phasing of schemes during the quarter as set out in 4.1.5 of the report be noted;
- the proposals for resourcing and additional resources required for the Capital Programme as set out in 4.3 of the report be approved;
- the 2018/19 prudential indicators as set out in section 4.4 of the report be approved; and
- the Treasury Management review and activity during the first quarter as set out in section 5 of the report be noted.

6. 2018/19 RESERVES POLICY

The Leader of the Council and Cabinet Member for Policy, Finance & Devolution submitted a report (copies of which had been circulated) updating the Cabinet on the Council's Reserves Policy following reporting of the Council's 2017/18 outturn position and the completion of the Annual Review of the Policy.

The Leader of the Council reported that the reserves position was broadly in line with the previous year, although the continued high demand for services was putting pressure on reserves. The non-cash limit underspend from 2017/18 would be put into reserves to help

the Council deliver on its strategic objectives and to respond to demographic and demand pressures.

The Leader stated that in response to suggestions from the Corporate, Resource Management & Governance Scrutiny Committee future reports would include benchmarking data against comparable local authorities and others in Greater Manchester.

RESOLVED – That in relation to the 2018/19 Reserves Policy:-

- the annual review of Council's Reserves Policy including the level and rationale for the reserves held be noted;
- the allocation of the Council's 2017/18 outturn surplus be approved;
- the reclassification of the earmarked reserves held in line with the recommended amounts to be held be approved; and
- the proposed 2018/19 Reserves Policy be approved.

7. MEDIUM TERM FINANCIAL PLAN

(i) Summer Review

The Leader of the Council and Cabinet Member for Policy, Finance & Devolution submitted a report (copies of which had been circulated) providing the Cabinet with the outcome of the Summer Review of the Council's Medium Term Financial Plan (MTFP) 2019/20 to 2022/23.

The Leader of the Council highlighted the 2017/18 non-cash limit budget underspend and the continued demand pressures on services. He further emphasised that there were a number of risks facing the Council's financial position including some that were currently unquantifiable due to lack of information.

The Leader stated that there remained uncertainty about the Local Government Finance Settlement beyond 2019/20 as the announcement had been put back until after the 2019 Government Spending Review. The Council would therefore have to rely on a number of assumptions in its medium term planning

Specifically in relation to Council Tax, the Leader stated that it was expected that the Government would set the threshold for a referendum on any proposed rise at 2.99%, and with the 1% social care precept additional allowance the Council did not utilise for 2018/19, would allow for a rise of 3.99% in Stockport. He set out his view that the Government appears to continue to see Council Tax increases as its response to increasing funding pressures, and that this is not sustainable. The Leader stated that the Cabinet would work hard to keep any increases to a minimum, with the aim of not exceeding 2.99% as he believed that there needed to be respite from continued large increases in regressive taxation.

The Government's consultation on Fair Funding for Local Authorities was referenced and the Leader welcomed the opportunity to rethink how local government was funded, and encouraged anyone interested to respond to the consultation.

Overall, it was anticipated that the savings requirement for 2019/20 would be £15,926m.

RESOLVED – That in relation to the Medium Term Financial Plan (MTFP) 2019/20 – 2022/23 Summer Review:-

- the outcomes of the Review be noted;
- the Council's savings requirement not having been revised using the available resources identified following the completion of the MTFP Summer Review be noted;
- that the available resources identified being held to support the Council's 2019/20 budget setting process and MTFP once further information is made available about the impact of the risks identified be noted; and
- that updates to the MTFP being reported to Cabinet as part of the 2019/20 budget setting process be noted.

(i) Cabinet Response: Updating our Medium Term Strategy and Framing our Budget Choices for 2019/20

The Leader of the Council and Cabinet Member for Policy, Finance & Devolution submitted a report (copies of which had been circulated) setting out the Cabinet's response to the financial challenges facing the Council in light of the outcomes of the Summer Review of the Council's Medium Term Financial Plan.

The Leader of the Council explained that because of the significant financial challenge facing the Council it was proposed to set a two year budget to allow for a smoother implementation of any budget proposals and so protect front line services and vulnerable residents. The Leader emphasised the Cabinet's willingness to work with the public in addressing the budgetary challenge but stressed that due to the scale of the savings required by the Council its services and how they were delivered would need to change fundamentally over the next five years.

The Leader set out some of the principals underpinning the proposed budget setting process, and emphasised the linkages with the Labour Group's election Manifesto. These points included:-

- Ensuring the Council made the most of every pound it controlled with a focus on commissioning reform
- Working to create a flexible workforce that could respond to the changing delivery of Council services
- Collaborating with partners to share services and coordinate activity to minimise the impact of reductions
- Standardising decision-making process
- Developing a Place-Based Commissioning Strategy to ensure the best value for every contract
- Reviewing Council services to explore opportunities for collaboration or co-operation and reviewing outcome and quality standards.
- Maximising income and opportunities from the Council estate and its assets

The Leader referred to the Government's ongoing reviews of Local Government funding and stated that he was approaching these in good faith, but he emphasised the need for a

speedier response from the Government to address the significant challenges facing local government.

The Leader emphasised the hard choices facing the Council but also the determination of the Cabinet to minimise the impact on frontline services, and the need to start a conversation within the Council, with partners and with the public about how best to meet the future financial challenges.

Cabinet Members echoed the views expressed by the Leader, including emphasising the importance of developing a commissioning strategy and investment in prevention that could potentially have a significant impact on demand for services and allow for the experience of services in some areas to improve. Cabinet Members also welcomed the 2-year year budget approach and the emphasis on shared services and the internal integration of Council services. Given the unprecedented scale of the challenges facing the Council, Cabinet Member emphasised the need to engage in meaningful and honest conversation and dialogue with councillors and the public.

RESOLVED – That in relation to the Cabinet Response: Updating our Medium Term Strategy and Framing our Budget Choices for 2019/20:-

- the strategic approach outlined in the report be endorsed and be used to inform detailed plans both for 2019/20 and for future years;
- a meaningful conversation be undertaken with people and businesses across Stockport to understand how best to put this strategy into effect.

8. QUARTER 1 2018/19 COMPLAINTS REPORT

The Leader of the Council and Cabinet Member for Policy, Finance & Devolution submitted a report (copies of which had been circulated) providing the Cabinet with an overview of complaints received in the first quarter of 2018/19 and highlighting any lessons learnt as a consequence.

The Leader highlighted the section of the report relating to lessons learnt (section 8) and the cases set out there. He emphasised that overall the number of complaints was very small compared to the overall interactions with services.

RESOLVED - That performance in relation to complaints received in the first quarter of 2018/19 be noted.

Key Decisions

9. STOCKPORT HOMES - CHARITY REPORT (C&H31)

The Cabinet Member for Communities & Housing submitted a report (copies of which had been circulated) inviting the Cabinet to consider a proposal from Stockport Homes to establish a charitable subsidiary within the Stockport Homes Group structure to allow for it to bid for resources that might not otherwise be open to it as a public authority, thereby enabling additional resources to be attracted to Stockport.

The Cabinet Member for Communities & Housing emphasised that the requirement to produce a detailed business plan for the subsidiary would provide sufficient safeguards to protect the wider public interest.

A Cabinet Member expressed concerns that they had that this new entity would monopolise funding opportunities for the third and voluntary sector to the detriment of other organisations, but acknowledged the assurances provided in the report and the Cabinet Member that the governance arrangements would preclude this. The Cabinet Member also stated that a review would be undertaken and submitted to the Communities & Housing Scrutiny Committee after 12 months.

RESOLVED – That in relation to the establishment of a charitable subsidiary by Stockport Homes:-

- having regard to the governance arrangement set out in the report, approval be given to the creation of a new charitable subsidiary within the Stockport Homes Group structure and,
- the Corporate Director of Place Management and Regeneration in consultation with the Cabinet Member for Communities and Housing, be authorised to work with Stockport Homes Limited to establish a new charitable subsidiary that is capable of attracting additional resources and benefits for tenants and residents.

10. PUBLIC SPACE PROTECTION ORDER - RESPONSIBLE DOG OWNERSHIP (C&H32)

The Cabinet Member for Communities & Housing submitted a report (copies of which had been circulated) inviting the Cabinet to consider a proposal to introduce a Public Space Protection Order (PSPO) under the Anti-Social Behaviour, Crime and Policing Act 2014 to encourage responsible dog ownership and protect the public in open spaces. The report set out the results of a public consultation on the proposal.

The Cabinet Member highlighted the support for the proposals demonstrated by the public consultation, in particular from responsible dog owners and from the Dogs Trust and The Kennel Club.

Cabinet Members welcomed the proposals and thanked officers and the Cabinet Member for the work done to prepare this scheme.

RESOLVED – That the proposed Public Space Protection Order to encourage responsible dog ownership, as set out in Appendix 1 of the report, be approved.

11. PARKING AND MOBILE ENFORCEMENT POLICY (R&G17)

The Cabinet Member for Communities & Housing submitted a report (copies of which had been circulated) inviting the Cabinet to consider a proposal for a policy to guide the Council's use of fixed and mobile cameras for the enforcement of traffic regulation orders, that would also formalise existing enforcement procedures, and to authorise camera enforcement of existing parking restrictions outside schools and bus stops.

The Cabinet Member emphasised that the purpose of the proposals was to encourage better behaviour and parking habits from motorists, particularly around schools.

The Cabinet Member for Education welcomed the proposals and emphasised the commitment from the Cabinet to protecting young people.

RESOLVED – That in relation to Parking and Mobile Enforcement:-

- the Corporate Director for Place Management & Regeneration be authorised to commence actively enforcing bus lane and eligible parking contraventions throughout Stockport using approved fixed and mobile cameras;
- the Bus Lane Enforcement Policy detailed at Appendix 1 of the report be approved;
- the Parking Enforcement Policy detailed at Appendix 2 of the report be approved;
- the Corporate Director for Place Management & Regeneration be requested to report back to the Communities & Housing Scrutiny Committee after the initial 6 month period of active bus lane enforcement.

General Items

12. PROPOSED CHANGES TO THE TRANSPORT FOR GREATER MANCHESTER COMMITTEE

The Leader of the Council and Cabinet Member for Policy, Finance & Devolution submitted a report (copies of which had been circulated) inviting the Cabinet to consider proposals to change the membership and Operating Agreement of the Transport for Greater Manchester Committee, and seeking the authorisation of the Cabinet and Council Meeting to consent to those changes to the Joint Committee.

The Leader of the Council highlighted the detailed discussion that had taken place at the Corporate, Resource Management & Governance Scrutiny Committee on these proposals and the concerns that had been raised in relation to the continuation of the sub-committee structures of TfGMC and the process for nominating and appointing members, in particular those members from opposition groups. The Leader of the Council had undertaken to seek assurances from GMCA in relation to these concerns, and further feedback had been provided and circulated to the Cabinet in an Addendum to the report.

RESOLVED – That, in light of the assurances received from the Greater Manchester Combined Authority in relation to the nomination/appointment process for opposition members being in line with the approach taken to GMCA Scrutiny Committees and on the continuation of the sub-committee arrangements for the Transport for Greater Manchester Committee (TfGMC), approval be given to the following proposed changes to the TfGMC in so far as they relate to the discharge of executive functions:-

- the size of TfGMC being 23 members to be appointed as follows-
 - each Local Authority to appoint 1 member (Transport and Highways Portfolio Lead), save for Manchester City Council to appoint 2 members (including Transport and Highways Portfolio Lead)
 - to nominate a further member, to be appointed by GMCA to ensure political balance

- that the remaining 2 appointments will be 1 member to be appointed by GMCA and 1 member appointed by the Mayor
- to amend the Operating Agreement to reflect these changes
- that the Terms of Reference be reviewed to ensure that they reflect the Mayor's current transport powers with a further review in 2019/20 to reflect proposed powers.

13. TO CONSIDER RECOMMENDATIONS OF SCRUTINY COMMITTEES

There were none.

The meeting closed at 7.57 pm

Agenda Item 6.

STOCKPORT COUNCIL

REPORT TO CABINET MEETING – SUMMARY SHEET

Subject: Scrutiny Review Final Report - A Whole System Approach to Healthy Weight

Report to Cabinet Meeting

Date: 2 October 2018

Report of: (a) Adult Social Care & Health Scrutiny Committee

Key Decision: (b) N

Forward Plan ☐ General Exception ☐ Special Urgency ☐ (Mark with a Y if applicable)

Summary:

The Scrutiny Committee conducted an investigation into the desirability of adopting a Whole System Approach to addressing challenges with healthy weight. As part of the work the Panel explored the kind of options available to the Council to use its wider powers and responsibilities to influence the factors leading to unhealthy weight.

The Scrutiny Committee has adopted the Final Report of the Review Panel and it is being formally submit to the Cabinet for its consideration.

Comments/Views of the Cabinet Member: (c)

N/A

Recommendation(s): (d)

The Final Report includes a central recommendation inviting the Cabinet to formally consider the feasibility of adopting a Whole System Approach.

The Cabinet is invited to formally receive the report and request officers prepare a formal response to the recommendations contained within.

Relevant Scrutiny Committee (if decision called in): **(e)**

Adult Social Care & Health Scrutiy

Background Papers (if report for publication): **(f)**

There are none.

Contact person for accessing
background papers and discussing the report

Officer: Jonathan Vali
Tel: 0161 474 3201

'Urgent Business': (g)

Yes/ No (Please circle)

AGENDA ITEM

A whole system approach to healthy weight

Report of the Adult Social Care & Health Scrutiny Committee

Foreward

Being overweight or obese is not just a problem for the developed world, it is increasingly becoming important in all nations. Just as there is no single cause for being overweight or obese there is no single cure but; excess weight may increase the risk for many health problems, including

- *type 2 diabetes*
- *high blood pressure*
- *heart disease and strokes*
- *certain types of cancer*
- *sleep apnoea*
- *osteoarthritis*
- *fatty liver disease*
- *kidney disease*
- *pregnancy problems, such as high blood sugar during pregnancy, high blood pressure, and increased risk for caesarean delivery (C-section)*

In Stockport a few minutes' walk through the precinct will bring you to the conclusion that we too have a problem with excess weight and obesity. One way (but not the only way) of containing or reducing the condition is to take exercise. About 150 minutes of aerobic activity per week is recommended. Brisk walking, running or cycling is an easy way to do this amount of exercise for those of us who live in Stockport. We have easy access to many facilities where we can do exercise e.g. the Middlewood Way, Reddish Vale Country Park, the Fred Perry Way, Lyme Park etc. There are gymnasia and swimming pools within easy access of most parts of the town.

Certainly there is an ongoing need for effective interventions to tackle overweight and obesity, both at the public health and the individual level. Otherwise the public health burden of obesity could be for the 21st Century what smoking was to the 20th Century – an entirely preventable cause of disability and death.

Councillor John Wright, Lead Councillor of the Review Panel

A note on terminology

When referring to overweight and obesity the report is following the World Health Organisation and NHS who define overweight and obesity as

- overweight is a Body Mass Index (BMI) greater than or equal to 25; and
- obesity is a BMI greater than or equal to 30.

Background

According to the World Health Organisation¹ in 2016 1.9 billion over 18 year olds were overweight, and 650 million of those obese, representing 39% and 13% of the population respectively. 41 million children *under the age of 5* were overweight or obese. Between 1975 and 2016 worldwide prevalence of obesity has tripled. Globally, more deaths are linked to overweight or obesity than underweight.

For the UK, prevalence of obesity in 2016 was 26% of adults, up from 15% in 1993². For children up to the age of 5 prevalence of obesity was 10%, rising to 20% for children up to the age of 11. According to Public Health England, for every 100 4 and 5 year old children, 1 will be underweight, but 22 will be overweight or obese³.

In Stockport, in 2009 the prevalence of excess weight amongst adults was 35.1%, and for obesity it was 15.1%⁴. For children, 18.6% of reception children (4-5 years) and 29.8% of Year 6 children (10-11 year olds) were at an unhealthy weight (overweight or obese)⁵. While Stockport had amongst the lowest levels of obesity in Greater Manchester, the North West as a whole had higher than national average levels of obesity.

These stark statistics paint a worrying picture, but they also mask significant variation. According to the Stockport Joint Strategic Needs Assessment (JSNA), "Although rates of overweight and obesity are lower than national averages those in the 40% most deprived areas of Stockport are significantly more likely to have excess weight than the Stockport average"⁶.

Estimates put the pure financial burden to the NHS of obesity (and ill-health related to it) at £6.1 billion per year, with the direct costs to local authority social care budget attributed to obesity at £352 million per year⁷. Wider economic costs have been estimated at £27 billion per year.

This is likely to be an underestimation of costs, since the consequences of excess weight on an individual's wider health can be significant. Being obese can increase the risk of developing a range of other conditions many of which are life threatening, chronic or life limiting, including: type 2 diabetes; hypertension; stroke; coronary heart disease; asthma; various forms of cancer; reduced fertility; osteoarthritis and other forms of musculoskeletal conditions and pain; sleep apnoea; liver and kidney disease; pregnancy complications, and mental health problems⁸. Obesity can reduce life

¹ World Health Organisation Fact Sheet on Obesity and Overweight <http://www.who.int/news-room/fact-sheets/detail/obesity-and-overweight>

² NHS Digital, Statistics on Obesity, Physical Activity and Diet – England 2018 <https://digital.nhs.uk/data-and-information/publications/statistical/statistics-on-obesity-physical-activity-and-diet/statistics-on-obesity-physical-activity-and-diet-england-2018>

³ Public Health England, Guidance: 'Health Matters: Obesity and Food Environment', March 2017 <https://www.gov.uk/government/publications/health-matters-obesity-and-the-food-environment/health-matters-obesity-and-the-food-environment--2>

⁴ Stockport Joint Strategic Needs Assessment http://www.stockportjsna.org.uk/wp-content/uploads/2016/04/JSNA_Healthy_Weight_2011_FINAL.pdf

⁵ Stockport Joint Strategic Needs Assessment <http://www.stockportjsna.org.uk/2016-jsna-analysis/school-aged-health/>

⁶ Stockport Joint Strategic Needs Assessment <http://www.stockportjsna.org.uk/2016-jsna-analysis/school-aged-health/>

⁷ These figures relate to 2014-15, and are quoted in 'Making Obesity Everybody's Business: A Whole System Approach to Obesity' <https://www.local.gov.uk/sites/default/files/documents/15.6%20Obesity-05.pdf>

⁸ NHS website <https://www.nhs.uk/conditions/obesity>

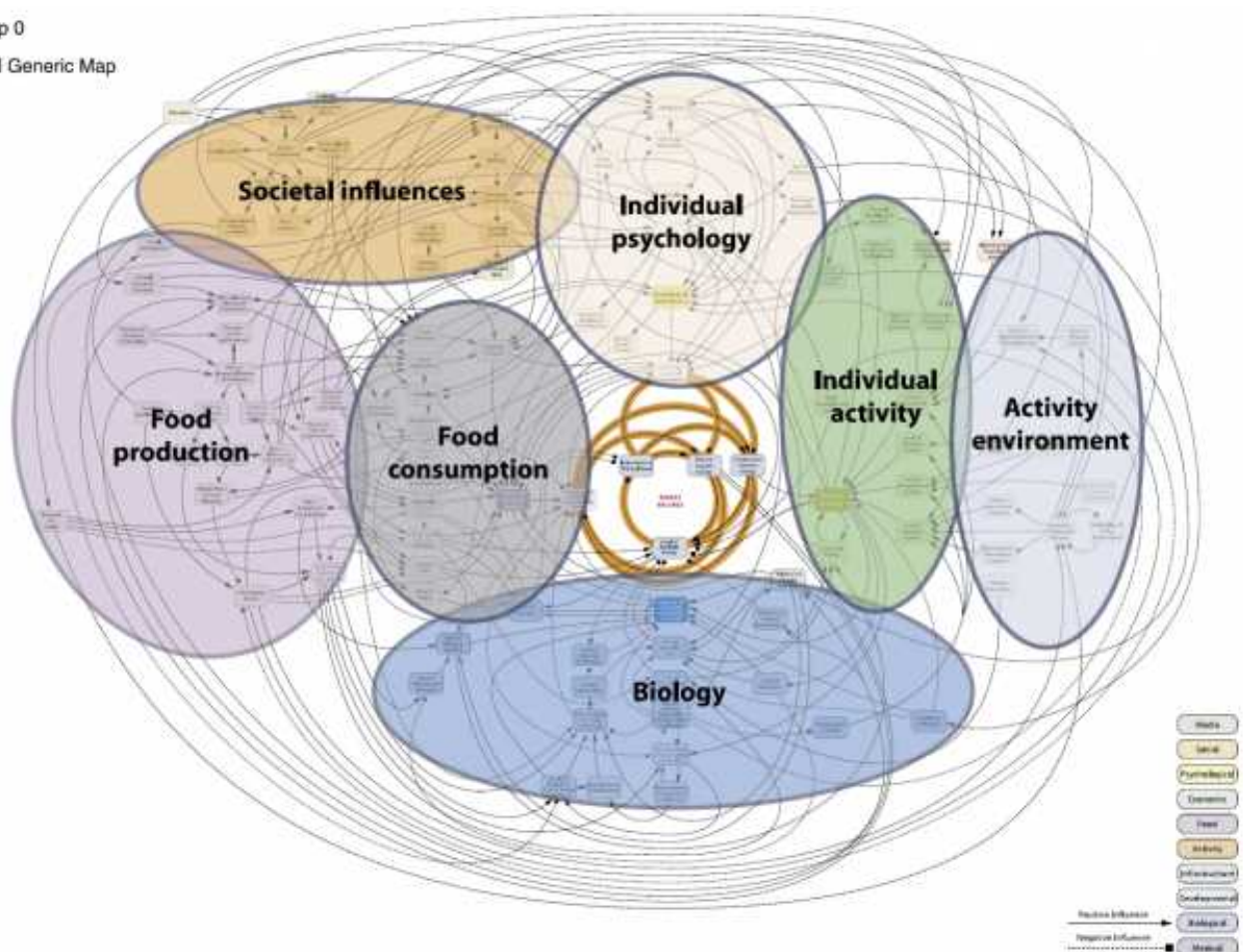
expectancy by an average of 3 to 10 years. Young people who are overweight or obese are far more likely to be obese as adults than youngster who are a healthy weight, and remain vulnerable to mental ill-health.

A Whole system Approach

Given the scale of the challenge, the current costs and potential rising costs, the remedies are likely to also need to be far reaching. Government initiatives aimed at tackling unhealthy weight and encouraging healthy lifestyles have become increasingly interventionist, for example the 'sugar tax' introduced in 2018. The 'Tackling Obesity: future choices' report (also known as the Foresight Report), produced by the Government Office for Science in 2007 recognised the complexity of the causes of obesity, including environmental and social factors as well as individual biological and personality factors. By way of example, the Foresight report includes this diagram setting out the interplay of these varying factors

Map 0

Full Generic Map



The bewildering complexity of the causes and the interactions of factors demands a response that can deal with the disparate and myriad relationships. Such a remedy is a *Whole System Approach* (WSA).

In a joint document prepared by the Local Government Association (LGA), Association of Directors of Public Health, Leeds Beckett University and Public Health England, they explain a WSA as one that⁹:

“... moves away from silo working on isolated short term interventions to working with stakeholders across the whole system to identify, align and review a range of actions to tackle obesity in the short, medium and long term...whole systems approach includes the following key elements:

- Collaborative approach – brings stakeholders together from a broad range of functions to jointly develop and take ownership of the programme. For the purposes of the current programme, we are focusing on the local system – stakeholders within and outside the council.*
- A cross-sector range of actions – this involves identifying areas of activity where a council can take action (for example the workplace, the local food environment and built and green environment) and creating a range of short, medium and long term actions around these areas. Recognising the current financial and resource constraints, councils are encouraged to focus on those areas of activity where they are likely to have the greatest impact.*
- Using systems thinking to be dynamic and flexible – the range of actions should be aligned, monitored, reviewed and adjusted on a regular basis to: assess their effectiveness against agreed goals; incorporate any new learning; address changes in the needs of the local population or resource-base etc.”*

Such an approach would represent a particular challenge to a local authority with the range of activities they undertake and duties they have, though they are also uniquely placed to affect change of a significant scale.

Examples of how a WSA would work in practice include changing planning policies to restrict fast food takeaways near schools; discouraging certain developments or particular business sectors that contributed to unhealthy weight, such as sweet manufacturers; providing business rates incentives to other sectors that encouraged healthy lifestyles. The combination of these types of actions would create an environment that made excessive consumption of unhealthy foods more difficult and encouraged physical activity, all of which could enable and facilitate healthier lifestyles and encourage good lifelong eating and exercise habits.

The breadth of the a WSA does also raise questions about the appropriate scope of Council and public sector interventions in private decisions of individuals, and whether or not the implications of some of these actions would be harmful in other ways, such as limiting economic growth and reducing employment opportunities. The Scrutiny Committee was concerned about how far this approach would work for Stockport, given the particular profile of the borough, or whether a WSA would ultimately undermine wider Council policy and objectives.

The Review Panel decided to explore some of the implications of WSA on various areas of Council activity to try to understand the challenges and opportunities.

⁹ ‘Making Obesity Everybody’s Business: A Whole System Approach to Obesity’
<https://www.local.gov.uk/sites/default/files/documents/15.6%20Obesity-05.pdf>

Case Studies

Planning

What does the Council currently do?

- The Council currently had a Policy within its Core Strategy that restricted hot food takeaways to beyond 300 metres of a school or park (excepting in district centres).
- The impact of a development on health was a material planning consideration.
- The development of a Local Plan would have sustainability at its core, seeking to encourage walking and other sustainable transport options, protecting open space and encourage developers to provide Local Areas of Play.

What were the opportunities?

- The development of the Local Plan would allow the Council to capture more of its aims in policy, and to revisit existing policies to ensure they were fit for purpose. An example was developers providing Local Areas of Play – these were often poor quality, poorly maintained and caused nuisance to neighbours. Would the public be better served by having fewer, higher quality areas of open space?
- Encouraging the use of health impact assessments.

What were the challenges?

- There were limits to the Council's powers, and governments increasingly sought to remove planning authorities' discretion in order to encourage development.
- The need for balance between allowing land to be undeveloped or derelict, and preventing development that might be deemed unhealthy.
- Discouraging further development would not address existing development, or overcome historic rights and so would take further time to lead to improvement.

Working with Young People

What does the Council currently do?

- Working with schools to implement the National Healthy Schools Programme.
- Providing guidance to schools and childcare providers on healthy food provision.
- Providing materials to support schools in delivering nutritional education through Personal, Health and Social Education.
- Supporting the Stockport Schools Sports Partnership and the provision of a range of opportunities for physical (non-sport) activity.
- The national child measurement regime was one of the most effective data gathering exercises about health and provided extremely accurate and reliable data about weight.

What were the challenges?

- Schools often had discretion about whether or not to implement policies that would improve health. Academies were often exempt from requirements on maintained schools, such as the national nutritional standards for school meals.

- Pressure on school timetables and staff often meant that health and physical activity were secondary considerations to other, higher profile activity. PHSE was a non-statutory subject, and PE and opportunities for physical activities were increasingly squeezed as schools juggled other demands.
- Children and young people lead increasingly sedentary lives – focussing on delivering sport opportunities did not address the underlying challenges of lack of activity which could contribute to unhealthy weight as well as having an impact on other health factors and mental wellbeing.
- Raising issues about weight with parents was often difficult and professionals may not feel comfortable telling parents their child was overweight.

Regeneration and Business Engagement

What does the Council currently do?

- Specifically in relation to the food offer in Stockport Town Centre, the Council was working with independent food outlets and a consultancy to assist them in providing quality produce and had sustainable and local supply chains.
- Companies seeking support would get guidance on developing travel plans, including car sharing.
- Travel sustainability and opportunities for walking and cycling were increasingly important in Council regeneration activity – the new Red Rock development had been designed to maximise the opportunities for walking to enjoy the facilities it offered.
- Encouraging a greater mix of uses in the Town Centre, including more and differing types of residential. This would be more travel sustainable (discouraging car use) but would also encourage different types of food and retail opportunities to cater for a changing customer base.

What were the challenges?

- Balancing business needs and public demand against the wider public good. Having a vibrant town centre with fewer vacant units would provide employment, leisure opportunities and generate business rates but often people wanted businesses that were ‘unhealthy’ or ‘undesirable’.
- ‘Bad’ businesses (fast food outlets, bars, betting shops) were often the most popular, and discouraging them might significantly impact on the vitality of the Town Centre or other district centres.
- ‘Good’ businesses, or those that encouraged or helped healthy lifestyles, were often more marginal so there was a need to ensure that such businesses were situated in locations that made them economically viable.
- The use of Business Rates discounts to encourage certain types of activity or to dis-incentivise others would ultimately impact on Council budgets, so considerations of sustainability often mitigated against their use.
- The success of travel planning was ultimately contingent on the actions of individual members of the workforce and such decisions were often determined by the affordability and availability of reliable public transport options.

Travel and Transport

What does the Council currently do?

- According to Department for Transport statistics¹⁰ levels of walking and cycling in Stockport for either work or leisure were 76%, meaning Stockport was above the Greater Manchester average.
- The Council was developing a new cycling and walking strategy that would complement those from Greater Manchester.
- Improvements to street lighting, both in quality and location, would encourage safe transport, including cycling and walking.
- The Council's Rights of Way Investment Plan included actions to highlight short walks on the website. There were other online resources for cycling routes.
- Significant investment had been made in improving access for non-car transport into the Town Centre.
- The Council continued to lobby for a Metrolink connection into the borough. Stockport already had one fifth of all Greater Manchester rail stations and had a strong suburban rail network, although one increasingly under pressure from passenger numbers and from providers and timetabling.

What were the challenges?

- People were often fearful of cycling on roads and there were limited opportunities to provide segregated cycle lanes to protect cyclist along a whole route.
- While the increasing popularity of cycling was leading to dedicated cycle space in new developments there was an overall deficiency in new infrastructure investment with new housing and economic developments that put increased pressure on ageing infrastructure.
- Lack of funding, particularly for less high demand facilities like Rights of Way, reduced the scope for investment in existing facilities as well as new routes.

Greenspace and Parks

What does the Council currently do?

- The Council was responsible for a number of parks and open spaces in the Borough providing maintenance and supporting volunteers.
- The Council maintained a number of sports pitches that were heavily used for organised sport.
- Allotments continued to be a high demand facility in Stockport.

What were the challenges?

- Local Areas of Play (LAPs) provided as part of housing developments often discouraged more cost effective investment in larger facilities in existing parks where people were more active.
- Greenspace maintenance was costly and labour intensive and produced no immediate cash return for that investment so was therefore under considerable pressure. Park provision was also not a statutory duty on local authorities. While supporting volunteers working in parks was done wherever possible this still required resources to do so.

¹⁰ Department for Transport 'Walking and Cycling Statistics, England: 2017'
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/736909/walking-and-cycling-statistics-england-2017.pdf

- Although allotments contributed to good health there was limited scope to increase access through expansion of provision. Although waiting lists were reducing, demand outstripped supply. Encouraging community gardens in other less formal greenspace would be a means to provide similar facilities.
- Because residents were often willing to travel for good outdoor provision it was important to maximise the opportunities for revenue generation (to support park maintenance and investment) through concessions in parks. Often these would sell 'unhealthy' food but nevertheless would drive footfall and park usage. Focussing on an exclusively 'healthy' offer may not have the same appeal and would be economically unviable for potential providers.
- The use of outdoor gym equipment was often hampered by the weather and was unlikely to be regularly used and seen as anything more than a gimmick.

The Unicorn, Chorlton

Why did we visit?

As part of the complex picture around healthy weight, nutrition and calorie intake are key elements but one that can be easily overlooked as the Council had little direct control or influence over policy in this area.

Nevertheless the Panel identified the lack of affordable fresh produce as a particular challenge in addressing poor weight, especially in the most deprived communities in Stockport. The Unicorn Cooperative in Chorlton, Manchester, provided an example of where good quality fresh produce was readily available at reasonable prices.

The Unicorn Grocery was established in 1996 as small retailer of fresh fruit and vegetables, growing in size and scope to include a larger range of groceries and even freshly made bakery and deli products. The organisation is a workers cooperative that now owns its retail space (including rooftop garden) and was also involved in growing its own products.

In order to keep prices competitive, the Unicorn has to be able to keep its costs down. The Cooperative model was one way, meaning that the return needed on investment was lower, but the sourcing and purchasing of products needed to be at sufficient scale to generate economies of scale. The Unicorn boast sizable onsite warehousing that allows for bulk purchasing of goods directly from producers rather than through wholesalers.

What did we learn?

The Unicorn Grocery was certainly an impressive venture, having grown from a relatively small operation to a moderate sized but thriving supermarket and valued community asset. The Cooperative model certainly contributed to its success by reducing some of the less economically necessary costs and motivating its members to make the business a success.

It was also clear that it would be difficult to replicate the success of the Unicorn without considerable effort. Finding the right location, both in terms of accessibility by a sustainable customer base but also affordable premises of sufficient size to accommodate warehousing, was key. During discussions with members of the Unicorn Cooperative it became clear that expansion of the operation, or support to similar enterprises elsewhere in Greater Manchester, had been explored but ultimately had proved unfruitful.

While a community centred provider of reasonably priced fresh produce would be something that residents in Stockport might well benefit from, the likelihood that this facility would be located in the areas of highest need would be small, as these were unlikely to be the areas where such as business would be sustainable. Nevertheless, the Council would do well to support such initiatives should they arise in the future.

So what did the Panel conclude?

Firstly, tackling unhealthy weight and the causes of the obesogenic environment would not be a quick or easy fix. The contradictory demands placed on a Council, coupled with the squeeze on public sector finances, created difficult choices – encourage multi-million pound redevelopment that created jobs and opportunities even if part of that development included ‘unhealthy’ activities, or sacrifice that investment (and the attendant public good that came from it) to prevent addition opportunities for ‘unhealthy’ providers, though not necessarily to prevent individuals from engaging in that activity elsewhere. Without addressing the underlying choices that individuals made about either ‘healthy’ or ‘unhealthy’ the other actions may prove more damaging.

But similarly, without making policy decisions that curtailed ‘unhealthy’ activity (and encouraged ‘healthy’ ones) this would not support people trying to make choices that would be beneficial to their health.

While the Council had significant scope to influence the choices and opportunities of individuals it would only be on a borough level – in the increasingly connected environment we live in (both to neighbouring boroughs, other parts of the world, and to the internet) it was impossible for any individual council to completely curtail what it considered ‘unhealthy’ activity. Individuals can jump on a bus or into a car and drive to where they can get a 1000 calorie burger. Coordinating actions with other councils would be more effective, but acting in conjunction with national legislation or government interventions would be even more effective. The ban on smoking in public places is instructive in this respect – a total ban created an environment in which smoking became socially unacceptable thereby allowing other initiatives greater impact and allowing resources to be targeted to those most in need of support.

But unlike smoking, the factors underlying unhealthy weight are more varied. Banning or restricting certain activity (high sugar foods for example) would not necessarily lead to healthier population – a sedentary lifestyle can be as unhealthy as a high sugar diet. Given this complexity, ‘banning’ is a blunt tool and one that may have to be wielded across a number of areas.

‘Nudging’, rather than banning that might be seen as punitive, was likely to be a more sustainable and acceptable approach. A number of smaller, more targeted decisions or policies may create the environment in which individuals can make the ‘healthier’ choices without feeling that they are being brow beaten into doing so. Over time, this nudging would hopefully give rise to a culture of moderation.

The Council was already taking a lot of action that would contribute to the fight against the obesogenic environment, most notably through encouraging greater physical activity. The Council had, or was developing, a number of strategies related to sustainable transport (cycling, walking) as well as the Physical Activity Strategy and continued support for sports in local schools. In many ways

this approach was the easy bit – Stockport had a number of good quality greenspaces and opportunities for sport and other activities. The more intractable problem was around nutrition. To work off the calories in a standard chocolate bar would take the equivalent of a 22 minute run¹¹. Far better to not have the chocolate bar in the first place, but do people always have the choice of and access to reasonably priced healthier alternative? Those living in our most affluent areas may well do, but those living in our least affluent often do not. Alternatively, if you really want a chocolate bar (because depriving oneself is not always good for one's mental health) would it be better to have a slightly more expensive but better quality confectionary that may be made with less sugar or processed ingredients? If you've spent a little more on a better quality product as a treat you are less likely to eat excessive amounts. Again, access to these higher quality produce is often related to affluence both in terms of affordability and proximity of retailers.

The Council is also a significant customer, giving it soft power through its contractual relationships. The Council has taken positions on certain issues, such as 'blacklisting' in the building profession, and they could use contracts to insist on certain standards from contractors. Through the Council's procurement process there could be greater emphasis given to local suppliers of fresh produce to reduce food miles and to stimulate more providers. A simple example considered was that of a vending machine in a leisure centre. Often these had chocolate and crisps, and could have even energy drinks, and would often be used by children. The Council could insist as part of its contract with the operator that no vending machine include sugary drinks or snacks; or that they must include a range of low sugar alternatives, or that they simply limit the size of the products available to avoid the larger portions such as crisp 'grab bags'.

So what can be done?

Developing and implementing a genuinely whole system approach to healthy weight would be a significant challenge for any local authority, especially in the context of reducing resources. Nevertheless, given the multi-faceted causes of obesity, piecemeal, uncoordinated activity was unlikely to yield a significant impact on lifestyle choices. The recent changes to the Council's organisational structure and the bringing together of Public Health and place-based services within a single managerial framework may provide opportunities for greater coordination across Council Services. The appeal of a WSA was significant, given the costs of doing nothing. The central dilemma was where the balance should be between prohibiting and influencing – too far either way and the approach becomes counterproductive or unnoticed and ultimately ineffective. Finding that balance would take considerable effort.

Ultimately the Council would need to work with its partners, suppliers, contractors and its residents on developing an approach that all could live with, while recognising economic realities but that nudged the population toward an environment where people were more active and ate more nutritious food. Ideally these actions would be imperceptible to the general public and they would adapt their existing behaviours to a new 'norm' that was less sedentary and filled with less high, sugar, high fat foods.

The Cabinet is recommended to explore further the possibility of adopting a Whole System Approach to unhealthy weight tailored to the needs of the population of Stockport that could effectively influence the behaviour of residents through

¹¹ Based on running at 5mph, quote in the Independent, Wednesday 10 May 2017
<https://www.independent.co.uk/life-style/this-chart-shows-how-long-you-have-to-exercise-to-burn-off-the-calories-in-popular-junk-foods-a7728481.html>

- Promoting physical activity and opportunities to be active in the borough and beyond as part of a healthy lifestyle, but avoiding punitive actions and messages;
- Using the Council's economic levers to encourage partners and those organisations and companies it contracts with and commissions services from to minimise the use of obesogenic products and practices and promote healthier alternatives wherever economic viable to do so;
- Seeking to influence and support existing or prospective companies and providers of goods and services in Stockport in respect of sustainable transport, supply chains and provision of healthy foods and working environment for employees;
- Recognising the variation in prevalence of obesity across the different communities in Stockport and tailoring actions accordingly;
- Adopting measures in the Local Plan to reduce the proliferation and concentration of hot food takeaways and other forms of obesogenic activities; to encourage sustainable transport and encourage physical activity;
- Continue work with schools to support the delivery of health education covering nutrition and activity, particularly in early years settings, as well as measures to build confidence and cookery skills across school age ranges and into adulthood;
- Putting in place robust evaluation measures to determine the efficacy of interventions.

While this recommendation is broad and leaving open the detail of such an approach, there were a number of more definite actions that came to light during the gathering of evidence that would warrant specific consideration:-

- Encouraging tree planting on the highway to create green corridors and encourage walking, particularly between areas of greenspace
- investing in signage and marketing materials, particularly web based resources, to promote walking and safe cycling routes
- As part of the Local Plan process to revisit the existing policy in relation to Local Areas of Play to consider whether this provides the most effective use of investment resources

Acknowledgements

The gratitude of the Scrutiny Committee is recorded to all those involved in the Review, listed below:

Members of the Health & Wellbeing Scrutiny Committee who participated in the Community Pharmacies Scrutiny Review Panel

Cllr John Wright (Lead Councillor)
Cllr Laura Booth
Cllr Annette Finnie
Cllr John Taylor

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Debbie Clarke – Co-operative Member, Unicorn Grocery
Emma Curle – Chief Planning Officer, Stockport Council
Claire Gwyer - PH adviser: Children and Young People, Stockport Council
Nicola Tuner – Head of Growth, Stockport Council
Ian O'Donnell – Head of Public Protection, Stockport Council
George Perrin - Regeneration and Development Manager Growth, Stockport Council
Sue Stevenson - Head of Highways and Transportation, Highways and Transportation, Stockport Council
Ian Walmsley – Public Realm Manager, Stockport Council
Jonathan Vali – Democratic Services, Stockport Council

REPORT TO CABINET MEETING – SUMMARY SHEET**Subject:** MTFP Cabinet Response: Our Budget Choices for 2019/20**Report to Cabinet Meeting****Date: 2 October 2018****Report of: (a)**

Leader of the Council (Policy, Finance & Devolution) and Cabinet Member for Reform and Governance

Key Decision: (b)

Forward Plan ☒ General Exception ☐ Special Urgency ☐ (Mark with a Y if applicable)

Summary:

The MTFP Summer Review presented in August outlined a challenging horizon ahead for Stockport and the context for tough decisions ahead to ensure our Council is best able to meet the priorities and needs of our communities. This report is the latest update to the Cabinet's approach to addressing these significant challenges. Building on the medium term strategy presented at the last Cabinet meeting, this paper introduces draft budget choices for consideration and further engagement.

This includes implementation plans across the five themes within the medium term strategy:

- 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.

These proposals build on the strategic direction outlined within the report previously presented by Cabinet and the priorities set out in the Cabinet's manifesto.

Comments/Views of the Cabinet Councillor: (c)

The financial situation across public services is challenging and in ensuring responsible custodianship over public services during this time we must carefully consider all that we do and how we do it. We remain passionate and ambitious for Stockport and preparing our Borough for a different relationship and role for local government in the delivery of services for local people and businesses is at the heart of our medium term strategy.

The proposals presented within this plan present challenging questions for us to consider together over the coming months and years about prioritisation and how we work together to ensure sustainable public services within Stockport. We are presenting them at this stage for consideration and conversation with local people, businesses, partners and elected members so we can discuss collectively about what, how and where we deliver services. We have set these out in line with our medium term strategy and they frame a process of reviewing all our organisation to inform the shape of services for the future.

Recommendation(s) of Cabinet Councillor: (d)

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.

Relevant Scrutiny Committee (if decision called in): **(e)**

Corporate, Resource Management & Governance

Background Papers (if report for publication): **(f)**

There are none.

Contact person for accessing
background papers and discussing the report

Officer: Holly Rae / Jonathan Davies
Tel: 0161 474 3014 / 0161 218 1025

'Urgent Business': (g)

Yes/ **No** (Please circle)

Certification (if applicable)

This report should be considered as 'urgent business' and the decision exempted from 'call-in' for the following reason(s):

The written consent of Councillor and the Chief Executive/Monitoring Officer/ Borough Treasurer for the decision to be treated as 'urgent business' was obtained on /will be obtained before the decision is implemented.

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	

Strand	Saving Proposal		Proposed 19/20 Full Year Savings (£000)	Staffing Reductions	Where further information can be found
	Modernising Citizen Journeys	Information Advice and Guidance: phase 3 - business	200	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:

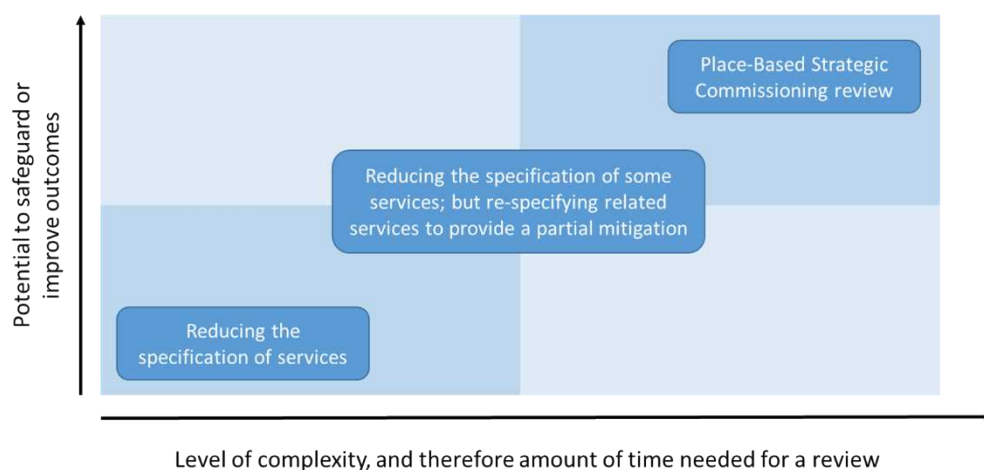
- Integrating current fragmented commissioning streams,
- Re-commissioning for the same quality and outcomes at a lower cost, for example through an alternative provider,
- Re-commissioning for different (lower) quality and outcomes from the same or different provider,
- More overt market shaping and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

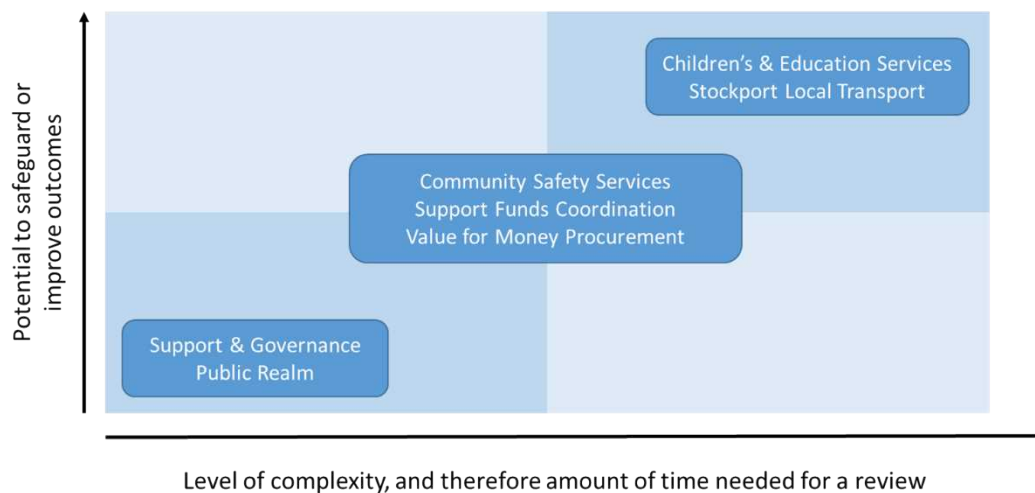
Figure.1 – Matrix of commissioning scenarios



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, contact 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.

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

				Phasing	
Saving Name	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000	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:

				Phasing	
Saving Name	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000	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.

REPORT TO CABINET– SUMMARY SHEET**Subject:** Well-Managed Highways Infrastructure: Code of Practice Update Report**Report to Cabinet****Date:** 2nd October 2018**Report of:** (a) Cabinet Member for Economy & Regeneration**Key Decision:** (b) Y

Forward Plan ☒ General Exception ☐ Special Urgency ☐ (Mark with a Y if applicable)

Summary:

The Well-managed Highways Infrastructure Code of Practice (WMHI) was published in 2016. It comes in to full effect at the end of October when the Well-Maintained Highways, Management of Highways Structures and Well-lit Highways Codes of Practice cease to be recognised. Historically the Council has relied on meeting the standards of the old codes to defend the quality of our maintenance processes, and this has been accepted in court when defending highways related claims. The WMHI contains no prescriptive or minimum standards for maintenance responses. The WMHI advises Councils that it be used, in conjunction with the Highway Infrastructure Asset Management Guidance, as the starting point against which to develop, review and formally approve highway infrastructure maintenance policy. It will be these policies that are now relied on for the defence of claims against the Council to show that we have applied the WMHI. Until the WMHI has become embedded, it is expected that there will be an increase in attempts by solicitors to identify weaknesses in these policies to win claims cases. Therefore, we have consulted with the Council's insurers, solicitor and Totally Local Company in the development of the policies.

This report provides the opportunity for comments to be made on the following documents:

- Skid Resistance Policy Statement (Appendix 1)
- Street Lighting and other Illuminated Infrastructure Policy Statement (Appendix 2)
- Winter Services Policy (Appendix 3)
- Winter Services Plan (Appendix 4)
- Highway Safety Inspection and Repairs Policy Statement (Appendix 5)
- Highway Safety Inspection and Repairs Plan (Appendix 6)
- Public Right of Way Inspection and Repair Plan (Appendix 7)

These documents have been developed to meet the advice contained in the WMHI. Therefore, the documents are developed to do the following: view the infrastructure making up the highway as an integrated network, with policies designed to work as a collective; work with the policies of neighbouring authorities to enable consistency; support the risk based approach to maintenance; support the collection of data and the maintenance of a detailed network inventory to assist with asset management; enable efficient claims management and support the Council's financial and lifecycle planning for the assets.

Comments/Views of the Cabinet Member: (c)

These policies form an important part of The Councils commitment to the Well-managed Highway Infrastructure Code of Practice and the execution of The Councils statutory duties with regards to maintenance. I therefore request that the Cabinet support the adoption of these policies

Recommendation(s) of Cabinet Member: (d)

Cabinet is recommended to:

Approve the adoption of the:

- Skid Resistance Policy Statement
- Street Lighting and other Illuminated Infrastructure Policy Statement
- Winter Services Policy and Plan
- Highway Safety Inspection and Repairs Policy Statement
- Highway Safety Inspection and Repairs Plan
- Public Right of Way Inspection and Repair Plan

Agree that the gritting routes for winter 2018/19 in the Winter Services Plan will be updated as necessary considering the findings of the Functional Network Hierarchy, with approval from the relevant service director in consultation with the relevant cabinet member.

Allow the following plans to be updated as necessary, with approval from the relevant service director in consultation with the relevant cabinet member, following their annual reviews or at any other time deemed necessary:

- Winter Services Plan
- Highway Safety Inspection and Repairs Plan
- Public Right of Way Inspection and Repair Plan

Relevant Scrutiny Committee (if decision called in): (e)

Economy & Regeneration

Background Papers (if report for publication): (f)

Contact person for accessing
background papers and discussing the report

Officer: Sue Stevenson
Tel: 0161-474-4351

'Urgent Business': (g)**Yes/ No (Please circle)****Certification (if applicable)**

This report should be considered as 'urgent business' and the decision exempted from 'call-in' for the following reason(s):

The written consent of Councillor _____ and the Chief Executive/Monitoring Officer/ Borough Treasurer for the decision to be treated as 'urgent business' was obtained on /will be obtained before the decision is implemented.

**WELL-MANAGED HIGHWAYS INFRASTRUCTURE: CODE OF PRACTICE UPDATE
REPORT**Report of the Corporate Director for Place Management & Regeneration**1. INTRODUCTION**

- 1.1. The Well-managed Highways Infrastructure Code of Practice (WMHI) was published in 2016. It comes in to full effect at the end of October when the Well-Maintained Highways, Management of Highways Structures and Well-lit Highways Codes of Practice cease to be recognised. Historically the Council has relied on meeting the standards of the old codes to defend the quality of our maintenance processes, and this has been accepted in court when defending highways related claims. The WMHI contains no prescriptive or minimum standards for maintenance responses. The WMHI advises Councils that it be used, in conjunction with the Highway Infrastructure Asset Management Guidance, as the starting point against which to develop, review and formally approve highway infrastructure maintenance policy. It will be these policies that are now relied on for the defence of claims against the Council to show that we have applied the WMHI. Until the WMHI has become embedded, it is expected that there will be an increase in attempts by solicitors to identify weaknesses in these policies to win claims cases. Therefore, we have consulted with the Council's insurers, solicitor and Totally Local Company in the development of the policies.
- 1.2. This report provides the opportunity for comments to be made on and approval given to the following documents:
 - Skid Resistance Policy Statement (Appendix 1)
 - Street Lighting and other Illuminated Infrastructure Policy Statement (Appendix 2)
 - Winter Services Policy (Appendix 3)
 - Winter Services Plan (Appendix 4)
 - Highway Safety Inspection and Repairs Policy Statement (Appendix 5)
 - Highway Safety Inspection and Repairs Plan (Appendix 6)
 - Public Right of Way Inspection and Repair Plan (Appendix 7)
- 1.3. These documents have been developed to meet the advice contained in the WMHI. Therefore, the documents are developed to do the following: view the infrastructure making up the highway as an integrated network, with policies designed to work as a collective; work with the policies of neighbouring authorities to enable consistency; support the risk based approach to maintenance; support the collection of data and the maintenance of a detailed network inventory to assist with asset management; enable efficient claims management and support the Council's financial and lifecycle planning for the assets.
- 1.4. The documents have all had an Equality Impact Assessment as can be seen in Appendix 8.

2. OVERVIEW OF POLICIES

- 2.1. **Skid Resistance Policy Statement** - This document details Stockport Council's policy and procedures for the measurement and maintenance of adequate levels of skidding resistance on classified carriageways. The key features of the policy are that it identifies the following: the skid testing process; the investigatory levels being used; the actions the Council will undertake to address sites which require remedial action; and, explains how remedial action is prioritised. The Council has previously not had a policy on this subject, but it continues through this policy to utilise guidance from HD28/15 Design Manual for Roads and Bridges.
- 2.2. **Street Lighting and other Illuminated Infrastructure Policy Statement** - The policy is written to work with the Street lighting Investment Programme which by the end of 2022/23 will have replaced all street lights with LEDs and addressed a range of other illumination issues in the borough. The key features of the policy are that it identifies the following: response times to different priorities of repair; different types of inspection and reporting; maintenance cycles; the need to collate data for asset management; and, explains the Council's position regarding the wider environment and the way we will minimise the negative impacts of street lighting. For the purpose of this policy, the category street lights and other illuminated infrastructure will also cover lights in parks, lights on public rights of way and lights in car parks which are managed by the Council's street lighting team.
- 2.3. **Winter Services Policy** – The Policy is written to advise council staff and the public about the commitments and procedures of the council in regards to winter services within the borough. The key features of the policy are that it: clarifies what the winter service seeks to achieve; identifies when the service operates; identifies the targets for the service delivery; identifies management arrangements for winter services; identifies what will be considered to identify treatment priorities; and, clarifies how the process is monitored and communicated to the public. The main changes in the policy are that: information about providers of services has been amended to reflect current process; the relationship to the functional hierarchy has been included as part of the treatment prioritisation process; there is recognition of the need to consider cyclists as well as pedestrian needs; and, the Council now uses the National Winter Services Research Groups Practical Guide for Winter Services for advice on treatment.
- 2.4. **Winter Services Plan** – This plan works in conjunction with the above policy. The plan identifies gritting priorities and criteria for grit bins. It provides a decision and treatment matrix as advised by Winter Services Research Groups Practical Guide for Winter Services. It also identifies routes for treatment. (Please note that the gritting routes will be reviewed in line with the Functional Network Hierarchy.)
- 2.5. **Highway Safety Inspection and Repairs Policy Statement** - This policy statement lays out the ways in which the Council inspects highways maintainable at the public expense. The key features of the policy are that it: identifies the relationship with the Greater Manchester wide code of practice to ensure cohesive working with neighbouring authorities; clarifies what types of inspection will be done; identifies the targets for the related inspection and repair; and, clarifies how the information will be stored. The main changes are the clear inclusion of public

rights of ways in the wider highways inspection process, and the inclusion of the needs of cyclists in the consideration for inspection frequency plans.

- 2.6. **Highway Safety Inspection and Repairs Plan** - The plan will be used in conjunction with the latest version of the Network Hierarchy, and the Highway Safety Inspection and Repairs Policy Statement. The key features of this plan are that it: identifies the training for inspectors; clarifies the methods of inspection; identifies inspection frequency; identifies when we consider that there is a need to investigate a defect; identifies how priority and speed of responses will be allocated; clarifies the risk based approach to be used; and identifies how the records of inspections will be kept. The main changes made by the plan are that the previous inspection levels are now investigation levels. The plan sets out the risk based approach for inspections. The plan identifies how the functional network hierarchy will be used to set inspection levels.
- 2.7. **Public Right of Way Inspection and Repair Plan** - This plan will be used in conjunction with the latest version of the Network Hierarchy, Highway Safety Inspection and Repairs Policy Statement and the related Highway Safety Inspection and Repairs Plan. Its key features are that it: identifies the frequency of inspection; clarifies the risk based approach for PROW; and, identifies how the records of inspections will be kept. The main changes made by the plan are it: identifies that the metalled routes in urban areas will be inspected in line with the Highways Inspection and Repair Plan; sets out the risk based approach; and, identifies the inclusion of Public Right of Way (PROW) in the functional hierarchy and the use of the functional hierarchy to set inspection levels.

3. **IMPLEMENTATION**

The move to the new plans and policies will not be instantaneous. Training on the risk based matrix and its use will need to be undertaken before the new system is rolled out. Until this has been accomplished, the current methods of defect identification and response will be used. All inspectors/ relevant employees will be utilising the risk based decision making process by January 2019 with an expectation that it will be fully embedded by April 2019.

- 3.1. Metalled PROW in urban areas will start to be inspected by the trained highway inspectors in early 2019. Until that time, the public rights of way officers will continue to deal with issues on the routes on a reactive basis.

4. **RISK BASED APPROACH**

- 4.1. The main change within WMHI is the move towards a risk based approach. In this method the Council identifies investigation levels as opposed to intervention levels and then Council employees or contractors assess the risk that the current state of the infrastructure may pose to the public, based on a range of factors such as: user type, speed of users, the placement of the infrastructure defect, the level of deterioration of the asset, forecasted weather etc. The risk assessment matrix detailed below will be the prime document used by the Council to identify the necessary response to issues on the highway. Staff will be trained in using this method of decision making.

Likelihood of Event Occurring	Consequence of Event Occurring				
	Negligible	Low	Medium	High	Severe
Negligible	1	2	3	4	5
Very Low	2	4	6	8	10
Low	3	6	9	12	15
Medium	4	8	12	16	20
High	5	10	15	20	25
Key to Risks					
Low		Medium		High	

Table 2

Priority Responses defined by colour

Risk factor	Defect Category	Priority Response
25	1	1
15 to 25	1	2
9 to 12	2	3
5 to 8	2	4
2 to 4	2	5
1	2	6

4.2. Those issues identified as being red in terms of risk will receive the most rapid response. Those having a risk factor of 1 will be deemed to be in sufficient condition, and so will not need intervention at this time. All the decisions will be recorded in Confirm (the Council's Asset Management System).

4.3. The response times for the Highway Safety Inspection and Repairs are the same as previously agreed as part of the reactive review.

5. FUTURE REPORTS

In this report we are seeking to adopt a range of policies which cover some of the most significant areas of asset management undertaken by the Council. They do not however, comprise all of the policies and plans that are affected by the WMHI. Further reports will be brought to Committee in future months to implement additional changes to support the Council's delivery of asset management in line with the WMHI.

5.1. Forthcoming documents:

- **Functional Network Hierarchy** – In the WMHI the Council is advised to develop a functional hierarchy as a foundation of a risk-based maintenance strategy. It is identified as crucial, both for establishing levels of service and

for the statutory network management role for developing co-ordination and regulating occupation. This will also enable the review of the Routes for the Winter Services Operational Plan. This is expected to be prepared by the November Cabinet.

- **Signage and Lining Policy** – This policy will identify the inspection and maintenance of non-illuminated signs and road markings. It is expected by the spring of 2019.
- **Review of Asset Management Strategy** – The Asset Management Strategy is expected to be reviewed every 2 years to meet the needs of self-assessment for the Incentive Fund. The latest review is expected by the spring of 2019.
- **A risk based approach to path maintenance in Greenspace** – This document would seek to extend the risk based approach that has already been put in place for PROW to the paths in greenspaces. This is expected in the spring of 2019.
- **Drainage Maintenance Policy** - This document will seek to ensure that the way in which the Council manages its drainage aligns with the WMHI. This is expected in the autumn of 2019.
- **Structures Maintenance Policy** – This document will seek to ensure that the way in which the Council manages its structures aligns with section C of the WMHI. This is expected in the autumn of 2019.
- **Trees/landscape on the Highway** - This document will seek to ensure that the way in which the Council manages its Trees/landscape on the Highway aligns with the WMHI. This is expected in the autumn of 2019.
- **Fences, Barriers and other Street Furniture**. This document will seek to ensure that the way in which the Council manages its Fences, Barriers and other Street Furniture aligns with the WMHI. This is expected in the autumn of 2019.

6. RECOMMENDATIONS TO THE CABINET

6.1 Cabinet is recommended to:

Approve the adoption of the:

- Skid Resistance Policy Statement
- Street Lighting and other Illuminated Infrastructure Policy Statement
- Winter Services Policy and Plan
- Highway Safety Inspection and Repairs Policy Statement
- Highway Safety Inspection and Repairs Plan
- Public Right of Way Inspection and Repair Plan

6.2 Agree that the gritting routes for winter 2018/19 in the Winter Services Plan will be updated as necessary considering the findings of the Functional Network Hierarchy, with approval from the relevant service director in consultation with the relevant cabinet member.

6.3 Allow the following plans to be updated as necessary, with approval from the relevant service director in consultation with the relevant cabinet member, following their annual reviews or at any other time deemed necessary:

- Winter Services Plan
- Highway Safety Inspection and Repairs Plan
- Public Right of Way Inspection and Repair Plan

BACKGROUND PAPERS

There are none

Anyone wishing to inspect the above background papers or requiring further information should contact Sue Stevenson on Tel: 0161-474-4351 or by email on sue.stevenson@stockport.gov.uk

Skid Resistance Policy Statement
August 2018

DRAFT

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1. INTRODUCTION

- 1.1. This document details Stockport Council's policy and procedures for the measurement and maintenance of adequate levels of skidding resistance on classified carriageways and identified key routes with higher levels of usage and potential risk. The objectives of the Skid Resistance Policy are to:
- Outline the Council's role as a Highway Authority and formalise the processes for monitoring skid resistance across the authority's road network on an ongoing basis.
 - Identify parts of Stockport's road network where lack of grip is a potential issue for skidding.
 - Prioritise grip deficient sites for improvement works based on where the greatest risks lie.
 - Ensure improvements to grip deficient sites are factored into the annual highway maintenance works programme or other necessary maintenance is arranged as identified.
- 1.2. The policy should be read in conjunction with the 'Well Managed Highway Infrastructure - Code of Practice' (WMHI) published in 2016 especially section B5.6. The WMHI identifies skid resistance on the highway as a very important aspect of network safety, especially for cyclists, powered two wheelers and equestrians. The Design Manual for Roads and Bridges HD 28/15 should also be referred to for detailed guidance on process.
- 1.3. The Council (as a Highway Authority) has a duty under the Highways Act 1980 to maintain the highway in a condition that is safe and fit for purpose. An important aspect of maintaining the road network in a safe condition is to provide adequate road skidding resistance, specifically on wet roads. Studies have shown that accident rates can be substantially reduced by improving skidding resistance at known wet accident locations, particularly at "difficult" sites. These are sites where the geometry or road layout (e.g. junctions, steep gradients, and pedestrian crossings) increases the risk of skidding accidents.

2. AIMS AND OBJECTIVES

- 2.1. The overall objectives of this policy document are:
- To ensure Stockport Council meets its duty of care under the Highways Act 1980
 - To adopt a set of updated skidding resistance investigatory levels comparable to those specified in the recommended guidance HD 28/15.
 - To adopt and specify appropriate standards for highways to minimise potential skidding situations or risks
 - To procure and analyse skid resistance surveys to identify potentially deficient sites.

- To make the most cost effective improvements to wet skid resistance by prioritising potentially deficient sites within the resources available.
- To investigate deficient sites and establish if remedial treatment is necessary and the actions required.

3. MEASUREMENT OF SKIDDING RESISTANCE

- 3.1. Skid resistance measurements are taken as an empirical assessment of a road surface's level of grip, and as an indication of the need for potential further investigation based on the set investigatory levels. However, it should be noted it does not represent the definitive grip available to a road user making a particular manoeuvre, at a particular time, and at a particular speed.
- 3.2. Different standards of maintenance are applicable to the various sections of road network. Consideration needs to be given to vehicle and pedestrian usage and the speed of the vehicles using the highway. It would be unrealistic for the Council to monitor and maintain adequate levels of skid resistance on the whole network as this would not be considered "reasonably practicable".
- 3.3. All carriageways identified for monitoring will be tested in accordance with HD28/15 using the calculations in Appendix 2. Over a three year period the whole of our surveyed network will be assessed once per year in early, mid and late summer. A Characteristic Grip-number Coefficient (CGC) is calculated using the previous three years measurements, using similar methodology to the calculation of a Characteristic SCRIM Coefficient. Skid resistance testing of roads can be undertaken by using a Scrim machine (Sideways force coefficient routine investigation machine developed by TRL) or a Grip Tester machine developed by Findlay Irvine, which is towed behind a car or van. This records the "grip" of the road surface which is then converted to produce the Characteristic SCRIM Coefficient (CSC). The CSC is the corrected, seasonally adjusted measurement of the skid resistant properties of the surface of the carriageway.

4 METHOD OF SURVEY

- 4.1. Stockport Council will be using a SCRIM machine and the Single Annual Skid Survey (SASS) method to calculate the CSC for each area or section. This requires Stockport to survey the whole classified network each year, but each consecutive survey will be undertaken at a different time within the summer season (early, mid or late season). This enables seasonal and between-year variation to be accounted for.
- 4.2. The machine operators providing the measurements shall have appropriate procedures to ensure that the measurements comply with the principles for calibration, testing and reporting specified in the British Standard (currently BS7941-1:2006) and are undertaken safely and to a suitable standard.

- 4.3. In each direction of travel, the lane carrying the greatest number of heavy vehicles shall be tested. For most roads, this will be the inside lane.
- 4.4. Measurements shall be carried out with the test wheel in the inside (left) wheel path of the test lane.
- 4.5. When inspecting a roundabout, a minimum of one complete circuit will be tested. The method used for the roundabout, to avoid traffic conflict, must be recorded on the test report.
- 4.6. Mini roundabouts and small island roundabouts that are physically too small to test with the parameters detailed above shall be tested as part of the main carriageway and do not need to be tested separately.
- 4.7. All speed limits, either temporary or permanent, must be obeyed regardless of the target survey speed. The safety of the machine and other road users shall take priority at all times and so lower speeds than these limits may be necessary as decided by the driver.
- 4.8. The survey machine operator will produce a survey coverage report detailing the network intended to be surveyed, lengths with missing or invalid data, and an explanation for the missing or invalid data. This data will be stored in accordance with the Council's Asset Information Management Plan.
- 4.9. The survey provider is required to demonstrate a suitable level of competency which includes driver training. The SCRIM machine should be manufactured in compliance with the relevant British Standard and calibrated before and on completion of each days testing.

5. INVESTIGATORY LEVELS

- 5.1. The higher risk a site, the higher the Investigatory Level (IL) is set (i.e. less tolerance for loss of surface friction). The investigatory levels are recorded in the Council's information management system (QGIS). SCRIM survey data is downloaded into the Council's system and can be viewed with other key asset information such as general highway condition for reporting purposes as required.
- 5.2. Investigatory levels have been set in accordance with the guidance given in recommendations of HD28/15 as shown below:

Site Category and definition		IL for CSC data (Skid data speed corrected to 50km/h and seasonally corrected)							
		0.30	0.35	0.40	0.45	0.50	0.55	0.60	0.65
A	Motorway								
B	Non-event carriageway with one-way traffic								
C	Non-event carriageway with two-way traffic								
Q	Approaches to and across minor and major junctions, approaches to roundabouts and traffic signals (see note 5)								
K	Approaches to pedestrian crossings and other high risk situations (see note 5)								
R	Roundabout								
G1	Gradient 5-10% longer than 50m (see note 6)								
G2	Gradient >10% longer than 50m (see note 6)								
S1	Bend radius <500m – carriageway with one-way traffic (see note 7)								
S2	Bend radius <500m – carriageway with two-way traffic (see note 7)								

(A non-event carriageway being one without additional features)

Notes:

- The IL should be compared with the mean CSC, calculated for the appropriate averaging length.
- The averaging length is normally 100m or the length of a feature if it is shorter, except for roundabouts, where the averaging length is 10m.
- Residual lengths less than 50% of a complete averaging length may be attached to the penultimate full averaging length, providing that the Site Category is the same.
- As part of site investigation, individual values within each averaging length should be examined and the significance of any values that are substantially lower than the mean value assessed.

Notes applicable to specific site categories:

- ILs for site categories Q and K are based on the 50m approach to the feature and, in the case of approach to junctions, through to the extent of the junction. The approach length shall be extended when justified by local site characteristics.
- Categories G1 and G2 should not be applied to uphill gradients on carriageways with one-way traffic.
- Categories S1 and S2 should be applied only to bends with a speed limit of 50 mph or above, except if the radius of the bend is <100m, where the S1 and S2 categories shall be applied at all speeds

- 5.3. These investigatory levels will be reassessed routinely on a three year cycle and/or earlier if there are a significant number of accidents at a particular site. Accident data should also be provided upon request on a yearly basis by the appropriate data capture authority, currently Highways Forecasting and Analytical Services (HFAS), to be considered as part of the reassessment of routes for investigatory testing. Accidents should not be considered if they have been identified as not having factors related to surface quality (such as alcohol influence).
- 5.4. Where fatal or serious accidents occur and the skid resistance of the road surface may be a contributory factor, the surface condition and historical data will be assessed. In cases where Stockport Council is approached by the Police to investigate, the Council shall endeavour to analyse the data within 30 days.
- 5.5. The Investigatory Levels may be revised if:
- The site IL has been incorrectly assigned
 - Changes to the network are made e.g. reclassification, increased usage, change of alignment etc.
 - After a 3 year review the site can have a reduced IL if deemed appropriate.
 - There is an increase in the level of wet skid related accidents.
- 5.6. Changes to investigatory levels will be undertaken in consultation with Road Safety Officers and the Traffic Manager in line with updates to best practice guidance.

6. SITE INVESTIGATIONS

- 6.1. Site investigations should be carried out on all sites where the skid resistance is at or below the investigatory level. The objectives of this site investigation are-
- To determine whether a surface treatment is justified to reduce the risk of accidents, specifically wet skidding accidents.
 - To determine whether some other form of action is required.
 - To determine whether the site should be kept under review.
 - To determine whether the Investigatory Level is appropriate. If the Investigatory level is not appropriate it should amended.
- 6.2. The results of these investigations and any actions arising should be recorded on the site investigation form, see appendix 1. Documents are retained in line with guidance from the Council's Insurance team.
- 6.3. The following records must be maintained in order to demonstrate the ongoing operation of this policy:
- Investigatory Levels for the surveyed road network, including justification for any deviation from the recommendations of HD28/15.

- SCRIM skid testing results and data analysis.
- Site investigation findings for sites assessed.
- A record of sites where and at what date slippery road warning signs have been erected showing subsequent removal dates where appropriate.
- Priority lists of sites for remedial treatment to restore an adequate level of skid resistance.
- Details of completed works programmes, relating to remedial treatment at identified sites.
- A register listing relevant enquiries regarding skidding matters and any actions taken

6.4. The authority and/or external provider(s) will ensure that the most appropriate remedial action is undertaken at sites, which are identified as at or beyond investigatory levels. Some examples of the options available are:

- Erection of warning signs
- Re-applying the road markings
- Retexturing of the road surface e.g. high friction surfacing
- Resurfacing of the carriageway
- Drainage maintenance and repair
- Cleaning of carriageway
- Monitoring site

7. WARNING SIGNS

- 7.1. Where the skid resistance is 0.20 or more CGC units below investigatory level and there have been >3 wet skidding accidents at this location, slippery road signs should be installed while further action is planned (if appropriate).
- 7.2. Slippery road signs will also be erected where a site investigation has shown a need for treatment to improve the skidding resistance and there have been 3 or more wet skidding accidents until treatment has been delivered. Signage is to be in accordance with the current addition of the Traffic Signs Manual. These signs will be removed once they are no longer required either due to remedial action or due to skidding resistance levels returning within acceptable levels.

8. REVIEW OF ROAD MARKINGS AND SIGNAGE

- 8.1. Worn, obscured road markings or redundant markings and signs can add to the risk of skidding as can the misplacement of roadside objects. Cleansing and re-marking/signing should be considered as a response to skid issues.

9. ROAD SURFACE IMPROVEMENT

- 9.1. Where sites of investigation show signs of polishing, fatting, stripping, or fretting then surface treatment options should be considered as part of the response to skid issues.

10. MONITORING

- 10.1. When a site has been identified for investigation but there is no clear remedial work to be taken it should be monitored for further issues. Repeated monitoring would trigger a move to a different investigatory level.

11. REMEDIAL WORKS

- 11.1. Where skidding resistance levels are below Investigatory Level and there are clear indications (taking into consideration advice from Road Safety Officers and available incident data) that improving the condition of the surfacing or other actions will significantly reduce the risk of accidents, remedial treatment should be considered based on the following priority order:

1. Approaches to pedestrian crossings and other high risk situations
2. Gradient greater than 10% longer than 50m
3. Approaches to and across minor and major junctions, approaches to roundabouts, approaches to Traffic signals (non-pedestrian), bends, gradients up to 10% (over 30mph limits)
4. Roundabout
5. Approaches to and across minor and major junctions, approaches to roundabouts, approaches to Traffic signals (non-pedestrian), bends, gradients up to 10% (within 30mph limits)
6. Resilient Network Roads
7. Strategic Roads
8. Main Distributor Roads
9. Secondary Distributor Roads
10. Local Links Roads
11. Local Access Roads (where visual inspection has confirmed an issue)

- 11.2. Where there is more than one site in any single category 1 to 5, the order of priority should reflect that of categories 6 to 11.
- 11.3. Stockport's Road Hierarchy has been reviewed in line with the national code of practice. Skid resistance treatments should always take in to account the Councils most up to date road hierarchy.

12. POLICY REVIEW

- 12.1. This policy statement will be reviewed in 2023 unless major changes mean that it is required earlier.

APPENDIX 1 - DATA SHEET FOR AN INVESTIGATION OF A SITE:

Skid Site Investigation Report			Survey year:	
Unit	Route	Site ID	Location	
Name of Managing Organisation and Overseeing Organisation's Area/Region designation	Road Code	Reference no.	Section(s)/ Chainage	
Site Location and Use				
Location and Nature of Site:				
<p>State the limits of and nature of the site including speed limit and environment.</p> <p>List hazards e.g. junctions, lay-bys, other accesses, crossings, bends or steep gradients.</p>				
Current Site Category and IL:				
<p>State current Site Category and Investigatory Level.</p> <p>Are these consistent with current guidance?</p>				
Pavement Condition Data				
Skid resistance and texture depth:				
<p>Attach plot or spread sheet showing the skid resistance, texture depth and other data if relevant. State here if low skid resistance or texture depth occurs where road users need to stop or manoeuvre.</p>				
Other aspects of pavement condition:				
<p>Note if there any extreme values of rut depth or longitudinal profile variance that could affect vehicle handling or drainage of water from the carriageway.</p> <p>Attach data if relevant.</p>				

Crash Data						
Period		Number of crashes			Analysis length	
From:	To:	Total:	Wet:	Wet skid:	Length (km):	Traffic (AADT):
		Site Data	Control data			
			Similar sites	Route data	National data	
Crashes/year						
Crashes/year/100km						
Crashes/10 ⁸ veh-km						
Crashes linked to surface condition?		Y / N	Does the position of wet or wet-skid crashes coincide with the lengths with low skid resistance?			
Other comments on crash data:						
Site Investigation						
Date:		Inspected by:			Method:	
		Name			On site/desk study	
Visual Assessment						
Type and condition of surfacing:		Consider variations across whole carriageway width.				
Any inconsistencies with survey data:						
Presence of debris or other contamination:		Consider likely route taken by different road users.				
Local defects (potholes, fatting-up etc.):		Indicate position, extent and severity of defects.				
Is drainage adequate?		List any indications that road does not drain adequately.				
Road Users						
Volume and type of traffic:		Consider heavy vehicles and vulnerable road users.				
Traffic speeds in relation to road layout:		Consider peak, day time and night time.				
Type of manoeuvres and consequences of driver error:		Evidence of crash damage or near miss e.g. tyre tracks in the verge.				
Road Layout						
Does it appear to meet current design specification?		Note unusual or confusing layouts.				
Is layout appropriate for vulnerable road users?		Consider volume and type of vulnerable road users expected.				

Are junctions appropriate for turning manoeuvres?	Note if junction sizes are appropriate for all vehicle movements and right turning vehicles are adequately catered for. Note whether traffic signals are operating correctly and are clearly visible.	
Markings Signs and Visibility		
Are markings and signs clear and effective in all conditions?	Sometimes old pavement markings have not been removed properly or there are redundant signs that could cause confusion.	
Roadside objects protected from vehicle impact?		
Clear sight lines/visibility of queues/vegetation	Consider sight lines through junction/accesses. Is the end of likely vehicle queues visible? Will vegetation growth affect visibility or obscure signage?	
Additional Information and Other Observations		
Please indicate if any:	Are any other sources of information available, such as reports or visual evidence of damage only crashes, or reports from the Police?	
Recommendation		
Is treatment required?	Y / N	State why treatment is justified
What type of treatment?	Y / N	State if surface treatment is required or if any other treatment/actions can be applied instead to mitigate the existing risk.
Change IL?	Y / N	State reasons for changing IL.
Other action required?	Y / N	State what other action should be considered and why.
Approval		
Print name:	Signature:	Date:

Taken from HD28/15

APPENDIX 2 - SINGLE ANNUAL SKID SURVEY (SASS) APPROACH TO CALCULATION OF CSC

Overview of SASS approach

This approach is based upon a single annual survey of the network. The method uses measurements from the preceding 3 years to characterise the long-term skid resistance of the network. This value is used, with the mean network skid resistance in the current year, to calculate a correction factor which is applied to the current year's data to make current values consistent with the long-term average.

Benefits of SASS approach

The SASS approach only requires one survey for each section in each year. It is therefore economically viable to survey the whole network each year and produce yearly CSC values.

Variation of skid resistance both within and between years can be taken into account by using the SASS approach.

It is possible to determine the correction factors (and therefore supply CSC values) after the end of each survey period rather than at the end of the survey season.

Shortfalls of SASS approach

The processing of the survey data in order to determine the correction factors can be labour intensive.

The SASS approach takes account of yearly variation and therefore the calculations are affected by maintenance carried out in the last three years. As such, sections which have had resurfacings carried out in the last three years have to be identified and removed from the calculation procedure for the correction factors.

If a survey is undertaken outside of the designated survey period then additional processing of data is required to calculate a correction factor. The resulting correction factor is less suitable resulting in less accuracy in the CSC value. Surveys undertaken outside of the target survey period for the current year can also reduce the accuracy of correction factors calculated in the next three years.

SASS approach calculation procedure

The effect of seasonal variation will vary in different geographical areas (e.g. due to different amounts of rainfall), therefore larger networks will be split into smaller localities and the correction factor will be determined and applied separately within each locality.

The whole network shall be surveyed once during the Testing Season in each year. Surveys shall be planned such that in successive years each road length is tested in the early, middle and late parts of the season.

For example, a route tested in the early part of the season in year 1 could be tested in the late part of the season in year 2 and in the middle part of the season in year 3. In year four, it will be tested in the early part of the season again, etc.

Each site on the network shall be allocated to a locality by the Overseeing Organisation.

A locality is a collection of road sections or routes for which a correction factor will be determined. A locality should be small enough so that similar weather conditions will normally be experienced within it and large enough so that a stable value can be calculated to represent the long-term skid resistance. This approach is based on the assumption that the climatic effects leading to seasonal variation influence all the roads in a local area in a similar way.

The Local Equilibrium Correction Factor (LECF) is the correction factor determined within each locality to bring the current year data to a level consistent with the long-term average.

By surveying all road sections within a locality at the same time, this method can remove a component of the within-year seasonal variation as well as the variation between years.

All the road sections within each locality shall be surveyed within the same part of the test season.

The LECF is calculated in three stages:

(i) The Local Equilibrium SC (LESC) is determined to represent the average skid resistance level for the locality over recent years. The LESG is the average SC, calculated for all valid 10m sub-section measurements in the defined locality over the 3 years that precede the current testing season. This shall contain surveys from each of the three parts of the test season. Valid measurements are those that were made in the required part of the test season, on the required test line, on road surfaces that were at least 12 months old at the time of testing. This means that if a length of road has been resurfaced within the last 4 years then that length should be excluded from the LECF calculation.

(ii) The Local Mean SC (LMSC) is determined for the current survey. The LMSC is the average of all valid 10m sub-sections in the locality in the current year survey.

(iii) The LECF is determined by dividing the LESG by the LMSC, i.e.:

$$\text{LECF} = \text{LESG}/\text{LMSC}$$

The CSC for each 10m sub-section shall be determined by multiplying the corrected SC by the LECF.

Taken from HD28/15

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Street Lighting and Other Illuminated Infrastructure Policy Statement 2018

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1. Introduction

- 1.1. Through this policy Stockport Council will provide Street Lighting and other Illuminated Infrastructure (e.g. illuminated signs, bollards, building lights and Christmas lighting) that:
- deliver the right quality and amount of light in the right place and at the right time;
 - is delivered via a risk based approach for lighting management that is suitably recorded and documented;
 - deliver value for money through the adoption of appropriate technology;
 - deliver infrastructure which is environmentally sustainable and gives best value;
 - deliver infrastructure which supports integrated transport, and crime reduction;
 - sets out a clear lighting maintenance practice,
 - is delivered in an efficient and robust manner with regards to the collection, processing and recording of lighting asset inventory and condition data, including: scenario planning and investment modelling; management; performance monitoring; and electricity purchase.
- 1.2. The policy is written with reference to the Well Managed Highway Infrastructure Code of Practice 2016 (WMHI) with special reference to Part D. It is also written to integrate with the Street lighting Investment Programme which by the end of 2022/23 will have replaced all street lights with LEDs and carried out a range of other illumination upgrades in the borough. This will deliver a step change in the future maintenance regime with a reduction in routine lamp change activities and a significant reduction in energy requirements.
- 1.3. The most recently adopted functional network hierarchy will be considered when looking at planning lighting work to ensure that the lighting level meets the needs of all users.
- 1.4. For the purpose of this policy street lights and other illuminated infrastructure will also cover these assets in parks, greenspaces, cemeteries on public rights of way

and in car parks which are managed by the Council's street lighting and sign maintenance team.

2. Legal Issues

2.1. The legal requirements that have to be met by the Council surrounding lighting are identified below.

- **New Roads and Street Works Act 1991** Under this act it is the duty of the street authority to coordinate and regulate works carried out on the highway.
- **Electrical Safety, Quality and Continuity Regulations 2002** Instructs on the recording of all underground cables. The Code of practice for recording of underground apparatus in streets should also be referred to.
- **Highways Act 1980** Though under the powers of Section 97 of the Highways Act the council does not have an obligation to put up or power street lighting it does, however, have an obligation to maintain street lighting that has been put in so that it is in a safe condition. There is also a need to consider the safety of the highway being maintained though again this does not require street lighting as a default position.
- **Electricity at Work Regulations** These regulations place an obligation on duty holders to maintain electrical systems so far as is reasonably practicable, in order to prevent danger. Periodic testing to lighting should comply with requirements outlined in BS7671.
- **Traffic Signs Regulations and General Directions** Certain road signs have to be illuminated in certain situations as do some traffic bollards. The requirements for traffic sign illumination are set out in the Traffic Signs Regulations and General Directions. Mandatory and discretionary provisions are laid down for signs depending on the material they are made from and the general lighting conditions where they are situated.
- **Clean Neighbourhoods and Environment Act 2005** Identifies artificial light as a potential statutory nuisance, however, it is considered unlikely to include street lights. Stockport Council seeks to be a good neighbour and so will minimise the impact of lighting where possible on neighbouring properties.
- **Crime and Disorder Act 1998** In exercising the Highways Act powers, the Highway Authority is required under s.17 of the Crime and Disorder Act 1998 to have regard to the effect on crime and disorder in the exercise of those powers and to have regard to the need to do all it reasonably can to prevent crime and disorder. However, there is no overriding duty on a local authority to provide or keep lit systems of street lighting to prevent crime.
- **Conservation (Natural Habitats, & c) Regulations 1994 and 2007 amendments** European Protected Species of plants and animals must be considered when lighting is installed or upgraded. Bats are one such species which can be adversely effected and should be given special consideration. The natural environment will be considered when lighting schemes are planned by the Council.
- **Climate Change Act 2008** Climate Reduction Targets includes all electricity used for non-domestic lighting. As such the Council would look to reduce the amount of electricity and carbon emissions relating to street lighting and other illuminated equipment.

- **Civic Amenities Act 1967** Conservation areas which have been designated in Stockport will need to be considered when lighting work is carried out. Any changes that would have a noticeable impact on the appearance of lighting columns, in terms of design or colour, will be discussed with the Conservation Officer.
- 2.2. A Highway Authority may be challenged if it removed a system of road lighting or failed to maintain one in operation if it cannot demonstrate that the reason the system of road lighting was installed is no longer applicable i.e. if a system of road lighting was installed as an accident remedial measure and the level of night time accidents increased following its removal or a system of lighting was installed as a crime reduction initiative and crime increased following the removal or downgrading of the lighting.
- 2.3. An Authority is not liable for accidents arising from a failure to light a highway unless the accident arises because the authority has failed to take reasonable steps to prevent objects it has placed in and around the highway (e.g. road signs, lighting columns, bus shelters etc.) from becoming a danger to the public. Lighting is an obvious way of warning of this danger at night. However, reflective surfaces and appropriate placement also needs to be considered in these situations.
- 3. Risk Based Approach**
- 3.1. There are a range of issues that need to be identified and addressed to keep a lighting scheme running successfully including:
- outages
 - day-burners
 - wilful damage;
 - overhanging trees and vegetation;
 - vehicle damage;
 - misaligned brackets;
 - missing doors;
 - unsecured or missing lantern bowls;
 - missing identification numbers; and
 - the majority of LED diodes have failed.
- 3.2. These need to be assessed for appropriate action and suitable response timescales. This may involve assistance from a number of council employees and contractors to remedy the faults. Under no circumstances should an electrically dangerous item of equipment be left in operation.
- 3.3. When considering the need and response time to repair issues with street lighting and illuminated infrastructure council assets, Council employees will use the following risk matrix:

Likelihood of Event Occurring	Consequence of Event Occurring				
	Negligible	Low	Medium	High	Severe
Negligible	1	2	3	4	5
Very Low	2	4	6	8	10
Low	3	6	9	12	15
Medium	4	8	12	16	20
High	5	10	15	20	25
Key to Risks					
Low		Medium		High	

3.4. Priority Responses defined by colour

Risk factor	Priority Response
25	1
15 to 25	2
9 to 12	3
5 to 8	4
2 to 4	5
1	6

Priority	Response time
1	2 hour (Emergency Fault)
2	24hour (Non-emergency affecting specific road safety provision i.e. bollard, column or sign damaged or missing)
3	14 Calendar Days
4	28 Calendar Days
5	Considered For Planned Maintenance
6	Review At Next Inspection

4. Competences and Training

- 4.1. In order to meet the needs of Regulation 16 of the Electricity at Work Regulations which states “No person shall be engaged in any work activity where technical knowledge or experience is necessary to prevent danger or where appropriate,

injury, unless he possesses such knowledge or experience, or is under such degree of supervision as may be appropriate having regard to the nature of the work". The Council will undertake to monitor the competencies and training of its staff and contractors.

- 4.2. Training and competency of all employees and contractors involved in the maintenance of street lighting and illuminated infrastructures will be recorded and these records will be available for inspection by the Council and the Councils representatives such as our insurance providers.
- 4.3. Call handling staff will receive training to enable them to identify appropriate actions and response needs for reports from the public. This will include the response to emergencies and to ensure appropriate co-ordination between them and the emergency response teams.
- 4.4. The Councils Contractors will ensure that their employees and sub-contractors will have the appropriate training and evidence of this will be provided to the Council. The Staff involved in providing emergency response service must be competent and able to exercise their risk based judgement as to the action required.

5. Inspection, and Fault Reporting

- 5.1. To maintain a service to the public the Council will utilise the following methods for identifying failure regarding street lighting and illuminated infrastructure.
- 5.2. **Find and Fix** – The Council will identify faults and other issues via a night inspection in areas where repeated problems are recorded. The Council will also undertake find and fix in the Town Centre and District Centres pre-Christmas. After the transition to LEDs the Council will move to a system which has a greater dependence on public reporting as the LED lanterns have a far more significant life expectancy. Any faults and actions will be recorded in Confirm enabling the identification of repeat problems which need further investigation. Where an immediate repair cannot be undertaken then the speed of the action will be assigned a priority using the matrix in section 3.
- 5.3. **Public reporting** – The Council has always encouraged the public to report defects relating to street lighting and illuminated infrastructure. This is supported by online reporting, which the public are encouraged to do as a preferred method, on the Council website. Some street light faults are hazardous and dangerous to the public, these include:
 - exposed cables
 - damaged, knocked down, or unstable street lights or signs
 - missing or loose doors and covers
 - unsecured or missing lighting bowls / hanging equipment
- 5.4. In these cases the public are asked on the website to ring 0161 217 6111 to report the fault as these need a rapid response.

- 5.5. This method of reporting will be promoted to ensure that the Council is made aware of issues on the network. These requests and subsequent actions will be recorded in Confirm. The speed of the action will be assigned a priority using the matrix in section 3.
- 5.6. **Visual Inspection of electrical equipment** - The condition of the electrical equipment and wiring will be visually checked at each cyclic maintenance or repair visit and any issues identified for necessary action. For older lighting stock with non-LED lanterns this will take place at least every 3 years, for LED lanterns this will be at least every 6 years. With regards to illuminated signs this will take place at least biennially, until the LED retro-fit work has been completed and then inspection will be carried out on a 6 year frequency. Traffic bollards will be cleaned and inspected annually following gritting activities. The condition based on visual inspection will be recorded after all maintenance or repair visits and any issues identified for necessary action. The speed of the action will be assigned a priority using the matrix in section 3.
- 5.7. **Electrical Testing** - This testing will be carried out by a competent person provided by the Council contractor. All test equipment will be correctly calibrated and regularly certified. Testing will be undertaken every 6 years. To achieve this one sixth of the lighting stock will be tested annually. The results of electrical inspection and testing must be recorded. Confirm will be used to store electrical test information for individual item of equipment enabling them to be readily available for monitoring purposes. Where repairs are identified the speed of the action will be assigned a priority using the matrix in section 3. Supply to the Column may be the responsibility of the District Network Operator (DNO) and they will be responsible for faults on their supply cable. The DNO operate under their own response times for repairs.
- 5.8. **Structural inspection and Testing** Column or post inspections need to be undertaken to identify those in need of replacement. This is to minimise the risk of structural failure which could result in damage to property, injury and fatalities. This will include: visual inspection of columns or posts at any inspection or repair visit. This will be at a minimum of once every 6 years.
- 5.9. Steel lighting columns and sign post will be routinely checked for structural stability and /or defects. This includes ultrasound testing to measure the thickness of the metal. Concrete columns will be visually assessed. The assessment will assign a risk category for each unit and a level of potential failure which advises on a future inspection date. The ultrasound testing will place the columns in to the following risk categories.

Risk category	Explanation
Re-inspect the column in 6 years' time	The column is assessed as low risk
Re-inspect the column in 3 years' time	Some early signs of defects or risk factors such as corrosion
Re-inspect the column in 1 year's time	There are significant defects that could deteriorate rapidly. However, there is negligible risk of a major failure
Remedial	The surveyor considers that the risk of major failure of the column beyond the next year exceeds acceptable levels and requires replacement in the next year's programme

5.10. It is important to note that although the worst risk category refers to the need for replacement within a year of inspection this does not mean to say that the column is an immediate danger to the public. The risk score is intended to assist with capital programme planning on an annual basis rather than indicating a need for immediate or emergency maintenance.

5.11. Records will be available of the inspections and testing and key information will be recorded in Confirm.

6. Maintenance

6.1. As well as inspection and testing there is also maintenance work. Some of this work will be undertaken at the same time as inspection and testing of street light or other pieces of illuminated infrastructure while other activities will be carried out separately.

6.2. A replacement and sleeving programme for columns identified as needing replacement/ repair will be developed annually based on the findings of testing and inspection.

6.3. A painting programme for columns will be developed in response to visual inspection findings where this is appropriate for maintenance of the asset.

6.4. Street lights will be cleaned as part of the electrical inspection and testing process.

6.5. Traffic bollards will be cleaned annually.

6.6. Where street lights or other piece illuminated infrastructure are affected by tree cover, these units will be considered for additional cleaning as appropriate.

6.7. Christmas lighting and other specialist features will be tested accordingly, maintained and erected / removed where appropriate.

- 6.8. Lamp replacements on traditional lighting have been carried out on a 3 year cycle. For LEDs it is recognised that there is a longer lifespan, however, cleaning activities and component changes will need to be programmed. The routine maintenance regime will be tailored to meet the needs of the different LEDs used and their age based on the information held in the Asset Management System. Currently the Council is utilising Confirm.
- 6.9. Structure lighting e.g. Stockport viaduct and high mast lighting will be maintained using specialist access equipment. External providers will be used to carry out foundation / electrical testing, routine inspection and maintenance as required.
- 6.10. When new columns are erected following accident damage or as part of a new scheme, consideration should be given to the most appropriate position on a highway taking into account position of residential properties and access. Utility services may restrict the positioning however where possible new columns should be installed at property boundaries and / or at the back of footway.

7. Records Maintenance

- 7.1. Asset Management Data is held by the Council in an Asset Management System. The data held within the system will enable the Council to undertake robust lifecycle planning. The data will be entered in to tablet computers on site.
- 7.2. This information will be updated when amendments are made to a street light or other pieces of illuminated infrastructure to ensure that the supply inventory is maintained accurately. This will enable the inventory to be submitted to the DNO in the agreed format. This will also ensure that the Council will benefit from the new energy saving equipment fitted. The system will also be used to develop asset inventory, ensure correct equipment is installed, assist with lifecycle planning, deterioration modelling and to record warranties so equipment fails can be replaced should it fail prematurely.
- 7.3. All emergency work is recorded in the Asset Management System as an enquiry linked to a job or a job raised. The incident is then properly tracked and recorded. If the incident was a result of vehicle impact then details of the vehicle(s) should be recorded on an accident report sheet and procedures for the recovery of costs followed.
- 7.4. All visits to a street light or other pieces of illuminated infrastructure will be recorded in the Asset Management System.

8. Health and Safety

- 8.1. The Health and Safety at Work Act 1974 in conjunction with the Construction (Design and Management) Regulation 2015 require Highways Authorities to carry out work in a safe manner.

8.2. Council employees and contractors will comply with the following requirements:-

- Lone worker policy must be followed where applicable
- Plan inspection/testing routes in advance of leaving the office
- Organise any necessary traffic management to ensure safe working
- Check with Highway operations and The Council's highway management team if there are any emergency / safety repair works taking place in the area
- Inform colleagues of their intended whereabouts
- Ensure they have necessary equipment
- Ensure that their vehicle is roadworthy
- Park legally when carrying out work
- Wear a high visibility safety vest or jacket and safety shoes while working on site. Carry out a basic risk assessment of the location and act upon it to keep themselves and others safe
- Employees must remain aware of their surroundings and approaching hazards while performing work

8.3. In the case of electrical equipment the employees and contractors must have the appropriate training for the task being undertaken.

9. Lifecycle Planning

9.1. The Council's current LED programme is based on the Council's Life Cycle Plan for the street lighting stock in the borough. The Council predicted an increasing cost for the replacement of equipment and energy which assisted with the development of a 5 year programme of replacement to move to LED technology.

9.2. The Council's Life Cycle Plan did not identify the need for a mass replacement or repair of columns, however column replacements / repair will be required on a needs basis to achieve adequate lighting levels and where required based on routine condition testing. This decision was based on extensive data available on the condition of steel lighting columns with up to 10 years of surveys and visual inspection of concrete columns. Therefore the Council proposes to maintain a programme of structural assessment, replacement and repair on an annual basis with locations selected based on risk.

9.3. The Council will continue to trial new technologies as they become available and keep the electricity suppliers up-to-date on the inventory details of our network. The Council will also seek to continue to use the most appropriate electricity supplier for energy requirements. Consortiums and flexible purchasing arrangements will be considered.

9.4. Where new specialist feature lighting are requested and approved for aesthetic purposes, the Street Lighting team will expect that they will be accompanied with a relevant maintenance funding stream to bridge the gap between the cost of standard equipment and the chosen lighting and where appropriate decommissioning funding.

- 9.5. Where the Council has adopted higher specification street lighting and other illuminated infrastructure as part of a planning application and section 38 / 278 agreement, the Council will seek commuted sums to contribute to the future maintenance of the scheme.
- 9.6. When working with the police and community safety team lighting improvements are often identified to help address crime. However, this should only be considered when lighting improvements are supported by the realistic opportunity that people committing criminal acts will be seen doing so and other supportive work by the community safety team as lighting alone is not a deterrent.
- 10. Environmental Management**
- 10.1. Section 2 of the policy statement identified several environmental areas that need to be considered when installing or modifying street lighting and other illuminated infrastructure.
- 10.2. **Climate Change** – The Council will continually seek to improve the energy efficiency of its street lighting and illuminated equipment. This will in turn reduce the Councils energy consumption and its CO₂ production. This would include the removal of lit signs and bollards where the current legislation indicates that reflective signage can be used instead. In all cases changes to the equipment used by the Council will be carefully researched and all current best practice guidance utilised.
- 10.3. **Trees** – Trees should be considered when planning a street lighting scheme. Stockport has a large number of street trees. These trees may limit the placement of lighting columns due to the need to avoid damaging roots and branches. These trees can also, due to growth, impede the lighting received from a scheme and increase the need for cleaning of illuminated equipment and street lights. Key to this is the early involvement of the Councils Arboricultural Officer in all schemes near trees to ensure that the actions taken will support the needs of the area both now and in the future. Work will also follow the guidance provided in the NJUG Guidelines for the planning, installation and maintenance of Utility Services in proximity to trees. Consideration should also be given when planting trees and selecting appropriate species in the vicinity of existing street lighting equipment.
- 10.4. **Protected Species** - Artificial lighting can have a negative impact on people and wildlife. Problems caused to wildlife can include disorientation due to an inability to navigate, disruption to breeding cycles and inability to hunt for night predators. Bats are often specifically considered but are not the only species affected by lighting. Consideration should be given to the potential negative effects of a change to an existing or new lighting scheme. As part of the design process, recommendations in BS5489 will be followed where appropriate and other national relevant guidance.
- 10.5. **Dark Sky** - The presence of artificial lighting can give light pollution that impedes visions of the night sky and impacts on the enjoyment of rural areas. A large proportion of this is attributed to street lighting. While street lighting reduces some light spillage it does not completely remove the negative effects of lighting in this

regard. Therefore this will always be considered in the implementation of all new schemes. This is especially important in areas where there is currently no lighting and it will impact on a rural area which may also be important for biodiversity. Recommendations from BS5489 will be considered. The LED lantern that has been selected for installation borough-wide directs lights onto the highway and provides no light above the horizontal.

- 10.6. In locations where lighting is desired but will cause environmental issues it may be possible to consider reducing the hours of operation by switching off when there is little need for lighting. An example of this would be lighting in parks. This is a common request to identify walkways, buildings, entrances and exits. However, lighting needs to reflect reasonable user expectation and light in a way that is effective. For example a play area with non through routes and tennis courts etc. could have part night lighting unlit to limit unwanted activities in that area. Main through routes may not need all night lighting in areas which are particularly sensitive in biodiversity terms and have value with regards the environment. It will also minimise disturbance to local residents and discourage antisocial behaviour.
- 10.7. **Conservation** - The development of plans to modify or install new street lighting and other illuminated infrastructure within zones designated as conservation areas will be considered in line with their needs to protect the special architectural or historic interest. Key to this is the early involvement of the Councils Conservation Officer in all such schemes to ensure that the actions being taken will support the needs of the area. Where possible and funding allows, this would include the maintenance of existing historic street lighting features or the use of replica replacements to maintain the 'feel' of the area.
- 10.8. **Waste Management** - Lamps and luminaires will be recycled where possible and disposed of appropriately to minimise negative environmental impact. The end of life needs of a product will be considered when purchasing new equipment. Most lamps are considered hazardous waste. Lamp and Luminaire Producer Schemes, funded by a levy on new products, exist to ensure the disposal of such equipment in line with the WEEE Regulations and Environment Agency requirements and Stockport Council takes part in a relevant disposal scheme. All waste will be disposed of appropriately.
11. **Review Procedure**
 - 11.1. The policy will be reviewed in 2023 unless significant changes need to be made earlier.

**Highway Winter Services Policy
Stockport Metropolitan Borough Council
October 2018**

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1. Introduction

- 1.1. This document has been written to advise council staff and the public about the commitments and procedures of the council in regards to highway winter services within the borough. All care has been taken to align the policy and plan with the Code of Practice – Well-managed Highways Infrastructure, with particular focus on section B.7 Winter Services.
- 1.2. Highway Winter Service can contribute significantly to each of the core objectives set out in this Code of Practice¹ as described below:
- 1.3. Safety - Safety is a consideration for Winter Service, though statutory obligations and users' needs vary in different parts of the UK and within the Stockport Brough.
- 1.4. Customer - There are, in all parts of the UK, and in Stockport Brough, considerable user needs and expectations, and these can be a major influence on customer satisfaction through demonstrating an efficient, effective and proportionate response to winter conditions.
- 1.5. Serviceability - Maintaining availability and reliability of the highway network is a key objective for the Winter Service and one where user judgements of performance will be immediate rather than longer term.
- 1.6. Sustainability - Low temperatures and the formation of ice can cause serious damage to the fabric of carriageways, footways and cycle routes and accelerated damage of the network. Effective Winter Service can contribute to a reduction in whole life costs and minimise damage to the environment.

2. Vision

- 2.1. The Council is committed to providing a safer highway system in winter conditions delivering winter services, such as gritting, as necessary, where required, and as practicable within the resources available. This is to be done to deal with both predictable winter weather and more extreme weather events².

3. Links to other policies

- 3.1. This policy is designed to work in co-ordination with the: Winter Services Operational Plan, Resilient Network Policy, Well Managed Highways Infrastructure Code of Practice, Practical Guide for Winter Services and Transport Asset Management Plan. It will also support the wider Greater Manchester Civil Resilience Plans and take

¹ As seen in B.7.1.5 of the code of practice.

² This is in line with B7.1.2 of the code of practice

practical advice from the National Winter Services Research Group (NWSRG) Practical Guide for Winter Services³.

4. Legal Position⁴

- 4.1. Under Section 41(1a) of the Highways Act 1980, as amended by the Railways and Transport Safety Act 2003 the authority, which is the Highway Authority for highways maintainable at the public expense, are under a duty to maintain the highway. In particular, the Highway Authorities are under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice (the highway in the terms of the Act include any footways maintainable at public expense). The Traffic Management Act 2004 also requires that authorities' do all that is reasonably practical to manage the network effectively to keep traffic moving, including the establishment of contingency plans.
- 4.2. To meet the statutory obligation, the Council has produced a plan to enable the cold weather maintenance of the key routes and areas of the borough. This plan prioritises the order in which the cold weather maintenance will be done. Not all routes and areas in the borough can be treated during cold weather due to financial and operational constraints. Therefore the prioritisation is carried out in such a way as to maintain an optimal level of traffic flow along major routes first with guidance from Stockport's Functional Road Hierarchy. The prioritisation has been carried out with reference to the needs of the area based on specialist knowledge and the needs of the local community. Even on those routes that are treated, it is not always possible to ensure that running surfaces are kept free of ice at all times due to the nature of the routes and the practicalities of the operational work.

5. Winter Risk Period⁵

- 5.1. The core winter risk period is October to March with 3 week lead in and lead out times with reduced operational resource. If forecasting predicts that winter services are needed before or after this period the Council can extend the resources availability. During this time the Council should have in store no less than an estimated 12 days' worth of grit. At the start of the winter period the Council will have in stock 21 days' of grit or more. In cases of forecasted prolonged bad weather reordering will be done earlier to keep stock levels higher than 12 days'. Orders to maintain stock levels will be made throughout the winter period and stock levels reported to the DfT as required.

³ As suggested in B.7.1.4 of the code of practice.

⁴ As identified in B.2.3. of the code of practice.

⁵ As suggested in B.7.2.3 of the code of practice

- 5.2. Stockport does not routinely stock de-icers that work below -15° as the chances of temperatures dropping this low are considered unlikely. In the last winter period of 2017-18 the lowest recorded temperature was -7.6°. The council contract allows us to access pre wetted salt. Pre wetted salt is more effective at lower temperatures and so in rare circumstance that there is a forecast for extremely low temperatures the Councils would order this type of product. If the Council's forecasting service did not forecast such weather patterns the Council would seek to take advantage of the agreement in principal between the Greater Manchester Boroughs for resource sharing in times of emergency and request aid which could either be the supply of salt or assistance with gritting operations.

6. Issues

- 6.1. This policy seeks to ensure the Council uses a risk based approach to make certain:
- Identified carriageways, cycle routes and footways are treated, taking into consideration pedestrians, cyclists, public transport (including interchange), road users, promoted facilities, vulnerable users and emergency services, the needs of the resilient network and other local issues.
 - As many eventualities as possible are catered for in terms of winter maintenance e.g. severe weather, day time snow etc. to support the resilience of the transport system.
 - The public is aware of the system we have in place and what they can do in order to help themselves and neighbours in severe weather.
 - There is a clear and well recorded process of decisions and actions taken in terms of winter maintenance.
 - There is a clear criteria for routes and areas treated and provision of grit bins.
 - That after a snow clearance operation takes place maintenance and inspection is undertaken to mitigate the effects of this such as the removal of accumulated grit, the clearance of drains and the inspection and repair of highway damaged by the effects of frost and winter services processes.

7. Objectives

- 7.1. The objectives of the policy are:

- The passage for vehicles (inc. cycles) and pedestrians using the highway network is as safe as practical in the winter conditions being experienced.
- That in severe weather conditions the Council has all the necessary resources to grit/de-ice the core network during severe freezing/snow conditions.
- A service that can cope with an average winter but has the capacity to be adapted to deal with extended or more severe conditions.
- Development of a support mechanism for partner organisations including the way in which assistance will be prioritised in a major weather event.
- A service that can cope with varying conditions which may occur throughout the day.
- To ensure that the public is kept informed about our actions before, during and after the winter period.
- To ensure an adequate record of our actions is kept and shared as necessary.
- That the public are advised of the actions they can take for themselves and their neighbours in the event of severe weather.

7.2. The objectives will be met by:

- Categorising different streets into different gritting routes and the placement of grit bins using set criteria.
- The creation of plans for alternate weather situations.
- The continuation and updating, where necessary, of agreements between bordering authorities.
- The creation of an information pack, showing gritting routes and giving other cold weather information, to be issued via the internet and advertised through other media.
- Global Positioning Systems (GPS) information and decision records being used to create a comprehensive record of winter maintenance.
- Adjustment of the footway winter maintenance to reflect the day of the week.

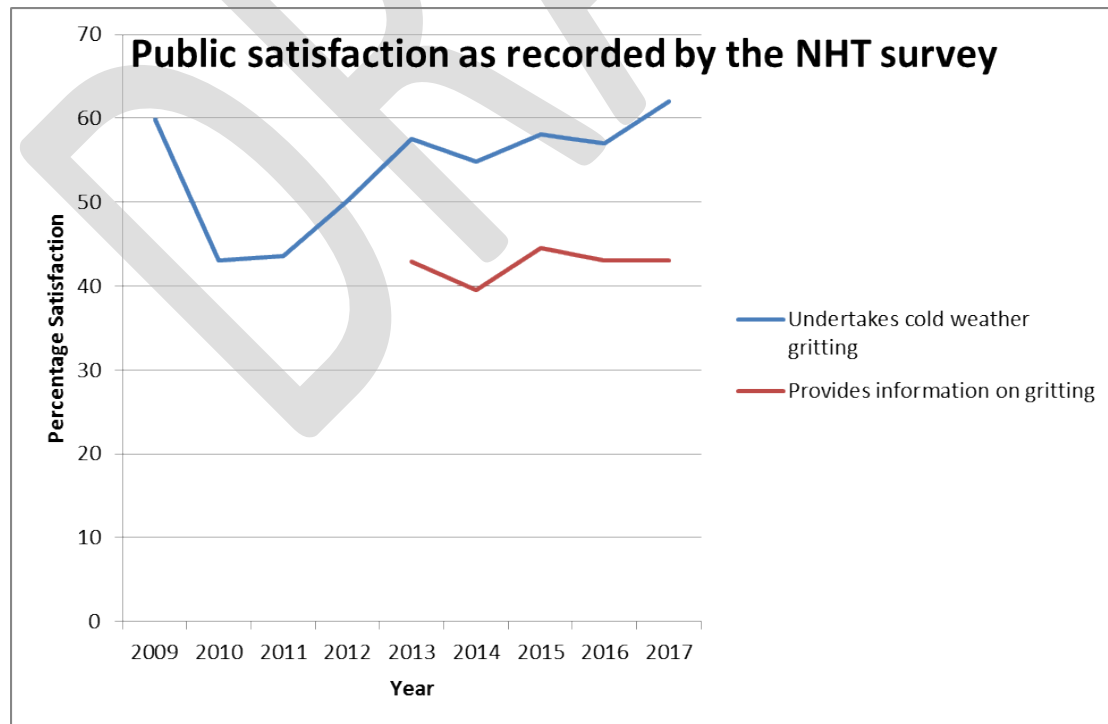
- A maintained level of deicing consumables, related equipment and personnel to utilise those resources.

7.3. Details of the Management Arrangements are covered in Appendix 1.

8. Stakeholder Involvement

8.1. The Council monitors its resident's satisfaction using the National Highways and Transport Network (NHT) Public Satisfaction Survey in line with recommendation 27 of the Code of Practice. With regards to the findings of the survey in 2017, the respondents in Stockport were more satisfied than the national average with the way the Council undertakes cold weather gritting. The satisfaction levels of respondents, with regards to the information we put out about gritting, was on a par with the national average.

8.2. In 2010 and 2011 the satisfaction levels for the service were low. This is a reflection of the severity of the weather in the winter of 2009 and 2010. Satisfaction levels fell for the majority of Councils facing similar circumstances in this period with the average satisfaction level dropping to 45% in 2010s survey. In both years the Council's reduced levels of satisfaction were still average when measured against other similar Councils. The Council's policies were reviewed after these winters.



8.3. The document has drawn on comments from the development and review of the resilience network. This identified locations which

needed to be prioritised in severe weather to support other services such as Adult Social Care.

9. Targets

9.1. The targets for this policy are that:

- Vehicles will leave the depot no more than 60 minutes after the decision has been taken to treat the roads⁶.
- Routes 1 – 5 are to be treated within 2 hours of the commencement of gritting.
- Routes 6 – 10 are then to be done within 5 hours of the commencement of gritting.
- Footways/cycleways/shared paths designated as priority 1 are to be treated before 9.00 am when severe weather conditions are forecast or during periods of prolonged cold weather i.e. snow.

10. Monitoring

10.1. A report on the winter gritting activities that have been undertaken will be produced yearly to clearly illustrate whether the Council has met targets and will explain any issues that have arisen. All evidence of the treatment taking place will be recorded along with treatment type used and amounts spread to support any defence the Council may need to make regarding its maintenance of the highway in line with the policy and to give a greater insight into future needs. This will be in line with B7.6.5 to B7.6.8 of the code of practice.

11. Review

11.1. The Operational Plan will be reviewed annually⁷ by the Network Asset Maintenance Team and Councils nominated contractor with approval given by the relevant Service Director in consultation with the relevant Cabinet Member. This review will include: identifying changes in the needs of key stakeholders such as public transport and emergency service providers; ensuring the continued availability of appropriate staff and equipment and consideration of the effects of climate change. After significant winter weather the policy and plan will be reviewed to identify success and areas where improvements could be made. The policy will be reviewed in detail in five years time.

⁶ As recommended in paragraph B.7.6.12 of the code of practice.

⁷ As advised in B.7.7.1 of the code of practice.

Appendix 1 - Management Arrangements

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1. Management Arrangements

1.1. The Network Asset Maintenance Team with the Councils nominated contractor will be responsible for the operational planning and execution of the Winter Services Operational Plan, which will be developed in line with the Winter Services Policy.

1.2. The Contractor will:

- Provide, and organise labour force giving due consideration to :
 - implications of Drivers' Hours Regulations;
 - extent and nature of double manning and driver support;
 - shift system arrangements; and

- provision for holidays and sickness.
- Undertake appropriate training of the labour force and provide details of this to the authority for monitoring purposes⁸.
- Provide the equipment and resources (inc. fuel etc.) and appropriate storage for these resources. This equipment should enable the efficient treatment of all areas of the highway including cycle routes and pedestrian areas⁹.
- Carry out the winter maintenance.

1.3. The Council will:

- Liaise with Marketing and Communication Unit to keep the public up to date on actions regarding Winter Service.
- Liaise with neighbouring authorities about the status of the network and the service.

2. Treatment Priorities

2.1. The treatment priorities will be reviewed yearly to ensure that the routes reflect the current priorities of the Borough. The current priorities have been developed over several years, with reference to local knowledge, and weather information, to identify the more vulnerable roads. The move to the risk based approach has resulted in a review of the functional hierarchy and this is included in the development of the treatment priorities for use with the risk based approach to winter services. As suggested in the code of practice B7.5.36 the following issues will be considered when identifying routes:

- wider transport and other policy priorities;
- the Resilient Network; special requirements of carriageways, footways and cycle routes;
- safe and reliable access to emergency facilities including fire and rescue, police, ambulance services and hospitals;
- other public services access needs and critical infrastructure where the maintenance of access may be critical;
- public transport routes and access to stations, bus garages and depots;
- safe and reliable access to main industrial and business centres of key importance to the local and regional economy; any significant variation between summer and winter traffic;
- the special needs of disabled people or older people particularly where these can be effectively targeted;
- known problems, including significant gradients, exposed areas and other topological factors;
- climatic and thermal capacity differences within the area;

⁸ This will be in line with the recommendations for training between B7.6.19 to B7.6.34.

⁹ In accordance with the considerations outlined in B7.6.40 to B7.6.50

- and, co-ordination and co-operation with other authorities.
- 2.2. On the advice of Network Rail we will not grit level crossings.
- 3. Carriageway Priorities**
- 3.1. See the Winter Services Operational Plan for detailed routes and criteria for priorities.
- 3.2. Priority Order:
- Routes 1 to 5
 - Routes 6 to 10
 - East Areas Routes 1, 2 and 3, West Areas Routes 1 and 2, North Areas Routes 1 and 2
- 3.3. Routes 1-10 will receive precautionary/ snow/ ice gritting as appropriate in the above order. Designated East, North and West Area routes will be treated as required, where resources permit, after other routes have been effectively treated.
- 4. Forecast related route adjustments**
- 4.1. In reaction to certain predicted weather patterns only part of the boroughs road system may be gritted.
- 4.2. Wet Spot Routes – when the forecast predicts dry-freezing conditions these identified areas as listed in the Winter Services Plan will be gritted.
- 4.3. High Domain Roads - the forecast may show that only the higher and more exposed roads are in danger of freezing on certain occasions. In these cases a limited route will be treated. These 'High Domain' route priorities as listed in the Winter Services Plan cover a defined area of the borough and are treated in response to specific forecasts. The high domain routes should be treated where possible within 4 hours of commencement of gritting activities, with completion before the ice forms on the road.
- 4.4. Currently the Council considers extremely low temperatures (sub - 15°) to be highly unlikely and so does not maintain a supply of alternate de-icers, however, if this needs to change then consideration will be given to sensitive environments and structures.
- 5. Road Works**
- 5.1. Where gritting routes are affected by road works or other official closures, diversionary routes will be upgraded to the priority of the route being replaced and included in the appropriate winter maintenance schedule. This will include walking and cycling routes on steep gradients which meet the criteria of the routes gritted for these modes.

6. Footway/shared paths/off-road cycle route priorities (See Winter Services Operational Plan)

- 6.1. The Council recognises the need to consider all user groups and route types when planning winter services. However, the labour intensive nature of these routes means that the Council has to focus its efforts appropriately to ensure that resources are used to optimal efficiency.
- 6.2. Due to resource issues these routes will normally only be gritted during working hours. The number of areas that can be gritted is restricted by the number of personnel and resources available to do the work.
- 6.3. During snow conditions additional resources will be allocated with operational activities associated with snow clearance being undertaken on a priority basis across the borough.
- 6.4. Footway/shared paths/off-road cycle route may not be treated on weekends where it is deemed inappropriate for example school routes with limited use when the school is closed will not be gritted at weekends. The areas that are gritted are restricted to those on steep gradients that are main routes to:
- Schools,
 - Train and bus stations,
 - Health Centres and Hospitals,
 - Retail centres (Town Centre, District Centres and Local Centres)
- 6.5. Functional hierarchy routes for cycling identified as being strategic will also be addressed where on a significant gradient. These routes will be identified on the Council's mapping available on the Council's website.
- 6.6. The above areas should be prioritised in to the following way:
- 6.7. Priority 1 – Footways/ shared paths/off-road cycle route which are identified as a priority, based on an assessment of associated risk. To be treated before 09.00 hours when severe weather conditions are forecast or during periods of prolonged cold weather i.e. snow.
- 6.8. Priority 2 – Footways/ shared paths/off-road cycle route other than those above.
- 6.9. Priorities 2 will be treated if the adverse (Snow and Ice) conditions are persistent and the resources permitted.

7. Grit Boxes (See Winter Services Operational Plan)

- 7.1. Currently there are over 200 grit boxes, which are maintained by the Council.
- 7.2. Grit boxes are to be placed, and maintained as required. These boxes will be issued to areas that meet the Council's criteria and may be removed in areas where there has been a change in circumstance. See the operational plan for criteria and current locations. Placement/ location issues will be reviewed annually.

8. Additional Grit Locations (See Winter Services Operational Plan)

- 8.1. In rural locations, as opposed to grit boxes, rock salt heaps may be put out to be used in periods of poor weather. These will be placed to minimise negative environmental effects and wastage.

9. Treatment Priorities in Snow and Extreme Weather Conditions

- 9.1. Where roads require re-treatment, or other unforeseen circumstances occur, then high priority routes would again be treated before the lower priority ones. In severe snow conditions resources will be focused on the radial routes (as identified by the Greater Manchester Key Route Network) first and when conditions ease revert to the other priority routes. The public will be informed through social media and the local press. Internal communications will also be made to other Council staff. This will be coordinated through the Cold Weather Planning Group.
- 9.2. During prolonged extreme conditions, it may be necessary to reduce the network coverage in order to preserve existing rock salt stocks and only treat the minimum critical network (made up of priority routes and routes necessary to ensure that vital services are maintained). Should these conditions prevail, all key stakeholders will be informed (e.g. Hospitals, schools, public transport) before the plan is implemented. The resilience network is reviewed every 2 years to ensure that the necessary locations for the critical network are included. Ongoing communication between all parties will be maintained, with operational briefing notes issued as required throughout the winter operational period. The public will be informed via press releases and the Council website about winter maintenance issues.
- 9.3. The Council does not routinely close a large number of roads. However, Cowlshaw Road is closed when needed due to the gradient of the route and location. Glossop Road may also be closed

in extreme weather when required. All stakeholders are advised when road closures occur.

9.4. Stockport does not erect temporary snow fences. Where drifting has occurred in the past it has been judged that the affected sites are not suitable for the installation of snow fencing due to the topography.¹⁰

9.5. Non-highway private land is the responsibility of the landowner. The Network Asset Maintenance Team will advise as necessary on any prepared plans and their suitability.

10. Decision Making

10.1. The Council utilises the decision treatment matrix in the Winter Services Plan to assist in decisions to treat the road. Decisions will be made considering the following factors:

- Weather that is forecast.
- Existing or potential moisture on the roads.
- Residual rock salt on the road network.

11. Weather Forecast Information

11.1. Meteo Group forecasts are used for decision making with the Vaisala system that takes road surface temperatures from 2 dedicated weather stations (Glossop Road and A34). The system then advises on suitable action in terms of treatment. The Vaisala system is used by other Greater Manchester Authorities which provides a consistent approach. The data available can include air and surface temperature, surface state, wind, camera images, precipitation, humidity.

12. Road Closures

12.1. Where it is considered that snow/ice has rendered a route unsafe for use the decision to close the route will be taken. All relevant groups will be notified accordingly including the Police and Network Management.

13. Treatment Guidelines

13.1. *Precautionary Gritting*

13.2. Criteria for precautionary gritting:

- Weather is expected to drop below freezing.

¹⁰ B.7.5.44 of the code of practice advises the consideration of this option.

- There is moisture on the roads but it is not raining.
 - There is not enough residual grit to deal with the conditions.
- 13.3. Spread rates to reflect expected weather and existing conditions. See operational plan for detailed current guidelines in use.
- 13.4. The aim of preventative gritting is to prevent ice forming and to prevent snow bonding to the highway surface so it is more easily dispersed by traffic.
- 13.5. **Post-Treatment Gritting**
- 13.6. Criteria for gritting following ice formation:
- Weather is expected to remain low.
 - Current salt levels on the highway are not sufficient for the current conditions.
- 13.7. Spread rates are to reflect expected weather and existing conditions. See operational plan for detailed current guidelines in use.
- 13.8. Designated East, North and West Area routes will receive treatment once Priority 1 -10 have been effectively treated during periods of prolonged cold weather, as resources allow.
- 13.9. **Snow**
- 13.10. Guidelines for snow:
- Precautionary gritting will be carried out as indicated in 13.1 above.
 - During periods of snowfall gritting or ploughing activities will continue throughout the period of snow as resources and priorities allow.
- 13.11. See operational plan for detailed current guidelines in use.

14. Labour Resources

- 14.1. The Councils nominated contractor will provide sufficient personnel with an acceptable level of training to be able to comply with the requirements of the operational plan. During prolonged severe conditions, additional operational resources will be allocated as necessary to assist across all areas with snow clearance activities. They will provide to the Council evidence of all completed training. All directly employed council staff will record their relevant training on the Council iTrent system.

15. Vehicle and Plant Resources

- 15.1. The Councils nominated contractor has a fleet of frontline gritters with GPS tracking systems for precise information on routes that have been gritted. This will assist with the monitoring needs for the policy. These are supported by a fleet of smaller vehicles, tippers, JCB's and manual spreading equipment. The fleet will be amended as necessary to service the needs of the Councils Policy and Operational Plan.

16. Health and Safety

- 16.1. Appropriate Health and Safety measures will be taken that accord with current Health and Safety Legislation and good practice. The Council and the nominated contractor will agree these annually and they will be shared with all personnel involved in winter services. These will be in line with the code of practice particularly B.7.6.24.

17. Grit Materials

- 17.1. 6mm Rock Salt is used on the carriageway and on footways. Where the corrosive effect needs to be lessened it is treated with molasses. This is stored at the Adswold depot. The salt dome can accommodate approximately 4000 tonnes of rock salt. This is supported by a stock management contract for stocks to be replenished as required throughout the operational period.

18. Salt Management

- 18.1. Salt is a finite resource and UK suppliers are constrained by mining operations (amongst other factors) as to how much may be produced and supplied. Supply can therefore be outstripped by demand during severe weather.
- 18.2. As well as ensuring that the Council orders a suitable supply of salt the Council will also make the best use of this salt supply by ensuring the careful calibration of spreading equipment and the appropriate selection of gritting times and routes which need gritting according to the forecasted weather conditions.

19. External Communication

- 19.1. The details of the winter gritting routes will be available on the Council website. The Contact Centre telephone number will be advertised for the public to notify the Council of any issues. Key press contacts will also be issued so that press enquires can be dealt with in an efficient manner. Further updates will be issued as and when required throughout the winter period.
- 19.2. At the start of the winter period the Council will communicate with the public about the need to be ready for winter weather and what they

can do to “self-help” including the snow code. This will then be reissued in the event of severe weather.

- 19.3. The Stockport Winter Service Plan will be shared with all of the surrounding authorities and agreements will be made to minimise the likelihood of a noticeable change in winter service for the user when crossing borders. Where necessary it may be agreed that another authority will provide winter services on some sections of Stockport's roads as allowed in Section 8 of the Highway Act. Any changes made during the winter service period will also be provided to these authorities and work undertaken to minimise the disruption this may cause.

20. Arrangements at Boundaries

- 20.1. There is a long-standing agreement with the surrounding boroughs where gritted routes pass out of the Stockport area to achieve (where possible) continuity of treatment along a route.

21. Records

- 21.1. GPS software is used to make records of the gritting work that has been done on the carriageway. Similar information will be collected manually for the areas that are gritted not using frontline gritters, e.g. car parks and footways, to ensure that records of the work undertaken are complete.

22. Cost

- 22.1. The budget for winter gritting is based on the cost of a mild winter. Additional resources will be allocated from other areas of the Service as needs arise.

23. Notification

- 23.1. Major incidents arising as a result of winter conditions and closures of roads, or parts of roads, in extreme conditions shall be reported by the Operational Manager and information distributed to all key stakeholders, these will include: Council Members, Press Office, Contact Centre, Network Management, Strategic Partners and other key personnel.

24. Post Snow Maintenance Inspections

- 24.1. Inspections of treated routes should be carried out after severe weather conditions to identify any emergency repairs necessary on the highway network.

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Winter Service Operational Plan 2018-19

REVIEW DATE: Summer 2019

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1. Introduction

- 1.1. This plan is to be used in conjunction with the most recent Winter Services Policy and the latest version of the Functional Network Hierarchy.
- 1.2. Within this plan are the current criteria for decision making and the current Carriageway Gritting Routes, Footway/Cycle Gritting Routes, Grit Box and additional Grit Locations.

2. Gritting Priorities

- 2.1. The criteria for gritting priorities are:
- 2.2. Routes 1 to 5 including 'A' roads, major bus routes and other key transport routes.
- 2.3. Routes 6 to 10 including secondary bus routes, routes to schools and district feeder roads that carry higher levels of traffic including sites with special circumstances e.g. severe gradients.
- 2.4. Designated East, West and North Area routes, trailer mounted and supervisor schedules include all other district bus routes and other district roads with steep gradients.
- 2.5. Current Spread rates and treatments to be used are:

3. Decision Matrix Guide

Timing of treatment	Treatment Type
Freezing rain	Salt Spreading
Minor Ice	Salt Spreading
During Snow	Salt Spreading/Ploughing
After Snow (Slush)	Salt Spreading/Ploughing
After Snow (Compact Snow/Ice)	Salt Spreading/Ploughing/ salt and abrasives spreading/Abrasives spreading

NWSRG Practical Guide for Winter Service Treatments for Snow and Ice

4. Treatment Matrix Guide

Weather	Traffic Light/ medium Spread rate g/m2	Heavy Traffic (Always some traffic) Spread rate g/m2
Before Light Snow	Dry 40	Dry 20
Before Moderate to Heavy Snow	Dry 20 - 40	Dry 40
Freezing Rain (Before , even if dry, during and after)	Dry 40 or 2 x 20	
During Snow (No ice or snow)	Dry 20	Dry 20
During Snow (Ice or compact Snow) likely to be compacted by traffic	Dry 20	Dry 20
During Snow (Ice or compact Snow) likely to be cleared by ploughing	N/A	N/A
Slush treatment before when freeze is forecast	Dry 40 Pre-wet 48	Dry 40 Pre-wet 48
Thin ice when Road and Air temp higher than -5	Dry 40 Pre-wet 48	Dry 20 Pre-wet 48
Thin ice when Road or Air Temp at or under -5	Dry 40 with a 50:50 salt abrasives mix	Dry 40 with a 50:50 salt abrasives mix
Post Snow (Compact Snow and Ice) 1 to 5mm	Initially Dry 40 with a 50:50 salt abrasives mix Successive Dry 20 with a 50:50 salt abrasives mix	Initially Dry 40 with a 50:50 salt abrasives mix Successive Dry 20 with a 50:50 salt abrasives mix
Post Snow (Compact Snow and Ice) more than 5mm	Initially Dry 40 abrasives Successive Dry 20 abrasives	Initially Dry 40 abrasives Successive Dry 20 abrasives
Post Snow (Compact snow and ice is being broken up by traffic) more than 5mm	Dry 20 with a 50:50 salt abrasives mix	Dry 20 with a 50:50 salt abrasives mix

Advice from NWSRG Practical Guide for Winter Service Treatments for Snow and Ice

- 4.1. Treatment to take into account the salt left on surface from previous treatments.

- 4.2. Treatment to take into account changes in surface such as moisture and temperature along the routes.
- 4.3. Where rain is expected before freezing then treat once rain stops.

5. Grit Bins

- 5.1. The criteria for grit bin placement are:
- 5.2. Grit box positions are assessed individually and the following considered:
 - **Altitude** – locations at high altitude are at greater risk of freezing,
 - **Highway gradient** – steeper gradients are more problematic in slippery conditions and
 - **Nature of properties served** e.g. hospitals, care homes, sheltered accommodation, and community centres.
- 5.3. Grit bins will be replenished as necessary throughout the winter maintenance period. Grit bins will be labelled clearly advising the public that the contents of the bin are for use by the public on the public highway only and is not for use on private land and providing a contact number and an asset number to report bins that need to be refilled. Where grit bins are abused other possible actions will have to be considered.

6. Useful Contact Numbers

Contact Centre no. 01612176111
Press Office: 0161 474 3050

PLEASE NOTE: all routes and bin locations are being reviewed in relation to the review of the functional network hierarchy 2018. Therefore they have not been included for signoff with this plan. The Current routes and grit locations can be found on line at <https://www.stockport.gov.uk/gritting-roads-and-footpaths>

Section 1 - Carriageway Routes 2018

ROUTE 1 - WINTER GRITTING
ROUTE 2 - WINTER GRITTING
ROUTE 3 - WINTER GRITTING
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ROUTE 5 - WINTER GRITTING
ROUTE 6 - WINTER GRITTING
ROUTE 7 - WINTER GRITTING
ROUTE 8 - WINTER GRITTING
ROUTE 9 - WINTER GRITTING
ROUTE 10 - WINTER GRITTING

EAST, WEST AND NORTH AREA ROUTES - WINTER GRITTING

NORTH ONE

NORTH TWO

EAST, WEST AND NORTH AREA ROUTES -WINTER GRITTING

WEST ONE

WEST TWO

EAST, WEST AND NORTH AREA ROUTES -WINTER GRITTING

EAST ONE

EAST TWO

EAST THREE

SUPERVISORS ROUTE

TRAILER MOUNTED ROUTES

GRITTING OF KNOWN WET SPOTS

HIGH DOMAIN ROAD GRITTING ROUTES

Route 1

Route 2

Section 2

Footway/Off-road Cycle route Gritting – Monday to Friday 2018

Footway/Off-road Cycle route Gritting (Weekends) 2018

Section 3
Additional Grit Locations (GRIT PILES) 2018

Section 4
Highway Grit Bins 2018

Car Park Grit Bins 2018

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Highway Safety Inspection and Repairs Policy Statement 2018.

1. Vision of the Council

- 1.1. A well maintained highway network suitable for all users.

2. Introduction to the Policy

- 2.1. This policy statement lays out the way in which the Council inspects the highways which are maintainable at public expense.
- 2.2. The aim of the Policy is to establish an effective regime of inspection, assessment and recording to support highway maintenance. The safety inspection regime provides the basic information for addressing the first core objective of highway maintenance, network safety.
- 2.3. In line with the principles of 'Well-Managed Highway Infrastructure: Code of Practice October 2016' (WMHI), guidance for safety inspections has been modified in the light of particular local circumstances, and the relative risks and consequences associated with these. This is therefore part of the adoption of the WMHI in to Council Policy.
- 2.4. The Greater Manchester Combined Authority Code of Practice for Highway Safety Inspection has also been used as a guide in the development of the Councils process for safety inspection ensuring a cohesive approach across the 10 authorities is developed.

3. Link to other Documents

- 3.1. This policy statement supports the delivery of the Greater Manchester Transport Strategy 2040, the Rights of Way Improvement Plan 2018-2028 and Well- Managed Highway Infrastructure – Code of Practice. It also recognises the effect of the 2018 review of the network hierarchy in line with the WMHI and any subsequent versions of this.
- 3.2. The statement should be used in conjunction with the inspection plans:
- Highways Safety Inspection And Repairs Plan 2018
 - Public Rights of Way Inspection and Repair Plan 2018
- 3.3. Implementation will also take into account previous advice on Case Law, involving highway authorities and others, where defectiveness of the highway was seen as a contributory factor in the judgement, provide by the Councils Solicitors and Insurance provider.

4. Legal Requirement for Safety Inspection

4.1. The Council has a duty to maintain its highways as outlined within Section 41 of the Highways Act 1980

4.2. Further, when compliance with the Safety Inspection process permits, Section 58 of the Highways Act 1980 may be used in defence of claims against the Highway Authority. By virtue of the Highways Act 1980 the Council are able to repudiate a claim relating to alleged injury, loss or damage if it can prove that:

- It had in place adequate policies and procedures to maintain the highway.
- The policies and procedures were being implemented effectively.

5. Purpose of safety inspections

5.1. Safety Inspections are designed to identify all defects, before they result in injury or loss which will be likely to cause danger or serious inconvenience to users of the network or the wider community. Such defects include those that require urgent attention as well as those where the locations and sizes are such that longer periods of response are appropriate. Defects may be within an area being dealt with as part of planned maintenance and a more extensive repair may in this case be considered the appropriate response.

5.2. The Safety Inspection regime forms a key aspect of the Council's strategy for managing liability and risk.

5.3. The Council uses its Safety Inspection process, data monitoring and a regime of proactive maintenance to reduce risk and provide the public with a safer highway network. This process is designed to reflect the risk based approach required in the WMHI

6. Background

6.1. There are two main types of Safety inspections:

- a. Planned cyclic safety inspections to identify potential dangers
- b. Reactive safety inspections following reports about the condition of the highway.

6.2. Budgets exist to respond to findings on both aspects of safety inspection:

- 1 – Small scale repairs (reactive maintenance)
- 2 – Major refurbishment (planned maintenance)

6.3. The inspections are carried out by appropriately trained Highway Inspectors.

- 6.4. Safety Inspections are carried out to specified frequencies that relate to the status and characteristics of each highway. During the inspection, defects which are identified as being in need of repair, as outlined within the Highway Safety Inspection and Repairs Plan are identified and processed for repair.
- 6.5. Records for both types of inspection are maintained on the Council's Confirm data management system.

7. Objectives

- 7.1. Our regime is set out within a practical and reasonable framework of risk assessment and inspection frequency, which takes account of all road users, including those who are most vulnerable. Our main objectives are:
- To ensure that the adopted highway network is as safe as possible for highway users by locating and identifying defects on the highway, and where appropriate, adjacent to the highway.
 - To manage the adopted highway network in a way that will minimise personal injury and third party claims against the Council by ensuring that management procedures are effective minimising the risk of claims succeeding due to procedural error.
 - That the adopted highway be inspected in accordance with best practice as identified in the WMHI ensuring that appropriate measures are put in place to manage the risk.
 - That defects are responded to in line with best practice taking in to consideration location and severity by assessing the potential risks of damage and/or injury to highway users that may result from these defects as advised in WMHI.
- 7.2. These objectives will be delivered by:
- Ensuring inspectors are well trained and capable of delivering accurate and consistent inspections safely.
 - Coordinating reactive and planned maintenance and adopting a systematic risk management approach to minimise risk.
 - Ensuring all highway defects that exceed the minimum investigation levels are accurately recorded for action in the Confirm system and designated the correct level of priority for repair.
 - Ensuring planned inspections are undertaken at a regular frequency as defined by the road hierarchy.
 - Ensuring public complaints are dealt with in a consistent and timely manner.
 - Ensuring that the inspections are undertaken using the correct methodology.¹
 - Ensuring that inspectors record and follow up on Statutory Utility repair needs.

¹ For details of methodology see relevant Safety Inspection and Repairs Plan

- Ensuring that inspectors record and follow up non-adopted highway repairs, (where they have been observed) in a clearly defined way to ensure that the public are protected from dangers. This would not include the Council undertaking repairs unless we were the landowner and acting in that regard.

8. Targets

- All routes are to be inspected in line with the timescales outlined in the inspection frequencies.² The categories within this relate to those assigned in the most recently adopted version of the Councils Network Hierarchy.
- All repairs are to be carried out within the response time for their priority designation³.

9. Frequencies of inspection

Feature	Category	Frequency of Monitoring	Reference	Method of Inspection
Carriageway	Strategic Route	Monthly	2	Walked/ Driven
	Main Distributor	Monthly	3a	Walked/ Driven
	Secondary Distributor	Monthly	3b	Walked/ Driven
	Link Roads	3 monthly	4a	Walked
	Local Access Roads	yearly	4b	Walked
	Minor Roads	yearly	4b	Walked
Pedestrian	Prestige	Monthly	1a	Walked
	High Usage/ primary	Monthly	1	Walked/Driv en
	Medium Usage/ secondary	3 monthly	2	Walked/Driv en
	Low usage/link	6 monthly	3	Walked
	Local Access/minor	yearly	4	Walked
Cyclist (Both on and off road routes including shared paths and roads with high usage but limited or no	Cycle Strategic Route	Monthly	2	Walked/ Driven/Ridde n
	Cycle Main Distributor	Monthly	3a	Walked/ Driven/Ridde n
	Cycle Secondary Distributor	3 monthly	4a	Walked/ Driven/Ridde n

² See Table 1

³ See table 3 of the Highway Safety Inspection and Repair Plan.

specialist facilities)	Cycle Link Route	6 monthly	3	Walked/Ridden
	Cycle Local Access route	Yearly	4b	Walked/Ridden
	Minor Cycle Link	Yearly	4b	Waked/Ridden
Definitive PROW / Concessionary paths⁴	National Route	3 Monthly	2	Walked /Ridden
	Regional Route	6 monthly	3	Walked /Ridden
	Borough Route	Yearly	4	Walked /Ridden
	Local Route - High Use	Yearly	4	Walked /Ridden
	Local Route - Low Use	Yearly	4	Walked /Ridden

Table1

9.1. **Priority Designations**

9.2. In line with the Greater Manchester Highway Inspection Framework, defects that are identified as requiring action will be defined into 2 basic categories, which are;

- Category 1 - those that require prompt attention because they represent an immediate hazard; and
- Category 2 - all other defects.

9.3. **Category 1**

9.4. These defects will be corrected or made safe at the time of the inspection, if reasonably practicable. In this context, making safe may constitute displaying warning notices, coning-off or fencing-off to protect the public from the defect or other suitable action. If the inspection team cannot make safe the defect at the time of inspection then they will instigate the relevant emergency call procedures to ensure appropriate resources are mobilised to make the defect safe. Precise measures will be identified by the inspector in attendance. These procedures aim to ensure initial attendance to the defect within 2 hours of the defect being identified.

9.5. **Category 2**

9.6. These defects are those which are deemed not to represent an immediate hazard and which can be repaired within longer timescales.

10. **Monitoring**

10.1. Satisfaction with the processes will be monitored through the National Highways and Transport Network Survey or similar future

⁴ PROW will be maintained in line with the standards expected for this type of highway.

arrangements. Key performance indicator data will also be collected to inform future decisions and policy enabling continuous improvement.

11. Review procedure

- 11.1. This policy statement will be reviewed in 2023 unless major changes mean that it is required earlier. This review would involve all stakeholders.
- 11.2. The related plan will be reviewed with consideration being given to risk management and changes agreed annually, (unless major changes mean that it is required earlier), by the relevant service director in consultation with the relevant Cabinet Member.

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Highway Safety Inspection and Repairs Plan –2018

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1. Introduction

- 1.1. This plan has been developed as a risk based approach to highway inspection and repair to meet the requirements of the 2016 Code of Practice “Well Managed Highway Infrastructure” (WMHI).
- 1.2. This plan should be used in conjunction with the Highway Safety Inspection and Repairs Policy Statement and the most up to date version of the Functional Network Hierarchy. The plan provides guidance on the way in which the defects will be identified and recorded and the timescales for subsequent repair work.
- 1.3. Stockport has approximately 945km of carriageway, and approximately 1,500km of footway that requires inspection and maintenance. A large amount of this is also promoted for use by cyclists with or without the provision of specific cycle lanes/infrastructure. It is therefore important that inspection and repair work is carried out in line with the plan below in order to ensure that public safety is maintained as far as reasonably practical and support the Council's defence against highway related claims where the Council has acted to achieve the most effective maintenance reasonably possible.

2. Health & Safety

- 2.1. The Health and Safety at Work Act 1974 in conjunction with the Construction (Design and Management) Regulation 2015 require Highways Authorities to carryout work in a safe manner.
- 2.2. Highway Inspectors will comply with the following requirements:-
 - Lone worker policy must be followed were applicable.
 - Plan inspection routes in advance of leaving the office.

- Check with Highway operations and The Council's highway management team if there are any emergency / safety repair works taking place in the area.
- Inform colleagues of their intended whereabouts.
- Ensure they have necessary equipment.
- Ensure that their vehicle is roadworthy.
- Park legally when carrying out inspections.
- Wear a high visibility safety vest or jacket and suitable shoes while working on site. If undertaking cycled inspection cycle helmets will also be worn.
- Carry out a basic risk assessment of the highway to be inspected and act upon it to keep themselves and others safe.
- Not walk along the carriageway while inspecting the street.
- Measure actionable defects using a combination of a straight edge and tape measure.
- Inspectors must remain aware of their surroundings and approaching hazards while performing safety inspections.

3. Training

- 3.1. In line with recommendation 15 as covered in A5.3 of the WMHI and continuous professional development.
- 3.2. Inspector training will include:-
 - Induction & briefing
 - Work shadowing
 - Introduction to the Code of Practice
 - Work monitoring and follow-up
 - Team meetings/ Discussion forums
 - Staff development review
 - Appropriate accreditation for inspectors
 - Other courses of relevance to the post
 - Workshops held with the Council Insurers and legal advisers around the 2016 code and civil liability for claims.
- 3.3. Line managers will also undertake follow-up checks on new inspectors work to ensure that defects are recorded accurately and consistency of recording is achieved within the team.
- 3.4. Call handling staff will receive training to enable them to identify appropriate actions and response needs for reports from the public. This will include the response to emergencies and to ensure appropriate co-ordination between them and the emergency response teams.
- 3.5. Guidelines on inspection in line with this plan and its related policy will be issued to every new member of staff.

- 3.6. The inspection process is reviewed annually by the Totally Local Company (TLC) management team and The Council's highway management team with guidance issued to inspectors as necessary.

4. Methodology for Inspections

- 4.1. Inspections should be undertaken by the most appropriate means for the route being inspected and the level of detail needed.

4.2. *Walked Inspection*

- 4.3. Streets will be inspected in two halves, divided at the centre line of the carriageway.

- 4.4. The following will apply to walked inspections:-

- Inspections will be conducted from footways or verges where possible.
- When conducting an inspection on foot in the carriageway or on a verge closer than one metre to the carriageway then adequate temporary signing and traffic management arrangements shall be provided.
- Planned highway safety inspections shall not be carried out under conditions of poor visibility e.g. snow, fog or heavy rain.

- 4.5. All defects will be recorded on hand-held GPS device or audio tape recorder and entered into the Confirm safety inspection management system for further action.

- 4.6. Walked inspections will be the normal method for the town centre and other pedestrianised areas.

4.7. *Ridden inspection*

- 4.8. In the case of some off-carriageway cycle routes the utilisation of inspection by bicycle may be advantageous.

- 4.9. The following will apply to ridden inspections:-

- Bicycle would be fitted with appropriate lights and bell and be maintained in good working order.
- Planned highway safety inspections shall not be carried out under conditions of poor visibility e.g. snow, fog or heavy rain.
- Where possible inspections shall not be carried out during morning and evening peak periods when pedestrian and vehicle movements are high.

- 4.10. All defects will be recorded on hand-held GPS device or audio tape recorder and entered into the Confirm safety inspection management system for further action.

4.11. Cycleways within carriageways or shared with footways will be inspected as part of the overall highway inspection.

4.12. **Vehicle Inspection**

4.13. The following will apply:-

- The highway inspector shall not drive the vehicle while undertaking an inspection a driver, or second inspector, must be used to ensure the safety of all occupants and other road users.
- The vehicle must be fitted with the appropriate beacons / reflective signing, and the equipment used where appropriate.
- Appropriate personal protective equipment and clothing will be used at all times.
- Should it be necessary for the vehicle to stop, the vehicle shall be parked off the live highway wherever possible. If this cannot be achieved then there must be clear visibility in both directions and the roof mounted beacon must be switched on.
- Traffic must not be forced across any continuous white centre lining. If this cannot be achieved, advanced temporary traffic signing must be installed.
- Planned highway safety inspections shall not be carried out under conditions of poor visibility e.g. snow, fog or heavy rain.
- Where possible inspections shall not be carried out during morning and evening peak periods when pedestrian and vehicle movements are high.

4.14. **Safety Inspection Frequency**

4.15. The general frequencies of inspection are as follows:-

Feature	Category	Frequency of Monitoring	Reference	Method of Inspection (as appropriate)
Carriageway	Strategic Route	Monthly	2	Walked/ Driven
	Main Distributor	Monthly	3a	Walked/ Driven
	Secondary Distributor	Monthly	3b	Walked/ Driven
	Link Roads	3 monthly	4a	Walked
	Local Access Roads	yearly	4b	Walked
	Minor Roads	yearly	4b	Walked
Pedestrian	Prestige	Monthly	1a	Walked
	High Usage/ primary	Monthly	1	Walked / Driven
	Medium Usage/ secondary	3 monthly	2	Walked / Driven
	Low usage/link	6 monthly	3	Walked

	Local Access/minor	yearly	4	Walked
Cyclist (Both on and off road routes including shared paths and roads with high usage but limited or no specialist facilities)	Cycle Strategic Route	Monthly	2	Walked/ Driven/Ridden
	Cycle Main Distributor	Monthly	3a	Walked/ Driven/Ridden
	Cycle Secondary Distributor	3 monthly	4a	Walked/ Driven/Ridden
	Cycle Link Route	6 monthly	3	Walked/Ridden
	Cycle Local Access route	Yearly	4b	Walked/Ridden
	Minor Cycle Link	Yearly	4b	Walked/Ridden

Table 1

- 4.16. Table 1 above outlines the route hierarchy and frequency of safety inspections on the adopted highway network. The categories being as identified in the functional network hierarchy. Where appropriate the following considerations, as identified in the Greater Manchester Combined Authority Code of Practice for Highway Safety Inspection, have also been taken into account: -

Road classification	Strategic network, A,B,C, unclassified network
Traffic use	Traffic flow data, footfall data
Characteristics of street	Schools, shops, hospitals, areas of large employment located adjacent to the highway
Characteristics of adjoining network elements	Hierarchy of adjoining streets
Condition data	Walked / Video survey data, SCRIM, SCANNER, Structural Maintenance Visual Assessments (CVI or DVI), Defect numbers including minor repairs
Insurance claims data	Claim statistics recorded on street, numbers and trends derived from claims
Wider policy or operational considerations.	Enquiries, complaints data

Table 2: GMCA Code of Practice for Highway Safety Inspection

- 4.17. Where two categories of the network intersect, the category with the higher inspection levels shall be applied to both at that location.

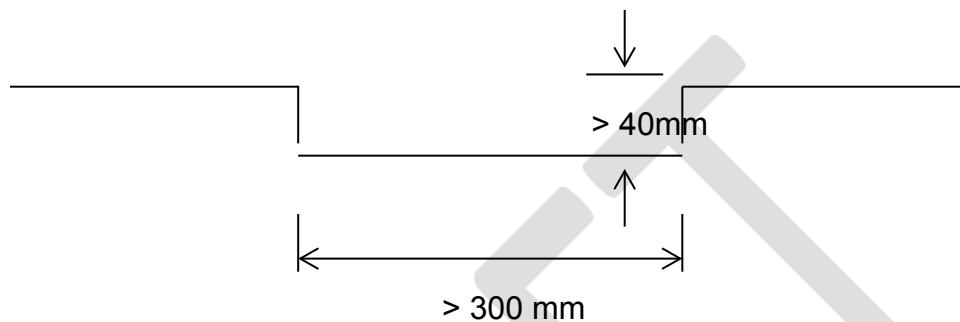
- 4.18. All routes will be inspected in line with Table 1 above.
- 4.19. Safety Inspections are designed to identify all defects with potential to create danger or serious inconvenience (these are those identified as being at investigation level) to the users of the network or the wider community. The risk of danger is assessed on site and the defect is categorised as one of the 6 priority categories and the appropriate response time is allocated based on the guidelines in Table 3.
- 4.20. Carriageway frequencies of inspection are combined with Cycleway/footway inspections to provide a cost effective service. Also, in line with the recommendation of the WMHI metalled surfaced PROW within the urban area will be inspected in line with other pedestrian / cycle routes to meet the need of the public for consistency irrespective of designation. This will not change their status as a PROW with the relevant maintenance expected for them.
- 4.21. Defects that are reported by the public will be reviewed during the safety inspection on that route or on a reactive basis by the Highway Inspector.
- Examples of reactive inspection are as follows:-
 - Obstruction of the highway
 - Carriageway or footway collapse
 - Flooding incidents
 - Missing ironwork
 - Damaged safety fencing
- 4.22. Public will be encouraged to report issues online as well as being able to do so by phone.
- 4.23. ***Additional Inspections and Exceptional Circumstances***
- 4.24. Additional inspections may be necessary in response to user or community concern. These reports will be prioritised by the Contact Centre or by Management / Senior Officer (depending on the route of the enquiry) as follows:
- A,** Report requires a Category 1 response and to be passed to a maintenance crew for action (refer to section 6 for category designation).
 - B,** Report does not provide enough detail to make a decision, an inspection of the site will be carried out within 10 days and dealt with according to findings of the inspection.

5. Investigation Levels

- 5.1. Inspectors can utilise their training to apply the risk based approach to any defect which they consider may pose a danger to the public.

The minimum investigation levels for defects identified during safety inspections are as indicated below:-

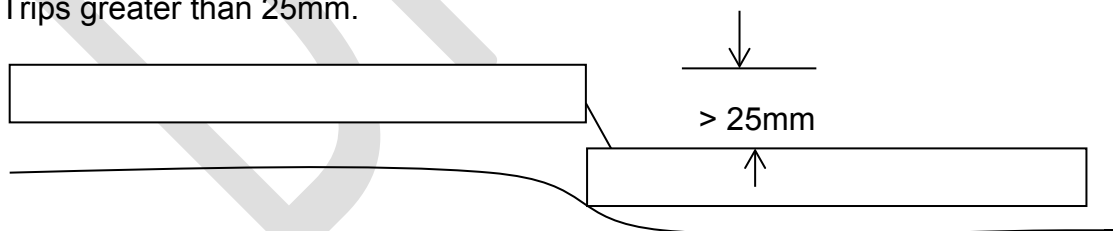
- 5.2. Carriageways - A sharp edged depression or pot hole greater in depth than 40mm and extending in any one direction greater than 300mm may constitute a safety hazard and should be responded to as outlined in this Plan.



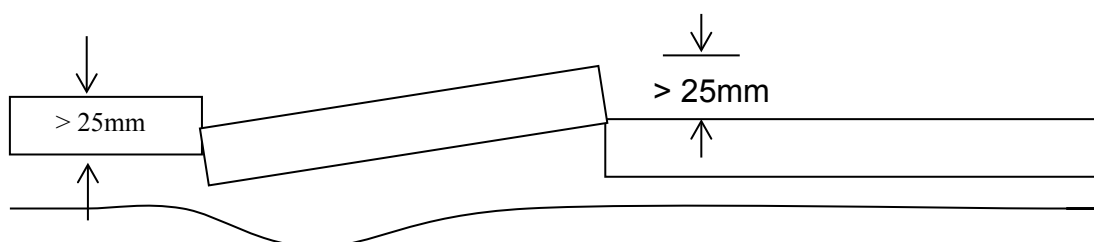
- 5.3. Footways/ formal pedestrian crossing points – Defects in line with the investigation level indicated below could create a safety hazard for pedestrians:

Trips more than 25mm
 Rocking flags greater than 25mm
 Rapid change of footway profile greater than 25mm and extending in plan dimension less than 600mm should be investigated in accordance with the response timescales outlined in this Plan.

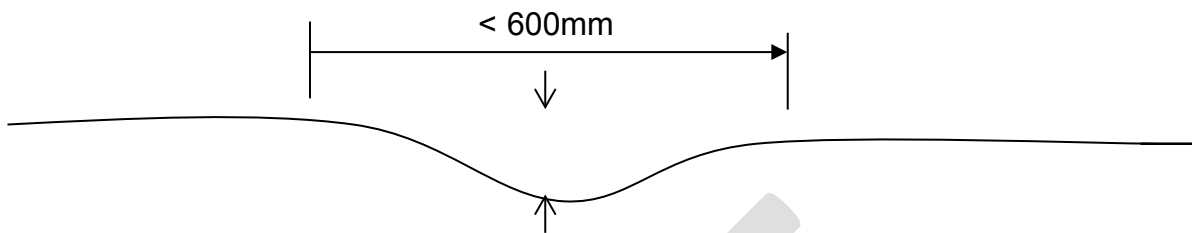
Trips greater than 25mm.



Rocking flags greater than 25mm



A depression in the footway greater than 25mm and extending in plan direction less than 600mm



- 5.4. Off-road cycle routes and formal crossing points to be treated in line with footways.
- 5.5. Kerb Defects with 50mm or over horizontal displacement are also at investigation level.
- 5.6. The danger of the defect can increase due to the placement of the defect within the highway, the level of traffic and the nature of nearby facilities.

6. **Categorising defects & Response times**

- 6.1. In line with the Greater Manchester Highway Inspection Framework defects that are identified as requiring action will be defined in to 2 basic categories, which are;

- **Category 1** - those that require prompt attention because they represent an immediate hazard; and
- **Category 2** - all other defects.

6.2. **Category 1**

- 6.3. These defects will be corrected or made safe at the time of the inspection, if reasonably practicable. In this context, making safe may constitute displaying warning notices, coning-off or fencing-off to protect the public from the defect or other suitable action. If the inspection team cannot make safe the defect at the time of inspection then they will instigate the relevant emergency call procedures to ensure appropriate resources are mobilised to make the defect safe. Precise measures will be identified by the inspector in attendance. These procedures aim to ensure initial attendance to the defect within 2 hours of the defect being identified.

6.4. **Category 2**

- 6.5. These defects are those which are deemed not to represent an immediate hazard and which can be repaired within longer timescales.

Priority	Response time
1	2Hr (Category 1)
2	72Hr
3	14 Days
4	28 Days (Main Roads 2,3a,3b,4a) (PROW 2 and 3) 56 Days (Local Access & Minor Roads 4b) (PROW 4)
5	Considered For Planned Maintenance
6	Review At Next Inspection

Table 3

- 6.6. We are working towards the GMHI Framework during a transitional period and progress will be monitored as part of a highway service review. The responses will be updated as appropriate in line with 11.2 of the Highway Safety Inspection and Repairs Policy Statement 2018.
- 6.7. In line with the risk based approach that the WMHI code of practice advocates the action required will be judged based on the risk matrix in 6.11.
- 6.8. The risk is calculated by multiplying likelihood of risk by consequence. The risk is then used to identify the speed with which the risk should be addressed.
- 6.9. Likelihood of Event Occurring - This is the inspector's assessment of the likelihood of the defect affecting the safe passage of users along the highway, or affecting the structural integrity of the highway. It will be based on an assessment of the highway hierarchy, the location of the defect within the highway and other relevant factors.
- 6.10. Consequence of Event Occurring - This is the impact/severity and is quantified by assessing the extent of damage likely to be caused should the risk be realised. The main consideration of impact/severity is the magnitude or dimension of the defect. However, other variables such as road speed may also affect the likely impact.
- 6.11. The risk assessment matrix detailed below will be the prime document used by the Highway Inspectors during the course of their inspections. The matrix will be used to determine the defect categorisation and response.

Likelihood of Event Occurring	Consequence of Event Occurring				
	Negligible	Low	Medium	High	Severe
Negligible	1	2	3	4	5
Very Low	2	4	6	8	10
Low	3	6	9	12	15
Medium	4	8	12	16	20
High	5	10	15	20	25
Key to Risks					
Low		Medium		High	

Priority Responses defined by colour

Risk factor	Defect Category	Priority Response
25	1	1
15 to 25	1	2
9 to 12	2	3
5 to 8	2	4
2 to 4	2	5
1	2	6

6.12. The priority given to each item identified would depend on the following:-

- The depth, surface area, or other extent of the defect
- The location of the defect relative to highway features such as junctions and bends
- The location of the defect relative to the positioning of users of the facility, such as defects in traffic lanes, dropped kerb defects, or wheel tracks. Vulnerable users such as cyclists or mobility scooter/ wheelchair user needs should be especially considered.

- The nature and extent of interaction with other defects
- Forecast weather conditions, especially potential for freezing of surface water

7. Recording Defects

7.1. *Record Keeping*

7.2. Permanent records of safety inspections are to be maintained from the data logged on Confirm during the inspection and of the action taken to make safe/repair the defect also made on Confirm. Records must contain the following basic information:

- Date of inspection
- Unique Street Reference Number
- Road name
- Locality
- Location of defect
- Severity / category of defect
- Defect description
- Response category based on hierarchy of route
- Works order reference and date
- Date work carried out
- Inspector name and reference
- Details of work carried out
- Photo of defect at investigation level

7.3. Other records will also need to be available from those carrying out and supervising the work of making safe and repair. In summary, the requirement is to produce all the records that demonstrate that the highway authority fulfilled its duty of care in inspecting its highways for safety reasons to the specified frequencies and that all work necessary to make the highway safe was carried out to its requirements and that of the highway user.

8. Location and type of defect

8.1. To ensure that the repair team can quickly identify the precise defect the inspector will describe it using simple and easily understood language. Jargon and technical terms will be avoided and where possible the terminology set out in this plan will be used.

8.2. To locate a defect effectively, the repair team will be given three pieces of information:

- A location along the street
- The position of the defect on the highway
- Type of defect

8.3. *Location on the Street*

- 8.4. Will be a combination of the following:
- House number
 - Street lamp number
 - Building name
 - Road junction
- 8.5. Where no houses exist, Street lighting columns (PL) will be used.
- 8.6. Where neither houses nor street lighting columns exist, the defect will be marked with road marking paint.
- 8.7. Building names are often difficult to locate especially on long roads, and so will be used in combination with other information such as; "Fairhaven, between PL 21 and PL 23". An x/y co-ordinate will also be provided to assist with the repair.
- 8.8. Examples are as follows:
- O/s no.17
 - Opp jct of *****
 - Jct of *****
 - Adj PL 16
- 8.9. ***Position of the defect***
- 8.10. The position on the highway of the defect that requires a repair.
- 8.11. Examples are as follows:
- In c/way channel
 - At rear of footway
 - At front of footway
 - Kerbline
 - On ped crossing
 - On verge
 - On traffic island
 - On vehicle crossing
- 8.12. ***Type of defect***
- 8.13. Descriptions of defects will include all materials which are affected by the defect.
- 8.14. Examples are as follows:
- Flags uneven, kerbs damage, sunken ironwork.
- 8.15. Where there are items of defective street furniture the particular type of furniture will be noted.

9. Temporary Repairs and Making Safe

- 9.1. All temporary repairs should remain in place, and be able to perform satisfactorily until a permanent replacement repair, or other planned works can be completed.
- 9.2. All arrangements to make safe must be robust and secure and in accordance with current standards.
- 9.3. ***Repairs***
- 9.4. Operational staff will arrange for the works identified during the inspection to be undertaken to contract deadlines which will be closely monitored by the Network and Asset Maintenance Manager. The repairs will be undertaken by dedicated mobile repair teams.

10. Statutory Undertakers

- 10.1. ***Defective apparatus***
 - 10.2. Defects of statutory utilities apparatus will be reported to the utility to be dealt with under the requirements of the New Road & Streetworks Act 1991 (Section 81) and associated code of practice. Where necessary actions to make the site safe, while the statutory utilities respond, may be undertaken by the Council.
- 10.3. ***Defective reinstatements***
- 10.4. Defective reinstatement belonging to a Statutory Undertaker will be recorded, stating where possible the Undertaker concerned by the Highway Inspector. The Council will serve the Undertaker with a defect notice requiring them to take remedial action. Where necessary actions to make the site safe, while the statutory utilities respond, may be undertaken by the Council.
- 10.5. ***Unknown parties***
- 10.6. Defects identified where the owner is unknown may be recorded and action taken to make safe the defect where this is considered necessary. In these cases investigations will be undertaken to locate the responsible party and costs of work recovered where appropriate. This is a discretionary power and so not all issues will be identified and addressed.

Public Right of Way Inspection and Repair Plan 2018

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1. Introduction

- 1.1. This plan has been developed as a risk based approach to Public Rights of Way (PROW) inspection and repair to meet the requirements of the 2016 Code of Practice “Well Managed Highway Infrastructure” (WMHI).
- 1.2. This plan should be used in conjunction with the latest version of the Network Hierarchy, Highway Safety Inspection and Repairs Policy Statement and the related Highway Safety Inspection and Repairs Plan. The plan provides guidance on the way in which the defects on PROW will be identified and recorded and the timescales for subsequent repair work identified. In line with the recommendation of the WMHI metalled surfaced PROW within the urban area will be inspected in line with other pedestrian / cycle routes to meet the need of the public for consistency irrespective of designation.
- 1.3. Stockport has approximately 268km of Public Rights of Way that requires inspection and maintenance. It is therefore important that inspection and repair work is carried out in line with the plan below in order to ensure that public safety is maintained as far as reasonably practical and support the Council’s defence against claims where the Council has acted to achieve the most effective maintenance reasonably possible.

2. Health & Safety

- 2.1. The Health and Safety at Work Act 1974 in conjunction with the Construction (Design and Management) Regulation 2015 require Highways Authorities to carryout work in a safe manner.
- 2.2. The Greater Manchester Public Rights of Way Management Health and Safety Manual gives in depth guidance which should be followed by employees of the Council.

2.3. Inspection staff will also comply with the following requirements:-

- Lone worker policy must be followed where applicable.
- Plan inspection routes in advance of leaving the office.
- Inform colleagues of their intended whereabouts.
- Ensure they have necessary equipment.
- Ensure that their vehicle is roadworthy
- Park legally when carrying out inspections.
- Wear a high visibility safety vest or jacket and suitable shoes while working on site. If undertaking cycled inspection cycle helmets will also be worn.
- Carry out a basic risk assessment of the PROW to be inspected and act upon it to keep themselves and others safe.

3. Training

3.1. Training summary:-

- Induction & briefing
- Work shadowing
- Introduction to the Code of Practice
- Work monitoring and follow-up
- Team meetings
- Staff development review
- Appropriate accreditation for inspectors
- Other courses of relevance to the post
- Relevant workshops held with Council Insurers and Legal Advisors

3.2. Line managers will also undertake follow-up checks on new inspectors work to ensure that defects are recorded accurately and consistency of recording is achieved.

3.3. Guidelines on inspection in line with this plan and its related policy will be issued to every new member of staff.

4. Methodology for Inspections

4.1. Planned safety inspections shall not be carried out under conditions of poor visibility e.g. snow, fog or heavy rain.

4.2. All defects details will be entered into the safety inspection management system for further action.

- 4.3. In the case of some routes the utilisation of inspection by bicycle may be advantageous. The following will apply to ridden inspections:-
- Bicycle would be fitted with appropriate lights and bell.
 - Where possible inspections shall not be carried out during morning and evening peak periods when pedestrian and vehicle movements are high.

4.4. **Safety Inspection Frequency**

4.5. The general frequencies of inspection are as follows:-

Feature	Category	Frequency of Monitoring	Reference	Method of Inspection
Definitive PROW / Concessionary paths	National Route	3 Monthly	2	Walked /Ridden
	Regional Route	6 monthly	3	Walked /Ridden
	Borough Route	Yearly	4	Walked /Ridden
	Local Route -High Use	Yearly	4	Walked /Ridden
	Local Route - Low Use	Yearly	4	Walked /Ridden

Table 1

- 4.6. Table 1 above outlines the route hierarchy and frequency of safety inspection for the Public Right of Way Network. This will work with the Councils Functional Network Hierarchy.
- 4.7. Where two categories of the network intersect, the category with the higher inspection levels shall be applied to both at that location.
- 4.8. All routes will be inspected in line with Table 1 above.
- 4.9. Safety Inspections are designed to identify all defects likely to create danger or serious inconvenience to the users of the network or the wider community. The risk of danger is assessed on site and the defect is categorised as one of the 6 categories and the appropriate response time is then allocated based on the risk shown in Table 3.
- 4.10. In line with the recommendation of the WMHI metalled surfaced PROW within the urban area will be inspected in line with other pedestrian / cycle routes to meet the need of the public for consistency irrespective of designation.
- 4.11. Defects that are reported by the public will be reviewed during the safety inspection on that route or on a reactive basis by the Highway or PROW Officer.
- 4.12. Examples of reactive inspection are as follows:-

- Obstruction of the PROW
- PROW collapse
- Flooding incidents
- Missing ironwork
- Damaged safety fencing

5. Investigation Levels

- 5.1. The investigation levels for defects identified during safety inspections are as indicated below:-
- 5.2. ***Metalled PROW in the urban area*** – Defects will be identified using the risk based approach dealt with in line with the Highway Safety Inspection and Repairs Plan –2018. This will not change their status as a PROW with the relevant maintenance expected for them.
- 5.3. ***Non-metalled/ rural PROW*** have different investigatory needs recognising the range of surfacing, environments and user expectations involved. While the Council is responsible for the maintenance of the boroughs PROW this is not expected in these circumstances to meet the maintenance received by the main highways. For example the Council has no legal obligation to maintain bridleways above the standard that is suitable and safe for horse riders and pedestrians.
- 5.4. Defects reported by the public on non-metalled routes will be investigated based on information provided and knowledge of the routes held by the appropriate Officer involved. A written note of the reasoning for the priority given to the investigation will be made by the appropriate Officer involved. These notes will be kept to support any claim defence which may be necessary. The priority given to each item identified would depend on a range of factors including the following:-
- The depth, surface area, or other extent of the defect
 - The location of the defect relative to other features such as access controls and bends
 - The location of the defect relative to the positioning of users on the route such as cyclists, horse riders and wheelchair/mobility scooter users.
 - The nature and extent of interaction with other defects
 - Forecast weather conditions, especially potential for freezing of surface water/ snow which could hide defects and yet be attractive to users.
- 5.5. In line with the risk based approach that the WMHI code of practice advocates the action required will be judged based on the risk matrix.
- 5.6. The risk is calculated by multiplying likelihood of risk by consequence. The risk is then used to identify the speed with which the risk should be addressed.

- 5.7. Likelihood of Event Occurring - This is the inspector's assessment of the likelihood of the defect affecting the safe passage of users along the PROW, or affecting the structural integrity of the PROW. It follows an assessment of the hierarchy and the location of the defect within the route.
- 5.8. Consequence of Event Occurring - This is the impact/severity and is quantified by assessing the extent of damage likely to be caused should the risk be realised. The consideration would include dimension of the defect, route speed, number and type of users etc.
- 5.9. The risk assessment matrix detailed below will be the prime document used by the Inspectors during the course of their inspections. The matrix will be used to determine the defect categorisation and response.

Likelihood of Event Occurring	Consequence of Event Occurring				
	Negligible	Low	Medium	High	Severe
Negligible	1	2	3	4	5
Very Low	2	4	6	8	10
Low	3	6	9	12	15
Medium	4	8	12	16	20
High	5	10	15	20	25
Key to Risks					
Low		Medium		High	

Table 2

5.10. ***Priority Responses defined by colour***

Risk factor	Defect Category	Priority Response
25	1	1
15 to 25	1	2
9 to 12	2	3
5 to 8	2	4
2 to 4	2	5
1	2	6

Table 3

6. Recording Defects

6.1. Record Keeping

- 6.2. Permanent records of safety inspections are to be maintained from the data collected during the inspection and of the action taken to make safe. This is the basis of any defence against claims by the public against the Council. Records must contain the following basic information:

- Date of inspection
- PROW reference, where appropriate
- Any relevant road name
- Locality
- Location of defect
- Severity of defect
- Defect description
- Decision of the inspector even when no action is deemed necessary
- Works order reference and date if necessary
- Date work carried out if necessary
- Inspector name
- Details of work carried out if necessary

- 6.3. Other records will also need to be available from those carrying out and supervising the work of making safe and repair. In summary, the requirement is to produce all the records that demonstrate that the highway authority fulfilled its duty of care in inspecting routes for safety reasons to the specified frequencies and that all work necessary to make the highway safe was carried out to its requirements.

6.4. Location and type of defect

- 6.5. To ensure that the repair team can quickly identify the precise defect the inspector will describe it using simple and easily understood language. Jargon and technical terms will be avoided and where possible the terminology set out in this plan will be used.

- 6.6. To locate a defect effectively, the repair team will be given three pieces of information:

- A location along the PROW
- The position of the defect on the PROW
- Type of defect

6.7. Location on the PROW

- 6.8. Will be a combination of the following:

- House number – if relevant
- Street lamp number – if relevant
- Building name – if relevant

- Road junction – if relevant
- GPS referenced photograph
- 8 digit grid reference

6.9. ***Position of the defect***

6.10. The position on the route of the defect that requires a repair.

6.11. Examples are as follows:

- Kerbline
- On verge
- On the right side when traveling southwards

6.12. ***Type of defect***

6.13. Descriptions of defects will include all materials which are affected by the defect.

6.14. Where there are items of defective street furniture the particular type of furniture will be noted.

7. Temporary Repairs and Making Safe

7.1. All temporary repairs should remain in place, and be able to perform satisfactorily until a permanent replacement repair, or other planned works can be completed.

7.2. All arrangements to make safe must be robust and secure and in accordance with current standards.

8. Repairs

8.1. Appropriate officers will arrange for the works identified during the inspection to be undertaken within appropriate timescales.

Title: Skid Policy	Date: 16.08.18
	Stage: Draft
	Service Area: Place
	Lead Officer: Emily Brough

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?
Not all policies will require an EIA: these key questions will help you to decide whether you need to conduct an EIA (see guidance notes at the end of this form).

Yes.

Stage 2: What do you know?

An EIA should be based upon robust evidence. This stage will guide you through potential sources of information and how to interpret it. Understanding the current context is a key stage in all policy making and planning (see guidance notes at the end of this form).

The Policy looks at the way the Council carries out SCRIM testing to identify locations which need remedial work on its highways.

Under Section 41(1a) of the Highways Act 1980, the authority, who are the Highway Authority, for a highway maintainable at the public expense are under a duty to maintain the highway.

The policy outlines how areas of concern will be identified and dealt with and benefits all highway users.

The policy affects all people in the borough as they all have some risk of coming to harm due to risk of skid on the highway. The services in the policy aim to reduce this risk via a risk management approach based on knowledge about higher risk areas in the borough following testing. The policy has been updated to reflect the changes set in place by the new Code of Practice.

People of Different Ages.

Despite the different preferences of transport mode for different ages of population the risk posed by vehicles losing control due to slippery surface is wider than the driver of the vehicle involved. It is not considered that older or younger people are differently effected by the policy or the way in which the testing and repair is done.

Men/ Woman/ Transgender

Despite the different preferences of transport mode for different genders of population the risk posed by vehicles losing control due to slippery surface is wider than the driver of the vehicle involved. It is not considered that older or younger people are differently effected by the policy or the way in which the testing and repair is done.

People with Disabilities

Despite extra transport difficulties that people with disabilities may face the risk posed by vehicles losing control due to slippery surface is wider than the driver of the vehicle involved. It is not considered that people with permanent or temporary disabilities are differently effected by the policy or the way in which the testing and repair is done.

Race and religion

There is no evidence based on data collected by citizens' panel and other data collection including Office of National Statistics that this would be a relevant issue for Skid Policy.

BMEG

There is no evidence based on data collected by citizens' panel and other data collection including Office of National Statistics that this would be a relevant issue for Skid Policy.

Sexuality

There is no evidence based on data collected by citizens' panel and other data collection including Office of National Statistics that this would be a relevant issue for Skid policy.

Stage 2a: Further Data and Consultation

If you feel that the data and past consultation feedback you have is not sufficient to properly consider the impact before a decision is made then you may wish to supplement your evidence base with more data or further consultation. This should be proportionate to the scale of the decision and will depend on the gaps in your current understanding (see guidance notes at the end of this form).

Based on the above information and the results and measures below combined with the nature of the policy we do not believe that we need further data at this time.

Stage 3: Results and Measures

As a result of what you have learned in Stage 2 what will you do to ensure that no group is unfairly and unlawfully impacted upon as a result of the proposed change(s)? (see guidance notes at the end of this form)

Based on the information above the proposed policy has not been changed.

The policy is based on the new code of practice with a focus on minimising risk to all users. It draws on government guidance for Skid testing processes.

This should not result in a lower quality of service for any group of residents.

Stage 4: Decision Stage

Once your plan/policy is fully developed it will need to go through the correct scrutiny and approval channels: the EIA should be included as part of this (see guidance notes at the end of this form).

Title: Street Lighting and illuminated infrastructure Policy Statement	Date: 16.08.18
	Stage: Draft
	Service Area: Place
	Lead Officer: Emily Brough

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?
Not all policies will require an EIA: these key questions will help you to decide whether you need to conduct an EIA (see guidance notes at the end of this form).

Yes.

Stage 2: What do you know?

An EIA should be based upon robust evidence. This stage will guide you through potential sources of information and how to interpret it. Understanding the current context is a key stage in all policy making and planning (see guidance notes at the end of this form).

The Policy looks at the way the Council carries out maintenance on Street lighting and illuminated infrastructure such as electrical testing to identify locations which need remedial work.

The policy outlines how the asset will be maintained and risks will be managed to the benefits all highway users.

The policy affects all people in the borough as they all have some risk of coming to harm due to risk of failure of lighting assets be that the collapse of columns or poles or the failure of electrics or luminaires. The processes in the policy aim to reduce this risk via regular testing and maintenance. The policy has been updated to reflect the changes set in place by the new Code of Practice.

People of Different Ages.

Older people have often a desire for a specific quality or amount of light due to poorer vision and younger people and older people often have different needs for traveling at night. However, this policy does not look at the provision of lights and the amount or location of lighting but at the maintenance of the provided lighting and the issues that should be considered to meet legal requirements when doing so. Individual lighting schemes and where relevant planning applications will look at the provision of lighting not this policy. As such there is no reason to expect that this maintenance policy will have a negative or differential effect on people due to their age. The policy does not suggest the reduction of lighting or changes in provision from what has already been planned and funded by the council.

Men/ Woman/ Transgender

Different genders often have different needs for travelling at night. However,

this policy does not look at the provision of lights and the amount or location of lighting but at the maintenance of the provided lighting and the issues that should be considered to meet legal requirements when doing so. Individual lighting schemes and where relevant planning applications will look at the provision of lighting not this policy. As such there is no reason to expect that this maintenance policy will have a negative or differential effect on people due to their gender. The policy does not suggest the reduction of lighting or changes in provision from what has already been planned and funded by the council.

People with Disabilities

People with disabilities have often a desire for a specific quality or amount of light due to poorer vision or a greater reliance on vision due to other impairments. However, this policy does not look at the provision of lights and the amount or location of lighting but at the maintenance of the provided lighting and the issues that should be considered to meet legal requirements when doing so. Individual lighting schemes and where relevant planning applications will look at the provision of lighting not this policy. As such there is no reason to expect that this maintenance policy will have a negative or differential effect on people due to their extra needs. The policy does not suggest the reduction of lighting or changes in provision from what has already been planned and funded by the council.

Race and religion

In relation to certain festivals and practices people with different religions or cultural activities often have different needs for traveling at night. However, this policy does not look at the provision of lights and the amount or location of lighting but at the maintenance of the provided lighting and the issues that should be considered to meet legal requirements when doing so. Individual lighting schemes and where relevant planning applications will look at the provision of lighting not this policy. As such there is no reason to expect that this maintenance policy will have a negative or differential effect on people due to their race or religion. The policy does not suggest the reduction of lighting or changes in provision from what has already been planned and funded by the council.

BMEG

Different BMEG often have different needs for traveling at night including a desire to feel safe which can include lighting. However, this policy does not look at the provision of lights and the amount or location of lighting but at the maintenance of the provide lighting and the issues that should be considered to meet legal requirements when doing so. Individual lighting schemes and where relevant planning applications will look at the provision of lighting not this policy. As such there is no reason to expect that this maintenance policy will have a negative or differential effect on people due to their minority group. The policy does not suggest the reduction of lighting or changes in provision from what has already been planned and funded by the council.

Sexuality

Different GLBT+ groups often have different needs for traveling at night including a desire to feel safe which can include lighting. However, this policy does not look at the provision of lights and the amount or location of lighting but at the maintenance of the provided lighting and the issues that should be considered to meet legal requirements when doing so. Individual lighting schemes and where relevant planning applications will look at the provision of lighting not this policy. As such there is no reason to expect that this maintenance policy will have a negative or differential effect on people due to their GLBT+ group. The policy does not suggest the reduction of lighting or changes in provision from what has already been planned and funded by the council.

Stage 2a: Further Data and Consultation

If you feel that the data and past consultation feedback you have is not sufficient to properly consider the impact before a decision is made then you may wish to supplement your evidence base with more data or further consultation. This should be proportionate to the scale of the decision and will depend on the gaps in your current understanding (see guidance notes at the end of this form).

Based on the above information and the results and measures below combined with the nature of the policy we do not believe that we need further data at this time.

Stage 3: Results and Measures

As a result of what you have learned in Stage 2 what will you do to ensure that no group is unfairly and unlawfully impacted upon as a result of the proposed change(s)? (see guidance notes at the end of this form)

Based on the information above the proposed policy has not been changed.

The policy is based on the new code of practice with a focus on minimising risk to all users. It draws on government guidance for Street Lighting and illuminated infrastructure maintenance and testing processes.

This should not result in a lower quality of service for any group of residents.

Stage 4: Decision Stage

Once your plan/policy is fully developed it will need to go through the correct scrutiny and approval channels: the EIA should be included as part of this (see guidance notes at the end of this form).

Title: Winter Services Policy and Plan.	Date: 16.08.18
	Stage: Draft
	Service Area: Place
	Lead Officer: Emily Brough

Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?
Not all policies will require an EIA: these key questions will help you to decide whether you need to conduct an EIA (see guidance notes at the end of this form).

Yes.

Stage 2: What do you know?

An EIA should be based upon robust evidence. This stage will guide you through potential sources of information and how to interpret it. Understanding the current context is a key stage in all policy making and planning (see guidance notes at the end of this form).

The Policy looks at the way the Council carries out winter maintenance on its highways.

Under Section 41(1a) of the Highways Act 1980, as amended by the Railways and Transport Safety Act 2003 the authority, who are the Highway Authority, for a highway maintainable at the public expense are under a duty to maintain the highway. In particular, the Highway Authorities are under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice (the highway in the terms of the Act includes footways maintainable at public expense). The Traffic Management Act 2004 also requires that authorities do all that is reasonably practical to manage the network effectively to keep traffic moving including the establishment of contingency plans.

These requirements include winter maintenance and so this plan is designed to achieve this. The plan is to benefit as far as is reasonably practical all highway users with the understanding that it is not financially or environmentally desirable or within resource restraints practically possible to keep all highway areas free of ice at all times.

The policy affects all people in the borough as they all have some risk of coming to harm due to winter conditions. The services in the policy aim to reduce this risk via a risk management approach based on knowledge about higher risk areas in the borough as measured by the type of highway, and trends in the boroughs weather. The policy recognises that it is not possible to treat all highways for winter weather or to eradicate all related risk. However it has recognised the need of certain groups to be able to access facilities and focussed efforts accordingly.

Over the last 5 years the National Highways and Transport survey has recorded a high level of satisfaction with the service provided and while the

policy has been updated to reflect the changes set in place by the new Code of Practice we have not changed the overall focus and tenor of the report so as to expect this to change.

People of Different Ages.

According to the Office of National Statistics older people's travelling patterns depend in a large measure on their health and general mobility and people's ability to travel affects their quality of life. Transport to shops, banks, hospitals and other public and private establishments becomes especially important at older ages. This would indicate that it is possible that the accessibility of these locations if affected by highway winter services would be more serious in relation to these groups.

In the age group 60 to 79, about 50 per cent of both men and women used public transport. However, older women are more likely than men to use public transport. In 2006, about two-thirds of women and only a third of men aged 80 and over used public transport. This would indicate that there would be a greater reliance on walking among woman in this age group in order to access public transport stops and stations. This could result in greater concern about the quality of pavements winter services in terms of dangers of slips. It would also indicate conversely that Males would be more likely to be concerned with condition of the carriageway.

It is considered that older people are more likely to fall over and more likely to injure themselves when they do. Though most of these falls are recorded in the home the quality of the highway surface is considered to be a factor that needs to be considered. These injuries can lead to serious injury or death due to the higher likelihood of complications in older people. Snow and ice on footways can also lead to a lack of confidence in these groups resulting in restricted movement in the borough in severe cases.

This information is based on an agglomeration of past consultation about satisfaction and are reoccurring themes.

The number of vehicle licence holders aged 17 to 20 has decreased since the early 1990s from 54 per cent to 37 per cent for men and from 42 per cent to 31 per cent for women. This could indicate an increase in reliance on walking and public transport for younger people including those below this age as well as older people although this does not indicate in satisfaction surveys possibly due to the lower potential for serious complications if an incident does occur.

The policy is maintain the level of service for winter services and in periods of extreme weather the other services of the council also assist in providing services.

Men/ Woman/ Transgender

The Office of National Statistics reports as difference of usage in transport modes between Males and Females it would be reasonable to expect

therefore that different parts of the highway are more important to these groups reflecting the types of modes used and the journeys they are making. These would influence their needs/desires in terms of highways maintenance. with desires for winter maintenance on pavements and bus routes as opposed to vehicle routes.

For example:

The car is the main mode of transport for both men and women. However, woman may be more at danger of injury than men on footways as there is evidence that they are more likely to not have a driving licence/ access to a car than men. In 2006, 65 per cent of trips made by men were by car, compared to 62 per cent made by women. Women were more likely than men to travel as passengers in a car, with 26 per cent of trips being made as a car passenger in 2006 compared with 17 per cent among men. Women are also more likely than men to live in households with no access to a car, 22 per cent in 2006 compared with 16 per cent for men. Men are also more likely to be the main driver of a car than women. In 1975/76, 51 per cent of men were the main driver, compared with 13 per cent of women. In 2006 these figures increased to 63 per cent and 47 per cent respectively. However, women are taking more responsibility for driving. In 1975/76 nearly seven in ten (69 per cent) of men held a licence compared with three in ten (29 per cent) women. In 2006 this rose to 81 per cent of men holding a full driving licence compared to 63 per cent of women. Overall, the proportion of men and women aged 17 to 20 holding a licence has increased over the period from 28 per cent to 34 per cent and the trend is expected to continue.

Women were also more likely to make a trip by bus or coach, 7 percent compared to 5 percent for men.

So woman are more likely to be making trips involving an element of walking (Overall, women made 26 percent of their trips on foot in 2006 compared with 22 percent for men) which would increase the number of opportunities they have to being injured in this situation. However, it should be noted that in terms of actual incidents higher numbers of male pedestrians than female were killed or injured in the same period. It should also be noted that there is no significant difference in satisfaction with pavement maintenance between men and women in the National Highways and Transportation Survey (NHT) 2010.

Men's greater use of cars may be the main reason why they are more likely than women to be killed or seriously injured in a road traffic accident. In 2006 a total of 6,300 male car drivers were killed or seriously injured compared to 3,000 female car drivers. This compares to an average across the four years 1994–98 of 9,500 men and 5,100 women. However, men were more likely than women to be killed or seriously injured for all modes of transport, including as pedestrians. Though the number of these incidents that would have been caused/affected by a highway defect are likely to be minimal.

It should be noticed that in terms of recorded claimants the % of claimants in

the last 12 months received from Male / Female is split 50 / 50 showing that while satisfactions may differ the actual risk does not appear to be different assuming that those who can claim do so.

The Policy and Plan looks at the routes in terms of a range of transports and is not specifically designed to favour any particular type and as such should serve all genders needs.

People with Disabilities

People with disabilities are considered more at risk of falling over and injuring themselves due ice and snow.

People with temporary disabilities / relevant medical issues and pregnant women are also considered more at risk.

Poorly placed winter services could lead to lack of confidence in these groups resulting in restricted movement in the borough in severe cases.

This information is based on an agglomeration of past consultation about satisfaction and are reoccurring themes seen within council consultation and user group meetings.

The winter services by highways are supported by and work with the winter services provided by social services and other support groups because of the need to address this issue. The new policy and plan will still support this.

Race and religion

There is no evidence based on data collected by citizens' panel and other data collection including Office of National Statistics that this would be a relevant issue for winter services.

The main contact for reporting is through the contact centre and website which have relevant accessibility systems set in place. We have no reason to pursue further information at this time regarding this group.

BMEG

There is no evidence based on data collected by citizens' panel and other data collection including Office of National Statistics that this would be a relevant issue for winter services.

The main contact for reporting is through the contact centre and website which have relevant accessibility systems set in place. We have no reason to pursue further information at this time regarding this group.

Sexuality

There is no evidence based on data collected by citizens' panel and other

data collection including Office of National Statistics that this would be a relevant issue for winter services.

The main contact for reporting is through the contact centre and website which have relevant accessibility systems, and sensitivity training set in place. We have no reason to pursue further information at this time regarding this group.

Stage 2a: Further Data and Consultation

If you feel that the data and past consultation feedback you have is not sufficient to properly consider the impact before a decision is made then you may wish to supplement your evidence base with more data or further consultation. This should be proportionate to the scale of the decision and will depend on the gaps in your current understanding (see guidance notes at the end of this form).

Based on the above information and the results and measures below combined with the nature of the policy we do not believe that we need further data at this time.

Stage 3: Results and Measures

As a result of what you have learned in Stage 2 what will you do to ensure that no group is unfairly and unlawfully impacted upon as a result of the proposed change(s)? (see guidance notes at the end of this form)

Based on the information above the proposed policy has not been changed.

The policy and plans are based on the new code of practice with a focus on minimising risk to all users. There was a thorough review of the process after the last major incident of cold weather to insure that the services addressed issues identified at that time.

The policy is that routes are identified based on usage and facilities they access along with additional risks such as slopes. This should not result in a lower quality of service for any group of residents.

When considering the potential need for greater levels of winter services due to the likely presence of certain groups the realities of the disperse nature of effected groups across the borough and the restrictions on resource has limited the locations where this is realistic. Points where this has led to changes are the inclusion of the nursing homes that the council uses for moving people out of hospital but this was due to larger issues than the needs of the elderly as a group.

The needs of the winter services in terms of locations for gritting and grit bins will remain in constant review to identify changes.

Stage 4: Decision Stage

Once your plan/policy is fully developed it will need to go through the correct scrutiny and approval channels: the EIA should be included as part of this (see guidance notes at the end of this form).

Title:
Highway Safety Inspection and Repair Policy and Plan.

Date:15.08.18

Stage: Draft

Service Area: Place

Lead Officer: Emily Brough

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

Not all policies will require an EIA: these key questions will help you to decide whether you need to conduct an EIA (see guidance notes at the end of this form).

Yes.

Stage 2: What do you know?

An EIA should be based upon robust evidence. This stage will guide you through potential sources of information and how to interpret it. Understanding the current context is a key stage in all policy making and planning (see guidance notes at the end of this form).

The Policy looks at the way the Council inspects its highway and repairs identified defects.

The policy affects all people in the borough as they all have some risk of coming to harm due to highway defects. The inspections in the policy aim to reduce this risk via a risk management approach based on knowledge about higher risk areas in the borough as measured by the type of highway, and trends in the boroughs reports and claims. Judgements made about the risk to users will include consideration of all potential users including their needs with regards to Disabilities, age gender etc.

Other information available through the council's data collection and national statistic data indicated that there are variations in the way in which different groups in the borough perceive the quality of the boroughs highway.

People of Different Ages.

According to the Office of National Statistics older people's travelling patterns depend in a large measure on their health and general mobility and people's ability to travel affects their quality of life. Transport to shops, banks, hospitals and other public and private establishments becomes especially important at

older ages. This would indicate that it is possible that the accessibility of these locations if affected by highway maintenance would be more serious in relation to these groups.

In the age group 60 to 79, about 50 per cent of both men and women used public transport. However, older women are more likely than men to use public transport. In 2006, about two-thirds of women and only a third of men aged 80 and over used public transport. This would indicate that there would be a greater reliance on walking among woman in this age group in order to access public transport stops and stations. This could result in greater concern about the quality of pavements in terms of dangers of trips and slips. It would also indicate conversely that Males would be more likely to be concerned with condition of the carriageway.

It is considered that older people are more likely to fall over and more likely to injure themselves when they do. Though most of these falls are recorded in the home the quality of the highway surface is considered to be a factor that needs to be considered. These injuries can lead to serious injury or death due to the higher likelihood of complications in older people. Poorly maintained footways can also lead to a lack of confidence in these groups resulting in restricted movement in the borough in severe cases.

This information is based on an agglomeration of past consultation about satisfaction and are reoccurring themes.

General maintenance of footpaths generates higher rates of dissatisfaction amongst older people (40% of 16-34's up to 60% of 65+'s), as does maintenance of main roads (19% of 16-34's up to 45% of 65+'s) and maintenance of other roads (43% of 16-34's up to 58% of 65+'s). This is likely in most cases to be a reflection on the greater reliance on walking and the greater dangers presented by injury if a slip or trip occurs identified above.

The number of vehicle licence holders aged 17 to 20 has decreased since the early 1990s from 54 per cent to 37 per cent for men and from 42 per cent to 31 per cent for women. This could indicate an increase in reliance on walking and public transport for younger people including those below this age as well as older people although this does not indicate in satisfaction surveys possibly due to the lower potential for serious complications if an incident does occur.

Men/ Woman/ Transgender

The Office of National Statistics reports as difference of usage in transport modes between Males and Females it would be reasonable to expect therefore that different parts of the highway are more important to these groups reflecting the types of modes used and the journeys they are making. These would influence their needs/desires in terms of highways maintenance.

For example:

The car is the main mode of transport for both men and women. However,

woman may be more at danger of injury than men on footways as there is evidence that they are more likely to not have a driving licence/ access to a car than men. In 2006, 65 per cent of trips made by men were by car, compared to 62 per cent made by women. Women were more likely than men to travel as passengers in a car, with 26 per cent of trips being made as a car passenger in 2006 compared with 17 per cent among men. Women are also more likely than men to live in households with no access to a car, 22 per cent in 2006 compared with 16 per cent for men. Men are also more likely to be the main driver of a car than women. In 1975/76, 51 per cent of men were the main driver, compared with 13 per cent of women. In 2006 these figures increased to 63 per cent and 47 per cent respectively. However, women are taking more responsibility for driving. In 1975/76 nearly seven in ten (69 per cent) of men held a licence compared with three in ten (29 per cent) women. In 2006 this rose to 81 per cent of men holding a full driving licence compared to 63 per cent of women. Overall, the proportion of men and women aged 17 to 20 holding a licence has increased over the period from 28 per cent to 34 per cent and the trend is expected to continue.

Women were also more likely to make a trip by bus or coach, 7 percent compared to 5 percent for men.

So woman are more likely to be making trips involving an element of walking (Overall, women made 26 percent of their trips on foot in 2006 compared with 22 percent for men) which would increase the number of opportunities they have to being injured in this situation. However, it should be noted that in terms of actual incidents higher numbers of male pedestrians than female were killed or injured in the same period. It should also be noted that there is no significant difference in satisfaction with pavement maintenance between men and women in the National Highways and Transportation Survey (NHT) 2010.

Men's greater use of cars may be the main reason why they are more likely than women to be killed or seriously injured in a road traffic accident. In 2006 a total of 6,300 male car drivers were killed or seriously injured compared to 3,000 female car drivers. This compares to an average across the four years 1994–98 of 9,500 men and 5,100 women. However, men were more likely than women to be killed or seriously injured for all modes of transport, including as pedestrians. Though the number of these incidents that would have been caused/affected by a highway defect are likely to be minimal.

Stockport Council Citizen's Panel survey on Streetscene conducted in March 2009 indicated that Male respondents are *more* likely to be dissatisfied with the maintenance of main roads (34%, compared with 20% of females). This would potentially relate to their increased likelihood to be using a car as part of their journeys than woman. This trend is also seen in the National Highways and Transportation Survey (NHT) where 31% of women were satisfied with the maintenance of the carriageway compared to 24% of men.

It should be noticed that in terms of recorded claimants the % of claimants in the last 12 months received from Male / Female is split 50 / 50 showing that

while satisfactions may differ the actual risk does not appear to be different assuming that those who can claim do so.

People with Disabilities

People with disabilities are considered more at risk of falling over and injuring themselves due to highway defects.

People with temporary disabilities / relevant medical issues and pregnant women are also considered more at risk.

Poorly maintained footways could lead to lack of confidence in these groups resulting in restricted movement in the borough in severe cases.

This information is based on an agglomeration of past consultation about satisfaction and are reoccurring themes seen within council consultation and user group meetings.

National Highways and Transportation Survey (NHT) clarified that more people self reporting as having a long term life affecting illness or disability are likely to be dissatisfied with the maintenance of the highway with 25% of respondents being more likely to be very dissatisfied compared to 12% of other respondents. This is in keeping with the information above.

Race and religion

There is no evidence based on data collected by citizens' panel and other data collection including Office of National Statistics that this would be a relevant issue for the pavement and highway maintenance.

The main contact for reporting is through the contact centre and website which have relevant accessibility systems set in place. We have no reason to pursue further information at this time regarding this group.

BMEG

There is no evidence based on data collected by citizens' panel and other data collection including Office of National Statistics that this would be a relevant issue for the pavement and highway maintenance.

The main contact for reporting is through the contact centre and website which have relevant accessibility systems set in place. We have no reason to pursue further information at this time regarding this group.

Sexuality

There is no evidence based on data collected by citizens' panel and other data collection including Office of National Statistics that this would be a relevant issue for the pavement and highway maintenance.

The main contact for reporting is through the contact centre and website

which have relevant accessibility systems, and sensitivity training set in place. We have no reason to pursue further information at this time regarding this group.

Other factors

Footway injuries are also more likely to occur to those people wearing high heeled shoes or other fashionable footwear that may provide limited protection.

Potholes are more likely to pose a danger to motorcycles and bicycles than cars. Men are more prevalent users of these types of vehicles and so these dangers will also be a greater issue in relation to them.

Walking and cycling are also a common way of getting around for young people. In 2007, more than two-fifths (42 per cent) of people aged between 17 and 20 reported that they walked for 20 minutes or more at least three times a week, and a further 20 per cent did so once or twice a week. Around 54 per cent of males and 37 per cent of females aged between 17 and 20 either owned or had access to a bicycle in 2007. Around 45 per cent of males in this age group stated they had ridden a bicycle in the 12 months prior to interview, compared with just 27 per cent of females. This however is not reflected in satisfaction levels.

Place Survey (PS) with the National Highways and Transportation Survey (NHT) Road & pavement repairs are a relatively high priority in both PS and NHT, except for Adswold / Bridgehall and Offerton, where fewer PS respondents indicated the need for improvement. This would indicate that it is unlikely to be a problem that has a **socio-economic** aspect to satisfaction.

Stage 2a: Further Data and Consultation

If you feel that the data and past consultation feedback you have is not sufficient to properly consider the impact before a decision is made then you may wish to supplement your evidence base with more data or further consultation. This should be proportionate to the scale of the decision and will depend on the gaps in your current understanding (see guidance notes at the end of this form).

Based on the above information and the results and measures below combined with the nature of the policy we do not believe that we need further data at this time.

Stage 3: Results and Measures

As a result of what you have learned in Stage 2 what will you do to ensure that no group is unfairly and unlawfully impacted upon as a result of the

proposed change(s)? (see guidance notes at the end of this form)

Based on the information above the proposed policy has not been changed.

The policy and plans are based on the new code of practice with a focus on minimising risk to all users. There has also been a recent thorough review of the process. Currently the data does indicate that satisfaction is lower in maintenance of the highway for people with disabilities, older people and Men and the data does also indicate that younger people and women are also in a position to potentially be differently affected by the policy/strategy.

The policy is that all of the boroughs highway will be inspected at least once a year. Higher levels of inspection are dictated by the nature of the highway, (amount of usage, type of usage (e.g. walking – low impact, HGVs – high impact), type of facilities accessed (e.g. Hospitals – as this also tends to result in a related increase in usage), previous experience of maintenance needs (based on work done historically in the area)), to address the increased likelihood of wear and increased levels of traffic on specific routes. All potential defects will be assessed using the same criteria and be addressed in the same timescales as deemed necessary. This should not result in a lower quality of service for any group of residents.

When considering the potential need for greater levels of maintenance due to the likely presence of certain groups the following has been noted.

Three principles that have been established by Court judgements and are worth bearing in mind:

1. Court rulings repeatedly state that road users are responsible for their own safety and have a duty to take the road as they find it. This defines the road user as an intelligent being, able and expected to exercise their own judgment. It is not necessary for the design of a scheme to take that independence of judgment out of the hands of the road user.
2. The highway authority should avoid creating a trap for road users.
3. The highway authority should not act irrationally. (Highway Risk and Liability Claims 2005)

And also in regards to whether the presence of persons from specific groups can demand higher standards of highway maintenance

The McArdle v Department of Regional Development [2005] NIQB case provides guidance on whether persons who are elderly warrant a higher standard of surface maintenance. The ruling was that the highway authority whilst having to consider the needs of disadvantaged users, had also to consider available resources.

As with older people the resource implication of the situation needs to be considered as well as the satisfaction of the user for all differentially affected users. The Council undertakes to maintain all highways in the borough as the highway authority. To do this it is using a risk management system to ensure that the opportunities for incidents on the highway are as low as achievable within the budget allowed. It is also taking in to account the Well-Managed

Highways Infrastructure– Code of practice in the way that it identifies risk and actionable defects. The council also has a planned maintenance programme to maintain highway quality. As part of the risk management system the Council responds to reports of defects through the councils contact centre phone line and other council contact procedures (letter, Councillor referral and email) so specific concerns can be raised and assessed. This system works to make the reporting of potential defects as inclusive as possible.

The satisfaction of customers with the maintenance and repair of the highway will continue to be monitored through the contact centre, surveys and transport user groups for walking, cycling and disability.

Stage 4: Decision Stage

Once your plan/policy is fully developed it will need to go through the correct scrutiny and approval channels: the EIA should be included as part of this (see guidance notes at the end of this form).

Title: PROW Safety Inspection and Repair Plan.	Date: 22.08.18
	Stage: Draft
	Service Area: Place
	Lead Officer: Emily Brough

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

Not all policies will require an EIA: these key questions will help you to decide whether you need to conduct an EIA (see guidance notes at the end of this form).

Yes.

Stage 2: What do you know?

An EIA should be based upon robust evidence. This stage will guide you through potential sources of information and how to interpret it. Understanding the current context is a key stage in all policy making and planning (see guidance notes at the end of this form).

The Policy looks at the way the Council inspects its PROW and repairs identified defects.

The policy affects all people in the borough as they all have some risk of coming to harm due to PROW defects. The inspections in the policy aim to reduce this risk via a risk management approach based on knowledge about higher risk areas in the borough as measured by the type of hPROW, and trends in the boroughs reports and claims. Judgements made about the risk to users will include consideration of all potential users including their needs with regards to Disabilities, age gender etc.

Other information available through the council's data collection and national statistic data indicated that there are variations in the way in which different groups in the borough perceive the quality of the boroughs highway.

People of Different Ages.

PROW consultations often have a higher response level among the older demographic; however, there are a wide range of user ages and due to the urban nature of the borough people often do not perceive routes which are PROW to be so. The need to maintain such routes in line with people perceptions is a key part of the new policy which should improve the quality of maintenance for all ages on urban paths.

Men/ Woman/ Transgender

The confidence that different genders have with use of PROW differs depending on its nature and their confidence in that environment. Where PROW are narrow and lack lighting, clear views of the route ahead and are not overlooked they are less likely to be popular with users especially lone females. Signage and surface quality also has an effect. The maintenance and inspection identified in the plan would ensure that the routes do not become less appealing to users due to poor maintenance.

People with Disabilities

People with disabilities are considered more at risk of falling over and injuring themselves due to highway defects.

People with temporary disabilities / relevant medical issues and pregnant women are also considered more at risk.

Poorly maintained PROW could lead to lack of confidence in these groups resulting in restricted movement in the borough in severe cases.

This information is based on an agglomeration of past consultation about satisfaction and are reoccurring themes seen within council consultation and user group meetings.

The plan seeks to maintain routes so that they are not less suitable for these users due to maintenance needs.

Race and religion

There is no evidence based on data collected by citizens' panel and other data collection including Office of National Statistics that this would be a relevant issue for the PROW maintenance.

The main contact for reporting is through the contact centre and website which have relevant accessibility systems set in place. We have no reason to pursue further information at this time regarding this group.

BMEG

There is no evidence based on data collected by citizens' panel and other data collection including Office of National Statistics that this would be a relevant issue for the PROW maintenance.

The main contact for reporting is through the contact centre and website which have relevant accessibility systems set in place. We have no reason to pursue further information at this time regarding this group.

Sexuality

There is no evidence based on data collected by citizens' panel and other data collection including Office of National Statistics that this would be a relevant issue for the PROW maintenance.

The main contact for reporting is through the contact centre and website which have relevant accessibility systems, and sensitivity training set in place. We have no reason to pursue further information at this time regarding this group.

Other factors

Footway injuries are also more likely to occur to those people wearing high heeled shoes or other fashionable footwear that may provide limited protection. Changes to the plan meaning metalled urban PROW will be maintained in line with pavements will improve the usability of such routes for people in this type of clothing.

Potholes pose a danger bicycles. Men are more prevalent users of these types of vehicles and so these dangers will also be a greater issue in relation to them. The maintenance of PROW using a risk based approach would mean that the use of routes by cyclists where it is prevalent will be considered when identifying the need and speed of pothole repair.

Stage 2a: Further Data and Consultation

If you feel that the data and past consultation feedback you have is not sufficient to properly consider the impact before a decision is made then you may wish to supplement your evidence base with more data or further consultation. This should be proportionate to the scale of the decision and will depend on the gaps in your current understanding (see guidance notes at the end of this form).

Based on the above information and the results and measures below combined with the nature of the policy we do not believe that we need further data at this time.

Stage 3: Results and Measures

As a result of what you have learned in Stage 2 what will you do to ensure that no group is unfairly and unlawfully impacted upon as a result of the proposed change(s)? (see guidance notes at the end of this form)

Based on the information above the proposed policy has not been changed.

The policy and plans are based on the new code of practice with a focus on minimising risk to all users.

The policy is that all of the boroughs PROW will be inspected at least once a year. Higher levels of inspection are dictated by the nature of the PROW, (amount of usage, type of usage (e.g. pedestrian, Cyclist etc.), type of facilities accessed (e.g. Hospitals – as this also tends to result in a related increase in usage), previous experience of maintenance needs (based on work done historically in the area)), to address the increased likelihood of wear and increased levels of traffic on specific routes. All potential defects will be assessed using the same criteria and be addressed in the timescale deemed necessary. This should not result in a lower quality of service for any group of residents.

Stage 4: Decision Stage

Once your plan/policy is fully developed it will need to go through the correct scrutiny and approval channels: the EIA should be included as part of this (see guidance notes at the end of this form).

Agenda Item 9.

STOCKPORT COUNCIL

REPORT TO CABINET– SUMMARY SHEET

Subject: Woodford Neighbourhood Forum – Redesignation

Report to Cabinet

Date: 2nd October 2018

Report of: (a) Cabinet Member for Economy & Regeneration

Key Decision: (b) Y

Forward Plan ☒

General Exception ☐

Special Urgency ☐

(Mark with a Y
if applicable)

Summary:

The report sets out the need for the re-designation of the Woodford Neighbourhood Forum and the timeframe for consultation and decision making.

Comments/Views of the Cabinet Member: (c)

This is a technical matter seeking the re-designation of the Woodford Forum at the end of its first five years.

Recommendation(s) of Cabinet Member: (d)

The Cabinet is invited to recommend to the Council Meeting that it approve the designation of the Woodford Neighbourhood Forum.

Relevant Scrutiny Committee (if decision called in): (e)

Economy & Regeneration

Background Papers (if report for publication): (f)

Application available to view at

<https://www.stockport.gov.uk/overview-and-consultation-on-2018-re-designation>

Contact person for accessing
background papers and discussing the report

Officer: Steve Johnson

Tel: 0161-474-3509

'Urgent Business': (g)

Yes/ ☒ No (Please circle)

Certification (if applicable)

This report should be considered as 'urgent business' and the decision exempted from 'call-in' for the following reason(s):

The written consent of Councillor _____ and the Chief Executive/Monitoring Officer/ Borough Treasurer for the decision to be treated as 'urgent business' was obtained on /will be obtained before the decision is implemented.

WOODFORD NEIGHBOURHOOD FORUM – REDESIGNATION**Report of the Corporate Director for Place Management & Regeneration****1. INTRODUCTION AND PURPOSE OF REPORT**

- 1.1 Woodford Neighbourhood Forum (WNF) and associated Area were both designated on 17th October 2013. Since then the Forum has been progressing the development of a Neighbourhood Plan (WNP) for the area.
- 1.2 There are currently two impending matters relating to the WNF and WNP. The first is the redesignation of the Forum, while the second is the submission of the WNP to the Council.

2. REDESIGNATION OF FORUM

- 2.1 The designation of the forum was for a period of 5 years, as required by the regulations. Consequently the current designation will expire on 17th October 2018 and the WNF has therefore submitted information to support its redesignation. There is nothing in the regulations relating to Neighbourhood Plans which specifically relates to a redesignation of an existing WNF, however legal advice is that the same process should be followed as for the original designation.
- 2.2 Where there is no designation Forum then there is no legal means by which the neighbourhood plan can be advanced or by which existing members of the forum would be able to act in relation to it. Therefore it is necessary to ensure that a forum is in place so that these matters can be addressed in the local area.
- 2.3 The Council is required to consult on the application and this consultation commenced on Wednesday 5th September with a view to undertaking the statutory 6-week consultation before the Council meeting on 18th October 2018. During that period the application will go through the necessary meetings in order that a decision on the forum designation can be made at Council.
- 2.4 There is no significant change to the WNF application from its original application. The only changes relate to some of the names of members of the WNF.
- 2.5 There is no requirement for the Forum to re-apply for the Area to be redesignated, which remains as established in October 2013. It was this element of the application that proved to be an issue at the time, as there was debate as to whether it should include the then aerodrome site.
- 2.6 As a result it is not anticipated that the application should raise any significant issues. To date four representations have been received in response; two indicating no comment and two briefly offering support.

- 2.7 Although not directly related to the redesignation application the Forum has advised the Council that it is likely to be submitting a Neighbourhood Plan to the Council for consultation and examination by the Planning Inspectorate. It is anticipated that this will be provided by the end of September. At that time further information will be provided to officers and members in respect of the content of the submitted plan and the process for consultation and examination. Whilst the redesignation of the forum and the submission of the plan are separate matters, this information is being provided now by way of background, but also to highlight that in order for the forum to operate as a legal entity it will need to be redesignated after the current designation expires on 17th October.

3. CONCLUSIONS AND RECOMMENDATIONS

- 3.1 This application for the redesignation of the Woodford Neighbourhood Forum is essentially a technical exercise required by the regulations.
- 3.2 The Cabinet is invited to recommend to the Council Meeting that it approved the designation of Woodford Neighbourhood Forum.

BACKGROUND PAPERS

Application information is available at <https://www.stockport.gov.uk/overview-and-consultation-on-2018-re-designation>

Anyone wishing to inspect the above background papers or requiring further information should contact Steve Johnson on Tel: 0161-474-3509 or by email on steven.johnson@stockport.gov.uk

REPORT TO CABINET– SUMMARY SHEET**Subject:** Council Tax Discounts Review**Report to Cabinet****Date:** 2 October 2018**Report of:** (a) Cabinet Member for Reform & Governance**Key Decision:** (b) YForward Plan ☒General Exception ☐Special Urgency ☐(Mark with a Y
if applicable)**Summary:**

Each Local Authority is permitted to set local discounts for Council Tax liability on unoccupied property. The level of discounts offered by different Authorities has reduced over the years as budgets have been squeezed.

This report proposes a review of the discounts currently offered in Stockport to bring the borough in line with neighbouring boroughs. Proposals agreed by members would then be the subject of consultation prior to agreements in line with annual budget setting.

Comments/Views of the Cabinet Member: (c)

The mandatory Council Tax discounts provide reductions for circumstances where a property is empty for reasons which would mean the charge payer may be vulnerable. Where a property is empty for other reasons we need for it to be quickly available for occupation, it is not in the boroughs interests for property to be held empty.

Reviewing the discount on empty and unoccupied properties has the potential to increase the amount of Council Tax collected without impacting on vulnerable people and would enable the council to increase the money available in a discretionary fund to support vulnerable people on a low income.

Recommendation(s) of Cabinet Member:

That the options 1 to 3 be taken forward for consultation with the public.

Relevant Scrutiny Committee (if decision called in): (e)

Corporate, Resource Management & Governance

Background Papers:

None

Contact person for accessing
background papers and discussing the report

Officer: Alison Blount
Tel: 0161 474 5107

Urgent Business

No

COUNCIL TAX DISCOUNTS REVIEW OPTIONS

Report of the Borough Treasurer

1. INTRODUCTION AND PURPOSE OF REPORT

- 1.1 The Council Tax Support Scheme provides support for charges payers on a low income in addition to this there are a range of mandatory discounts (appendix 2) which are awarded in line with national agreed criteria. From April 2013, Councils were given the freedom to set local discounts for empty unoccupied properties, the cost of these empty property discounts sits with the Local Authority. The level of all Council Tax discounts including CTS directly impacts on the Councils finances and is reflected in the Medium Term Financial Plan (MTFP).
- 1.2 The scheme of discounts in Stockport is reviewed annually, the currently agreed scheme has been in place since April 2016.
- 1.3 In recent years the empty property discounts offered by Local Authorities have reduced in light of the financial constraints imposed on local government. Most Greater Manchester Authorities now offer little or no empty property discount. The position for 2018/19 across Greater Manchester is shown at appendix 1. This report considers the potential benefits from Stockport reducing the level of empty property discounts offered in the borough.
- 1.4 Legislative changes are anticipated imminently to the premium which can be charged on long term empty property but these are not yet in statute and so are not considered in this report.

2. CURRENT DISCOUNT SCHEME FOR EMPTY PROPERTIES

- 2.1 The following table demonstrates the local discount scheme adopted by Stockport Council for 2018/19. These discounts only apply where the property does not otherwise qualify for any of the national Council Tax Exemptions.

Unoccupied property which is:	Discount class	Amount of Discount	Premium
Furnished	B	Nil	Nil
Unfurnished	C	100% for first 2 months	50% after 2 years
Undergoing major repair or structural alteration to make it habitable	D	75% for first 12 months	50% after 2 years
Normally occupied by service personnel	E	100%	Nil
Annex to another property	F	100%	Nil

- 2.2 The discount/ levy relates to the property and not the charge payer. This means that the level of discount carries forward when ownership changes. This is charge

payers greatest area of contention with the scheme as many assume the discount will “reset” when a new person is made liable for Council Tax.

- 2.3 The numbers claiming class E and F discounts are very low and fall outside of the scope of this report.

3. COST OF EMPTY PROPERTY DISCOUNTS

- 3.1 After amendments in April 2016 which restricted empty property discounts there was an initial fall in the value of discounts awarded. Since that time there has been an increase as the numbers claiming the remaining discounts and increased in Council tax levels means that cost of awarding discounts has risen. This is in part due to charge payers managing their affairs to benefit from the scheme.

Table 1

Unoccupied property which is:	Discount class	Amount of Discount	Value of discounts awarded
Unfurnished	C	100% for first 2 months	2015/16 - £1,031,265 2016/17 - £ 982,141 2017/18 - £1,048,001
Undergoing major repair or structural alteration to make it habitable	D	75% for first 12 months	2015/16 - £139,939 2016/17 - £120,500 2017/18 - £187,971

- 3.2 In addition to the loss of revenue the administration of the empty property discount scheme is burdensome including the need for inspection visits on some accounts to verify claims made.
- 3.3 An analysis of properties which have received class D discount in 2017/18 has been carried out

Table 2

Council Tax Band		A	B	C	D	E	F	G
Number	98	21 (21%)	23 (23%)	20 (20%)	13 (13%)	13 (13%)	4 (4%)	4 (4%)
Outcome								
Let	27%	14	9	2	1	1		
Sold	11%	3	3	4		1		
Moved in	45%	2	8	11	12	7	4	1
Temp decant due to fire/flooding	8%		3	2		2		1
Still empty	3%	1		1		1		
Disputed	1%	1						
Main home, improvements to property	3%					1		2

This shows that the majority of properties are mid to lower band properties and 45% are vacant for renovation prior to the owners moving in, although lower banded properties are more likely to be let or sold on without the owner ever occupying them.

4. OPTIONS FOR CHANGE

- 4.1 The rules which govern Local Authority decision making for setting local discounts set different requirements for the two classes of discount.

A discount scheme for

- Class C (unoccupied and unfurnished) – Any amount for any period.
- Class D property undergoing repair – Any amount for a maximum of 12 months as long as the property continues to fulfil the criteria of major renovation.

- 4.2 Properties owned by a Registered Social Landlord are exempt from the impacts of the local empty property discount scheme as they are able to claim exemption under a mandatory discount for properties owned by charities.
- 4.3 Reviewing the empty property discount has the potential to generate additional revenue with minimum impact on the most vulnerable as it relates to houses which are vacant.

Option 1

- 4.4 Amend both class C and D discounts to a nil discount. This would generate an estimated potential £1.2m additional Council Tax based on 2017/18 figures. This option would also generate the maximum benefit from reduced administration cost and reduce the potential for charge payer dispute.
- 4.5 The risk associated to this option is that we will, over time, have less knowledge of which properties are vacant across the borough as there would be no incentive for owners to report properties as empty.

Option 2

- 4.6 Reduce the value of class C discount to 25% for the first two months following the property becoming vacant, this would generate around £0.75M additional Council Tax and would be more financially beneficial to the Council than reducing the period of the reduction to 100% for one month as most properties are reoccupied after two or three weeks. A 25% discount would bring the discount into line with a Single Person Discount which can be claimed on a property which is occupied by a single person.
- 4.7 Whilst this would generate increased income from Council Tax there would be no reduction in the administration burden and the requirement to validate and administer applications would remain.

Option 3

- 4.8 Reduce the value of class D discount from 75% to 25%. This would generate around £0.125m in additional Council Tax and again bring the discount in line with a single person discount
- 4.9 As with option 2 this would increase income but have no impact on administration costs.

Option 4

- 4.10 An alternative variation on the above, within the parameters shown at 4.1.

5. CONCLUSIONS AND RECOMMENDATIONS

- 5.1 Whilst information about which properties are unoccupied is welcomed, the benefit of this doesn't outweigh the potential additional income which would be generated from reducing the discounts.
- 5.2 The additional income generated could be used to create a larger Council Tax Support discretionary fund to support the most vulnerable families with children who don't currently receive 100% council tax support. This resource currently stands at £0.100m
- 5.3 The views of the Corporate Resources, Management and Governance were obtained. They gave strong support for Option 1 which would mean ending the discounts offered on the basis of class C and D.
- 5.4 It is recommended that a period of public consultation should commence about the proposal to change class C and D discounts in line with Option 1 which would be to remove all local discounts for empty properties with the exception of categories E and F as defined at 2.1 of this report. This would generate a potential additional income of around £1.2m. Following consultation the proposal would be presented to Council for decision making in line with budget setting arrangement.
- 5.5 From the additional £1.2m raised £0.1m could be directed to the Council Tax discretionary fund to specifically help the most vulnerable families with dependent children.

BACKGROUND PAPERS

There are none

Anyone wishing to inspect the above background papers or requiring further information should contact Alison Blount on Tel: 0161 474 5107 or by email on alison.blount@stockport.gov.uk

Greater Manchester Comparison for 2018/19

	Unoccupied and unfurnished properties		Empty Uninhabitable/Major Works
	0-6 Months	6 Months to 2 Years	
2018/19			
Bolton	No Discount	No Discount	No Discount
Bury	1st month 100% discount, 2-6 months 25% discount	25% discount	50% discount for up to 12 months
Manchester	1st month 100% discount 2-6 months no discount	No discount	50% discount for up to 12 months
Oldham	1st month 100% discount, 2-6 months 25% discount	No discount	50% discount for up to 12 months
Rochdale	1st month 100% discount, 2-6 months 25% discount	No discount	1 month at 100% discount then 25% discount for 11 months
Salford	0-2 months 50% discount 3-6 months no discount	No discount	10% discount for up to 12mths
Stockport	0-2 month 100% discount 3-6 months no discount	No discount	75% discount for up to 12 months
Tameside	No discount	No discount	No discount
Trafford	1st month 100% discount 2-6 months no discount	No discount	100% discount for up to 12 months
Wigan	1st month 100% discount, 2-6 months 25% discount	No discount	75% discount for up to 12 months

Mandatory Council Tax Exemption classes

Exemption Class	Unoccupied Property Description	Exemption Period
B	Unoccupied property owned by a Charity and set up for charitable purposes. It must have been last occupied for the purpose of that charity.	Exemption for up to 6 months after becoming unoccupied.
D	Unoccupied property, which is owned or leased by a person now in detention or held in remand (except for non-payment of a fine or Council Tax). The property must have been their main home immediately before they went into prison.	Exempt as long as the property remains unoccupied and the owner / tenant is detained.
E	Unoccupied property, which is owned or leased by a permanent resident in a hospital or nursing home.	Exempt as long as the property remains unoccupied and the owner / tenant is a permanent resident in the hospital / home.
F/F1	Unoccupied property which forms part of the estate of the owner / tenant who has died.	Exempt until letters of administration or probate have been granted. This exemption will continue for a further 6 months unless a person(s) becomes the owner, either as a beneficiary of the estate or as a result of the sale of the property.
G	A property where occupation is prohibited by law or an Act of Parliament or, which is kept unoccupied because of impending compulsory purchase.	Exempt for as long as the property remains unoccupied and the order remains in force.
H	Unoccupied property kept available for a Minister of any religious denomination to use as a residence from which to perform his/her duties.	Exempt as long as it remains unoccupied.

I	Unoccupied property, which is owned or leased by a person who is currently living elsewhere, so that they can receive personal care due to old age, disablement, illness, mental disorder, or alcohol or drug dependence. This exemption does not apply to those properties left unoccupied where the owner / tenant is receiving care in a hospital, residential care home, nursing home or hostel.	Exempt as long as the property remains unoccupied and the personal circumstances of the owner / tenant do not change. (They must have been away for this reason only since they left).
J	Unoccupied property, which is owned or leased by a person who is currently living elsewhere, to provide personal care for another person due to old age, disablement, illness, mental disorder, or alcohol or drug dependence.	Exempt as long as the property remains unoccupied and the personal circumstances of the owner / tenant do not change. (They must have been away for this reason only since they left).
K	Unoccupied property, which was last occupied ONLY by one or more student/s, one of them being the owner of the property and still a student living elsewhere. The property will be exempt if the liable person becomes a student up to 6 weeks after he/she last occupied the property.	Exempt as long as the property remains unoccupied and the owner remains a student.
L	Unoccupied property that has been repossessed by the mortgage lender.	Exempt as long as the property remains empty or until it is resold.
M	Halls of Residence provided for the accommodation of students.	Exempt.
N	Occupied entirely by full time students. However, properties occupied by a mixture of full time students and people who are not full time students will not be exempt and will receive a bill. It will be for the members of the household to decide how to apportion the bill but the full time students will not be liable for the Council Tax.	Exempt until the course ends or there is a change in the household situation e.g. Non students move into the property.
O	Property owned by the Secretary of State for Defence.	Exempt, whether occupied or unoccupied, until the situation changes.
P	Properties occupied by visiting service personnel who are not British citizens or normally resident in the UK.	Exempt until the situation changes.

Q	Where a property is left unoccupied because of a Bankruptcy and the Trustee is liable for the Council Tax.	Exempt until the property situation changes. e.g. The property is occupied or sold.
R	Unoccupied - caravan pitch or boat mooring.	Exempt until the pitch or mooring is occupied by a caravan or boat.
S	Property occupied only by persons under the age of 18.	Exempt until one of the occupiers becomes 18 years of age.
T	Unoccupied annexe, connected to a main property which is occupied by the liable person, and difficult to let separately.	Exempt.
U	Properties occupied only by people who are severely mentally impaired who would otherwise be liable to pay the Council Tax. This exemption does not apply to Residential Car Homes / Nursing Homes or Houses In Multiple Occupation where the landlord is liable for the Council Tax.	Exempt
V	Property occupied by at least one Foreign Diplomat or a Member of a specified International Organisation.	Exempt
W	Annexe of a property occupied by a dependant relative of the person who is resident in the main property. (A relative is dependant if he / she is 65 or over, severely mentally impaired, or is substantially or permanently disabled.)	Exempt

REPORT TO CABINET– SUMMARY SHEET

Subject: A6MARR update report

Report to Cabinet

Date: 02 October 2018

Report of: (a) Cabinet Member for Economy & Regeneration

Key Decision: (b) N

Forward Plan ☐ General Exception ☐ Special Urgency ☐ (Mark with a Y if applicable)

Summary:

The A6 to Manchester Airport Relief Road commenced on site in spring 2015 and was due to be completed in autumn 2017 although contract completion was spring 2018. The scheme is funded through Department for Transport and Greater Manchester Combined Authority Earn Back finances.

The contractor Carillion Morgan Sindall (CMS) was appointed as a joint venture partnership in 2013 to assist in designing the proposed scheme and then constructing it. Carillion was excluded from the joint venture in early 2018 following its financial issues including closing parts of the business. Morgan Sindall is now delivering the remaining elements of the scheme. However there have been a number of issues on site that have delayed completion of the scheme creating time and financial pressures on the project.

In 2017 the contractor started to claim a significant escalation of costs and delays to the contract. Whilst the majority of these were not accepted by the client due to the scale of claims, insufficient supporting information provided or the view that the contractor was responsible for the risk, it was accepted that CMS were entitled to significant uplift on the contract price. CMS were utilising the contractual processes to make their claims and threatened to escalate the claims into formal disputes.

This report provides an update on the outcome of those discussions and requests approval for the principle of agreeing an addendum to the contract and delegating approval of the final document to the Corporate Director Place Management and Regeneration in consultation with the Cabinet Member for Economy and Regeneration.

It is requested that due to the timing of the conclusion of this agreement and the need to complete it before work on site is completed it is treated as an urgent decision.

Comments/Views of the Cabinet Member: (c)

This report provides an update on reaching a final agreement with Morgan Sindall who is the contractor on A6MARR and I request your support on its recommendations.

Recommendation(s) of Cabinet Member: (d)

It is recommended that Cabinet:

Notes the content of the report and approves the proposed settlement with Morgan Sindall.

Authorises the Corporate Director Place and Head of Legal and Governance in consultation with the Cabinet Member for Economy and Regeneration, to finalise the settlement agreement and take all necessary steps to bring it into effect.

Relevant Scrutiny Committee (if decision called in): **(e)**
Exempt from call-in

Background Papers (if report for publication): **(f)**

None

Contact person for accessing
background papers and discussing the report

Officer: Sue Stevenson
Tel:0161-474-4351

'Urgent Business': **(g)**

Yes/No

Certification (if applicable)

This report should be considered as 'urgent business' and the decision exempted from 'call-in' for the following reason(s):

In order for the matter to be resolved in time to complete the road, it is proposed to exempt the report from call-in. Were the decision to be called-in it may jeopardise the completion of the road scheme.

The written consent of Councillor Alex Ganotis and the Chief Executive/Monitoring Officer/ Borough Treasurer for the decision to be treated as 'urgent business' was obtained on /will be obtained before the decision is implemented.

A6MARR UPDATE REPORT**Report of the Corporate Director for Place Management & Regeneration****1. INTRODUCTION AND PURPOSE OF REPORT**

- 1.1. The A6 to Manchester Airport Relief Road commenced on site in spring 2015 and was due to be completed in autumn 2017 although contract completion was spring 2018. The scheme is funded through Department for Transport and Greater Manchester Combined Authority Earn Back finances.
- 1.2. The contractor Carillion Morgan Sindall (CMS) was appointed as a joint venture partnership in 2013 to assist in designing the proposed scheme and then constructing it. Carillion was excluded from the joint venture in early 2018 following its financial issues including closing parts of the business. Morgan Sindall is now delivering the remaining elements of the scheme. However there have been a number of issues on site that have delayed completion of the scheme creating time and financial pressures on the project.
- 1.3. In 2017 the contractor started to claim a significant escalation of costs and delays to the contract. Whilst the majority of these were not accepted by the client due to the scale of claims, insufficient supporting information provided or the view that the contractor was responsible for the risk, it was accepted that CMS were entitled to significant uplift on the contract price. CMS were utilising the contractual processes to make their claims and threatened to escalate the claims into formal disputes.
- 1.4. This report provides an update on the outcome of those discussions and requests approval for the principle of agreeing an addendum to the contract and delegating approval of the final document to the Corporate Director Place Management and Regeneration in consultation with the Cabinet Member for Economy and Regeneration.
- 1.5. It is requested that due to the timing of the conclusion of this agreement and the need to complete it before work on site is completed it is treated as an urgent decision.

2. CONTRACT DETAIL

- 2.1. The contractual arrangements for this scheme are based on a standard construction contract with a predicted cost and time for delivery however any changes made to the scheme can generate compensation events that may add or reduce the predicted cost and delivery time for the scheme. The scheme has had over 250 compensation events and whilst changes to a scheme during construction can be expected these have generated substantial discussions with contractor.

3. NEGOTIATIONS

- 3.1. There have been ongoing negotiations regarding the level of entitlement for the contractor with the support of TfGM commercial officers and specialist legal advice about their concerns.
- 3.2. The outcome of these discussions has been the development and negotiation of an agreement regarding the scope, programme, cost and contractual arrangements of the scheme with representatives from Morgan Sindall.
- 3.3. The proposed agreement is complex and detailed however the overarching elements of it are included in a series of draft documents. A letter of comfort has been signed between the two parties whilst the final detailed legal agreement based on this document is developed.
- 3.4. This side agreement will then become part of our contractual arrangements with CMS and will become part of the contract for administration purposes.
- 3.5. Whilst the overall scope for the scheme has remained the same the timescale for delivery which has now been agreed is that CMS will complete the scheme with the exception of landscaping and snagging with them remaining in control of the site until early October when we will take control of road as it is intended to open.
- 3.6. The construction cost of the scheme has increased as it reflects the consideration of a number of issues explored during the commercial discussions including the following significant areas:
 - the level of ecological mitigation measures,
 - the amount of spoil to be dealt with because of an altered method of construction,
 - unexpected ground conditions,
 - the weather including two flooding events affecting the site and prolonged periods of wet weather affecting the efficiency of working
 - the treatment of inflation during construction period.
- 3.7. The contractor has committed to provide the required resources to achieve this deadline but should they slip then delay damages would be applied.
- 3.8. The negotiated proposed final settlement is assessed by Programme Management and Commercial Technical Advisors as being a reasonable settlement based upon the additional costs incurred by CMS and their entitlement through the contractual arrangements and represents value for money for the public purse. This sum of money is significantly below the initial claim made by the contractor. By reaching the agreement, both parties have accepted there is no need to utilise the extremely expensive and time consuming dispute resolution processes available. The financial implications of this agreement are in the attached confidential appendix.

4. RISK AND ISSUES

- 4.1. As part of the ongoing work developing the settlement approach a joint risk register was developed which apportioned risk between ourselves and the contractor. Within the agreement there are a number of substantial risks that could

prevent the scheme being completed and opening on time. The following paragraphs describe the key risks and how they are being managed.

- 4.2. One of the key concerns has been whether the contractor can meet their programme for completion. The programme is being monitored and reported upon weekly with a senior officer / contractor steering group meeting each week to consider progress. At the moment they are on or ahead of programme.
- 4.3. Whilst the contractor is on programme final completion of the scheme will rely on traffic signals being supplied by TfGM as a separate contract and utilities providing connections for lighting etc. delivering their elements of work. These activities are also being closely monitored and TfGM and its contractors are being encouraged to appropriately resource the scheme as a priority.
- 4.4. One of the disputes with the contractor has focussed on the amount of surplus earth needing disposal and whose responsibility this is. The settlement has identified ways of managing this disposal on site and temporary storage areas have been identified whilst planning permission is sought for the final schemes. If planning permission is not granted the council will be responsible for identifying an alternative solution to dealing with the surplus soil.

5. NEXT STEPS

- 5.1. The details of the proposed settlement have been agreed in principle and these are now being turned into a legal agreement between the local authority and the contractor with intention this should be completed and signed by the end of September.
- 5.2. The scheme is now rapidly reaching its conclusion and weekly meetings are taking place to ensure that the contract is completed on time and the road is opened as scheduled.

6. FINANCIAL IMPLICATIONS

- 6.1. The confidential appendix provides the detailed financial implications of the agreed position between the Council and the contractor and this position has been reached following significant rigorous discussion and investigation of the issues raised by the contractor.
- 6.2. Advice on these matters has been received from specialist technical, commercial, contractual and legal advice including officers from TfGM who have supported the Council during these discussions.
- 6.3. The agreed contract price is within the overall budget identified by GMCA and is believed to offer value for money to the Council whilst reducing the risk of further disputes and claims from the contractor.

7. RECOMMENDATIONS

- 7.1. It is recommended that Cabinet:
 - Notes the content of the report and approves the proposed settlement with Morgan Sindall.

- Authorises the Corporate Director Place and Head of Legal and Governance in consultation with the Cabinet Member for Economy and Regeneration, to finalise the settlement agreement and take all necessary steps to bring it into effect.

BACKGROUND PAPERS

There are none

Anyone wishing to inspect the above background papers or requiring further information should contact Sue Stevenson and Patrick Arran on Tel: 0161-474-4351/3219 or by email on sue.stevenson@stockport.gov.uk and Patrick.arran@stockport.gov.uk

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