1. Introduction and Purpose of Report
1.1. Stockport’s Growth and Reform framework was adopted in October 2016 and is our approach to becoming locally self-financing by 2020/21 as well as addressing a range of demand pressures. The Cabinet remain committed to working collectively across the Council, with Partners and with our local communities to embed fundamental changes in the way that we work as well as delivering ambitious development which provide a platform for sustainable and inclusive growth within Stockport.

1.2. At the 15th August Cabinet Meeting a review of the MTFP was presented, this was accompanied by a Cabinet response which included an update on our Growth and Reform programme, an introduction to our ambitious Inclusive Growth work and a series of saving proposals to address budget pressures within 2018/19. We also affirmed a commitment to engaging with local people on the issues that matter to them most and learning about how we can do this better and in a way which underpins a collaborative relationship between local people, businesses and public services in Stockport.

1.3. The Cabinet are committed to ensuring transparent Scrutiny engagement on its plans. This report outlines a summary of the suite of proposals relevant to this scrutiny committee which form part of the Cabinet’s response to the MTFP as well as an overview of the ambition and work proposed on Inclusive Growth. These proposals will deliver savings against the non-pooled budget and form a pipeline of proposals, with an initial wave presented at the Cabinet meeting in July and a further wave anticipated in October. Savings against the pooled budget form part of the Stockport Together economic case and the partnership commitment to managing demand pressures across Adult Health and Social Care services.

1.4. This Committee is asked to note this report and the receipt of a further detailed update on the proposals relevant to this committee during the next Scrutiny round.

2. Progress in our Growth and Reform Programme: Inclusive Growth

2.1. The Council’s investment in regeneration and attracting external investment has continued to gain momentum particularly with the revival of our Town Centre where 2017 is a key turning point for town centre growth through the completion of key developments such as Stockport Exchange, which has secured a new 115 room
hotel and Grade A office space. Our flagship leisure development, Redrock, is also well underway and is set to open during 2017.

2.2. This momentum gives us the opportunity to take our Town Centre and borough wide regeneration ambition further and over the coming 12 months we will be exploring further potential through investment in our infrastructure (such as our transport hubs and the A6 Corridor), cultural and historical assets (such as the Markets and Underbanks) and repositioning Stockport’s image as an attractive and exciting place to live, work, visit and invest through a comprehensive Place Marketing campaign.

2.3. The leadership the Council has shown to drive growth puts it in a strong position to influence how the benefits of this growth accrue to people and places across the Borough. The significant investments made in the Town Centre, and the strong partnership working seen in recent years between the Council and local businesses, for example in the successful development of a Town Centre Business Improvement District, will be the foundations not just for securing further additional business growth but also for ensuring it is growth that works for Stockport, now and into the future.

2.4. We have long acknowledged the stark inequalities in the Borough and know that the benefits of growth have not always been shared equally. That’s why this Cabinet intends to ensure that significant efforts to catalyse and promote Inclusive Growth are put at the heart of our vision for Stockport, and of the plans we share with local businesses and our partners in the public and third sectors.

2.5. This includes embedding Inclusive Growth as key partnership delivery programme, alongside Stockport Family and Stockport Together within Stockport’s Borough Plan which provides a high-level strategic vision that all partners in Stockport can work towards.

2.6. Developing a comprehensive framework for Inclusive Growth will need the unique insight those living in poverty have about the barriers to accessing opportunities as well as broad and meaningful stakeholder engagement from those investing, commissioning, delivering or impacted by this work. To further this process of engagement a series of partnership discussions will begin over the summer to discuss this proposed approach. Initially focusing on a shared ambition, how best to take the work forward, and how each partner or stakeholder can contribute and get involved.

3. Spending Reductions and Directorate Proposals

Directorate Summaries

3.1. Outlined below is a summary of proposals related to this Scrutiny Committee’s remit which seek to reduce spending:
### Place Directorate Transformation

3.2. The Place Directorate has three strands of transformation:

- Place Management Reform: working to neighbourhood based approach to place management
- Place Shaping: cross-cutting approach to develop long-term investment planning into infrastructure linked to our new Local Plan
- Inclusive Growth

3.3. Outlined below is an update on proposals relevant to this committee.

### Waste Behaviour Change Campaign

3.3. Over the last 7 years Stockport has consistently been one of the top performing UK authorities when it comes to recycling. However, over the last few years recycling rates have slipped back from their peak, mainly due to an increase in residual waste arising. We want to reinvigorate our efforts to improve Stockport’s environmental performance and enhance our domestic recycling rate. To support this we will be launching a campaign, in close partnership with Stockport Homes, which will adopt several different communication and engagement approaches. To shape how we do this we will first run a series of pilot projects aimed at identifying drivers and barriers to enhancing performance. Environmental quality is high on the list of residents’ priorities and as such strands of this campaign will seek to improve reporting, enforcement and ultimately reduction in incidences of fly tipping, littering and dog fouling which negatively impact on environmental quality in some residential areas.

3.4. The cost of waste disposal in Stockport is significant, equating to over £19m per annum. The recycling efforts of residents helps limit these costs however the cost of disposing non-recyclable waste remains significant. By choosing to recycle even more, residents can help the Council reduce the cost of disposal. If behaviour change is significant and sustained it is projected that this project could save £0.500m per annum in additional costs.
3.5 Reactive highway maintenance savings are anticipated to be realised following the reengineering and automation of processes. Stockport and SSK have commissioned a joint system that will be introduced in December. This will enable greater control of the quality of commissioning of work and the subsequent repair. It is anticipated that the improvements will help to achieve the target savings through:

- Reduced administration for processing permits and work
- More accurate specification of work meaning jobs are completed right first time
- More appropriate prioritisation so that jobs can be completed in batches
- Improved quality control resulting in fewer failed jobs requiring repeat intervention

3.6 The project is on track to introduce improved control over prioritisation for August and the full integration of the new system by December.

3.7 The Cost Recovery and Commercialisation proposal is appended to this report.

3.8 Further detailed updates on these proposals and any further proposals related to this Portfolio will be circulated to the next Committee cycle (which runs from the end of October) for consideration and discussion.

4 SCRUTINY PROCESS

4.1 Scrutiny Committees remain an important part of our consultation and engagement approach and we welcome their feedback in shaping our Growth and Reform programme. Savings proposals requiring any changes to services will be shared with the appropriate committees and their feedback considered as proposals are further developed.

5 NEXT STEPS AND RECOMMENDATIONS

5.1 This Committee is asked to note this report and the receipt of a further detailed update on the proposals relevant to this committee during the next Scrutiny round.

BACKGROUND PAPERS

There are none.

Anyone wishing to discuss the report should contact Caroline Simpson on Tel: 0161 474 3501.
1. Summary of Proposal

This proposal aims to safeguard the future and resilience of Place services by ensuring cost of delivery is recovered. Income will be generated across Place services by reviewing existing fees, introducing new fees, more proactively enforcing legislation given to us a licensing Authority and trading services on a more commercial basis.

The Place Directorate currently offers in excess of 800 services of ‘paid for’ services to the public, many of which do not cover the cost of delivery or have not had a price review in many years. A significant number services are also offered ‘free of charge’ that we could legitimately charge for.

The vision is to review all Place services to ensure that all costs of delivery are fully covered, identify trading opportunities and increase enforcement activity. A review of services is currently underway identifying, predominantly for year one (2018/19), services where the costs of delivery are not covered by existing fees.

There are no direct staffing implications within this proposal.

2. Initial Investment Return/Income Generation Analysis

<table>
<thead>
<tr>
<th>Year</th>
<th>Income</th>
<th>Cumulative Net Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017/18</td>
<td>£100k</td>
<td>£100k</td>
</tr>
<tr>
<td>2018/19</td>
<td>£100k</td>
<td>£200k</td>
</tr>
<tr>
<td>2019/20</td>
<td>£100k</td>
<td>£300k</td>
</tr>
<tr>
<td>2020/21</td>
<td>£100k</td>
<td>£300k</td>
</tr>
</tbody>
</table>

3. Key Timescales, Consultation & Risks

<table>
<thead>
<tr>
<th>Milestone Description</th>
<th>Date Expected</th>
<th>Output at Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1 proposals finalised and agreed with Exec Member</td>
<td>Dec 17</td>
<td>Agreed Yr. 1 programme</td>
</tr>
<tr>
<td>Notification of increased/new charges published on website</td>
<td>Jan 18</td>
<td>New fees published</td>
</tr>
<tr>
<td>New fees introduced</td>
<td>April 18</td>
<td></td>
</tr>
<tr>
<td>Help &amp; Support FAQs (if required) on lower level enforcement queries published on website</td>
<td>April 18</td>
<td></td>
</tr>
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As per the constitution no consultation or engagement on increasing fees is required.

Possible risks include political/public resistance to the changes to fees and more proactive enforcement activity and the prospect of some services discontinuing because costs cannot be recovered. Full engagement with members and a full analysis of consequences and the wider market offer will mitigate these risks.