

Our medium-term strategy: an update on our programme for 2019/20

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

1. INTRODUCTION AND PURPOSE

- 1.1 Over the course of the year we have been progressing our medium term strategy. This strategy frames the choices the Council will need to make over the coming years through the five interdependent themes:



- 1.2 As the strategy has progressed we have introduced the first phase of our programme through a suite of proposals (see Appendix.1, and section 3) alongside local taxation considerations (section 2).
- 1.3 We have presented these proposals and considerations in a series of updates since the summer. During this time, we have worked closely with our residents, partners, members and colleagues throughout the council to develop our thinking further. In December, we presented four proposals for consideration and approval while consultation exercises and further development of remaining proposals was undertaken. Where consultation has been carried out this feedback has been reflected in the proposals as well as other considerations or opportunities that have emerged. We have sought to identify approaches to mitigate wherever possible the impact of changes to our services for our citizens from securing new transportation routes (e.g. Metroshuttle) to extending our review of key services (e.g. Support Funds).

- 1.4 None of these decisions are easy. We have sought to balance carefully the short and long term ambitions we have as a Council for our Borough and communities against immediate financial and demand pressures. By framing our decisions through our medium term strategy we hope to maintain at the forefront of our decisions the future shape and sustainability of public services needed by our communities in Stockport.
- 1.5 Our local decisions are in the context of a challenging financial position for local councils resulting from changes to local government financing and increasing demand for public services, particularly in Children and Adult Social Care. This position is outlined in detail within the Borough Treasurer's medium term forecasts earlier on this agenda.
- 1.6 Within this report we outline our current financial context, an update on our medium term strategy, the approach we've taken to seeking and understanding views from local people, and, presenting the remaining proposals for the first phase of our medium term programme for consideration and approval.

2. THE FINANCIAL CONTEXT OF OUR PROGRAMME

- 2.1 In this initial phase of our medium term programme we have outlined the complexity of the financial landscape within which we are operating. This is an acutely challenging time for local government and as we have set out previously involves a combination of increasing demand for services alongside a changing approach and a reduction in local government funding.
- 2.2 Over the next four years we are forecasting a further reduction of £47m from our current budget. We have previously outlined our position in relation to the ongoing pressures facing local government and the implications, announced within the Autumn Budget, on our finances. We continue to follow this closely, working with Greater Manchester and the Local Government Association to lobby the Government about how they intend to address the imbalance between central and local funding of Council services, particularly in areas such as social care.
- 2.3 We have responded to the challenging financial landscape, outlined within the MTFP update report on this agenda and presented previously, through the development of our medium term strategy and more immediately, for 2019/20, through the proposals outlined below.
- 2.4 Consultation and engagement with partners, communities and members have shaped the final suite of proposals presented below. As a result of feedback from the public, scrutiny committee, Members and the Board of Totally Local Company (TLC) the Cabinet has decided to move the budget savings related to the Public Realm proposal and the security and patrols elements of the Community Safety proposal to 2020/21. Instead these areas will be the subject of an in depth review, led by the Corporate Director for Place Management and Regeneration during 2019/20.

- 2.5 Given these proposed adjustments the overall contribution from the Cabinet's savings proposals has now been revised to £6.960m. Some of these savings will be achieved part way through the year for reasons such as contract timings and plans requiring further development. These areas will need support from one off resources for 2019/20 of £1.603m and the details of these phasing considerations are outlined within the implementation plans for each proposal.
- 2.6 This sits alongside our careful consideration of the contribution of local taxation. We have previously presented a proposed increase of 2.99% (including 1.99% General and 1% Adult Social Care Precept), which we shared as early as possible, outlining this within our update in October. Since this point the Cabinet have continued to review its proposal. In light of updates to the MTFP the Cabinet is minded to revise its proposed increase to 2.75% (including 1.75% General and 1% Adult Social Care Precept).
- 2.7 This response forms our Cabinet Revenue Budget and Capital Programme for the coming year which is presented elsewhere on this agenda and subject to approval will be recommended to Full Council for consideration and final approval.

3. IMPLEMENTING OUR STRATEGY

- 1.7 We outlined in December an update on the suite of proposals that form the first phase of our medium term strategy, and which have been developed to support the delivery of a balanced budget. This update included a number of proposals which having been considered and developed further were presented to Cabinet for consideration and approval to implement.
- 1.8 The full programme is outlined in Table 1 below and includes the corresponding savings, a summary of where further information on the proposals can be found in this document and when Cabinet consideration has taken place:

Strand	Saving Proposal		Proposed 19/20 Full Year Savings (£000)	Cabinet Decision Making	Further Information
Getting more out of our spending	Children's and Education		1,100	Feb. 2019	Appendix 2
	Value for Money Procurement		950	Dec. 2018	Appendix 1
	Support Funds Coordination		675	Feb. 2019	Appendix 3
	Community Safety Services		150	Feb. 2019	Appendix 4
	Stockport Local Transport		495	Feb. 2019	Appendix 5
	Support and Governance		1,175	Dec. 2018	Appendix 6
	Public Realm		0	Feb. 2019	Appendix 7
Improving Citizen Experience	Balancing the Cost of Services		920	Dec. 2018	Appendix 8
	Modernising Citizen Journeys	Digital by Design Phase 2	650	Approved in 2017 Updated in Dec. 2018	Appendix 1
		Information Advice and Guidance: phase 3 - business	200		
Right property in the right places	Asset rationalisation of current and former operational buildings^		295	Feb. 2019	Appendix 9
	Additional income from operational buildings		240		
	Exit rented accommodation and changes to other leased accommodation commitments		110		
	Review and disposal of operational and non-operational land and other assets		Capital savings aligned to ^		
Collaborative service delivery			Enabler	n/a	Appendix 1
Organisation fit for the future			Enabler	n/a	Appendix 1
Total			6,960		

- 1.9 Progress made on the implementation plans for proposals agreed in December 2018 are included in the summary update in Appendix.1. The remaining proposals have been developed further including through consultation and Equality Impact Assessments where it has been required. Updates on these remaining proposals are outlined within their themes below and updated implementation plans are presented with this report for consideration by the Cabinet.

Getting more out of our spending

- 3.3 We know that a key part of creating a sustainable Council over the coming years is the need to get more out of every pound we spend, from where we are delivering services ourselves and also where we buy goods and services from other providers.
- 3.4 In line with this we have been progressing our place based commissioning strategy. Our update to Corporate, Resource Management and Governance scrutiny committee in January outlined our ambition in relation to a single commissioning function. Within this we also set out the Council's current position and preferred model for single commissioning across health and social care focussing initially on those services for adults and older people. This work builds upon our ambition for excellent services for health and social care and will continue to frame our commissioning ambitions and will develop over the course of the year.
- 3.5 Outlined below are updates across the first phase of proposals in this theme:

- **Proposal 1: Children and Education Services (*savings proposed £1.100m*)**

A fundamental review of Stockport Family and Education is underway with senior leaders from within this service area and wider stakeholders to inform a Stockport Family aligned Education Strategy, setting out a whole-place commissioning intent and key principles to guide service planning. The outcome of the Special Educational Needs and Disability (SEND) inspection is also informing this strategy.

A series of strategic workshops have taken place with senior leaders from Children's and Education Services to identify areas of best practice, potential duplication and opportunities for integration and to collectively agree across the system the response to the financial challenges whilst keeping the system safe. A listening exercise has also recently been launched with schools and other partners to collectively shape the future approach to supporting children and young people in our Borough.

This review is also underpinned by investment in innovation, including the existing work aligned to the Stockport Family Digital by Design programme and the investment agreed in 2017.

The updated implementation plan is presented to this Cabinet meeting for consideration and approval (Appendix 2).

- **Proposal 2: Value for Money Procurement (savings agreed £0.950m)**

This proposal sees 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. An updated is outlined in Appendix 1.

- **Proposal 3: Support Funds Coordination (savings proposed £0.675m)**

This proposal seeks to review discretionary and statutory support funds and grants offered to local citizens in need of additional help. This proposal is in three parts:

- a) *Stockport Local Assistance Scheme***

An extensive consultation was undertaken on 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. Following the constructive feedback received from the public, stakeholders and councillors during the consultation this proposal has been amended. The scheme will continue in its current form for a further year whilst a wider review of how best to support those vulnerable people requiring crisis support is undertaken.

- b) *Disabled Facilities Capital Grant***

A review of the Disabled Facilities Grant (DFG) has been undertaken to identify the opportunities to further capitalise costs from within Adult Social Care against the grant.

- c) *Direct Payments***

A review of Direct Payments, Independent Support Funds and Self Directed Support has commenced. The review will consider the process for assessment, support planning and audit of all current and future arrangements.

An updated implementation plan for this proposal is included in Appendix 3.

- **Proposal 4: Community Safety Services (savings proposed £0.150m)**

This proposal involves a review of Community Safety services to ensure the integration and reprioritisation of security and community safety across the Borough. This phase of the proposal considers Anti-Social Behaviour and Youth Disorder services. As a result of feedback from the public, scrutiny committee, Members and the Board of Totally Local Company (TLC) the Cabinet has decided to move the budget savings related to the Public Realm proposal and the security and patrols elements of the Community Safety proposal to 2020/21. Instead these areas will be the subject of an in depth review, led by the Corporate Director for Place Management and Regeneration during 2019/20.

An updated implementation plan for this proposal is included in Appendix 4.

- **Proposal 5: Stockport Local Transport (*savings proposed £0.495m*)**

A range of transport services are commissioned by the Council and Partner agencies to help people access services, school, or their local area. Over the course of this multi-year programme, a review of all approaches and budgets will be undertaken with an ambition to consolidate these approaches and apply a Stockport Local Transport standard across providers.

The initial phase proposal includes removing funding for the Town Centre Metroshuttle bus service, meaning it would end from April 2019. One of the key issues that was raised during the consultation was that there are no other bus services that cover parts of the Stockport Metroshuttle route, such as Stockport Train Station. In order to try and mitigate the impact of the removal of this service we have negotiated with Transport for Greater Manchester the alteration of an existing bus service to include Stockport Train Station every hour, at no extra cost. In addition, from April 2019 we will undertake promotional activity to raise awareness of the alternative buses that cover parts of the Metroshuttle route.

Upon consideration of the constructive feedback received from the public, stakeholders and councillors during the consultation it is recommended that the Working Tax Credit (WTC) School Bus Pass proposal should be postponed until after the rollout of Universal Credit and the Faith Schools Bus Pass proposal should go ahead but be phased. A series of actions have been proposed in the Equality Impact Assessment to mitigate against any issues that may occur if the proposal is implemented.

The full implementation plan with consultation report and Equality Impact assessment is included in Appendix 5.

- **Proposal 6: Support and Governance (*savings proposed £1.175m*)**

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. This proposal is in four parts. Three parts of this proposal are outlined in full in the implementation plan in Appendix 6. They are:

- a. ***Corporate Governance and Discretionary Funding -***

The review of Corporate Governance is aimed at reviewing organisational and Member governance. This project is a key contributor to our stated aspiration to develop policies and processes that reduce bureaucracy, are fit for purpose and ensure good governance.

This project has two strands, firstly to review associated area based discretionary payments and secondly, to review the business programme for all committees including, but not limited to the number of cycles of Full Council, Cabinet and Scrutiny, the business conducted at all committees (such as oversight of performance and resources), and any consequential amendments to the Scheme of Delegation and the Constitution.

- b. **Corporate and Support Services Review: Adult Social Care** This is the latest phase of the corporate and support services review and is looking at support functions within Adult Social Care.
- c. **Libraries Efficiencies and Integration** - this proposal intends to deliver efficiencies within the library service through management integration and review of non-staffing spend.

The fourth part of this proposal, 'HR, OD and Communications' was approved at December Cabinet. An update on implementation is available in Appendix 1.

- **Proposal 7: Public Realm (savings £0.000m)**

This proposal is reviewing the existing service specification across a range of public realm services with a view to re-specifying and reducing the existing service level. Services in scope include street cleansing and grounds maintenance. Public consultation has been conducted: over 700 responses have been received.

As a result of feedback from the public, scrutiny committee, Members and the Board of Totally Local Company (TLC) the Cabinet has decided to move the budget savings related to the Public Realm proposal and the security and patrols elements of the Community Safety proposal to 2020/21. Instead these areas will be the subject of an in depth review, led by the Corporate Director for Place Management and Regeneration during 2019/20.

The updated implementation plan and consultation report for this proposal can be found in Appendix 7.

Improving Citizen Experience

- 3.6 We know that our residents have expectations of a 21st century approach to customer service. Through modernising our citizen journeys we believe 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.

- 3.7 This initial phase of work has focused on two key areas which will continue to form the pillars of this work in future years. In particular, through reviewing the way money comes in, through and goes out of the organization, as part of our 'modernising citizen journeys' strand, we hope to discover opportunities to innovate our approach to service management across the organisation.

- **Proposal 8: Balancing the Cost of Services (savings proposed £0.920m)**

This proposal involves a fundamental review of our charging policies for all aspects of service delivery. The 2019/20 fees and charges schedule for this proposal was approved at the December Cabinet (update in Appendix.1). Alongside this a consultation has been undertaken on a proposed policy outlining the principles for our approach to fees and charges. The updated policy and consultation report can be found in Appendix 8.

- **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. The updated implementation plan was shared with Cabinet in December, an update on this can be found in Appendix.1.

Having the Right Property in the Right Place

- 3.8 As well as ensuring we get more out of our spend we also know we need to get the most out of our property and land assets, ensuring that we have the right property in the right places for our communities. For 2019/20, reviews have taken place across the following areas:

- **Proposal 10: Asset rationalisation of current and former operational buildings (savings proposed £0.295m)**

This proposal seeks to rationalise the estate by disposing of any properties that are surplus to requirements or are not fit for purpose. The relocation of services is underway to ensure they are occupying more beneficial properties. A number of properties have already been disposed of, with relocations due to be completed by Autumn 2019.

- **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. Other elements of the investment estate will be leased for commercial purposes. Where

applicable, leases have begun to be collected and all other properties are on the market.

- **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 assets will be used to maximum efficiency where services can be relocated from rented buildings to other Council owned properties. Due to the specific requirements of services, feasibility studies are still underway.

- **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 to recover appropriate revenue streams for operational and non-operational land. Redundant assets will be disposed of.

3.9 A full implementation plan for proposals 10-13 can be found in Appendix 9

Collaborative service delivery – an enabler

3.10 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. This ambition will continue to inform our approach to service delivery as we enter into the future years of our strategy and further information will be shared as and when partnership opportunities develop.

An organisation fit for the future – an enabler

3.11 From the outset we have known that responding to the financial challenges faced by the Council will require a transformed organisation and different ways of working. A culture and set of business practices which not only allow us the ability to respond to challenges but also the environment for innovation, creativity and collaborative relationships with our communities.

3.12 Since launching this strand we have been focussing on embedding our recently launched organisational values – shaping the way we will work with each other and with our citizens. Looking ahead we will be building these into the way we recruit and develop individuals and teams. We have also been exploring with colleagues across the organisation ways that we can reduce bureaucracy and duplication, improving opportunities for creative and collective problem solving. We have started redesigning internal processes for service managers through

more straightforward authorisation mechanisms where these are required. We've also, through our digital transformation programme, developed manager dashboards. Allowing managers greater access to information about their service – empowering them to use this to drive service improvement.

- 3.13 This work stream is an enabler and a four-year programme, allowing the Council to build solid foundations upon which the Council will achieve the ambitions outlined in our other areas of work.

Preparing for the next phase of our programme

- 3.14 While the 2019/20 proposals outlined above will contribute £6.960m of the £47m savings required over the next four years, our medium term strategy will continue to be the lens through which we shape our future services. As we progress into developing the next phase of delivering change we will continue to: consider the best way to provide and commission services in new ways; develop innovative solutions to improve citizen experiences; extend our existing fees and charges approach to more services; and, optimise processes and service delivery – always looking for opportunities to build resilience and independence both for our communities but also in our services. Key to the delivery of this will be the ongoing work with our communities, partners, elected members and employees across the organisation to shape future ways of working.

4. CONSULTATION AND ENGAGEMENT

- 4.1 In line with our commitment to consulting and engaging with Stockport residents to inform the way we work in the future we have run a series of consultation and engagement exercises with partners, residents, trade unions and service users on proposed changes to services. These exercises are invaluable in shaping change and also assessing any impact these decisions may have on residents and other stakeholders.

- 4.2 Formal consultation has been carried out on the following proposals:

- Getting more out of our spending:
 - Stockport Local Assistance Scheme
 - Stockport Street Cleaning, Park and Highway Verge Maintenance (Public Realm)
 - School Bus Passes
 - Stockport Town Centre Metroshuttle
- Improving citizen experience
 - Stockport Council's Approach to Fees and Charges Consultation

4.3 Those consulted (along with the timeframes and methodologies adopted) have varied between proposals depending on the nature of the service and proposal. Detail relating to specific consultations provided within the relevant updated proposals is outlined within Appendix 10 but also within the proposal documentation which forms part of this report.

4.4 The consultations ran between 26th October 2018 and 25th January 2019, and were promoted using the following approaches:

- Online Questionnaires on the 'Have Your Say' page of the Council's website
- Paper copies of questionnaires in public buildings
- Posters in community buildings
- Focus Groups
- Letters to service users
- News releases
- Social media advertising

4.5 We received a range of responses across all our consultations:

- The *Stockport Local Assistance Scheme* consultation attracted 494 responses in total. This was made up of 242 online responses, 160 postal responses and 92 responses from stakeholders online. In addition to this, two focus groups were held with people who had used the service in the last 12 months.
- The consultation on the *Public Realm* proposal 'Stockport Street Cleaning, Park and Highway Verge Maintenance' received 725 responses, 15 of which were paper responses and the remainder online.
- There were 27 online responses to the Fees and Charges consultation.
- The consultation on *School Bus Passes* attracted 343 online responses; and
- There were a total of 659 responses to the *Metroshuttle* consultation, 598 responses provided through the online questionnaire and 61 paper questionnaires were received.

4.6 A further summary of the consultations undertaken, including an overview of who was consulted in relation to each proposal, is available in Appendix 10.

4.7 In addition to these specific consultation exercises, the appropriate staff consultation exercises will be undertaken for proposals involving any implications for employees.

4.8 Cabinet has also made a commitment to broad member engagement to ensure transparent decision making relating to the budget. As such all proposals have been shared with the relevant scrutiny committees for comment. Those proposals requiring a decision to implement (i.e. those which require a change or reduction in service) have been shared twice with the relevant scrutiny committees. Where appropriate scrutiny feedback has been incorporated into

updated proposals. All scrutiny feedback is published online through our Democracy webpages:

<http://democracy.stockport.gov.uk/mgDelegatedDecisions.aspx?bcr=1&DM=0&DS=3&K=0&DR=&V=0>

Equality Considerations

- 4.9 Cabinet have always been mindful of the impact of proposals on people who are disadvantaged both economically and socially. Comprehensive Equality Impact Assessments have been undertaken where appropriate and these include any consideration emerging from the relevant consultation and engagement exercises.
- 4.10 Part of this has included considering the cumulative impact of all proposals on those protected characteristics. Cumulatively the consultation has highlighted the impact of Disability, Faith and Socio-Economic status from the proposals above:
- *Disability* – Feedback and analysis in relation to the Stockport Local Assistance Scheme proposal identified a potential impact on disabled applicants given a recent increase in the number and proportion of disabled applicants since 2016/17 and they now make up 32.6% of all applications. The Street Cleaning, Park and Highway Verge Maintenance consultation feedback also implied an impact on citizens with mobility issues arising from longer grass and more detritus on the pavements.
 - *Faith* – Consultation feedback on changes to bus passes for those pupils seeking education at a denominational institution identified a specific implication for this cohort of our residents.
 - *Socio-economic status* - although not a protected characteristic a number of proposals involve changes to services which work with individuals who may be vulnerable to or experiencing poverty. We understand this is a complicated and multi-faceted issue and can cut across all equality areas. Whilst the medium term strategy seeks to ensure public services are joined up and prioritising spend on those that need our support most (e.g. through our strategic commissioning reviews) we also need to carefully understand the implications for these members of our community. In relation to this year, for example, analysis of the Stockport Local Assistance proposal identified that a number of recipients are occupants living within council owned properties in our priority neighbourhoods. Likewise feedback from the consultation on the Street Cleaning, Park and Highway Verge Maintenance proposals highlighted the perception that there would be potential for polarisation in the maintenance of different neighbourhoods.
- 4.11 Proportionate measures have been 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. As we implement

proposals we will also continue to review outcomes through our performance and resources framework to ensure we are able to respond to any unintended or unanticipated consequences as a result of our decisions.

Workforce Considerations

- 4.12 As acknowledged both in previous iterations of the Council's medium term programme and with the current medium term strategy, 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.
- 4.13 Some of the proposals prepared to address saving requirements and budget pressures within 2019/20 include employee reductions. The table below highlights the staff implications for the full 2019/20 programme:

Table 2 Impact of 2019/20 Proposals on Workforce

Proposal	FTE Reduction (19/20)
Children and Education Review*	7
Community Safety	1.6
Support and Governance	
Corporate Governance and Discretionary Funding	2
Corporate and Support Services Review: Adult Social Care	6
Library Management Efficiencies and Integration	2
HR, OD and Communications	10
Modernising Citizen Journeys**	-
TOTAL	28.6 FTE

** The staff reductions connected with this proposal will be further informed as the transformation programme develops. It is anticipated that the reduction will be up to 7 FTE by the end of 2019/20*

*** The staff reductions connected with this proposal will be further informed as detailed digital service redesigns are delivered.*

- 4.14 As outlined in the previous report, the Council has a well-established Restructuring and Organisational Change Policy which governs the way in which redesign exercises with staffing implications are managed.

Partnership Considerations

- 4.15 The ambitions outlined within our medium term strategy and in our Council Plan are dependent upon positive and robust relationships with our partners and communities. Our proposals will affect our partners in different ways and throughout their development we have sought to work closely with those partners both to understand the implications but also to collectively shape future services. A number of our proposals identify opportunities for greater integration of services with partners (such as across Children and Education services).
- 4.16 As we look ahead we know that this emphasis will only continue to grow in importance. As such we will also be working with partners throughout the course of 2019/20 to review our Borough Plan commitments and delivery priorities.
- 4.17 More immediately we will continue to engage with partners on key issues outlined in this paper. For example we will be holding a listening exercise with our Schools as we shape the future of children and education services. We will also be engaging closely with all stakeholders over the course of this year to understand together how we shape our public realm offer for the borough.

5. NEXT STEPS AND RECOMMENDATIONS

- 5.1 Subject to Cabinet's approval, the delivery and implementation of proposals in the 2019/20 savings programme will be overseen with appropriate leadership and accountability including regular reporting of lead Cabinet Members. Quarterly performance and resource reporting will be reported to scrutiny committees.
- 5.2 Where savings have been phased over two years development and implementation will continue with appropriate reporting.
- 5.3 The Cabinet are therefore asked to:
- Discuss and note the Cabinet's position in relation to the MTFP and Budget (section.2)
 - Discuss the progress outlined within this report and note the considerations outlined in relation to consultation, equality implications and workforce implications (sections 3 and 4).
 - Consider and approve for implementation the updated proposals appended (Appendices 2-9) to this report, namely:
 - Proposal.1 - Children's and Education (Appendix.2)
 - Proposal.4 – Community Safety Services (Appendix.4)
 - Proposal.6 - Support and Governance (Corporate Governance; ASC Support Functions; Library Management Efficiencies) (Appendix 6)

- Proposal.10 - Asset rationalisation of current buildings and former operational buildings (Appendix.9)
 - Proposal.11 - Additional income from operational buildings (Appendix.9)
 - Proposal.12 - Exit rented accommodation and changes to other leased accommodation commitments (Appendix.9)
 - Proposal.13 - Review and disposal of operational and non-operational land and other assets (Appendix.9)
- Note the following commitments and approve for implementation the updated proposals
 - Proposal.3 - Support Funds Coordination (Appendix.3)
 - Consider the consultation responses and updated proposal and approve this for implementation;
 - Note the commitment to undertake a broad review and engagement exercise of support and crisis funding during 2019/20 and to return to Cabinet with a proposed model;
 - Proposal.5 - Stockport Local Transport (Appendix.5)
 - Consider the consultation responses and updated proposals and approve these for implementation;
 - Proposal.7 – Public Realm (Appendix 7)
 - Consider the consultation responses and updated proposal for implementation.
 - Note the commitment to progress ongoing engagement with key stakeholders;

Appendix.1 – Update on Implementation Progress

This appendix provides an update on those proposals which were approved by Cabinet in December. This includes:

- Proposal 2. Value for Money Procurement
- Proposal 6. Support and Governance – HR and OD and Communications
- Proposal 8. Modernising Citizen Journeys
- Proposal 9. Balancing the Cost of Services

Proposal 2: Value for Money Procurement (*savings approved £0.950m*)

This proposal sees 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.

The implementation plan approved by Cabinet in December 2018 is in progress. Staff consultation on the business case for a centralised 'SPEND' team which will carry out activities to support sourcing, ordering, receipting and payment of providers and suppliers has been initiated. Financial pathways have begun to be mapped to ensure we have a robust workflow underpinning all elements of procurement and prospects for the digitisation of this workflow using Office 365 capabilities have been explored.

Proposal 6 – Support and Governance: HR and OD; Communications

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. The first part of this proposal, which related to a respecification of support across HR and OD and also Communications was approved at Cabinet in December 2018. These proposals relate to internal services and involve some changes to staffing structures. These are currently being implemented in line with Council procedures.

Proposal 8: Balancing the Cost of Services (*savings approved £0.920m*)

This proposal involves a fundamental review of our charging policies for all aspects of service delivery. The fees and charges schedule for this proposal was approved at Cabinet in December and is currently being progressed with the schedule being in place from 1st April 2019.

Proposal 9: Modernising Citizen Journeys (*savings approved £0.850m*)

This proposal will see the Council taking a phased approach to the development of its digital functionality. An updated implementation plan was presented to the Cabinet meeting for approval in December, this included a summary of the review of the Council's financial landscape which will take place over the course of the coming year. Initial analysis of current processes has been undertaken and the programme is currently mobilising.

The programme will also deliver improvements in the Growth Team in the Place Directorate which is responsible for providing information, advice and guidance to support businesses with a range of needs and issues that they need to resolve in order to grow and thrive. A digital offer is being developed to provide this kind of support to businesses through a digital channel, in a similar way to the approach taken to providing information to residents.

As this idea has been developing, a number of vacant posts in the Growth Team have not been recruited to and the savings from these posts will be used to deliver the savings target of £200k. These arrangements have been further augmented by restructuring three teams from across the Council, who were all doing activity that related to business support, into a single Economy, Work and Skills team. The restructure has provided coherence and an improved offer to businesses in Stockport and, in combination with the new digital offer being developed, will allow the savings to be made.