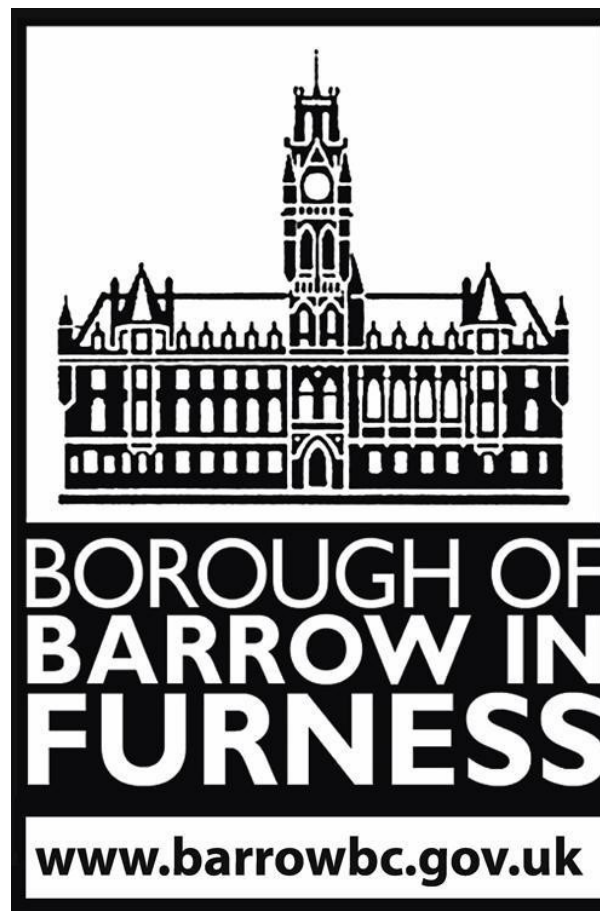


# **Council Plan** **2017-2020**





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# Introduction

**The Council Plan is the strategic document that will guide all the Borough Council's decisions on how much we spend, what we do and how we do it. It covers the period 2017-2020. It is also a longer term strategy setting the broad direction for future plans.**

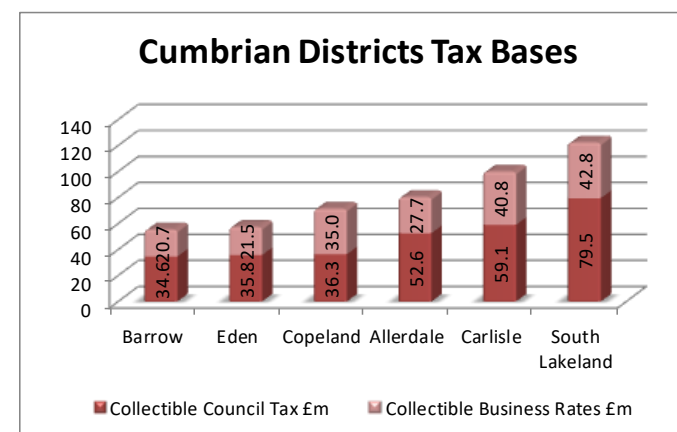
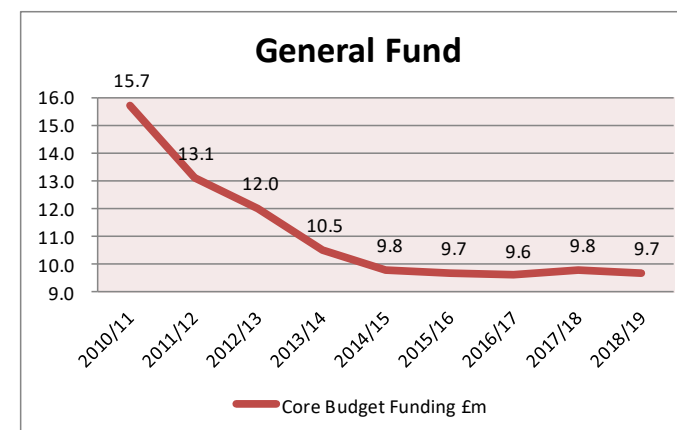
In 2017 Barrow Borough is experiencing the best of times and worst of times. The local economy is booming as never before as a result of the Astute and Dreadnought Submarine Programmes, offshore energy developments and investment by local companies. Beyond the Borough planned investment at GSK and Moorside contribute to a once in a generation economic opportunity. However, public sector resources and the ability to provide high quality public services have reduced significantly as has the public sectors ability to influence and shape the economic growth mentioned above. Increasingly, public services in the Borough are shaped by providing the acceptable not the desirable.

These two trends present the Borough with a unique set of challenges which can only be addressed through partnership, collaboration and alliances with others, bringing fresh thinking and new approaches to bear on long standing problems, being prepared to 'think the unthinkable' and lobbying consistently and intelligently for the resources our community needs.

As a Council we have to recognise that between 2010 and 2020, and excluding a decade of compound inflation, our income will have reduced by 40%. In practical terms this means between these two dates we will be spending a much greater proportion of our money on services we have to provide by law such as environmental health, planning and waste collection, rather than on services we are not required to provide such as leisure and economic development. This constrains our ability to achieve what we want to acting on our own, and increasingly we must work with others forming partnerships and influencing other organisations.

The five key influences on our plan are:

1. **Local tax bases (Chart 1)**
2. **Budget funding (Chart 2)**
3. **Expected economic investment 2015-2025**
4. **Health outcomes**
5. **Private sector housing conditions**



# Our vision and values

## THE BOROUGH

We are a geographically small, densely populated and urbanised Local Authority, completely different to any other Cumbrian District Council. Our population is 67,500 and is falling slightly. As we form only part of our Travel to Work Area and operate within a two tier system of local government, key economic decisions which affect the Borough such as the location of housing and employment and improvement of infrastructure lie beyond our immediate control. The BAE shipyard continues to dominate the economy though there are other significant growth sectors. Our housing stock is dominated by high density pre 1919 terraced properties which comprise 50% of the stock. Dalton-in-Furness is the other large settlement in the Borough. It has experienced significant housing growth over the last 20 years and is a vibrant small market town.

## THE BOROUGH COUNCIL

Our 36 Councillors are elected by local people for a four year term to oversee the delivery of services for which the Borough Council is responsible and to act as leaders of their community. Barrow has a 'two tier' structure of local government with Cumbria County Council, who have 11 Councillors covering Barrow Borough, providing strategic services including highways, adult and children's services and waste disposal.

The Borough Council carries out its business through 4 standing committees and a Forum which deals with housing matters. To ensure transparency and challenge Council appoints a committee to critically scrutinise its decisions.

Councillors are supported by 243 Officers. The number of officers has reduced by around 20% since 2010. The management structure of the Council comprises 2 Directors and 3 Assistant Directors who are responsible for delivery of all local services. The senior management structure of the Council has halved in response to Government cuts since 2010. By law we are responsible for delivering housing services, Planning and building control, environmental health and licensing services, refuse collection, cleansing and waste collection services to the public. We choose to deliver leisure, economic development and regeneration services. All services are supported by finance, personnel, legal and other central functions.

The Council, comprising all 36 elected Councillors, is responsible for taking all decisions, but to make this manageable it gives 4 committees covering planning, environmental health, audit and finance and policies responsibility to carry out most of its functions.





## **LOCAL GOVERNMENT STRUCTURES**

It is the Council's view that local government structures in Cumbria need to be reformed if local democracy is to be strengthened, economic development maximised and local government services are to be placed on a sustainable financial footing. There is no clear policy from Government on how this could be achieved and no consensus within Cumbria on future structures or indeed the need for change. Nonetheless, the Borough Council's view is that there needs to be a community of economic and other interests across a local authority area and better and more effective co-ordination and delivery of services. This leads the Council to conclude that a sub-county unitary based upon a functional economic area offers the most appropriate structure to meet the tests above. We do not expect this solution to yield significant savings in the short term, but it would offer a more coherent, understandable, effective and engaging local government structure and we will work with interested parties to move this forward.

## **GOVERNANCE**

The Council spends public money. It is therefore highly regulated to ensure public funds are spent properly, efficiently and legally. Financial regulation to assess compliance with national and local requirements is provided by Appointed Auditors. Our own Internal Audit services carry out financial and procedural checks both to support the Appointed Auditors work and for the Councils own purposes. Council appoint an Audit Committee to oversee this function. Council agrees financial and contractual regulations which guide how expenditure is undertaken. We also operate agreed anti-fraud, corruption and 'whistle blowing' policies and an anonymous Fraud Hotline.

The Councils Constitution sets out the way that it will conduct its activities including registration and declaration of interests and codes of conduct for both Officers and Members. The Constitution is reviewed annually. Council also operates a Complaints Procedure setting out an escalating series of reviews to try to resolve complaints, ultimately leading to consideration by the Local Government Ombudsman if the matter cannot be resolved. In 2015/16 85 complaints were received; 9 were considered by the Local Government Ombudsman and 1 was upheld.

In terms of this Plan, Council has adopted a performance management framework setting out how the cascade of actions from the Councils vision, objectives and actions will be monitored and assessed by Councillors. Finance to support this plan is determined through annual budgets set within the financial context of the medium term Budget Strategy and is detailed in the Councils Medium Term Financial Plan which is updated annually. Information on progress with the Budget Strategy, the annual budget, Council objectives, actions and service performance is reported to Councillors on a quarterly cycle and through the Statement of Accounts and Annual Governance Statement.

## **LAND AND BUILDINGS**

The Borough Council holds significant land and building assets in addition to the 2,627 homes. There are operational buildings and land for service delivery, such as the;

- **Town Hall**
- **Dock Museum**
- **Leisure Centre**
- **Forum**
- **Playgrounds**
- **Open spaces**
- **Car parks etc**

Other assets held generate revenue for the Council through our commercial estate, to support long and short term regeneration programmes and support the Council's priorities for the Borough. As our ability to support partner organisations financially has diminished, we have increasingly used our extensive land and buildings portfolios to support regeneration and third sector organisations who help us to deliver our objectives. We will continue to seek innovative opportunities to do this.



## **RESOURCES**

The Council has suffered a substantial reduction in resources since 2010. Between 2010 and 2020, excluding inflation the amount of money we have to spend on our community will have reduced by 40% as a result of reductions in grant from central government. In 2016/17 we were – proportionately – the worst hit local authority in England. We have sought to manage this reduction in our resources through preparation of two budget strategies. The 2011-2016 strategy removed £5m from our revenue budget and was achieved by 2014/15. The second budget strategy was agreed in 2016/17 in response to a further round of government cuts and will remove a further £2.7m from our budget largely through contract efficiencies.

Our current net budget 2017/18 is £9,729,940.

Government have made clear their policy that local authority services should be funded through local taxation and that all Government grant to local authorities will cease by 2020. To compensate Government have agreed to return a higher proportion of business rate income to local authorities. This policy will present significant financial challenges for the Borough Council beyond those addressed through our budget strategies because the Borough's residential and commercial tax base is low compared to other district authorities in Cumbria. This challenge is compounded by high levels of deprivation, poor health and unemployment which results in a need for higher public expenditure.

We currently employ 243 staff (200 full time equivalents) to deliver our services. We have a stable workforce with very limited staff turnover although this is beginning to change as growth in the local economy offers new opportunities to staff and this is to be welcomed. As with many public sector bodies we struggle to recruit professional staff and have a policy of 'growing our own' by engaging trainees and apprentices in posts with a trajectory through to professional qualifications. All staff receive an (at least) annual appraisal, linking their activities to the Councils objectives with performance targets set as appropriate. We have a workforce strategy which sets out how we will seek to develop and train our staff for the challenges of local government.

The Borough Council owns and manages its housing stock which comprises 2,627 homes. It is one of only 3 local authorities in the North West region who do so. All our stock meets decency standards set by Government.

Government have imposed a reducing cap on rents in the social rented sector of 1% per annum to 2020. Coupled with the impact of 'Right to Buy' this will present significant medium term financial challenges to our housing revenue account which we have to plan for.

## **OUR VALUES : HOW WE DO THINGS**

Our values are:-

- The Council will maintain shared values including leadership values (openness, support and respect) both for the Council and its officers. These are defined in the constitution and reflect public expectations about the conduct and behaviour of individuals.
- The Council will use shared values as a guide for decision making and as a basis for developing positive and trusting relationships within the Council. This is demonstrated by adherence to the constitution.
- The Council has adopted formal codes of conduct defining standards of personal behaviour for Members and officers.
- The Council maintains the Audit Committee to raise awareness and take the lead in ensuring high standards of conduct are embedded within the Council's culture.

The Council has put in place arrangements to ensure that Members and staff of the Council are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders. The Council has put in place appropriate processes to ensure that these arrangements are workable including declaration of interests and anti-corruption policies

## **OUR VISION**

Our vision for the Borough is a healthy population, with high aspirations, living in good quality housing with decent jobs in a diverse economy.

## **OUR STRATEGY**

The background information above sets out the context of the Council Plan. Councillors have worked with advisers from the Local Government Association to prepare a first draft of the Plan and this has been refined in a series of workshops involving County Council Members and Officers. At the outset we recognised we could not deliver our objectives on our own and that partnership and alliance building would form a key input to the proposals. We recognised three ways in which we could deliver our objectives; direct delivery – where the Borough Council is responsible for delivering the service; partnership – where responsibility for what we want to achieve is shared with other local organisations such as County Council, Local Enterprise Partnership or Health Sector; and influencing where responsibility for delivering objectives lies entirely beyond the scope of local partners.

The Borough Council has agreed that efficient and effective services underpin everything we do and should be recognised as a cross-cutting priority.

## **EFFICIENT AND EFFECTIVE SERVICES**

The Borough Council exists to provide community services and leadership and this plan sets out our key priorities for this to 2020. To implement these priorities and meet the Council's legal obligations, the Council will continue to provide or commission a wide range of statutory and discretionary services. In order to do this the Council must maintain a financially stable position based upon short and medium term financial projections so we can offer well run, value for money, services that are valued by the public and meet the tests of governance set out above. Given the severe constraints on Council income this means we will think and act more like a business, drive efficiencies from our services, generate more income and support innovation and best practice within services.

The Borough Council has, therefore, identified the following cross-cutting objectives which will apply to all services:

- **Provide short and medium term financial stability in the General Fund by implementing the agreed 2016-2020 Budget Strategy**
- **Measuring customer satisfaction with our services**
- **Developing a more cost effective procurement process by maximising the use of purchasing frameworks**
- **Refreshing and implementing our workforce strategy**
- **Identifying opportunities to generate additional income**
- **Provide training and support for innovation and adoption of best practice within services and requiring managers to demonstrate this**

In addition we have identified four thematic priorities:

- **Developing the local economy to secure a long term economic future for all our community**
- **A strong and vibrant town centre community**
- **Closing the gap on health inequalities**
- **Providing a greater choice of good quality housing and regenerating the oldest and poorest housing in the Borough**

Under each priority we have noted where the objective involves.

D – Direct delivery by the Borough Council

P – Those with whom we will seek to work in Partnership where responsibility for what we want to achieve is shared with others

I – Those organisations we would seek to influence as responsibility for what we want to achieve lies entirely beyond the scope of local partners

These are set out in more detail on the following pages.



# Local Economy



## **PRIORITY 1 – DEVELOPING THE LOCAL ECONOMY TO SECURE A LONG TERM ECONOMIC FUTURE FOR ALL OUR COMMUNITY**

Current Situation	Issues	Objectives	
BAE Systems, specialising in submarine construction, is the largest employer in the Borough with 8,000 employees.	A broader base for the economy, continuing to diversify by business size and sector is required.	Secure Regeneration of 'Waterfront Barrow' by continuing to market commercial and residential development opportunities, attract external funding and continuing to hold and assemble land required for development.	D – Planning and Building Control P – Cumbria Local Enterprise, Cumbria County Council, Homes and Communities Agency I – Developers, potential investors
23% of employment in the Borough is in manufacturing – this compares with 8% nationally.	Strong investment and employment growth in the local economy with high levels of employment in manufacturing programmes out to the late 2030's.	Lobby for improvements in road and rail infrastructure through partnerships with businesses and other public sector organisations.	P – Local businesses, Cumbria Local Enterprise Partnership, Cumbria County Council, Furness Economic Development Forum I – Highways England, Transport for North, Northern Rail Promote the Borough to support economic growth. P – Furness Economic Development Forum I – Private sector businesses
The percentage of people in the Borough educated to NVQ Level 4 is lower than County and National percentages.	Develop economic resilience beyond current shipyard programmes.	Work in partnership with others to provide business and supply chain support and advice.	P – Furness Economic Development Forum, Cumbria Chamber of Commerce I – local companies
Furness Economic Development Forum estimates that by 2021 West Cumbria will receive new investment of £20 bn. The Keeping our Future Afloat Campaign estimates that by 2060 this will equate to a growth of £4.2 bn in Gross Value Added for Barrow – 9% of the target of the Northern Powerhouse Narrative (2016).	Limited ability to directly deliver economic growth objectives – Council needs to influence local, regional and national agencies to achieve its ambitions.	Increase the skills of the working age population.	P – Furness Economic Development Forum, Furness College, Furness Education and Skills Partnership
In 2015 74.8% of the working age population of the Borough were economically active compared to 77.8% nationally.	Greater understanding of the economic consequences of worklessness and high levels of deprivation.	Continue to support Furness Economic Development Forum programmes to secure economic growth, skills development, quality of life and infrastructure improvements.	D – Accountable Body for Coastal Communities Fund P – Furness Economic Development Forum
	Skills shortfalls in some sections of the population.	To recognise the importance of the Morecambe Bay economic area and work with our neighbouring authorities to jointly market and develop the economy of the area.	P – SLDC, Lancaster City Council I – Northern Powerhouse, Highways England, Transport for the North, Northern Rail



# Town Centre Community



Council Plan  
2017-2020

## **PRIORITY 2 – A STRONG AND VIBRANT TOWN CENTRE COMMUNITY**

Current Situation	Issues	Objectives	
Barrow is a significant comparison and convenience destination for areas outside the Borough including parts of Copeland, South Lakeland and the Lake District National Park.	Continuing contraction of Barrow town centre retail offer through impact of on-line sales and competition from edge of centre retailing.	Improving the leisure, cultural and retail offer in Barrow town centre.	D – Street cleansing, waste collection, planning, Market, Forum  P – Barrow Business Improvement District, Cumbria County Council  I – Commercial Agents, retailers, developers
The vacancy rate for retail units in Barrow town centre is above the national average.	Newly created BID will lead on regeneration of the town centre commercial and retail offer.	Diversifying and improving the operation of the night time economy including mitigation of its impact upon residents.	D – Licensing of premises and businesses  P – Barrow Business Improvement District, Cumbria Constabulary, Police and Crime Commissioner, Residents Associations
The Borough is relatively self contained in terms of retail expenditure with low levels of expenditure leakage to other destinations.	High levels of disrepair in pre 1919 terraces on the edge of the town centre and a declining market for these properties.	An effective planning function based on preparation of a masterplan for the town centre.	D – Local Planning, Development Control P – Cumbria County Council, Barrow Business Improvement District
Growth of edge of centre shopping and internet retailing will impact upon the vitality and viability of the town centre.	Persistent pockets of deprivation around Barrow town centre.	Improving quality and choice in the housing offer in the town centre.	D – Housing improvement (public and private), Planning  P – Cumbria County Council, Social rented sector developers
A Business Improvement District was created for Barrow Town Centre in 2016.	Low demand for small scale residential new build in town centre.	Improvement to infrastructure designed to achieve the safe and convenient movement of vehicles and pedestrians to and within the town centre.	P – Cumbria County Council, Barrow Business Improvement District.
There were 59 national retailers operating in Barrow Town Centre.		Improve the cleanliness of the town centre	D – cleaning and waste collection services

# Health Inequalities



Council Plan  
2017-2020

## **PRIORITY 3 – CLOSING THE GAP ON HEALTH INEQUALITIES**

Current Situation	Issues	Objectives
Male life expectancy at birth in Barrow is 76.9 years, 3.9 years lower than the district with the highest life expectancy, 2.1 years lower than the Cumbria average and 2.5 years lower than the England average.	The 'health gap' in Cumbria – the difference between those areas with the best health outcomes and those with the worst has stayed constant, though health in all areas has improved.	Encourage greater use of leisure facilities including parks, woodlands and open spaces.  D – provision of leisure services, woodlands and open spaces P – Cumbria County Council, Morecambe Bay Clinical Commissioning Group, Sports Council, Sports bodies, Local Health and Well Being Forum
Female life expectancy at birth in Barrow is 81.6 years, 3 years lower than the district with the highest life expectancy, 0.9 years lower than the Cumbria average and 2.1 years lower than the England average.	Barrow has high levels of coronary heart disease, cancers and lung disease linked, in part, to the legacy of heavy industry in the town.	Engagement in activities to reduce health inequalities.  D – Councillors P – Morecambe Bay Clinical Commissioning Group, Local Health and Well Being Forum
Eight communities within Cumbria are classified as being amongst the 3% most deprived nationally, this comprises 2.3% of the County population. Half of the communities are in Barrow-in-Furness.	Barrow on the majority of health indicators has the poorest health outcomes in Cumbria.	Participate in targeted public health campaigns identified by the Locality Health and Wellbeing Forum.  P – Morecambe Bay Clinical Commissioning Group, Local Health and Well Being Forum, Cumbria County Council
	The primary agencies to deliver this priority will be the Clinical Commissioning Group, Cumbria County Council and Morecambe Bay Hospitals NHS Foundation Trust, however, many of the Borough Council's activities will impact upon health outcomes. Housing and leisure are particularly influential.	Maintaining the Council's housing stock to ensure it meets the decency standard.  D – Housing Services
		Agreeing a third sector strategy to improve health and well being in the Borough.  P – Council for Voluntary Service, Cumbria County Council I – Third sector organisations

**PRIORITY 3 – CLOSING THE GAP  
ON HEALTH INEQUALITIES**

# Health Inequalities

**Current Situation****Child Poverty**

In Barrow, 20.4% of all children are living in poverty. Central Ward has the greatest proportion of children living in poverty at 48.4%. Four wards fall between the bottom 10% nationally for levels of child poverty. Hindpool, Central, Risedale and Barrow Island.

**School Readiness**

The DfE reported that in 2013/2014 56.8% of Cumbrian pupils achieved 5+ GCSEs at grades A\* - C (including English & Maths) at Key Stage 4, which is the same as the national average. However, Barrow had lower proportions of pupils achieving the above levels of attainment (50.5% and 47%).

Rates of **youth unemployment** are particularly high in Barrow (5.8%). The Barrow Island ward also has youth unemployment rates more than five times the national average.

**Obesity**

Rates of 4-5 year olds with excess weight in Barrow are worse than the national average. Barrow also experienced increases in excess weight over the last year and currently being rated the worst out of all local authorities in England (30.6%). Between 2011/2012 and 2013/2014, Hindpool (Barrow), Risedale (Barrow), Ormsgill (Barrow) and Newbarns (Barrow) had significantly higher rates of 4-5 year olds with excess weight than the national average. Wards Hindpool and Central in Barrow also has worse rates of 10-11 year olds with excess weight than the national average between 2011/2012 and 2013/2014.

**Objectives**

Barrow has significant poverty which cross-cuts across childhood issues around obesity, emotional wellbeing and children being school ready linking through to educational achievement and employment.

A multi-agency pilot to provide pre-early help intervention support to children and young families as a method to address key issues in the family environment to prevent children & young families issues escalating.

Support Cumbria County Council Pilot in Greengate Children's Centre – Parenting Relationship Enrichment Programme (PREP).

Identifying key issues for children and young families and providing support through Children Health & Wellbeing Coaches (CHAWCS) in the family home.

D – Cumbria County Council, Barrow Local Committee, CYPWG, Action for Children

P- Barrow Borough Council, Furness Academy, Children's Services

# Health Inequalities



Council Plan  
2017-2020

## PRIORITY 3 – CLOSING THE GAP ON HEALTH INEQUALITIES

### Current Situation

#### **Tooth Decay & Hospital Admissions**

Barrow has significantly higher rates of tooth decay in children aged 5 (1.45 compared to 0.94 nationally).

Barrow has worse rates than the national average of hospital admissions caused by unintentional and deliberate injuries in: children aged 0-14 years (175.1 compared to 112.2 per 10,000 nationally), children aged 0-4 (231.7 compared to 140.8 per 10,000 nationally) and young people aged 15-24 (181.8 compared to 136.7 per 10,000 nationally).

Barrow has the highest rates in Cumbria of looked after children.

Barrow also has significantly higher rates of alcohol hospital stays for under 18s.

#### **Economy**

There are currently 14,520 children (aged 0-18 years) in Cumbria living in 'out-of-work benefit claimant' households, a total of 8,230 families. Numbers are greatest in Barrow and Carlisle, and in particular urban areas with high concentrations of young people and deprivation. Areas with high levels of child poverty are typically areas which have markedly lower levels household income, with a tendency towards a greater proportion of households having very low incomes indeed.



# Housing and Regeneration



## **PRIORITY 4 – PROVIDING A GREATER CHOICE OF GOOD QUALITY HOUSING & REGENERATING THE OLDEST AND POOREST QUALITY HOUSING IN THE BOROUGH**

Current Situation	Issues	Objectives
Unlike national trends the population of the Borough fell between 2001 and 2011 particularly in the 20-34 age group.	Local Authority housing stock and Housing Association stock all meet the decency standard.	Support improvements to the poorest quality housing in the Borough through completion of the central comprehensive housing renewal programme.
House prices in the Borough are relatively low.	There are significant issues of unfitness in the owner occupied private stock particularly, pre 1919 Victorian terraces.	Effective management of Council owned stock.
The Borough population has fallen by 4%.	Good levels of interest from developers for edge of town and large sites but little interest in the town centre.	Support the development of a supported special needs housing unit within the Borough.
Government have imposed a compound annual reduction of 1% pa for the next 3 years in public rented sector rents	Finance to support comprehensive housing renewal programme in the town centre has been withdrawn and this will prevent future programmes as they will be unaffordable by the Council or the private sector.	Provide a range of housing sites on a broad range of locations through the Borough Local Plan and support their development.
	HRA needs to be placed on sustainable financial footing for the medium and long term.	Explore development of schemes to support older and disabled residents to remain in their homes
		Encourage and where necessary enforce good standards in the private rental sector

D – private sector housing renewal programmes

I – Government to make resources available for future comprehensive renewal programmes

D – Housing Services

Development of a medium term strategy to achieve a Housing Revenue Account which is sustainable in the longer term.

D – Housing Services

P – Cumbria County Council, social rented sector providers

I – developers

D – Local planning, development control, Estates

P – Developers

I - Developers

D – Disabled Facilities Grants

P – Cumbria County Council, Morecambe Bay Commissioning Group

D—Private Sector housing regulation

I– Private Landlords

# EFFICIENT AND EFFECTIVE SERVICES



## PRIORITY 5 – PROVIDING EFFICIENT AND EFFECTIVE SERVICES.

Current Situation	Issues	Objectives	
educing Government Funding and Revenue Support Grant ending in 2020. Medium/long term financial resilience is required.	For General Fund, projections identify a £2.7m deficit by 2019-2020 without preventative action. The Budget Strategy identified £2.3m of savings and reductions	Implement the General Fund 2016-2020 Budget Strategy to eliminate the deficit. Maintain and review the Council's financial reserves.	D – Executive Director & Director of Resources
Customer satisfaction is not consistently gauged or measured. Some services do collect customer feedback, but that is not consistently reported. The Council has the technology to offer services online, but the demand for this is currently unknown.	The Council's approach to customer engagement requires review. Better use of the website should improve the customer's experience.	Review the collection of customer satisfaction or feedback across the Council if possible. The website offers the opportunity for comments, but it could be more obvious. The website may be more attractive if the news and features were updated more regularly.	D – Director of Resources & Service Managers
Procurement processes are under review and frameworks have achieved savings where they have been used or continue to be used.	The Budget Strategy plans for all other costs, such as supplies and services, to remain within the same cost envelope; purchasing frameworks are believed to be key to delivering this.	The Council's procurement policy approach needs reviewing as it does not reflect the availability of frameworks as much as it could. The Council's spend should be reviewed to analyse the savings from amalgamating supplies into contracts or frameworks.	D – Corporate Support P - Frameworks
The Workforce Strategy supports the Council Plan and should reflect the aims and objectives of the current Council Plan; a refresh is required.	The Workforce Strategy runs alongside the Budget Strategy.	The Workforce Strategy should be refreshed and implemented.	D – Executive Director & Director of Resources
Income generation produces the same result as reducing expenditure and opportunities should be reviewed by service managers.	Charging for services, including recovering the costs of services, is Council policy and should be a key consideration for service managers.	The Council's policy on income generation should be refreshed and service managers briefed.	D – Executive Director & Director of Resources
Service development and the continual review of process and service delivery should be an embedded management tool.	The transformation fund remains open to bids. The sharing of best practice between departments has begun to be facilitated by the Managers Forum but could perhaps be more effective or more formalised	Training and support for innovation and best practice within services should be made available through a structured programme. Service managers should be able to demonstrate efficient services.	D – Executive Director & Director of Resources  P – North West Employers