



STOCKPORT
METROPOLITAN BOROUGH COUNCIL

Stockport
team
ambition
respect

Resources, Commissioning and Governance

Portfolio Performance and Resources Agreement 2020/21



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ONESTOCKPORT

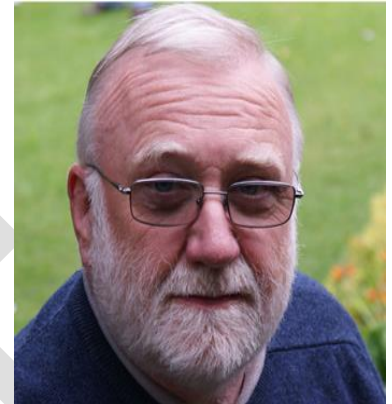
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RESOURCES, COMMISSIONING & GOVERNANCE

PORTFOLIO HOLDER'S INTRODUCTION

Most people reading this portfolio introduction will be looking out for the highlights and possibly the 'exceptions' in terms of targets set - and perhaps why we didn't meet all of them. However, it's worth reflecting on why we are here and what we're trying to achieve.

It's now almost 20 years since the shift away from what was then considered the traditional way of examining / commenting on council business (through a committee structure related to specific functions) to what was then a radical new form of executive decision making and associated and aligned scrutiny of related business - but which is now an accepted way of scrutinising and commenting on council activity and business which most people now see as 'the norm'.



In that time there have been many adjustments in Stockport to both portfolios and the way their business has been reported and scrutinised – and we're about to see another nuanced variation which reflects the changes in portfolio responsibility over the past twelve months but also the different focus of a 'living with Covid-19 / preparing for the future' range of actions and priorities post Covid-19 and looking forward.

As a Cabinet we think that Stockport is in a good place to build on our resilient reaction to Covid-19 - yes there are financial issues (which we are addressing and which we have under control) but we are confident that we are building on the strengths of both our communities and, as possibly more important, is the fact that people still want to invest here in Stockport to provide a place where people want to live, work and socialise – all of which is good news for our borough.

To that extent we have re-organised portfolio reporting so that people can immediately see those measures which are completely in our control – eg an obvious one in this portfolio would be Council Tax collection (although for part of that there might be a measure of national impact because of levels of unemployment); those measures which we are working, usually on a cross-Stockport partnership basis, to influence (eg lifestyle issues around eg drug and alcohol misuse and the programmes we have to help our residents) and those measures where national decisions have a massive impact (but where on a local footprint we can try and nudge to a better place - eg life expectancy or crime figures).

There are also some new measures being added which should better reflect current priorities. And within that context we're still providing a whole range of services this year and trying to plan for the next few years ahead and how we might provide them.

So - currently we are still waiting to see what might come from the Comprehensive Spending Review in November – is it one year or three years (which would help give us some financial certainty) but more importantly for everyone will there be a solution to Adult Social Care? As I write this, we are four months away from Brexit – we still don't know what the implications are for our residents or our Council.

Greater Manchester initiatives and plans (eg Stockport's MDC / bringing Metrolink to Stockport / bus reform across the conurbation / the wider digital strategy/ GMSF and others) will all influence how we go forward and how we respond and react to decisions will be really important.

Being slightly more parochial (ie in a purely Stockport context) we have to do a number of things;

- maximise the impact of our spend and its impact;
- have a workforce that is 'smart and agile' and can adapt to changing conditions; and
- have an 'estate' and council services that are fit and proper for purpose;

if we are to cope locally with the continuing impact of the pandemic and its impact on services and the way they are provided.

To that extent I've said previously that I want to avoid an emergency budget (which I think is feasible assuming no second major impact from Covid-19) - but we will still have to look across the board for financial savings through our MTFP review and that won't always be easy. Equally we'll need to align our reserves policy with our priorities over this and the coming year's expenditure so that we are able to support our activities. One way of doing this is by looking at all our procurement and commissioning activities to ensure that we are 'maximising our spend' impact and that where possible we also look to added social value on our contracts.

It's equally obvious that minimising the impact of the pandemic on Stockport is something that we can't do all on our own so working more closely with others in the public sector; local businesses and the Voluntary, Community and Faith sector is something that will become increasingly more important – and eg the broad 'One Stockport' campaign would illustrate that co-operation and particularly as we start to develop a new Borough Plan.

During the last six months many of our staff either adapted how and where they worked - or in some cases even did something completely different – and without that adaptability we might have struggled. However, we're aware that it hasn't always been easy for all of the staff involved in these new ways or roles so we're looking to develop a new Council 'People Strategy' with staff wellbeing at the centre.

Advice we have received from the LGA has suggested that we should continue with online meetings for the time being – again accepting that it hasn't always been easy to get people in the right place at the right time - and of course some meetings could currently breach the 'gatherings' guidelines as they stand - this decision is being reviewed on a regular basis as again this hasn't always been easy for some people to do.

Cllr Tom McGee,
Deputy Leader and Cabinet Member for Resources, Commissioning and Governance

Revenue Budget

	£000
Cash Limit	23,164
Forecast Outturn	29,886
(Surplus)/Deficit	6,722

Reserves

Approved use of reserves balance was £3.821m; planned draw down at Q1.5 is £1.461m.

Capital Programme

	£000
2020/21 Capital Budget	22,497
2021/22 Capital Budget	46,371
2022/23 Capital Budget	3,023

RESOURCES, COMMISSIONING & GOVERNANCE PORTFOLIO SUMMARY			
The outcomes we want for Stockport are...	<p style="text-align: center;">Supporting all shared outcomes</p> <ol style="list-style-type: none"> 1. People are able to make positive choices and be independent, and those who need support get it 2. Stockport benefits from a thriving economy 3. Stockport is a place people want to live 4. Communities in Stockport are safe and resilient 		
Our Portfolio Priorities are...	Building financial resilience and sustainability	Working in collaboration with strategic partners	Corporate and support services that are fit for the future
We will deliver these Priorities by...	<ul style="list-style-type: none"> • Medium Term Financial Planning • Addressing the financial impact of Covid-19 • Business Rate Retention • VfM Procurement • Balancing the Cost of Services • Housing Benefit and Council Tax Support • Rationalising our assets 	<ul style="list-style-type: none"> • One Stockport • Borough Plan • Connected Communities • Strategic Commissioning (including joint commissioning and Social Value) • One Public Estate programme 	<ul style="list-style-type: none"> • People Strategy • Insight and continuous improvement • Democracy and Accountability • Commissioning school places • Making our estate Covid-19 secure and planning for new ways of working
We are changing the way we work by...	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		
	Creating an organisation that is fit for the future		
We will work with our GM partners to...	Put communities in control		
	Put people at the heart of everything we do		
	Deliver an integrated approach to “place-shaping”.		
	Improve leadership and accountability		
	Take control of our future		

1. RESOURCES, COMMISSIONING & GOVERNANCE – PORTFOLIO SUMMARY



This Portfolio Agreement sets out the key responsibilities in relation to services and budgets. It also details the range of activities, projects and programmes that will support delivery of the priority outcomes and the measures that will reflect progress over the year.

Our vision for Resources, Commissioning and Governance...

The Resources, Commissioning and Governance Portfolio will provide a focus for the leadership, implementation and support of new ways of working that will help deliver our shared outcomes. It will provide oversight of the Council's finances, partnerships, strategies and commissioning arrangements, alongside cross-cutting strategic leadership for transformation.

The Portfolio will work closely with other Strategic Portfolios on cross-cutting issues including design-led digital services (Citizen Focus and Engagement), neighbourhood commissioning, inclusive design and the Communities Programme (Inclusive Neighbourhoods) and school admissions, capital programme and SEND transport (Children, Families and Education)

The Key Services and Functions within the Portfolio which contribute towards this vision are Corporate and Support Services, including;

- **Finance** – bringing together a range of operations and functions providing robust financial management.
- **Technology services** – Providing an efficient, flexible and secure IT infrastructure and the IT tools and support to underpin effective digital Council services.
- **Electoral Services** – including electoral registration and organisation of local, parliamentary and other elections or referenda within the Borough.
- **STAR Procurement** – shared procurement service for Stockport, Tameside, Trafford and Rochdale Councils, helping to arrange external tenders and contracts.
- **Revenues and Benefits** – Responsible for collection of Council Tax and Business Rates, administration of Housing Benefit, Council Tax Support, and other discretionary benefits.
- **School Admissions** – responsible for carrying out all the statutory duties of an admissions authority (based within Business Support).
- **People and Organisational Development** – Supporting all aspects of the workforce from recruitment and development to service and job role design to redundancy and retirements.
- **Legal and Democratic Governance** – Providing legal advice, support and representation to Council departments, elected members and external bodies.
- **Business Support** – centrally managed and locally deployed teams supporting integrated services through a clear administrative offer.
- **Strategy and Design** – enabling person centred and intelligence led strategy development and change, through development of key plans and strategies, strategic partnerships, project and delivery management, and working with Stockport's VCSE.
- **Data services** – enabling intelligence led services and decision making through effective business analytics, systems and information governance
- **Traded Services** – supporting and enabling the Council to trade efficiently in order to maximise income generation.

In addition, the **Estate and Asset Management** service, based in the Place Directorate from

August 2020, provides the Corporate Landlord function, Facilities and Asset Management, Estates Property Management, Design and Technical Services and School Estate Management and the delivery of the capital programme.

Measures and Targets used within the Agreement

For 2020/21, a full review of measures has been completed, with a number of new measures linked to priorities proposed for inclusion across Portfolios.

Measures are categorised to reflect Council responsibility:

- **Council** - these measures are largely under the Council's direct control (eg Council Tax collection, highway conditions, re-ablement)
- **Partnership** – these measures are influenced by the Council with partners (eg youth offending, lifestyle services)
- **Contextual** – these are measures illustrating context but that the Council has little or no control over or those without a clear polarity (i.e. where it is not apparent whether higher or lower is better) (eg children in care, children on a child protection plan)

A differential approach to target-setting taking into account responsibility and the impact of the Covid-19 pandemic has been applied:

- **Numerical** - fixed target. Aim is to reach a specific level of performance by the end of the year. Most commonly applied to Council controlled measures.
- **Comparator** - no fixed target. Measure is benchmarked against available comparators and target reviewed during the year as comparator data becomes available. Aim is for performance to match or better comparators.
- **Direction of Travel** – an aspirational target is set to maximise, minimise or maintain adequate performance.
- **No Target (N/A)** – no target is set. This applies to contextual measures or where the impact of Covid-19 has made robust target setting difficult.

Reporting progress during the year

The Performance and Resource Reporting Framework was reviewed over summer 2020, taking into account the reduced committee cycles along with the impact of the pandemic on reporting. There will now be three four-month reporting periods over the year, as shown below, along with the option to report by exception on any specific financial or performance issues.

This Agreement incorporates an update on performance and budget forecasts for the first quarter, and up to the end of July 2020 wherever data is available. A Mid-Year Portfolio Performance and Resources Report (PPRR) will be produced for consideration by the December meeting of the Committee, covering updates and forecasts to the end of October 2020.

Our financial and performance monitoring controls will continue to keep track of progress, with further in-year reporting on an exception basis to the January and April Committee cycles. The 2020/21 Annual Reports are then due to be considered by all Committees in June 2021.

Resources, Commissioning and Governance Portfolio		
Time Period	Report	Committee Date
April to July 2020	Portfolio Agreement (update)	22 Sept 2020
August to October 2020	Mid-Year Portfolio Report	8 Dec 2020
November 2020 to February 2021	Update report (by exception)	26 Jan 2021 13 April 2021
November 2020 to March 2021	Annual Portfolio Report	15 June 2021

Policy Context

This section summarises some of the key policy developments that are likely to influence the work of the Portfolio during 2020/21. The strategic nature of the Portfolio means that current imperatives need to be balanced against the longer-term policy direction at a national and local level. Updates on these will be included in the in-year reports.

Responding to the Covid-19 pandemic and its impacts

The outbreak of Covid-19, declared a global public health emergency, has created unprecedented circumstances within which the Council, working with our communities and partners, has had to respond. The Covid-19 pandemic has had, and will continue to have, far reaching implications for those who live, work and study in the Borough as recovery plans are put in place. A number of services falling within the remit of this portfolio have been profoundly affected. For example, revenue and benefits service, traded services and more widely the supporting and enabling operations across corporate and support services.

Through the GMCA, a one-year plan “Greater Manchester Living with Covid” is currently being developed. This will focus on the major actions that need to be taken over next year or so to address inequalities that have become apparent during the pandemic and to “build back better”.

Brexit

Aside from Covid-19, the other major issue that is likely to affect us all is the end of the transition period, on 31st December 2020, following the UK’s departure from the European Union in January 2020. At the time of writing, the impact this will have remains unclear, as negotiations are ongoing on a trade deal between the UK and the EU, and on a range of other post-Brexit arrangements) are ongoing. The implications of new arrangements, negotiated or otherwise, will be highlighted in Portfolio Performance and Resources Reports during 2020/21, as and when these become clearer. Our preparations include planning ahead of the format exit from the EU, alongside implementation of new arrangements and legislation post-Brexit.

Greater Manchester

This is a strategic portfolio and will involve working closely with Greater Manchester authorities and the combined authority to both influence GM policy initiatives and respond to GM ambition. This is particularly in the areas of GM investment and the delivery of the GM digital strategy, along with the wider opportunities presented by devolution. Major developments for this year will be the publication of the GM Spatial Framework and Clean Air Plan, both of which will have long term impacts on the Borough. We will continue to influence the strategic direction of GM in order to reduce inequalities, improve the quality of life for our residents and support our economy.

Comprehensive Spending Review

The Chancellor launched the 2020 Comprehensive Spending Review (CSR) in July. The Review, which will be published in the autumn, will set out the government’s spending plans for the parliament. The CSR will focus on economic recovery from Covid-19, with departments asked to identify opportunities to reprioritise and deliver savings, and a process has been opened to allow external stakeholders to submit representations.

The long-term picture on local government finance remains uncertain, however, with no further indications of the Government’s future funding model, including major issues such as funding for social care.

2. RESOURCES, COMMISSIONING & GOVERNANCE DELIVERY PLAN & PERFORMANCE FRAMEWORK



Priority 1: Building financial resilience and sustainability

As the country faces up to the social and economic impacts of the pandemic, the financial landscape for councils will continue to be even more uncertain, complex and volatile. We will continue to lobby Government to ensure that future decisions are in the best interests of our residents and the Council, whilst we await the outcome of the Government Spending Review of national funding arrangements from 2021/22 onwards.

We will ensure that we continue to build on the Council's robust and resilient financial position prior to the pandemic to meet the significant and unprecedented financial challenges ahead. Through our Medium Term Financial Plan (MTFP), improving further our financial processes and arrangements and investing in and making best use of our existing assets we can protect the vital services our residents rely on.

We will maintain a balance between minimising the burden on Council Tax payers whilst finding sustainable funding solutions to continue to provide essential services to our residents. The plans we develop with Partners linked to our MTFP Strategy, aim to reform and integrate services in Stockport, and to ensure we are supporting people and communities as early as possible.

Ensuring the Council is not overly reliant on the use of one-off resources is important to demonstrate financial resilience and sustainability, and we will continue to invest these resources to support the Council's priorities through one-off investments in key areas.

We will continue to use our MTFP Strategy to identify the creative solutions to reform and protect our services, whilst delivering the savings required. This includes the following enablers:

- **Getting More Out of Our Spending** - 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. Getting more out of our spending through developing our strategic commissioning approach is about both reducing spending and finding creative ways to ensure that the available funds are spent in the most effective way.
- **Having the Right Property in the Right Place** - As well as ensuring we get more out of our spending, 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.

We will continue to address the uncertainty, volatility and complexity of the financial landscape and the significant financial challenge this poses to the Council which has been exacerbated by the Covid-19 pandemic.

Delivered by:

Addressing the financial impact of Covid-19

The financial challenge presented by the impact of the Covid-19 pandemic is unprecedented. The Council will continue to assess and refine the financial impact forecasts during the year as part of the Government's monthly returns. The financial landscape is increasingly uncertain, complex and incredibly volatile. There is a recognition across Greater Manchester that the financial legacy of

the pandemic will go beyond 2020/21. This impact is expected to be felt in the following areas:

- Reduced Council Tax Taxbase and lower levels of growth;
- Reduced Business Rates Taxbase and lower future growth;
- Suppressed levels of income from a variety of sources;
- Increased demands on social care, public health and other budgets;
- Increased cost of ensuring financially stable social care market;
- Impact of social distancing on efficiency and capacity of council services; and
- Impact on the Council's Capital Programme, regeneration plans and employment.

We will ensure that the financial impact of the pandemic is factored in to the Council's MTFP to provide a robust basis on which future financial decisions can be made.

Whilst recognising the financial challenge ahead, the Council has already responded to support the Borough and Greater Manchester recovery plans. We have done this through issuing grants to local businesses, reducing Council Tax bills through the local support scheme, continuing to support local suppliers, developing a financial inclusion programme to support local communities, along with programmes of work such as Build Back Better and One Stockport. This has in part mitigated the financial impact and supported the ongoing economic and financial recovery of the Borough and Greater Manchester region.

Medium Term Financial Plan (MTFP)

We will continue to analyse budgets to identify the underlying budget pressures and mitigate the impact of increasing uncertainty, complexity and volatility in the financial landscape. The Covid-19 pandemic has exacerbated this further requiring continuous update of the MTFP during the financial year to mitigate the risk of inherent in the financial forecasts as a result of this uncertainty. The continuing updates will ensure the assumptions and forecasts underpinning the MTFP are based on the latest available information and that the Council's forecast savings requirement continues to be set on a robust basis to inform decision making.

In addition, the 2020/21 Reserves Policy will ensure the Council's earmarked reserves continue to be aligned to the Council's corporate and strategic objectives over the medium-term period. The Reserves Policy will consider the financial impact of Covid-19 over the medium-term period to provide assurance that reserves can be made available in the absence of further Government support funding to mitigate and smooth the financial impact of the pandemic on a short-term basis. However, it is recognised that this will have a severe impact on the Council's financial robustness and resilience over the medium-term period and impact on the Council's future ambitions and priorities for the Borough.

Clearly the continuation of and building on this strong financial management foundation will be increasingly important during the financial year, enabling the Council to have confidence in its ongoing financial robustness and resilience to meet the significant financial challenge ahead.

Business Rate Retention

The Council continues to be a member of the Greater Manchester 100% Business Rates Retention Pilot in 2020/21. Whilst we expect to benefit, it is difficult to accurately budget for this at the beginning of the financial year. Business Rates income is a complex and volatile tax, changes in rateable values and increases in appeals by businesses are difficult to predict and can have a significant impact on the actual benefit realised at the end of the financial year. In addition, the impact of the Covid-19 pandemic on businesses and reductions in Business Rates income as a result.

The Council has taken a prudent approach to this and does not budget for any benefit from the

Pilot in year, but instead realises the benefit a year in arrears. This is then be used to support the Council's budget setting process and medium-term financial planning and capital investments.

Value for Money Procurement

We will work closely with STAR Procurement to develop a new Contract and Provider Management function and undertake targeted reviews of spend across identified category areas. An implementation plan was approved by Cabinet in December 2018, and a Business Case sets out proposals for a centralised SPEND and provider management team which will carry out activities to support sourcing, ordering, receipting and payment of providers and suppliers. Financial pathways are being 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 will be explored.

Balancing the Cost of Services

Ensuring the Council adopts a consistent approach to charging and cost recovery for all non-statutory services. It also continues to implement the Fairer Charging Policy (which was adopted by the Council on the 1st April 2019) by applying an inflationary increase to existing Fees and Charges, and by undertaking on going reviews in those areas not currently achieving full cost recovery.

Housing Benefit and Council Tax Support

We will ensure that residents receive the right amount of Housing Benefit and Council Tax Support and that this is paid at the right time by:

- The recruitment of a new cohort of apprentices
- An increased focus on analysing accuracy results and targeted training
- Carrying out benefit case reviews

Rationalising our Assets

We will rationalise our assets to deliver value for money through a local, low carbon approach that ensures the right property in the right place to benefit our communities and the environment.

- A local approach to use of assets and community infrastructure
- Focus on the role of local and district centres
- Developing a low-carbon public estate

Performance Measures and Targets:

PI Code	PI Name	Reported	Good Performance	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Target
Council Measures – reported quarterly							
RCG.1.1 BV.09	In-year Council Tax collection rate	Quarterly	High	96.99%	97.25%	97.14%	96.3%
<p><i>This measure is impacted by Covid-19</i></p> <p>Strong performance continued in 2019/20, with an additional £10.5m collected in-year following the 2.75% Council Tax increase and growth in the number of properties. Debt chasing during March 2020 was impacted by the pandemic, with the focus changing to supporting vulnerable residents. The economic impact on residents' ability to pay will continue to affect collection rates during 2020/21, alongside uncertainties around the roll-out of Universal Credit. Performance is therefore likely to remain volatile, which is reflected within the target range.</p> <p>The collection rate of 25.7% at Q1 is 1.05% behind the same time last year which is attributable to the impact of Covid-19. Recovery processes alongside welfare calls to residents resumed from early July so an improvement in collection at Q2 is expected.</p>							
RCG.1.2 BV10	In-year Business Rates collection	Quarterly	High	97.50%	97.52%	97.45%	94.0%
<p><i>This measure is impacted by Covid-19</i></p> <p>Despite a fall of £1.2m in the property charge during 2019/20, collection rates were close to the previous year. The early impact of the pandemic prevented a final push on increasing in-year collection, with the focus now on business survival as the economic impact is felt. Fewer liabilities and higher values, along with an increasingly challenging commercial environment, mean that performance during 2020/21 is likely to be unpredictable.</p> <p>The collection rate of 30.6% at Q1 is 1.83% behind the same time last year. During Q1 priority was given to the processing of government grants in response to Covid-19. Recovery resumed during Q2, although the collection rate at the end of August was 3.86% down compared to the same time last year and has worsened since the end of July. Similar reductions are also being reported across other GM authorities, and this has informed the full-year target. This is considered as a realistic level of performance but remains very challenging given the current environment.</p>							
RCG1.3	Average time taken in calendar days to process Housing Benefit (HB) new claims and change events	Quarterly	Low	9.2	8.5	7.4	10.0
<p><i>This measure is impacted by Covid-19</i></p> <p>Team capacity has been impacted by Covid-19 resulting in an average processing time of 16.1 days during Q1. The volume of outstanding work has decreased throughout Q1 which will see an improvement in processing times in Q2.</p>							

<p>The target for 2019/20 of 10 days has been retained, as whilst the number of new HB claims is reducing as customers claim Universal Credit instead, the overall benefit caseload has increased. Those on UC which are still eligible to claim HB for housing costs are more complex in nature to administer and therefore take longer.</p>							
PI Code	PI Name	Reported	Good Performance	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Target
RCG1.4	Partnership Measure Average time taken in calendar days to process Council Tax Support (CTS) new claims and change events	Quarterly	Low	13.0	12.6	19.1	18.0
<p><i>This measure is impacted by Covid-19</i></p> <p>Performance on these measures continues to be highly dependent on DWP performance in processing Universal Credit applications, particularly in relation to CTS claims. The increase in claimant numbers resulting from the economic impact of lock-down and continuing financial climate will also be reflected in performance in processing times, and the target range has taken account of this.</p> <p>The number of new CTS claims in Q1 increased by 7.06% as a result of Covid-19, giving an average processing time of 39.7 days. Changes to procedures for the processing of new claims were introduced toward the end of Q1, with resulting improvements in processing times expected to continue in Q2.</p> <p>The target for 2020/21 has been set at 18 days - a reduction of 2 days from 2019/20 target. Although the benefits caseload has increased as a result of Covid-19 and the service is largely dependant on the DWP providing details of UC entitlement before assessing CTS entitlement, a change in procedure has been introduced which means that awards can be determined awards more quickly than previously.</p>							
NEW	Housing Benefit Accuracy Award Indicator	Quarterly	High	N/A	N/A	TBC	TBC
<p>This new measure has been added, using the DWP Accuracy Award indicator to ensure claimants are receiving the correct amount of benefit as quickly as possible. Initial data on this measure is expected to be available to include in the Mid-Year Report.</p>							
RCG 1.5 BV8(i)	% of invoices paid within 30 days	Quarterly	High	92.9%	95.6%	95.60%	92.0%
NEW	Percentage of invoices paid to local suppliers in 10 days	Quarterly	High	N/A	80.1%	74.9%	80.0%

These measures are impacted by Covid-19

During April to July the Council paid 11,880 invoices with 90.7% of invoices paid within 30 days. In comparison, in 2019/20 the Council achieved 95.6% and the reduction in performance is as a direct result of the Covid-19 pandemic as teams across the Council have had to adapt to new ways of working, in particular, working remotely from home. Prompt payment of invoices remains a priority and work is ongoing to identify and address delays in payment processes primarily around the time taken to validate and approve invoices.

We have re-introduced the measure for prompt payment to local suppliers for 2020/21, linked to the One Stockport programme with the aim to pay local suppliers within 10 days as part of the Council's commitment to supporting local businesses. Performance for April to July shows 4,452 invoices were paid and 79.2% of invoices were paid in 10 days. This is a challenging target and the Council will be looking at ways to improve this performance over the remainder of the year.

Council Measures – reported annually

PI Code	PI Name	Reported	Good Performance	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Target
RCG.1.6 BSDR 27.01	Total property costs (occupancy, operational and m'gement) per m ²	Annually	Low	£40.02	£42.25	£33.32	Aim to maintain
RCG.1.7 BSDR 27.04	Total property occupancy / ownership costs (revenue) per m ²	Annually	Low	£13.67	£14.85	£14.40	Aim to maintain
RCG.1.8 BSDR 27.15	Total Annual Energy Consumption (KW/h) per m ²	Annually	Low	100.47	93.69	75.68	70.00

These measures are impacted by Covid-19

These measures continue to reflect the industry standard around utilisation of assets and energy consumption, and data is provided by the Council's facilities management provider. The latest figures for 2019/20 remain provisional and the targets will be reviewed ahead of the Mid-Year Report. Whilst the measures reflect the focus on better utilisation of assets and reducing carbon emissions as part of Stockport's Climate Change action plans, the impact of social distancing measures mean that the scope for reducing occupancy costs is currently limited, and this will be reflected in targets.

A further measure on CO₂ emissions within the scope of influence of the Council is included within the Sustainable Stockport Portfolio, reflecting the Council's ambitions on climate change.

Priority 2: Working in collaboration with strategic partners

We will work closely with our strategic partners across the borough to recover from Covid-19 and identify opportunities to build back better through a new Borough Plan. We have worked closely with all our partners during the pandemic and it will be vital to maintain this as we work together to support residents and communities. Our partners include public services, businesses and the Voluntary and Community sector (VCSE).

This work will link into the Inclusive Neighbourhoods Portfolio through the 'Safe, connected, cohesive communities' priority leading on delivery of the Communities Programme.

As we develop our change programme to support the Medium-Term Strategy, we will focus on improving outcomes for local people within the design of our services, including;

- Working in partnership and in collaboration with our partners to put people at the heart of what we do and support each other as One Stockport;
- Developing joint plans to support recovery and outline our future priorities;
- Continuing to progress our work on social value to make sure the widest possible benefits of spending decisions
- Considering the best way to provide and commission services with our strategic partners.

Delivered by:

One Stockport

We will work in collaboration with businesses and communities on the One Stockport campaign and approach. We recognise that coronavirus has impacted on every one of our lives, but we have seen public services, businesses and the voluntary and community sector come together during the crisis to support people, particularly the most vulnerable. As we start to work towards recovery, it is important that we continue to work together to build a brighter, more sustainable future for everyone. At its heart the One Stockport campaign is about supporting local businesses, connecting with communities and reducing inequality.

Borough Plan

We will work together with public sector partners to develop joint recovery plans and set our ambition to build back better through a new Borough Plan. The voices of residents, businesses and communities will be central to the plan's development that will outline ambitions to 2030.

Connected Communities

We will work with our communities, the VCSE sector and our partners to build upon the approaches to working together that we have developed in response to coronavirus and embed service delivery models that better connect services with local communities of place and experience.

Strategic Commissioning (including joint commissioning)

We will continue to drive forward strategic commissioning approaches across the organisation and will undertake a review of early intervention and prevention commissioning. We will work closely with the CCG to jointly commission services for children with Special Education Needs and Disability and deliver the SEND Joint Commissioning Plan priorities. This includes the development of an outcomes framework, joint investment plan and implementation of personal budgets. We will explore wider opportunities to commission strategically with the CCG and jointly review our approach to commissioning the VCSE sector using the Greater Manchester VCSE commissioning framework.

We will support investment in local businesses and communities by maximising the social value of contracts awarded. We will continue to increase the amount of spend that is commissioned locally and will develop opportunities to link social value in contracts to local community organisations. Through our partnership with STAR Procurement, we are continuing to monitor local spend closely to ensure we are supporting local suppliers wherever possible, as part of our wider aspirations on Community Wealth Building and Inclusive Growth. These are set out in more detail within our Economy and Regeneration Portfolio Agreement.

We will work closely with STAR Procurement to continue to develop targeted workplans to reduce costs. This will be informed by reviewing Council spend across category areas. Work continues to develop best practice toolkits for commissions and contract managers to support focused contract monitoring to ensure we get the best from the providers we commission including their social value commitments. The implementation plan approved by Cabinet in December 2018, outlined the proposal for a centralised SPEND and provider management team. This team has successfully transitioned into providing support in partnership with STaR to sourcing, ordering, receipting and payment of providers and suppliers. The team are also taking responsibility for some of the Council-wide contracts to ensure we get value for money and the implementation of contract management software.

One Public Estate Programme

We will work with partners to deliver investment in key locations through the One Public Estate programme. Identifying key investment opportunities through the next phase of the Stations Alliance we will develop a strategic partnership with TfGM, Network Rail and LCR to develop the art of the possible across a number of key transport hubs across the borough to focus on community infrastructure and housing delivery.

Performance Measures and Targets:

PI Code	PI Name	Reported	Good Performance	2018/19 Actual	2019/20 Actual	2020/21 Q1	2020/21 Target
Council Measures							
NEW	Percentage of cumulative spend on Social Value delivered through contracts	Quarterly	High	N/A	N/A	35.4%	25%

Through the joint and complementary priorities of local wealth building and increasing social value, Stockport awards greater points to local providers when tendering for goods and services. We want to encourage the local market to compete and apply for Council contracts as well as expect investment in Stockport for the higher value contracts.

This is a new measure and historic data is not available.

Stockport's Q1 figure (35.4%) is significantly above the STAR total for the 4 authorities combined (24.1%).

Measures supporting delivery of the Communities Programme are reported within the Inclusive Neighbourhoods Portfolio.

Priority 3: Corporate and support services that are fit for the future

Our corporate and support services provide a vital role in supporting our front-line services and are key to ensuring improved outcomes for residents. This has been more important than ever during our response to the Covid-19 pandemic. Our support services have enabled home working at pace and scale, ensured our buildings are Covid-19 secure, implemented new ways of working, used data and intelligence to target support to the most vulnerable and supported our workforce at this critical time.

As we move towards recovery this important work will continue. We must put data and intelligence at the heart of our plans to ensure we target resources to where they will have the greatest impact. Our workforce has been incredible and risen to the challenges that they have faced. In turn we have become a kinder and more flexible employer. We will build on this through the development of a new people strategy that is co-produced by colleagues and builds on our values. We also have the opportunity to radically re-think how we use the public estate while maintaining the need to keep people safe and enable social distancing.

Delivered by:

People Strategy

We will develop a new People Strategy that ensures our workforce is at the heart of our ambitions to be a national employer of choice. The evidence is clear; a happy, healthy and engaged workforce will result in better quality services and improved outcomes for our residents. There is also a clear financial benefit as reduced sickness, turnover and increased productivity will have a positive impact on the budget.

The Covid-19 pandemic has had a significant impact on all of us and we have seen our workforce rise to the challenge by providing essential services when residents needed them the most and embracing home working at pace and scale. We have also asked colleagues to take on different roles. From running the PPE hub to supporting people through the coronavirus helpline, they have done whatever it takes to help residents at this unprecedented time. We recognise that this has been a stressful time and we are more focused than ever on putting our workforce at the heart of our approach.

With this in mind, we are co-producing a new People Strategy that will outline the future direction. This will have a big focus on wellbeing and build on the strength of the work that has been undertaken during the pandemic. It will set out our ambitions to engage with the workforce through our 'Let's Talk' programme, focus on development particularly leadership and management development and further embed the council values. It will also support our workforce to adapt to different ways of working during these unprecedented times, ensuring they are able to continue working safely and productively from home, whilst ensuring our office accommodation is Covid-19 secure for those who need to be there.

We will also use our position as one of the borough's biggest employers to address inequality and explore opportunities for an inclusive workforce that represents the communities we serve.

Insight and Continuous Improvement

We will use data and intelligence to make evidence-based decisions, target interventions and understand our services. We will be developing an online data hub that can be accessed by partners and residents to understand our borough. This will provide greater transparency and empower VCSE with the data they need to target their services and access funding. We will also be developing stronger management information to support leaders to manage their business.

This will include a management dashboard that will bring together insight on finance, workforce and key performance measures in one place.

We will be continuing to embed data science techniques to ensure that we use the power of data to improve outcomes for residents. Examples include a more robust model of pupil predictions to support place planning and an innovative approach to understanding and predicting attendance data. We will also work in partnership with Manchester University to test and develop models of risk stratification in adult social care. Risk stratification aims to identify people who are at high risk of an adverse event so that these people can be offered preventive support today.

Democracy and Accountability

We will continue to improve access for the public to local democracy, decision-making and accountability. Since March 2020 we quickly facilitated a move of our council meetings business programme online so that meetings could continue remotely during the Covid-19 pandemic. The first remote council meeting was held on 26 May 2020, being the Annual Council meeting and since then all meetings in the business programme have been held firstly on Microsoft Teams and then on a new system called Connect Remote designed by the providers of the webcasting system that we use, Public-i.tv.

The continuation of the council business programme has enabled local decision making to continue at a time when some councils cancelled all their meetings until further notice. Now that all meetings are being webcast the Council has seen a significant increase in webcasting viewing figures of all committee meetings. The reasons for this are not clear but any increase in reach to the public of local decision making is extremely positive. We will review the webcasting figures at the end of each committee meeting cycle to seek to determine if they are linked in any way to Covid-19 (e.g. more of the population are at home and able to view the webcast) and will produce these figures to the Scrutiny committee and Cabinet for information together with communications plan to seek to widen the reach to the public further.

The Democratic Services team were already sharing upcoming meetings by tweeting the details on the Stockport Democracy twitter feed and this will be linked up with the communications team to widen the publication of the information on all social media channels that the Council's communications team uses.

Commissioning School Places

We will continue to commission sufficient and appropriate school places for local students. Our plans will aim to ensure there are the right number of school places, in the right areas, at the right time to meet demand. This includes developing an overarching strategy for the borough that uses our data and intelligence to predict demand for school places. At the heart of our approach is inclusion, so that all children are valued equally, treated with respect and provided with real learning opportunities.

Making our estate Covid-19 secure and planning for new ways of working

We will ensure that our estate is Covid-19 secure and plan for new ways of working by:

- Responding to the immediate need to implement risk mitigation measures across our estate against the hazard of Covid-19.
- Implementing a new model of working by implementing the Building Information Modelling (BIM) framework.

Performance Measures and Targets;

PI Code	PI Name	Reported	Good Performance	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Target
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Council Measures

RCG.3.1 BV12 (ii)	The average number of working days lost due to sickness absence per employee	Quarterly	Low	9.80	9.85	9.59	9.50
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This measure is calculated as the total number of days sickness recorded, divided by the number of employees (FTEs). It excludes employees in schools but covers both long and short-term sickness absence. A comprehensive six-monthly report is presented to Scrutiny and includes further analysis and context around employee wellbeing.

The latest rolling 12-month (i.e. from 1/7/19 to 30/6/20) sickness absence figure is 9.70 FTE days absence per employee. This is a slight increase to the year-end figure of 9.59 FTE days lost, however it does indicate the sickness levels are stable and have not been significantly impacted by the pandemic. We will continue to monitor this throughout the year.

A suite of **workforce measures** will be developed to support the new People Strategy, focusing on employee wellbeing, engagement and development. These will include results from the 'Let's Talk' surveys, along with data generated by the iTrent system, although this is likely to be impacted by the move to a more specialised server from August. Once finalised, these will be reviewed by the new Head of Service and incorporated into the Portfolio Reporting.

NEW	Number of webcast views	Quarterly	High	8,957	13,190	15,554	Aim to maximise
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This new measure supports the ambition to continue to build on the work undertaken to date by the Democratic Governance team to increase public engagement and improve access for the public to local democracy, decision-making and accountability. The target for 2020/21 is to build on the increased numbers accessing Council Meetings via the webcast.

As at 14 September, there had been 8,528 webcast views since April. Whilst viewing figures for 2020/21 will be boosted by the move to on-line meetings due to Covid-19, they will also reflect the reduced number of committee cycles for the 2020/21 Municipal Year.

NEW	Digital Asset Management – percentage of estate mapped to BIM framework Level 5	Annual	High	N/A	N/A	N/A	20%
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This is a new measure which supports an innovative approach to digital asset management via the Building Information Modelling (BIM) framework. Stockport has helped pilot this approach nationally and by aiming to map 20% of our estate during 2020/21 will continue to be a leader in this cutting-edge technology.

3. RESOURCES, COMMISSIONING & GOVERNANCE FINANCIAL RESOURCES & MONITORING



3.1 Total Resources

The total resources available to the Portfolio include Cash Limit budget, Approved Use of Reserves and Capital Schemes. These funding sources are described in further detail in Sections 3.2 – 3.6 of this report.

Cash Limits are approved before the financial year commences and each Portfolio is responsible for ensuring that their net expenditure does not exceed their cash limit for that year. Changes made to the cash limit are reported during the financial year, usually in the performance and resources reports.

3.2 Revenue Budget

2020/21 Budget Update

The cash limit budget is currently set at £23.164m, an increase of £0.041m from the figure last reported in the PPRR Annual Report of 2019/20. Changes made are set out in the table below:

	£000
Resources, Commissioning & Governance 2019/20 Budget at Q4	23,123
Less One-off Items	
Redundancy Costs	(282)
Reform Work Social Care Consultancy	(400)
Total One Off Items	(682)
<i>Changes at Budget, Council Meeting</i>	
Indicative Adjustments:	
Pressure Identified Post SR - Nutanix Maintenance and Storage	240
Pressure Identified Post SR - Legal Staffing	118
1920 Summer Review Radical Digital Council Investment	750
1920 Summer Review Troubled Families Grant 202021 Only	28
1920 corporate savings – adjustment to the bulky waste budget	80
Total Indicative Adjustments	1,216
Savings:	
Value for Money Phase 2	(750)
Balancing the Cost of Services Phase 2	(135)
Property Review Phase 2	(40)
Total Savings	(925)

<u>Changes Made Since Budget, Council Meeting</u>	
Adjustments to Prices on Utility Contracts and Planned Maintenance – Single Property Budget	399
Digital By Design Savings from Other Portfolios	84
Corporate Complaints handling - Adjustment following CSS Directorate management changes	(51)
Total Changes post Budget Council Meeting	432
2020/21 Budget	23,164

The changes made since the Budget, Council Meeting last February are:-

- An adjustment to the Single Property Budget of £0.399m following the retendering of the electricity and gas contracts together with revised planned maintenance tariffs from TLC which is mainly for cleaning and fire alarm maintenance.
- This Portfolio holds the Digital by Design Savings targets from previous budget rounds. The £0.084m is savings from schemes in other Portfolios, mainly stemming from the recently introduced care package system in Adult Care and Health.
- The £0.051m is a budget adjustment with the Citizen Focus and Engagement Portfolio, being spend on managing corporate complaints made against the Council. This stems from changes in some line management arrangements following the new CSS Directorate structure.

A breakdown of the cash limit by service area is set out in the table below:

	Employee Expenditure	Non-Employee Expenditure	Gross Expenditure	Income	Net Cash Limit Budget
	£000	£000	£000	£000	£000
Business Intelligence & Data	3,261	1,369	4,630	(1,397)	3,233
Business Support	5,697	458	6,155	(688)	5,467
Office of Chief Executive and Senior Management	834	124	958	(131)	827
Electoral Services	328	200	528	(13)	515
Estates and Asset Management	1,816	6,812	8,628	(2,942)	5,686
Finance	2,724	86	2,810	(1,147)	1,663
Investment and Development Account	0	11,265	11,265	(13,935)	(2,670)
Legal and Democratic Governance	2,265	531	2,796	(973)	1,823
People and Organisational Development	3,009	221	3,230	(1,559)	1,671

	Employee Expenditure	Non- Employee Expenditure	Gross Expenditure	Income	Net Cash Limit Budget
	£000	£000	£000	£000	£000
Revenues, Benefits and Welfare Reform	2,807	485	3,292	(2,274)	1,018
Savings to be Allocated	0	(285)	(285)	(375)	(660)
STaR Procurement	0	417	417	(25)	392
Strategy and Design	1,762	7	1,769	(199)	1,570
Technology	2,795	2,932	5,727	(3,098)	2,629
	27,298	24,622	51,920	(28,756)	23,164

3.3 Forecast Outturn

Net Cash Limit £000	Net Expenditure £000	Appropriations £000	(Surplus) / Deficit £000
23,164	31,347	(1,461)	6,722

The current assessment of the Portfolio's overall revenue position suggests a deficit of £6.722m at year end. In more usual times, the financial strategy is to deliver a balanced budget. This is usually possible due to the nature of the included services, that are predominantly support activities for the Council's main frontline services; the budgets are usually less volatile than these more reactive, demand led, services held in other Portfolios.

One area of the Portfolio's activities, which is not a support activity, is the Investment and Development Account (I&D). Included in the I&D are redevelopment schemes such as Redrock, Stockport Exchange and the Merseyway shopping centre. The account is currently forecast to be in deficit by circa £5.400m due to the impact on rents coronavirus, accounting for over three quarters of the projected deficit.

Elsewhere additional costs are being incurred in the Single Property Budget (cleaning; cleaning materials), IT (network connectivity, portable equipment) among others. Council Tax liability enforcement relaxation, while helping vulnerable residents, is likely to manifest in additional cost to the Council.

The postponement of elections, together with more efficient, electronic based, electoral registration canvassing is likely to save around £0.250m, helping to offset costs described above.

3.4 Earmarked Reserves

The majority of earmarked reserves are held at a corporate level and services produce a business case to draw down funds, which is approved through Corporate Leadership Team and Members. This strategic approach is designed to provide financial resilience for the Council and to ensure that Council reserves are used on an invest-to-save basis and to support Council priorities. The exceptions to this are ring fenced reserves and the Directorate Flexibility Reserve.

Reserve Category	Reserve Narration	To be used for	Approved £000	Forecast Appropriations 2020/21 £000	Closing Balance £000
Corporate Reserves					
Linked To Budget	Transformation – Double Running	CSS Double Running commitments	375	(375)	0
Linked To Budget	Transformation – Double Running	To support 2019/20 savings	396	(396)	0
Linked To Budget	Transformation – Invest To Save	Care-Case Management System	202	(202)	0
Linked To Budget	Transformation – Invest To Save	Business Intelligence – Predictive Modelling	81	(30)	51
Linked To Budget	Transformation – Invest To Save	Early Payments Programme	51	0	51
Strategic Priority	Digital By Design	Radical Digital Authority	2,610	(458)	2,152
Strategic Priority	Equipment Refresh	CivicaPay – Cash Management (Capital)	66	0	66
			3,781	(1,461)	2,320
Directorate Reserves					
Directorate	Flexibility	Apprenticeships	40	0	40
TOTAL			3,821	(1,461)	2,360

The reserve commitments shown are subject to change as part of the Council's Reserves Policy update that will be reported to Corporate Resource Management and Governance Scrutiny Committee and Cabinet in September. Changes to the Reserve Commitments shown will be reported in the next Portfolio Performance and Resources Report.

3.5 Savings

Proposal	Risk Rating	Value £000	Value Achieved £000	Additional Information
Value for Money Phase 2	AMBER	750	190	Coronavirus may consume bandwidth available to pursue savings leading to delays before target reached in full. Double running reserve adjustment of £0.375m available to address phasing.
Balancing the Cost of Services Phase 2	AMBER	135	90	Reasonable progression providing demand from schools for services, particularly IT, is sustained.
Property Review Phase 2	GREEN	40	40	Savings on caretaking and portering cost of, and in, the buildings estate achieved - Coronavirus issues notwithstanding.
Total		925	320	

Risk rating

Green – good confidence (90% plus) the saving is/will be delivered or minor variances (<£0.050m) that will be contained within the portfolio.

Amber – progressing at a reasonable pace, action plan being pursued may have some slippage across years and/or the final position may also be a little unclear.

Red – Significant issues arising or further detailed consultation required which may be complex/ contentious.

3.6 Capital Programme

The Council's new Capital Strategy aims to deliver an annual Capital Programme that supports the Council's strategic priorities and offers best value for money.

Capital Funding comprises non-recurring resources from a range of sources. The Portfolio capital programme for 2020/21 and beyond is detailed below. This incorporates rephasing of schemes and new allocations that have taken place since the end of 2019/20.

*Expenditure as at 31 July 2020 £000	Scheme	2020/21 Programme £000	2021/22 Programme £000	2022/23 Programme £000
	Non Education Capital Schemes			
388	Asset Management Plan	4,317	6,115	846
0	Reprovision of Dialstone Facility	50	2,988	0
0	Borough Care	0	0	0
60	Disposal of Assets	9	0	0
3,740	Manchester Airport - equity investment	3,740	0	0
0	TLC Fleet Vehicle Loan Facility	1,000	0	0
4,188	Sub-total	9,116	9,103	846
	Education - Schools Capital Programme			
4	Early Years	13	0	0
756	Primary Sector	4,614	3,192	0
101	Secondary Sector	5,210	2,600	0
250	Special Sector	1,997	11,011	2,177
0	Cross Sector	0	0	0
0	Special Educational Needs	0	0	0
0	Other Schemes	0	0	0
0	Funding to be allocated	467	20,465	0
143	Individual School Schemes	1,080	0	0
1,254	Sub-total	13,381	37,268	2,177
5,442	TOTAL	22,497	46,371	3,023

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

Funding the Capital Programme

Resources	2020/21 £000	2021/22 £000	2022/23 £000
Capital Grants	9,825	12,548	0
Directly Funded Borrowing	5,305	0	0
Unsupported Borrowing	6,336	30,507	2,177
Capital Receipts	59	2,988	551
External Contributions	972	328	23
Revenue Contributions (RCCO)	0	0	272
TOTAL	22,497	46,371	3,023

Programme Amendments

Scheme	2020/21 £000	2021/22 £000	2022/23 £000	Funding Source	Reason
Asset Management Plan	(2,330)	0	0	USB	Scheme Realignment
Asset Management Plan	(5,015)	5,015	0	USB	Scheme Rephasing
Re-provision of Dialstone Facility	(2,988)	2,988	0	Cap Rec	Scheme Rephasing
Borough Care	(8,481)	(18,897)	0	DFB/Cap Rec	Scheme Rephasing 2324+
<u>Education Schemes</u>					
All sectors	(34)	0	0	various	Scheme alignment
All sectors	4,474	0	0	various	Allocation of new funding
Primary Sector	(3,192)	3,192	0	various	Rephasing of schemes
Secondary Sector	(2,600)	2,600	0	various	Rephasing of schemes
Special Sector	(13,188)	11,011	2,177	various	Rephasing of schemes
Funding to be allocated	(20,465)	20,465	0	various	Rephasing of schemes
TOTAL	(53,819)	26,374	2,177		

Scheme	Description
Asset Management Plan	<p>A programme of work aimed at ensuring that the Council's asset base is fit for purpose and in alignment with the Council's strategic objectives and service delivery needs. It includes Health & Safety, roof and fabrics, Civic Complex works, Office Rationalisation and Energy and Carbon Reduction schemes.</p> <p>Due to the impact of Covid-19 the full range of schemes has been reviewed in terms of programme, priority and cost, with a number of items being rephased into 2020/21. These items include the rephasing of £2.3million of the proposed spend on the leisure estate - much of the funding was allocated to car park and changing room works, however due to social distancing it will be difficult to</p>

Scheme	Description
	<p>maintain the operation of facilities while works are taking place, therefore these projects have been placed on hold.</p> <p>The allocated budget for Gatley Hill House refurbishment has been increased to take account of the condition of the building and a larger package of works being needed to allow the relocation of services from Ashley house, which will deliver savings required under the MTFP. A proportion of the allocated budgets for Heritage and Library projects have been deferred into 2020/21. The scope of the project at Enterprise House has been reduced, allowing this allocation to be reduced.</p>
<p>Reprovision of Dialstone Facility</p>	<p>The residential development of the former Offerton High School (OHS) site has been identified in the GMSF. Master Planning of the site is currently being undertaken by the Councils Design and Technical Services Team (Estates & Asset Management) to determine the development opportunities possible. Blackstone Fields similarly is being promoted for development and has a shared housing allocation target in the GMSF allocation with OHS. Investigations and surveys to assist in determining the scope and nature of development possible on the sites and help in establishing the anticipated capital receipt the Council may expect on disposal are planned at a cost of £0.050m.</p> <p>It is proposed to instruct CBRE to undertake a soft market testing review with a number of residential developers to establish what they consider would be the optimum property mix for the site whilst also considering how the property mix may affect the site value so that the Council can seek to balance what may be the competing demands of the public, planning authority and developers.</p>
<p>Borough Care</p>	<p>The Council is working with the new Chief Executive of Borough Care to carry out a joint review of the 'Vision 2020' investment programme in care homes. This review is being progressed to ensure that the original proposals remain appropriate and that outcomes can be delivered.</p> <p>With delays in the review process it has been decided to rephase this scheme to future years. Profiling of this allocation will be reviewed on a regular basis and updated where required.</p>
<p>Disposal of Assets</p>	<p>Programme for enabling costs for the disposal/development of these sites.</p>
<p>Manchester Airport - equity</p>	<p>As part of the Manchester Airport transformation project,</p>

Scheme	Description
investment	<p>the Council alongside the other Greater Manchester Authority shareholders in the Manchester Airport Group (MAG), have agreed to provide equity investment to MAG to support the development of a new multi storey car park at the Manchester Airport site. In return the Greater Manchester Authority shareholders will receive a return on their equity investment via the payment of a preferred dividend.</p> <p>All Instalments have now been paid.</p>
TLC Fleet Vehicle Loan Facility	<p>In November 2018 the Council approved a loan facility to Totally Local Company to support the implementation of its Fleet Management Replacement Strategy. The loan facility is to replace the existing fleet with a mixture of wholly owned, purchased, specialist/large vehicles, plus a range of lighter more standard vehicles on contract lease and the purchase of good quality second-hand vehicles. The total loan facility is £10.800m on a rolling basis over a period of up to six years.</p>
Early Years	<p>Repairs, maintenance and new buildings for nursery schools and early year's premises.</p>
Primary Sector	<p>Repairs, maintenance and new buildings for primary schools.</p>
Secondary Sector	<p>Repairs, maintenance and new buildings for secondary schools.</p>
Special Sector	<p>Repairs, maintenance and new buildings for special schools.</p>
Funding to be Allocated	<p>Programme to address the condition and capacity issues that are facing schools within Stockport.</p>
Individual School Schemes	<p>Schools Devolved Formula Capital schemes schools revenue contributions and schools prudential borrowing on their own schemes (i.e. not funding from Local Authority grants).</p>

GLOSSARY

Common acronyms used within the PPRA and likely to be referred to in the Portfolio Reports include the following;

AGMA – Association of Greater Manchester Authorities
BIM – Building Information Modelling
CCG – Clinical Commissioning Group
CSR – Comprehensive Spending Review
CTS – Council Tax Support
DbD – Digital by Design
FT – Foundation Trust
FTE – Full-Time Equivalent
GMCA – Greater Manchester Combined Authority
GMHSCP – Greater Manchester Health & Social Care Partnership
GMSF – Greater Manchester Spatial Framework
GMS – Greater Manchester Strategy
HB – Housing Benefit
IAG – Information, Advice and Guidance
I&D – Investment & Development
LGA – Local Government Association
MAG – Manchester Airport Group
MDC – Mayoral Development Corporation
MTFP – Medium Term Financial Plan
RCCO - Revenue Contributions to Capital Outlay
SEND – Special Educational Needs and Disabilities
SME – Small and Medium Enterprises
SPEND - Sourcing, Provider Engagement and Negotiation Delivery team
SR – Spending Review
STAR – Stockport, Trafford, Tameside and Rochdale (Procurement hub)
UC – Universal Credit
VCSE – Voluntary, Community and Social Enterprise
VfM – Value for Money