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METROPOLITAN BOROUGH COUNCIL

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Citizen Focus and Engagement

Portfolio Performance and Resources Agreement 2020/21



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ONESTOCKPORT

Date	21 Sept 2020	Version	1.2 (Cabinet)	Approved by	KB
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CITIZEN FOCUS AND ENGAGEMENT PORTFOLIO HOLDER'S INTRODUCTION

This is the second Citizen Focus and Engagement Portfolio Agreement, following the introduction of the new portfolio in 2019/20. When I put together my introduction for last year's agreement, I suggested that as it was a new portfolio we'd want to develop its role, which we have done, with the addition of material relating to a number of services and activities that weren't included last time, such as Registrars, more user-focussed approaches to involving people in designing and making decisions on our services and attracting funding relating to cultural activity.



What we certainly didn't anticipate a year ago however was the Covid-19 pandemic, and the impact that would have on almost every aspect of our lives. From the council's perspective, virtually everything we do has been affected by the pandemic in some way, and the services covered by this portfolio are no exception. Throughout the report therefore, you will see references to the pandemic, the impact it has had on the services covered by the portfolio and the indicators we use to assess its performance.

The last six months have brought significant change for us all due to Covid-19. During this period our communications have been vital in getting information to local people quickly. Doing things digitally has become increasingly important, and our libraries and museums teams have played a key role in supporting our most vulnerable residents by operating the council's Coronavirus Helpline and delivering shopping to shielding residents. Even now, some Libraries colleagues are deployed to the council's local test and trace service, supporting the national programme.

This year's portfolio agreement has three main areas of focus. The first focuses on improving citizens' experience of interacting with the council. We want to ensure our residents have a positive experience when they contact and engage with the council, and the first of this year's priorities focuses on this. Digital technology will be one element of that work, so there will be some crossover with the second digital priority, but we will be focussing more widely on how we can improve our interactions with people however they contact us and for whatever purpose.

Access to, and confidence with, digital technology has never been more vital. The second priority not only aims to ensure the council will make better use of these technologies, but also addresses the issue of digital exclusion by identifying and supporting those who need help to access and use such technologies.

The third priority is concerned with facilitating a cultural offer that improves our citizens' health and wellbeing, sense of place and community, and contributes to economic prosperity.

We face significant challenges this year that are unlike any we have faced before, in both dealing with the ongoing effects of the pandemic and facilitating the recovery from it. We will also need to be agile enough to be able to respond at short notice to changes in restrictions relating to Covid-19, whether they are eased or tightened. We will, however, rise to these challenges, and we will report on how we do so in the regular performance reports during the year.

Cllr Kate Butler, Cabinet Member for Citizen Focus & Engagement

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Revenue Budget

	£000
Cash Limit	4,841
Forecast Outturn	5,671
(Surplus)/Deficit	830

Reserves

Approved use of reserves balance was £0.171m; planned draw down at Q1.5 is £0.058m.

Capital Programme

	£000
2020/21 Capital Budget	0
2021/22 Capital Budget	0
2022/23 Capital Budget	0

CITIZEN FOCUS AND ENGAGEMENT: PORTFOLIO SUMMARY

The outcomes we want for Stockport are...	<ul style="list-style-type: none"> ● Stockport people are able to make positive choices and be independent and those who need support will get it ● Stockport will benefit from a thriving economy ● Stockport will be a place people want to live ● Communities in Stockport will be safe, resilient and inclusive 		
Our Portfolio Priorities are...	Improving citizens' experience of interacting with the council	Increasing citizens' access to digital technology	Facilitating citizens' access to arts and culture
We will deliver these priorities by...	<ul style="list-style-type: none"> ● Engaging and consulting with citizens to inform council decision making. ● Using human-centred design to improve the citizen experience of council services ● Following best practice as set out by Gov.UK to create useable and accessible digital services. ● Reviewing the way that complaints are handled within the council and identifying improvements. 	<ul style="list-style-type: none"> ● Working with the Stockport Digital Inclusion Alliance (DigiKnow) to improve and join up community level digital support. ● Working with all Portfolios to address the barriers to digital inclusion. ● Digital Lending Library. 	<ul style="list-style-type: none"> ● Refreshing our local cultural strategy. ● Supporting cultural networks and organisations and individuals working in the sector. ● Shaping our Forward Plan for Museums. ● Identifying opportunities for our library offer to support the delivery of wider outcomes.
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. CITIZEN FOCUS AND ENGAGEMENT 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 Citizen Focus and Engagement ...

We know that residents have expectations of a 21st century approach to council services and we believe we can better meet these expectations by radically transforming the way we do things and the way people access services. We therefore need to ensure that our services are designed around the people who live in the borough and that they are involved in rethinking and redesigning our services to ensure they are fit for the future.

This is a strategic portfolio, established in 2019/20, that is being shaped alongside the Inclusive Neighbourhoods and Resources, Commissioning & Governance Portfolios and the wider Cabinet. It is supported by strategic leadership under the Service Director for Citizen Focus.

This portfolio will work closely with Inclusive Neighbourhoods and Resources, Commissioning and Governance portfolios to enable cross-cutting, citizen-focussed transformation.

The Key Services and Functions within the Portfolio which contribute towards this vision are:

- **Information, Advice & Guidance (IAG), including Contact Centre and other access points** – operating the council's Contact Centre and providing access from different locations to a range of Information, Advice and Guidance services, including managing debt, welfare rights and digital.
- **Libraries** – delivering and developing the Stockport library offer including identifying opportunities to support the delivery of wider outcomes for Stockport citizens.
- **Marketing and Communications** – raising awareness of what the council does by providing timely, consistent and appropriate communications and marketing activity that drives behavioural change and achieves targeted outcomes.
- **Consultation and Engagement** – ensuring that consultation and engagement lies at the heart of how the council works. We will use the most appropriate consultation and engagement methods to enable people and organisations to contribute to the development and improvement of the services the council delivers.
- **Registrars and Events** – Managing the registration of births, deaths and marriage ceremonies, alongside event co-ordination across council-owned venues.
- **Museums and Culture** – Making the best use of council-owned buildings and collections and working with partners and communities to develop an engaging and financially sustainable cultural offer across the borough.
- **Complaints** – co-ordinating and facilitating the council's complaints procedures.

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.

Citizen Focus and Engagement 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 Drivers

This section summarises some of the key policy developments that are likely to influence the work of the Portfolio during 2020/21. 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 to 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 Stockport. A number of services falling within the remit of this portfolio have been profoundly affected. For example, museums and libraries closed in March 2020 – they have been gradually reopening since August, but with much reduced capacities due to Covid-secure requirements.

The council's contact centre played a key role in ensuring our vulnerable residents received the support they required while Covid-19 restrictions were in place – such as help with accessing food and medicines. Staffing was supplemented by the libraries team in particular and there has been a further call on this team due to the need to rapidly set up a local tracing service to supplement the national test and trace service.

The council has also lost significant income that it would have earned though functions and events held in its various venues across the borough, and this impact will continue to be felt while social distancing measures continue to be in place.

Though lockdown restrictions have eased gradually since May, additional restrictions were reintroduced across Greater Manchester in late July 2020 (though these were later eased in Stockport), and in mid-September new restrictions limiting the number of people who can gather were introduced. It is likely that restrictions will be tightened or eased in the coming months as infection rates rise and fall.

Through the GMCA (Greater Manchester Combined Authority), 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'. Issues to be addressed pertinent to this portfolio include establishment of community hubs to facilitate support of our most vulnerable citizens, addressing digital exclusion and cultural investment.

Brexit

Aside from Covid-19, the other major issue 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.

Greater Manchester (GM)

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 pan-GM communication and the delivery of the GM digital strategy.

2. CITIZEN FOCUS AND ENGAGEMENT DELIVERY PLAN AND PERFORMANCE FRAMEWORK 2020/21



Priority 1: Improving citizens' experience of interacting with the council

Working to ensure Stockport citizens have a positive experience when they contact and engage with the council and that the way we deliver services is informed by the experiences, feedback and input of Stockport people.

Delivered by:

Engaging and consulting with citizens to inform council decision making

We will be further developing and embedding a more citizen-focused approach to the consultation, engagement and user research we do, which aims to ensure that insight and feedback from our citizens and partners informs the decisions we make about our services.

Using human-centred design to improve the citizen experience of council services

Working with people to co-design and improve how services work, for example through regular user experience testing and co-design activities – that is, listening to and incorporating the views and experiences of those who access and use services.

Following best practice set out by Gov.UK to create useable and accessible digital services

Over the course of the year we will continue to learn from best practice to ensure our content and digital services meet accessibility standards and that services are usable and accessible for people across our borough. This will include developing and implementing a plan to ensure the council's website meets nationally-prescribed accessibility targets.

Reviewing the way complaints are handled within the council and identifying improvements

Feedback, positive or negative, from people who use our services or deal with the council helps us in our continuing effort to improve the services we provide. We welcome feedback on when we "get it right" so we can use that to maintain standards. We also rely on feedback however when things do not go so well, and our complaints procedures are a key source of such feedback. We will therefore be reviewing our approach to the way that complaints are handled over the coming to ensure that the learning and feedback received from complaints continues to inform improvements.

Performance Measures

Measures in bold are included in the Corporate Report and Performance Dashboard.

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

CFE1.1	FOI requests responded to on time (% and number).	Quarterly	High	85.5%	87.0%	93.0%	95.0%
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This measures the percentage of Freedom of Information Act requests for the council provided a response within 20 working days.

As a result of service areas diverting resources to the council’s Covid-19 response, officer capacity for working on FOI requests has reduced. There was however a significant drop in the number of requests received, which offset this loss of capacity. The number of requests however is now approaching more typical levels. Staff availability to deal with these however is also returning to more typical levels and 93% of requests during Quarter 1 were responded to on time (174 out of 187). A target has therefore been set to achieve a modest improvement in 2020/21.

This measure has been impacted by Covid-19.

CFE1.2	Stage 1 complaints upheld (% and number).	Quarterly	Low	35.9% (42 of 117)	28.4% (33 of 116)	33.9% (41 of 121)	33.0%
CFE1.3	Stage 2 complaints upheld (% and number).	Quarterly	Low	38.5% (30 of 78)	23.8% (19 of 80)	29.8% (25 of 84)	31.0%
CFE1.4	Stage 1 complaints responded to on time (% and number).	Quarterly	High	89.7% (105 of 117)	91.4% (106 of 116)	88.4% (107 of 121)	90.0%
CFE1.5	Stage 2 complaints responded to on time (% and number).	Quarterly	High	66.7% (56 out of 84)	77.1% (64 of 83)	76.2% (77 of 101)	73.0%

The above four KPIs relate to corporate complaints made to the council. The targets set for 2020/21 are broadly in line with performance in recent years.

Though Covid-19 has had no impact on capacity to deal with complaints, it does seem to have affected the number of complaints received by the council – in the first quarter of 2020/21, numbers of complaints reduced significantly (with 12 Stage 1 and 12 Stage 2 complaints being received). During Quarter 2 however, numbers are approaching more typical levels.

CFE1.6	Telephone calls to the Contact Centre that are answered (% and number).	Quarterly	High	81.8% 191,118 of 233,550	81.3% 182,397 of 224,365	80.7% 192,836 of 238,982	82%
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A new telephony system was introduced in 2019/20, as was Ami, an artificial intelligence “chat bot”, which helps people to resolve their queries on the website. Both should have a positive impact on call handling rates in 2019/20, so the target has remained at 82%.

Portfolio Performance and Resources - Agreement 2020/21

PI Code	PI Name	Reported	Good Performance	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Target
Council measures (continued)							
CFE1.7	Number of engagement/co-production initiatives	Quarterly	High	Not Available	Not Available	Not Available	No target set
<p>This new measure will capture the number of engagement, consultation and co-production initiatives that are undertaken by the council. This includes initiatives that have involved one or more of the following: formal online/paper-based consultations; structured workshops; user experience testing.</p> <p>As this is a new measure, no data from previous years is available. A baseline will be established in 2020/21 which will be used to set future targets. No target is suggested for 2020/21, but figures will be provided in the regular performance reports during the year.</p>							
CFE1.8	Number and % of Digital Contacts	Quarterly	High	72.0% 748,724 of 1,040,338	75.1% 841,621 of 1,120,051	74.4% 884,427 of 1,188,424	75.0%
<p>This is a wider measure covering all digital contacts, replacing the measure for the Contact Centre. This figure includes all on-line forms, emails, Ami and other specific transactions. This is expected to continue to increase during 2020/21 as further digital forms are rolled out, with a target of 75%. We will work on developing an appropriate measure relating to the effectiveness of Ami during the year for inclusion in 2021/22. Meantime, the regular Portfolio Reports during the year will include updates on Ami.</p>							
CFE1.9	Number (and %) of births registered on time	Quarterly	High	98% (3169 of 3230)	96% (3026 of 3136)	98% (2872 of 2930)	98%
<p>This is the number of births registered within the nationally-prescribed deadline of 42 days since the birth of the child. The national target is for 98% births to be registered within that timescale. Stockport Register Office continue to work closely with the hospital and in engagement/outreach with new parents to ensure these targets are met.</p> <p>In 2020/21 we anticipate that the Covid pandemic will impact performance significantly. Birth registrations were postponed for a long period at the start of the year and as such this resulted in approximately 800 births not being registered as the team focussed solely on death registration during this time.</p> <p><i>This measure is impacted by Covid-19.</i></p>							
CFE1.10	Number (and %) of deaths registered on time	Quarterly	High	83% (1475 of 1770)	88% (1475 of 1685)	87% (1590 of 1823)	90%
<p>This is the number of deaths registered (without coroner involvement) within the nationally-prescribed deadline of five days since the death occurred. The national target is 90% for all deaths to be registered within that timescale. Stockport Register Office is continuing to work closely with the bereavement centre at the hospital and with doctors to ensure death certificates are signed in a timely manner. In the UK, in 2019-20, 28% of districts (including the North West), reached the 90% target for deaths being registered within five days.</p> <p>In 2020/21 we anticipate that the Covid pandemic will significantly affect performance. Delays in death registrations increased due to those involved self-isolating as well as to a greater number of deaths. The increased volume led to additional pressures on those staff associated with death registration and certification and thus longer delays in the process.</p> <p><i>This measure is impacted by Covid-19.</i></p>							

Priority 2: Increasing citizens' access to digital technology

Working to support citizens to access and benefit from digital technologies by addressing the three main aspects of digital exclusion – digital skills, personal motivation regarding digital issues and access to digital equipment/connectivity

Delivered by:

Working with the Stockport Digital Inclusion Alliance (DigiKnow) to continue to improve and join up community level digital support

With an increasing number of organisations, services and employment opportunities (beyond just the council) now using digital service routes it is more important than ever to ensure that we have support within our communities for people to get online.

In 2018, the council took an innovative and unique approach to tackling this issue by getting together with key partners and forming a Digital Inclusion Alliance, which aims to create a network of digital support centres across Stockport, making it as easy as possible for residents to find help in their local community. The aim is to build a sustainable “movement” for digital inclusion across Stockport by delivering digital support and skills through established and trusted community groups and organisations who are already providing social support.

Over the course of the year we will continue to build on the momentum of this movement, which has already seen over 8,425 individuals supported over two years, to grow our digital champions resource and continue to join up community level support. This includes working closely with mutual aid networks, the VCSE and other community level organisations to join up digital support which has emerged in response to Covid-19.

Working with all Portfolios to address the barriers to digital inclusion

We know that people who are digitally excluded face a range of barriers to getting online including basic digital skills, motivation and access to digital equipment and infrastructure. We also know that those who are most likely to face barriers to digital inclusion may also be facing other challenges. Over the course of the year, working with the Portfolio Holder for Inclusive Neighbourhoods (as well as with other portfolios), we will continue to work together to address the wider barriers to digital inclusion – recognising the interdependency between digital inclusion and housing, employment, education, public services and wellbeing and connectedness.

Digital Lending Library

The lockdown created a surge in demand for digital kit and connectivity as residents recognised the value of digital technology in enabling them to shield effectively. In response, a Digital Lending Library has been established and it opened for business on 3rd August. Starting Point (the council's DigiKnow delivery partner) runs the service, which has been established through council funding. The regular portfolio reports during the year will provide updates on the library, including information such as the numbers of devices lent, and numbers of people accessing and helped by the service. As yet, no targets have been set relating to the library, but appropriate performance measures may be developed during the year for inclusion in future Portfolio Agreements.

Performance Measures

PI Code	PI Name	Reported	Good Performance	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Target
Council measures							
CFE2.1	Number of individuals supported to get online or improve their digital confidence and skills	Quarterly	High	1,074	2,332	8,425	10,000

The target number of additional individuals supported in 2020/21 is less than in the previous years. Due to the Covid-19 pandemic, venues used have been closed and a number of volunteers providing digital support have been shielding. DigiKnow has therefore quickly revised its offer in light of the emerging change in demand from in-person group sessions to instead providing one-to-one remote support. This has taken more resource as many people lack kit and/or connectivity and access to public computers has reduced. Partners have also therefore had to focus on identifying emerging need and providing devices.

Another factor is that whereas in previous years Stockport's Online Centres have recorded the number of learners who they have registered for the online training platform Learn My Way, as a result of Covid-19, this platform has been opened up so anyone can do this training without going through one of our centres and will therefore not be counted in these figures.

The service is particularly aimed at people who experience one or more types of social exclusion (i.e. older age, unemployment, disability, living in social housing, homelessness, low income). To help us show we are helping the people most in need of assistance therefore, we have set a target of 80% of new people helped by the scheme in 2020/21 being in one or more of these categories of social exclusion. Numbers of people benefiting from the service and the percentage of them who are socially excluded will be reported in the regular performance reports during the year.

Participants are encouraged, and supported, to complete basic digital skills training – i.e. training relating to the five foundation skills in the Government's Essential Digital Skills framework. The aim is that at least 25% of people new to the service in 2020/21 will have achieved this skill level, and again, this will be reported during the year.

This measure is impacted by Covid-19.

CFE2.2	Number of community groups to join the DigiKnow network (cumulative)	Quarterly	High	Not applicable	33	35	40
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This measures the number of community organisations recruited to the DigiKnow network. By March 2020, 35 organisations (including 16 libraries) had been recruited and the target for the end of March 2021 is that the total will have risen to 40.

No active recruitment took place during lockdown – it did not seem the right time to do so as many voluntary and community sector groups were concerned about being able to continue to function. However, now that the lending library is up and running and a good number of digital champions have been trained to support remotely, more active recruitment of groups will take place during the year. A target to achieve a modest increase has therefore been set.

This measure is impacted by Covid-19.

PI Code	PI Name	Reported	Good Performance	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Target
Council measures (continued)							
CFE2.3	Number of digital champions	Quarterly	High	Not Applicable	Not Applicable	35	38
<p>Digital Champions are the individuals who provide training sessions to individuals or groups to get online and use the internet safely. There are currently 35, but that had reduced to 12 at the start of the pandemic due to the volunteers having to shield. They have now been trained to offer support remotely and the number of volunteers has increased again. The main focus will therefore be to make sure the digital champions can continue to offer support remotely and numbers are maintained, but a target to achieve a modest increase has been set.</p> <p><i>This measure is impacted by Covid-19.</i></p>							
Contextual measure							
CFE2.4 GMS	% of residents with all five basic digital skills (GMS).	Every two years	High	78.0% (2016)	2018 data available during 2020	Not Available	To improve
<p>This is a GMS measure tracking levels of basic digital skills. There is a time lag to this measure, but we will be monitoring it to track how digital skills levels are changing within the borough.</p>							

Priority 3: Facilitating citizens' access to arts and culture

Facilitating a cultural offer which improves our citizens' health and wellbeing, sense of place and community, and contributes to economic prosperity.

Delivered by:

Refreshing our local cultural strategy

Working closely with local communities and partners, including our cultural networks, we will review and refresh our local cultural strategy to reflect aspirations for a cultural offer in Stockport that is inclusive and benefits both residents and visitors.

Supporting cultural networks and organisations and individuals working in the sector.

We have an extensive partnership in place across Stockport Libraries, the Ebony And Ivory Community Organisation (EAICO), Stockport Plus, Disability Stockport, Museums & Galleries, Cultural Champions and a range of partners from the voluntary and community sector. Over the course of the year we will continue to work together to bring the community together, including how we mark the unique experiences of our communities during Covid-19.

Shaping our Forward Plan for Museums

Last year we developed a forward plan which set out a strategy and proposed actions for Stockport Museums to deliver ambitious objectives during 2020-2025. This plan was developed in line with a changing national policy framework and resources available for delivery of services. During the year we will continue to progress this plan, including adapting it as appropriate in response to Covid-19.

Identifying opportunities for our library offer to support the delivery of wider outcomes.

We know that libraries play an important role within our local communities as places where people come together, learn, access support and connect with communities of place or experience. The national Libraries Taskforce has set out seven outcomes that library services can contribute to. Working closely with local communities and partners, and in line with our strategic neighbourhood working aspirations, we will work together to identify opportunities for our library offer to support the delivery of wider outcomes for local people.

PI Code	PI Name	Reported	Good Perform-ance	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Target
Council measure							
CFE3.1	Number of visits to Stockport museums.	Quarterly	High	131,379	138,413	156,557	10,000
<p>Number of museum visits during 2020/21 will be significantly curtailed due to the pandemic. Museums were closed from April to early August and are reopening on a phased basis during 2020/21 with social distancing measures in place. It is unclear when school visits will recommence, which represent a significant proportion of our audiences.</p> <p><i>This measure is impacted by Covid-19.</i></p>							
Partnership measures							
CFE3.2	Cultural sector grants	Quarterly	High	Not Available	Not Available	Not Available	Aim to maximise
<p>External funding leveraged from cultural sector grants by organisations and individuals in Stockport. This is a new indicator, so information from previous years is not available</p>							

PI Code	PI Name	Reported	Good Perform-ance	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Target
Partnership measures (continued)							
CFE3.3 (GMS)	Number of engagements by Stockport residents with cultural organisations supported by AGMA.	Annually	High	0.21m	Not Available	Not Available	Aim to maximise
<p>The 211,223 cultural engagements recorded in Stockport were 1.1% lower than in 2016/17, whereas GM as a whole increased engagements by 7.3% during 2017/18. Whilst Stockport had the 4th highest number of engagements in GM, there were 0.85m engagements where residence was unspecified. The 2018/19 figure should be available during 2020.</p> <p><i>This measure is impacted by Covid-19.</i></p>							

3. CITIZEN FOCUS & ENGAGEMENT PORTFOLIO FINANCIAL RESOURCES AND MONITORING 2020/21



3.1 Total Resources

The resources available to the Portfolio for 2020/21 include Gross Revenue Budget and approved use of reserves. These funding sources are described in further detail in sections 3.2 – 3.5 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 (PPRR's).

3.2 Revenue Budget

2020/21 Budget Update

The cash limit budget is currently set at £4.841m, a reduction of £0.801m from the figure last reported in the PPRR Annual Report of 2019/20. Changes made include removal of one-off adjustments for redundancies; to enact the budget decisions of the Full Council last February; and other adjustments made so far in 2020/21:

	£000
Citizens Focus & Engagement 2019/20 Budget at Quarter 4	5,642
Less One-off Items	
Redundancy Costs	(292)
Total One-Off Items	(292)
<i>Changes at Budget, Council Meeting</i>	
Savings:	
Library Service Offer	(250)
Review of Information & Governance	(100)
Balancing the Cost of Services Phase 2	(70)
Museums Offer	(150)
Total Savings	(570)
Changes Made Since Budget, Council Meeting	
Corporate Complaints handling - Adjustment following CSS Directorate management changes	51
Digital By Design – contribution to savings	(7)
Guardianship Orders Assessments	17
Total Changes post Budget Council Meeting	61

2020/21 Budget	4,841

The changes made since the Budget Council Meeting are:

- A £0.051m increase, being a budget adjustment with the Resources, Commissioning and Governance Portfolio; regarding spend on managing corporate complaints made against the council. This stems from changes in some line management arrangements following changes in the CSS (Corporate and Support Services) Directorate senior management structure.
- A £0.007m reduction, being budget transfer of cost savings realised by processing forms online in Registrars and the Contact Centre. This is a Digital By Design (DBD), savings intervention work.
- An increase of £0.017m, following a change in CSS management arrangements for assessing financial support on child Special Guardianship Orders (SGO's). From Children's, Families and Education Portfolio.

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

	Employee Expenditure	Non-Employee Expenditure	Gross Expenditure	Gross Income	Net Cash limit Budget
	£000	£000	£000	£000	£000
Communications	347	233	580	(238)	342
Contact Centre and Help with Benefits Advice	1,327	73	1,400	(71)	1,329
Library Service and Information Service	1,946	934	2,880	(229)	2,651
Museums and Arts	860	173	1,033	(492)	541
Registrars, Events and Citizen Focus Management	993	298	1,291	(1,313)	(22)
Citizen Focus and Engagement Total	5,473	1,711	7,184	(2,343)	4,841

3.3 Forecast Outturn

Net Cash Limit	Net Expenditure	Appropriations	(Surplus) / Deficit
£000	£000	£000	£000
4,841	5,729	(58)	830

The Portfolio is at present forecast to be in a deficit position of £0.830m. The expected deficit is due to the impact of coronavirus and mainly on demand for services particularly the Events Service, the Registrars Service and the Museums Service.

The events and registrars services are currently estimated to be in deficit by £0.476m due to social restrictions impairing the ability to generate additional fees and charges and, in the case of the Events Team, host any functions or events. Museum Services' attractions have remained closed and, though some costs have been consequently saved, the service still faces a loss of £0.256m.

Costs will be also be incurred elsewhere including the contact centre and Help with Benefits Service on IT equipment and licenses to enable service continuity to be provided by homeworkers.

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.

The reserve commitments shown are subject to change as part of the council's Reserves Policy update that will be reported to the Corporate Resource Management and Governance Scrutiny Committee and Cabinet in September. Changes to the Reserve Commitments shown will be reported in the mid-year PPR Report.

Reserve Category	Reserve Narration	To be used for	Approved £000	Forecast Use 2020/21 £000	Balance £000
Corporate Reserves					
Reserve Linked to Budget	Transformation - Invest to Save Reserve	Museum Projects	131	18	113
Reserve Linked to Budget	Transformation Double Running Reserve	To Support 2021/21 phased savings - Museums Offer	40	40	0
TOTAL			171	58	113

3.5 Savings

Proposal	Risk Rating	Value £000	Value Achieved £000	Additional Information
Library Service Offer	GREEN	250	250	Achieved. Coronavirus issues notwithstanding.
Review of Information & Governance	GREEN	100	100	Achieved. coronavirus issues notwithstanding
Balancing the Cost of Services Phase 2	AMBER	70	10	Most of the saving was centred on raised statutory fees in Registrars. In isolation the additional yield should be achieved but coronavirus is affecting other income yields.
Museums Offer	GREEN	150	150	Achieved. Coronavirus issues notwithstanding.
Total		570	510	

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.

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

CSS - Corporate and Support Services

DBD - Digital By Design

EAICO - Ebony And Ivory Community Organisation

EU - European Union

FOI - Freedom of Information

GM - Greater Manchester

GMCA - Greater Manchester Combined Authority

GMS - Greater Manchester Strategy

IAG - Information, Advice & Guidance

IT - Information Technology

KPI - Key Performance Indicator

PI - Performance Indicator

PPRR - Portfolio Performance and Resources Report

SEND - Special Educational Needs and Disability

SGO - Special Guardianship Orders

UK - United Kingdom

VCSE - Voluntary, Community and Social Enterprise