

Stockport team ambition respect

Inclusive Neighbourhoods

Portfolio Performance and Resources Annual Report 2020/21



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INCLUSIVE NEIGHBOURHOODS - PORTFOLIO OVERVIEW

Portfolio Summary

I am extremely pleased to present the quarter 4 portfolio performance report, which, despite additional pressures on staff and other resources, shows great progress and achievements across the portfolio.

At this point I would like to express my thanks to all officers and partners for their commitment to achieving the portfolio outcomes and for their responsiveness to the change in direction required in response to Covid 19 and lockdown situations, it really has been a team effort across all sectors.

The breadth of the portfolio has expanded as change has occurred and this will continue into next year's portfolio agreement.

One key strength of the portfolio is its cross cutting work with other portfolios as in this year addressing the issues relating to school holiday hunger (C&F), digital exclusion (CF&E) and more recently the implementation of the Community Champions Scheme (AS&H).

There is so much I could say about the outcomes achieved in the face of adversity, but then the report speaks for itself, with so many positive achievements mentioned.

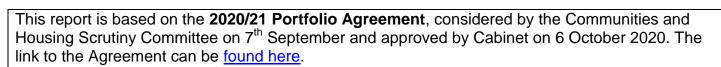
CIIr Amanda Peers, Cabinet Member for Inclusive Neighbourhoods

Revenue Budget (Outturn)		Capital Programme
	£000	
Cash Limit	673	There is no capital programme associated
Outturn	674	with the Inclusive Neighbourhoods Portfolio.
(Surplus)/Deficit	urplus)/Deficit 1	
<u>Reserves</u> Approved use of reserves balance £0.820m; a net draw down of £0.152m is in the outturn, including a transfer of £0.045m Revenue Grants reserve included elsewhe	ncluded in In to the	



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INCLUSIVE NEIGHBOURHOODS 1. DELIVERING OUR PRIORITIES



Updates on **key programmes of work and other activities** are referenced within the Portfolio Priorities within this section of the report, alongside the latest available **performance data**. The Mid-Year Report included updates where available to the end of October 2020, and this report reflects the picture as at the end of March 2021 where this is available.

Performance measures are categorised to reflect the Council's influence and responsibility as Council, Partnership or Contextual. These categories are used to determine the type of target used as numerical, comparator, direction of travel or if no target is set. Definitions for these categories and target types are included within the Agreement.

Highlight and exception commentary is provided for performance measures. Where performance or progress in delivering priorities is impacted by the Covid-19 pandemic and resulting restrictions, this is reflected within the commentary. As highlighted in the Agreements, it has not been possible to set annual targets for some measures due to these impacts, but 'direction of travel' will continue to be shown for these.

The Portfolio Performance Dashboards have been updated to reflect 2020/21 data where available, and the Inclusive Neighbourhoods Dashboard can be <u>found here</u>. This contains further historical trend data in addition to comparative data (where available) the latest of which relates to 2019/20.

In response to feedback from Scrutiny Committees, the criteria for RAG rating and direction of travel status has been clarified and is included below. The rationale for any variations to this will be clearly highlighted within the commentary.

Key to symbols used in tables Red: Indicator is performing Getting worse: This indicator has worsened significantly (>5%) below target when compared to previous period Stable; Indicator value has changed by Amber; Indicator is performing slightly less than 1% when compared to previous (<5%) below target period Green; Indicator is on track or Getting better; This indicator has improved G when compared to previous period performing above target Bold measures are included in the Greater Manchester Strategy outcomes framework and/or suite of 'headline' measures included in Corporate Report Data in italics is provisional / forecast

Priority 1: Connected, safe and inclusive communities

Communities Programme

The Thriving Communities programme has continued to focus on shaping and defining the key projects that can both deliver tangible change and a community first approach, whilst also providing wider learning for the system. The following themes and associated workstreams have been identified: -

- Early help and prevention
 - o all age approach
 - o preventative services recommissioning
 - o digital to remain independent
 - financial inclusion
- VCFSE support
 - VCSFE support and engagement
 - o community investment
 - o volunteering
- Inclusive communities
 - o community champions
 - \circ equality and diversity
 - 'One Neighbourhood' model
 - o neighbourhood team development
 - \circ neighbourhood model
- Places and spaces
 - o workforce aligned to the workforce transformation programme
 - o community space

Many of the identified workstreams align with this Portfolio's existing strategic objectives.

Work with the teams around the place (TAPs) and mutual aid groups continues. There are still 22 active mutual aid groups and we now have active ethnically diverse / faith groups offering food parcels and humanitarian aid. Learning has been extracted from community-based working, (Lancashire Hill network, place-based integration, TAPs) to inform the development of a 'One Neighbourhood' model.

A successful bid has enabled the planning of a community champion programme which is being scoped for delivery from May 2021. This will include training volunteers to help spread the word about safe messaging around Covid vaccine programmes and supporting uptake with minority groups. (please see section 3 below for further information). This work is led by the Adults and Health Portfolio and supported by the Inclusive Neighbourhoods Portfolio.

VCFSE, including ONE Stockport

A programme of activity has been delivered under the One Stockport brand over the last 12 months, in line with the three core themes of:

- 1) supporting local businesses
- 2) connecting communities
- 3) promoting health and wellbeing.

A key priority for the last quarter has been to continue to work with local communities and organisations to identify 'good news stories' to celebrate examples of the themes of One Stockport

in action. To support this, a number of case study videos have been produced including those featuring the 'Friendly Fridays' group, Cheadle Mosque and the Landing community gardening project.

In addition, activity has focussed on supporting the re-opening of non-essential retail in district and local centres. Banners encouraging people to shop locally have been hosted by a diverse range of different organisations including businesses, community buildings, and public sector buildings.

A relaunch of the website is planned to coincide with the launch of the Borough Plan in mid-May.

Feedback and input from community groups and businesses continues to be gathered as the plan for the next three months is developed.

Volunteering

We continue to work with Sector 3 and Healthwatch to support volunteering in Stockport, including providing staffing resource for the interim virtual volunteering hub hosted by Healthwatch. We have over 400 volunteers registered and 200 volunteer roles have been filled since April last year, as well as over 100 volunteers recruited to help at Covid vaccination centres.

We are working with partners to develop a cross-sector volunteering strategy for Stockport. This includes proposals for a long-term sustainable volunteer matching and development hub; and a review of the Council's engagement with volunteers to develop a strategic approach which will optimise our work with volunteers and contribute to the shared goals identified in the Borough Plan.

Community Funding and Investment Strategy

In the second half of 20/21 we invested approximately £300k in our VCFSE organisations, including £22.7k through Covid response micro grants to help 24 organisations to support their communities. Forty Six organisations were supported through the Stockport Local Fund (SLF) round 5 which awarded £271k of grant funding.

Data captured from the end of scheme monitoring of round 2 investments shows SLF recipients: -

- Levered match funding of £83,489
- Mobilised 4,402 volunteer hours with a monetary value of £40,986, average hourly rate of £9.31
- Delivered 91 sessions/activities
- Worked with 10 statutory services
- Reached 895 residents
- Delivered 116 hours of workshops and learning
- Supported 3500 work trials hours
- Created 2 part time posts of 18.5 hours a week

Work continues to develop a funding partnership across Sector3, Stockport Homes and other registered social landlords to maximise the use of local funding, pool local expertise and support organisations to secure national funding. This alliance has grown stronger, bringing in other partners from Great Places, Onward Housing and Life Leisure. There have been live workshops from funders, that are now available online, and we have successfully drawn significant funding into the sector.

Work also continues to build cross sector collaboration. We held two sector connector events in quarter 3 and 4, focussing on the themes of collaboration, and wellbeing and resilience. Themes

were decided as a result of feedback from attendees. Both events had more than 50 attendees and had even representation from private, VCFSE and local authority settings. The split between new and returning attendees was approximately 50/50. Feedback from attendees was very positive, with some people reporting that the change to virtual meetings had facilitated their attendance. Of those responding to the evaluation, over 95% had made new connections due to attending sector connector and over 50% of organisations attending made an offer and/or ask during the event.

Safer Stockport Partnership Delivery Plan

Over the course of 2020/21, the Safer Stockport Partnership (SSP) has adjusted its work on an ongoing basis according to changes in demand that are have been directly and indirectly relating to changes (easing and tightening) of covid-19 lockdown restrictions.

The SSP Board last met on 1st April 2021 and some key issues and activities identified at the meeting within each of the Partnership's priorities are summarised below: -

Public safety and protection

- Covid has been the biggest driver of demand since the end of 2020, with particular pressure on parks and green space due to schools being closed and most recreational facilities being unavailable.
- Reports of young people gathering and causing anti-social behaviour were common across the borough. Greater Manchester Police picked these up as part of the initial covid response and involved partners where necessary.
- Meetings of key partners have taken place to look at addressing cross-border activity, particularly with Tameside, Derbyshire and Cheshire, in relation to organised crime and potential increases in child criminal exploitation.
- Complaints about covid breaches in businesses and private houses have decreased since January as new restrictions imposed by lockdown settled in.
- The vast majority of businesses have operated within the restrictions. And partners have provided support to help ensure compliance. Enforcement measures have been imposed when necessary, but this has been rare.

Protecting vulnerable communities

- Domestic abuse services have continued to see an increase in the complexity of referrals.
- The Domestic Abuse Bill, to be implemented later this year, will bring £546k of additional funding to the borough to address domestic abuse.
- Six new perpetrator programmes have received funding from the Home Office for four boroughs in Greater Manchester including Stockport.
- Substance misuse services have continued to operate for new and existing clients throughout lockdown. Face to face services have been available where required but most interventions have been undertaken remotely. There have been challenges, however, with provision of community detox during lockdown, but safe reduction advice has been provided.
- The number of complex safeguarding cases has been increasing since July 2020.

Transforming Justice

- Work to bring the probation service and the community rehabilitation companies back together has been ongoing. This will result in the launch of Greater Manchester Integrated Rehabilitation Services from June to September 2021.
- Community payback delivery has been largely paused during covid, though a few schemes that delivered covid-related benefit to communities were undertaken. Recovery plans are being made in line with the Government's recovery roadmap.
- The targeted youth support service (YOS) has seen an increase in referrals in recent months

due to schools reopening and ongoing work to clear backlogs in courts.

• The return of schools means that school-based work on issues such as knife crime awareness, hate crime and general crime awareness has resumed.

Prevent

- On 08/02/21 the UK's terror threat level was scaled down from "severe" to "substantial" following a significant reduction in the momentum of attacks in Europe.
- Numbers of channel referrals had reduced since the first lockdown, but these have started to increase again since schools reopened.
- Counter terrorism police have raised concerns around 'unseen' vulnerabilities amongst young people. In particular in relation to online activity, as young people are spending more time online (largely unsupervised). This has included accessing materials via websites and gaming platforms.
- The Stockport Prevent self-assessment was submitted in October 2020 feedback and recommendations are expected in May 2021.
- Planning and preparation is underway for the channel panel case peer review that is due to commence on July 20th 2021.
- Following opposition from all Greater Manchester districts, Home Office proposals to reduce the number of channel panels in Greater Manchester will not now proceed.

Measuring Performance and Reporting Progress

Partne	rship Measures							
PI		Good	2018/19	2019/20		2020	/21	
Code	Short Name	Perform- ance	Actual	Actual	Actual	Target	Status	Trend
IN.1.1	Proportion of successful applications to the Stockport Local Fund (number of successful applications / total number of applications)	High	15% (43/274)	23% (54/231)	48% (42/86)	36%	G	(²) To have not control in second
IN.1.2	Proportion of Stockport Local Fund awards made as small grants (under £500)	N/A	27% (12/43)	22% (12/54)	100% (2/2)	27%	G	T for page and condition depend
Alongsi the Sto	se 5, the application process wa ide the Stockport Local Food, S ckport County 'Food for Christm 5500 has reduced significantly.	ector 3 de	livered a s	mall grant	ts scheme d	istributing	monies d	onated to
IN.2	Number of sector collaboration events held	High	N/A	New measure	10	10	G	N/A
Connec	ne past 12 months, 10 sector co ctor Events; 2 x Food Network r and 1 x Money Max roadshow.							
IN.3	Amount of external funding secured by VCSE organisations as a result of infrastructure support	High	N/A	New measure	£800,916	£100k	G	N/A
IN.4	Number of groups listed on the Stockport Local Directory	High	936 As of end	1020 as of end	976 (as of end of April	Aim to maintain	A	$\overline{\nabla}$

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	ost recent community safety data bout more recent crime trends b					itary abov	ve provide	s furthe
Contex	Contextual Measures							
PI Code	Short Name	Good Perform- ance	2018/19 Actual	2019/20 Actual				Trenc
IN.11	GM Community Safety Survey indicators: - 'My local area is a place where people with different backgrounds get on well together		N/A	Strongly agree - 33% Tend to agree - 45%	Strongly agree – 29% Tend to agree- 47% (end of March 2021)	N/A	N/A	N/A
IN.12	GM Community Safety Survey indicators: - 'My local area is a place where people look out for each other		N/A	Strongly agree - 35% Tend to agree - 49%	Strongly agree – 32% Tend to agree – 46% (end of March 2021)	N/A	N/A	N/A
IN.13	GM Community Safety Survey indicators: - 'I feel a strong sense of belonging to my local area'	High	N/A	Strongly agree - 38% Tend to agree - 39%	,	N/A	N/A	N/A
IN.14	Number of VCSE organisations	High	1689 (June 2017)	1630 (May 2020)	1672 (May 2021)	N/A	N/A	N/A

Priority 2: Financial resilience and inclusion - enabling all residents to benefit from local economic opportunities

Adult Education Service and Apprenticeships (including Local Access Programme and Jobs Match)

A new piece of work is being commissioned to produce an economic plan for the borough following the development of the One Stockport approach. This plan will review the purpose and structure of the Work and Skills Board to refresh it and to give it a new focus and drive in relation to the issues and priorities that are emerging from the pandemic.

Stockport Jobs Match continues to thrive and grow following the successful upgrade of the system using funding awarded from GMCA. The number of jobs, employers, job seekers and training providers that are registered on it, and making use of it, continues to increase. March 2021 was the most successful month yet with: -

- A 50% increase in website traffic 2,159 more people used the Jobs Match website in March than December.
- Daily advertisements reached a peak of 5,830 daily jobs by the end of the month (compared to 4,107 in February).
- Jobseeker activity levels have also risen, with applications almost 20% higher than last month.
- The number of vacancies advertised continued to rise in March, reflecting increased employer confidence as we emerge from lockdown. Towards the end of the month, there was a notable increase in retail and hospitality jobs, with a peak of 5,800 daily jobs advertised.
- In line with the increased job vacancy levels, jobseeker activity is also starting to rise. Total
 job views increased by 10% and job applications by almost 20%. Of the 991 applications
 submitted In March, 14% were direct applications compared to 10% in February showing a
 preference to apply in fewer clicks.

The Kickstart scheme in Stockport has also made progress, with the first 47 applications for jobs with employers being approved and recruitment starting. The employers have been pleased with the calibre of young people being put forward by partners in Job Centre Plus.

Additional funding has been provided by the Government for the Restart and Job Entry Targeted Support (JETS) employment programmes to support those who will find it even more challenging to gain employment under the conditions created by the pandemic. The local programme for Stockport has been awarded to Ingeus, a well-established partner for the Working Well Programme that we have good experience of working with. Officers have arranged to meet the delivery team at Ingeus to coordinate a successful launch and referral pathways for the Stockport programme.

Financial resilience

Covid Winter Package

During quarter 4 work focused on the distribution of the Department for Work and Pensions' Covid Winter Package (CWP). A grant of £1.169k was distributed through over 29,000 payments, including over 23,000 payments to families in receipt of free school meals and £250k distributed by partner agencies including schools, colleges and VCSE organisations. Support provided included provision of cooking appliances to over 100 households; emergency fuel vouchers issued to 112 households; financial support to 2266 families not eligible for free school meals, 52 care leavers

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and 10 families subject to Special Guardianship orders.

An additional £200k raised by Stockport County Christmas crowd funding was also distributed alongside the CWP, including £170k to grass roots voluntary and community projects supporting those experiencing food poverty.

Positive feedback has been received from parents and schools: -

'The free school meal vouchers were really welcome and appreciated as I have hardly been able to work lately. Two of my children cannot attend school currently as other pupils in their class bubble got infected with corona virus. Sadly, I have nobody who could mind the children for me and I am not eligible for any grants or payments.' (patent recipient)

'On behalf of myself & families we would like to say a great big thankyou. You have made our families extremely happy. They appreciate the funding and are shocked and surprised but very grateful. You have helped to make them smile again.' (school representative)

Money maximisation

Promotion of local services to support those on a low income continues via the virtual money maximising roadshows, using social media platforms. Videos promoting support funds, healthy start vouchers and credit union have all be made and widely shared. Take up of healthy start vouchers has increased to 59%, from 54%, and is now above the national average. Credit union continue to report increased members.

Direct investment has been made in the Credit Union to support them to continue to grow their reach and offer and to provide an ethical alternative to households with lower credit ratings.

A focus on more strategic investments has also identified 3 areas of emerging priority: -

- Sustaining enhancements to the local welfare offer
- Sustainable food support
- Enhancements to specialist advice and budgeting support

A strong multi-agency partnership has been developed to take forward this work, including a newly established food network comprising 20 local partners who are providing food support to local communities. Engagement with these partners indicated that approximately 1600 families are regularly supported by our VCFSE to access food.

Measuring Performance and Reporting Progress

Faithe	ership Measures							
PI		Good	2018/19	2019/20		202	0/21	1
Code	Short Name	Perform- ance	Actual	Actual	Actual	Target	Status	Trend
IN.16	Continuing Education – Classroom Based Learning Overall Pass Rate (number)	High	97.2% (1,444)	94.9% (1653)	96% (1,360)	97%	A	
IN.17	Continuing Education – Classroom Based Learning Overall Retention Rate (number)	High	94.3%	98% (1,686)	98% (1,389)	95%	G	\Box
IN.18	Continuing Education – Classroom Based Learning Overall Achievement Rate (number)	High	91.6% (1,444)	93% (1,653)	92% (1,304)	93%	A	\mathbf{r}
IN.19	Continuing Education – Learners from the borough's priority areas (number)	High	41.2%	41.8%	43%	45%	A	

As the impact of the pandemic continued into the 20/21 academic year, the continuing education service has recruited a lower number of learners into learning due to the challenging operating conditions and the negative impact on the confidence of learners whose first language is not English. However, despite these factors, there is no significant difference in the learner profile with 43% from the priority areas.

Remote learning has continued to be provided and the service was successful in bidding for funding to provide technology to support learners with learning from home - approximately 70 learners have been issued with a Chromebook, and over 50 have accessed support through digital classes at the centre, or through Starting Point, which is funded out of the digital support grant provided by GMCA.

An additional high point was the success of one of the service's delivery partners, ACORN Recovery, a service that supports people with addiction dependencies. One of the service's teachers won the Teaching Excellence Award at this years' Educate North Awards. He won the award as recognition for his fantastic work with learners dependent on drugs or alcohol. The win comes as over 80% of learners attending courses in 2018/19 reported progressing into employment, volunteering and/or further learning.

Council measures

Please note, work-clubs and jobs fairs have been suspended due to the Covid-19 pandemic, consequently updated data on these activities is not available at present. Job seeking support and job vacancy promotion has transferred to the Council's online Job Match service, please see commentary above for further details

Priority 3: Equality, diversity and inclusion – working with our workforce, communities and partners to become a more inclusive organisation and borough

Equalities, Diversity and Inclusion,

<u>Communities, VCSE Equality Networks and active community capacity development;</u> Direct investment was made in Sector3 to recruit an equalities, diversity and inclusion (EDI) role. The role will be shared by representatives of Nexus and Forward, who will work together to build the capacity of our equality networks. A working group has been established to support with this work and 30 individuals engaged in an initial scoping session.

We continue to maintain relationships with our active mutual aid groups, many of who have diversified their work, and link them into local developments including the test and trace team and vaccine roll out.

Stockport was amongst 50 local authorities across England to be awarded funding from MHCLG in January 2021 to support the development of the community champions programme, which will include projects aimed at those disproportionately affected by the impacts of the pandemic. Stockport was awarded £650,000. Whilst this work is led by the Adult Care and Health Portfolio, the Inclusive Neighbourhoods Portfolio has been working closely alongside to facilitate broad links across the VCFSE and wider inclusive neighbourhoods priorities as this work is developed.

Direct investments and community infrastructure grants have been awarded to several VCFSE organisations to ensure the recruitment of 'community champions' across Stockport. Some partners will use radio and social media – to attract involvement and insight from young people. Recruitment for community champions is being promoted to all community networks, in order to encourage existing volunteers, who have a wider-reach and links to good networks, to also consider becoming a community champion. A further update is outlined within the Adult Care and Health portfolio report.

Opportunities for insight gathering is integral during the programme, including 'community reporting' as an approach; and work will continue with Greater Manchester partners to reflect on 'lived experience' during pandemic, behaviour change and possibly a collaborative evaluation. Learning from this will inform future approaches relevant to the focus of this Portfolio to working with communities and the VCFSE.

Workforce development;

An updated Let's Talk flexible working survey has just been completed by nearly 1300 colleagues to further understand colleagues' experiences, challenges and benefits of working from home. Equipment was one of the areas of focus and based on the feedback received, work has been undertaken to remind people of the existing options available for equipment to support their working environment at home. A small number of colleagues are working in the office environment where a completed risk assessment has identified that this is the most appropriate place to meet their needs.

We now have five supported employees and one supported apprentice. Four of the supported employees are all presently working from home, with a clear work plan and direct support from PURE innovations. We are working with Business Support and Estates to ensure that, going forward, an appropriate allocated space within the civic complex is made available so that these

employees can return to the office to complete tasks that have been carefully selected as appropriate to them. Plans to develop an appropriate package of work for the fifth supported employee are ongoing with support from PURE.

The supported apprentice has recently started in post on the Workforce Development scheme, undertaking work that is well suited to him and is on target to complete his apprenticeship in the Winter.

Four employee engagement groups started in January, covering the following areas: - disability; Black, Asian Minority Ethnic communities; working carers; and LGBT+. These groups have had good attendance overall and, with external facilitation support, are beginning to be established. They will have regular input in the corporate equalities steering group.

Equality Impact Assessments

Work has progressed in the review of the Council's equality impact assessments (EqIA) and a revised approach to EqIAs is now being piloted. The aim is to bring a closer and earlier focus to understanding different equality considerations and experiences to shape service design and decisions. Alongside the revised EqIA work has also continued on the development of a training and support package to embed the revised approach to EqIAs and support their effective use.

Inclusion

Communities continue to collaborate on the longer-term impacts of the pandemic, with activity focused on those areas where the impacts of covid are felt most acutely and were collaboration can both add value and increase reach, including: -

- Domestic violence following the success of the resident-led Orange Umbrella domestic abuse project in Brinnington, roll out is planned to Bramhall and Reddish. £5000 Proceeds of Crime Monies has been secured to extend the roll out and compliment the SSP investment.
- Long covid working collaboratively with Public Health and the CCG a long covid support group has been established in Tame Valley. Initial engagement has been carried out with seven residents to understand the impact of long covid. Key issues identified so far include anxiety about the unknown and financial worries and pressures.
- Vaccine inclusion group a multi-agency task and finish group has been convened with a range of third sector and faith partners to connect with local communities and address concerns and barriers to vaccine take up
- Volunteering see section above for further information
- Covid remembrance Stockport Inter-faith network led a day of remembrance to coincide with the anniversary of the National Lockdown
- Christmas VCSE partners coordinated a community response to Christmas under the banner of One Stockport. Work was carried out across a range of partners to maximise the diversity of the gifts donated and ensure all those who may be vulnerable at Christmas were supported. The Giving Tree in Mersey Way received over 2,000 gift donations that were distributed to schools, VCSE partners and via Stockport Family teams.

INCLUSIVE NEIGHBOURHOODS 2. FINANCIAL RESOURCES AND MONITORING

2.1 Revenue – Cash limit

Budget at Outturn

	Previously Reported (Q3)	Increase (Reduction)	Outturn Budget
	£000	£000	£000
Cash Limit	673	0	673

Budget changes from previous quarter

No changes have been made to the cash limit since the 2020/21 Q3 Budget Monitoring Update to the Council presented at Cabinet on 9th February 2021, and Corporate Resource Management and Governance (CRMG) Scrutiny Committee on 13th April 2021

Outturn Position

Net Cash Li £000	Met mit Expenditure £000	Appropriations £000	(Surplus) / Deficit £000
673	871	(197)	1

The Portfolio has ended the financial year with a marginal outturn deficit of £0.001m on the cash limit. Outside of the cash limit, the Portfolio, has been involved in administering and distributing various government grant funded packages aimed at ameliorating the effects of Covid-19 on vulnerable households across Stockport. Some Humanitarian Aid Grant was returned to corporate provision to be considered for further draw down in 2021/22.

2.2 Earmarked Reserves

Most earmarked reserves are held at a corporate level and services produce a business case to drawdown 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 ringfenced reserves and the Directorate Flexibility Reserve.

The table below reflect the current balances in reserves. The planned use of these reserves will form part of the annual in year review of the council's reserves policy, aligned to 2021/22 financial planning and anticipated commitments.

Reserve	Reserve		Approved	Appropriations 2020/21	Balance
Category	Narration	To be used for	£000	£000	£000
Strategic	Transformation –	Community			
Priority	Invest to Save	Investment Fund	820	(197)	623
	TOTALS		820	(197)	623