STOCKPORT
METROPOLITAN BOROUGH COUNCIL

Stockport team ambition respect

Citizen Focus and Engagement

Portfolio Performance and Resources Agreement 2021/22

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ONESTOCKPORT

Date	7 June 2021	Version	1.0	Approved by	DS

CITIZEN FOCUS AND ENGAGEMENT PORTFOLIO HOLDER'S INTRODUCTION

I am delighted to be taking on the Citizen Focus and Engagement Portfolio for 2020/21 and would like to thank Cllr Kate Butler for all her work in developing this portfolio over the last two years.

Whilst a number of services within the portfolio were disrupted by the pandemic last year (such as libraries, museums, registrars and events), there could be no better time to look forward and focus on how we "build back better" in each of these areas, to best serve the people of Stockport as the country emerges from the pandemic and its impacts.

Our libraries had to close during the first lockdown and at the time of writing this, we are still not able to provide our full range of library services due to the Covid restrictions and government guidance that remain in place. I am committed to reinstating all services as soon as we are able to, including reopening Central Library, and to enhancing our libraries offer for the people of Stockport to ensure that our libraries are welcoming, relevant and well used by as many residents as possible.

Museums too had to close during much of last year, and as we emerge from the pandemic we look forward to welcoming back regular visitors such as school groups and encouraging more people to take advantage of the opportunity to appreciate the rich heritage of Stockport that our museums offer.

I am also committed this year to continuing the council's strong focus on digital inclusion and enhancing our offer further to ensure that no resident is left behind in the increasingly digital world that we live in. We have seen through the impact of the pandemic that our approach to digital inclusion needs to encompass access to data and devices as well as supporting people to develop digital skills. We have seen more young people and people of working age needing digital support. I will continue to work with our partners across the borough to grow Stockport's digital lending library and to ensure that we help even more people get online and develop their digital skills and confidence this year.

And, I will continue the strong focus on the citizen experience when interacting with the council, ensuring that we continue to transform our services for the 21st Century: that we use a data and evidence based approach when designing services to ensure they meet the needs of local people; that digital services are slick and seamless for those using them; that call handling at the contact centre continues to improve for those that do need to phone us; and that the council communicates, engages and consults with a wide range of local people to inform the way we do things.

Cllr David Sedgwick, Cabinet Member for Citizen Focus and Engagement

Revenue Budget 2021/22	
	£000
Gross expenditure budget	6,952
Less income budget	2,312
Net cash limit budget	**4,640**

Reserves
Approved use of reserves balance is £0.211m.

Capital Programme

There are no capital schemes currently associated with the Citizen Focus and Engagement portfolio.

CITIZEN FOCUS AND ENGAGEMENT – PORTFOLIO SUMMARY 2021/22

The outcomes we want for Stockport are…	**Communities in Stockport will be safe, resilient and inclusive**		
Our Portfolio Priorities are…	**1. Building everything we do around our communities**	**2. Maximising the opportunities of digital and increasing inclusion**	**3. Embracing our heritage and culture**
We will deliver these Priorities through…	• Improving citizens' experience of interacting with the council. • Developing our library offer against the national DCMS libraries taskforce framework. • Enabling citizens to influence the way that services are designed through consultation, engagement and co-production.	• Developing and delivering a digital strategy for Stockport. • Maximising digital opportunities to enable citizens to lead happy, healthy, independent lives. • Enhancing our digital inclusion offer, including growing our lending library.	• Driving forward our Cultural Strategy • Supporting the development of cultural networks across the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector. • Delivering the Museums and Collections Forward Plan
We will shape our future direction by being …	A council that is built around our communities		
	A council that maximises the opportunities of digital		
	A council that values partnerships and collaboration		
	A council that cares about our staff and engages them in the future		
We will work with GM partners to …	Put communities in control		
	Put people at the heart of everything we do		

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 the people of Stockport have expectations of the council to be a modern, efficient and responsive organisation that puts Stockport residents at the heart of everything it does.

In the simplest terms this means that we will:

- Continuously improve the citizen experience of interacting with the council – whether digital, by phone, or in person.

- Design our services around the people who live in the borough – drawing upon data, insight and feedback to do so.

- Involve citizens in rethinking and redesigning our services to ensure they are both cost effective and fit for the future – this may be through engagement, consultation or co-production.

- Celebrate the people, heritage and history of Stockport through promoting a strong cultural and heritage offer.

- Develop the community offer provided by Stockport's libraries including local access to information, advice and guidance.

The past year has demonstrated the passion and ingenuity of our communities as we have dealt with the pandemic and its impacts on the people of Stockport. We have worked closely with our communities during this time, using different communication and engagement approaches to share and shape important messages; work together to identify important priorities; and, get feedback on how we work. The insight we receive from our communities is incredibly important in informing council and partner services and we will continue to involve citizens as we design our services in a way that is fit for the 21st Century.

More and more people have moved to digital methods of accessing information, advice and guidance, interacting with services and staying in contact with loved ones. We want to make sure that an increasing number of interactions with the council are as simple as possible with a digital first approach wherever this is appropriate.

For the 13% of Stockport residents who remain digitally excluded – whether due to skills, access to data (broadband or mobile data packages) or access to devices – we will also continue to focus on reducing digital exclusion in the borough by growing Stockport's Digital Alliance, increasing the numbers of digital champions and creating more opportunities for residents to access no-or-low-cost data and device solutions.

This focus on improving customer experience whilst also ensuring as many residents as possible are digitally included will be key for the year ahead.

We will also focus on enhancing Stockport's library services by developing the community offer our libraries provide (which has been a lifeline for some in the pandemic), including enabling community groups to make better use of the spaces in our libraries. As we develop our libraries offer this year, we will focus on the outcomes set out by the Department of Digital, Culture, Media and Sport (DCMS) Libraries Taskforce – such as supporting educational attainment, improving health and wellbeing, connecting communities and increasing digital access and skills – ensuring that our libraries benefit as wide a range of people as possible.

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

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

The key services and functions within the Portfolio which contribute towards this vision are:

- Information, Advice & Guidance (IAG) services, including the Contact Centre and other access points

- Stockport's Library Service.

- Marketing and Communications

- Consultation and Engagement

- Registrars and Events

- Museums and Culture

- Complaints Handling

Measures and Targets used within the Agreement

As in 2020/21, measures are categorised to reflect council responsibility:

- **Council** – these measures are largely under the council's direct control (e.g. Council Tax collection, highway conditions, re-ablement).
- **Partnership** – these measures are influenced by the council with partners (e.g. 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 (e.g. 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 (PPRF) was reviewed over summer 2020, taking into account the impact of the pandemic and reduced committee cycles on reporting. For 2021/22, there will continue to be three reporting cycles, reverting to the previous model with Mid-Year, Quarter 3 Update and Annual Reports. A financial update report for the first quarter will be brought to Corporate, Resource Management & Governance (CRMG) Scrutiny Committee and Cabinet in September, with any significant performance issues reported by exception.

The first set of in-year Portfolio Performance and Resource Reports (PPRRs) will be at Mid-Year in November, followed by a Quarter 3 Update in late February / early March 2022, and the Annual Reports in June 2022. Data within the portfolio performance dashboards will be updated alongside these reporting cycles.

Citizen Focus and Engagement portfolio		
Time Period	**Report**	**Committee Date**
April to June	Financial Update Report	7th September
April to September 2021	Mid-Year Portfolio Report	23rd November 2021
October to December 2021	Third Quarter Update report	1st March 2022
January to March 2022	Annual Portfolio Report	June 2022 (to be confirmed)

Policy Drivers

This section summarises key legislative and policy developments likely to influence the work of the portfolio during 2020/21. Updates on these will be included in the in-year reports.

National

Covid-19 Pandemic Response

The ongoing Covid-19 response and recovery is prominent across our priorities and will continue to be a focus of activity over the next 12 months. The continued roll-out of the vaccination programme, addressing new variants and learning about the longer-term impacts of Covid on our communities, from wider health and wellbeing considerations to economic growth, employment and recovery, are amongst the challenges ahead.

Public Libraries and Museums Act 1964

The Public Library and Museums Act is a legislative act placing statutory duty on Stockport Council to "provide a comprehensive and efficient library service for all persons" who live, work or study in the local area. For more information: Public Libraries and Museums Act 1964

Libraries Deliver: Dept. for Culture, Media & Sport (DCMS) Ambitions for Public Libraries

In December 2016, DCMS published Libraries Deliver, which outlines a vision for Libraries to be "*vital community hubs - bringing people together, and giving them access to the services and support they need to help them live better*". Stockport Council is committed to this ambition and future strategies will support communities by continuing to transform how citizens make the best use of the services they can offer.

Greater Manchester

Greater Manchester Strategy (GMS)

The 2017 Greater Manchester Strategy: Our People, Our Place outlines and explains ambitions for the future of the city-region, covering health, wellbeing, work and jobs, housing, transport, skills, training and economic growth. By September 2021 a new 10-year GMS with a three-year implementation plan will be launched. The new GMS will have a greater focus on wellbeing, equality and sustainability and will be the mechanism for taking forward the GM Independent Inequalities Commission (IIC) recommendations (see below). Building on the GM Living with Covid Resilience Plan it will guide GM's recovery and renewal post-Covid.

GM Independent Inequalities Commission – recommendations and panels

The Greater Manchester Independent Inequalities Commission examined inequalities across the city-region and considered how they should be tackled in order to achieve the Commission's vision, 'good lives for all in Greater Manchester'. The report focuses on how Greater Manchester can both respond to the immediate challenges created by the pandemic, and pivot towards a new way of doing things that puts tackling inequality at its heart.

It makes 17 recommendations across five themes. Digital skills and inclusion recommendations relating to the 'good jobs, decent pay' theme are relevant to this portfolio.

GM Digital Strategy

The Greater Manchester Digital Blueprint sets out a three-year approach to meeting these ambitions for the city-region identifies five digital priorities to achieve GM's ambition to be a world-leading city-region, recognised globally for its digital innovation; empowering people; enabling innovative public services; digitally enabling all businesses; creating and scaling digital businesses; being a global digital influencer.

Local

Borough Plan
During 2020/21 partners across Stockport worked collaboratively with our communities to develop a shared long-term vision and priorities for Stockport in the One Stockport Borough Plan. This portfolio will support delivery of a number of One Stockport priorities including:

• A radically digital Stockport.
• A flourishing and creative Stockport.

The Local Digital Declaration
This joint endeavour was initiated by the UK Ministry for Housing, Communities and Local Government (MHCLG), the Government Digital Service (GDS), and a collection of local authorities (including Stockport Council) and sector bodies from across the UK.

The Local Digital Declaration affirms our collective ambition for local public services in the internet age, and our commitment to realising it. It commits us to working on a new scale, to:

• Design services that best meet the needs of citizens.
• Challenge the technology market to offer the flexible tools and services we need.
• Protect citizens' privacy and security.
• Deliver better value for money.

Digital Content Accessibility
Stockport Council is committed to making its website accessible, in accordance with the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018. Our accessibility statement can be found at Accessibility statement - Stockport Council.

2. CITIZEN FOCUS AND ENGAGEMENT
DELIVERY PLAN & PERFORMANCE FRAMEWORK

Priority 1: Building everything we do around our communities

Residents and communities are at the heart of everything we do, and our role is to empower and support kind, friendly and vibrant communities.

We will do this through:

- Improving citizens' experience of interacting with the council by designing cost-effective services that are fit for the 21st century.
- Developing our library offer against the national DCMS libraries taskforce framework.
- Enabling citizens to influence the way that services are designed through consultation, engagement and co-production.

Improving citizens' experience of interacting with the council

We will continue to focus on putting the citizen experience first when interacting with the council. As we emerge from the pandemic, we will redesign its customer service standards to be fit for a post-pandemic Stockport. This will be supported by a new customer charter providing guiding principles for citizen interactions with the council; focussing on digital channels, intervention, prevention and making sure services are accessible in more locations in the heart of our communities.

We will build on our current citizens' advice offer and improve the Information, Advice and Guidance (IAG) customer journey by strengthening the first point of contact and essential face-to-face settings. This will see greater partnership working and collaboration with delivery as a multi-skilled One Stockport team and the converging of digital IAG technologies that provide accessible IAG which maintains citizens' independence and connection with essential support.

Developing our library offer against the national DCMS libraries taskforce framework

Assuming that step four of the government's roadmap to recovery goes ahead on 21st June 2021, we will reinstate all library services that have been unable to operate due to the pandemic. As we emerge from the pandemic, we want to strengthen our library service, focusing on the outcomes set out by the DCMS Libraries Taskforce[1], and increasing library usage by developing our libraries as vibrant community spaces which are relevant and welcoming to all.

We will pilot new ways of enabling community groups to use library spaces for positive activities in order to make the most of these important community assets. We will also aim to ensure that every child in Stockport has the opportunity to join the library service and make use of the resources our libraries have to offer. Finally, we will further develop the IAG offer within our libraries.

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[1] In 2016 the DCMS Libraries Taskforce set out seven outcomes that libraries can deliver. These are: cultural and creative enrichment; increased reading and literacy; improved digital access and literacy; helping everyone achieve their full potential; healthier and happier lives; greater prosperity; and stronger, more resilient communities.

Enabling citizens to influence the way that services are designed through consultation, engagement and co-production

We will continue to reflect the voices and priorities of our local communities by ensuring we use a broad range of inclusive methodologies to collectively understand their lived experiences and inform service design, 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. We will build on council and partnership engagement undertaken throughout 2020, such as the One Stockport Borough Plan and Special Educational Needs and Disabilities (SEND) co-production strategy, to continue our programme of conversations and consultations with local residents and businesses. This includes key areas such as: Health and Care Plan, Economic Plan, Future High Street Fund and Local Plan. We will embed good engagement and consultation practice and also look at the approaches we use, such as digital platforms, to continue to facilitate robust and broad involvement in council service design and decision-making.

Performance Measures and Targets:

Measures in bold are included in the Corporate Report and Performance Dashboard
GMS – Indicator included in the Greater Manchester Strategy Outcomes Dashboard

Council measures							
PI Code	**PI Name**	**Reported**	**Good Perform-ance**	**2018/19 Actual**	**2019/20 Actual**	**2020/21 Actual**	**2021/22 Target**
CFE1.1	**FOI requests responded to on time (% and number).**	**Quarterly**	**High**	**87.2% (1,312 of 1,505)**	**93.1% (1,288 of 1,384)**	**90.8% (1,014 of 1,117)**	**95.0%**
This measures the percentage of Freedom of Information Act requests for the council provided a response within 20 working days. As anticipated by the ICO, last year's response rates were lower due to the impact of the pandemic on capacity across the council. We have retained the 2020/21 target of 95% this year.							

PI Code	PI Name	Reported	Good Perform-ance	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Target
CFE1.2	**Stage 1 complaints upheld (% and number).**	**Quarterly**	**Low**	**28.4% (33 of 116)**	**33.9% (41 of 121)**	28.9% (26 of 90)	**30%**
CFE1.3	**Stage 2 complaints upheld (% and number).**	**Quarterly**	**Low**	**23.8% (19 of 80)**	**29.8% (25 of 84)**	**31.1% (19 of 61)**	**28%**
CFE1.4	Stage 1 complaints responded to on time (% and number).	Quarterly	High	91.4% (106 of 116)	88.4% (107 of 121)	88.9% (80 of 90)	90%
CFE1.5	Stage 2 complaints responded to on time (% and number).	Quarterly	High	77.1% (64 of 83)	76.2% (77 of 101)	82.4% (56 of 68)	80%

The above four measures relate to corporate complaints made to the council. The complaints upheld targets set for 2020/21 are an average of the annual performance over the last three years and recognise that upheld complaints reflect on service delivery rather than the complaints process itself. Targets for complaints responded to on time have been set based on past performance.

In 2020/21 fewer complaints were received than usual in the first half of the year. However, we have seen complaints steadily rising to levels similar to pre-pandemic figures.

In Quarter 4 of 2020/21, the council brought together Statutory Adult Social Care, Statutory Children's Social Care, Corporate Complaints and Schools Complaints into one complaints team within Citizen Focus (CSS).

The direction of travel will be towards a one-team approach for complaints handling across the council. This approach will facilitate a more holistic and consistent approach to complaint handling across the council. There is also a focus on improving quality assurance, reporting and the measures used to help us learn from the complaints being made. The focus is on ensuring that we are responsive when we receive complaints, that complaints are handled in a timely manner and that learning from complaints is embedded into the way our services are delivered.

| CFE1.6 | **Telephone calls to the Contact Centre that are answered (% and number).** | **Quarterly** | **High** | **81.3% (182,397/2 24,365)** | **80.7% (192,836/ 238,982)** | **89.3% (167,313/ 187,288)** | **85%** |

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. The number of calls received by the contact centre last year did reduce, enabling a higher rate of calls answered. It is likely that this was in the most part due to the pandemic, given that call volumes were significantly lower in the early part of 2020/21. Last year's target was 82%. We have increased this to 85% for 2021/22, recognising that we expect an increased number of calls to the council this year as well as reflecting the ambition to continue to improve the citizen experience for those phoning the council.

Data from 2021/22 is likely to give a much more accurate picture of the impact of improvements in digital contact including Ami. The council's introduction of a "call back" service has however demonstrably improved the number of calls that the Contact Centre answer. This year we will continue to develop our digital offer, ensuring that those that can self-serve online are able to do so easily without needing to resort to the phone, at the same time improving the experience for those that need to call the Contact Centre.

PI Code	PI Name	Reported	Good Perform-ance	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Target
CFE1.7	**Number and % of Digital Contacts**	**Quarterly**	**High**	**75.1% (841,621/ 1,120,051)**	**74.4% (884,427/ 1,188,424)**	**90.2% (2,260,047/ 2,506,774)**	**92%**

This measure was expanded in 2020/21 to cover all digital contacts, replacing the measure for the Contact Centre used in the 2018/19 and 2019/20. This figure includes:

- Emails (including those processed by the contact centre and also those processed by the service areas that the contact centre takes calls for).
- All on-line forms.
- Ami.
- Other specific transactions.

As we introduce more digital services and continue to improve the website, we expect digital contact to continue to increase.

Work to develop an appropriate measure relating to the effectiveness of Ami during the year for inclusion in 2020/21 was not completed due to other pressures arising from the pandemic. This will be completed in the first half of 2021/22 alongside a wider consideration of customer contact and experience measures. In the meantime, the regular portfolio reports during the year will include updates on Ami.

PI Code	PI Name	Reported	Good Perform-ance	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Target
CFE1.9	Number (and %) of births registered on time	Quarterly	High	96% (3026 of 3136)	98% (2872 of 2930)	74.2% (2,562 of 3,452)	98%

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 continues to work closely with the hospital and in engagement/outreach with new parents to ensure these targets are met.

In 2020/21, as with all Register Officers nationally, the pandemic significantly affected performance. Stockport Register Office however performed extremely well, with just under 20% more births registered on time than the national average.

PI Code	PI Name	Reported	Good Perform-ance	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Target
CFE1.10	Number (and %) of deaths registered on time	Quarterly	High	88% (1,475 of 1685)	87% (1,590 of 1823)	81.5% (1,798 of 2,205)	90%

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.

In 2020/21 the pandemic significantly affected performance. The General Register Office however has provided data that estimates the number of deaths that would have been registered on time if situations beyond the council's control had been removed (e.g. paperwork being sent from the hospital/GPs on day four or later). Allowing for such factors, our 2020/21 outturn would have been 89%.

Priority 2: Maximising the opportunities of digital and increasing inclusion
Working towards our ambition to be a radically digital council by supporting citizens to access and benefit from digital technologies.

Delivered by:

- Developing and delivering a digital strategy for Stockport.
- Maximising the digital opportunities to enable citizens to lead happy, healthy, independent lives.
- Enhancing our digital inclusion offer, including growing our lending library.

Developing and delivering a digital strategy for Stockport

We will work with key partners to develop a Digital Strategy for Stockport, setting out our digital priorities aligned to the ten-year One Stockport Borough Plan such as:

- Further investing in tele-care and health and technology assisted living to enable people to live independently. This will include investing in assistive technology in new intergenerational housing (All Age Living Campus) and investing in digital platforms for Care Homes technology.

- Continue to develop digital infrastructure – ensuring all in our borough have access to full fibre digital and expanding access to 5G across our borough.

- Investing in innovation space across the borough to nurture digital entrepreneurship. Including development of an innovation area in Merseyway; options appraisal for Stockport Exchange location; and, developing proposals to attract investment for further co-working space.

- Being data driven in all decision making but also openly sharing our data through our open data hub (Stockport Picture). This will include making more data available for citizens, community groups and partner organisations.

- Designing a new joined-up preventative support offer which supports independence through information, advice and guidance along with digitally enabled social connectivity.

Maximising digital opportunities to enable citizens to lead happy, healthy, independent lives
It is really important that people can easily access the information, advice and guidance they need to maintain independence and stay connected within their local community, friends and family.

At present we have a number of different digital tools (e.g. directories, web content and self-referral forms) to support this and lots of opportunity to shape the future landscape.

This portfolio will work with Cabinet colleagues to review our existing digital prevention offer and identify opportunities for further development and incremental improvement.

Enhancing our digital inclusion offer, including growing our lending library
We will continue to build a sustainable digital inclusion movement, growing our lending library, supporting the community computers scheme as a way of accessing affordable technologies, developing and promoting a Digital Champion Scheme where people will receive training to help support others to improve their digital skills.

Over the past year, we have seen more and more people interacting with digital services, including the way business have had to adapt to provide online offers, people using video calls / digital to stay in contact with colleagues, access services, and stay connected with friends and family. Whilst this is a positive step towards a digital Stockport, we know that those who cannot, for various reasons, access digital help, advice or guidance, may also fall under other inequalities. We want to ensure residents can access information or service online by:

- Having access to equipment and/or internet service networks (WIFI/4G).
- Having digital skills, literacy and confidence to use technology to meet their needs.
- Supporting our residents to thrive online by making the most of digital access for staying connected, increasing skills, accessing information and advice to remain independent.

Over the course of the year we will work with our DigiKnow partners, and across other partners and council services to further develop our digital inclusion programme, investing in:

- Developing next phase of Digital Champions with a range of offers of support from supporting individuals to group/peer support.
- Ensuring a resilient cross-borough lending library network.
- Developing our digital skills offerings.

Performance Measures and Targets

Council measures								
PI Code	**PI Name**	**Reported**	**Good Perform-ance**	**2018/19 Actual**	**2019/20 Actual**	**2020/21 Actual**	**2021/22 Target**
CFE2.1	Cumulative Number of individuals supported to get online or improve their digital confidence and skills since the establishment of the Digital Alliance in 2018/19	Quarterly	High	2,332	8,425	9,387	15,000

We have set an ambitious target for the end of 2021/22 of 15,000 people being to help to get online or improve their digital skills since the establishment of the Digital Alliance in 2018/19. That equates to 5,613 being supported in 2021/22. We also have a vision of 2021/22 providing more opportunities for face-to-face and group support. We would like to continue to support individuals whilst developing an offer to support community groups as they return to face-to-face activities by looking at how we can support them to be digitally enabled but also how they can then help others.

Over the course of 2021/22 we want to continue to support a significant number of Stockport residents to get online for the first time or to improve their digital skills. Typically, before the pandemic, our digital inclusion programme focused heavily on skills development. The pandemic has highlighted a gap in terms of devices and data packages or access to broadband, and as we move forward we will have a continued focus on skills developed through our Digiknow network and digital champions but will also seek to grow the digital lending library offer as well as low or no-cost device solutions.

We would also like to look at the One Stockport Hub and how to make the most of this centralised space to offer digital support opportunities, as well as working with our Digital Alliance Partners to deliver borough-wide support options.

PI Code	PI Name	Reported	Good Perform-ance	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Target
CFE2.2	Number of community organisations to join the DigiKnow network (cumulative)	Quarterly	High	33	35	40	60

During 2021/22 we will be looking at the asks / offer of the Digiknow network and looking at targeting localised community groups and VCFSE organisations to ensure we are supporting them to develop and support individuals within the borough.

We will work with the alliance to develop a 'Get Online Week' programme for delivery in Oct 2021.

PI Code	PI Name	Reported	Good Perform-ance	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Target
CFE2.3	Number of digital active champions	Quarterly	High	Not Applicable	35	32	60

The DigiKnow Digital Champions are a group of dedicated, digital skills volunteers who are managed by our delivery partner Starting Point. During 2021/22 we want to focus on refreshing the Digital Champion programme, looking at a tiered level of volunteering / support offer and also investigating options to utilise the council's staff volunteering policy to offer digital champion training and a volunteer delivery offer to staff.

Priority 3: Embracing our heritage 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:

Driving forward our Cultural Strategy
We will deliver a Cultural Strategy for the borough and related programmes to support the creative economy, connect communities and use culture to improve health and wellbeing.

Supporting the development of cultural networks across the VCFSE sector.
We will continue to support cultural networks, organisations and individuals working in the VCFSE sector.

Delivering the Museums and Collections Forward Plan
Progressing our Forward Plan for Museums and Collections to maximise engagement with Stockport's heritage

PI Code	PI Name	Reported	Good Perform -ance	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Target
Council measure							
CFE3.1	**Number of visits to Stockport museums.**	**Quarterly**	**High**	**138,413**	**156,557**	**3,484**	**100,000**
As a result of budget reductions in 2020/21, the opening hours of Stockport Museums have been reduced. This will have an impact on the number of visitors the service is able to attract.							

PI Code	PI Name	Reported	Good Perform -ance	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Target
Contextual measures							
CFE3.2 (GMS)	Number of engagements by Stockport residents with cultural organisations supported by AGMA.	Annually	High	0.21m	0.46m	Not Available	No target set
The 460,000 cultural engagements recorded in Stockport were 117.8% higher than in 2017/18, and GM as a whole increased engagement by 40.5%. Whilst Stockport had the joint second highest number of engagements in GM behind Manchester, there were 184,000 engagements where residence was unspecified.							

3. CITIZEN FOCUS AND ENGAGEMENT
FINANCIAL RESOURCES AND MONITORING

3.1 Total Resources

The resources available to the Portfolio for 2021/22 includes Cash Limit budget and approved use of reserves. 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 (PPRRs).

3.2 Revenue Budget

2021/22 Budget Update

The portfolio's cash limit budget approved at the Budget Council Meeting was set at £4.640m. The table below illustrates the budget adjustments from the 2020/21 Quarter 3 position, which aligns to the PPRR 2020/21 annual report. The indicative adjustments and savings were all agreed as part of the 2021/22 budget setting process.

	£000
Citizens Focus & Engagement 2020/21 Budget at Quarter 3	**4,834**
Savings:	
Registrars Income Yield	(50)
Information Advice & Guidance: Removing duplication across a number of areas and creating a simpler and more streamlined approach for service users	(124)
Citizens Service Management Restructure	(20)
Total Savings	**(194)**
2021/22 Budget	**4,640**

The cash limit is presented in the table below illustrating gross expenditure and income to reflect the net cash limit budget:

	Employee Expenditure	Non-Employee Expenditure	Gross Expenditure	Gross Income	Net Cash limit Budget
	£000	£000	£000	£000	£000
Citizen Focus	261	0	**261**	(90)	**171**
Communications	357	212	**569**	(217)	**352**
Information and Advice	1,193	330	**1,523**	(71)	**1,452**
Library Service	1,958	608	**2,566**	(229)	**2,337**
Museums and Arts	873	145	**1,018**	(452)	**566**
Registrars and Events	742	273	**1,015**	(1,253)	**(238)**
Citizen Focus and Engagement Total	**5,384**	**1,568**	**6,952**	**(2,312)**	**4,640**

3.3 2021/22 Financial Overview

The main area of uncertainty on the portfolio's finances, is the extent to which the Covid-19 position will have on net income. Services such as Museums, Registrars and particularly Events rely on substantial income streams, and this is reflected in their cash limit allocations. Facilities are re-opening again and interest and enquiries are being made into the events offer, so there should at least be an improvement from the 2020/21 position.

3.4 Earmarked Reserves

Most 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 in September to Corporate Resource Management and Governance Scrutiny Committee and Cabinet. Changes to the Reserve Commitments shown will be reported in the next Portfolio Performance and Resources Report.

Reserve Category	Reserve Narration	To be used for	Approved £000
Corporate Reserves			
Reserve Linked to Budget	Transformation - Invest to Save Reserve	Museum Projects	131
Reserve Linked to Budget	Transformation Double Running Reserve	To Support Library Savings	80
Total			211

3.5   Savings

Proposal	Risk Rating	Value £000	Additional Information
Registrars Income Yield	Green	50	Yield increase from nationally set registration certificate fees.
Information, Advice and Guidance	Amber	124	A range of measures including dis-establishing some vacant posts, removing duplication and creating a more streamlined user experience.
Citizen Service Management Restructure	Green	20	A revision to the management structure, dis-establishing posts and creating a new team structure with appropriate job roles and grading.
Total		**194**	

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

The Portfolio does not currently have any schemes in the Capital Programme.

3.7 One-Off Resources

In addition to the funding reported above, Cabinet has agreed several positive investments as part of the 2021/22 budget. The investments cover a range of priority areas identified by Cabinet to support the borough's recovery and response to the pandemic in terms of support for businesses, communities and individuals. These investments replace the positive investments included in the 2020/21 Budget. Investments aligned to Citizen Focus and Engagement are:

- **Libraries Open Plus (£0.300m)** – Our vision for Stockport's library service puts it at the heart of our communities. Further roll out of Open Plus technology enables more communities to access their library buildings during unstaffed hours whether that's for private study, reading groups, groups doing useful work in their community, special interest groups, and so on. We're committed to protecting and improving our library service across the borough to meet the 21st century needs of all communities.

- **Digital inclusion and financial inclusion services to support residents (£0.500m)** – 'Covid-19 has exposed and exacerbated the digital divide everywhere. In Stockport we have been able to build on good work we have already done to remedy digital exclusion to meet this challenge head on. Through the Stockport Digital Inclusion Alliance (DigiKnow) and the Stockport Local Fund came the Device Lending Library which, coupled with a team of Digital Champions, brings skills, equipment and data to those in digital poverty. We want to further develop these relationships beyond the pandemic to make Stockport the most digitally inclusive place in Greater Manchester and beyond.'

- **Cultural services to support our residents (£0.050m)** – 'Stockport is rich in culture in all its forms. From council-run assets and events to a wealth of practitioners, participants and organisations, we all understand the value of a diverse cultural life whether that's tackling the scourge of loneliness and social isolation, addressing mental health issues, or encouraging entrepreneurialism. We are bigger than the sum of our parts and by using this investment to support collaboration and our working together right across the borough we can help individuals and communities express themselves and explore their potential.'

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

CFE – Citizen Focus and Engagement

CRMG - Corporate, Resource Management & Governance

DCMS – Department of Culture, Media and Sport

FOI - Freedom of Information

GM - Greater Manchester

GMCA - Greater Manchester Combined Authority

GMS - Greater Manchester Strategy

GP – General Practitioner

IAG - Information, Advice & Guidance

KPI - Key Performance Indicator

PI - Performance Indicator

PPRA - Portfolio Performance and Resources Agreement

PPRF - Portfolio Performance and Resources Framework

PPRR - Portfolio Performance and Resources Report

SEND - Special Educational Needs and Disability

UK - United Kingdom

VCFSE - Voluntary, Community, Faith and Social Enterprise