



STOCKPORT
METROPOLITAN BOROUGH COUNCIL

Stockport
team
ambition
respect

Resources, Commissioning and Governance

Portfolio Performance and Resources Agreement 2021/22



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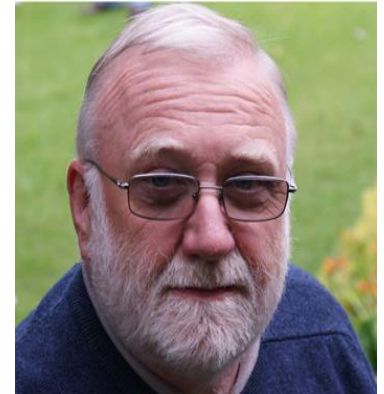
ONESTOCKPORT

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| Date | 18 June 2021 | Version | 1.1 (Cabinet) | Approved by | TMcG |
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RESOURCES, COMMISSIONING & GOVERNANCE

PORTFOLIO HOLDER'S INTRODUCTION

Throughout the past twelve months of coping with the Covid pandemic there has been a lot of attention on 'getting back to normal' or in other discussions of getting to a 'new normality'.



As this introduction is being written there is uncertainty about the impact of the new 'delta variant' not just on SMBC but potentially on the final stage of the Government's planned unlocking so our 12 month forward looking plan needs to be seen in a context that might need some 'agility' by SMBC and its partners in the way things are delivered - but to some extent that replicates the past year's agility and so we should be better prepared - and what 'normal' might be is yet to be seen.

We're making the sensible assumption that Covid will continue to have an impact on services and demand over the coming year, factoring in that what will be needed / required may change depending on circumstances.

One of the biggest challenges will be to the council's finances – with currently a council budget that has addressed the £23M shortfall and which allows for some one-off investments that support parts of the system under a lot of strain.

Underpinning that will be the continuing transformation work that allows us to deliver services that meet the needs of residents and businesses in Stockport so careful monitoring of all things financial and related will be a key feature of the next 12 months.

Like probably every other council in the country we wait in anticipation of an announcement that would properly fund Adult Social Care for the future - and which would allow us to eliminate the ASC precept - but equally we're still working generally on a one year rather than a multi-year settlement which makes it difficult to plan realistically over a longer period. The ability eg to set out a climate action plan over a number of years knowing that we can plan to allocate resources is very different to having a plan but not being sure what can be delivered because we don't know from year to year what resources will be available.

Also, in the wider context there are planned changes for health partners and ourselves with the introduction of Integrated Care System (ICS) partnerships – but still uncertainty on aspects of detail.

Across GM there are a number of new initiatives – focussing on wellbeing and reducing inequalities – and the wider partnership-based Borough Plan has a number

of priorities that will be developed in conjunction with partners so overall a lot of opportunities for SMBC to help shape the provision of services to our residents and businesses whether that's through, for example, the Stockport Stations Alliance, the new ICS or the continued development of 'One Stockport'.

There is to be a review of the main town centre civic complex assets - with the aim of providing a better service to residents and businesses at the forefront but also reducing climate impact and in the long term providing better value for money - and details of the substantial capital programme that is in progress.

Overall, this is a positive forward looking plan - with considerable detail in the main body of the report - and one which will allow us to meet the changing needs of our residents and businesses.

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

Revenue Budget 2021/22

| | £000 |
|------------------------------|---------------|
| Gross expenditure budget | 52,172 |
| Less income budget | 27,670 |
| Net cash limit budget | 24,502 |

Reserves

Approved use of reserves balance is £3.256m.

Capital Programme

| | £000 |
|------------------------|--------|
| 2021/22 Capital Budget | 49,848 |
| 2022/23 Capital Budget | 10,023 |

| RESOURCES, COMMISSIONING & GOVERNANCE PORTFOLIO SUMMARY | | | | |
|--|--|--|--|--|
| The outcomes we want for Stockport are... | Supporting delivery across all shared outcomes and organisational themes (see below) | | | |
| Our Portfolio Priorities are... | A strong council, built around our communities | Valuing partnerships and collaboration | Maximising the opportunities of digital | Caring about our staff and engaging them in the future |
| | Responding and recovering from the Covid-19 pandemic | | | |
| We will deliver these Priorities through... | <ul style="list-style-type: none"> • MTFP and reserves policy • Balancing the cost of services • Getting the most from our assets • School place planning • Strategic commissioning • Value for Money procurement • Designing services fit for the future • Supporting local businesses • Transparent decision making | <ul style="list-style-type: none"> • One Stockport Borough Plan delivery and outcomes framework • Stockport Stations Alliance • Integrated Care Systems | <ul style="list-style-type: none"> • Single source of the truth project • Stockport Picture – open data platform • Continued roll out of interactive, self-service dashboards • Workforce transformation programme | <ul style="list-style-type: none"> • ‘One Team’ People Plan – 5 pillars • A workplace for the future |
| We are a council that ... | ...is built around our communities | | | |
| | ...maximises the opportunities of digital | | | |
| | ...values partnerships and collaboration | | | |
| | ...cares about our staff and engages them in the future | | | |
| We will work with our GM partners to... | Put communities in control | | | |
| | Put people at the heart of everything we do | | | |
| | Deliver an integrated approach to “place-shaping”. | | | |
| | Improve leadership and accountability | | | |
| | Take control of our future | | | |

1. RESOURCES, COMMISSIONING & GOVERNANCE – PORTFOLIO SUMMARY



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

Our vision for Resources, Commissioning and Governance...

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

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

The key services and functions within the Portfolio which contribute towards this vision are Corporate and Support Services, including;

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

In addition, the **Estate and Asset Management** service, based in the Place Directorate, provides the Corporate Landlord function, Facilities and Asset Management, Estates Property Management, Design and Technical Services and School Estate Management and the delivery of the capital programme.

Measures and Targets used within the Agreement

A full review of measures was carried out in 2020, with a number of new measures linked to priorities reported from 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, Q3 Update and Annual Reports. A financial update report for the first quarter will be brought to 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 Q3 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.

Resources, Commissioning and Governance Portfolio

| Time Period | Report | Committee Date |
|--------------------------|--------------------------------|---------------------------|
| <i>April to June</i> | <i>Financial Update Report</i> | <i>CRMG 7 September</i> |
| April to September 2021 | Mid-Year Portfolio Report | 23 November 2021 |
| October to December 2021 | Third Quarter Update report | 1 March 2022 |
| January to March 2022 | Annual Portfolio Report | <i>14 June 2022 (TBC)</i> |

Policy Context

This section summarises some of the key policy developments that are likely to influence the work of the Portfolio during 2021/22. The strategic nature of the Portfolio means that current imperatives need to be balanced against the longer-term policy direction at a national and local level. Updates on these will be included in the in-year reports.

Covid-19 pandemic response

The ongoing Covid 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.

Fair Funding Review and local government finance

The Government's future direction for Local Authority funding remains uncertain and subject to Government completing a multi-year spending review and implementing planned reforms to the Fairer Funding Formula and Business Rates Retention. The ongoing lack of clarity regarding medium term Local Government financing, including the unresolved challenge of adult social care financing, coupled with the ongoing response to the pandemic, the post Brexit impact on the national economy, global economic crisis, the effects of climate change and exacerbated inequalities make for a period of significant uncertainty, risk and complexity.

The 2021/22 Local Government Finance Settlement gave no indication on these areas. In addition, the Settlement only provided certainty about Local Government funding in 2021/22 with a Government announcement on a multi-year spending review expected in Autumn 2021. The completion of reforms linked to the Fairer Funding Formula and Business Rates Retention, both of which will determine the distribution of national funding to Local Authorities going forward, have been delayed. Prior to the pandemic these reforms were expected to impact on the Local Government Finance Settlement for 2021/22, but Government has since confirmed these reforms will be implemented in 2022/23 at the earliest.

Integrated Care Systems

The Health and Care White Paper was published in February and sets out detailed proposals for NHS and local government partnerships in integrated care systems (ICS). The new dual arrangements of an ICS NHS body and ICS Health and Care Partnership, both with local government involvement, have real potential for ensuring that health and care systems can take a broad view of integration, prevention including tackling the social determinants of health, as well as sound governance. The emphasis on the "primacy of place" is also very helpful. However, there are still many questions about the relationship between local and central government in relation to health and social care, notwithstanding that we are still waiting on proposals for the future funding and reform of social care.

Greater Manchester Strategy

The 2017 GM 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 Greater Manchester Strategy with a 3-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. Building on the GM Living with Covid Resilience Plan it will guide GM's recovery and renewal post-Covid.

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 across all One Stockport priorities.

Procurement Bill

The forthcoming Procurement Bill will transform public procurement as set out in the [Transforming Public Procurement Green Paper \(2020\)](#). The bill will enshrine in law the principles of public procurement such as: value for money, public benefit, transparency, integrity, fair treatment of suppliers and non-discrimination. Key changes include the simplification of the number of procurement procedures from seven to three. The bill will also require buyers to have regard to the Government's strategic priorities for public procurement as set out in a new National Procurement Policy Statement.

Local Government Boundary Commission – Boundary Review

The Local Government Boundary Commission for England (LGBCE) has agreed that Stockport should continue to have 63 councillors. The public consultation on warding patterns commenced on 25 May 2021 and will close on 2 August 2021. The review will look at the how many councillors are elected per ward and ward names. The LGBCE draft recommendations will be decided on 19 October 2021 following which there will be a further public consultation from 2 November 2021 to January 2022. Final recommendations will be decided by the LGBCE on 15 March 2022 and published on 29 March 2022. The changes will not be implemented until 2023 (an Order will need to be laid before Parliament) at which time there will likely be all-out elections.

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



Priority 1: A strong council, built around our communities

Over the next 12 months, we will ensure that the council remains financially resilient and provides value for money for all its residents, continue to support elected members to ensure robust governance and transparent decision making, and work together to look at the goods and services we buy to keep the 'Stockport Pound' in Stockport, exploring opportunities for social value and corporate social responsibility to support an inclusive economy.

Delivered by:

MTFP and reserves policy

The council's 2021/22 Budget and MTFP provides a robust and resilient financial platform on which to deliver its priorities and transformation programme, and to recover from the financial impact of Covid. This has contributed to a savings requirement of over £23m for 2021/22.

Alongside this the council will also complete its annual review of the Reserves Policy to ensure resources held in reserves are aligned to the council's corporate and strategic objectives and also provide resilience to mitigate on a short term basis the financial impact of unexpected events such as the pandemic.

The financial landscape continues to be uncertain and significant risks remain. The council's financial position will continue to be monitored closely during the year.

Balancing the cost of services

Cost and demand pressures from Covid have provided a challenge for services to balance the costs of delivery and the income they generate. In some cases, work is underway to achieve full cost recovery necessitating adjustments to some charges for 2021/22. The cycle of reviewing charges for social care will continue, with the phased implementation of revised fees for non-residential care which was paused due to Covid.

Getting the most from our assets

We will 'right-size' our assets to deliver value for money through a local, low carbon approach that ensures the right property in the right place to benefit our communities and the environment. This will incorporate a local approach to the use of assets and community infrastructure, focusing on the role of local and district centres.

We will develop a low-carbon public estate, supporting the Stockport CAN strategy and commitment to reducing the council's carbon footprint in line with the GM 5 Year Environmental Plan. This will be achieved by retrofitting low carbon technologies to operational premises where feasible.

The council's operational portfolio is being reviewed to support the evolution to new agile ways of working driven by the Covid-19 pandemic and the need to reduce carbon emissions. A strategic outline business case has been developed which examines the case to reduce operational occupancy of Town Centre office assets with a view to lease surplus space to strategic partners.

The Outline Business Case for the future use of Town Centre assets is ongoing and expected to be reported to Cabinet in Summer 2021. The strategy to exit rented premises where possible and relocate services within the council's owned estate will continue to reduce the revenue burden on the Single Property Budget.

School place planning

The council aims to ensure that there are sufficient places in good local inclusive schools at the heart of the community that children and families want to go to. Experts from school estates, education improvement and inclusion provide input into school place planning and admissions, alongside the development of the strategy for the development of inclusive and specialist provision.

Designing services fit for the future

We are evolving our way of working with our strategic partners. We are unified in our aim of tackling inequalities with a sharp focus on prevention, early help (including the wider determinates of health) and high-quality health, care and council services.

Our strategic aim is to align investment intentions to the One Stockport Borough Plan by making the most of our spending power, by ensuring that we get value for money and by maximising its impact.

We will continue to work closely with health partners to jointly commission services for children with Special Education Needs and Disabilities, along with exploring opportunities through the development and delivery of Integrated Care Systems at neighbourhood, Borough-wide and Greater Manchester levels.

VfM procurement

A number of workstreams are in place to assess our investment in the procurement and delivery of products and services with strategic partners. We continue to work closely with STAR Procurement to agree targeted category management plans to reduce costs where safe to do so, work to avoid increased costs and deliver local social value and investment into our communities from our contract providers.

Supporting local businesses

Our work on strategic commissioning supports the delivery of a number of ambitions including Thriving Neighbourhoods by developing our relationship with local service providers, and maximizing the benefits to the local area through social value delivery, local wealth building through encouraging the employment of local people and spending locally. We are developing our relationship with the voluntary and community sectors to ensure we have a joined-up approach across neighbourhoods.

Responding to government consultation on remote committee meetings

The Council has succeeded in continuing to facilitate transparent decision making throughout the pandemic by responding at pace to move its committee meeting cycle online to ensure meetings could continue to be held and be 'open' to the public via the webcast, during the pandemic.

On 6 May 2021 the legislation permitting remote committee meetings expired. The Government has published a consultation on the use of remote committee meetings in the future. The council will be providing a cross political party response via the Constitution Working Party ahead of the deadline of 17th June.

Performance Measures and Targets:

| PI Code | PI Name | Reported | Good Performance | 2018/19 Actual | 2019/20 Actual | 2020/21 Actual | 2021/22 Target |
|---|---|------------------|------------------|----------------|----------------|----------------|----------------|
| Council Measures – reported quarterly | | | | | | | |
| RCG.1.1 BV.09 | In-year Council Tax collection rate | Quarterly | High | 97.25% | 97.14% | 97.36% | 96.30% |
| <p>The total amount of debt available to collect decreased significantly during 2020/21 largely as a result of increased Council Tax Support awards and reductions in liability due government funded Covid-19 hardship awards. This contributed to 97.36% collection rate.</p> <p>Whilst the collection rate for 2020/21 was unexpectedly ahead of that achieved in 2019/20, the uncertainties around future Government support and recovery processes mean that we have continued with the 2020/21 target of 96.30%.</p> <p>It is anticipated that more residents will need to claim Council Tax Support during 2021/22 as the Government's self-employed and furlough financial support schemes come to an end. Residents are also likely to have less disposable income following the lifting of national and local restrictions, whilst Government funding is no longer available to reduce Council Tax liabilities by £150 for working age CTS claimants. The recovery timetable is also dependent on court dates being set which are still unstable.</p> | | | | | | | |
| RCG.1.2 BV10 | In-year Business Rates collection | Quarterly | High | 97.52% | 97.45% | 93.42% | 94.00% |
| <p>The collection of Business Rates remains particularly volatile and impossible to predict due to the economic impact of the pandemic. It is likely performance will improve during 2021/22 as national and local restrictions lift and trading starts to resume to more normal levels but is expected to fall short of the collection rate seen in 2019/20. Given the volatility of this indicator, uncertainty around the continued impact of Covid and other factors outside of our immediate control, we have continued with the 2020/21 target of 94.00%.</p> <p>Many businesses currently have nothing to pay. The reliefs currently in place will end on 30th June 2021 when there will be a 34% increase in the amount the council is required to collect. Any new government support schemes will impact on capacity for 'business as usual' work, whilst the outcome of Appeals on rateable values can have a significant effect on the collection rate which is outside of the council's control. The recovery timetable is also dependent on court dates being set which are still unstable.</p> | | | | | | | |
| RCG1.3 | Average time taken in calendar days to process Housing Benefit (HB) new claims and change events | Quarterly | Low | 8.5 | 7.4 | 6.1 | 7.0 |
| <p>The HB caseload continues to reduce as working age customers claim help with housing costs via Universal Credit instead. However, the service still has a significant number of HB claims to assess and maintain, particularly in respect of pension age claimants and those living in supported accommodation that are more complex in nature to administer and therefore take longer. This is reflected in the target of 7 days.</p> | | | | | | | |
| RCG1.4 | Partnership Measure Average time taken in calendar days to process Council Tax Support (CTS) new claims and change | Quarterly | Low | 12.6 | 19.1 | 15.1 | 18.0 |

| | events | | | | | | |
|---|---|------------------|-------------------------|-----------------------|-----------------------|-------------------------|-----------------------|
| <p>The council is largely dependent on the DWP providing details of UC awards before CTS entitlement can be assessed, which is usually a minimum of six weeks. However, an internal procedural change implemented during 2020/21 means that awards can now be determined more quickly than previously.</p> <p>The benefit caseload continues to increase as a result of Covid and is expected to do so throughout 2021/22 as self-employed and furlough financial support schemes come to an end. This will also trigger an increase in the volume of changes being received. Due to continuing uncertainty, with Government support ending in September likely to have a significant impact on UC claims, the 2020/21 target of 18 days has been retained.</p> | | | | | | | |
| PI Code | PI Name | Reported | Good Performance | 2018/19 Actual | 2019/20 Actual | 2020/21 Actual | 2021/22 Target |
| RCG 1.9 | Housing Benefit Accuracy Award Indicator | Quarterly | High | N/A | N/A | 56% (Q1 & 2) | TBC |
| <p>This new initiative commenced in October 2020. Data relating to actual performance for Q3 and 4 of 2020/21 has not yet been released by the DWP so a target cannot yet be set for 2021/22 until this information is known.</p> | | | | | | | |
| RCG 1.5 BV8(i) | % of invoices paid within 30 days | Quarterly | High | 95.6% | 95.60% | 94.65% | 95.0% |
| RCG 1.10 | Percentage of invoices paid to local suppliers in 10 days | Quarterly | High | 80.1% | 74.9% | 88.0% | 85.0% |
| <p>Prompt payment of invoices remains a priority and work is ongoing to continuously develop and improve our payment processes by introducing automation and digitally focussed solutions to improve efficiency and enable resources to be re-aligned on increasing value adding activities. Continuing to work with Oxygen Finance to improve our invoice payment processes will be part of this. The work will not only ensure prompt invoice payment supporting suppliers cash flow, but also ensure the council is maximising early supplier payment rebates supporting the budget and MTFP.</p> | | | | | | | |
| RCG 1.11 | Percentage of cumulative spend on Social Value delivered through contracts | Quarterly | High | N/A | N/A | 18.5% | TBC |
| <p>Through the joint and complementary priorities of local wealth building and increasing social value, Stockport awards greater points to local providers when tendering for goods and services. We want to encourage the local market to compete and apply for council contracts as well as expect investment in Stockport for the higher value contracts. The 2021/22 target will be agreed with STAR Procurement and included in the mid-year report.</p> | | | | | | | |

| Council Measures – reported annually | | | | | | | |
|--|--|----------|------------------|------------------------------|------------------------------|------------------------------|-----------------|
| PI Code | PI Name | Reported | Good Performance | 2018/19 Actual | 2019/20 Actual | 2020/21 Actual | 2022/22 Target |
| RCG.1.6 BSDR 27.01 | Total property costs (occupancy, operational and m'gement) per m ² | Annually | Low | £42.25 | £43.26 | £44.18 | Aim to maintain |
| RCG.1.7 BSDR 27.04 | Total property occupancy / ownership costs (revenue) per m ² | Annually | Low | £14.85 | £15.50 | £15.39 | Aim to maintain |
| RCG.1.8 BSDR 27.15 | Total Annual Energy Consumption (KW/h) per m ² | Annually | Low | 93.69 | 100.33 | 90.28 | Aim to minimise |
| <p>These measures continue to reflect the industry standard around utilisation of assets and energy consumption, and data is provided by the Council's facilities management provider. Whilst the measures reflect the focus on better utilisation of assets and reducing carbon emissions as part of Stockport's Climate Change action plans, the impact of social distancing measures mean that the scope for reducing occupancy costs is currently limited, and this will be reflected in targets.</p> <p>A further measure on CO2 emissions within the scope of influence of the Council is included within the Sustainable Stockport Portfolio, reflecting the Council's ambitions on climate change.</p> | | | | | | | |
| RCG 1.12 | Percentage of children allocated their first choice school place for a) Primary and b) Secondary schools | Annual | High | a)90.8% b)87.8% (2018) | a)91.1% b)84.8% (2019) | a)90.5% b)85.8% (2020) | Aim to maximise |
| <p>Many parents prefer their catchment or nearest local school because that often means that children can make more local friends and will be able to walk to school. Parents and Carers have a right to say which school they would like their child to go to, but if there are more applications than there are places available, parents may not get their first choice.</p> <p>The indicator is influenced by a number of factors, including the reputation of the local school – outstanding schools being preferred – which means these are usually over-subscribed.</p> | | | | | | | |

Priority 2: Valuing partnerships and collaboration

Over the next 12 months, we will develop delivery plans based on the vision set out in our shared One Stockport Borough Plan, continue to develop the One Stockport leadership network and facilitate collaboration across sectors, 'build back better' across our estate, and work with partners across health and care to design our locality model and respond to national changes regarding Integrated Care Systems.

Delivered by:

One Stockport Borough Plan delivery and outcomes framework

The Borough Plan sets out the partnership vision for Stockport and provides a framework for collaborative working. In order to meet the ambitions of the Borough Plan we will need to ensure delivery plans have a clear golden thread running throughout to progress the priorities within the plan. In some cases, partnership delivery plans are already in place and in other areas development work is starting, emerging from the collective shaping of the Borough Plan. The current phase of work is focussing on working collaboratively with our partners and communities to ensure delivery plans are in place across all priorities within the plan.

Alongside the development of delivery plans throughout 2021 we are also working with our partners to put in place an overall outcomes framework to understand progress and impact against our ambitions within the borough plan. This framework will be aligned to partnership and organisational performance management (for example PPRRs within council performance reporting) and oversight ensuring clear lines of governance and oversight.

Stockport Stations Alliance

We will develop the council's relationship with the Stockport Stations Alliance to explore further opportunities around key transport hubs within the borough. Work to develop proposals for areas of improvement and growth will continue with a targeted approach through the broader areas around Levelling Up and improving community infrastructure, linking to sustainable transport and Stockport CAN.

Integrated Care Systems

We will work with partners across health and care to develop and deliver a One Health and Care Plan supported by joint commissioning arrangements. These will reflect the new Integrated Care Systems being established by the GM Health and Social Care Partnership, which will become statutory from April 2022.

Our work with health partners was the focus for a Scrutiny Review undertaken in early 2021. The findings were reported to Cabinet in April 2021 and recommendations adopted. These will be integrated into the One Health and Care Plan, and an update on progress will be reported in early 2022.

NB - There are no performance measures for this priority, but the outcomes framework for the Borough Plan will be used to inform Portfolio Reports during the course of the year.

Priority 3: Maximising the opportunities of digital

Over the next 12 months, we will support intelligence-led decision making and service design through the availability of interactive service data and dashboards for all service managers, as well as continuing to automate data-related business processes and implement our Master Data Management Strategy. We will also build on reliable, secure technical foundations, ensuring the flexibility to adapt as needs change and for systems to be able to talk to each other so information can be shared and combined to achieve greater value.

Delivered by:

Single Source of the Truth

This project is aligned to the enterprise data warehouse and brings together the key data for performance reporting purposes. This will allow us to introduce new and enhance existing interactive dashboards with 'drill down' capability to make it easier to understand the underlying detail across all levels of the reporting hierarchy from executive level to managers and operational teams. The process will be automated as much as possible, freeing up capacity to provide more support to colleagues with interpretation.

Stockport Picture – Open Data Platform

We will launch a new open data portal for the borough that will provide additional transparency and more opportunities for collaboration and innovation as we look to work together on shared datasets across the partnership. The site has been developed in partnership with other organisations across Stockport, to make it easier to share information and encourage the reuse of data for the benefit of people in Stockport.

'The Big Stockport Picture' brings together data published by organisations from across the borough alongside other open datasets with data on Stockport resident outcomes, needs and other information such as the local economy and environment. It is designed to help with local transparency, aid collaboration and to build products and services that benefit Stockport citizens.

Continued roll out of interactive, self-service dashboards

We continue to provide colleagues with new insight via interactive, self-service dashboards. Recent examples include new intelligence on Special Educational Needs & Disability, Adult Social Care re-ablement and Intermediate Tier information. All provide colleagues with an ability to monitor trends, performance, needs and outcomes on a regular basis. They are designed to be intuitive and help provide information that will support evidence-based decision making, ensuring we provide support that delivers the best outcome for residents whilst also making the most of our resources.

We will continue to develop dashboards aligned to the priorities identified in the Borough Plan and service objectives to help ensure that decisions are based on evidence. The dashboards will help us to monitor and respond to inequalities, with information on vulnerable residents too. We will continue to work with colleagues across the partnership where necessary, with appropriate data sharing mechanisms in place.

Workforce Transformation Programme

As part of the Workforce Transformation programme, we will continue to support and enable flexible and hybrid working through the continued use of remote meeting software and digital collaboration tools. Specialised meeting room technology will be trailed to allow for the broadcast and attendance for residents, partners and colleagues to meetings hosted in the town centre

complex. Digital applications are to be developed to further maximise existing capabilities, this includes data collection on building usage and occupancy rates to provide robust statistical data to inform future decision making.

We are working directly with individual services to transform and support them to adopt a 'digital first' approach to their current processes and procedures. We will ensure that digital services are used to effectively maintain or increase the service offer to residents, automate any appropriate manual processes and reduce the need for printing and storage of files and documents.

Performance Measures and Targets;

| PI Code | PI Name | Reported | Good Performance | 2018/19 Actual | 2019/20 Actual | 2020/21 Actual | 2021/22 Target |
|-------------------------|--|---------------|------------------|----------------|----------------|----------------|----------------|
| Council Measures | | | | | | | |
| RCG 3.1 NEW | Number of construction projects compliant with BIM Framework. | Annual | High | N/A | N/A | N/A | 20% |

This is a new measure which supports an innovative approach to construction of new assets to be compliant with the Building Information Modelling (BIM) framework, which will help to target better cost certainty and quality of design for completed projects.

Stockport has helped pilot this approach nationally and by aiming to map 20% of new projects will continue to be a leader in this cutting-edge technology.

Priority 4: Caring about our staff and engaging them in the future

Over the next 12 months we will deliver our 'One Team' People Plan based around five pillars and continue to make our estate Covid-secure, planning for new ways of working.

Delivered by:

'One Team' People Plan

Our workforce has risen to the challenge of Covid and we want to build on the positives and sustain new ways of working. The evidence is clear – a happy, motivated and engaged workforce will deliver better services and improved outcomes for residents.

We have heard time and time again that inclusion is key, as a place shaper we can lead the way to further embed the council's values because "How" we work shapes "What" we do. Our values remain core – defining "how" we work. Inclusion is at the heart of everything we do. We are ambitious and want to be a national employer and an employer of choice – the right people with the right behaviours and skills - to unite staff under a 'One Team' approach and to support our ambitions for #ONESTockport.

Our new People Plan sets out how we are ONE Team - working together to improve outcomes for our residents and each other – as part of ONE Stockport. The Plan is built around five pillars, outlined below including what we want to achieve and how we will do this;

We support each other

What we want to achieve

- Colleagues have improved levels of wellbeing and feel supported with a reduced sickness rate
- We are a caring organisation and put people first, not process
- We celebrate our achievements

How we will do it

- Continue to build on the wellbeing offer, relaunch wellbeing champions programme
- Strengthen current coaching approach
- ONE Team awards and launch of 'not all heroes wear capes'

We want you to join us

What we want to achieve

- New starters learn about our values and ambition from the outset and are excited to join us
- National employer for choice to attract and retain the best talent

How we will do it

- Launch a new onboarding and induction programme
- Creative design to create strong consistent employer brand and online presence
- Review and enhance current package of flexible benefits

We learn and develop

What we want to achieve

- A workforce which has the right people with the right skills and is a high performing, learning organisation
- Consistent development opportunities across the council

How we will do it

- Insight from compliments, complaints and colleague voice inform developments so we are continuously improving
- Launch the 'Stockport Leader' programme
- Market apprenticeship offer to increase take up and 'grow your own' and promote volunteering opportunities
- Develop a clear learning and development framework

We are inclusive**What we want to achieve**

- To be an inclusive employer and a leader in equality, diversity and inclusion
- Equality and inclusion embedded in everything we do
- Colleagues feel listened to and empowered to make positive change

How we will do it

- Develop an inclusion strategy which details our commitment to be an inclusive employer and how we will do this
- Build equality colleague networks and development programme
- Colleague voice is embedded– annual programme of engagement alongside surveys and focus groups

We live our values**What we want to achieve**

- Everyone understands our missions and the role they play
- One Stockport, One Team is the "way we work around here"
- We deliver excellent services and improve outcomes
- We work flexibly, work is what we do not where we are

How we will do it

- Embed our values in everything we do e.g. new PDR, one to ones, recruitment, training, communication and engagement
- Define One Team ways of working (restorative, agile) and One Stockport experience/ training
- Lead workforce element of estates strategy to redefine flexible working and the workplace / workforce of the future

A workplace for the future

We will provide a modern, inviting and sustainable working environment designed around flexible, hybrid and agile working practices. In the post pandemic world, the council is looking to adopt new agile/flexible ways of working and also to reduce costs across the corporate estate. A strategic outline business case has been developed that indicates there is the potential to reduce property costs and consider a hybrid working model with the Town Centre assets. A report outlining this proposal in further detail is to be considered by Cabinet in Summer 2021.

Whilst the physical workplace has always been the focal point of employee productivity, many council employees may now feel they don't need to be in an actual office to achieve efficacy in their jobs and the pandemic has evidenced more than ever that work is 'what we do not where we are'. Findings from the recent 'Let's Talk' survey suggested that staff would expect to spend circa 47% of their time in the office after restrictions are removed.

The council aims to promote collaborative working where it can provide benefit for service delivery, whilst securing efficiencies and value for money for residents. Through Stockport CAN,

the council is committed to reducing its carbon footprint in line with the GM 5-year Environment Plan – Low Carbon Buildings, Renewable Energy, Sustainable Travel and Protecting/Enhancing the Natural Environment

Performance Measures and Targets;

| PI Code | PI Name | Reported | Good Performance | 2018/19 Actual | 2019/20 Actual | 2020/21 Actual | 2021/22 Target |
|--|---|------------------|------------------|----------------|----------------|----------------|----------------|
| Council Measures | | | | | | | |
| RCG.3.1 BV12 (ii) | The average number of working days lost due to sickness absence per employee | Quarterly | Low | 9.85 | 9.59 | 8.14 | 9.00 |
| <p>This measure is calculated as the total number of days sickness recorded, divided by the number of employees (FTEs). It excludes employees in schools but covers both long and short-term sickness absence. A comprehensive twelve-monthly report is presented to Scrutiny and includes further analysis and context around employee wellbeing.</p> <p>The average number of full time equivalent days lost per employee across the council, as a result of sickness in the 12 month period (1 April 20 to 31 March 21) was 8.14 FTE days. This was significantly lower than the figure at 31 March 20 and the half year figure at 30 September 2020, as well as the 2020/21 target of 9.5 days.</p> <p>A target of 9.0 days has been set for 2021/22. This reflects uncertainties around the impact of future changes in working arrangements, and the longer-term impacts from the pandemic on the workforce. There may also have been some under-reporting of sickness absence on iTrent in 2020/21 whilst most employees were working at home and recording arrangements have now been updated. Maintaining performance below 9 days would represent a significant improvement in the long-term trajectory for this measure, and a positive reflection of employee wellbeing.</p> | | | | | | | |
| PI Code | PI Name | Reported | Good Performance | 2018/19 Actual | 2019/20 Actual | 2020/21 Actual | 2021/22 Target |
| NEW | Number of Stockport Council employees undertaking apprenticeship qualifications | Annually | High | TBC | TBC | TBC | TBC |
| NEW | Wellbeing measures from 'Let's Talk' surveys (TBC) | Twice-yearly | High | TBC | TBC | TBC | TBC |
| <i>New measures under development – to be included in mid-year report with 2021/22 targets.</i> | | | | | | | |

3. RESOURCES, COMMISSIONING & GOVERNANCE

FINANCIAL RESOURCES & MONITORING



3.1 Total Resources

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

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

3.2 Revenue Budget

2021/22 Budget Update

The portfolio's cash limit budget approved at the Budget Council Meeting was set at £24.502m. The table below illustrates the budget adjustments from the 2020/21 Q3 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 |
|---|---------------|
| Resources, Commissioning & Governance 2020/21 Budget at Q3 | 24,119 |
| | |
| Indicative Adjustments: | |
| (Microsoft) Enterprise Agreement software licensing; Netcall licenses. (New terms / more user licenses required) | 613 |
| Radical Digital Authority phased cash limit increase 2020/21 – 2023/24 | 250 |
| New Care Case Management System – savings transfer to ASC Portfolio (legacy Digital-By-Design programme saving). | 50 |
| Troubled Families Grant (20/21 adjustment only) – removal from cash limit. | (28) |
| | |
| Total Indicative Adjustments | 885 |
| | |

| | |
|--|---------------|
| Savings: | |
| Adjustment to budget in line with expected expenditure / income. | (60) |
| Contributions from a range of CSS services that will be achieved largely through vacancy management. | (276) |
| Savings from changes to contracts in various areas. | (166) |
| | |
| Total Savings | (502) |
| | |
| 2021/22 Cash Limit Budget | 24,502 |

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 | Income | Net Cash Limit Budget |
|--|---------------------------------|--|------------------------------|-----------------|--------------------------------------|
| | £000 | £000 | £000 | £000 | £000 |
| Business Intelligence & Data | 2,482 | 810 | 3,292 | (850) | 2,442 |
| Business Support | 5,480 | 305 | 5,785 | (230) | 5,555 |
| Office of Chief Executive and Senior Management | 664 | 52 | 716 | (9) | 707 |
| Electoral Services | | | | | |
| Estates and Asset Management | 1,578 | 6,948 | 8,526 | (2,813) | 5,713 |
| Finance | 2,978 | 110 | 3,088 | (1,247) | 1,841 |
| Investment and Development Account | 0 | 11,799 | 11,799 | (14,471) | (2,672) |
| Legal and Democratic Governance | 2,645 | 684 | 3,329 | (954) | 2,375 |
| People and Organisational Development | 3,328 | 261 | 3,589 | (1,599) | 1,990 |
| Revenues, Benefits and Welfare Reform | 2,780 | 446 | 3,226 | (2,279) | 947 |
| Corporate Savings to be Allocated | 0 | (502) | (502) | 0 | (502) |
| STaR Procurement | 0 | 417 | 417 | (25) | 392 |
| Strategy and Design | 1,600 | 57 | 1,657 | 0 | 1,657 |
| Technology | 2,882 | 4,368 | 7,250 | (3,193) | 4,057 |
| Resources, Commissioning and Governance Total | 26,417 | 25,755 | 52,172 | (27,670) | 24,502 |

2021/22 Financial Overview

In 2020/21, the Portfolio's finances were severely impacted by Covid. Some of the support services such as IT and Business Support faced additional costs, but the main pressure came from rent yields from commercial property in the Investment and Development account (I&D). To what extent the pressure impacts 2021/22 is far from certain but it does present a continued risk to the budget.

The Portfolio is carrying £0.502m of unallocated savings from the previous year, intended to be met from procurement savings across all Portfolios' activities. Aside from the I&D issues, a side impact of Covid seems to have led to a slowing down of some recruitment activity and dampen general expenditure, so providing some informal offset with transient cost savings. As 'business as usual' returns, more permanent solutions will be required.

3.3 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.

| Reserve Category | Reserve Narration | To be used for | Approved £000 |
|-----------------------------|---------------------------------|--|------------------|
| Corporate Reserves | | | |
| Linked to Budget | Transformation – Double Running | To support savings introduction | 397 |
| Linked to Budget | Transformation – Invest to Save | Business Intelligence Predictive Modelling | 21 |
| Linked to Budget | Transformation – Invest to Save | Early Payments Programme | 51 |
| Strategic Priority | Equipment Refresh | Servers and data backup | 29 |
| Strategic Priority | Digital By Design | Radical Digital Authority | 2,652 |
| Strategic Priority | Radical Digital Authority | Civica Pay Cash Management | 66 |
| | | | 3,216 |
| Directorate Reserves | | | |
| Directorate | Flexibility | Apprenticeships | 40 |
| Total | | | 3,256 |

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.

3.4 Savings

| Proposal | Risk Rating | Value £000 | Additional Information |
|--|-------------|---------------|---|
| Adjustment to budget in line with expected expenditure / income. | Green | 60 | Fall in consumption of office stationery and sundries; enforcement fees in Benefits and Taxation. |
| Vacancy management. | Green | 276 | Deletion of vacant posts from the establishment. |
| Technology costs and new solutions. | Amber | 166 | IT and Data licence savings including developing in-house document storage solutions; fewer copiers/printers (MFDs); electoral registration (canvassing, printing and mailing cost savings) |
| Total | | 502 | |

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.

3.5 Capital Programme

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

Capital Funding comprises non-recurring resources from a range of sources. The Portfolio capital programme for 2021/22 and beyond is detailed below.

| Scheme | 2021/22 Programme £000 | 2022/23 Programme £000 |
|---|------------------------------|------------------------------|
| Non-Education Capital Schemes | | |
| Asset Management Plan | 2,273 | 5,846 |
| Reprovision of Dialstone Facility | 3,022 | 0 |
| Disposal of Assets | 27 | 0 |
| IT - Nutanix | 29 | 0 |
| Manchester Airport - Shareholder Support Loan | 3,273 | 0 |
| Sub-total | 8,624 | 5,846 |
| Education - Schools Capital Programme | | |
| Early Years | 13 | 0 |
| Primary Sector | 10,414 | 0 |
| Secondary Sector | 2,935 | 0 |
| Special Sector | 11,262 | 4,177 |
| Funding to be allocated | 16,371 | 0 |
| Individual School Schemes | 229 | 0 |
| Sub-total | 41,224 | 4,177 |
| TOTAL | 49,848 | 10,023 |

Funding the Capital Programme

| Resources | 2021/22 £000 | 2022/23 £000 |
|------------------------------|-----------------|-----------------|
| Capital Grants | 14,980 | 0 |
| Directly Funded Borrowing | 263 | 0 |
| Unsupported Borrowing | 30,327 | 4,177 |
| Capital Receipts | 3,049 | 5,551 |
| External Contributions | 1,200 | 23 |
| Revenue Contributions (RCCO) | 29 | 272 |
| TOTAL | 49,848 | 10,023 |

Details of the Programme

| Scheme | Description |
|-----------------------------|--|
| Asset Management Plan (AMP) | A programme of work aimed at ensuring that the council's asset base is fit for purpose and in alignment with the |

| Scheme | Description |
|---|--|
| | council's strategic objectives and service delivery needs. It includes Health & Safety, roof and fabrics, Civic Complex works, Office Rationalisation and Energy and Carbon Reduction schemes. Within the AMP is the Capital investment to facilitate improved utilisation and future financial sustainability of Hatworks site (Wellington Mill). This has enabled the Arc Centre to relocate to Level 2 of the site. The capital investment will be paid back through rent paid by Arc for the space. |
| Reprovision of Dialstone Facility | Reprovision of a Community Building following the sale of the Dialstone Centre for housing redevelopment. |
| Disposal of Assets | Programme for enabling costs for the disposal/development of council assets/sites. |
| IT - Nutanix | The hardware and software within the new data centre has come to an end of its supported life and needs to be replaced, with the chosen solution centring on a Nutanix based product, with majority of the Capital expenditure having taken place in 2020/21. |
| Manchester Airport – Shareholder Support Loan | Covid-19 and the resulting world-wide lockdown has had a significant financial impact on the aviation industry and airports specifically as a result of reduced passenger numbers, restricted travel to international destinations and increasing requirement for passengers to self-isolate on their return to the UK. This impact was evident from late March 2020 at the MAG airports and is expected to continue into the medium term period as the uncertainty for the aviation industry continues for the foreseeable future. In order to ensure MAG's financial sustainability, the council along with the other Greater Manchester Authority shareholders has provided financial support through a shareholder support loan. |
| Early Years | Repairs, maintenance and new buildings for nursery schools and early year's premises. |
| Primary Sector | Repairs, maintenance and new buildings for primary schools. |
| Secondary Sector | Repairs, maintenance and new buildings for secondary schools. |
| Special Sector | Repairs, maintenance and new buildings for special schools. Included in this sector is the significant investment (c.£15m) to relocate and expand Lisburne primary special schools as approved by the Cabinet in April 2018, this scheme is now due for completion for the 2022/23 academic year. |
| Funding to be Allocated | Programme to address the condition and capacity issues that are facing schools within Stockport. |

| Scheme | Description |
|---------------------------|--|
| Individual School Schemes | Schools Devolved Formula Capital schemes schools revenue contributions and schools prudential borrowing on their own schemes (i.e. not funding from Local Authority grants). |

3.6 One-Off Resources

In addition to the funding reported above, Cabinet have 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 Resources, Commissioning & Governance include:

- Hopes Carr Memorial Park (£0.300m) – investment in the Hopes Carr Memorial Park to provide essential maintenance and improvement to this respected and fitting memorial in Stockport. The investment will ensure the sustainability and continued use of this important civic asset.

Investments where collaboration may be needed with this Portfolio are:

- Digital Inclusion and Financial Inclusion Services to Support Residents (£0.500m)
- Cultural Services to Support Our Residents (£0.050m)
- Libraries Open Plus (£0.300m)
- Health and Wellbeing Mental Health (£0.100m)
- Health and Wellbeing Public Health (£0.100m)
- Targeted Youth Support (£0.150m)
- Tackling Climate Change (£0.600m)

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