



STOCKPORT
METROPOLITAN BOROUGH COUNCIL

Stockport
team
ambition
respect

Resources, Commissioning and Governance

Portfolio Performance
and Resources
Annual Report 2021/22



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ONESTOCKPORT

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|------|-------------|---------|----------------|-------------|-----|
| Date | 6 June 2022 | Version | 1.0 (Scrutiny) | Approved by | CLT |
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RESOURCES, COMMISSIONING & GOVERNANCE – PORTFOLIO OVERVIEW



PORTFOLIO SUMMARY

The Council's budget, including savings proposals of £10.2m were agreed at the Budget Council meeting in February. The Medium-Term Financial Plan outlined key work programmes around demand management, value for money and commissioning, robust corporate governance and a radically digital approach. The financial 'scarring' impact from the pandemic continues to be a major factor, with our reserves policy continuing to support recovery.

We are continuing to develop our approach of moving towards hybrid working and reducing carbon emissions across our town centre assets, including the Town Hall complex. Refurbishment of Stopford House is underway as council employees have returned to the workplace, supported by the workforce transformation programme. This is part of the wider People Plan, with significant progress reported against the four 'pillars' during the second half of the year.

Priority cohorts and themes have been agreed as the focus for our Social Value approach, whilst we continue to support local businesses to recover from the pandemic with the distribution of £13.5m of grants over the year. An outcomes framework and delivery plans are being developed to support the Borough Plan, including publication of a new Health and Care Plan and Economic Plan. Locality arrangements for the new Integrated Care System are being put in place ahead of implementation from July.

Our Digital Strategy was launched in March, and we continue to promote digital inclusion and improved connectivity as part of our 'Radically Digital' approach. We are also bringing together our data and intelligence sources ahead of the release of data from the 2021 Census which will inform our future plans. A series of self-service dashboards are also helping to manage and reduce demand in key areas such as Care Act assessments and Freedom of Information requests.

Performance highlights include the achievement of increasing Council Tax and Business Rate collection alongside significant reduction in the processing times for benefit claims. Our collection rates are amongst the highest in Greater Manchester and the North West. The payment of invoices was impacted by the Christmas and New Year break, alongside the continued focus by the invoicing team on processing Covid grant payments to support local businesses. Work is underway to get a better understanding of these factors and to improve performance, particularly for local suppliers.

Property costs and energy consumption across the council's buildings reduced during 2021/22, largely due to lower occupancy levels and the closure of Stopford House from January. As we move towards hybrid working and higher occupancy levels, along with the pressure on energy costs, it is likely that costs will rise in 2022/23. There has been a further increase in employee sickness absence, which is now at its highest level for some years. Some of this increase was attributable to the Omicron Covid variant in Q3 and Q4, along with an increase in absence due to mental health reasons. The cumulative impact of working remotely under increased pressures over the last two years has had an impact on the workforce, and work is underway to better understand the factors behind this and ensure that wellbeing support is readily available to all colleagues.

Revenue Budget 2021/22 (Outturn)

| | £000 |
|-------------------|--------|
| Cash Limit | 30,564 |
| Outturn | 30,564 |
| (Surplus)/Deficit | 0 |

Reserves

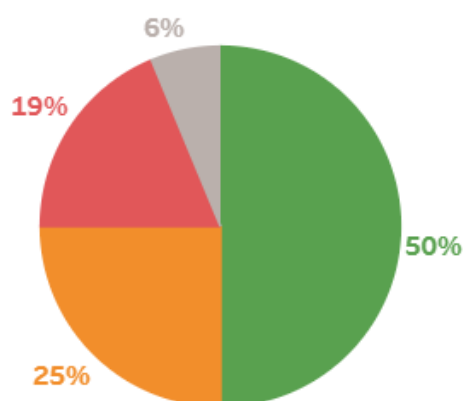
Approved use of reserves balance is £2.278m, a net appropriation to reserves of £0.393m is included in the outturn, together with net appropriations of £0.315m from reserves held outside of this Portfolio.

Capital Programme

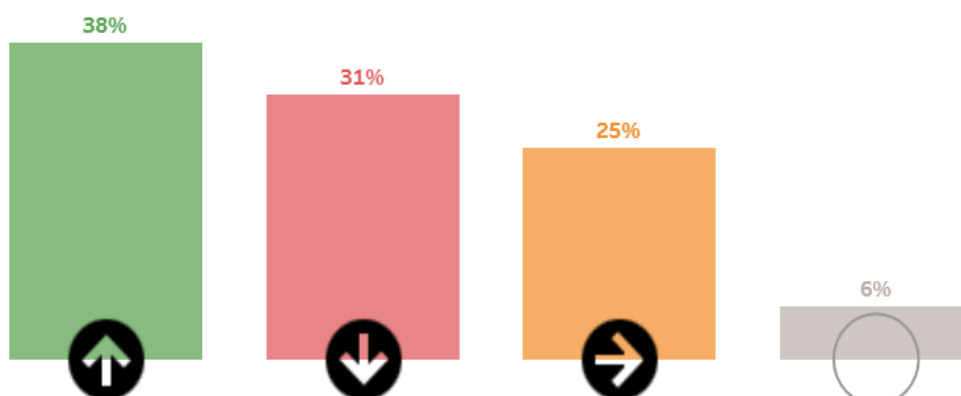
| | £000 |
|------------------------|--------|
| 2021/22 Capital Budget | 23,283 |
| 2022/23 Capital Budget | 69,660 |
| 2023/24 Capital Budget | 8,903 |

Portfolio Performance Summary – Resources, Commissioning and Governance

Performance Against Target (RAG Rating):



Performance Against Previous (Trajectory):



RESOURCES, COMMISSIONING & GOVERNANCE

1. DELIVERING OUR PRIORITIES



This report is based on the **2021/22 Portfolio Agreement**, considered by the Corporate, Resource Management and Governance Scrutiny Committee on 15th June and approved by Cabinet on 29th June 2021. The link to the Agreement can be [found here](#).

Updates on **key programmes of work and other activities** are referenced within the Portfolio Priorities within this section of the report, alongside the latest available **performance data**. This report reflects the picture as at the end of April 2022 where this is available.







Performance measures are reported for all measures included in the 2021/22 Portfolio Agreement. This will reflect the latest available data, which in most cases will be the 2021/22 out-turn. These are categorised to reflect the Council's influence and responsibility as Council, Partnership or Contextual. These categories are used to determine the type of target used as numerical, comparator, direction of travel or if no target is set. Definitions for these categories and target types are included within the Agreement.

Highlight and exception commentary is provided for performance measures, setting out the key factors, including the Covid-19 pandemic and resulting restrictions, which have impacted on performance. As highlighted in the Agreements, it has not been possible to set annual targets for all measures, but 'direction of travel' will continue to be shown for these. For those measures reported quarterly, actual performance for Q4 is included where this differs from the full year out-turn figure.

The updated Portfolio Performance Dashboards are published alongside these reports, and the Resources, Commissioning and Governance Dashboard can be [found here](#). This contains further historical trend data in addition to comparative data (where available) the latest of which relates to 2020/21.

The criteria for RAG rating and direction of travel status is shown below. The rationale for any variations to this will be clearly highlighted within the commentary.

Key to symbols used in tables

| | | | |
|---|---|---|--|
|  | Red; Indicator is performing significantly (>5%) below target |  | Getting worse; The year-end position (forecast or actual) for this indicator is less favourable than the previous year-end. |
|  | Amber; Indicator is performing slightly (<5%) below target |  | Stable; The year-end position (forecast or actual) for this indicator is within 1% either side of the previous year-end. |
|  | Green; Indicator is on track or performing above target |  | Getting better; The year-end position (forecast or actual) for this indicator is more favourable than the previous year-end. |

Bold measures are 'headline' measures included in the Corporate Report.

GMS – measure is included in the Greater Manchester Strategy outcomes 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:

Medium Term Financial Plan (MTFP)

During the year the council has continued to provide updates to the MTFP to retest the underpinning forecasts and assumptions. These updates have also taken into account Government announcements in relation to their plans for social care reform, the 2021 Spending Review and the Local Government Finance Settlement. This continuous update of the MTFP has been essential to understand the ongoing financial scarring impact of the pandemic and address the ongoing uncertainty and volatility within the financial landscape. This has supported and informed decision making during the year and ensured the council's MTFP continues to be set on a robust and resilient basis.

At the start of the financial year the council had a saving requirement of over £23m to address and balance the 2022/23 Budget. In response to the MTFP Updates during the year, the council set out its approach to responding to the financial forecasts over the medium-term period. The focus of the response is to deliver impactful and outcomes focussed transformational change for Stockport communities and businesses, whilst recognising the importance of a resilient budget to enable this change. On this basis the balancing of the council's 2022/23 Budget was addressed via corporate adjustments to MTFP forecasts and assumptions during the year, consideration of local taxation, use of reserves and saving proposals aligned to transformational change and robust corporate governance.

As part of balancing the council's 2022/23 Budget, saving proposals of £10.291m were considered by Scrutiny Committees and Cabinet during the year prior to approval at the Budget Council meeting in February. The saving proposals identified focus on addressing the financial and demand challenges, enabling longer term transformation and shared ambitions and delivering robust corporate governance. Aligned to this and to supporting the robustness of the MTFP, saving proposals of £6.930m 2023/24 and £5.800m 2024/25 were also approved. The proposals will be delivered through four programmes of work aligned to the unifying themes of the Borough Plan and the Council Plan:

- Demand Management
- Value for Money and Commissioning
- Robust Corporate Governance
- Radically Digital

The council continues to face significant financial challenge over the medium term period. The council's forecast saving requirement over the next two financial years 2023/24 to 2024/25 is £19.952m. The council's financial position will continue to be monitored closely during 2022/23 to address the volatility, complexity and risk inherent in the financial landscape.

Reserves Policy

The Reserves Policy was updated for 2021/22 and approved by Cabinet in September. The Policy ensures earmarked reserves remain aligned to priority areas identified over the medium term, whilst also providing assurance about the council's ability to mitigate the impact of unplanned and unexpected events. Reserves continue to be a key part of the council's financial resilience and robustness, whilst recovering from the financial scarring impacts of the pandemic. Reserves support the council to smooth the financial impact and address funding gaps in the short-term.

A significant use of reserves for this purpose presents an opportunity cost to the council in terms of the impact on its priorities and ambitions which resources held in reserves were originally earmarked to support. For this reason, the Cabinet approved a £20m cap on the use of reserves linked to the MTFP to support the council's continuing recovery from the pandemic over the medium-term period. The annual review of the council's Reserves Policy will be completed in 2022/23.

Balancing the cost of services

Cost and demand pressures due to Covid-19 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 2022/23. In addition, the cycle of reviewing charges for social care will continue, with the phased implementation of revised fees for most non-residential care charges to be at cost of services from April 2022, aligned to the Adult Social Care fees and charges consultation. Initial implementation was phased, which was further paused due to the impact on residents from Covid-19.

Getting the most from our assets

The council's operational portfolio has been 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 focusing on the Town Centre Assets has been developed and approved by cabinet. This examined the case to reduce operational occupancy of Town Centre office assets with a view to lease surplus space to strategic partners.

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. A further business case focusing on the Town Hall asset is being prepared to be reported to Cabinet in Winter 2022.

School place planning

The School Place Planning Board meets regularly to make decisions on emerging sufficiency issues and is due to receive the Sufficiency Investment Plan which will inform the 5-year School Estate Asset Management Plan. The strategy and plan were considered by scrutiny before being approved by Cabinet in December.

The school investment plan sets out the strategy and capital pipeline for the next 5 years, securing an education estate that provides a safe, accessible, secure and stimulating learning environment, which is sustainable and provides value for money, is fit for current and future needs and reduces environmental impact.

Designing services fit for the future

The SEND Joint Commissioning Group continues to meet and oversee the CCG and council joint commissioning priorities. This includes a jointly commissioned review of speech, language and communication provision, which has identified a number of opportunities for better integration

across services. The review has worked extensively with stakeholders and service users to introduce the asset based 'balanced system' approach. Work has also been undertaken in relation to improving information and processes around direct payments, offering individuals more choice and options in terms of how packages of care are commissioned and delivered-putting the individual at the centre.

Stockport continues to engage with partners at a Greater Manchester level to ensure that the borough is ready for the transition to the Integrated Care System, in the context of SEND. In addition to this, benchmarking work and engagement with other authorities across the country has taken place, to ensure best practice informs future working.

VfM procurement

The Social Value priority cohorts and themes were signed off by the council in November 2021. This has meant that we have greater leverage within our contract specifications, to highlight the social value 'asks'. Not only has this enabled more guidance to be issued for providers (who may have struggled in the past to fulfil their social value commitments), but this also means that Stockport is benefitting from social value investment that is needed and that will make a difference to local residents and communities.

Supporting local businesses

This objective is closely linked to the work with the Economic Resilience Forum to help businesses recover from Covid-19 and supporting local business through the One Stockport campaign, both of which are highlighted in the Economy & Regeneration Portfolio Report.

Information continues to be provided to local businesses around the final phase of Covid business grants, with the Stockport Business Recovery website providing a wide range of information, advice and resources. Almost 4,000 applications have been received for Covid business grant support, with just under 3,000 discretionary grants paid totalling £13.5m. The Business Rates team also issues a further £1.484m of support payments to local businesses under the Omicron Hospitality and Leisure Grants scheme.

Key objectives around promoting Social Value and Corporate Social Responsibility are reported within the Economy & Regeneration and Inclusive Communities reports. Employment and Skills agreements have been created and put in place for the latest phase of the Stockport Exchange development, Weir Mill and some additional commercial developments. Further opportunities to promote local employment and support local businesses have been identified for groups including the over-50s, armed forces veterans, care leavers and young people not in education, employment or training.

Work is also underway to maximise the benefit from larger grants paid through the Stockport Local Fund through organisations sharing their expertise with community groups, helping build their future resilience and capacity. The importance of effective Social Value approaches and commitments in supporting inclusive economic growth priorities is also being recognised in the emerging Stockport Economic Plan, for example through Work and Skills Agreements, and local supply chain promotion.







In addition, the Carbon Literacy Project will bring together local businesses to work with the Council to create a carbon literacy course suitable for micro and SME businesses in Stockport. Discussions are underway through the Mayor's Round Table to enable large scale partnership and collaboration on Climate Action Now (CAN) priorities. Alignment of social value offers with









the CAN strategy is being considered alongside consideration of priority cohorts to ensure social value is maximised.











Responding to government consultation on remote committee meetings

Following the end of the Coronavirus Regulations that permitted remote committee meetings, the government undertook a consultation on Local Authority views on hybrid and/or remote committee meetings. The response from government is awaited. At the moment, all committee meetings that exercise decision making powers need to be held face-to-face in person and not virtually or remotely.

Performance Measures and Targets:

| PI Code | Short Name | Good Performance | 2019/20 | 2020/21 | 2021/22 | | | |
|--|--|------------------|---------|---------|---------|--------|---|---|
| | | | Actual | Actual | Actual | Target | Status | Trend |
| Council Measures | | | | | | | | |
| RCG.1.1 BV.09 | In-year Council Tax collection rate | High | 97.14% | 97.36% | 97.46% | 96.30% |  |  |
| <p>A great achievement in terms of the Council Tax collection rate of 97.46% for 2021/22, sustaining an increase in performance over the last two financial years and surpassing the 96.30% target. During the year, single person discounts were reviewed. This resulted in a total of 1,274 awards being removed from accounts, giving rise to an additional £471,543 in revenue to collect. The service continued to proactively contact residents falling behind with their payments to avoid formal recovery action and additional costs, where capacity allowed.</p> | | | | | | | | |
| RCG.1.2 BV10 | In-year Business Rates collection | High | 97.45% | 93.42% | 95.60% | 94.00% |  |  |
| <p>During 2021/22, the Revenues Team continued to administer and issue various government financial support grants to businesses within the Borough, alongside the running of the Business Rates function.</p> <p>The service achieved an excellent outturn of 95.60%, being a 2.2% improvement from 2020/21 and ahead of the projected target. Business Rates liabilities started to return to pre-pandemic levels following the removal of Covid related reliefs from July 2021. The amount of income available to collect from Business Rates rose by £2.3m compared to the previous year. The increase in collection rate suggests that businesses were in a better financial position to absorb the return to usual charges. The contacting of businesses in arrears during the final quarter also helped boost collection.</p> | | | | | | | | |
| RCG.1.3 | Average time taken in calendar days to process Housing Benefit (HB) new claims and change events | Low | 7.4 | 6.1 | 4.6 | 7.0 |  |  |
| <p>The Housing Benefit caseload has reduced significantly over the last 2 years as a result of Covid-19 and working age residents now needing to make a claim for Universal Credit for help with housing costs. Whilst the number of new claims now being received are substantially less, those still administered by the service are very complex in nature i.e., supported exempt accommodation. Claims were processed on average in 4.6 days during 2021/22, an improvement on the previous year and ahead of target. The team continues to deal with a large number of reported changes from existing Housing Benefit recipients. This is a particularly impressive outturn whilst also managing the Government's Test and Trace Support Payment Scheme.</p> | | | | | | | | |

| PI Code | Short Name | Good Performance | 2019/20 | 2020/21 | 2021/22 | | | |
|--|--|------------------|---------|---------|---------|-----------------|---|---|
| | | | Actual | Actual | Actual | Target | Status | Trend |
| Council Measures | | | | | | | | |
| RCG.1.4 | Partnership Measure Average time taken in calendar days to process Council Tax Support (CTS) new claims and change events | Low | 19.1 | 15.1 | 11.3 | 18.0 |  |  |
| During 2021/22, it took an average 11.3 days to process a Council Tax Support (CTS) new claim or change in circumstances, which is a reduction of 3.8 days compared to the previous year and well ahead of the target set - an excellent achievement by the team given the ongoing challenges faced as a result of the pandemic. CTS claims based on Universal Credit generates a significant amount of work for the service due to changes in entitlement linked to monthly assessment periods, which in turn requires more frequent CTS reassessments. This increase in volume and additional work offsets the reduction in the HB caseload. | | | | | | | | |
| RCG 1.9 | Housing Benefit Accuracy Award Indicator | High | 69.8% | 71.0% | N/A | Aim to maximise |  |  |
| This measure will be deleted as DWP have suspended the publishing of results so we are unable to report on performance at present. It is due to become a mandatory indicator from 2022/23, so will be re-considered for inclusion when we have an indication as to when reporting may resume. | | | | | | | | |
| RCG 1.5 BV8(i) | % of invoices paid within 30 days | High | 95.6% | 94.6% | 94.1% | 95.0% |  |  |
| During the final quarter of 2021/22 the Council made 11,454 payments to suppliers of which 91.8% were paid within 30 days. This is below target and was largely impacted due to the office closure between Christmas and New Year resulting in some payments in January being later than 30 days. The cumulative payment performance for the 2021/22 financial year is 94.1% and average days to pay were 20.5 days. | | | | | | | | |
| RCG 1.10 | Percentage of invoices paid to local suppliers in 10 days | High | 74.9% | 88.0% | 80.6% | 85.0% |  |  |
| During the final quarter the council made 4,531 payments to local suppliers of which 76.2% were paid within 10 days. This is also below target and is also largely due to the Christmas break impacting on payments in January. Overall performance for the year is 80.6% and average days to pay were 11.7 days. | | | | | | | | |
| For 2022/23 payment performance data will be used to identify suppliers with a high number of late invoices to understand causes and resolve any issues. As part of this, service areas will be contacted where poor payment performance is being experienced to understand if there are underlying problems with particular suppliers and look to address them. A recent restructure within the Central Invoicing Team will create capacity to do this and be proactive with invoices awaiting approval and target those that are at risk of becoming overdue. | | | | | | | | |

| PI Code | Short Name | Good Performance | 2019/20 | 2020/21 | 2021/22 | | | |
|--|--|------------------|--------------------------------|--------------------------------|----------------------------|-----------------|---|---|
| | | | Actual | Actual | Actual | Target | Status | Trend |
| Council Measures | | | | | | | | |
| RCG.1.6 BSDR 27.01 | Total property costs (occupancy, operational and m'gement) per m² | Low | £43.26 | £44.18 | £42.99 | Aim to maintain |  |  |
| RCG.1.7 BSDR 27.04 | Total property occupancy / ownership costs (revenue) per m² | Low | £15.50 | £15.39 | £15.08 | Aim to maintain |  |  |
| RCG.1.8 BSDR 27.15 | Total Annual Energy Consumption (KW/h) per m² | Low | 100.33 | 90.28 | 81.88 | Aim to minimise |  |  |
| <p>Property costs are below average due to the shift towards hybrid working model at the Civic Complex and Stopford House being vacated for refurbishment.</p> <p>Energy consumption has been reduced in 2021/22, in part due to lower building occupancy due to the pandemic and the exit from Stopford House. Upward pressure on energy costs will likely push total property costs higher in 2022/23 despite energy efficiency measures.</p> | | | | | | | | |
| RCG 1.12 | Percentage of children allocated their first choice school place for a) Primary and b) Secondary schools | High | a) 91.1% b) 84.8% (2019) | a) 90.5% b) 85.8% (2020) | a) 92% b) 83% (2021) | Aim to maximise |   |   |
| <p>The level of first preference attained in the primary phase has been bolstered by relatively low pupil numbers meaning a greater proportion of children could access a preferred school.</p> <p>The secondary phase is seeing a bulge of pupils moving through the primary phase which is placing capacity under significant pressure. Sufficiency will remain assured however it is expected that first preference attainment will be impacted for the next 5 years.</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

An outcomes framework is currently under development to support delivery of the Borough Plan. This aligns with key partnership strategies and delivery plans including the One Health and Care Plan and the Economic Plan. It is also linked into the new Greater Manchester Strategy and the Marmot Beacons included with the GM Inequalities Commission report.

A performance dashboard is also under development, with a prototype available in late summer for further engagement with partners and One Stockport Leadership. This will include several 'case studies' reflecting the impact of key interventions and delivery plans, alongside other qualitative data to provide a citizen perspective.

Stockport Stations Alliance

See Capital Programme update on p27

Integrated Care Systems

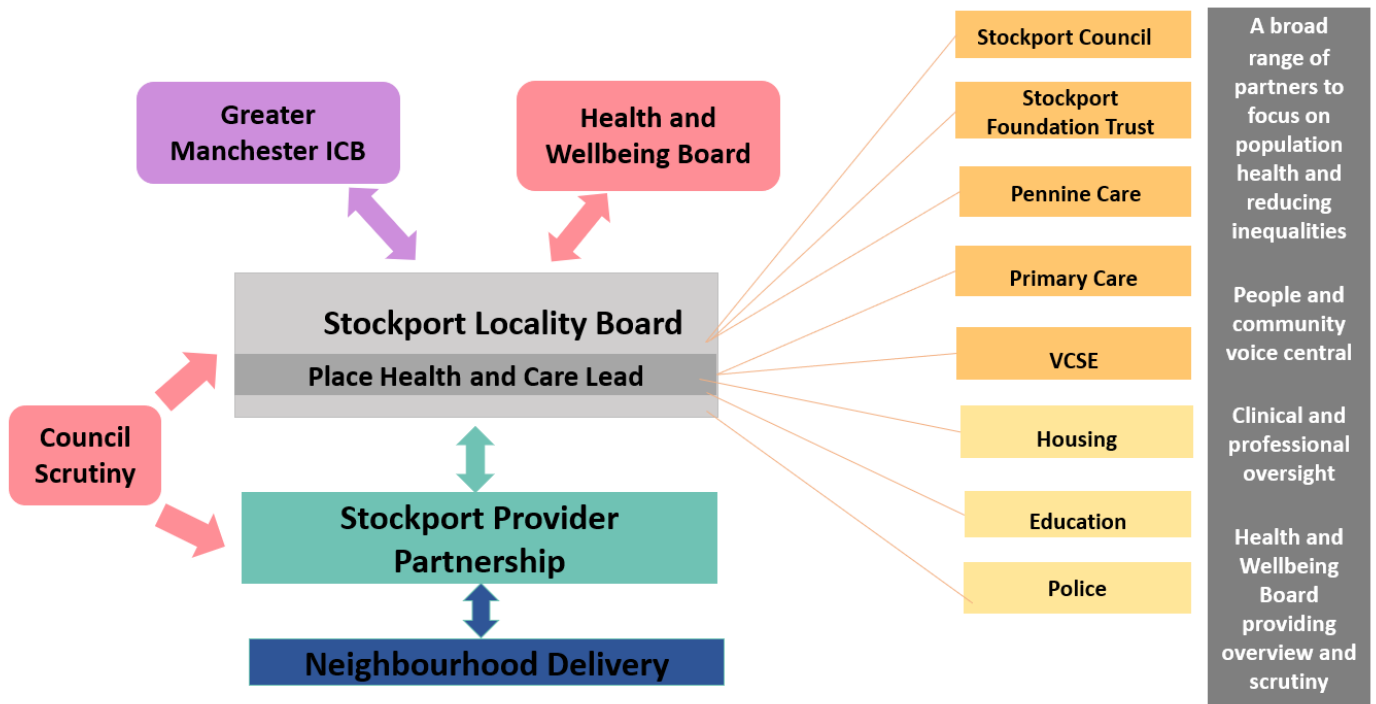
Development has continued of new locality and providers constructs to deliver an Integrated Care System (with Stockport CCG), ready for implementation in July 2022. A series of Locality Board development sessions have taken place to review delivery programmes and governance arrangements, drafting terms of reference for each board and establishing relationships across the various groups at Stockport and GM level.

The Accountability Agreement between Stockport as a Locality and GM Integrated Care Board (ICB) is still in development, but should provide clarity underpinned by the Scheme of Reservations and Delegation (SORD) to hold the locality to account as a health and care system. This document is currently being worked through by the Finance and Governance workstreams at a GM level. The document will set out the governance of the interaction between the Locality Board and the GM ICB, and describe the delegations that Stockport will have as a system such as performance reporting arrangements, quality oversight, safeguarding and CHC etc. Further consideration will be required once this document has been received.

ICSs will be held to account by the Care Quality Commission (CQC) Integrated Care System inspection framework, which will be used from 2023. The CQC will look broadly across Integrated Care Systems, and in particular at how Integrated Care Boards, local authorities, providers of NHS care, public health and adult social care services are working together to deliver safe, high quality and integrated care to the public. With this in mind, a multi-disciplinary working group will start to self-assess and ensure that Adult Social Care is clear of how the inspection will assess how well we deliver our duties under the Care Act. This includes working with our communities to provide or arrange services that help to keep people well and independent; identifying the local support and resources already available, and helping people to access them; as well as providing services aimed at reducing needs and helping people regain skills, for instance after a spell in

hospital. We continue to work with other partners to think about what types of service local people may need now and in the future and this work will be strengthened as we work more closely together in neighbourhoods and as equal partners in the Stockport Provider Partnership.

The agreed key features of the locality approach are set out below:



Performance measures and targets from the Borough Plan Outcomes Framework will inform progress against these objectives.

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:

Developing and delivering a digital strategy for Stockport

Progress against this objective is outlined in more detail within the Citizen Focus and Engagement Portfolio Report, presented elsewhere on the CRMG Scrutiny Agenda. Some of the key areas of progress in the second half of the year were;

- Launch of the Digital Strategy in March following Cabinet approval, focused around;
 - Digital Communities
 - Digital Place
 - Digital Council
- The DigiKnow Alliance continues to promote digital inclusion through digital champions, the digital lending library and community computer schemes.
- Almost all corporate and educational sites in Stockport are now connected to high-speed broadband through the GM Local Full Fibre Programme.
- The council's Continuing Education Service is promoting digital skills for adult learners to help promote employability. This includes loans of equipment as well as one-to-one support and training.
- A Digital Architecture group has been established, to assist council directorates with their procurement plans. Principles will be outlined, helping to increase the interconnectivity of systems to improve services and collaboration. This workstream will also support the Smart City infrastructure rollout across Greater Manchester.
- A range of accessible online information, advice and guidance, much of it in Ukrainian, has been developed to support Ukrainian refugees arriving in Stockport and host families.

Single Source of the Truth

We continue to add datasets to this to assist with our performance reporting. The latest part of this project includes bringing in benchmarking data for around 14,000 nationally published measures via the LG Inform Plus portal. This allows us to benchmark Stockport's performance and citizen outcomes in a number of areas. We plan to incorporate this information into our existing reports and to set up a system of alerts (automated or taking information to meetings) to provide colleagues with an update on any new information, particularly where Stockport is significantly different to other areas and/or performance has changed significantly since the last reporting period.

Stockport Picture – Open Data Platform

The site is now live and we continue to add data to this. We will look to include the new benchmarking datasets (mentioned above) in this and we are also expecting the 2021 census data to be published soon (May 2022 – Mar 2023) and we will share this via the site in future too. We are also aiming to refresh our neighbourhood profiles and aim to share some of this data in the open too, where appropriate. The open data portal was included in our bid for the LGC Digital Impact award that we have been shortlisted for.

Continued roll out of interactive, self-service dashboards

We continue to roll out self-service dashboards. Recent examples include:

- ASC cross service summary with productivity, waiting list measures.
- Mandatory training dashboard, with an overview of completion rates by team
- FOI performance dashboard, highlighting how we perform across the council

Dashboards currently in development include:

- Stockport CAN – monitoring carbon emissions and benchmarking with other areas.
- New school data dashboards to help schools monitor pupil outcomes


Workforce Transformation Programme

Following the government announcement of Covid restrictions lifting so that there was no longer a requirement to work from home in January, council office spaces gradually opened for use during February to enable all colleagues to once again work in the office as part of a hybrid way of working.

With the refurbishment of Stopford House underway, a programme welcoming civic complex based council colleagues to hybrid working in new interim office locations was also successfully delivered. This included allocation and release of spaces for teams based in the civic complex, setting desks with the basic IT equipment, organising team storage, development of a booking application to enable reservation of desks and regular communication of planned changes with colleagues.

The booking application and accompanying data dashboard are helping us to see how available space is being used across the civic complex and this data will be used to inform space planning in the newly refurbished Stopford House.

Performance Measures and Targets;

| PI Code | PI Name | Good Performance | 2019/20 Actual | 2020/21 Actual | 2021/22 | | | |
|------------------|---|------------------|----------------|----------------|---------|--------|---|-------|
| | | | | | Actual | Target | Status | Trend |
| Council Measures | | | | | | | | |
| RCG 3.1 NEW | Number of new construction projects compliant with BIM Framework. | High | N/A | N/A | 100% | 20% |  | N/A |

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.

There is currently just one new asset in delivery, (Lisburne Primary School) which will be delivered to BIM Level 3. Note that this measure relates to new build projects and not works to existing buildings unless the investment is significant enough to warrant BIM outputs.

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 the five pillars outlined below and we will continue to make our estate Covid-secure, planning for new ways of working based on the learning we have gained from our workforce through the engagement we have undertaken with them throughout the pandemic.

ONE TEAM: Our Five Pillars



Delivered by:

'One Team' People Plan

Significant work has been underway developing and delivering under each of the pillars in the People Plan as follows:

Feel supported here - This pillar outlines the importance of placing the wellbeing of our people as a priority. Whilst all our colleagues are professionals, they are humans first and ensuring that their wellbeing is cared for will help them to perform at their best in their work lives.

The following has been delivered throughout this reporting year to further develop the support available for colleagues to improve their employment experience and health and wellbeing at work:

- Introduction of the Vivup employee benefits portal, accessed by nearly 2,500 colleagues across the council, schools, elected members and foster carers.
- Introduction of the Employee Assistance helpline, a 24/7 helpline where colleagues can get support from training professionals on a range of issues including personal issues, debt advice, back pain and access to apps on domestic abuse and parent/child relationships.
- Let's Talk surveys have been conducted to understand how the workforce need to be supported in the future and to inform future organizational development plans - Recommendations have been made to inform changes to the flexible working policy, which will be introduced in 2022/23.
- Employee engagement has been reviewed and an annual All Colleague Survey has been developed with a research partner and a development group of colleagues across the council. This will provide a 'temperature check' of the organisation' along with important insight about what it feels like to work at Stockport Council, specifically what is working well and what can be improved. The survey will be launched in quarter 1 2022/23 and the findings will further

inform the One Team People Plan. Pulse surveys will also continue to be carried out throughout the reporting year on key themes as they arrive so we are keeping the dialogue with our workforce live and their feedback is informing future developments.

- A programme team of colleagues from right across the council has worked together on the Working our Way programme to keep the office environment Covid safe and to develop hybrid working approaches with colleagues. Office space was opened up more widely in the civic complex at the beginning of quarter 4 and colleagues started to adopt hybrid working, working some time in the office, some in the community and some at home depending on business need. This approach has been informed by engagement with colleagues through the Let's Talk surveys described above and has supported the refurbishment of Stopford House.
- The 'One Team Hub' has been launched, a one-stop-shop for colleagues explaining the latest developments to ways of working, the implications for them and their teams and the support available as part of the Working our Way programme.
- All employees have had access to welfare calls, either through the council's Workforce Development team or the Greater Manchester Resilience Hub, in addition to the ongoing offer of counselling via our partners Beacon Counselling.
- Directorate sickness data has been presented to senior management teams to provide a more in-depth knowledge of trends in directorates and the support available to manage sickness absence. Work has also been undertaken to pull together the full range of workforce data to support the development of a workforce strategy in directorates.
- Continued to review the range of initiatives to improve employee physical and mental health with the Corporate Wellbeing Steering Group.

Join Us - This pillar sets out our approach to recruitment and talent management to ensure that we have a resilient workforce and planning for the future. This is very important in the current climate where workforce shortages present real challenges. This pillar sits alongside our inclusion work to ensure we have a workforce that represents our community and gives opportunities to those who need them most.

Throughout the reporting year the following work has been undertaken:

- Refresh of our recruitment paperwork, including the job description and person specification documents used to advertise jobs which we now call Job Profiles.
- Expansion of our reach when advertising vacancies, combining existing channels with new methods such as Greater Manchester Jobs Match, LinkedIn, Facebook adverts and more.
- Despite the pandemic, the Recruitment team posted 540 jobs and processed 977 job offers in 2021/22. They administered 629 offers in 20/21 which demonstrates the level of recruitment activity being undertaken.
- We have continued to redeploy people to support the response to the pandemic as required, including contact tracing, vaccination roll out and support to essential services. For example over Christmas, 41 additional workers supported adult social care.

Grow and thrive here – This pillar sets out how we want to support our colleagues throughout their employment journey with Stockport Council. This journey starts at the point that you consider a job with us and continues through recruitment, induction, probation periods and the time they are employed.

In the reporting year we have:

- Introduced a new corporate induction programme, ensuring people are welcomed and understand the organisations vision and values from the start, particularly when working remotely.

- Continued to deliver and expand our range of development opportunities for colleagues, both in terms of e-learning, taught sessions (delivered remotely during the pandemic) and other methods such as volunteering.
- Delivered leadership development training to support managers with hybrid working and the complexities of leading teams through the pandemic including resilience training.
- Increased the number of coaches across the organisation to provide one to one support and development.
- Reviewed the Leadership Development activity currently on offer with the council's managers and leaders to ensure that it supports colleagues' needs and responds to challenges associated with hybrid working, equipping leaders to support a hybrid workforce.
- Piloted Mandatory Training dashboards so that line managers can better understand the learning that their staff have completed and any gaps that exist to further promote continuous professional development.
- Commenced the Living Wage Foundation accredited process establishing a cross-cutting working group to support the implementation.

Belong here -. The council's commitment to inclusion is absolute. We believe that diversity makes us great, giving us a richness that supports us to keep the people of 6 Stockport at the heart of what we do and to live our values.

Throughout the reporting year we have:

- Continued the work of our Corporate Equality Steering Group.
- Undertaken a Let's Talk engagement on equality and diversity to understand perceptions and address issues.
- Established 4 Employee Engagement Groups based on Race, Disability, Sexuality and Working Carers. These groups give an opportunity for peer support and can inform and influence corporate thinking and decision making.
- Refreshed our approach to supporting colleagues who are part of our supported employee cohort, providing them with meaningful work throughout the pandemic.
- Made Equality, Diversity and Inclusion training mandatory for all colleagues and are encouraging completion through the training dashboards described above.
- Developed unconscious bias training.
- Provided specialist Public Sector Equality Duty training for our Senior Leadership Group, facilitated by an external expert in the field.
- Reviewed our approach to Equality Impact Assessments and provided additional guidance for those completing them.
- Continued to promote the opportunities available within the apprenticeship scheme to ensure the levy is being used to its maximum potential.
- Delivered against the national Kickstart Scheme, which provides funding to create jobs for 16 to 24 year olds on Universal Credit, including care leavers, with 20 placements live since early 2022.
- Guaranteed interview status is now in place for anyone who is care experienced or former armed forces personnel if they meet the essential criteria for the role.

Live our values – Stockport Council's values, introduced in 2018, are at the core of what we do and the delivery of council priorities and our One Stockport Borough Plan. They set out expectations of how colleagues should be delivering services by putting people first, working together, respecting others and being ambitious.

During 2021/22, we have continued to:



- Engage with colleagues, through Let's Talk surveys, All Colleague Briefings, Directorate Let's Talk sessions and twice-weekly emails from the Chief Executive and other senior leaders.
- Celebrated our successes, through our 'One Stockport Story of the Week' features and the council's social media channels.
- Used human centred design, co-production and restorative practice to ensure that we are putting people at the heart of change and transformation.
- Provided access to internal training and support, via the council's Learning Pool system, to community champions, volunteers and the VCFSE sector.
- Developed a range of climate friendly practices and carbon literacy training.
- Reviewed our approach to employee volunteering and will be updating the policy as a result which will be implemented in quarter 1 2022/23.
- With a new Chief Executive in post, we have started to review our current values to understand how they fit with our organisational vision and how they enable us to deliver the behaviours that continue to keep residents at the heart of everything we do. Our new All Colleague Survey will be crucial in providing insight into how colleagues are living our values and the extent to which they understand how corporate priorities, plans and strategies influence the way that they work.

A workplace for the future

The Final Business Case was approved by Cabinet in December 2021. This set out plans for the Council's operational town centre estate and the current and future business needs following the impact of the Covid-19 pandemic and as the Council moves towards a new hybrid working model.

Works on Stopford House are now well underway and due for completion ahead of schedule in September. The refurbishment and occupation of Stopford House is predicated upon the hybrid working model and we have continued to engage with all teams to ensure the workplace will meet service needs and promote collaborative working where it can provide benefit for service delivery, whilst securing efficiencies and value for money for residents.



Performance Measures and Targets;

| PI Code | Short Name | Good Performance | 2019/20 | 2020/21 | 2021/22 | | | |
|----------------------|--|------------------|---------|---------|---------|--------|---|---|
| | | | Actual | Actual | Actual | Target | Status | Trend |
| Council Measure | | | | | | | | |
| RCG.4.1 BV12 (ii) | The average number of working days lost due to sickness absence per employee | Low | 9.59 | 8.14 | 10.77 | 9.00 |  |  |

The final sickness figure for 2021/22 shows a further increase in the average number of working days lost since Q3 which is now at 10.77 days, significantly above the target of 9 days. The previous year 2020/21 the lowest sickness rate in 8 years were reported at 8.14 days. However, at the mid-year point there had been a slight rise to 8.61 days. Rates started to increase in August 2021 and have increased month on month since.

The top reason for sickness absence in Stockport continues to be mental health reasons (stress, depression, anxiety) closely followed by absence as a result of Covid-19. Ongoing work has been undertaken across the council to understand pressures in service areas and impact on service delivery including identifying redeployment requirements as needed. Detailed work continues within

directorates to understand the impact and reasons for this increased rate of sickness absence and to ensure the wide range of wellbeing support is being accessed by colleagues.

| PI Code | Short Name | Good Performance | 2019/20 | 2020/21 | 2021/22 | | | |
|-----------------|---|------------------|---------|---------|---------|-----------------|---|---|
| | | | Actual | Actual | Actual | Target | Status | Trend |
| Council Measure | | | | | | | | |
| RCG 4.2 NEW | Number of Stockport Council employees undertaking apprenticeship qualifications | High | 124 | 177 | 175 | Aim to maximise |  |  |

There are currently 175 employees undertaking apprenticeship qualifications. This figure is slightly lower than at March 2021, mostly due to a high number of apprentices that have successfully completed their qualification over the recent months. During 2021/22 80 people started an apprenticeship, made up of a mix of existing employees and new recruits. This is an increase compared to 2020/21 when 71 people started.

Unlike other organisations Stockport Council has been able to retain all Apprenticeship Levy funding within the authority, with none yet expiring and estimates indicating that none will expire during 2022/23.

2. RESOURCES, COMMISSIONING & GOVERNANCE

FINANCIAL RESOURCES & MONITORING



2.1 Revenue – Cash limit

| | Previously Reported (Q3) | Increase/ (Reduction) | Budget at Q4 |
|--------------------------|-----------------------------|--------------------------|--------------|
| | £000 | £000 | £000 |
| Cash Limit Budget | 25,274 | 5,290 | 30,564 |

Budget Changes since previously reported at Quarter 3

The budget has increased by £5.290m since the previous Q3 PPRR Update Report:

- In February last, the National Joint Council for local government services (NJC) agreed the applicable pay rates for 2021-22 and resulted in a 1.75% uplift on most salary spinal points and a £0.476m allocation to the cash limit.
- Two middle management positions became voluntary redundant, the £0.068m costs of which have become chargeable into the 2021/22 accounts and funded from contingencies.
- An allocation of £4.746m made from the corporately held contingency to mitigate the effects of Covid-19 on the Portfolios main rent, fees, and charges income.

Outturn Position

| Net Cash Limit | Net Expenditure | Net Appropriations | Outturn |
|-------------------|--------------------|-----------------------|---------|
| £000 | £000 | £000 | £000 |
| 30,564 | 30,486 | 78 | 0 |

The Portfolio is reporting a balanced position on the net cash limit budget of £30.564m. This is after a net appropriation to reserves of £0.078m and an allocation of the corporately held income scarring contingency of £4.746m, by way of adjustment to the cash limit budget.

The scarring contingency was created to mitigate against the negative effects of Covid-19 on the Council's budget, specifically on rents, fees, and charges. Apart from £0.078m allocated to the Single Property Budget (Operational Estate) for income losses incurred on the Stopford House car park, the scarring allocation has addressed the otherwise £4.668m deficit in the Investment and Development Account (I and D).

Though considerable, the loss is less than the £5.200m thought likely at Q3, and considerably better than the £6.400m deficit in 2020/21. The I and D account position reflects a somewhat flat rental income yield position in the commercial estate, a prudent approach being taken with regards to Bad Debt Provision given current price inflation; and cost of living pressures, together with the borrowing repayment charges that the account faces as development schemes are completed.

2.2 Earmarked Reserves

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

The table below reflects any approved revised balances in reserves, aligned to the 2021/22 Reserves Policy report taken to Cabinet on the 21st September.

| Reserve Category | Reserve Narration | To be used for | Balance of Reserve/ "Approved Use" £000 | Use & changes 2021/22 £000 | Balance of Reserve/ "Approved Use" £000 |
|---------------------|---------------------------------|--|---|----------------------------------|---|
| Linked To Budget | Transformation – Invest to Save | Business Intelligence Predictive Modelling | 21 | (21) | 0 |
| Linked To Budget | Transformation – Invest to Save | Early Payments Programme | 51 | 0 | 51 |
| Linked To Budget | Workforce Investment | The All-Age Programme | 250 | 0 | 250 |
| Linked To Budget | Workforce Investment | ASC Transformation & MTFP | 224 | 0 | 224 |
| Linked To Budget | Workforce Investment | One Team People Plan Implementation | 545 | 0 | 545 |
| Strategic Priority | Equipment Refresh | Servers and data backup | 29 | 0 | 29 |
| Strategic Priority | Digital By Design | Radical Digital Authority | 952 | (500) | 452 |
| Strategic Priority | Equipment Refresh | Civica Pay Cash Management | 66 | 0 | 66 |
| Directorate Reserve | Flexibility | Temporary Posts – Financial Transactions | 70 | 0 | 70 |
| Directorate Reserve | Flexibility | Apprenticeships | 40 | 0 | 40 |

| | | | | | |
|---------------------|---------------------------|--------------------------|--------------|------------|--------------|
| Directorate Reserve | Flexibility | Staff Surveys | 30 | 0 | 30 |
| Corporate Reserves | Legislative and Statutory | Court Fees Refund Grant | 0 | 176 | 176 |
| Corporate Reserves | Revenue Grants | Local Digital Fund Grant | 0 | 336 | 336 |
| | | | | | |
| TOTAL | | | 2,278 | (9) | 2,269 |

In the table above, £0.119m was used to fund revenue expenditure and included in the outturn position table. This related to Radical Digital cost in the Data Services area. In addition, two ringfenced grants in total £0.512m were appropriated into Corporate Reserves as related expenditure will not be incurred until a future period.

Finally, £0.402m of reserve balances were unearmarked as they are no longer necessary and so can be considered for future reallocations during the annual reserves policy review.

As well as the net appropriations to reserves of £0.393m in the above table, £0.315m was appropriated from other earmarked reserves held in another Portfolio and corporately. Of this, £0.288m related to funding elements of the cross Portfolio Contain Outbreak Management (COMF) programme mitigating against the spread of Covid-19, and part of a Department of Health grant funded programme. A further appropriation adjustment of £0.036m (Dr) related to the funding of the council response to welcoming Evacuees from Afghanistan, with other appropriations of £0.063m (Cr).

2.3 Portfolio Savings Programme

| 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. | Green | 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 be 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.

2.4 Capital Programme

| Expenditure as at 31 Mar 2022 £000 | Scheme | 2021/22 Programme £000 | 2022/23 Programme £000 | 2023/24 Programme £000 |
|---|---|------------------------------|------------------------------|------------------------------|
| | <u>Non-Education Capital Schemes</u> | | | |
| 3,916 | Asset Management Plan | 3,916 | 5,220 | 2,900 |
| 19 | Reprovision of Dialstone Facility | 19 | 150 | 2,853 |
| 0 | Borough Care | 0 | 150 | 0 |
| 15 | Disposal of Assets | 15 | 12 | 0 |
| 0 | IT - Nutanix | 0 | 66 | 0 |
| 935 | Town Centre Asset review | 935 | 13,493 | 0 |
| 0 | Manchester Airport - Shareholder Support Loan | 0 | 0 | 0 |
| 1,700 | TLC Fleet Vehicle Loan Facility | 1,700 | 0 | 0 |
| 2,346 | Public Sector Decarbonisation Scheme (PSDS) | 2,346 | 3,256 | 0 |
| 5 | GM Stations Alliance | 5 | 0 | 0 |
| 8,936 | Sub-total | 8,936 | 22,347 | 5,753 |
| | <u>Education - Schools Capital Programme</u> | | | |
| 0 | Early Years | 0 | 13 | 0 |
| 4,281 | Primary Sector | 4,281 | 7,661 | 0 |
| 2,521 | Secondary Sector | 2,521 | 708 | 0 |
| 6,240 | Special Sector | 6,240 | 11,477 | 0 |
| 0 | Funding to be allocated | 0 | 27,277 | 3,150 |
| 1,305 | Individual School Schemes | 1,305 | 177 | 0 |
| 14,347 | Sub-total | 14,347 | 47,313 | 3,150 |
| 23,283 | TOTAL | 23,283 | 69,660 | 8,903 |

Resources

| Resources | 2021/22 £000 | 2022/23 £000 | 2023/24 £000 |
|------------------------------|-----------------|-----------------|-----------------|
| Capital Grants | 15,171 | 20,882 | 3,150 |
| Directly Funded Borrowing | 3,259 | 13,942 | 0 |
| Unsupported Borrowing | 4,114 | 34,204 | 2,900 |
| Capital Receipts | 39 | 162 | 2,853 |
| External Contributions | 322 | 310 | 0 |
| Revenue Contributions (RCCO) | 378 | 160 | 0 |
| TOTAL | 23,283 | 69,660 | 8,903 |

Programme Amendments

| Scheme | 2021/22 £000 | 2022/23 £000 | 2023/24 £000 | Funding Source | Reason |
|---|-----------------|-----------------|-----------------|------------------|------------------|
| <u>Non-Education Schemes</u> | | | | | |
| Asset Management Plan | (94) | 94 | 0 | RCCO | Scheme rephasing |
| Asset Management Plan | (297) | (798) | 1,095 | USB | Scheme rephasing |
| Re-provision of Dialstone Facility | 6 | (2,859) | 2,853 | Capital Receipts | Scheme rephasing |
| Borough Care | 0 | 150 | 0 | DFB | Scheme rephasing |
| Disposal of Assets | (12) | 12 | 0 | Capital Receipts | Scheme rephasing |
| IT - Nutanix | (66) | 66 | 0 | RCCO | Scheme rephasing |
| Town Centre Asset review | 352 | (352) | 0 | DFB | Scheme rephasing |
| Manchester Airport - Shareholder Support Loan | 0 | (3,290) | 0 | DFB | Scheme reduction |
| Public Sector Decarbonisation Scheme (PSDS) | (2,145) | 2,145 | 0 | Capital Grants | Scheme rephasing |
| GM Stations Alliance | 5 | 0 | 0 | Capital Receipts | Scheme addition |
| <u>Education Schemes</u> | | | | | |
| Early Years | (13) | 13 | 0 | Various | Scheme rephasing |
| Primary | (988) | 988 | 0 | Various | Scheme rephasing |
| Primary | (41) | 0 | 0 | Grant/DFB/Cont | Scheme alignment |
| Primary | (38) | 0 | 0 | Comm. Sum | Scheme alignment |
| Secondary | (316) | 316 | 0 | Various | Scheme rephasing |
| Special | (1,832) | 1,832 | 0 | Various | Scheme rephasing |
| Special | (14) | 0 | 0 | Cap. Grant | Scheme alignment |
| Individual School Schemes | (177) | 177 | 0 | Various | Scheme rephasing |
| Individual School Schemes | 471 | 0 | 0 | DFC & RCCO | Scheme alignment |
| Individual School Schemes | 34 | 0 | 0 | DFB | Scheme alignment |
| Funding to be allocated | 130 | (130) | 0 | Various | Scheme rephasing |
| New allocation confirmed | 0 | 3,429 | 0 | HNPC Grant | 2022/23 monies |
| New allocation confirmed | 0 | 4,923 | 0 | CM Grant | 2022/23 monies |
| New allocation confirmed | 0 | 0 | 3,150 | HNPC Grant | 2023/24 monies |
| TOTAL | (5,035) | 6,716 | 7,098 | | |

Commentary

- Asset Management Plan (AMP)** – Due to the impact of Covid-19 all schemes were reviewed during 2020/21 in terms of programme, priority and cost. In order to mitigate project risk, a significant number of items were rephased into 2021/22.

The most significant of these was the rephasing of £2.3million across quarter 1 and quarter 2 of the proposed spend on the leisure estate - much of the funding was allocated to car park and changing room works which are now progressing to a revised programme.

Changing room works to Avondale Life Leisure, along with lift replacement at the same site concluded during quarter 1 2021/22; roofing works have also now concluded at Avondale. Works are completed at Romiley Life Leisure to fully refurbish the changing rooms and the car park works at Romiley Life Leisure are approaching completion. The car park works at Hazel Grove have been rephased into 2022/23.

Other significant projects that have progressed in 2021/22 include the refurbishment of Gatley Hill House, with an overall cost of £0.750m, which is now on site and will complete in early June 2022, and the replacement of lift controls within Stopford House, with an overall cost of £0.550m, which has been completed.

A proportion of the allocated budgets for Heritage and Library projects have been deferred into 2022/23.

- **Reprovision of Dialstone facility** - In March 2022 the existing Dialstone facility was closed as a result of flooding to the basement where all the heating and electrical plant is held. After review, the equipment was deemed to be beyond economic repair. Design work will be undertaken for the proposed replacement facility and will be delivered alongside the work being undertaken in Marple for LUF2. This will see design cost savings to both projects.
- **Borough Care** - The project is the proposed delivery of a new Care Home facility on the Booth Street site in Edgeley. The project was placed on hold during the pandemic but during the financial year 2022/23 design feasibility works and review of potential operating models will be undertaken to determine the viability of the project.
- **Town Centre Asset Review** – This review focuses on meeting the current and future business needs of the Council, ensuring future resilience to the office estate provision being fit for purpose, agile and an efficient workplace whilst also having a positive impact on the council's CAN objectives.

The project is now on site and build contracts have been signed reflecting the agreed capital budget. Additional floor area has been placed under offer to Pennine Healthcare which will see additional revenue and capital benefit to the scheme. The project is due to complete in December 2022

- **Manchester Airport – Shareholder Support Loan** - At the start of the pandemic, the council alongside the other Greater Manchester Authority shareholders provided Manchester Airport Group (MAG) with a shareholder support loan – allocated in two tranches. The second tranche of this loan arrangement has been held in the council's Capital Programme until such time as the Airport requested drawdown – the second tranche drawdown request deadline date has now passed. Therefore, the capital spend has been removed from the Capital Programme.
- **Public Sector Decarbonisation Scheme (PSDS)** - The PSDS project is a 100% grant funded scheme encompassing projects funding energy efficiency and heat decarbonisation schemes on 10 buildings across council buildings, leisure and schools: Stockport Town Hall, Stopford House, Fred

Perry House, Grand Central Life Leisure, the new Lisburne Special school and Westmorland, Dial Park, High Lane, Hazel Grove and Cheadle Hulme Primary Schools.

The work has covered fabric improvement (Windows), LED lighting and installation of Air Source Heat Pumps on 5 of the buildings.

The project has been led by the Estates Team and represents a total investment of £4.6m. The investment is forecast to save 7,900 tonnes of CO2 over the lifetime of the projects.

The grant is time constrained although it has now been extended to 30th June 2022 to allow for completion of the projects. An allowance is made for retention payments and minor snagging as agreed with GMCA.

Spend to the end of March 2022 was £2.346m with the remaining spend being programmed across the first 2-3 months of 2022/23.

- **GM Stations Alliance** - The Stations Alliance consists of Stockport MBC, Network Rail, TfGM and London & Continental Railways (LCR) a wholly government owned company which is part of the Department for Transport.

Its purpose is to identify development opportunities around rail stations in Greater Manchester with the intention of providing improved rail and commuter facilities, together with residential and commercial development. Currently 4 Stockport Stations are under consideration – Cheadle Hulme, Hazel Grove, Marple Rosehill and Bramhall.

- **Education** – A collection of school schemes across all sectors relating to both maintenance/condition works and basic need provision of school places provide for the £14.347m spend in 2021/22. The council continues to review and assess school projects for the future linked to the latest asset management plan reviews of all school buildings, with an approximate £90m back-log of works required across all the school estate.

A number of schemes will continue in 2022/23 until completion alongside the new schemes approved at the December 2021 Cabinet meeting, with any further scheme details / commitments / updates will be reported in the 2022/23 cycle.