



# Finance and Resources

## Portfolio Performance and Resources Agreement 2024/5



Ambitious Stockport, creating opportunities *for everyone*

Date	03 June 2024	Version	1.0 (Scrutiny)	Approved by	JJ
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# FINANCE AND RESOURCES

## PORTFOLIO HOLDER'S INTRODUCTION



It is a privilege to again present the priorities and plans for the Finance and Resource portfolio for the year ahead. There is so much to be proud of in Stockport and I look forward to continuing to work closely with council officers, members and partners on our big priorities over the coming year.

It is important to acknowledge that this agreement has been developed in the face of challenging circumstances. Stockport Council's financial position over the medium-term continues to be challenging and the financial situation for councils up and down the country is precarious. Increasing service costs and need for support from residents and businesses continues to shape the financial landscape for the medium term.

Whilst we are confident about the robustness of the council's Medium Term Financial Plan (MTFP), the savings requirement the council needs to address in this and future years is significant. The importance of the council having a robust and resilient financial platform to support the delivery and transformation of services, continues to be key to addressing this. Now more than ever the council needs a robust and stable budget that mitigates and smooths the financial impact of significant uncertainty.

We are beginning to see some encouraging signs of fiscal recovery but the issues that were affecting the council, businesses and our residents are still, very much, live issues, and ones that are likely to continue to be with us for the foreseeable future. Despite the continuing ask of Government for greater certainty of future funding, we remain cautious about the budgetary impact of an upcoming General Election and subsequent government Spending Review.

With this context in view, a big focus over the coming year remains on bringing our work around One Stockport: One Future and the Council Plan to life. Designing new ways of working for the modern, person centered and ambitious organisation we strive to be. We firmly believe that investing in longer term transformation is vitally important for our organisation and communities whilst ensuring the council is financially resilient. Resilient local public services are critical in providing much needed local leadership as well as support and services for local people.

We will work in collaboration with partner organisations to deliver the Household Support Fund Phase 5, ensuring that the fund is targeted at the most vulnerable households. The HSF5 has been announced for the period 1 April 2024 to 30 September 2024 – our allocation is £2.163m. HSF5 funding will be supplemented by £0.500m approved as part of the 2024/25 Budget

We have now implemented our online brokerage portal, Match My Project, which makes it easier for suppliers to match to community requests and the council's corporate priorities. There will be an active drive over the course of the next year to promote and develop this work, to ensure community benefits are maximised and the impact is monitored.

We will enhance all aspects of the colleague journey by fully integrating the innovative 'My Conversation' in delivering a new approach to our personal development reviews. This key initiative will embed our values into these reviews, along with objectives directly related to the delivery of the Council Plan so every colleague can see their role in this.



As part of our One Stockport Neighbourhood and Prevention programme, we will improve the online experience for residents and professionals looking for help and support. We will deliver a redesign of our [www.stockport.gov.uk](http://www.stockport.gov.uk) website and a new online directory of support that provides comprehensive information in one place. We will expand our online portals to enable residents to track progress and reduce administration. We will also take this opportunity to reduce the number of websites we have, understanding the impact these have on the climate.

As we move through 2024/25, we will keep demonstrating that resilience and ambition do not have to be mutually exclusive, with a sustainable approach to financial management that helps our residents, businesses and borough to thrive.

**Cllr Jilly Julian, Cabinet Member for Finance & Resources**

Revenue Budget (Forecast)	
	£000
Cash Limit Budget	32,809
Approved Use of Reserves	1,207

Capital Programme	
	£000
2024/25 Capital Budget	30,920
2025/26 Capital Budget	6,167
2026/27 Capital Budget	2,609

FINANCE AND RESOURCES – PORTFOLIO PLAN ON A PAGE 2024/25				
<b>Council Plan Ambition(s)</b>	<ul style="list-style-type: none"> <li>• Ambition 3: Wellbeing in neighbourhoods</li> <li>• Ambition 4: Delivering for those who need it most</li> </ul>			
<b>Council Plan Cross-Cutting Theme(s)</b>	<ul style="list-style-type: none"> <li>• Theme 1: Fair and inclusive Stockport</li> </ul>			
<b>Areas of responsibility</b>	Estates and schools capital; Finance; Council Budget Transformation; IT and Digital Transformation; Contact Centre; Elections; STAR; Revenue and Benefits; HR and OD; Legal and Democratic Services; Business Support.			
Portfolio Priorities	MTFP, Financial Robustness and Resilience	Responsiveness to customers and residents	Our Workforce	Radically Digital Stockport
<b>Key objectives and delivery programmes</b>	<ul style="list-style-type: none"> <li>• Medium Term Financial Plan (MTFP) - Effectively allocating and prioritising our resources.</li> <li>• MTFP - Delivering a three-year savings programme and recovery plans.</li> <li>• Implementing our ambitious Capital and Treasury Management Strategies.</li> <li>• Reserves Policy.</li> <li>• Productivity Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring decision-making and governance arrangements preserve our commitments to transparency, integrity, fairness and taking care of our residents.</li> <li>• Procurement - ensuring that every penny we spend benefits the people of Stockport.</li> <li>• Complaints.</li> <li>• Contact Centre.</li> <li>• Resident experience.</li> <li>• Commissioning and income-generation.</li> <li>• Household Support Fund.</li> <li>• Free School Meals Extension Project.</li> </ul>	<p>Delivery of our One Stockport One Team plan:</p> <ul style="list-style-type: none"> <li>• Join us</li> <li>• Grow and thrive</li> <li>• Feel Supported</li> <li>• Belong Here</li> <li>• Live Our Values</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing our journey to be a radically Digital Council.</li> <li>• Supporting digital communities.</li> <li>• Planning for the future so that Stockport is a Digital Place</li> </ul>

<b>FINANCE AND RESOURCES – PORTFOLIO PLAN ON A PAGE 2024/25</b>				
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<b>Portfolio Priorities</b>	<b>MTFP, Financial Robustness and Resilience</b>	<b>Responsiveness to customers and residents</b>	<b>Our Workforce</b>	<b>Radically Digital Stockport</b>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Property costs.</li> <li>• Energy consumption.</li> <li>• Council Tax collection.</li> <li>• Business Rates collection.</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Benefit processing times.</li> <li>• Invoice payment (incl local suppliers).</li> <li>• Contracts with local companies.</li> <li>• Social Value commitment delivered.</li> <li>• Telephone calls to Call Centre (time to answer; abandoned calls; satisfaction with call).</li> <li>• Stage 1 and Stage 2 complaints dealt with on time.</li> <li>• Freedom of Information (FOI) requests dealt with on time.</li> </ul>	<ul style="list-style-type: none"> <li>• Employee satisfaction with working the council</li> <li>• Employee engagement score.</li> <li>• Council apprenticeships.</li> <li>• Performance Development Reviews.</li> <li>• Staff sickness levels.</li> <li>• Staff turnover.</li> <li>• Council's gender pay gap.</li> </ul>	<ul style="list-style-type: none"> <li>• People supported to get online or improve their digital confidence and skills via the Digital Alliance.</li> <li>• Active Digital Champions.</li> <li>• Areas with poor broadband</li> </ul>



# FINANCE AND RESOURCES –

## 1. 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 Finance and Resources...**

The Finance and Resources 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 also lead on supporting our residents through the cost-of living-crisis with a financial inclusion strategy and crisis support.

It is vital we work collaboratively with our partners, residents, and communities to address the significant challenges ahead. Whilst the portfolio will have oversight of our strategic partnerships, these will be embedded across all seven portfolios. Our approach to key issues will be outlined in delivery plans including the Health and Care Plan, Economic Plan, alongside addressing climate change and long-standing inequalities. We are also working with schools to ensure joint place planning and capital investment.

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

- Estates and schools capital;
- Finance;
- Council Budget
- Transformation;
- IT and Digital Transformation;
- Contact Centre;
- Elections;
- STAR;
- Revenue and Benefits;
- Human Resources and Occupational Development;
- Communications, Consultation and Engagement;
- Legal and Democratic Services;
- Business Support.

The portfolio will work closely with a number of other portfolios on strategic cross-cutting issues including:

### **Health and Adult Social Care**

- Building independence and reducing demand through new models of care.

### **Climate Change and Environment**

- Ensuring the highest environmental standards across our estate.

## **Communities, Culture and Sport**

- Neighbourhood commissioning.
- Social value, and support funds.

## **Children, Families and Education**

- Schools' capital programme.

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.

The One Stockport Neighbourhood and Prevention programmes is a cross cutting programme and a number of priorities in this portfolio are delivered through it.

This portfolio also reflects the enablers from our Council Plan :

**Enabler 1: Our Workforce** -Our colleagues' passion, resilience and dedication to local people and places is central to our ability to deliver excellent services for residents as well as our ability to innovate and improve. It is also what makes Stockport council an amazing place to work, grow and thrive

**Enabler 3 - Radically Digital Stockport** -. Digital can help us to change the way we work and the way we engage with people. It opens up new opportunities for jobs and our local economy. It can provide better customer service more efficiently. We need to make the most of the possibilities that digital brings.

**Enabler 4 - Delivering change and spending wisely** -We take pride in our ability to make a difference to the people of Stockport, drive change and transformation whilst spending our money wisely.

This portfolio also reflects the 5 Big Things from One Stockport: One Future - the next phase of our Borough Plan. In particular it contributes to the achievement of the following:

- **Thriving Neighbourhoods:** Stockport is a borough full of unique neighbourhoods, where people value a sense of community, feeling safe and having pride in their local area, for example public services working together in integrated teams in our neighbourhoods.
- **Good Jobs and Homes:** Secure, quality housing for all and access to good jobs underpins good lives, for example high-speed digital connectivity and full fibre across the borough.

## Measures and targets used within the agreement

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, reablement).
- **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)

In addition, the approach to target-setting takes responsibility into account.

- **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 performance. It is important to define which period we are comparing to.
- **No Target (N/A):** No target is set. This applies mainly to contextual measures particularly 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).



## FINANCE AND RESOURCES –

### 2. DELIVERY PLAN & PERFORMANCE FRAMEWORK

#### **Priority 1: Delivering financial robustness and resilience and strong governance**

The council's financial position over the medium-term is increasingly challenging. Councils across the country are facing significant and urgent funding gaps which cannot be balanced. Council funding is not keeping pace with increasing service costs and the increasing need for support from residents and businesses. This is particularly acute in relation to services supporting the most vulnerable residents. Whilst we are confident about the robustness of the council's Medium Term Financial Plan (MTFP), the savings requirement the council needs to address in future years is significant. The importance of the council having a robust and resilient financial platform to support the delivery and transformation of services, continues to be key to addressing this. Now more than ever the council needs a robust and stable budget that mitigates and smooths the financial impact of significant uncertainty.

Despite the continuing ask of Government for greater certainty of future funding, we remain cautious about the budgetary impact of an upcoming General Election and subsequent government Spending Review. We note the caution from commentators about the Government's future fiscal forecasts and departmental funding commitments which suggest an adverse funding position and funding cuts for local government as a sector in future years. We saw in the 2024/25 settlement the Government redistribute existing funding across the sector to meet inflationary uplifts and minimum funding guarantees rather than address the fact the overall amount of funding for local government remains insufficient to fund essential services. The insufficiency of council funding comes at a time when there is an increasing need for support from Stockport residents and businesses. The increased cost of living continues to create challenging circumstances for our local communities.

We will continue to shape our work around One Stockport: One Future and the Council Plan framed by four unifying themes, designing new ways of working for the modern, person centered and ambitious organisation we strive to be. We firmly believe that investing in longer term transformation is vitally important for our organisation and communities whilst ensuring the council is financially resilient. Resilient local public services are critical in providing much needed local leadership as well as support and services for local people. Our transformation priorities are underpinned by a focus on invest to save to deliver longer term financial sustainability and neighbourhood and prevention delivery models to reduce the need for support which creates demand on services. We recognise this will be challenging and know we need to be radical and ambitious, transforming what we do, how we do it and being clear on why we are doing it, putting local people and businesses at the heart of our new ways of working at all times.

#### **Delivered by:**

#### **Medium Term Financial Plan (MTFP) - Effectively allocating and prioritising our resources**

A robust budget, MTFP and underpinning financial management processes are key to mitigating and smoothing the financial challenges facing the council. We will continue to deliver our MTFP, ensuring the council remains financially stable and is able to mitigate the financial challenges ahead. Regular updates of the forecasts and assumptions underpinning the MTFP will be provided during the year taking account of local decisions and national announcements to ensure the MTFP is based on the most up to date information to inform decision-making. Progress in delivering the savings required over the medium-term period will be monitored closely throughout the year.

## **MTFP - Delivering a three-year savings programme and recovery plans**

The council remains committed to its MTFP Strategy to frame the choices it needs to make about the services it delivers and how they are delivered. A three-year programme of change proposals linked to financial recovery and service transformation will be developed to address the MTFP savings requirement. This will be achieved by framing the required recovery and transformation considerations and decisions by our One Stockport: One Future and Council Plan priorities and ambitions, and the four themes of our MTFP Strategy:

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

## **Implementing our ambitious Capital and Treasury Management Strategies**

We will continue to deliver our Capital Strategy and Treasury Management Strategy to ensure the effective use of resources to support the delivery of our priorities and ambitions for Stockport. This includes the council's ambitious capital investment plans for the borough helping to regenerate the economy, create jobs and develop strong communities.

## **Reserves Policy**

The reserves policy will be updated for 2024/25. The policy ensures that earmarked reserves remain aligned to priority areas supporting the council's ambitions for the borough whilst providing financial resilience and assurance that any impact of unplanned expenditure or funding gaps can be mitigated.

## **Productivity Plans**

The local government finance settlement announced that all councils would be asked to produce productivity plans. This was followed up in April with a letter from the Minister for Local Government setting out the guidance for their completion. Local authorities must ensure that there is member oversight of the completed documentation, and it must be returned via email by 19<sup>th</sup> July and the plan must be uploaded onto councils' websites for residents to view. A panel, chaired by Simon Hoare MP will bring together experts from the sector (including Office for Local Government (Oflog) and the Local Government Association (LGA)) to review the plans and consider common themes and issues across the sector. It is expected that the first meeting of this panel will take place in October 2024. The development and oversight of this work will be built into our approach to developing and delivering the MTFP and the council's transformation priorities.

## Performance Measures and Targets:

Council measures							
PI Code	PI Name	Reported	Good Performance	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target
F&R 1.1	Operation property costs (£ per square metre)	Annually	Low	£15.08	£13.34	£11.23	Aim to maintain
F&R 1.2	Total property occupancy / ownership costs (revenue) per square metre	Annually	Low	£42.99	£53.50	£55.04	Aim to maintain
F&R 1.3	Total Annual Energy Consumption (KW/h) per square metre	Annually	Low	81.88	79.91	79.40	Aim to minimise

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.

Changes to the overall estate where we seek to reduce footprint but improve quality will also affect the measures.

Further measures relating to the council's greenhouse gas emissions are included within the Climate Change and Environment Portfolio Agreement, reflecting the council's ambitions on climate change.

Council measure							
PI Code	PI Name	Reported	Good Performance	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target
F&R 1.4	In-year Council Tax collection rate	Quarterly	High	97.46%	97.47%	97.48%	97.25%

Council Tax collection rates achieved have been between 97% to 97.5% over the last seven years with an outturn of 97.48% in 2023/24. A stretch target of 97.25% has been set for 2024/25 based performance in previous years.

It is noted that there is a loss of £0.512m of government discretionary support funding that supported vulnerable residents to pay their council tax in 2023/24. Annual Council Tax increases and the associated pressure on household incomes, along with general cost of living rises, will continue to cause financial pressure for residents impacting on the collection rate achieved. In addition, the migration of residents to Universal Credit by March 2025 may impact on collection rates due to changes in circumstances impacting collection and recovery.

# Portfolio Performance and Resources - Agreement 2024/25

Council measure							
PI Code	PI Name	Reported	Good Performance	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target
F&R 1.5	In-year Business Rates collection	Quarterly	High	95.60%	96.48%	97.0%	96.5%
<p>For 2024/25 a target of 96.5% Business Rates collection has been set. This reflects an increase in bills of 6.7% for businesses occupying a premises with a ratable value of more than £51,000. Following a government decision to remove the freeze on the standard multiplier from April 2024, reductions in transitional relief following the 2023 revaluation and increasing operating costs due to inflationary pressures, are likely to cause businesses further financial pressure during the year.</p> <p>Eligible businesses continue to benefit from retail relief that offsets rates liabilities and the economic impact they continue to face. Whilst this will support the achievement of the target set for 2024/25, the continuation of some of these reliefs in 2025/26 and future years remains uncertain and subject to government decision. Retail, Hospitality and Leisure relief, for example, will provide around £7.5m of support to Stockport businesses in 2024/25.</p>							

## **Priority 2: Responsiveness to customers and residents**

Delivering good quality and responsive customer experience for all residents is a key priority. It is core to the delivery of the Council Plan ambition for efficient and effective services and ensures that we live our values and put people at the heart of everything we do.

### **Delivered by:**

#### **Ensuring that our decision-making and governance arrangements preserve our commitments to transparency, integrity, fairness and taking care of our residents.**

Ensuring that our decision-making and governance arrangements preserve our commitments to transparency, integrity, fairness and taking care of our residents. We will do this by continuing with our commitment to ongoing member and officer training (internal and external) on all types of decision-making, ensuring all decisions are taken in accordance with the scheme of delegation and published accordingly, and by continuing with our best practice of making as many council committee reports as possible open to the public, and only restricting details of some reports where absolutely necessary (as permitted by the Local Government Act 1972). We also undertake an annual review of our constitution and the decision-making powers within it in order to ensure it remains responsive to the decisions the council needs to take, to keep our residents at the heart of what we do.

#### **Procurement - ensuring that every penny we spend benefits the people of Stockport**

We have now implemented our on-line brokerage portal, Match My Project, which makes it easier for suppliers to match to community requests and the council's corporate priorities. There will be an active drive over the course of the next year to promote and develop this work, to ensure community benefits are maximised and the impact is monitored.

We have developed a workforce development plan for our category management teams, contract managers and commissioners, and have started to implement this. This is part of our Value for Money Programme of work and will lead to a more streamlined and consistent approach to contract management, including more robust oversight of our social value delivery. This will enable us to both better understand the impact of our investment and drive efficiencies across our spend.

We will continue to develop our relationships with the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector, local businesses, Stockport's regeneration projects and our anchor institutions, through forums including, but not limited to, the Social Value Round Table, VCFSE partnerships and the Economic Alliance to ensure that opportunities for our priority cohorts are encouraged.

### **Complaints**

A root and branch review will be completed across every process. An improvement action plan is being developed that includes improvements to the digital routes for making a complaint, a quarterly reporting schedule for Senior Management Teams (SMTs) which will include data and learning, creation of dashboards and involvement of Senior Officer Personal Assistants to help ensure complaints are responded to in a timely manner and the implementation of Quality Scorecards.

### **Contact Centre**

A root and branch review will also be completed across all Contact Centre processes. A structural review will be carried out to ensure the shift patterns and rotas are perfectly aligned. The Contact Centre will be relocated with improved facilities. Research and visits on best practice will be carried out. A review of Netcall capabilities will be undertaken. In addition, a dashboard which incorporates a review of data collected will be created, ensuring correct performance metrics are in place to aid understanding of pressures, subsequent improvements will then be put in place to mitigate.

### **Resident Experience**

We are reviewing resident and officer contact, e.g. officer/resident communications; a review of My Account; refreshing online training; making improvements to the council's website; a council-wide telephony review.

Resident Services are creating an officer handbook to guide colleagues in helping making sure our contacts with residents are consistent with our council values.

### **Commissioning and income generation**

The tri-council renewal of the Citizens Advice commission was finalised during 2023/24 Quarter 4. This new specification provides a foundation to remap and reconfigure the delivery strategy for Stockport residents in line with the family hub locations and the wider anti-poverty objectives.

Income generation was bolstered with a six-month renewal of our NHS commission (via Pennine Care) to provide mental health patients with welfare rights services at locations in Stepping Hill Hospital. The aim is to assist patients maximise their benefits and income to enable them to leave hospital wards and to rejoin the community. Furthermore, the service level agreement with Stockport Homes to provide specialist debt advice to their tenants will continue for 2024/25.

We will also explore alternative funding opportunities in 2024/25 to help bolster anti-poverty support to our residents; includes bids for national and local funding streams with partners such as Disability Stockport, Age UK by using a partnership approach for specific cohorts of residents.

### **Household Support Fund**

We will work in collaboration with partner organisations to deliver the Household Support Fund Phase 5, ensuring that the fund is targeted at the most vulnerable households. HSF5 covers the period 1 April 2024 to 30 September 2024; allocation is £2.163m. HSF5 funding will be supplemented by £0.500m approved as part of the 2024/25 Budget. The additional funding will be used alongside HSF5 to provide support to vulnerable residents and ensure this support (albeit at a much-reduced amount) covers a further six months when HSF5 ends in September. The combined support programme will be delivered across six investments areas designed to maximise support to the most vulnerable households across the borough. Activities include Family Support Vouchers distributed to around 15,500 eligible pupils; extension of the Holiday Activities and Food (HAF) programme ensuring food and activities available during May, October and February half terms; grant allocations to support our food banks to meet growing demand for crisis food; discretionary awards made by our network of Trusted Partner organisations.

### **Free School Meals Extension Project School Meal Support Scheme**

This has been extended to July 2024, but funding for the project will end after that date. The School Meal Support Scheme was launched in September 2024 to provide a paid-for school meal for pupils that are not in receipt of means-tested Free School Meals but in receipt of Council Tax Support and/or Housing Benefit. Since its introduction, the scheme has worked with 194 schools and has provided paid meals for 1296 children. The scheme will end in July 2024.

## Performance Measures and Targets:

Council measure							
PI Code	PI Name	Reported	Good Performance	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target
F&R 2.1	Average time taken in calendar days to process Housing Benefit (HB) new claims and change events	Quarterly	Low	4.6	5.6	5.4	7

Whilst the target is slightly above the outturn for 2023/24, achievement will still represent excellent performance. National Department of Work and Pensions (DWP) data for 2023/24 is not yet available, however new claims and changes in circumstances for Housing Benefit (HB) claimants were processed well below the national average in 2022/23, which was exceptional, and this performance was maintained during 2023/24.

Whilst the HB caseload continues to reduce as residents move to Universal Credit (UC), this has not reduced the amount and complexity of benefits administration. Due to the way UC is calculated, this is likely to generate an increase in Council Tax Support work for the team during the year which will impact on HB processing.

It is only during Quarter 4 that the target looks to be achievable due to the types of changes that are received during January to March that can be processed quickly which lowers the average time taken.

Council measures							
PI Code	PI Name	Reported	Good Performance	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target
F&R 2.2	% of invoices paid within 30 days	Quarterly	High	94.1%	86.5%	90.6%	95%
F&R 2.3	Percentage of invoices paid to local suppliers in 10 days	Quarterly	High	80.6%	74.1%	77.1%	80%

Payment performance in 2023/24 was 90.6% for invoices paid in 30 days. There are a number of initiatives to improve performance in 2024/25 to achieve the stretch target of 95%. This includes proactive work to chase up outstanding orders before invoices become due for payment and reminding officers responsible for approving to nominate substitutes when they take annual leave.

Payment performance in 2023/24 was 77.1% for invoices paid to local suppliers in 10 days. The target of 80% remains a realistic stretch target with which the initiatives highlighted above should result in performance improving in 2024/25.

## Portfolio Performance and Resources - Agreement 2024/25

PI Code	PI Name	Reported	Good Performance	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target
F&R 2.4i	% of contracts with local companies	Quarterly	High	64%	58.9%	57.0%	Aim to maximise
F&R 2.4ii (NEW)	Social value commitments delivered	Quarterly	High	N/A	N/A	To be confirmed	Aim to maximise

The definition for local companies is 'All council contracts with suppliers who have either a base or a head office within the borough of Stockport'. Comparable figures across the STAR authorities on local spend are 53.9% for 2020/21, 50.9% for 2021/22 and 48.2% for 2022/23. There was an additional 17.3% in 2020/21, 19.7% in 2021/22 and 26.9% in 2022/23 of Stockport's contract spend with suppliers based in other GM authorities, making a total of 83.4%, 83.7% and 85.8% respectively – around 10% higher than the STAR averages.

'Social value commitments delivered' is a measure of the realisation of the social value delivered by companies we contract with. This indicator is in development and should enable a baseline position to be available from Quarter 1 with the aim of the work of cross-functional teams increasing social value delivery. We will develop systems to support providers of social value links to recipients in order to deliver social value commitments. Through matching providers and recipients in a more systematic way, we hope to enable development of sustained relationships between local businesses and local community groups.

PI Code	PI Name	Reported	Good Performance	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target
F&R 2.5 (NEW)	Average time taken to answer phone calls to the Contact Centre	Quarterly	Low	N/A	N/A	192 seconds	180 seconds

This is one of three new measures (along with F&R 2.6 and 2.7) that replace the measure of the % of telephone calls to the contact centre that are answered.

This measure indicates the average length of time it took for phone calls to the Contact Centre to be answered by an agent. This only includes 'live' calls that go through to the contact centre agents and does not include 'abandoned calls' or calls that take up our 'callback' option. Data is available for 2023/24, when 3 minutes 12 seconds was the average time taken to answer. A target of three minutes is suggested for 2024/25

PI Code	PI Name	Reported	Good Performance	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target
F&R 2.6 (NEW)	% of calls that are abandoned	Quarterly	Low	N/A	N/A	14.9%	14%

This measure indicates the % of all telephone calls to the centre that are abandoned by the caller without being answered. Data is available for 2023/24 – 14.9% of calls were abandoned that year. A target of 14% is suggested for 2024/25.

# Portfolio Performance and Resources - Agreement 2024/25

PI Code	PI Name	Reported	Good Performance			2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target
F&R 2.7 (NEW)	% of callers to the Contact Centre who are satisfied with their telephone call	Quarterly	High	N/A	N/A	N/A			Aim to maximise

Before agents deal with their call, callers who get through to the Call Centre are asked if they would be prepared to take part in a short survey to give feedback on the call. Those who agree to do so are asked four simple, industry-standard, post-call contact centre customer satisfaction questions. The Netcall phone system then calculates an overall % satisfaction score based on answers to all four questions. The questions are:

1. Based on this call, how satisfied were you with the member of staff who assisted you today (where 1\* is poor and 5\* is great). Caller provides a score of 1 to 5.
2. Would you say the agent was courteous and respectful? Caller provides up a 'thumbs up' or 'thumbs down' response.
3. Did you feel confident in the agent's ability to respond to your enquiry? Caller provides up a 'thumbs up' or 'thumbs down' response.
4. Overall, were you happy with the service received today? Caller provides up a 'thumbs up' or 'thumbs down' response.

As 2024/25 is the first year this data is being collected, no baseline is currently available. An "aim to maximise" target is therefore suggested for now. Data will be available for the Mid-Year report and a numerical target for the year can be proposed then. From 2025/26, numerical targets will be set out in the annual portfolio agreements.

Council measures							
PI Code	PI Name	Reported	Good Performance	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target
F&R 2.8	Stage 1 complaints responded to on time (% and number).	Quarterly	High	78.3% (155 of 198)	78.2% (186 of 238)	80.5% (248 of 308)	82%
F&R 2.9	Stage 2 complaints responded to on time (% and number).	Quarterly	High	74.6% (94 of 126)	91.6% (76 of 83)	85.0% (68/80)	86%

These two measures relate to all corporate complaints in Place, CSS and now the Childrens Directorate (which were not included in previous years).

At Stage 1 the service manager investigates a complaint and aims to respond within 20 working days. A target of 82% is suggested for 2024/25.

The complaints team lead on Stage 2 investigations, working with the service or services the complaints relate to. The team provide an independent view when dealing with escalated complaints. The increasing complexity of some complaints, coupled with delivery pressures felt in some services, are the main reasons for some Stage 2 complaint responses taking longer than the target of 20 days. A target of 86% is proposed for 2024/25.

Council measures							
PI Code	PI Name	Reported	Good Performance	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target
F&R 2.10	Percentage of FOI requests closed on time (actual numbers)	Quarterly	High	89.8% (829 of 923)	88.1% (612 of 695)	90.9% (726 of 799)	95%
<p>The 95% target is a nationally set expectation of the Information Commissioner's Office. Very few public authorities are able to reach 95% performance given the resource demand, complexities and challenges associated with Freedom of Information (FOI) responses. Whilst performance fell short of the 95% target in 2023/24, performance has improved since 2022/23, despite a 15% increase in the number of FOI requests received.</p> <p>FOI requests continue to be closely monitored through an FOI Dashboard. Service areas are being given direct access to the dashboard both to assist them with monitoring requests and also so that they have direct oversight and accountability for their services performance.</p>							

### **Priority 3: Supporting our workforce**

Our committed efforts to enhance the colleague experience at every stage of their journey have been recognised nationally as we were awarded the best HR and OD Team and the best Diversity and Inclusion Programme at the Public Sector People Managers Association (PPMA) awards, along with being highly commended in three other categories in April 2024. This acknowledgment highlights our dedication to creating a supporting and enriching work environment, showcasing the significant impact of our initiatives on a larger scale.

We will support our workforce by delivering against the five priorities within our One Team People Plan, set out below.

#### **Delivered by:**

#### **Join Us**

Stockport Council is an employer of choice providing local employment for our communities. This includes continuing work to increase our online and social media presence, delivery of recruitment campaigns and job fairs, alongside work to improve the employer brand. We will further develop our talent strategy to attract, develop and retain top talent. This includes continuing with our innovative recruitment practices, enhancing professional development programmes, and fostering a supportive work environment. We will continue to grow our early careers offer to nurture emerging talent and ensure continued professional growth in line with an enhanced work experience programme, and our existing work placement programmes for care leavers, called Jumpstart, and Supported Internships for young people with special educational needs or disabilities. We will also strengthen our work experience process to enable young people to gain an understanding of the range of careers that are available in local government, to attract talent and further strengthen our employer brand.

#### **Grow and Thrive**

The council aspires to be a place where everyone thrives and has access to learning and development that supports them to reach their potential. We will continue our comprehensive “Leading Stockport” leadership development programme which is designed to cultivate strong leaders within the council and has resulted in increased performance from our leadership and management groups. This is complemented by our leadership forums, which provide a platform for leaders to share insights, collaborate on challenges and drive our strategic vision forward.

We will enhance all aspects of the colleague journey by fully integrating the innovative ‘My Conversation’ in delivering a new approach to our personal development reviews. This key initiative will embed our values into these reviews, along with objectives directly related to the delivery of the council plan so every colleague can see their role in this. My Conversation will create a more meaningful and personalised development process and improve the overall colleague experience. We also continue to expand our use of apprenticeships to increase the skills of our colleagues further, opening up development opportunities as well as bringing in new talent to the organisation.

### **Feel Supported**

Wellbeing is a priority, and everyone should feel supported and valued. We are people first, professional second. We have continued to widen our network of wellbeing champions and improve our wellbeing offer; this includes expanding the internal coaching pool available to colleagues and doubling the number of coaching hours delivered to colleagues in the last year. To enhance employee satisfaction, we will review and strengthen our reward and recognition approach. Our aim is to ensure that employees are acknowledged for their achievements in a manner that reflects our council values and motivates continued excellence. We are extending successful initiatives such as the colleague choir and wellbeing walks to amplify connectivity and engagement among employees. Our commitment to sickness management remains resolute, guided by our data to uphold health, safety, and overall wellbeing within the council. These initiatives reinforce our commitment to fostering a thriving and supportive workplace culture.

### **Belong Here**

There is an inclusive culture where all individuals are respected and treated fairly, where diversity is celebrated and where everyone can be themselves and thrive. We are continuing to strengthen our colleague groups and develop a new approach to Equality, Diversity and Inclusion (EDI) training and support. This work is supported by an EDI Survey taking place during spring 2024 and our Reverse Mentoring scheme, both of which help us understand the experiences of employees from all backgrounds. By working closely with our colleague engagement groups and community equity networks, and utilising insights from our employee voice via our EDI survey, together, we will continue to shape and co-create our EDI priorities and approaches to steer future initiatives. This includes enhancing our colleague EDI training to provide thorough and impactful learning experiences. We will also strengthen existing employee networks and foster growth for new ones, and we will introduce a leadership development programme specifically designed for ethnic minority colleagues.

### **Live Our Values**

Our values and behaviours are at the core of how we work to deliver our Council Plan. We will continue to prioritise colleague engagement, ensuring that the voice of our colleagues actively shapes and influences organisational changes. We will be embedding our values and behaviours through a communication and engagement plan and ensuring they are part of the whole colleague journey. We are enhancing our approach to community engagement through volunteering and plans are underway to revise our volunteering policy to empower our colleagues to contribute to local community groups. This initiative underscores our commitment to social responsibility and community support. We will also continue our work with partners to deliver cultural change that enables joint working and continues to put the people of Stockport at the heart of what we do.

## Performance Measures and Targets:

Council measures							
PI Code	PI Name	Reported	Good Performance	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target
F&R 3.1	Employee satisfaction with working for Stockport Council	Annual	High	N/A	80.0%	82.0%	Aim to improve
F&R 3.2	Employee engagement – overall score on ‘engage to success’ model	Annual	High	N/A	70.0%	73.0%	Aim to improve

Our second All Colleague Survey was run in September 2023, following our first survey in over a decade that took place in May 2022. By following a similar format to the 2022 survey, we have been able to see how our colleagues views about working at the council have changed between the surveys. Following the 2022 All Colleague Survey, a comprehensive corporate action plan was developed based on five themes:

1. Reward & Recognition.
2. Performance Development Reviews (PDRs).
3. Progression & Development.
4. Equalities, Diversity & Inclusion.
5. Working Smarter.

There was also a commitment to better communicate and engage with the workforce. Alongside corporate priorities, each service area developed an action plan which, when combined, contained over 200 actions.

The impact of these action plans has been clearly seen in the results of the 2023 Survey. Of all the measures in the survey, all apart from three had increased satisfaction rates compared with 2022. The first figure quoted in the above table reflects the overall satisfaction with working at the council, based on colleagues who answered positively to the question “How satisfied are you with the overall experience of working for Stockport Council?”. The responses were:

- 82% positive (80% in 2022)
- 8% neutral (9% in 2022)
- 10% negative (11% in 2022)

As part of the analysis of the survey data our research partners MEL research uses a model called ‘engage to success’, which scores overall engagement levels based on four headings:

- **Council Leadership** – how employees view the strategic vision of the council, understand its values, and view its culture – 79% (2022 baseline 76%).
- **Engaging managers** – whether line managers are empowering, respectful, nurturing and recognise performance – 82% (2022 baseline 78%).
- **Integrity** – whether employees see evidence of trust, consistency and evidence of our values being applied at the council – 74% (2022 baseline 71%).
- **Voice** – do employees feel their views are sought and do they have confidence to speak up and provide feedback on new ideas? 57% (2022 baseline 55%).

Each of these four headings receive a score and the council also receives an overall score for engagement. The figures provided above will be used as a baseline to see how these measures change over time. At the time of writing (April 2024) we are currently undertaking a thematic survey on Equalities Diversity and Inclusion and evaluating our options and timescales for future All Colleague Surveys.

# Portfolio Performance and Resources - Agreement 2024/25

## Council measure

PI Code	PI Name	Reported	Good Performance	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target
F&R 3.3	Number of Stockport Council employees undertaking apprenticeship qualifications	Annually	High	175	172	218	Aim to increase
This measure includes new apprentices employed by the council in addition to existing employees undertaking qualifications.							

## Council measure

PI Code	PI Name	Reported	Good Performance	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target
F&R 3.4	% of eligible Stockport Council employees for whom a performance development review has been undertaken within the last 12 months	Annually	High	N/A	69%	69%	80%
The percentage of colleagues who reported having had a performance development review (PDR) in the last 12 months as part of our All Colleague Survey had risen from 63% in May 2022 to 69% in September 2023. The PDR process has now been replaced by My Conversation, which will allow more accurate reporting of this measure in future reports.							

## Council measure

PI Code	PI Name	Reported	Good Performance	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target
F&R 3.5	Average number of working days lost due to sickness absence per employee	Quarterly	Low	10.77	9.86	8.67	8.50
Since June 2022 we have seen a consistent drop in sickness absence figures, with the 2023/24 results being below our target for the year.							
During 2023/24 we have refreshed our Managing Sickness Absence training, providing managers across the council with the appropriate knowledge of the Managing Absence policy and skills to support colleagues back into work.							

## Contextual measure

PI Code	PI Name	Reported	Good Performance	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target
F&R 3.6	Staff turnover	Quarterly	N/A	11.97%	14.97%	9.97%	N/A
There is no target for this measure as some turnover is healthy, but it is important to monitor levels across different services and this data is regularly taken to Directorate Management Teams for review and action.							
Turnover rates for 2023/24 are lower than previous years, in part due to the fact that previous years included the ending of Covid testing and vaccination activity which meant that a number of temporary contracts ended during 2021/22 and 2022/23.							

## Portfolio Performance and Resources - Agreement 2024/25

PI Code	PI Name	Reported	Good Performance	2021 Actual	2022 Actual	2023 Actual	2024 Target
F&R 3.7 (NEW)	Gender pay gap	Annual	Low (positive or negative)	-0.36%	-1.79%	-3.58%	0%
<p>This measure, included for the first time in 2024/25, shows the difference between the median hourly pay of our male and female employees expressed as a percentage of male earnings. A positive difference would indicate males, on average, have higher earnings. A negative difference would suggest women earn more. The aim therefore would be for the figure to be as close as possible to zero.</p> <p>The most recent data available relates to 2023, when median earnings were £15.65 per hour for men and £16.21 for women.</p>							

## Priority 4: Radically Digital Stockport

### Delivered by:

#### **Continuing our journey to be a radically Digital Council**

We will continue to evolve our digital offer, using agile working practices and digital tools to improve our processes and user experience.

We will deliver our data strategy to ensure that we use and share more of our data to improve planning and decision making and increase the interconnectivity of systems to improve services and collaborative working.

We will explore opportunities to use Artificial Intelligence (AI) and predictive analytics to support service delivery, understand both the risks and opportunities in doing so.

We will continue to maximise the opportunities from our systems and their capabilities. We will look to move systems to the cloud where possible and take the opportunity to reduce the number of systems we manage.

#### **Supporting digital communities**

As part of our One Stockport Neighbourhood and Prevention programme we will improve the online experience for residents and professionals looking for help and support. We will deliver a redesign of our [www.stockport.gov.uk](http://www.stockport.gov.uk) website and a new online directory of support that provides comprehensive information in one place. We will expand our online portals to enable residents to track progress and reduce administration. We will also take this opportunity to reduce the number of websites we have, understanding the impact these have on the climate.

We will support people to live independently for longer through our Tech Enabled Living programme. Technology solutions will enable us to deliver personalised, cost-effective health, care, and support. Our “Virtual House” product will provide an interactive tour showing examples of Occupational Therapy, Assistive Technology and Sensory aids, equipment and solutions that will enable residents to live independently for longer.

We will continue to work with our DigiKnow partners to increase the number of Digital Champion volunteers in all of our communities and tackle digital exclusion.

#### **Planning for the future so that Stockport is a Digital Place.**

We will continue at pace to build on the successful Local Full Fibre Network (LFFN) programme that delivered hundreds of kilometres of high-speed low-latency fibre across the region to join up 140 sites. Stockport's GMOOne Network (delivered via the LFFN fibre) will provide a cutting-edge network-enabling services to be proved more efficiently, securely, and flexibly. It will also create the foundation for future smart place initiatives.

We will leverage our GMOOne network infrastructure to deliver 5G advanced wireless/digital infrastructure to deliver smart energy, smart transport systems and a more resilient, connected, accessible and sustainable place for everyone.

## Performance Measures and Targets:

GMS – Indicator included in the Greater Manchester Strategy Outcomes Dashboard

Partnership measure							
PI Code	PI Name	Reported	Good Performance	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target
F&R 4.1	People supported to get online or improve their digital confidence and skills via the Digital Alliance (and cumulative since establishment of the Alliance in 2018/19).	Quarterly	High	13,714 (cumulative 23,101)	15,263 (cumulative 38,364)	17,601 (cumulative 56,055)	17,500 (cumulative 73,555)
Working with the wider DigiKnow alliance, in 2024-25 we will develop our digital inclusion offer to residents through GP practices, libraries, food network partners, Information, Advice and Guidance (IAG) services and cost of living support services.							

Partnership measure							
PI Code	PI Name	Reported	Good Performance	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target
F&R 4.2	Number of active digital volunteers (Digital Champions, Digi Know Friends, DigiKnow Corporate Ambassadors)	Quarterly	High	55	281	400	500
In 2024/25 we will continue to recruit more Digiknow volunteers, recruit, and train community champions as digital champions to deliver digital health sessions, involve more GP surgeries in recruiting and supporting digital champions to focus on health and digital inclusion. We will also provide more digital inclusion support to migrant communities and recruit and train more digital champions to support people to develop financial resilience through digital means.							

Contextual measure							
PI Code	PI Name	Reported	Good Performance	2021 Actual	2022 Actual	2023 Actual	2024 Target
F&R 4.3 GMS	% of areas with over 12.1% of premises (GMS Floor target) unable to access a download speed of at least 30 m/bits per second	Annually	Low	2.6%	2.1%	2.1%	No specific target for 2024 (but 0% by 2030)
<p>Digital exclusion affects members of society trying to access services quickly and conveniently. The commitment within the GM Strategy supports our aim to reduce the number of areas in the borough that are affected by digital exclusion. This covers both residential and commercial properties at postcode level. A 'Floor Target' has been set that every area in GM will have no more than 12.1% of premises unable to access a download speed of 30 m/bits per second by 2030.</p> <p>Latest Ofcom data (September 2023) suggests just four (2.1%) of Stockport's 191 Lower Super Output Areas (LSOAs) are currently at or above this level. These tend to be concentrated in the south and southeast of the borough, so may suggest that geographical factors are contributing to this rather than deprivation. There does appear, however, to be a correlation with these areas having some of the highest rates of over-65s.</p> <p>GM figure is 3.4%. Bolton, Oldham, and Wigan are the only GM districts with a lower figure than Stockport.</p>							



# FINANCE AND RESOURCES

## 3. FINANCIAL RESOURCES AND MONITORING

### 3.1 Resources

Resources available to the portfolio for 2024/25 include Cash Limit budget and Approved Use of Reserves. These funding sources are described in Sections 3.2 and 3.3 of this report.

Cash limits are approved before the beginning of the financial year 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.

### 3.2 Revenue Budget

The table below shows the revenue cash limit budget, which is £32.809m for this portfolio as at budget setting. The total expenditure is greater than the cash limit budget, this is because some of the expenditure is funded by income including ringfenced grants, sales, fees and charges and reserves.

	Employee Expenditure	Non- Employee Expenditure	Income	Grand Total
	£000	£000	£000	£000
Business Support	7,149	319	(348)	7,120
Chief Executive and Senior Management	761	49	(69)	741
Communications	701	215	(276)	640
Estates and Asset Management	2,066	11,207	(5,392)	7,881
Finance, Ordering and Procurement	3,951	111	(1,274)	2,788
Investment and Development Account	0	14,027	(17,083)	(3,056)
Legal and Democratic Governance	3,830	597	(1,547)	2,880
People and Organisational Development	3,445	300	(1,592)	2,153
Resident Services	299	1	0	300
Revenues and Benefits	3,266	580	(2,016)	1,830
STAR Procurement	0	397	(5)	392
Strategy	4,487	547	(232)	4,802
Support Services Review	0	(200)	0	(200)
Technology	3,238	4,756	(3,456)	4,538
	<b>33,193</b>	<b>32,906</b>	<b>(33,290)</b>	<b>32,809</b>

There are several budget virements that are likely to be presented at the Quarter 1 financial monitoring round affecting Finance and Resources reflecting new management arrangements around mainly Business Support, Resident Services and Estates and Asset Management.

The table below shows the adjustments to the revenue cash limit budget for this portfolio since Quarter 3 2023/24. The indicative adjustments and savings were all agreed as part of the 2024/25 budget setting process.

## Portfolio Performance and Resources - Agreement 2024/25

	£000
<b>2023/24 Budget at Q3</b>	<b>32,784</b>
Reversal of Temporary Budget	(44)
2023/24 Recurrent Budget at Q3	<b>32,740</b>
<b>Indicative Adjustment:</b>	
Reversal of temporary budget 2023/24	(501)
Risk Dampening 2024/25 only	251
Price Inflation	144
Stopford House Reception	75
Legal	12
IT	424
Finance	84
<b>Total Indicative Adjustment:</b>	<b>489</b>
<b>Applying Budget Choices, Savings (new):</b>	
Demand	0
Radically Digital	(60)
Robust Corporate Governance	(360)
Value for Money	0
<b>Total Savings</b>	<b>(420)</b>
<b>2024/25 Budget</b>	<b>32,809</b>

## 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 Cabinet 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 commitments reflected in the table below are before any balances which may become uncommitted following the council's next Reserves Policy update at Corporate Resource Management and Governance Scrutiny Committee (CRMG) on the 3rd of September 2024.

Reserve Category	Reserve Narration	To be used for	Balance of Reserve/ "Approved Use" £000
Strategic Priority	Contain Outbreak Management	Investment Plan Post-Covid	366
Strategic Priority	Equipment Refresh	To Fund Capital element of Nutanix/Virtual Servers & data backup scheme.	10
Strategic Priority	Cabinet Positive Investments	Armed Forces Engagement and Development	69
Directorate	Directorate Flexibility - CSS	Staff Surveys	21
Directorate	Directorate Flexibility - CSS	Social Value Brokerage online portal	15
Directorate	Directorate Flexibility - CSS	Temporary post Finance Transaction Team	49
Directorate	Directorate Flexibility - CSS	Temporary Data records manager, Information and Governance	33
Linked to Budget	Workforce Investment/Change	Adult Social Care Transformation & MTFP Project Manager	72
Linked to Budget	Workforce Investment/Change	One Team People Plan Implementation	116
Linked to Budget	Transformation – Invest to Save	Additional support in Contracts and commissioning to support savings programme	67
Linked to Budget	Transformation – Invest to Save	Legal Services Time Recording	24
Linked to Budget	Workforce Investment/Change	ASC Business Intelligence Service Cover	87
Corporate	Legislative and Statutory Requirements	Elections (Conducting of)	(128)
Corporate	Legislative and Statutory Requirements	Bentax Extended Enterprise License costs	159
Corporate	Revenue Grants	Local Digital Fund; DWP New Burden Housing Management Information; Finance Apprentices; GMCA Interns.	247
		<b>Total</b>	<b>1,207</b>

### 3.4 Savings

The savings aligned to this portfolio for 2024/25 are shown in the table below.

<b>MTFP Driver</b>	<b>Savings Programme</b>	<b>Value New Savings (£000)</b>
Robust Corporate Governance	Service Redesign	200
Robust Corporate Governance	Increase Income	50
Robust Corporate Governance	Service Efficiencies in Corporate & Support Services	110
Radically Digital	Digital Enabled Savings	60
<b>Total</b>		<b>420</b>

## 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 2024/25 and beyond is detailed below.

Scheme	2024/25 Programme £000	2025/26 Programme £000	2026/27 Programme £000
<b>Non-Education Capital Schemes</b>			
Asset Management Plan	4,701	2,521	2,521
Children's Homes - External Placements	854	0	0
Adswood Depot Redevelopment	2,967	3,646	88
<b>Sub-total</b>	<b>8,522</b>	<b>6,167</b>	<b>2,609</b>
<b>Education - Schools Capital Programme</b>			
Early Years	21	0	0
Primary Sector	1,899	0	0
Secondary Sector	6,092	0	0
Special Sector	4,562	0	0
Other Schemes	54	0	0
Funding to be allocated	9,356	0	0
Individual School Schemes	414	0	0
<b>Sub-total</b>	<b>22,398</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>30,920</b>	<b>6,167</b>	<b>2,609</b>

### Funding the Capital Programme

Resources	2024/25 £000	2025/26 £000	2026/27 £000
Capital Grants	19,172	0	0
Directly Funded Borrowing	3,841	3,646	88
Unsupported Borrowing	7,665	2,521	2,521
External Contributions	85	0	0
Commutated Sums	121	0	0
Revenue Contributions (RCCO)	36	0	0
<b>TOTAL</b>	<b>30,920</b>	<b>6,167</b>	<b>2,609</b>

## 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 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.
Children's Homes - External Placements	A programme to expand the council's in house children's homes from two homes, to up to five homes. This will help reduce the high costs the council is facing for external placement.
Adswood Depot Redevelopment	The Adswood Depot Redevelopment involves the comprehensive redevelopment of the Adswood site to serve as the council's main operational base for TLC and SMBC highways.
Early Years	Repairs, maintenance and new buildings for nursery schools and early years' 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.
Funding to be Allocated	Programme to address the condition and capacity issues that are facing schools within Stockport.
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).

## GLOSSARY

Common acronyms used within the PPRA and likely to be referred to in the Portfolio Reports include the following:

AI	Artificial Intelligence
AMP	Asset Management Plan
CRMG	Corporate, Resource Management and Governance (Scrutiny Committee)
CO <sub>2</sub>	Carbon Dioxide
CSS	Corporate and Support Services
DWP	Department of Work and Pensions
EDI	Equality, Diversity and Inclusion
FOI	Freedom of Information
GM	Greater Manchester
GMCA	Greater Manchester Combined Authority
GMS	Greater Manchester Strategy
HB	Housing Benefit
HR and OD	Human Resources and Organisational Development
IAG	Information, Advice and Guidance
IT	Information Technology
KW/h	Kilowatt hours
LGA	Local Government Association
LFFN	Local Full Fibre Network
LSOA	Lower Super Output Area
MTFP	Medium Term Financial Plan
N/A	Not Applicable
NHS	National Health Service
Oflog	Office for Local Government
PDR	Performance and Development Review
PPRA	Portfolio Performance and Resources Agreement
PPRR	Portfolio Performance and Resources Report
RCCO	Revenue Contributions to Capital Outlay
SMBC	Stockport Metropolitan Borough
SMT	Senior Management Team
STAR	Stockport, Trafford, Tameside, and Rochdale (Procurement hub)
TLC	Totally Local Company
UC	Universal Credit
VCFSE	Voluntary, Community, Faith, and Social Enterprise