STOCKPORT
METROPOLITAN BOROUGH COUNCIL

Corporate Performance and Resources

Mid-Year Report 2024/25

Ambitious Stockport, creating opportunities for everyone

Date	18 November 2024	Version	v1.0 (Scrutiny)	Approved by	MH/JJ

INTRODUCTION

I am pleased to present the Corporate Performance and Resources Quarterly Report, which sets out progress in delivering the council's priorities and spending plans between April and September this year.

Though this will come as a surprise to no-one, it's worth reiterating that the financial landscape continues to pose unprecedented financial challenges for people, businesses and all of us in the public sector, including councils. We continue to have to make savings in the face of increasing demand for our services, high interest rates and inflation, although the latter has fallen. Officers across the council are working hard to ensure we're doing all we can to bring costs in line with cash limit budgets and the financial sections of this report set out some key aspects of that work.

Since my last report, we have had a change of government at the national level. The longer-term implications for councils of that change are currently still unknown. Council officers are currently working through the new government's first national budget, announced on 30th October, and its impact on our Medium-Term Financial Plan (MTFP). It's almost certainly the case, however, that councils will continue to face significant financial challenges for the foreseeable future, and this report summarises what we are doing to meet these challenges head on.

We know that times continue to be hard for many of our residents as well, and, working with our partners across all sectors, we are continuing to look to do all we can to identify and support those who are struggling most. It was gratifying therefore to see this work recognised nationally when the support provided through the Resident Advice and Support Alliance received an award from Resolve Poverty for 'maximising the financial resources available to households'.

It is not all doom and gloom, however – far from it! As I said in my last report, Stockport is a great place to be right now and 2024 has been a landmark year for us. We have an ambitious £1billion development and regeneration programme that is transforming the town centre and beyond, work which continues to progress well. The work of the MDC Team, leading the way in transforming Stockport Town Centre, was recognised in June when it won the 'Small Team of the Year' award from the Local Government Chronicle (LGC).

We were also nominated for LGC Workforce Awards in five award categories (including "Best Place to Work") and the Head of Service of the Year Award was won by Vicki Bates. Vicki heads up our legal and democratic governance teams and has been recognised for the wider work she does in promoting wellbeing among staff across the council.

As usual, my Mid-Year report highlights a wide range of projects, initiatives and activities being delivered across our services, some key performance highlights, as well as some areas of performance that are more challenging. To find out more about these issues, and many others, have a look at the seven individual portfolio reports being published this cycle alongside this Corporate Report.

Cllr Mark Hunter, Leader of the Council

1. OVERVIEW OF CORPORATE DELIVERY AND PERFORMANCE

1.1 This report provides an overview of progress towards delivering against the priorities of the 2024-27 Council Plan. It includes a high-level overview of the activity, performance and spend that contributed to meeting these priorities.

1.2 The Corporate Report should be considered alongside the seven individual 2024/25 Quarter 2 Portfolio Performance and Resource Reports (PPRRs), which include full details of activity and performance relating to the portfolios. These reports can be accessed by following the links to the five Scrutiny Committees in the table below. The updated Portfolio Performance Dashboards are published alongside the seven PPRRs, and these can be found here. They contain the latest data across the full set of portfolio measures, including historical trends and comparative data (where available).

Scrutiny Committee	Date	2024/25 Portfolio Reports
Communities and Transport	25 November	Communities, Culture and Sport Parks, Highways and Transport Services
CRMG	26 November	Finance and Resources Corporate Report
Children and Families	27 November	Children, Families and Education
Adult Social Care and Health	28 November	Health and Adult Social Care
Economy, Regeneration and Climate Change	28 November	Climate Change and Environment Economy, Regeneration and Housing

Summary Financial Position

Revenue Budget Forecast Position 2024/25

	Revenue Budget £000	Out-Turn £000	(Surplus)/ Deficit £000
Cash Limits	256,118	266,412	10,294
Non-Cash Limits	79,943	73,367	(6,576)
Total	**336,061**	**339,779**	**3,718**
2024/25 Capital Programme (£000)			**139,741**
2025/26 Capital Programme (£000)			**164,407**
2026/27 Capital Programme (£000)			**76,961**

Reserves and Balances	Balance at 30/09/24 £000
Non-Ring fenced;	
General Fund Balances	15,183
Earmarked Reserves	87,080
Ring fenced;	
DSG and School Reserves	1,610
HRA Reserves	2,711
Total Reserves and Balances	**106,584**

1.3 Delivering our priorities

The financial landscape continues to pose significant financial challenges for councils dealing with the cost of increasing need for support from residents and businesses, inflationary costs and high interest rates. Officers continue to work on service financial recovery plans to address the in-year budget pressures and bring costs in line with cash limit budgets.

Government's national budget announcement on 30 October included detail on the 2025/26 Department Expenditure Limits as the first year of a three-year Government spending review to be completed in Spring 2025. Given the amount of detail in the Budget documents release, officers are working through the detail to fully assess the impact the Budget on the council's MTFP.

In the face of these challenges however, the council has delivered some great things across its seven portfolios in the first two quarters of 2024/25. Just a few highlights are set out below.

- The council has adopted the socio-economic duty, which means that it will actively consider, at an appropriate level, what more can be done to reduce the inequalities of outcome caused by socio-economic disadvantage, in any strategic decision-making or policy development context.

- Greenstock, the Green Network's community fun day, took place in May and attracted over 800 visitors and 60 volunteers who learned about climate change and action through activities, stalls and workshops at Woodbank Community Food Hub.

- The CAN Seed and Catalyst funds were launched and have so far supported eleven projects. The Seed Fund has supported nine projects at a ward level.

- Residents have been informed that plastic pots, tubs and trays are now accepted in their brown bins alongside their glass and plastic bottles. This is a huge boost to recycling and something residents have been requesting for many years.

- Stockport Council and partners won a national award for 'maximising the financial resources available to households'. The awards, administered by Resolve Poverty, recognises the approach to support vulnerable households via the Resident Advice and Support Alliance.

- School transition classes began in most secondary schools from the beginning of the autumn term. These classes aim to help vulnerable pupils adjust to the mainstream school environment during their first year. Early indications show a positive impact on reducing exclusions, and plans are in place to review the impact of the classes on attendance, reducing exclusions and reducing escalation of need to the point where a specialist setting is required.

- The council has been working to refresh its social work learning and development offer to ensure that social workers across Stockport Family have the right building-blocks of knowledge and specialist skills to enhance their development. This is due to be launched in December and will be complemented by 'practice summits' throughout the year focusing on key areas of work with children and families. The model has been developed in line with the Department for Education's work around the early career framework in children's social care, which Stockport has contributed to as a pilot area. Focused work on reviewing the council's social work career pathway and salary scale is nearing completion – this aims to ensure the council can attract and retain its workforce.

- The council is continuing to deliver against its two-year children's homes programme, which includes approval for three new homes. The first new home, 'The Crescent,' opened in September 2024. An offer has been made against a second home and it is hoped that it will be open by autumn 2025. Work is underway to identify a suitable site for the third home. The council is also working with the other GM local authorities, GMCA and health partners on Project Skyline, which will see ten new children's homes across Greater Manchester providing support for 24 of GM's most vulnerable children.

- No.2 Stockport Exchange is fully let and there is strong interest from two parties taking space in No.3 Stockport Exchange. A hybrid planning application for Phase 5, comprising a further 65,000 square feet of office space, was approved in August. A planning application for three temporary padel courts, as a meanwhile use, on the car park in front of 3 Stockport Exchange was approved in September. The courts are expected to be operational from November 2024. Cabinet approved using compulsory purchase powers (if necessary) to secure acquisition of 72-74 Wellington Road South, to enable the remaining phases of Stockport Exchange to be delivered.

- The summer saw rapid take-up of the new homes at Stockport Interchange which is now 70% occupied (exceeding the target in the business case). Construction has continued on the three active schemes – Weir Mill, Platform (the Great Places scheme on King Street West) and Stopford Park (the scheme formerly known as Royal George Village). We also entered into a building contract with Rowlinsons and construction of the Academy of Living Well at St Thomas' is due to begin later in the autumn.

- The Merseyway Innovation Centre has been opened and is attracting strong interest from businesses looking for high-quality space in Stockport Town Centre with access to business support and support with innovation. The centre is currently over 80% occupied with a healthy pipeline of interest forecast to take occupancy up to 89% within less than a year of opening.

- Household Support Fund Phase 5 was successfully delivered. From 1 April to 30 September 2024, an estimated 20,224 households were supported with an estimated 36,999 items of support; £1,714m was awarded to households with children (83.7% of total spend); £0.403m was distributed by third-party organisations (19.7% of total spend). A further extension of the fund (to 31 March 2025) has been announced and Stockport's allocation is £2.163m.

- The council's Supported Interns Class of 2023/24 graduated at a ceremony held in the Stockport Interchange on 11 July. It was attended by the interns, their families and representatives from employers and partners, and was a great celebration of their achievements and journey on the programme. The Supported Intern Class of 2024/25 started their programme in September.

- The GM One Network is now live. The network, built upon the Local Full Fibre Network, creates a unified digital infrastructure across public sector organisations in Greater Manchester. Stockport and partners have collaborated to lay 2,700km of dark fibre right across the whole region, connecting 1,600 sites.

- The bid to the GMCA for multiple disadvantage was successful and an initial project launch has taken place with internal cross-directorate colleagues to agree the high-level road map. The implementation phase is from September to December, ahead of an anticipated 'go live' date in January 2025.

- The Stockport Local offer continues to develop. A lead worker is in post and supporting the development of the offer and the number of appointments is increasing. Assessment staff offer appointments at libraries, leisure centres, council offices and across the borough. Therapy-based Stockport Local appointments are now offered at Disability Stockport.

- The council has worked with the Making it Real (MIR) Board to develop its Adult Social Care Charter and its commitment to ensuring that Stockport residents have a ‘Gloriously Ordinary Life’ (GOL). Based on a national programme, along with support from Tricia Nicoll (GOL founder) and the MIR Board, the council has developed a training and development programme for its workforce, which will help colleagues to understand the key principals of GOL and think about how they can embed this into their role.

- There has been good progress amongst system partners to improve out-of-hospital flow and discharge, ensuring people are receiving the right care and support to get them back home in a safe and timely manner.

- Work to deliver electric vehicle (EV) charging sites in partnership with Be.EV is progressing, with four sites now complete (the fourth site was energised in July). The council’s legal team is currently working on agreements for the next five and they are expected to be finalised in Quarter 3, following licenses being agreed with Electricity North West for the related substations needed for the sites. The final EV site being provided by TfGM funding in Chadwick Street, Marple is in place and is due to be energised shortly.

Further information and updates on delivery progress is set out in the individual PPRRs.

1.4 Portfolio performance

Each of the seven PPRRs includes a range of performance measures. The measures that have been updated since the 2023-24 Yead-End PPRRs are set out in the PPRRs, but the full set of measures can be explored here via the seven portfolio dashboards.

The position on selected measures at the end of Quarter 2 is summarised below, highlighting measures on which the council is performing particularly well, as well as others on which further or ongoing work is underway to improve performance:

- Very stretching targets for educational attainment were set in support of the Schools Strategy ambition for Stockport schools to be “the best in the country with every child included in their success”. Outcomes, based on provisional data, show significant improvements in many of the areas outlined in the Covid Recovery Plan, especially outcomes in reading, outcomes for boys, outcomes for disadvantaged learners and for children with SEN Support.

- Recycling rates are forecast to be up on 2023/24. Rates should be further boosted now that plastic pots, tubs and trays are acceptable in brown bins.

- Between April and September, 26 voluntary, community, faith and social enterprise (VCFSE) sector organisations were supported by “Match my Project” and 242 VCFSE organisations were supported to build their capacity by Sector 3.

- Use of library facilities such as Open+ and e-loans, as well as attendance at community events organised by the library service, continues to exceed forecasts.

- The overall crime rate is down on 2023/24 and 94% of Stockport respondents to the GM Policing and Community Safety Survey say that they feel safe or very safe in their local area.

- Proportions of care leavers who keep in touch with the council and foster care leavers who keep in touch with their foster parents are holding up well.

- The number of net additional homes delivered in 2023/24 was reported for the first time in the Quarter 2 report – 608 were delivered, exceeding the target of 550. A target of 650 (170 of which are affordable) has been set for 2024/25, 230 of which have already been delivered.

- Occupancy rates of units in Stockport Town Centre and the eight main district centres are holding up, as is footfall in the Business Improvement District.

- The target to pay 80% of local suppliers' invoices in 10 days is on course to be met for the first time (though the council is forecast to fall just short of the target to pay 95% of **all** invoices in 30 days).

- The proportion of Adult Social Care (ASC) service users who reported that they had as many social contacts as they wanted has increased significantly since the last report.

- Targets relating to the percentage of adult safeguarding cases where risk has been reduced or removed, as well as the percentage of cases where client outcomes have been wholly or partially achieved, are on course to be achieved.

- The number of carers receiving Carers Allowance is currently forecast to exceed year-end targets

- Street cleanliness and quality of greenspace measures continue to hold up well.

Some of the areas where we are focusing improvement activity include:

- Pressures within Children and Young People's services is contributing to performance on areas such as: the proportion of Education, Health and Care Plans that are issued within prescribed deadlines; the percentage of Family Early Help Assessments completed within 45 working days; and targets relating to dealing with complaints and Freedom of Information requests within prescribed timescales. This is also part of a national picture and cross-organisation work to support delivery of the Children's Recovery Plan remains a priority in addressing these areas.

- Homelessness remains a significant challenge, in the borough, sub-regionally and nationally. There is an acute shortage of affordable housing, with less than 600 social housing tenancies becoming available compared to 1,000 five years ago, and almost no private sector tenancies with Local Housing Allowance rates. With temporary housing accommodation running at capacity, and limited or slow 'move ons', hotels have been in regular use since 2022 and there has been a general upward trend in their use since. This is also reflective of a wider national picture in relation to housing and homelessness.

- The targets relating to the percentage of nursing beds and home care agencies in Stockport rated good or outstanding are on course to be missed. The council recently rolled out the Provider Assessment Market Management System (PAMMS), through a combination of on-site evaluations, self-assessment, and quarterly data through provider returns. Provider returns are analysed to elicit information relating to emerging themes, trends and quality/ contract monitoring trigger points. It is hoped that this will continue to drive improvement in performance across both home care agencies and nursing beds.

- The target relating to planning applications on brownfield sites is unlikely to be achieved this year, mainly due to the permission granted on appeal at Mirrlees Fields, which accounts for 200 of the 215 units granted on greenfield land, out of a total of 518 units granted permission. The total number of permissioned units reflects a downturn in permissions being granted nationally.

- During the summer months, a combination of staffing and mechanical issues meant that a number of green bin (garden waste) collection rounds were not completed, contributing to a spike in complaints. These issues have been resolved and performance is expected to improve in the final two quarters of 2024/25.

- The council is falling short on two targets relating to telephone calls to the Call Centre, one relating to time taken to answer, the other relating to the proportion of abandoned calls. This is due to poor performance in Quarter 1 skewing the average for the year. Though it is likely that target percentage figures will be achieved in Quarters 3 and 4, it is likely that the overall year-end targets will be missed.

1.5 Stockport Council Plan 2024-27

Up to and including 2023/24, the council produced a new one-year Council Plan covering each financial year (April to March). These plans were approved each February at the Budget Council meeting immediately preceding the new financial year. Content of that year's Portfolio Agreements was largely driven by the priorities, key delivery programmes and performance measures proposed in the Council Plan. From 2024/25 however, the council has moved to a three-year Council Plan, and Stockport Council's first three-year plan, covering the period from April 2024 to March 2027, was approved at the Budget Council meeting on 22 February 2024.

The next new council plan therefore will cover the three years from April 2027 and the process to develop that plan will be undertaken in the latter part of the 2026/27 financial year.

Following each of the first two years covered by the current Council Plan however, (in this case, 2024/25 and 2025/26) it is proposed that a relatively 'light touch' review of the Council Plan is undertaken to ensure its continued currency and relevance.

- This will be informed by the exercise to develop new iterations of the Portfolio Performance and Resources Agreements, which, for the 2025/26 agreements, will begin in early 2025.

- This exercise will highlight any necessary or recommended amendments to the council plan - for example, whether any of the delivery programmes or performance measures set out in the plan have changed significantly, are no longer appropriate, or if new major programmes or measures need to be added.

- Findings of, and recommendations from, these 'light touch' reviews will be set out in the Year-End/Quarter 4 Corporate Performance and Resources Report.

2. FINANCIAL OVERVIEW AND ANALYSIS REVENUE BUDGET

2.1 Revenue Budget

This section of the report sets out the 2024/25 revenue forecast outturn position. It includes:

- A summary of the revenue budget and forecast outturn position for the council as at 30 September 2024.
- Details of the revenue forecast outturn position relating to cash limit budgets, non-cash limit budgets, Dedicated Schools Grant (DSG), the Housing Revenue Account (HRA) and Collection Fund; and
- Details on Reserves and Balances as at 30 September 2024.

2.2 Revenue Budget Adjustments

2.2.1 The following table summarises changes to the revenue budget that have arisen during Quarter 2 since the Quarter 1 Budget Monitoring Update Report that was presented to CRMG on the 3 September and Cabinet on the 18 September.

2024/25 Revised Budget as at 30 September 2024

	Approved Budget £000	Revised Budget 30/09/24 £000	Increase (Reduction) £000
Cash Limits	255,954	256,118	164
Non-Cash Limits	80,107	79,943	(164)
Total	**336,061**	**336,061**	**0**

2.2.2 The table reflects the net movement of budgets of £0.164m from Non-Cash Limit to Cash Limit and relates to the allocation of Energy Price Inflation contingency to the Parks, Highways and Transport Services Portfolio. A breakdown of the Quarter 2 budget virements are shown in the table below. The revised budget by portfolio is shown in Appendix 1.

2.2.3 Further virements from Non-Cash Limit to Cash-Limit will take place in Quarter 2+, ready for budget setting, following the agreement of the 2024/25 pay award.

Virements Presented for Approval by Cabinet

Item	Type*	Amount £000	From	To	P/T**
Contingency Allocation Energy	V	164	NCL	PH&T	P

* V = Virement meaning the transfer of budget from one service to another
* BR = Budget re-alignment – transfer of budget and activity from one service area to another
** P = Permanent and T = Temporary
\# = Revenue Budget Control Total

2.3 2024/25 Forecast Revenue Outturn

2.3.1 The overall forecast outturn position for the council's revenue budget is a deficit of £3.718m, following the provisional allocation of £7.542m (£8.042m projected at Quarter 1) from the Covid-19 Financial Scarring Impact contingency. This deficit is made up of a £10.294m deficit in cash limit portfolios offset by a £6.576m non-cash limit surplus. The reduction in the provisional allocation of Covid-19 Financial Scarring Impact contingencies between quarters reflects an improvement in forecasts in relation to funding to support Stockport Active CIC and the provision of leisure, health and wellbeing services across the borough.

2.3.2 It should be noted that any further costs associated with Covid-19 during the year will call on the available Covid-19 Scarring Impact contingency thus reducing the non-cash limit surpluses available to offset the cash limit deficit. Any year end deficits not offset by non-cash limit surpluses will be funded via one off resources from General Fund Balances or Earmarked reserves.

2.3.3 Officers continue to work on financial recovery plans to address the in-year budget pressures, bring costs in line with budgets and mitigate the recurrent impact on the council's medium term financial position. Service financial recovery plans are achieving in-year cost avoidance, which would have adversely impacted the forecast if incurred. However, growing need for support and inflationary costs result in a challenging in-year financial position despite this work. This is particularly evident in relation to Children's Social Care where increasing need for support and complexity of that need is outstripping the cost avoidance being achieved resulting in a significant pressure both in-year and recurrently on the MTFP. Corporate measures continue to be in place to ensure robust financial management principles underpins the delivery of efficient and effective services to address the financial position, taking a One Budget approach to the challenge.

2024/25 Forecast Revenue Outturn as at 30 September 2024

Portfolio	Original Budget £000	Revised Budget £000	Forecast Outturn £000	(Surplus)/ Deficit £000
Children, Families & Education	62,052	62,452	70,980	8,528
Climate Change & Environment	10,459	10,385	10,510	125
Communities, Culture & Sport	7,409	7,777	7,812	35
Economy, Regeneration & Housing	1,173	1,208	1,208	0
Finance & Resources	32,809	32,395	33,244	849
Health & Adult Social Care	127,462	128,394	128,851	457
Parks, Highways & Transport Services	12,904	13,507	13,807	300
Total (Cash Limits)	**254,268**	**256,118**	**266,412**	**10,294**
Pay Inflation	5,063	5,063	4,563	(500)
Inflation - Price and National Living Wage	3,763	1,818	940	(878)
Apprenticeship Levy	441	441	441	0
Covid-19 Financial Scarring Impacts	8,501	8,501	7,542	(959)
Other Non-Cash Limits	64,025	64,120	59,881	(4,239)
Total (Non-Cash Limits)	**81,793**	**79,943**	**73,367**	**(6,576)**
Total (Cash & Non-Cash Limits)	**336,061**	**336,061**	**339,779**	**3,718**
Financed by				
Council Tax	165,672	165,672	165,672	0
Adult Social Care Precept	28,896	28,896	28,896	0
Business Rates Income	85,113	85,113	85,113	0
Business Rates Tariff	(21,770)	(21,770)	(21,770)	0
Grants in Lieu of Business Rates	30,197	30,197	30,197	0
Business Rates Green Plant and Machinery Compensation	124	124	124	0
New Homes Bonus Grant	24	24	24	0
Better Care Fund Allocation	6,619	6,619	6,619	0
Social Care Grant	24,458	24,458	24,458	0
Market Sustainability and Improvement Fund	5,614	5,614	5,614	0
Services Grant	335	335	335	0
One off Available Resources Waste Reserve Return & AGMA Reserve Return	2,476	2,476	2,476	0
2022/23 Collection Fund Undeclared Surplus	3,860	3,860	3,860	0
2023/24 Collection Fund Declared Surplus	4,023	4,023	4,023	0
Appropriation From Reserves – Balancing	420	420	420	0
	336,061	**336,061**	**336,061**	**0**
	0	**0**	**3,718**	**3,718**

Cash Limit Portfolios

2.3.4 Cash Limit portfolios are projecting a deficit of £10.294m at the Mid-Year point largely relating to the Children, Families and Education portfolio (£8.528m) with other deficit variances in Finance and Resources (£0.849m), Health and Adult Social Care (£0.457m), Parks, Highways and Transport Services (£0.300m), Climate Change and the Environment (£0.125m) and the Communities, Culture and Sport (£0.035m).

2.3.5 Details for each portfolio are in the respective PPRRs (Quarter 2 Finance section) on the relevant scrutiny committee meeting agendas. Main areas of note are summarised below:

Children and Families & Education

2.3.6 There is a forecast deficit for the portfolio as a whole at Quarter 2 of £8.528m which represents 13.7% of the cash limit budget. A breakdown of the forecast is shown below.

Education

2.3.7 There is a forecast deficit of £1.164m on Education which is 13.5% of the cash limit budget.

2.3.8 This deficit continues to reflect the ongoing demand, challenges and cost pressures associated with the statutory requirement to provide Special Educational Needs (SEN) transport support to our most vulnerable pupils across the borough:

- The demand for specialist school provision placements over the last 12 months continues to rise and put pressure on the system despite a budgetary uplift;
- The number of eligible pupils has risen from circa 785 in May 2022 to circa 880 in July 2023 to now over 1,000 pupils on various SEN transport support/routes, of which a large number of routes relate to pupil placement in other local authorities/external provision and/or now new routes required as new pupils attending new schools and/or schools the council does not currently have operational SEN transport support to.

2.3.9 The service continues to review all costs and options available on a regular basis and as part of the strategic cost avoidance plan for the future is assessing all personal budget options, increasing independent travel training numbers and seeking to reduce costs where parental preference/choice has been activated and had a negative impact on local authority costs.

Children & Family Services

2.3.10 The Quarter 2 forecast position for Children & Family Services is a deficit of £7.364m. This is an increase of £3.749m since Quarter 1 and represents 13.7% of the cash limit budget of £53.860m for the service. The forecast includes use of earmarked reserves and Covid-19 Scarring Impact contingency (£1.939m).

2.3.11 The largest area of deficit is in Children Looked After placements, namely £5.177m, this accounts for 70% of the deficit and is also the area in which most of the increase since Quarter 1 has taken place. Securing placements for young people remains challenging. The significant numbers of young people with extremely complex needs and mental health needs continues to place a considerable pressure on the budget with some significantly high placement costs experienced. The forecast includes an allowance for additional net placements from Quarter 2 to the end of the year based on the average cost of an external residential placement. The number of additional placements is based on the trend in the first half of the year and knowledge of placement patterns from previous years. There is always a risk that additional placements exceed those predicted or that placements are above average cost which could increase the forecast deficit further. However officers recognise the importance of minimising the net increase in placement numbers during the second half of the year through continuing intensive support, early help and prevention to improve the forecast position.

2.3.12 Other areas of deficit are in the Disability Service (CWD), namely £1.583m and Avoid Need to Accommodate, namely £0.608m. It is worth noting that cost avoidance is being achieved by the Disability Service and Avoid Need to Accommodate but that this is being more than offset by the rate of growing numbers of children and young people in residential placements.

2.3.13 A detailed review of how the whole system is working to improve children's outcomes across Children's Services and avoid the need for care is being completed by Senior Officers. It will look beyond national pressures to see what adjustments to the local system could have a positive effect on the number of children in care, drawing on the best of practice locally and elsewhere. Through a series of multidisciplinary panel reviews of current placements it will also identify the blockers and challenges across the wider system in achieving the permanence plans for young people in our care.

Climate Change and Environment

2.3.14 The Quarter 2 forecast for the Climate Change and Environment portfolio is a deficit of £0.125m which represents 1.2% of the cash limit budget of £10.385m and represents an adverse variance of £0.125m compared to the Quarter 1 forecast.

2.3.15 This deficit is due to the postponement of the movement to fortnightly green bin collections included as a savings proposal (£0.175m) in the MTFP approved in February. This deficit is partly offset by a surplus elsewhere in the client waste budgets (£0.050m).

Communities, Culture & Sport

2.3.16 The Quarter 2 forecast for the Communities, Culture and Sport portfolio is a deficit of £0.085m which represents 0.5% of the cash limit budget of £7.777m and represents a favourable variance of £0.050m compared to the Quarter 1 forecast.

2.3.17 This deficit is due to the 2024/25 staffing savings in the Libraries Service having only a part-year effect rather than the expected full-year budget saving included in the 2024/25 MTFP.

2.3.18 Other deficits include income pressures in Hygiene Action & Pest Control, Taxi Licensing and Premises Licensing which are offset by vacancies within School Crossing Patrol and Commercial Standards, additional Registrars income and by a forecast underspend on Community Grants.

2.3.19 Covid-19 Scarring Impact contingency is being utilised to fund Leisure Management Fee (£1.359m) and partly offset the under recovery of income in Premises (£0.019m) and Taxi Licensing (£0.026m).

Economy, Regeneration and Housing

2.3.20 The Quarter 2 forecast for the Economy, Regeneration and Housing portfolio is a balanced budget which relies on savings from vacancy management and some major planning income schemes which are both expected to offset an underlying reduction in Planning and Building Control income.

2.3.21 The forecast includes an estimate of £0.440m for the charge to the Investment and Development (I&D) account within the Finance and Resources Portfolio.

Finance and Resources

2.3.22 The portfolio is forecasting a deficit of £0.849m, which is a 2.6% variance on the £32.395m cash limit budget. It is also a reduction of £0.139m on the deficit position reported at Quarter 1.

2.3.23 The reduction largely reflects the ‘Call to Action’ introduced last spring that has seen the introduction of additional vacancy management and recruitment controls for all services.

2.3.24 The main service area driving the portfolio deficit is Legal Services, whose deficit remains forecasted to be around £0.800m. This stems mainly from a significant increase in the need to use external barristers to act on behalf of the council in relation to the increasingly complex cases undertaken by the council to protect vulnerable children and adults.

2.3.25 Cost pressures also remain in the Single Property Budget (SPB) in Estates and Asset Management (EAM) due to repairs and maintenance pressures across the estate.

2.3.26 The Investment and Development (I&D) account is forecast to require £7.577m from the financial scarring contingency and Income and Risk Mitigation reserve at year-end to achieve a balanced position.

Health and Adult Social Care

2.3.27 The overall portfolio is reporting a deficit of £0.457m which represents 0.4% of the budget of £128.394m.

<u>Adult Social Care (ASC)</u>

2.3.28 The service is forecasting a £0.457m deficit at Quarter 2 against a cash limit budget of £115.642m, which is a variance of 0.3%. The Quarter 2 variance is a reduction of £0.327m from the deficit reported at Quarter 1.

2.3.29 The service is continuing to see increased cost pressures in its Younger Adult Services, including Mental Health and Learning Disabilities. This is due to increased demand and complexity of individuals requiring Care Act eligible support from ASC.

2.3.30 Cost pressures in bed-based services for Older People have stabilised in recent months. However as the service approaches the winter period there is a significant risk of increased costs materialising to provide and commission eligible care and support.

2.3.31 The overspend forecast assumes that ASC will achieve a minimum of a further £1.000m of savings recurrently in year, in addition to savings achieved to date.

2.3.32 Also included is a £0.500m contribution from in year staffing underspends.

<u>Health and Adult Social Care (Public Health)</u>

2.3.33 The service is forecasting a balanced position at Quarter 2 against a cash limit budget allocation of £12.752m, a balanced position was also reported in Quarter 1.

2.3.34 There is a forecast underspend of £0.067m at Quarter 2 predominantly from staffing vacancies and the GM Genitourinary Medicine Cross Charging agreement being below budget for 2024/25, partly offset by forecast overspends in GP NHS Health Checks.

2.3.35 Ongoing pressures on the Public Health reserve in respect of external contracts result in an anticipated drawdown from reserves of £0.859m to achieve a balanced position, net of the above forecast underspend.

Parks, Highways & Transport Services

2.3.36 The Quarter 2 forecast for the Parks, Highways and Transport Services portfolio is a deficit of £0.300m which represents 2.2% of the cash limit budget of £13.507m.

2.3.37 This deficit is due to a £0.400m pressure on cremations income expected within Bereavement Services because the cremators have not been fully functional for part of the year. It is expected that this pressure will be partly offset by vacancy management in the Neighbourhoods service (£0.100m).

2.3.38 Potential overspends have been identified on Street Lighting and Highways reactive maintenance. However, these deficits have not been included in the current forecast because it is envisaged that they will be contained by Totally Local Company.

Non-Cash Limit

Corporate & Support Services (CSS)

2.3.39 The Quarter 2 forecast for items grouped in the CSS Non-Cash Limit area of the budget is a surplus of £0.738m on a net budget of £2.850m. This is similar to the previous Quarter 1 forecast of £0.750m surplus.

As in Quarter 1 the surplus includes:

- £0.150m expected savings on the Insurance Fund, subject to year-end actuarial review;
- £0.150m favourable variation on housing benefit overpayment recovery by the Revenues and Benefits teams (subject to year-end reconciliations); and
- £0.392m one-off dividend relating to the council's airport car park investment.

Place

2.3.40 The position includes a small deficit of £0.030m.

Technical

2.3.41 The position for Quarter 2 is a forecast surplus of £5.868m, an increase from the Quarter 1 forecast surplus of £2.979m. The surplus will be used to support the in-year position.

2.3.42 The change in forecast from Quarter 1 relates to:

- £1.000m of unallocated grant funding;
- A reduction in the forecast debt charges for the year, £0.722m, mainly due to a significant rephasing of the capital programme and a low spend to date;
- A reduction in forecast usage of the Covid-19 Financial Scarring contingency, £0.500m;
- A reduction in forecast usage of the Pay Award contingency following the agreement of the 2024/25 pay award, £0.500m; and
- A reduction in the forecast use of price inflation contingency £0.167m.

2.4 Dedicated Schools Grant (DSG)

2.4.1 The Dedicated Schools Grant (DSG) totals £227.096m at Quarter 2 and is made up of four blocks (schools, early years, high needs and central school services), the schools delegated budgets are considered spent at the point of delegation as individual school budgets are managed at school level with the governing body.

2.4.2 The remaining budgetary resource is the Centrally Held Budget (CHB), managed by the local authority on behalf of schools. It consists of a range of services to schools and pupils.

2.4.3 The total DSG allocation which is centrally held is £83.323m (which is largely Early Years at £36.640m and the high needs block £46m in support of our most vulnerable pupils).

2.4.4 The Quarter 2 forecast outturn position provides an in-year deficit of £18.002m.

2.4.5 The significant cost pressure within the overall DSG Quarter 2 forecast are the continued cost increase and demand in the high needs block pertaining to:

- More pupils in mainstream schools accessing High Needs (HN) top-up support funding;
- Requirement to increase local specialist capacity further for Special Education Needs (SEN) placements; and
- Increase in placements in high-cost external/independent providers.

2.4.6 The above deficit will be carried forward on the council's balance sheet as part of the overall cumulative deficit (estimated at c.£42m for 31 March 2025).

2.4.7 The current regulations and accounting rules provide an 'over-ride' exception whereby the cumulative deficit can be held on councils' balance sheets and not impact on councils' General Fund. Current regulations and accounting rules allowing this 'over-ride' position ends in March 2026. The significant risk of an exponentially increasing deficit position linked to insufficient high needs funding to meet an increasing need for support and complexity is a real concern for all councils. The National Audit Office estimate a national deficit position of circa £4.3bn with 43% of councils estimated to have high needs deficits which are greater than their reserves. Without Government intervention, and at the very least an extension to the current regulations and accounting rules providing the 'over-ride' position, there is a risk councils will go bankrupt when their cumulative deficits have to be recognised and funded.

2.4.8 The council continues to be part of the Department for Education (DfE) "Delivering Better Value" (DbV) support program and will be working with the project team to review our spend and deploy resources to ensure a sustainable budgetary position going forward.

2.4.9 The Chancellor's 2024 autumn budget announced an additional investment of £1bn in 2025/26 to fund SEND and alternative provision. Whilst welcome, this will only address part of the national cumulative deficit estimated at circa £4.3bn. It is uncertain how the additional funding will be allocated to individual councils and there is a risk that using the current national funding formula model methodologies will not recognise the disparity in per pupil funding levels at a local level across the country and the differing extent of pressures and deficits each council faces across the country as a result.

2.5 Housing Revenue Account (HRA)

2.5.1 The HRA forecast at Quarter 2 is illustrating a surplus for the year of £0.547m which is £0.374m better than budgeted. This surplus is ring-fenced to be paid to Stockport Homes (SHL) towards the recovery of costs already incurred by SHL in relation to Project Phoenix.

2.5.2 Positive budget outcomes are mainly a result of a lower final repairs overspend position in SHL from 2023/24 which is reducing the HRA Management Fee, lower interest and bad debts, along with higher rental income due to better than budgeted voids and right to buys.

2.5.3 These positive changes are offset somewhat by the following adverse variances:

- Service charge income showing an adverse variance which is mainly due to the properties on York Street moving over to metered utilities during the year which means the income is received by Stockport Homes instead of the HRA.

- A small adverse variance on the Renewable Heat Incentive (RHI) income, due to Hollow End Towers not resuming Biomass deliveries until October, is further offsetting some of the surplus, along with a small reduction in rent from New Build units due to the Meadow Mill scheme not going ahead, and Vine Street being delayed.
- An RCCO payment of £0.034m is scheduled in-year to contribute towards the purchase of 2 units as part of the RSAP scheme as agreed with the council.

2.5.4 Appendix 2 includes a more detailed analysis of the HRA forecast.

2.6 Collection Fund

2.6.1 The table below summarises the latest Collection Fund outturn forecast for 2024/25:

	Council Tax £000	Business Rates £000	Total £000
Collection Fund Income	(230,288)	(91,210)	(321,498)
Discretionary Council Tax Support Fund	(325)		(325)
Collection Fund Expenditure	230,901	90,415	321,316
2023/24 (Surplus)/Deficit	**288**	**(795)**	**(507)**
Allocated to:			
Stockport Metropolitan Borough Council	243	(787)	(544)
Mayoral Police and Crime Commissioner	31		31
Mayoral General including Fire Services Share	14	(8)	6
	288	**(795)**	**(507)**

2.6.2 The forecast outturn position is a surplus of £0.507m made up of a £0.288m deficit on Council Tax and a £0.795m surplus on Business Rates. The council's share of this surplus is £0.544m made up of a £0.243m deficit on Council Tax and a £0.787 surplus on Business Rates. Accounting requirements governing Collection Fund accounting require the council to declare a forecast outturn position in January to inform budget setting. An update on the forecast outturn position will be presented to the Cabinet meeting in December to inform the declared position. The forecast surplus position declared will be used to support the council's 2025/26 Budget and Medium Term Financial Plan (MTFP).

2.6.3 In recognition of the cost-of-living crisis, the council earmarked £0.385m of the 2023/24 collection fund surplus to the Collection Fund reserve to be used to support economically vulnerable households in the area. The Council Tax position includes the current estimate of the amount of the discretionary support fund to be utilised in 2024/25.

2.6.4 The Council Tax deficit reflects slippage on new housing developments which had been built into the Council Tax taxbase in 2024/25 whilst the Business Rates position is made up of a deficit arising from gross rates of £0.349m, a deficit of £0.624m on the Small Business Rates Relief and Charity Relief offset by favourable variances of £0.426m on the top up to the appeals provision and £1.342m on Unoccupied Property and discretionary reliefs.

2.6.5 The 100% retention benefit arising from the current forecast position is £7.571m and will be shared between the council and GMCA on 25%/75% split. This is a favourable variance of £0.451m compared to the budgeted benefit of £7.120m at the start of the financial year. The favourable variance is included in the forecast Business Rates outturn position presented above and is not additional available resource. The benefit arises from the Trailblazer 100% Business Rates retention agreement and is the difference between the income from Business

Rates under 100% retention vs. remaining in the 50% retention scheme. The budgeted benefit of £7.120m is being used to support the council's 2024/25 Budget approved in February.

2.7 Reserves and Balances

2.7.1 The table below shows the overall summary position on reserves at Quarter 2 and reflects the adjustments made as part of the Reserves Policy reported earlier in the year and appropriations made to the end of September.

Reserves and Balances on 30 September 2024

	Balance as at 01/04/2024 £000	Reserves Policy adjustments £000	Transfers to / (from) Reserves £000	Balance as at 30/09/2024 £000
General Fund Balances	14,515	668	0	15,183
Total General Fund Balances	**14,515**	**668**	**0**	**15,183**
Reserve Linked to Budget	6,267	(181)	0	6,086
Strategic Priority Reserve	27,132	147	2,437	29,716
Budget Resilience Reserve	20,491	(632)	0	19,859
Corporate Reserves	28,163	(222)	*2,728	30,669
Directorate Reserve	530	220	0	750
Total Earmarked Reserves	**82,583**	**(668)**	**5,165**	**87,080**
DSG and School Balances	13,720	0	(12,110)	1,610
HRA Balances	1,097	0	0	1,097
HRA Earmarked Reserves	1,614	0	0	1,614
Total Ring-fenced Reserves	**16,431**	**0**	**(12,110)**	**4,321**
Total Reserves and Balances	**113,529**	**0**	**(6,945)**	**106,584**

**Figure includes £2.669m of funds expected to be received in year which have been recognised in the Reserves Policy.*

2.7.2 General Fund Balances have increased by £0.668m to the recommended balance of £15.183m following the Reserves Policy annual review.

2.7.3 Total Earmarked Reserves have increased by £4.497m to £87.080m during the first half of the year. With this largely being £2.437m of Waste Reserve being returned by GMCA as well as £2.669m of the council's share of the 100% Business Rates retention expected in year and recognised in the Reserves Policy.

2.7.4 DSG and School Balances decreased by £12.110m to £1.610m following the redistribution of school balances back to schools.

2.7.5 Details of individual earmarked reserve balances can be found at Appendix 3 including the latest commitments against each reserve.

FINANCIAL OVERVIEW AND ANALYSIS CAPITAL PROGRAMME

3.1 2024/25 Capital Programme

3.1.1 The council's 2024/25 three-year capital programme is £381.109m as at 30 September, with planned expenditure of £139.741m in 2024/25.

<u>2024/25 Three-Year Capital Programme</u>

	2024/25 Programme £000	2025/26 Programme £000	2026/27 Programme £000	Programme 2027/28 onwards £000
Communities, Culture & Sport	7,098	13,678	375	
Economy, Regeneration & Housing	63,579	89,714	54,705	58,906
Finance & Resources	29,930	26,926	3,136	5,937
Health & Adult Social Care	251	40		
Parks, Highways & Transport Services	38,883	34,049	18,745	4,451
TOTAL	**139,741**	**164,407**	**76,961**	**69,294**

3.1.2 The table below provides the position of the 2024/25 Capital Programme and accrued expenditure as at the end of Quarter 2.

	2024/25 Programme £000	Expenditure as at Quarter 2 £000
Communities, Culture & Sport	7,098	608
Economy, Regeneration & Housing	63,579	23,652
Finance & Resources	29,930	12,182
Health & Adult Social Care	251	
Parks, Highways & Transport Services	38,883	9,690
TOTAL	**139,741**	**46,132**

3.2 Capital Programme Adjustments

3.2.1 There has been a net decrease in the 2024/25 Capital Programme of £28.427m during the Quarter 2 reporting period. The decrease is made up of £34.910m re-phasing of schemes to future years offset by £6.483m of new funding allocations. A summary of the changes made to the Capital Programme since 30 June 2024 are set out at paragraphs 3.2.2 to 3.2.3 below. Progress on individual schemes for each portfolio during Quarter 2 can be found in the respective Portfolio Performance and Resources Reports on the relevant scrutiny committee meeting agendas.

3.2.2 There has been a net increase in schemes of £6.483m during the last quarter and the most significant additions to funding allocations in 2024/25 include the following:

- A total of £18.850m directly funded borrowing for the new scheme, Cheadle Eco Business Park, has been included in the three-year capital programme, with £0.647m being allocated to the 2024/25 Capital Programme (Economy, Regeneration and Housing);
- £3.179m of third party loans has been added to the 2024/25 capital programme for the Totally Local Company Fleet Vehicle Loan Facility and a further £3.162m in total has been included in 2025/26 and 2026/27 programmes (Finance and Resources); and,
- £1.574m of grant funding in 2024/25, £0.658m in 2025/26 and £0.265m in 2026/27 for Poynton Relief Road highways scheme (Parks, Highways and Transport Services).

3.2.3 Capital schemes often span many years and their spending profiles are regularly reviewed as schemes progress and the programme is adjusted accordingly. Since the end of Quarter 1, a net total of £34.910m has been re-phased from the 2024/25 Capital Programme to 2025/26 and later. The more significant schemes being re-phased from 2024/25 include the following (the re-phasing is from 2024/25 to 2025/26 unless otherwise indicated):

- £11.500m of directly funded borrowing for Weir Mill (Economy, Regeneration and Housing);
- £5.330m of directly funded borrowing for Mayoral Development Corporation schemes (Economy, Regeneration and Housing);
- £1.965m of Cultural Development Fund grant funding has been re-phased, £0.620m to 2025/26 and £1.345m to 2026/27 (Economy, Regeneration and Housing);
- £13.045m in HRA New Build Schemes has been re-phased, £6.422m to 2025/26 and £6.623m to 2026/27 (Economy, Regeneration and Housing);
- £2.895m in loans to Stockport Homes for Affordable Homes schemes (Economy, Regeneration and Housing); and,
- £1.250m of largely grant funding across School Estates schemes has been brought forward to 2024/25 to meet planned expenditure in year (Finance and Resources).

3.2.4 Changes to the Capital Programme during Quarter 2 are set out below, by portfolio.

	Programme as at 30 Jun 2024 £000	Additional /Reduced Programme £000	Virement/ Re-phasing £000	Programme as at 30 Sept 2024 £000
2024/25				
Communities, Culture & Sport	7,098			7,098
Economy, Regeneration & Housing	98,505	647	(35,573)	63,579
Finance & Resources	25,270	3,877	783	29,930
Health & Adult Social Care	291		(40)	251
Parks, Highways & Transport Services	37,004	1,959	(80)	38,883
Total	**168,168**	**6,483**	**(34,910)**	**139,741**
2025/26				
Communities, Culture & Sport	13,678			13,678
Economy, Regeneration & Housing	58,304	15,982	15,428	89,714
Finance & Resources	24,575	3,135	(784)	26,926
Health & Adult Social Care	0		40	40
Parks, Highways & Transport Services	33,311	658	80	34,049
Total	**129,868**	**19,775**	**14,764**	**164,407**
2026/27				
Communities, Culture & Sport	375			375
Economy, Regeneration & Housing	37,442	3,956	13,307	54,705
Finance & Resources	2,609	527		3,136
Health & Adult Social Care	0			0
Parks, Highways & Transport Services	18,480	265		18,745
Total	**58,906**	**4,748**	**13,307**	**76,961**

3.3 Capital Programme Resources

3.3.1 The following table sets out resources available to fund the 2024/25 Capital Programme:

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 onwards £000
Capital Grants	70,070	66,561	28,905	12,928
Directly Funded Borrowing	40,002	70,931	22,575	11,539
Unsupported Borrowing	7,407	2,921	2,561	6,017
Capital Receipts	4,088	6,602	7,717	8,259
External Contributions	404	783		
Commuted Sums	1,600	1,750	490	
Revenue Contributions (RCCO)	2,272	510		
HRA funding from MRR	13,898	14,349	14,713	30,551
TOTAL	**139,741**	**164,407**	**76,961**	**69,294**

3.3.2 Capital grant funding continues to make up a large proportion of the council's capital resources, with £70.070m being used to support the 2024/25 Programme.

3.3.3 Prudential borrowing, comprising directly funded and unsupported borrowing, is being used to finance £47.409m of the 2024/25 Capital Programme. Prudential borrowing is unfunded capital expenditure, i.e., there is no funding from capital grants, receipts, contributions or revenue available. The council must ensure such investment is affordable, prudent, and sustainable and demonstrates that it is fulfilling these objectives by reporting on a number of prescribed prudential indicators.

3.4 Capital Prudential Indicators 2024/25

3.4.1 The prudential indicators for the council's 2024/25 Capital Programme are set out below. These are split into General Fund (non-HRA) and HRA and compare the budgeted 2024/25 Capital Programme to the 2024/25 Capital Programme as at 30 September 2024.

Capital Expenditure	**2024/25 Budget £000**	**2024/25 Forecast £000**
General Fund (non HRA)	115,147	118,067
HRA	40,108	21,674
Total	**155,255**	**139,741**

3.4.2 The Capital Financing Requirement (CFR) measures the council's cumulative underlying need to borrow due to capital investment.

Capital Financing Requirement	**2024/25 Budget £000**	**2024/25 Forecast £000**
General Fund (non HRA)	765,135	766,697
HRA	178,627	160,154
Total	**943,762**	**926,851**

3.4.3 The ratio of financing costs to net revenue stream is the percentage of the revenue budget set aside each year to service debt-financing costs. The tables below set out these ratios for the General Fund and HRA.

General Fund	**2024/25 Budget £000**	**2024/25 Forecast £000**
Total Financing Costs	35,028	33,380
Ratio to Net Revenue Stream	**10.71%**	**10.21%**

HRA	**2024/25 Budget £000**	**2024/25 Forecast £000**
Total Financing Costs	6,485	6,251
Ratio to Net Revenue Stream	**9.91%**	**9.58%**

Recommendations

Cabinet is asked to:

a) Note the key delivery and performance issues from the council's seven portfolios set out in sections 1.3 and 1.4.
b) Note the proposed approach set out in section 1.5 to 'light-touch' reviews of the 2024-27 Council Plan at the end of 2024/25 and 2025/26.
c) Review progress against delivering council priorities and capital schemes alongside budget outturns contained within the report.
d) Note the Cash Limit and Non-Cash Limit forecast outturn positions for 2024/25 as set out in section 2.3.
e) Note the Dedicated Schools Grant, Housing Revenue Account and Collection Fund forecast positions as set out in sections 2.4, 2.5, and 2.6.
f) Note the appropriations to/from reserves and balances during the period as set out in section 2.7 and note the resulting reserves and balances position as at 30 September 2024.
g) Note the position for the 2024/25 Capital Programme as set out in section 3.1.
h) Note the adjustments of capital schemes during the quarter as set out in section 3.2.
i) Approve the resourcing of the capital programme as set out in section 3.3.
j) Approve the 2024/25 prudential indicators as set out in section 3.4, and
k) Identify key areas for further investigation and responsibility for taking forward corrective action to address any existing or outturn issues or risks.

Appendices

1. Revised Revenue budget as at 30 September 2024.
2. 2024/25 Housing Revenue Account Forecast Outturn as at 30 September 2024.
3. Reserves and Balances as at 30 September 2024.

GLOSSARY

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

AGMA	Association of Greater Manchester Authorities
ASC	Adult Social Care
CAN	Climate Action Now
CFR	Capital Financing Requirement
CIC	Community Interest Company
CPRR	Corporate Performance and Resources Report
CQC	Care Quality Commission
CRMG	Corporate Resource Management and Governance
CSS	Corporate Support Services
CWD	Children With Disabilities
DbV	Delivering Better Value
DfE	Department for Education
DSG	Dedicated Schools Grant
EAM	Estates and Asset Management
ECO	Energy Company Obligation
EHCP	Education, Health and Care Plan
EV	Electric Vehicle
GM	Greater Manchester
GMCA	Greater Manchester Combined Authority
GOL	Gloriously Ordinary Life
HN	High Needs
HRA	Housing Revenue Account
I&D	Investment and Development
LGC	Local Government Chronicle
MDC	Mayoral Development Corporation
MBC	Metropolitan Borough Council
MIR	Making it Real
MRR	Major Repairs Reserve
MTFP	Medium-Term Financial Plan
NCL	Non-Cash Limit
PAMMS	Provider Assessment Market Management System
PaSH	Passionate about Sexual Health
PH&T	Parks, Highways and Transport (Services)
PPRA	Portfolio Performance and Resources Agreement
PPRR	Portfolio Performance and Resources Report
RCCO	Revenue Contributions to Capital Outlay
RHI	Renewable Heat Incentive
RSAP	Rough Sleeping Accommodation Programme
SEN	Special Educational Needs
SEND	Special Educational Needs and Disabilities
SHL	Stockport Homes Limited
TfGM	Transport for Greater Manchester
VCFSE	Voluntary, Community, Faith and Social Enterprise