

Public Document Pack



EXECUTIVE

Date: Wednesday, 15 March 2023

Time: 2.00pm

Location: Council Chamber, Daneshill House, Danestrete, Stevenage

Contact: Ian Gourlay (01438) 242703

committees@stevenage.gov.uk

Members: Councillors: R Henry (Chair), J Thomas (Vice-Chair), S Barr, L Briscoe, J Hollywell, Mrs J Lloyd and S Speller.

AGENDA

PART I

1. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

2. MINUTES - 8 FEBRUARY 2023

To approve as a correct record the Minutes of the meeting of the Executive held on 8 February 2023 for signature by the Chair.

Page Nos. 5 - 10

3. MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE AND SELECT COMMITTEES

To note the following Minutes of meetings of the Overview & Scrutiny Committee and Select Committees –

Environment & Economy Select Committee – 17 January 2023

Overview & Scrutiny Committee – 24 January 2023

Overview & Scrutiny Committee – 14 February 2023

Page Nos. 11 - 28

4. CORPORATE PERFORMANCE QUARTER 3 2022/23

To consider the Council's performance across key priorities and themes for Quarter 3 2022/23 (Oct. – Dec. 2022), and an update on progress against the Cost of Living Action Plan and current strategic risks.

Page Nos. 29 - 64

5. THIRD QUARTER REVENUE MONITORING REPORT 2022/23 - GENERAL FUND AND HOUSING REVENUE ACCOUNT

To consider the Third Quarter Revenue Monitoring report 2022/23 for the General Fund and Housing Revenue Account.

Page Nos. 65 - 76

6. THIRD QUARTER CAPITAL MONITORING REPORT 2022/23 - GENERAL FUND AND HOUSING REVENUE ACCOUNT

To consider the Third Quarter Capital Monitoring report 2022/23 for the General Fund and Housing Revenue Account.

Page Nos. 77 - 96

7. URGENT PART I BUSINESS

To consider any Part I business accepted by the Chair as urgent.

8. EXCLUSION OF PRESS AND PUBLIC

To consider the following motions –

1. That under Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as described in Paragraphs 1 – 7 of Part 1 of Schedule 12A of the Act as amended by Local Government (Access to Information) (Variation) Order 2006.
2. That Members consider the reasons for the following reports being in Part II and determine whether or not maintaining the exemption from disclosure of the information contained therein outweighs the public interest in disclosure.

9. YOUTH SKILLS INVESTMENT IN STEVENAGE

To consider an opportunity to develop a programme to support youth skills investment in Stevenage in the Science, Technology, Engineering and Mathematics (STEM) sector.

Page Nos. 97 - 140

10. AFFORDABLE OLDER PERSONS HOUSING STOCK - NEW SUPPLY AND STOCK MANAGEMENT

To consider proposals for improving the Council's Affordable Older Person Housing stock.

Page Nos. 141 - 158

11. LAND ACQUISITION AND SCHEME CONTRACT APPROVAL

To consider a proposal for the acquisition of land and the appointment of a contractor for the development of a site in Bandle Hill Ward.

Page Nos. 159 - 208

12. SITE DISPOSAL REPORT

To consider a proposal for the disposal of surplus amenity land in Roebuck Ward, in order to generate a capital receipt for the Council.

Page Nos. 209 - 21214

13. PROPOSED DEVELOPMENT - THE FORUM

To consider an overview of proposals for a new Life Sciences development on the site of the Forum shopping area in the town centre, and the commercial and legal position of the Council as landowner of the car park.

Page Nos. 215 - 232

14. URGENT PART II BUSINESS

To consider any Part II business accepted by the Chair as urgent.

NOTE: Links to Part I Background Documents are shown on the last page of the individual report, where this is not the case they may be viewed by using the following link to agendas for Executive meetings and then opening the agenda for Wednesday, 15 March 2023 – <http://www.stevenage.gov.uk/have-your-say/council-meetings/161153/>

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STEVENAGE BOROUGH COUNCIL

EXECUTIVE MINUTES

Date: Wednesday, 8 February 2023

Time: 2.00pm

Place: Council Chamber, Daneshill House, Danestrete, Stevenage

Present: Councillors: Richard Henry (Chair), Jeannette Thomas (Vice-Chair), Sandra Barr, Lloyd Briscoe, Jackie Hollywell, Mrs Joan Lloyd and Simon Speller.

Start / End Start Time: 2.00pm
Time: End Time: 2.25pm

1 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

There were no apologies for absence.

There were no declarations of interest.

2 MINUTES - 18 JANUARY 2023

It was **RESOLVED** that the Minutes of the meeting of the Executive held on 18 January 2023 be approved as a correct record for signature by the Chair.

3 MINUTES OF OVERVIEW & SCRUTINY COMMITTEE AND SELECT COMMITTEES

It was **RESOLVED** that the following Minutes of meetings of the Select Committees be noted –

Community Select Committee – 9 January 2023

4 GENERAL FUND AND COUNCIL TAX SETTING 2023/24

The Executive considered a report in respect of the Council's General Fund, Council Tax Support Scheme and proposals for the 2023/24 Council Tax for onward recommendation to Council.

The Portfolio Holder for Resources, Transformation and ICT referred to the difficulties of setting a budget in the current economic context after years of Government funding cuts, followed by the challenges presented by the Covid-19 pandemic and, more recently, the ongoing cost of living crisis. Since 2010/11 over £5.2 Million of Government grant had been lost from the Council's budget and over £6 Million worth of inflationary pressures had been incurred – the net position meant a funding gap of circa £11Million, which required budget savings to be made

The Portfolio Holder for Resources, Transformation and ICT advised that the total proposed net budget for 2023/24 was £12,463,000. This budget required the delivery of £1,341,000 Making Your Money Count options during the financial year, reflecting the scale of the challenge that faced Stevenage Borough Council and for many other local authorities.

The Portfolio Holder for Resources, Transformation and ICT commented that the budget now included the projections for business rates and Section 31 grants to be retained by the Council. Members were reminded that this equated to just over 7% of all business rates collected in the town. Business rates gains had been assumed within the allocated reserve until realised, which helped to provide financial resilience for the General Fund.

The Portfolio Holder for Resources, Transformation and ICT stated that the report also included the comments from the Overview and Scrutiny Committee. The report would be re-presented to that Committee again and then on to the 23 February 2023 Council meeting for approval of the Budget and Council Tax increase.

The Portfolio Holder for Resources, Transformation and ICT advised that Members were recommended to approve a 2.99% increase in Council Tax as part of the savings package to close the Budget gap for 2023/24.

The Strategic Director (CF) added that there had been no difference in the total figure between the Government's draft and final financial settlements for the Council for 2023/24, and noted a major impact on the budget had been the 100% increase in utilities costs (£1M to £2M). Revised projections indicated an extra £448,000 of Business Rates income for 2023/24, although these funds were recommended to be placed in an allocated reserve until realised, and there were likely to be a large number of Business Rates appeals as a result of the increase in rateable values in Stevenage for 2023/24.

It was **RESOLVED**:

1. That Council be recommended to approve the 2022/23 net expenditure on the General Fund of £11,368,750, as set out in Paragraph 4.12.1 of the report.
2. That Council be recommended to note the inclusion of the 2023/24 Fees and Charges of £325,840, including the 5% increase in market rents approved for inclusion at the December 2022 Executive (Appendix B to the report) in the draft 2023/24 budget.
3. That Council be recommended to approve the draft General Fund Budget for 2023/24 of £12,463,780, with a contribution from balances of £572,268 and a Band D Council Tax of £232.31 (assuming a 2.99% increase), and as summarised in Appendix H to the report.
4. That Council be recommended to note the updated position on the General Fund Medium Term Financial Strategy (MTFS), as summarised in Section 4.14 of the report.

5. That Council be recommended to approve the minimum level of General Fund reserves of £3,419,753, in line with the 2023/24 risk assessment of balances, as shown at Appendix C to the report.
6. That Council be recommended to approve for 2023/24 the contingency sum of £400,000 within which the Executive can approve supplementary estimates (reflecting the level of balances available above the minimum amount).
7. That Council be recommended to approve the 2023/24 Council Tax Support Scheme, as set out in Section 4.4 of the report.
8. That Council be recommended to approve the 2023/24 Making Your Money Count (MYMC) options, as set out in Section 4.9 and Appendix A to the report, totalling £1,341,999 and £32,502 (cost) for the General Fund and HRA respectively.
9. That Council be recommended to approve the Growth options included in Section 4.10 of the report for inclusion in the 2023/24 General Fund (£73,150) and HRA (£56,892) budgets.
10. That Council be recommended to note the pressures identified in Section 4.2 of the report.
11. That Council be recommended to note that for 2023/24 a £300,000 budget to pump prime Transformation has been included in the General Fund budget to support efforts to realise the savings targets, as set out in Section 4.7 of the report.
12. That Council be recommended to approve the use of the business rate gains only once they have been realised and that their use be ring fenced to maintain the financial resilience of the Council.
13. That Council be recommended to note the comments from Overview and Scrutiny, as set out in Section 4.18 of the report.
14. That Council be recommended to note the Equalities Impact Assessments appended to the report in Appendices D and E.
15. That Council be recommended to note that key partners and other stakeholders are consulted and their views considered as part of the 2023/24 budget setting process.
16. That the discretionary element of the funding for the Local Council Tax Top Up Scheme be awarded, as set in Paragraph 4.5.9 of the report, and any revisions to the scheme be delegated to the Strategic Director (S151 Officer), after consultation with the Portfolio Holder for Resources, Transformation and ICT.

Reason for Decision: As contained in report.

Other Options considered: As contained in report.

5 CAPITAL STRATEGY 2022/23 - 2027/28

The Executive considered a report in respect of the Capital Strategy 2022/23 – 2027/28 for onward recommendation to Council.

The Portfolio Holder for Resources, Transformation and ICT advised that, as was the case in relation to the General Fund, Capital funding also had funding challenges. As a result, spend continued to be focused on priority areas to keep, in the main, the Council's assets operational, and to continue the delivery of key programmes such as regeneration (which was part funded through the £37.5Million Towns Fund allocation from the Government) and the Housing Development programme.

The Portfolio Holder for Resources, Transformation and ICT stated that the report also noted that there was a risk around realising the £7Million capital receipts which were needed to support the 2023/24 Capital programme. That was set out in Paragraphs 4.3.2 and 4.6.4 of the report, along with the monitoring and controls in place to keep this under close review.

The Portfolio Holder for Resources, Transformation and ICT explained that the total estimated Capital Strategy over five years was £86.265Million. In terms of financing, over the five year period, the financing was expected to be drawn from: 20% borrowing; 55% capital grants; 24% useable capital receipts; and the remaining 1% relating to the General Fund reserve.

The Assistant Director (Finance) commented that the draft Capital Strategy report considered by the Executive on 18 January 2023 had contained a funding gap of £177,000. The final report provided a balanced Capital budget, although close attention would be required on the level of Capital receipts and further fluctuations to the Bank of England borrowing rate.

It was **RESOLVED**:

1. That Council be recommended to approve the Final General Fund Capital Growth Bids for 2023/24, as detailed in Appendix A to the report (and incorporated into Appendix C).
2. That Council be recommended to approve the revisions to the 2022/23 General Fund budget, as incorporated into Appendix C to the report.
3. That Council be recommended to approve the Final 2023/24 General Fund Capital Programme, together with the recommended resourcing, as detailed in Appendix C to the report.
4. That Council be recommended to approve that the Chief Financial Officer (CFO) brings a report forward during the 2023/24 financial year setting out the Council's key capital regeneration and community asset ambitions and key land and asset disposals, not currently in the capital strategy, to determine a funding strategy to meet these Corporate priorities.

5. That Council be recommended to note the Final Housing Revenue Account (HRA) budget requests for 2023/24, as detailed in Appendix B to the report (and incorporated into Appendix D), and as approved at the 18 January 2023 Executive meeting.
6. That Council be recommended to approve the Final 2023/24 HRA Capital Programme, as detailed in Appendix D to the report.
7. That Council be recommended to approve the updated forecast of resources 2023/24, as detailed in Appendix C (General Fund) and Appendix D (HRA) to the report.
8. That Council be recommended to note the risk mitigation strategy to ensure the 2023/24 capital programme is fully financed, as set out in Paragraph 4.3.2 and Paragraph 4.6.4 of the report, and that the Executive will be updated in the Capital Quarterly monitoring reports.
9. That Council be recommended to approve the 2023/24 de-minimis expenditure limit, as set out in Section 4.11 of the report.
10. That Council be recommended to approve the 2023/24 contingency allowances, as set out in Section 4.12 of the report.
11. That Council be recommended to approve the appropriation of Dunn Close garage block, valued at £540,000, from the General Fund to the HRA, as detailed in Paragraph 4.14.3 of the report.

Reason for Decision: As contained in report.

Other Options considered: As contained in report.

6 ANNUAL TREASURY MANAGEMENT STRATEGY INCLUDING PRUDENTIAL CODE INDICATORS 2023/24

The Executive considered a report in respect of the Annual Treasury Management Strategy, including Prudential Code Indicators for 2023/24, for onward recommendation to Council.

The Portfolio Holder for Resources, Transformation and ICT advised that there had been no breaches of the Treasury Management Strategy so far in 2022/23. She drew attention to the Council's investments set out in the report, and how they were managed.

The Portfolio Holder for Resources, Transformation and ICT commented that the Audit Committee had considered the Strategy at its meeting held on 7 February 2023 and had raised no comments on the report.

The Portfolio Holder for Resources, Transformation and ICT stated that, for the 2022/23 financial year up to 31 December 2022, returns on investments had averaged 1.57% and total interest earned was £830,000 contributing to the General Fund and Housing Revenue Account income.

The Assistant Director (Finance) advised that since the report was drafted the Bank of England Base Rate had been increased by 0.5% to 4%.

The Assistant Director (Finance) drew attention to Section 4.8 of the report, which outlined a new prudential indicator for 2023/34 regarding the Liability Benchmark. The benchmark would show if the Council would be in a position of under or over borrowing during a particular year, with the report indicating the Council would need to borrow in the Medium Term.

In response to a question from the Leader, the Assistant Director (Finance) confirmed that either increases or decreases in the Bank of England rates would impact on the Council's future borrowing.

It was **RESOLVED** that the 2023/24 Treasury Management Strategy be recommended to Council for approval.

Reason for Decision: As contained in report.

Other Options considered: As contained in report.

7 URGENT PART I BUSINESS

None.

8 EXCLUSION OF PRESS AND PUBLIC

It was **RESOLVED**:

1. That under Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as described in Paragraphs 1 – 7 of Part 1 of Schedule 12A of the Act as amended by Local Government (Access to Information) (Variation) Order 2006.
2. That the reasons for the following reports being in Part II were accepted, and that the exemption from disclosure of the information contained therein outweighs the public interest in disclosure.

9 PART II MINUTES - EXECUTIVE - 18 JANUARY 2023

It was **RESOLVED** that the Part II Minutes of the Executive held on 18 January 2023 be approved as a correct record for signature by the Chair.

10 URGENT PART II BUSINESS

None.

CHAIR

STEVENAGE BOROUGH COUNCIL

ENVIRONMENT & ECONOMY SELECT COMMITTEE MINUTES

Date: Tuesday, 17 January 2023

Time: 6.00pm

Place: Council Chamber, Daneshill House, Danestrete

Present: Councillors: Rob Broom (Chair), Adam Mitchell CC (Vice-Chair), Julie Ashley-Wren, Stephen Booth, Jim Brown, Michael Downing, Bret Facey, Claire Parris and Loraine Rossati.

Start / End Time: Start Time: 6.00pm
End Time: 7.29pm

1 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies were received by Councillor Adrian Brown.

There were no declarations of interest.

2 MINUTES - 15 DECEMBER 2022

It was **RESOLVED:** That the Minutes of the Meeting of the Committee held on 15 December 2022 be approved as a true record of the proceedings and be signed by the Chair, with the following amendments:

(1) Location: *Autun Room*, Daneshill House, Danestrete

(2) Item 4 – Draft report and recommendations of the Council’s response to the climate emergency, paragraph 3.14 of the report, page 5 of the Minutes, specifically the paragraph which referred to the contribution of electric buses to a 70% carbon reduction. The first sentence of the paragraph “A Member commented that the electric buses may contribute 70% carbon reduction but did not contribute to 70% of our traffic.” should be replaced with: “A Member observed that road transport was responsible for about 30% of CO2 equivalent emissions in Stevenage (point 3.14). While he welcomed bringing 27 electric buses to the town, he pointed out they would only contribute about a 0.6% reduction in overall emissions which emphasised how important it was to do also much more by reducing the need to travel and by encouraging modal shift to walking, cycling and public transport.”

3 FINAL REPORT AND RECOMMENDATIONS OF THE COUNCIL'S RESPONSE TO THE CLIMATE EMERGENCY

The Chair made some comments on the report and stated that there needed to be a credible way of measuring what the Council was doing. Transport could be the

largest emitter at 34%, so should consider other forms of transport. He added that the topic reference groups, and topic panel groups were important and helpful, and that the behavioural change and climate change section of the report was interesting.

The Chair highlighted the 2023 review of the Stevenage Local Plan and stated that this needed to influence planning as well as looking at biodiversity and shorter journeys.

The Chair added that the training of staff and Members was a useful point. He stated that the Council needed to keep track of cleaner fuels. Finally, he commented that there was an opportunity to try and influence the greening of the hub to make it environmentally sound.

A Member commented that we needed to look at how we support residents to be cleaner and suggested a plan should be made for this.

Another Member highlighted point number 7 in paragraph 2.4.3 of the report, which referred to the increase in trees planted. He advised that there was a danger of misunderstanding the 2% gap in the Stevenage tree canopy. He stated that there were 32,000 trees in Stevenage and this 2% isn't an increase of that amount. The gap refers to the recommended tree cover for urban areas which we were 2% short of the target of a 19% tree canopy. He suggested that this should be made clearer in the report.

A Member suggested 'climate proofing' everything going forward. There are equality implications in all reports across the Council and this should be done for climate change implications. The Chair agreed with this and stated that it should be built into the audit process. The Member also asked whether the new civic hub would have a bus stop, to which the Interim Head of Policy and Communities advised it would.

A Member commented that it was still vital to ensure climate change was a priority for the Council as well as engaging with people of Stevenage.

It was **RESOLVED**: That the report and recommendations of the review into the Council's response to the climate emergency be agreed and the recommendations circulated to the Executive Portfolio Holder for a response.

4 **COST OF LIVING SCRUTINY REVIEW**

The Chair introduced the cost-of-living review and stated the aim was to increase knowledge of what was happening in Stevenage and the impact on the residents. He informed Members there was strong work going on and the Council was working with a range of other agencies and was engaged in work with residents.

The Chair introduced Officers in attendance, which included the Interim Head of Policy and Communities Ben Threadgold, the SBC Co-operative Neighbourhoods Programme Manager Gemma Maret, the CEO Stevenage Citizens Advice Charlotte Blizzard-Welch, and the Deputy CEO Stevenage Citizens Advice Melanie Bel Haj.

The Interim Head of Policy and Communities informed Members of the circulated report that went to the Executive committee in December. He reminded Members that the Council declared a cost-of-living emergency in July 2022. The work that has been done in the last couple months was focused on the impact on residents, businesses, Council, and the Council's finances, and how we can work with partners to help mitigate the impacts.

The Interim Head of Policy and Communities advised that everyone was affected by the cost-of-living crisis in some way. Forecasts were predicting that unemployment rates were rising, and inflation would remain high at 10.7%, although the Bank of England had suggested there may be a drop over the coming year. The support given by the government was not long term and we have not seen the biggest impacts yet. Energy bills may dip in July and fuel prices were dropping slowly, however the optimistic forecasts do not mean people aren't still affected.

The Interim Head of Policy and Communities highlighted four key trends within the report:

- There had been a 13.4% increase in tenants who were in rent arrears. The majority of these were on welfare benefits. There are many complexities in most cases, such as changes of financial circumstances, multiple debts, etc.
- There had been an 88% increase in domestic abuse referrals between Quarter 1 21/22 and Quarter 1 22/23.
- The number of requests for support for discretionary housing had doubled since April 2022. More tenants were being refused due to changes to threshold levels set by the government. The people that were accepted were receiving less support.
- There had been a 5% reduction in the number of claimants in the Council Tax support scheme, with 85.7% of Council Tax being collected in Quarter 3.

The Interim Head of Policy and Communities highlighted what was being done to help residents. This included coordinating government support, both financial and information, to those who need it, welfare support and advice signposting, and help with managing the costs in the longer term.

The Interim Head of Policy and Communities brought attention to the information on the Council website, which provided targeted advice, campaigns, and guidance. He also advised that they were working with different agencies to capture data about cost-of-living impacts on residents and were looking at all the different problems people may face, as well as offering 'Full Financial MOTs' and highlighting the Household Support Fund. He suggested that there was a need for Government to embed this Fund in Local Government budgets going forward. He stated that the Council need to look at what work was being done, but also the impact of the work.

The Interim Head of Policy and Communities highlighted the use of the cost-of-living hub and the separate warm spaces page on the Council website. He stated there had been an increase in the interaction from the public and that people had spent more time on the page and looked at the information provided.

The Interim Head of Policy and Communities summarised the presentation and stated the Council needed to look at the implications of budget setting and how it could help residents while also managing the Council budgets. Additionally, trends and emerging issues should be tracked, as well as the impacts of the actions being taken. He advised the government should be pushed for increased and sustained funding for retrofitting and insulating homes, Discretionary Housing Payments and Household Support Funds which needed to be mainstreamed and the requirements removed. Finally, he stated that funding needed to be clearer and that there should be help to address the concerns over use of prepayment meters for the most vulnerable.

A Member suggested that there should be key milestone on the timeline graphs when referencing the increase in income figure, such as the war in Ukraine. The Interim Head of Policy and Communities confirmed that the 6.4% increase was the national figure, which was lower than the rate of inflation and demonstrated how this affected everyone. He agreed that milestones could cause spikes or changes which we could see in the last report.

A Member highlighted that benefits are often underclaimed due to the social stigma attached to needing benefits. Another Member suggested that those who earned above the limit to claim benefits, but not enough to support themselves were one of the worst affected. The CEO of Citizens Advice stated that there was a misbranding of universal credit and many were unaware they could claim. She added that Citizens Advice (CAB) were aware of a particular group of people who are referred to as JAMS – Just About Managing. CAB were collecting data for this group and could come back with information when it was available.

A Member suggested there should be a holistic approach to helping people and asked whether this was in debt management or more generally. The CEO of Citizens Advice advised that they were working in partnership with others to offer more specialised services and can direct those to the right help due to the high demand.

The Cooperative Neighbourhoods Programme Manager then gave a presentation regarding the Warm Spaces Network. This scheme was linked in with the Herts County Council (HCC) Warm Spaces Directory and guidelines. For a space to be a designated warm space it must comply to certain criteria:

- Available to host community members
- Close to homes, shopping areas or places of work
- A space available to provide refreshment, reduced or free
- An accessible space
- Available to provide activity and entertainment for all ages as well as access to signposting hub

The Cooperative Neighbourhoods Programme Manager stated that they worked with the HCC, produced a Warm Space plan, and assessed the needs within the town through a community audit regarding who could offer Warm Spaces and who needed support to offer one. She advised that there would be start-up funding as well as policies and procedures to ensure compliance with HCC requirements, which

in turn opened up access to additional funding and promotion.

The Cooperative Neighbourhoods Programme Manager advised Members that there were a good range of warm space partners across the town. The Council had supported 15 warm spaces in two months, 10 had been assessed to start and 5 had expanded existing offers. She stated that 2 venues were in the process of setting up in January and that £8252 of funding had been distributed to date.

The Cooperative Neighbourhoods Programme Manager stated that they were working to ensure that there was coverage of warm spaces across the whole town that were accessible for everyone every day of the week and looked at where the service needed to be increased. She brought Members' attention to the gaps, such as in the south of Stevenage. The warm spaces had been assisted by Community Development Officers to apply for Hertfordshire Community Foundation (HCF) funding. She stated they were offering training and support to volunteers who could offer signposting and cost of living support. They were producing an end of the season report with recommendations for next winter, as well as a toolkit to ensure a more streamlined set up.

A Member highlighted the limited number of spaces and asked whether a lot had been approached but refused. Another Member suggested some places that could be approached. The Cooperative Neighbourhoods Programme Manager advised that an initial audit was completed, and a lot of spaces were approached. Some weren't interested and some didn't have the capacity. There were also issues with volunteers and Community Development Officers had to go in and help until they were on their feet. There was a need to try and cover all ages, such as younger people. For example, Geek Retreat had approached them, and funding was being worked on.

A Member asked when the end of the season was. It was advised that funding was complete in April, but they can apply and qualify for continued funding through HCF.

Another Member asked what type of demographic was seen at the warm spaces. The Cooperative Neighbourhoods Programme Manager responded that there were no firm figures currently. There were reports that suggested it was often the older demographic, but whilst they had asked for feedback from partners on approximate numbers and demographics, the collection of data from partners regarding users of the warm spaces was difficult to gather as they did not request this from users to respect their privacy.

The Chair then asked Citizens Advice to comment on the cost-of-living crisis and asked what type of people they were seeing. The CEO of Citizens Advice highlighted to Members the cost-of-living dashboard and they were publishing a full cost of living report for Stevenage. She highlighted 5 key cost of living issues and the report analysed how this impacted different groups.

- There was a disproportionate impact on older people, people with disabilities and long-term health problems, social tenants, single people, and single people with dependent children.
- More younger people were coming in for crisis support and financial issues. Citizens Advice had supported 8.5 thousand unique residents.

- Citizens Advice worked with 267 clients per week, which rose to 349 in November. They were data driven and driven by the needs of the community.
- 60% of people that came in for advice in 2022 were there for the first time. The Citizens Advice website was very comprehensive so many used this, so the number of people seeking help was much higher.
- Around 14% were 'simple queries' which required a limited amount of information, the rest required more intensive support and casework.
- There was an 85% increase in women who came for help, and an 117% increase in men. This ratio was usually 40:60 men to women. Data showed that women often seek help sooner than males.
- There was a 12% increase in people under 55 and a 43% increase in people with disabilities seeking help, as well as a 20% increase in ethnic minorities. The top wards seeking help were Bedwell and the Old Town.
- The top 5 issues that CAB provided advice on were Benefits and Tax Credits, Housing, Debt, Financial Services and Capability, and Legal.
- There was a survey conducted nationally that showed the issue of people on prepayment metres. 1 in 5 households ran out of credit and spent at least 2 days or more without energy. These were often people who were disabled, elderly, or those with long term health issues. Citizens Advice have advocated for a policy asking for more protection from people being put on prepayment metres.

The CEO of Citizens Advice offered to share a report with the Committee highlighting key data that was collected. In addition, CAB also had data on the top 5 wards in Hertfordshire that CAB advised as well as the top 5 wards in Stevenage.

The Chair welcomed this information and thanked Charlotte and Melanie for attending the meeting and the work they do.

It was **RESOLVED:** That the presentation be noted.

5 **URGENT PART I BUSINESS**

There was none.

6 **EXCLUSION OF PUBLIC AND PRESS**

Not required.

7 **URGENT PART II BUSINESS**

There was none.

CHAIR

**OVERVIEW AND SCRUTINY COMMITTEE
MINUTES**

Date: Tuesday, 24 January 2023

Time: 6.00pm

Place: Council Chamber, Daneshill House, Danestrete, Stevenage

Present: Councillors: Lin Martin-Haugh (Chair), Philip Bibby CC (Vice Chair), Rob Broom, Jim Brown, Michael Downing, Bret Facey, Wendy Kerby, Conor McGrath, Andy McGuinness, Sarah Mead, Robin Parker CC, Claire Parris, Loraine Rossati and Anne Wells

Start / End Time: Start Time: 6.00pm
End Time: 7.00pm

1 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

There were no apologies for absence and no declarations of interest.

2 MINUTES - 13 DECEMBER 2022

It was **RESOLVED** that the minutes of the meeting of the Overview and Scrutiny Committee held on Tuesday, 13 December 2022 be approved as a correct record and signed by the Chair subject to Councillor Robin Parker being added to the list of apologies for the meeting.

3 PART I DECISIONS OF THE EXECUTIVE

2. Minutes – 7 December 2022

Noted.

3. Minutes of the Overview and Scrutiny Committee and Select Committees

Noted.

4. Temporary Accommodation Placement and Procurement Policy

In response to a question, Officers advised that availability of hotel places had become more of a challenge following the Government's decision to use two hotels in the Town for refugees. Officers confirmed that the Council's ambition to reduce the use of bed and breakfast for homeless cases remained but that the Government's decision had added to the complexity of sourcing this accommodation when it was needed. This had been raised by officers at appropriate levels.

Members were also reminded that due to the difficulties in being able to set a balanced budget for 2023/24, only the Capital Budget had been considered by the Leaders Financial Security Group this year. It was hoped that this would revert back to revenue and capital in future years.

5. Joint Housing for Older people Strategy Update

The Committee was informed of progress made and some of the activities and achievements to date since emerging from the Pandemic.

In response to questions, officers advised:

- All properties were fitted with emergency alarms as part of the design and development work of particular housing schemes. For any properties that were not specifically designed this would be picked up as part of aids and adaptation work and retrofitted to these properties;
- In relation to the downsizing project, officers were pleased with the success of the pilot to date and advised that this would become business as usual in the way the Council approached downsizing of properties.

6. Stevenage Design Guidance Supplementary Planning Document (SPD)

In response to questions, officers advised:

- That they would consider the possibility of producing a more user friendly guide to the SPD;
- In relation to parking provision, the parking standards would remain the same as they were included in other SPD's and there were no plans to change these currently;
- In relation to the planning Inspectorate, officers advised that they had tried to echo and build on the Central Government guidance around the design on better buildings.

7. Housing Revenue Account (HRA) – Final Budget and Rent Setting 2023/24

Members were advised that there had been a change to one of the recommendations at Executive relating to additional service charge income. The charges would now only be payable for the last 6 weeks of 2022/23 and would be reflected in the report to Council on 25 February for final approval.

In response to a question about future liability for damp and mould cases, Officers advised that within the budget, additional money had been set aside for damp and mould and compliance issues and a full refresh of the Business Plan would be undertaken.

Officers also confirmed that the progress on the Council's approach to damp and mould had been reported to the Community Select Committee. There had been a significant improvement over the past 4 to 5 years on how cases

of damp and mould were dealt with. A spike in cases had been seen partly due to the Cost of Living crisis and the impact it was having on people being able to heat their homes. Further requirements from the Government were expected but the Council was building in capacity to be able to do further work.

The work of the Community Select Committee in conjunction with officers, particularly the Council's Investment Programme Manager, in addressing this issue was acknowledged by the Committee.

8. Draft General Fund and Council Tax Setting 2023/24

In response to a question, officers confirmed that in accordance with the Government's guidelines this year, the Council would be imposing a 2.99% increase rather than the £5 on Band D properties as this would raise an additional £63.5k for the Council.

9. Draft Capital Strategy 2022/23 – 2027/28

Noted.

4 URGENT PART I DECISIONS AUTHORISED BY THE CHAIR OF THE OVERVIEW AND SCRUTINY COMMITTEE

None.

5 URGENT PART I BUSINESS

Not required.

6 EXCLUSION OF PRESS AND PUBLIC

It was **RESOLVED**:

1. That, under Section 100(A) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as described in paragraphs 1 to 7 of Part 1 of Schedule 12A of the Act, as amended by SI 2006 No. 88.

2. That having considered the reasons for the following item being in Part II, it be determined that maintaining the exemption from disclosure of the information contained therein outweighed the public interest in disclosure.

7 PART II MINUTES - OVERVIEW AND SCRUTINY COMMITTEE - 13 DECEMBER 2022

It was **RESOLVED** that the Part II Minutes of the meeting of the Overview and Scrutiny Committee held on 13 December 2022 be approved as a correct record and

signed by the Chair.

8 **PART II DECISIONS OF THE EXECUTIVE**

12. **Part II Minutes – Executive – 7 December 2022**

Noted.

13. **Sundry Debt and Housing Benefit Overpayments Write Offs Greater than £10,000**

The Strategic Director (CF) answered a number of Members' questions in relation to this item.

9 **URGENT PART II DECISIONS AUTHORISED BY THE CHAIR OF THE OVERVIEW AND SCRUTINY COMMITTEE**

None.

10 **URGENT PART II BUSINESS**

None.

CHAIR

STEVENAGE BOROUGH COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

DATE: 14 February 2023

TIME: 6pm

LOCATION: Council Chamber

MINUTES

Present: *Councillors: Lin Martin-Haugh (Chair), Phil Bibby CC (Vice-Chair), Stephen Booth, Jim Brown, Michael Downing, Bret Facey, Wendy Kerby, Conor McGrath, Robin Parker CC, Claire Parris, Loraine Rossati, and Anne Wells.*

Start/End Time: *Start: 6:00pm
End: 7:55pm*

1 APOLOGIES FOR ABSENCE

Apologies for absence were received by Councillors Rob Broom, Andy McGuinness, and Sarah Mead.

Councillor Stephen Booth substituted for Councillor Andy McGuinness.

There were no declarations of interest.

2 MINUTES – 24 JANUARY 2023

It was **RESOLVED**: That the Minutes of the Meeting of the Committee held on 24 January 2023 be approved as a true record of the proceedings and be signed by the Chair.

3 PART I DECISIONS OF THE EXECUTIVE

1. MINUTES – 18 JANUARY 2023

Noted.

2. MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE AND SELECT COMMITTEES

Noted.

3. GENERAL FUND AND COUNCIL TAX SETTING 2023/24

The Committee was given an update on the General Fund and Council Tax Setting 2023/24 since the draft that was presented in the January meeting. This included the projections for business rates which were gained but still had to be realised. Rateable values had gone up by £20m and it was likely there would be a high level of appeals, but these took a long time to go through. Additionally, there was an update on the Council Tax Support Scheme (CTS). From the 1st April 2023, everyone on this scheme will get up to £25 or up to their liability. If people go on to CTS during the year, they will also get the top up.

In response to questions, the Strategic Director advised:

- A provision was made every year with the total amount of business rates for sharing. Just over £2m was set aside for 23/24 appeals. The gains of 22/23 were £800,000, but the level of the appeals hadn't all been realised. The Council makes educated projections to set aside an amount.
- By the end of the financial year the Council will know how much the business rate income is but won't know the business rate yield for many years until the next re-evaluation date.
- The savings package took up a lot of time and it wasn't completed by November so a meeting with Leaders Financial Security Group wasn't possible. Briefings had been offered to all parties.
- The total cost of the Commercial Sales Officer role included the employers cost which are often over 30%. The post had one year to justify itself, which would be funded then afterwards it would be self-funding from additional income it would bring in.
- The Equalities Impact Assessment was being revised to be an overarching impact on policy. It could be looked at earlier and this was something to look at. By producing the assessment, it gave Members the visible impacts and should be taken into account of decision making.
- The 1% tax raise next year will provide £63,500. There would be a balance between what can be achieved through fees and charges, and the Council had looked for efficiencies and opportunities to increase income.
- Stevenage Borough Council (SBC) had an established emergency plan and a number of people trained for the roles. The plan had been stress tested. The Council does have significantly less people than 2005, but it depended on the incident. Hertfordshire authorities worked closely and had joint arrangements of mutual aid.

In response to questions from several Members regarding cuts to play services, the Strategic Director advised:

- All play services would be cut. There will be a consultation process to look at other options.
- The Council was looking at £1.5m minimum savings by October/November due to inflation. The leadership team looked at all services and new income streams and the decision was to look at larger areas of spend. This was taken to the portfolio holders.
- 1063 registered children used the play services. They had to be registered to use the service, pre-pandemic data could be found but they might not have been registered before.
- Since COVID there was a downturn in attendance, especially in afterschool clubs. The cost per child was expensive.
- There was an informal consultation process which consulted staff and this feedback would be considered.
- These cuts are only done as the Council didn't have enough money to run all the services.
- The users of the play services would be consulted. Staff came up with alternatives in the previous reductions to play services, but this became more difficult when cutting the entire service. The Council would look at other offers and everything that could be done.

4. CAPITAL STRATEGY 2022/23 – 2027/28

Members were advised that we had an unfunded capital programme for next year of £177,000. The Council had found slippages and schemes that no longer needed to proceed and had a balanced budget for 23/24 for Members to approve.

5. ANNUAL TREASURY MANAGEMENT STRATEGY 2023/24 INCLUDING PRUDENTIAL CODE INDICATORS

Members were advised that this report was scrutinised by the Audit Committee and there were no comments. This report set out parameters for the coming year 23/24 and aligned with the capital programme.

In response to questions, the Strategic Director responded:

- The Housing Revenue Account (HRA) had a lot of planned borrowing and this was higher than the share of the investment interest, so this had more of an adverse impact. The General Fund had less borrowing and was more shielded and had a less negative impact. Most borrowing from the HRA was fixed.
- The Council used treasury management advisors for forecasting who triangulate economists and government projections.

- In terms of equities, there were things like properties funds, but the capitol was at risk. Additionally, some had to be in for 10 years to be protected and the Audit Committee at the time did not agree to risk this. The Council was risk adverse and the cash balance is predicted to go down.
- The Council could invest in capitol risk, but it had to be within the strategy.

6. URGENT PART I BUSINESS – 8 FEBRUARY 2023

There was none.

4 URGENT PART I DECISIONS AUTHORISED BY THE CHAIR OF THE OVERVIEW AND SCRUTINY COMMITTEE

There was none.

5 MAKING IT HAPPEN: THE REFRESHED CLIMATE CHANGE STRATEGY AT THE GRASSROOTS WITH THE EXECUTIVE PORTFOLIO HOLDER FOR ENVIRONMENT & CLIMATE CHANGE

The Executive Portfolio Holder for Environment & Climate Change, Councillor Simon Speller, gave a verbal presentation and discussed the refreshed Climate Change Strategy. This included:

- Within the 9 levels of climate change strategies, Cllr Speller focused on levels 7 and 8 which related to neighbourhood and street level climate change strategies.
- The climate change fund, otherwise known as the 'Dragons Den Scheme', is around £7.5k per borough ward for communities and residents to use. This pilot scheme will be community-led.
- Cllr Speller, as portfolio holder, represented the Council on pre-county/district working parties – The Hertfordshire Climate Change Strategy Partnership, The Hertfordshire Investment and Planning Policy Partnership, and The Hertfordshire Waste Partnership.
- The Hertfordshire Green Infrastructure Strategy contained the biodiversity action plan as well as accessibility and green spaces.
- He urged Members to send in green schemes and engage with the community to identify green spaces.
- He brought attention to the Levelling-up and Regeneration Bill, as well as the review of the Hertfordshire Waste Partnership and waste management.

Cllr Simon Speller informed Members of the progress and work that has been going on. This included the tree planting at Fairlands Valley Park by some schools. He urged Members to go to these schools from their wards to see what else they would like to

get involved in. Additionally, various residents in Stevenage had planted flowers, shrubs, and other vegetation to small green spaces in their streets.

Cllr Speller highlighted the first Dragons Den Pilot Scheme in Baddeley Close. Small green areas will be community-led developments and turned into green spaces such as sensory gardens. He stressed that these schemes must have sustainable community interest. These areas would have a green impact, would look appealing and could also save the Council money as these spaces would not need grass cutting.

A Member brought attention to residents who wanted to plant wildflowers, but the grass kept being cut. Cllr Speller advised that the best person to contact was Veronica Chan as this was a pilot scheme. Many residents may not have known about the schemes and the Council and Members could find ways to create community schemes.

Another Member suggested that the Council would have to plant 300,000 trees to address climate change according to a Hertfordshire University Professor. The Council needs to reduce CO2 emissions to achieve the 2030 target SBC set and this can't be done through the Dragons Den Scheme. Cllr Speller responded that this scheme wasn't about strategy, but more the implementation of the local community side of the strategy. He agreed the 2030 targets were aspirational and that the Council needed to get more serious about climate change. However, he stated that the Council needed to get community engagement as well as constructive partners with Hertfordshire County Council and other districts to move forward. A lot of people were very interested in the Dragons Den Scheme and this was a way to get people thinking about climate change.

A Member asked whether there were any rules other than it being community led. Cllr Speller advised there were three key criteria to the scheme. It was something people in the area wanted, it had to have a green benefit, and everyone had to understand that they couldn't rely on the Council

A Member stated that they had spoken to schools in Roebuck, and they came up with a suggestion to put skips in certain areas to reduce fly tipping. The Strategic Director responded that this was a good suggestion and should be linked to a community day or activity as it could fuel more fly tipping if it was permanent, but a focused activity would be better. Cllr Speller agreed that it was not green but could stop fly tipping.

Cllr Simon Speller informed Members that he was invited to a Stevenage Borough Football Club game due to locality budget that was put into a green scheme and the English Football League hosting a green awareness weekend. He spoke on behalf of Cllr Sarah Mead who also attended, and she suggested that there should be a green conference of local organisations and partnerships such as North Hertfordshire College and Stevenage Football Club.

A Member highlighted the resolution passed in 2019 that was specific about agreeing a target of 2030, which was similar in other Councils. He suggested that we would be ahead if we had been climate proofing when the first climate strategy was set in 2010. Cllr Speller responded that a citizen's panel came out in 2019. He suggested that the report produced was good but there were mistakes made as they were not properly told or informed. Cllr Speller proposed that his idea was to engage and meet them, and there would be a splitting of people who have an interest in climate and other people. Another Member responded that the citizens panel did have some value as it had people that weren't usually included.

A Member highlighted the 5,000 pieces of grass the development corporation gave the Council in the 1980s. This was a great scheme, however 30% or more of the countries emissions come from the construction industry and we have allowed demolition and construction which had contributed a lot to this. Cllr Speller advised that it is up to the group of residents whether they wanted to set up a sensory garden. The Local Plan was the biggest protector and defender of climate change policies. The Strategic Director stated that there are more innovations coming through construction teams. There are still emissions, but some firms are net zero. However, there are lessons the Council can learn. SBC is looking at decarbonisation projects and other innovations.

Another Member asked whether these were all resident-led schemes, whether this was Borough Council money, and whether there was a time limit on this scheme. The Strategic Director confirmed that they were resident-led. He advised there was a mix of government grant funding, development funding and some underspend that was brought forward. This would be tested for a year with an expectation to continue this. Cllr Speller responded that it was whenever the residents were ready. Residents should propose and run schemes, but SBC could help residents with things such as social media.

6 URGENT PART I BUSINESS

There was none.

7 EXCLUSION OF THE PRESS AND PUBLIC

It was **RESOLVED:**

- (1) That under Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as described in Paragraphs 1 - 7 of Part 1 of Schedule 12A of the Acts as amended by Local Government (Access to information) (Variation) Order 2006

- (2) That Members consider the reasons for the following reports (if any) being in Part II and determine whether or not maintaining the exemption from disclosure of the information contained therein outweighs the public interest in disclosure

8 PART II MINUTES – OVERVIEW AND SCRUTINY COMMITTEE – 24 JANUARY 2023

It was **RESOLVED**: That the Part II Minutes of the Meeting of the Committee held on 24 January 2023 be approved as a true record of the proceedings and be signed by the Chair.

9 PART II DECISIONS OF THE EXECUTIVE

Noted.

10 URGENT PART II DECISIONS AUTHORISED BY THE CHAIR OF THE OVERVIEW AND SCRUTINY COMMITTEE

There was none.

11 URGENT PART II BUSINESS

There was none.

CHAIR

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Meeting Executive
Portfolio Area All
Date 15 March 2023



CORPORATE PERFORMANCE QUARTER THREE 2022/23

KEY DECISION

Authors Sally Norman
Charlie Smith
Suzanne Brightwell

Contributor Strategic Leadership Team

Lead Officers Matt Partridge | 2456
Richard Protheroe | 2938

Contact Officer Richard Protheroe | 2938

1 PURPOSE

- 1.1 To highlight the Council's performance across key priorities and themes for quarter three 2022/23 and provide an update on progress against the Cost-of-Living Action Plan, and current strategic risks.
- 1.2 For Members information, a presentation will be provided at the Executive meeting which will cover updates in relation to delivery against FTFC Cooperative Corporate Plan Priorities and the key themes emerging from the quarter three performance data.

2 RECOMMENDATIONS

- 2.1 That the delivery of priorities which form the Future Town Future Council Programme (Appendix A) and service performance across the key themes for quarter three 2022/23 (Appendix B) be noted.
- 2.2 That the strategic risk updates (section 4.6) be noted.

- 2.3 That the performance challenges in relation to housing voids (section 4.4.5), customer services (section 4.2.5) and human resources (section 4.2.13) are noted, and the planned measures to improve performance are endorsed.
- 2.4 That the Executive Action Tracker (Appendix C) be noted.

3 BACKGROUND

- 3.1 This report covers progress in quarter three against the Corporate Performance Suite that was agreed by the Executive in July 2022.
- 3.2 Many of the programmes and key performance measures are a continuation from previous years. As such, we continue to build on a strong programme of Future Town Future Council (FTFC) activity, and a predominantly positive performance base. For more information, please refer to the Quarter 4 Performance Report and the Annual Report (21/22) presented to the Executive in July 2022.
- 3.3 There are some areas where performance is not yet at the desired levels, specifically housing voids, customer service and human resources. Improvement Plans, which set out how officers are seeking to address the performance concerns, are in place and are regularly monitored. The plans are owned by the relevant service and overseen by the responsible Portfolio Holder.
- 3.4 The Council continues to deliver a wide range of services in an increasingly challenging environment. The impact of the Russian invasion of Ukraine, the consequences of the Covid-19 pandemic and the significant reduction in funding from central Government have contributed to cost-of-living and financial challenges unseen in the UK for 40 years.
- 3.5 The increase in inflation has had a direct impact on Council budgets, primarily through increases in utility, materials and fuel costs. Whilst it is predicted that inflationary pressures are likely to continue until the middle of 2023 it is anticipated that the economic situation will remain volatile for some time. To help address the financial challenges in 23/24 the Council has approved a number of income and savings proposals.
- 3.6 In response to the cost-of-living crisis, the Council is working with partners through the Stevenage Together Partnership and the Cost-of-Living Executive Member Working Group to implement meaningful support initiatives to residents. This can be seen through the provision of Warm Spaces, increased coordination of front-line services with partners, and timely communication of information, advice and guidance to residents. An update on current progress can be seen in Section 4.5.
- 3.7 The Council is committed to the delivery of its priorities and its local services, to the benefit of local residents and businesses. Its ability to do this in a very competitive, employee-driven market remains challenging. Not being able to retain, attract and recruit the right people and skills at all levels will impact on the Council's capacity to deliver all of its priorities and provide core services. In response, the Council is continually reviewing its recruitment and retention approaches to seek to ensure it maintains the right capacity, skills, values and experience amongst staff at all levels.
- 3.8 It is important that where targets are reprofiled mid-year the changes and the rationale are set out. The ECHFL1nat: 'Percentage of homes maintained as decent against minimum DH standard' has been revised to reflect the latest profile of the planned programme of decent homes works for Qtr 3 (80.07%). This reprofiling does not reduce the Council's overall decent homes target for

22/23 (79.54% reported as decent or 20.46% homes reported as non-decent) and it is anticipated that the full year figure will be exceeded in Qtr 4. Performance against this measure will be monitored closely in Qtr 4 and further work will be undertaken with services as part of the annual performance cycle review to establish appropriate targets for 23/24.

4 REASONS FOR RECOMMENDED ACTIONS AND OTHER OPTIONS

4.1 QUARTER THREE CORPORATE PERFORMANCE

- 4.1.1 The content presented in this report is collated from the information provided to monitor delivery of the Future Town, Future Council Programme, alongside corporate performance data for the quarter. It aims to give the Executive an overview of the achievements the Council has made and sets out plans for continued improvements in the future.
- 4.1.2 The Senior Leadership Team and Service Managers have been consulted to determine the appropriate content and to identify the key achievements.
- 4.1.3 A summary of progress against the FTFC Programme is attached at Appendix A. Key highlights are also summarised in sections 4 of this report under the key themes of Transformation and Support, Place and Customer. For further information on the aims and objectives of the FTFC programme in 2022/23 please refer to Appendix B of the Quarter One Corporate Performance Executive report: [Future Town Future Council Summary \(stevenage.gov.uk\)](https://www.stevenage.gov.uk)
- 4.1.4 In addition to tracking progress against the delivery of the FTFC Programme, performance across all Council services is monitored throughout the year to highlight achievements and identify areas for improvement.
- 4.1.5 The Council's Business Units are aligned with the themes outlined at 4.1.3 and each is focused on delivering the right services, to the right standards, at the right time for the town's residents and businesses, using the most cost/resource effective delivery models.
- 4.1.6 The total number of measures by Red, Amber & Green (RAG) rating is shown in Figure 1 below. For the purposes of this report only commentary for Red Status measures is provided. The full set of current corporate performance measures results are attached at Appendix B.

Total number of measures reported	Meeting or exceeding target	Amber Status (Within a manageable tolerance)	Red Status (Urgent improvement action required)	Unavailable Data
63	42	3	12	6

Fig 1.

- 4.1.7 At the time of writing, there were six indicators where performance could not be reported. Four indicators relate to housing voids and an explanation of the reasons why this data cannot be provided is in paragraph 4.4.6 below.
- 4.1.8 Two of the indicators are reported in arrears via an external source and these relate to household waste collections. As these measures are reported in

arrears they won't be presented as part of the report until the next quarter. This means that the measures for quarter two are included in the compendium for quarter three (Appendix B), and quarter three will be reported within quarter four.

4.2 TRANSFORMATION AND SUPPORT THEME

Number of Measures Reported	Meeting or exceeding target	Amber Status (Within a manageable tolerance)	Red Status (Urgent improvement action required)	Unavailable Data
20	12	2	6	0

Fig 2.

4.2.1 The Transformation and Support Theme incorporates the following Business Units and Future Town Future Council Programmes:

- Corporate Services
- Digital and Transformation
- Finance and Estates
- Making Your Money Count FTFC Programme

4.2.2 Further information on the measures included in this theme can be found in Appendix B. Further detail on projects for Making Your Money Count can be found in Appendix A.

Highlights

4.2.3 Key Future Town Future Council (FTFC) highlights for Quarter Three include:

- The quarter two monitoring has been completed for revenue and capital and work is progressing with the 2023/24 budget setting. An informal Executive session on the Medium-Term Financial Strategy (MTFS) took place which outlined potential areas for savings and increases to fees and charges. Further work was undertaken during the quarter and a report was presented to the Executive in December.
- The review of the Council's skip hire and trade waste offers continued this quarter, with new pricing approved by the Executive in November. A marketing plan for both of these services is in development and a launch of the new offers is anticipated for quarter four.
- In line with plans agreed as part of the 2022/23 budget setting process, the transformation programme Phase 1 (Customer Services) is concluding. Key changes have been introduced this financial year with the goal of improving




the customer experience and delivering a budget saving in Customer Services. In Q3 service improvements included:

- Digital garage lettings were launched this quarter
- Assisted Waste collections sign ups have been digitised
- Complaints and feedback methods have been modernised however following receipt of feedback from some Members further consideration is being given to the systems configuration
- A business case was considered and agreed by the Executive in October 2022, introducing a new Five Star customer service programme and the associated Customer Hub model working alongside specialist teams.
- The implementation of phase 2 of the Transformation programme has continued. A report outlining further options to inform the delivery of the programme will be presented to Members in quarter two 2023/24. The service delivery programme will focus on the creation of a “Customer Hub” focusing on Localities, Advice and Support, Income & Debt, and Lettings & Bookings.

4.2.4 Key service performance highlights for Quarter Three include:

- The time taken to recruit has significantly reduced this quarter from 60 days to 37.25 days due to improvements made to processing documents and requesting information.
- Following a successful recruitment drive and targeted training, the percentage of calls to the Customer Service Centre reported as resolved by the customer increased from 60% to 62%.
- The percentage of council tax collected increased from 59.3% in Qtr 2 to 85.7% in Qtr 3.

Areas for Service Improvement

TRANSFORMATION & SUPPORT		Actual - Quarter 3 2021/22 YTD	Actual - Quarter 4 2021/22 YTD	Actual - Quarter 1 2022/23 YTD	Actual - Quarter 2 2022/23 YTD	Actual - Quarter 3 2022/23 YTD	Target - Quarter 3 2022/23 (YTD)	Direction of travel since last quarter	
CompHRA1: % of housing service customer complaints responded to within deadline	Customer Focus	Not collected			57.93%	69.91%	64.00%	78.00%	
CSC12: Percentage of calls abandoned in the customer service centre	Customer Service Centre	33.80	35.50	39.80	32.10	27.50	15.00		
Dig1: % of digital customer transactions	Digital	19	23	24	25	24	30		




BV9: % of Council Tax collected	Finance & Estates	86.1	94.5	32.4	59.3	85.7	88	
Pe2: % of Agency Work assignments exceeding 12 weeks	Human Resources	49.20	54.00	63.00	74.70	70.13	50.00	
Pe4a: Sickness Absence Rate for the Current Workforce (FTE)	Human Resources	9.17	10.63	11.07	10.54	9.45	8.00	

Fig. 3

CompHRA1: % of housing service customer complaints responded to within deadline

- 4.2.5 Ongoing resourcing challenges and the volume of complaints have contributed to performance remaining below target, particularly in the area of Property Repairs and more recently in the Housing service overall.
- 4.2.6 There is now a full team of Complaints Managers within the Housing service. This means there is dedicated resource to respond to complaints and work is underway to develop the reporting system so that complaint trends and root causes can be identified. Work to develop the reporting will enable service areas to better understand complaints activity and implement improvement activities accordingly.
- 4.2.7 The role of Repairs Supervisors is expected to help reduce the volume of repair complaints by improving oversight of the repair workload, ensuring repairs are undertaken in an efficient, timely and effective way. The new repairs self-service online portal anticipated for 2023/24 will also help to reduce the level of complaints received, as customers will be able to select their own repair appointment times and be kept updated on progress quickly and conveniently. This programme of work is being monitored on a weekly basis by the Assistant Director (SDS) and Operations Director (Housing and Communities).

CSC12: Percentage of calls abandoned in the customer service centre

- 4.2.8 The call abandonment rate has continued to improve from last quarter with 27% abandoned compared to Q1 (39%) and Q2 (32%). This is mostly attributed to improved staffing levels during November and December 2022. Underpinning this is the rolling recruitment program whereby recruitment was progressed on an ongoing basis until all vacancies were filled.
- 4.2.9 Advisors also continue to report that at times, calls can be particularly lengthy due to complex and multi-service enquiries. To help address this matter and ensure advisors can easily access service information, the Council are exploring the development and implementation of an online knowledge base for staff. The knowledge base holds service documentation for Customer Service Advisors to enable them to deal with calls more effectively. This includes information like service descriptions, processes, FAQs, service standards, points of escalations and any key documents. The initial rollout has focussed on housing and repairs

services and there is an ongoing piece of work taking place with Service Managers across the organisation to inform content.

Dig1: % of digital / online customer transactions

- 4.2.10 Use of digital services across Q3 (24%) reduced slightly compared to Q2 (25%). However, within the quarter there was considerable variation, with strong performance in October (28%) and weaker than expected performance in December (21%). Digital garage lettings went live this quarter and improvements were also made to the refuse and recycling reporting processes which has seen a positive impact on more people using digital services.
- 4.2.11 Development of further digital services is being planned in the FTFC Transformation (Phase 2) programme, however, it is anticipated quarter 4 performance is likely to remain similar to quarter 3 until the Repairs self-service function is implemented. Repair's self-service and the associated digital system improvements is a complex project which will be implemented during 2023/24.

BV9: % of Council Tax collected

- 4.2.12 Feedback from the Shared Revenue and Benefits service indicates that the impact of the cost-of-living crisis is leading to an increase in missed payments and requests for alternative payment arrangements from residents. In response to the crisis some Customers have moved from 10-month Direct Debits to 12-month Direct Debits to try and spread payments and lessen the impact. Concurrently the Shared Revenue and Benefits service has been distributing the Government Council Tax Energy Rebate scheme which was time limited and as an outcome resource intensive.

Pe2: % of Agency Work assignments exceeding 12 weeks

- 4.2.13 The percentage of long-term agency workers has reduced slightly in Q3 (70.1%) compared to last quarter (74.7%). Of the 77 agency workers, 54 have been engaged for more than 12 weeks. Agency workers are recruited to help maintain operational efficiency and fulfil roles where there are skills gap.
- 4.2.14 The level of agency use continue to reflect of the very challenging recruitment market nationally, with the UK having its highest levels of employment in 50 years. A survey undertaken by the Local Government Association (LGA) show that due to new duties being implemented, such as the new post-Grenfell building safety system and reviewing the condition of social and private rented housing, services including Environmental Health have experienced difficulties recruiting qualified practitioners. Also, nationally, more than a fifth (22 per cent) of councils are experiencing recruitment difficulties for heavy goods vehicle (HGV) drivers putting pressure on waste and collection services.
- 4.2.15 The Senior Leadership Team continue to monitor recruitment activity and undertake analysis of hard to recruit to posts. There is also permanent recruitment activity underway for some key posts in order to seek to reduce extended agency usage.

Pe4a: Sickness Absence Rate for the Current Workforce (FTE)

- 4.2.16 Sickness has decreased by 0.41days, compared to the previous 12 months, with long term sickness accounting for 51.3% of all absences.

4.2.17 In the last 12 months 1,268 working days (2.09 days per FTE) have been lost to Covid related absences. If Covid related sickness were to be removed from the data, the sickness rate would be 7.6 days per FTE in the quarter as opposed to 9.45. From 1 January 2023 staff who are off work because of a new episode of COVID-19 will be subject to existing sick pay provisions, this means that any absences arising from episodes of COVID-19 will count towards the normal absence triggers in the policy. These absences will be managed in line with formal stages of the policy.

4.2.18 The Council’s HR Business Partners continue to work with Assistant Directors to support their teams. This includes the use of the Council’s Employee Assistance Programme (EAP) and signposting to relevant agencies where appropriate. Seasonal flu and Covid booster programmes are also widely promoted to staff and they are encouraged to take these up if they are eligible.

4.3 PLACE THEME

Number of Measures Reported	Meeting or exceeding target	Amber Status (Within a manageable tolerance)	Red Status (Urgent improvement action required)	Unavailable Data
28	21	1	4	2

Fig.4

4.3.1 The Place Theme incorporates the following Business Units and Future Town Future Council Programmes:

- Planning and Regulation
- Stevenage Direct Services
- Transforming Our Town FTFC Programme (Regeneration)
- More Social and Affordable Homes FTFC Programme (Housing Development)

4.3.2 Further information on measures included in this theme can be found in Appendix B and more detail on the projects for Transforming Our Town and More Social and Affordable Homes Programmes can be found in Appendix A.

Highlights

4.3.3 Key FTFC highlights for quarter three include:

- Event Island Stevenage (the former bus station) opened to the public in October 2022. Since its launch, the Regeneration team have received positive feedback both from internal and external stakeholders. The Regeneration team are working in collaboration with leisure, events and town centre management to scope an event programme for 2023, encompassing and building upon the current town centre events.
- Work has continued at the Symonds Green (Helston House) site with final internal decorations and external landscaping being completed. Handover is due for these homes in quarter four, once work to access the site has been completed by Hertfordshire Highways.

- The five new affordable homes on Stirling Close have been handed over and have been shortlisted for lettings to take place.
- The first round of public consultation for The Oval scheme took place, with over 4,700 responses to the online survey, as well as over 100 residents attending the in-person events. Work has been underway to incorporate this feedback into design proposals, with a further round of consultation planned for quarter four.

4.3.4 Key service performance highlights for quarter three include:

- Percentage of repairs appointments made and kept has seen an increase from 91% last quarter to 95% this quarter.
- Garage void rate has seen a reduction of 3% in the last 12 months. The launch of digital lettings for garages this quarter has seen significant uptake with 178 bids being made in the first three weeks.

Areas for Improvement





PLACE		Actual - Quarter 3 2021/22 YTD	Actual - Quarter 4 2021/22 YTD	Actual - Quarter 1 2022/23 YTD	Actual - Quarter 2 2022/23 YTD	Actual - Quarter 3 2022/23 YTD	Target - Quarter 3 2022/23 (YTD)	Direction of travel since last quarter
VED1: Percentage of dwellings with a valid EICR Electrical Certificate	Invest ment	48.54%	62.95%	87.85%	92.09%	94.86%	100.00%	
BTC1a: New jobs created through Business Technology Centre	Planni ng & Regula tion	20.00	35.00	6.00	7.00	18.00	19.00	
BTC1b: New business start up in Business Technology Centre	Planni ng & Regula tion	19.00	30.00	4.00	5.00	14.00	22.00	
Rep Cost1: Average responsive repair cost	Repair s	201.19	267.62	77.00	140.33	295.97	245.30	



Fig. 5

Rep Cost1: Average responsive repair cost per dwelling

4.3.5 A number of factors have contributed to this measure not meeting target this quarter including the cost of materials, inflation and capacity. The service has been affected by an increase in the cost of materials which is a factor throughout the sector with the Building Cost Information Service (BCIS) Building Maintenance index showing that materials prices rose by 8.0% in Q2 of 2022 compared with the previous quarter. There is significant variation between trades and items and some prices are easing which may well continue if supply chains receive no further shocks. To help address this, inflationary increases of 8.0% increase for building materials are reflected in the Housing Revenue Account (HRA) budget for 2023/24. In addition, whilst there remains a recruitment and retention challenge, some additional operatives are now in place leading to more repairs being carried out, and in turn an increase in materials. It is anticipated that this trend will continue into quarter four, however officers will seek to mitigate this through optimisation as far as possible.

BTC1a New jobs created through Business Technology Centre

4.3.6 The number of new jobs created through the Business Technology Centre (BTC) has increased since last quarter but continues to be below target. Advice and support through business counselling service continues to be offered and local businesses are continuing to access this support.

BTC1b: New business start-up in Business Technology Centre

4.3.7 The number of new business start-ups in the BTC has increased this quarter. Wentra have stated that businesses are still in recovery mode and, similar to last quarter, are taking advantage of the business counselling service to support cashflow to support resilience. Wentra continues to market the space on offer, however despite efforts to promote the BTC, a number of businesses at the BTC are taking steps to reduce overhead and downsize in space.

VED1: Percentage of dwellings with a valid EICR Electrical Certificate

4.3.8 Work continues on domestic electrical inspections; with an improved position of over 94%. Due to access issues where operatives were unable to gain entry to properties, 43% appointments booked in December did not take place. To help address this, a Resident Liaison Officer has been appointed to contact tenants to confirm appointments prior to attendance. Improved engagement and communication with tenants will help ensure access can be provided and inspections completed.

4.4 CUSTOMER THEME

Number of Measures Reported	Meeting or exceeding target	Amber Status (Within a manageable tolerance)	Red Status (urgent improvement action required)	Unavailable Data
12	7	0	1	4

Fig. 6

4.4.1 The Customer Theme incorporates the following Business Units and Future Town Future Council Programmes:

- Communities and Neighbourhoods
- Housing and Investment
- Co-operative Neighbourhoods FTFC Programme
- A Clean, Green, Safe and Thriving Town FTFC Programme

4.4.2 Further information on measures included in this theme can be found in Appendix B. Further detail on projects for Co-operative Neighbourhoods and Clean, Green, Safe and Thriving Town Programmes can be found in Appendix A.

Highlights

4.4.3 Key FTFC highlights for quarter three include:

- The Co-operative Neighbourhoods programme has been allocated funding from Department for Levelling Up, Housing & Communities (DLUHC) against the Council’s Local Investment Plan for UK Shared Prosperity Funding. £39,000 has been allocated in the first two years, with a further £176,000 in year three (24/25). A memorandum of understanding (MOU) has been returned ahead of receipt of funding
- The initial recommendations report from the Equalities Commission has been produced and the final recommendations report is due to be shared with key stakeholders before March
- Three new community orchards were created as part of the Urban Tree Challenge Fund. The new orchards at Bedwell Park, Peartree Park and Letchmore Road Open Space were planted with support from local schools
- A successful funding bid was made to Hertfordshire’s Building Life Chances programme. The £15k funding will be used in partnership with Stevenage Football Club Foundation to provide 12–17-year-olds with drop in holiday camps over the school holidays
- The Stevenage Against Domestic Abuse (SADA) service has continued to grow and have secured two accommodation contracts for dispersed refuge. This funding which equates to around £150k will help to support more victims and survivors of domestic abuse
- The Council is piloting an online climate software platform to manage information related to all climate actions. The platform will improve communication of key climate projects and progress to internal and external stakeholders by enabling real-time updates

4.4.4 Key service performance highlights for quarter three include:

- Income officers are working closely with tenants and external partners to ensure they gain access to Central Government financial support where applicable. This enables tenants to continue to pay their rent and this has been evident this quarter with the rent collection rate achieving target.

Areas for improvement


CUSTOMER		Actual - Quarter 3 2021/22 YTD	Actual - Quarter 4 2021/22 YTD	Actual - Quarter 1 2022/23 YTD	Actual - Quarter 2 2022/23 YTD	Actual - Quarter 3 2022/23 YTD	Target - Quarter 3 2022/23 (YTD)	Direction of travel since last quarter
Void Loss 1: Void loss in year (£)	Voids/ Finance	£419,701.87	£532,510.82	£174,371	£353,269	£544,119	£374,078	
Void Re-let measures	Voids/ Letting	Unavailable measures (see para 4.4.6)						

Fig. 7

Void Loss 1: Void loss in year (£) and Void Re-let Measures

- 4.4.5 The void loss for Q3 resulted in a budget pressure for the HRA which is likely to continue into quarter 4. Continuing recruitment / capacity challenges within the void repairs team in SDS has negatively impacted turnaround times for all property types. To assist with the backlog of void property repair works and help to manage the ongoing demand, a partnering arrangement with a contractor has been established that commenced in February 2023. This arrangement requires standard void repairs to be completed between 5 and 15 days depending on the scale of the works required and will be evaluated over time.
- 4.4.6 As agreed by the Executive in Q2, four Void measures (which are monitored to understand the void relet turnaround times) have been suspended whilst the data sources are being investigated. To help expedite the Council's ability to start monitoring these measures again, work has been underway since early December 2022 with a specialist housing contractor to review the systems and information that inform the voids process. A progress update was presented to the Housing Improvement Board by the contractor on the 1st February to set out key findings and opportunities identified as part of the initial discovery phase. Further work with stakeholders to progress the detailed planning stage is underway. A draft recommendations report and improvement plan for senior stakeholder review will be shared during March.
- 4.4.7 To improve the condition of the housing stock and reduce the demand for void repairs, additional funding has been identified through the HRA business planning process to enhance planned and cyclical preventative maintenance works. Additional HRA funding will also help to increase the number of proactive tenancy audits that take place, including pre-void contact as soon as a termination notice is received, to check for any unauthorised alterations, damage and clearances required, caused by the existing tenant. The Lettable Standard is also being reviewed to focus on an agreed new standard.

- 4.4.8 A newly recruited Empty Homes Co-ordinator is working with officers in Housing and SDS to coordinate void properties by managing and overseeing the complete voids pathway; from keys received by the outgoing tenant, to keys provided to the new tenant. Officers are also developing the property management digital system to improve the accuracy of the data held. The improvements will also provide the status of each void and clarity on which team a void is with at any point in time. This work will allow the Lettings team to plan for a property being ready to let and to offer support to the applicant in advance.








4.5 COST OF LIVING










- 4.5.1 The Cost-of-Living Action Plan for Stevenage was approved by the Executive in October 2022. The plan is a live document which sets out how the Council and its partners will respond to the cost-of-living crisis, and seek to mitigate the potential impacts on residents, businesses, council employees and Council finances. The implementation of the Action Plan continues to be overseen by the Executive Member Working Group, supported by the Officer Working Group and linking to partners through the Stevenage Together Partnership.
- 4.5.2 A key element of the Action Plan has been the coordination of Council and partner services, ensuring that meaningful information, advice and guidance can be shared with local residents in a timely manner. Support initiatives are widely promoted on the Council's website with dedicated pages covering Stevenage Warm Spaces Network (launched in November), as well as links to partners websites, food bank provision, benefit guidance and a summary of the Government funding available to residents, local businesses and community groups. The information is also promoted via community noticeboards, direct mail, the Chronicle magazine and through community centre partners, recognising that not all residents have digital means to access information.
- 4.5.3 In addition to promoting local support services, community initiatives continue to be developed, this includes plans to develop a 'Community Bank of Kindness' pilot where people are able to trade their time and expertise in a reciprocal arrangement. Discussions for this project are still in initial stages but could provide residents with an opportunity to support others in a meaningful way, and without the need for currency.
- 4.5.4 Alongside support for the community, the Council has also implemented initiatives to support staff. In addition to the benefits available through the Council's Employee Assistance Programme, staff are also able to access the recently introduced Money, Advice & Pension self-referral service for confidential advice on financial and benefit information. The Council also prioritised the rollout of the pay award to ensure that staff had access to pay increases prior to the end of December.

4.6 STRATEGIC RISK

- 4.6.1 Table 1 below outlines the current strategic risks facing the Council. The risks were considered by Corporate Risk Group on 26 January, agreed by the Senior Leadership Team on 7 January and noted by Audit Committee at its meeting on 27 March.

- 4.6.2 Audit Committee receives a detailed Strategic Risk Report each quarter. The report to Audit Committee considers the actions which have been identified to mitigate each of the identified risks and the progress of those actions identifying whether actions are on track. Changes to the way risk is managed at the Council are also highlighted and considered by Audit Committee. Where the Committee raises specific concerns about the risks or the process for managing them, these are highlighted to Executive within this quarterly report.
- 4.6.3 A risk is a future event which has the potential to impact on the Council's ability to deliver services, projects and achieve its ambitions. Conversely an opportunity will enhance the Council's ability to achieve and effectively deliver, however, there are often risks inherent in pursuing opportunities. By being alert to and putting in place mechanisms to manage both the risks and opportunities effectively, the Council is in a better position to continue to deliver services, remain viable, continue to innovate and use resources more efficiently. Some risks will always exist and will never be eliminated.
- 4.6.4 Each risk is measured in terms of a combination of the likelihood of a perceived threat or the opportunity occurring and the magnitude of its impact on the Council's objectives. The table below outlines both the inherent and residual risk scores. Inherent risk is the risk present in any scenario where no attempts at mitigation have been made and no controls or other measures have been applied to reduce the risk from initial levels to levels more acceptable to the Council. Residual risk is the risk remaining after efforts have been made to reduce the inherent risk. The risks below all have mitigating actions which are being worked through and risks scores are reviewed quarterly to assess whether completion of actions has reduced the level of risk.

Risk	Inherent Risk Score	Residual Risk Score Q2	Residual Risk Score Q3	Direction of Travel since last quarter
General Fund Asset Management: If sufficient capital funding from land/asset sales is not received, there is a risk that there will be insufficient funding available to invest in the Council's non-housing property portfolio to ensure Council properties remain sustainable and fit for the future	20 Very High	12 High	12 High	
Building Management: In the event of failure to proactively maintain the Council's non-housing property portfolio there is a risk that required remedial work is not carried out in a timely way. This could lead to an increased health and safety risk for service users, buildings having to be taken out of use and increased repair costs	20 Very High	12 High	12 High	
Building Safety/Fire Safety Act: In the event of failure to meet the new requirements of the Building Safety/Fire Safety Act, there is a risk of enforcement action or fines	12 High	12 High	12 High	
Capacity: The Council is committed to delivery of its priorities and its local services. If the Council fails to retain, attract and recruit the right people and right skills at all levels, there could be an impact on its capacity to deliver all of its priorities as well as provide core services and implement new government legislation	12 High	9 Medium	9 High	
Commercialisation: If the Council fails to achieve its commercial ambitions within desired timescales or at the scale hoped for, it will be unable to support the Council's Making Your Money Count objectives	16 Very High	12 High	High	
Contract Management: A failure to ensure resilience, quality and best value are being provided by suppliers and contractors could have a negative impact on the performance of Council's services and achievement of priorities	16 Very High	9 Medium	9 Medium	
Council Housebuilding and Acquisitions Programme: The Council's housing programmes are now well established, providing benefits such as homes for social and affordable rent as well as private sale homes. The delivery of each scheme, and the delivery of homes through the Wholly Owned Company, creates a financial risk surrounding estimated build costs and projected sales income materialising as forecast, as well as risks in relation to the servicing of debt. This may create revenue pressures on the General Fund to meet the loan repayments to the Public Works Loan Board	20 Very High	12 High	12 High	

Covid-19/Flu/Pandemic: If COVID-19/flu or other illnesses this winter are significant and protracted, the Council's ability to maintain delivery of essential services and support the community could be severely impacted. There could also be an impact on the Council's finances due to loss of income and increased reliance on services.	20 Very High	12 High	12 High	
Fraud: As a result of the scale and scope of services delivered by and through the Council, there is a risk of fraud which could lead to service disruption, financial and reputational loss.	16 Very High	9 Medium	9 Medium	
IT Resilience and Cyber Security: Failure of ICT services as a result of a cyber-attack or IT resilience issues could cause significant service disruption, possible data loss and financial implications for the Council	25 Very High	12 High	12 High	
Health and Safety: In the event of failure to maintain adequate and effective safety management arrangements there is a risk of injury, illness and death to both service users and employees.	20 Very High	15 High	15 High	
Housing Revenue Account Business Plan: There is a risk that changes to legislation and new local authority responsibilities could negatively affect the medium to long term viability of the Housing Revenue Account Business Plan	20 Very High	12 High	12 High	
Information Governance: There is a risk that the loss, inappropriate acquisition or disclosure of sensitive personal or commercial data and/or breach of data subject rights (contrary to the requirements of the Data Protection Act 2018 and the General Data Protection Regulation) could negatively impact on the individual(s) affected and lead to significant financial implications for the Council	16 Very High	9 Medium	9 Medium	
Leisure Provision: There is a risk that external factors (including cost of living, Covid-19 pandemic, war in Ukraine etc) could impact the viability of leisure provision in Stevenage	16 Very High	12 High	12 High	
Making your Money Count: Due to the ongoing financial impact of Covid-19 and following years of funding reductions from central government, there is a risk that the Council does not have sufficient resources to fund its medium and long term service plans	20 Very High	16 Very High	16 Very High	
Regeneration Risk – Capital Funding Risk: In the event of insufficient capital funding, the Council would not be able to fulfil its obligations for the SG1 Regeneration Scheme and will also not be able to match fund the money received from the Towns Bid meaning priority improvements could not be delivered	12 High	8 Medium	8 Medium	






Regeneration Risk – Delay: As a result of delays due to possible shortages of construction materials, labour and other factors beyond the Council’s control, there is a risk of construction projects associated with the regeneration programme taking longer to complete than anticipated which would affect the delivery of the overall Regeneration Programme	12 High	8 Medium	8 Medium	
Repairs and Maintenance: Due to current recruitment pressures, the backlog of repairs due to Covid-19, storms and the availability of materials as a result of the war in Ukraine, there is a risk that the repairs service will not be able to carry out repairs in a timely manner	16 Very High	12 High	12 High	
Social Housing Regulation Bill: In the event of failure to meet the new requirements of the Social Housing Regulation Bill, there is a risk of enforcement action or fines	12 High	12 High	12 High	
Socio-Economic Impacts: As a result of the combined socio-economic impacts of welfare reform, the Covid-19 pandemic, an economic downturn and a cost of living crisis, it is likely there will be a significant adverse effect within the community. This will cause increased complexity of needs which will increase demand on Council services which could lead to capacity issues in some areas, as well as reduced income for the Council and increased arrears.	20 Very High	12 High	12 High	
Transformation Programme: The Council is operating in a rapidly changing environment with increasing financial challenges which are expected to become more demanding in future years. There is a risk that due to capacity and other priorities, the Transformation Programme the Council is implementing may not meet its aims and ambitions to improve customer experience, increase workforce productivity and organisational resilience, whilst also meeting Making Your Money Count targets	16 Very High	8 Medium	8 Medium	

Table 1:
Strategic Risks, Scores and Direction of travel

Capacity Risk

- 4.6.5 The risk rating of the Capacity risk has been increased this quarter from Medium to High risk as some service areas continue to experience difficulties with recruitment to key roles which is having an impact on service delivery and performance. The local position reflects the national trend of recruitment and retention challenges, with unemployment currently at an all-time low. Corporate Risk Group highlighted that in addition to a focus on recruitment activities, there also needs to be a focus on retention of existing staff.
- 4.6.6 The Human Resources team continues to work with a recruitment marketing expert to provide ongoing support to review adverts and the approach taken to fill some of the more difficult to recruit to posts. Human Resources are working with managers to support them to agree the best way to advertise their roles. SLT are monitoring recruitment activity and undertaking analysis of hard to recruit posts and reviewing the proposed approaches.

Local Government Reform and Devolution Risk

- 4.6.7 This risk is being deleted from the Strategic Risk Register as there are currently no devolution plans for Hertfordshire. This risk will be added back on should the situation change.

Building Management Risk

- 4.6.8 This topic remains one of particular interest to Corporate Risk Group, and a separate meeting was held in November 2022 to fully understand the steps to implement the new Corporate Landlord operating model. This included a specific focus on how it will help to meet compliance requirements such as fire risk assessments across the estate. The Estates Manager to provide a timeline for implementation of the Corporate Landlord function to ensure compliance for our general fund properties.

5 IMPLICATIONS

5.1 Financial Implications

There are no direct financial implications from the recommendations contained in this report. However, officers responsible for delivering the priorities over the coming year and implementing any improvement activity set out within this report will need to identify and consider any resulting financial implications.

5.2 Legal Implications

There are no direct legal implications from the recommendations contained in this report. However, officers responsible for delivering the priorities over the coming year and implementing any improvement activity set out within this report will need to identify and consider any resulting legal implications.

5.3 Equalities and Diversity Implications

There are no direct equality, diversity and inclusion implications arising from this report, although examples are given in the Annual Report 2021/22 where positive action has been taken to advance equality, diversity and inclusion across our workforce and the community. Where necessary, Equality Impact Assessments will be completed for programmes, projects, service changes and improvement activity identified.

5.4 Risk Implications

There are no direct significant risks to the Council in agreeing the recommendation(s). However, officers responsible for delivering the priorities over the coming year and implementing any improvement activity set out within this report will need to consider any risk implications that arise.

- 5.4.1 The Council has an embedded approach to risk management that mitigates any adverse effect on delivery of the Council's objectives and internal control processes and also provides good governance assurance.

5.5 Climate Change Implications

The Council declared a climate change emergency in June 2019 with a resolution to work towards a target of achieving net zero emissions by 2030. There are no direct climate change implications arising from this report, however, officers responsible for delivering the priorities will need to identify and address any climate change considerations in the implementation of improvement activities.

5.6 Other Corporate implications

5.6.1 Implementing the priorities and improvement activity outlined in this report may impact on the development of future policy or procedure.

6 BACKGROUND DOCUMENTS

- [Strategic Risk Register \(Part II\)](#)
- [FTFC Plan on a Page](#)
- [FTFC Programme Performance for Quarter 1 22/23](#)
- [FTFC Programme Performance for Quarter 2 22/23](#)

7 APPENDICES

- Appendix A: FTFC Programme Performance for Quarter Three 22/23
- Appendix B: Compendium of Performance Results Quarter Three 22/23
- Appendix C: Executive Action Tracker

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Meeting Executive

Date March 2023

APPENDIX A: FTFC PROGRAMME PERFORMANCE FOR QUARTER THREE 2022/23

1. PURPOSE

1.1 This is a written update on progress on live projects in quarter three 2022/23 and forecasted plans for quarter four 2022/23.

1.2 To note the progress achieved by all programmes in quarter three 2022/23 and forecasted progress for quarter four 2022/23

2. PROGRAMME DELIVERY UPDATES

Transforming Our Town Programme

2.1 Event Island Stevenage, the former bus station, opened to the public in October 2022. Since its launch, the Regeneration team have received positive feedback both from internal and external stakeholders. vacant bus station site. The Regeneration team are working in collaboration with leisure, events and town centre management to scope an event programme for 2023, encompassing and building upon the current town centre events.

2.2 Contractors Huber for the multi-storey car park (MSCP) and cycle hub are on site and works are progressing well. The steel erection was completed in November and work began on concreting the floors and installing cladding. The contractors are working closely with the regeneration team on future community events and launch strategy for the site.

2.3 Work to explore the opportunities and aspirations of a new museum facility have continued. A 12-month work plan is being established with colleagues in the Culture & Leisure team including an Audience Development Plan and Business Plan for the new facility. Funding opportunities for future projects within the regeneration programme and the Museum workplan are being explored, as well as planning consultation events to engage with the public.

More Social and Affordable Housing Programme

2.4 Work has continued at the Symonds Green (29 Homes) site with final internal decorations and external landscaping being completed. Handover of the scheme has

experienced some delays due to Hertfordshire Highways work to access the site being delayed. It is anticipated the scheme will complete in quarter four providing this work has been done.

2.5 The affordable homes on Stirling Close have now handed over and have been shortlisted for lettings to take place.

2.6 On the main site, work continues on both the A1 (mixed tenure & retail) and A2 (independent living) sites. A1 is now wind and water tight and work on the internals continues at pace. Lifts have been installed following the completion of roof works and kitchen and bathroom installation has begun on the lower floors. A2 brick and blockwork is progressing well with the plant room now full commissioned which will serve both A1 and A2.

2.7 The planning application for the Shephall View & Brent Court sites was submitted in early October following extensive consultation with the public on the scheme. Following the Executive report in October where permission was granted to undertake the procurement exercise, the two schemes have now been put out to tender, with the process scheduled to be finalised by March 2023.

2.8 Work continued at the Dunn Close (27 Homes) scheme this quarter. Brick and block work has continued, and scaffolding will shortly be installed at the site to enable roof works to begin.

2.9 The first round of public consultation for The Oval scheme took place, with over 4700 responses to the online survey, as well as over 100 residents attending the in person events. Work has been underway to incorporate this feedback into design proposals, with a further round of consultation planned for February 2023. It is likely that a planning application will now be submitted in 2023/24 to ensure the scheme is able to benefit from the community led design in line with the Housing Development's five star principles.

2.10 The Courtlands scheme within the Wholly Owned Company (WOC) continued to progress on site with groundwork and foundations. Procurement documents for the Estate Agent have been drafted and the expectation is that these will be put out to tender early in 2023.

Co-operative Neighbourhoods Programme

2.11 The Co-operative Neighbourhoods programme has been allocated funding from Department for Levelling Up, Housing & Communities (DLUHC) on the Council's Local Investment Plan for UK Shared Prosperity Funding. £39,000 has been allocated in the first two years, with a further £176,000 in year three (24/25). A memorandum of understanding (MOU) has been returned ahead of receipt of funding.

2.12 Work to deliver the Digital Neighbourhood Newsletters continues with over 3,600 residents signed up to the platform. Work is underway to produce and distribute the first set of newsletters for each neighbourhood area in quarter four.

2.13 Following a successful funding application to the DLUHC PropTech Engagement Fund, the preferred supplier (Novoville) have undertaken consultation throughout quarter three.

Over 1900 results are currently being analysed and further consultation will take place in quarter four to capture further responses.

2.14 Despite being unsuccessful for the DLUHC's PropTech Continuous Funding Model, discussions have taken place with the department to discuss the council's proposal. A further tranche of funding is being made available in January which the Co-operative Neighbourhoods team have been encouraged to bid for.

2.15 All of the Stevenage Equalities Commission (SEC) themed meetings have now taken place and the final report is being produced. Initial recommendations have been provided ahead of the sharing of the final report. The partnership delivered a Diversity showcase event alongside Stevenage Town Centre as part of the International Day celebrations on 15 October.

2.16 Phase four and five of the flatblock refurbishment programme has continued to progress. Delivery will continue into quarter four, alongside customer satisfaction activities and events. Officers are also looking beyond the current phases to phase six to address the blocks added to the programme since its original inception.

2.17 The impact of Brexit, the War in Ukraine and increases in costs of fuel and raw materials continues to be felt putting cost pressures on the MRC programme. Also, the additional blocks and those blocks which have had to be carried over to later phases due to the recent pandemic have meant a formal extension of the MRC contract term to enable the contractors to deliver the remainder of the project beyond August 2023.

2.18 The garage improvement programme has made steady progress this quarter. To date, 697 garages have been refurbished to the end of December 2022 since the programme's inception.

2.19 Significant progress has been made with the installation of new build garages at three sites (23 garages), following some adjustments by the supplier, these garages will be made available to let in 2023.

2.20 Digital lettings for garages went live this quarter and there were 94 bids for 25 garages in the first week. The Garages team continue to monitor take-up and promote the service as part of the commercial agenda and transformational aspirations.

Making Your Money Count Programme

2.21 The quarter two monitoring has been completed for revenue and capital and work is progressing with the 2023/24 budget setting. An informal Executive session on the Medium-Term Financial Strategy (MTFS) took place which outlined potential areas for savings and

increases to fees and charges. Further work was undertaken during the quarter and a report was presented to the Executive in December.

2.22 Fees and Charges proposals were approved as part of the December Executive following workshops during the previous quarter, with the implementation of increases happening during January to April 2023.

2.23 Progress on the closing of accounts continues. The 2021/22 accounts have been prepared and have been published on the Council's website. The 2019/20 accounts are with the auditors and the only outstanding issue being the work undertaken by CIPFA around Infrastructure Assets where the Government has now provided statutory accounting override for a further 2 years until 31 March 2025. It is hoped that the 2019/20 will be signed off before end of financial year and then 2020/21 audit can then be progressed thereafter.

2.24 The Council Tax Support (CTS) Scheme for 2023/24 was presented to the Executive in October 2022 where the existing CTS scheme of 8.5% council tax liability for those working aged claimants on maximum benefit continued for financial year 2023/24. Council tax levels are based on the Council Tax base report and the increases for the year. These are included in the General Fund Council Tax and Budget report which was approved at Full Council in February 2023.

2.25 New income streams in Cemeteries and Planning were approved by the Executive in December. They are anticipated to yield additional income during the financial year 2023/24.

2.26 Between October and December 2022, another filming opportunity took place which generated £6,000 of income for the Council. As the winter months tend to be the quietest period for the filming industry, the key focus in Q4 will be on marketing and promoting Stevenage as a filming location. Enquiries continue to be made and opportunities explored by the Council's contractor Fame.

2.27 The review of the Council's skip hire and trade waste offers continued this quarter, with new pricing approved by the Executive in November. A marketing plan for both of these services is in development and a launch of the new offers is anticipated for quarter four.

2.28 The transformation programme Phase 1 (Customer Services) is concluding. In line with plans agreed as part of the 2022/23 budget setting process, key changes will be introduced

this financial year with the goal of improving the customer experience and delivering a budget saving in Customer Services. In Q3 service improvements included:

- Digital garage lettings (as highlighted in para 2.20)
- Assisted Waste collections – enabling customers to arrange for the Council to assist with their household waste collection, with the ability to request the service the same day it is needed
- Complaints and feedback methods have been modernised, with new online feedback methods and consideration of vexatious complainants

2.29 A business case was considered and agreed by the Executive in October 2022, introducing a new Five Star customer service programme and the associated Customer Hub model working alongside specialist teams.

2.30 Detailed analysis work is underway to support the design of a Phase 2 programme (Service Delivery) for implementation in 2023/24. The programme will create a “Customer Hub” and four specialist teams (Localities, Advice and Support, Income & Debt, and Lettings & Bookings). The three service development leads (for the Customer Hub, Advice & Support and Locality Services) are undertaking design work and working with colleagues across the council to establish the scope of these services and identify opportunities.

A Clean, Green, Safe and Thriving Town Programme

Clean and Green

2.31 Three new community orchards were created as part of the Urban Tree Challenge Fund. The new orchards at Bedwell Park, Peartree Park and Letchmore Road Open Space were planted with support from local schools.

2.32 In addition to annual programme of tree planting, five trees were planted to celebrate 50 years of Fairlands Valley Park and seven trees were planted, as part of the emerging community woodland, to commemorate the late Queen’s 70 year reign / Queen’s Green Canopy.

Healthy Stevenage

2.33 A successful funding bid was made to Hertfordshire’s Building Life Chances programme. The £15k funding will be used in partnership with Stevenage Football Club Foundation to provide 12–17-year-olds with drop in holiday camps over the school holidays. Trips and enrichment activities will be provided to young people and will include a free bus pass for the activities.

Community Safety

2.34 The Stevenage Against Domestic Abuse (SADA) service has continued to grow and have secured two accommodation contracts for dispersed refuge. This funding which equates to around £150k will help to support more victims and survivors of domestic abuse.

2.35 The Women's and Girls Action Plan is regularly reviewed at Joint Action Group meetings with partners. To date, no "hotspot" areas of concern have been identified, although it is recognised that people do feel vulnerable in some areas of the town for various reasons. The group will continue to monitor activity and incorporate any intelligence into interventions where appropriate.

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Stevenage Re-Imagined

2.35 Development of a programme of activity for the newly launched Event Island Stevenage is underway. To mark the launch of the space an ice rink was installed in quarter three to coincide with other winter activities across the town centre, which received positive feedback from users.

2.36 Recruitment is underway for a new Museum and Cultural officer who will help make the arts and culture more visible in the town and develop and implement an action plan for the Stevenage Cultural Strategy to help deliver the Council's ambitions.

Community Wealth Building

2.37 The UK Community Renewal Fund programme has significantly exceeded all outputs and outcomes milestones. As a result of this, a further £60,000 in funding was made available throughout November and December to support ongoing delivery. This takes the full funding amount to £761,640. A breakdown of progress can be seen below:

Outputs	Target	Total Achieved	% of target achieved
People - Economically inactive - number of people supported to engage in job-searching	150	579	386%
People - unemployed - number of people supported to engage in life skills	350	798	228%
Business – Small - number of businesses receiving non-financial support	30	44	147%
Organisation - VCSE - number of organisations receiving non-financial support	30	51	170%
Grants - number of organisations receiving grants	40	88	220%
Outcomes	Target	Total Achieved	% of target achieved
People in education/training following support	50	256	512%
People engaged in life skills support following interventions	100	618	618%
People in employment, including self-employment, following support.	25	225	900%
Jobs safeguarded as a result of support.	20	92	460%
Investment attracted as a result of support.	£500,000	£517,099	103%
Decarbonisation plans developed as a result of support.	20	38	190%
Feasibility studies developed as a result of support	10	8	80%

2.38 The process to formally incorporate the Social Inclusion Partnership as a Multi-stakeholder Co-operative is underway. This work is being supported by Impactful Governance a local business support organisation who have been involved in the delivery of the Community Renewal Fund (CRF) programme.

2.39 The Local Investment Plan (LIP) for the UKSPF was submitted at the start of August. It contains provision for the continuation of county-wide European Social Fund provision around business and skills as well as a local Community Wealth Building element. This equates to £185,000 investment over the next three years through to 2024/25. Officers are currently undertaking plans to be ready for delivery of Year One before the end of this financial year.

Climate Change

2.40 The Hertfordshire Climate Change & Sustainability Partnership (HCCSP) have approved the fifth strategic action plan on Behaviour Change. It gives an overview of regional activity related to climate change and sustainability and aligns messages across the county. More information is available at their new website [Current priorities \(hccsp.org.uk\)](http://hccsp.org.uk).

2.41 The Council is piloting an online climate software platform – Kausal, to manage information related to all climate actions. The platform will improve communication of key climate projects and progress to internal and external stakeholders by enabling real-time

updates. The public can monitor the performance of the Council's climate change ambitions via visuals on the platform. It also allows project leads to prioritise and manage resources to ensure actions are on track.

2.42 A scrutiny review on the Council's response to the climate emergency has been completed by the Environment & Economy Select Committee. A draft report with recommendations has been presented to the Executive Portfolio Holder for Environment and Climate Change and officers leading the delivery of climate actions. The final report will be published in the next quarter.

Sustainable Transport

2.43 Officers are progressing work on a Cycle Hire Scheme for Stevenage. Feasibility work is being undertaken as well as discussions with potential cycle hire operators, as part of early soft market testing and are working towards inviting tender submissions for potential suppliers of the scheme from Spring 2023.

2.44 Hertfordshire County Council has secured funding through the Department of Transport's Active Travel Fund (AFT) to deliver a new cycling and walking enhancement scheme along North Road in Stevenage. The scheme forms part of Stevenage Borough Council's Local Cycling and Walking Infrastructure Plan and is due to be constructed by 2023/24. The scheme will provide a new 2-way cycle route along the eastern side of North Road, between the A602 Lytton Way gyratory and Coreys Mill Lane, by reallocating existing road space.

2.45 Officers have been in regular contact with HCC to progress the Sustainable Travel Town Implementation Plan which will ultimately be presented to HCC's Highways & Transport Panel in Spring 2023. A wide programme of community engagement is planned through 2023 to increase awareness of Sustainable Travel Town plans and initiatives ahead.

Biodiversity

2.46 All Stevenage schools have been contacted inviting expressions of interest in helping to plant the new Community Woodland for Fairland Valley Park South Field. To date, twelve schools have confirmed an interest in taking part which will be organised in quarter four.

Corporate Performance Report 2022/23

Key to Performance Status Symbols

Quarter 3 (October, November, December)

Red - Focus of Improvement

Amber - Initial Improvement Activity Identified

Green - Achieving Target

Customers								
Measure Name		Actual - Quarter 3 2021/22 YTD	Actual - Quarter 4 2021/22 YTD	Actual - Quarter 1 2022/23 YTD	Actual - Quarter 2 2022-23 (YTD)	Actual - Quarter 3 2022-23 (YTD)	Target - Quarter 3 2022/23 (YTD)	Comments
SLL1: SLL overall footfall (ytd)	Culture, Wellbeing & Leisure Services	339,658	478,201	153,464	151,424	494,299	373,624	.
DH1: % of tenants satisfied with Decent Homes works	Investment	100.00	100.00		100.00	83.33	70.00	-
ECHFL1: Percentage of Homes maintained as decent	Investment	75.82	66.68	68.49	69.38	78.10	75.07	
ECHFL1na: Percentage of homes maintained as decent against national minimum DH standard	Investment			78.81%	80.18%	80.07%	80.07%	
BV66a: Rent collection rate	Managing Homes	97.10	97.23	87.99	94.45	96.83	96.39	-
BV213: Homelessness preventions	Providing Homes	163.00	225.00	67.00	120.00	191.00	150.00	Due to poor availability of Private Rented Sector units, and affordability issues made more difficult due to the rise in living costs preventative work has been challenging. We have continued to experience a raft of sickness and low staffing levels which has impacted the workload of the team. Following a successful recruitment round we have appointed three new members to the team, two of which are yet to start. Demand remains high and we continue to experience the complexity of the issues faced by presenting clients to be challenging, with an increase in those fleeing Domestic Abuse and those with complex mental health issues.
NI156: Number of households in temporary/emergency accommodation at end qtr	Providing Homes	187.00	203.00	174.00	163.00	165.00	215.00	-
Void loss 1: Void loss in year (£)	Repairs & Voids	419,701.87	532,510.82	174,371.00	353,269.00	544,119.00	284,299.00	-

Place								
Measure Name		Actual - Quarter 3 2021/22 YTD	Actual - Quarter 4 2021/22 YTD	Actual - Quarter 1 2022/23 YTD	Actual - Quarter 2 2022-23 YTD	Actual - Quarter 3 2022-23 YTD	Target - Quarter 3 2022-23 YTD	Comments
ELL1a: Percentage of Houses in Multiple Occupancies (HMO) that are broadly compliant	Commercial and Licensing	97.72	97.24	98.61	98.62	98.60	90.00	
FT1: % of successful outcomes with flytipping	Community Safety	66.00	73.00	87.50	60.00	74.00	70.00	-
NI184: Food establishments in the area broadly compliant with food hygiene laws	Environmental Health	98.30	99.60	98.70	98.60	98.20	95.00	In the medium term, likely 2024-25 municipal year, the statutory inspection programme for food businesses will change in accordance with the Achieving Business Compliance programme from the FSA. There is likely to be a shift from 100% new premises inspections to a more risk-based approach.
NI191: Residual household waste per household (kgs)	Environmental Services	389.00	520.00	126.00	244.00		390.00	04.01.2023 The Q3 figure for residual waste is not available at this time. The actual figure is reported from an external source and will not be available until March 2023.
NI192: Percentage of household waste sent for reuse, recycling and composting	Environmental Services	38.00	35.00	40.00	39.00		38.00	04.01.2023 The Q3 figure for household waste set for reuse, recycling and composting is not available at this time. The actual figure is reported from an external source and will not be available until March 2023.
CNM2g: Garage Voids (residential) as a percentage of stock	Garages	16.32	14.53	14.51	14.15	13.46	13.80	The residential garage void rate for Q3 is 13.46%, better than the target of 13.8% (and a further improvement from 14.5% in Q2). The commercial garage void rate for Q2 is 9.8%.
HDD1b (formerly NB1) - New Build Spend v Budget of development activity that is contracted	Housing Development	95.90	88.16	89.55	96.56	98.59	85.00	The reason for the increase from the previous quarter is because the speed of spend at Kenilworth is higher than the development model forecast. The budget itself is unchanged and the scheme remains on budget.
HDD1d: Number of affordable homes delivered (gross) by the Council (since 2014)	Housing Development	281.00	286.00	293.00	330.00	335.00	357.00	Delivery was behind forecast as a result of wider delays in the construction industry impacting individual sites. The principal delay relates to the Helston House scheme which will provide 29 units of accommodation. This is now forecast to deliver in 2023.
HDD1e: Number of affordable homes delivered by the Council (current quarter)	Housing Development	3.00	5.00	7.00	37.00	5.00	2.00	Delivery was behind forecast as a result of wider delays in the construction industry impacting individual sites. The principal delay relates to the Helston House scheme which will provide 29 units of accommodation. This is now forecast to deliver in 2023.

Measure Name		Actual - Quarter 3 2021/22 YTD	Actual - Quarter 4 2021/22 YTD	Actual - Quarter 1 2022/23 YTD	Actual - Quarter 2 2022-23 YTD	Actual - Quarter 3 2022-23 YTD	Target - Quarter 3 2022-23 YTD	Comments
FRA1: Percentage of dwellings with a valid Fire Risk Assessment	Investment	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
VAS1: Percentage of communal areas with a valid Asbestos survey	Investment	98.41%	100.00%	100.00%	100.00%	100.00%	100.00%	
VEC1: Percentage of communal areas with a valid EICR Electrical Certificate	Investment	81.64%	95.46%	99.35%	100.00%	100.00%	100.00%	-
VED1: Percentage of dwellings with a valid EICR Electrical Certificate	Investment	48.54%	62.95%	87.85%	92.09%	94.86%	100.00%	Work continues on domestic electrical inspections; with an improved position of over 92% compared to quarter one. We are working with our contractors and internal teams to arrange access for some of the harder to access properties, which is delaying the completion of these tests. Subject to gaining access to the remaining properties, it is anticipated that all tests will be completed by the end of Q3.
VGC1: Percentage of dwellings with a valid gas certificate	Investment	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
VLC1: Percentage of sites with valid legionella inspections certificate	Investment	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
VLT1: Percentage of domestic passenger lifts with an in date LOLER inspection	Investment		57.89%	100.00%	100.00%	100.00%	100.00%	
BTC1a: New jobs created through Business Technology Centre	Planning & Regulation	20.00	35.00	6.00	7.00	18.00	19.00	Number of new Jobs created is up on the last quarter. Businesses continuing to take up advice and support through business counselling service to support resilience.
BTC1b: New business start up in Business Technology Centre	Planning & Regulation	19.00	30.00	4.00	5.00	14.00	8.00	The number of new businesses has also increased this quarter but we need to be cautious, as the national figures for new businesses has been decreasing since January of this year. Wenta have also stated that businesses are still in recovery mode but similar to last quarter businesses are taking advantage of the business counselling service to support cashflow to support resilience. Wenta continues to market the space on offer and current market trends are impacting this with businesses at the btc taking steps to reduce overhead and downsize in space.
NI157a: Percentage of major planning applications determined in 13 weeks	Planning & Regulation	100.0%	100.0%	100.0%	83.3%	81.8%	60.0%	-
NI157b: Percentage of minor planning applications determined within 8 weeks	Planning & Regulation	88.5%	87.4%	90.0%	79.6%	79.6%	65.0%	
NI157c: Percentage of other planning applications determined within 8 weeks	Planning & Regulation	89.3%	89.9%	91.9%	92.4%	93.5%	80.0%	
ECHFL5: Percentage of Repairs service customers satisfied (telephone survey)	Repairs & Voids	85.50		84.83	84.81	81.97	90.00	
ECH-Rep3: Percentage repairs appointment made & kept	Repairs & Voids	98.18	98.87		91.76	95.95	95.00	-
ECH-Rep4: Percentage repairs fixed first time	Repairs & Voids	98.68	96.89	93.16	93.95	97.35	87.50	
Rep Cost1: Average responsive repair cost per dwelling	Repairs & Voids	201.19	267.62	77.00	140.33	295.97	245.30	

Measure Name		Actual - Quarter 3 2021/22 YTD	Actual - Quarter 4 2021/22 YTD	Actual - Quarter 1 2022/23 YTD	Actual - Quarter 2 2022-23 YTD	Actual - Quarter 3 2022-23 YTD	Target - Quarter 3 2022-23 YTD	Comments
Rep-Time1: Average end to end repairs time (days) - Emergency Repairs	Repairs & Voids	0.65	0.60	0.27	0.24	0.29	1.00	-
Rep-Time2: Average end to end repairs time (days) - Urgent Repairs	Repairs & Voids	4.76	5.82	6.41	6.95	6.79	5.00	-
Rep-Time3: Average end to end repairs time (days) - Routine Repairs	Repairs & Voids	9.39	11.36	15.59	17.33	16.06	20.00	-

Transformation & Support

Measure Name		Actual - Quarter 3 2021/22 YTD	Actual - Quarter 4 2021/22 YTD	Actual - Quarter 1 2022/23 YTD	Actual - Quarter 2 2022/23 YTD	Actual - Quarter 3 2022/23 YTD	Target - Quarter 3 2022/23 (YTD)	Comments
CompGF1: % of council service customer complaints responded to within deadline	Customer Focus			81.56%	84.92%	83.33%	86.00%	
CompHRA1: % of housing service customer complaints responded to within deadline	Customer Focus			57.93%	69.91%	64.00%	78.00%	Resourcing challenges and increased levels of complaints have contributed to performance falling below target, particularly in the area of Property Repairs and more recently in the Investment service area. The Housing Strategic Complaints managers will work with service areas to better understand the complaints activity, identifying trends and root causes of complaints. Work will take place to review, improve and monitor working practices to improve the customer experience and reduce complaints.

Measure Name		Actual - Quarter 3 2021/22 YTD	Actual - Quarter 4 2021/22 YTD	Actual - Quarter 1 2022/23 YTD	Actual - Quarter 2 2022/23 YTD	Actual - Quarter 3 2022/23 YTD	Target - Quarter 3 2022/23 (YTD)	Comments
Cust1: Percentage complaints progressing to stage 2 and 3 that are upheld or partially upheld	Customer Focus	17.56	18.20	11.63	32.00	25.00	35.00	-
CSC12: Percentage of calls abandoned in the Customer Service Centre	Customer Service Centre	33.80	35.50	39.80	32.10	27.50	15.00	Q3 performance improved from Q2 with a 27% abandoned compared to Q1 39% and Q2 32%. This is mostly attributed to improved staffing levels during November and December 2022
CSC13: % of calls to Customer Services reported as resolved by customers	Customer Service Centre	71	67	73	60	62	65	.
EAA1: Customer satisfaction with CSC customer service	Customer Service Centre	91.00	89.50	85.50	88.40	86.21	90.00	Customer satisfaction has scored consistently above 90% for many years. This quarter satisfaction fell to 86%. Those that scored the service as average (11.4%) and poor (2.3%) left comments that indicate long waiting times as the reason the reduction. December satisfaction was 89% which is in line with the improved abandonment rate and reduction in average wait time.
Dig1: % of digital customer transactions	Digital	19	23	24	25	24	30	Use of digital services across Q3 (24%) reduced slightly compared to Q2 (25%). However, within the quarter there was considerable variation, with strong performance in October (28%) and weaker than expected performance in December (21%). The most used digital services are related to waste and recycling, and environmental nuisance. Across the 2022 calendar year two-thirds of missed bin (65%) and replacement bin (67%) requests were made online. The high takeup is likely the result of several factors including investment in improving the processes, the transactional nature of the service, and being a universal service with a broad customer base.
BV10: Percentage of non-domestic rates due for the financial year received by the authority	Finance & Estates	86.6%	98.4%	39.2%	62.9%	90.0%	89.0%	Business Rates continues to be profile continue to be impacted by COVID reliefs which skew the collection position, this is going to be further affected as a result of the announcement in December regarding the COVID Additional Relief Fund (CARF) which Stevenage has been allocated a maximum of £2.6Million to allocate to the 2021/22 financial year based on the criteria set out by the government.
BV9: Percentage of council tax collected	Finance & Estates	86.1%	94.5%	32.4%	59.3%	85.7%	88.0%	Feedback from the team at EH suggests that the cost of living crisis is leading to payment arrangements for customers and missed payments/delayed payments and moving from 10 month DDs to 12 month DDs
CR1: % of commercial rent collected from estates	Finance & Estates	88.40		91.00	95.75	88.40	95.00	
FS1a (LACC1): Percentage GF approved savings removed from GF budget for current year	Finance & Estates	87.00	83.20	96.60	96.60	96.60	95.00	
FS2a (LACC2): Percentage HRA approved savings removed from HRA for current year	Finance & Estates	100.00	89.00	100.00	100.00	100.00	95.00	
FS3 (Futsav1b): Percentage of GF savings identified to meet one year target	Finance & Estates	100.00	100.00	0.00	0.00	100.00	95.00	These are due to be approved at February Executive
FS4 (Futsav2b): Percentage of HRA savings identified to meet one year target	Finance & Estates	25.45	25.45	0.00	0.00	100.00	95.00	No savings required in 2023/24, will be part of the HRA business plan that will happen during 2023/24
NI181: Time taken (days) to process housing benefit new claims and change events	Finance & Estates	11.79	2.86	11.88	7.28	8.24	10.00	
EoC4a: Percentage of apprentices in post as percentage of workforce.	Human Resources	1.05	1.07	1.38	2.61	2.78	2.00	Target exceeded - There are currently 18 staff accessing the apprenticeship levy. We continue to encourage existing staff to access continuing professional development as appropriate through the apprenticeship levy.

Measure Name		Actual - Quarter 3 2021/22 YTD	Actual - Quarter 4 2021/22 YTD	Actual - Quarter 1 2022/23 YTD	Actual - Quarter 2 2022/23 YTD	Actual - Quarter 3 2022/23 YTD	Target - Quarter 3 2022/23 (YTD)	Comments
EoCrec: Time to recruit	Human Resources	40.00	41.00	45.00	60.00	37.25	45.00	We have changed the way we report to make this figure more accurate and reflective. Rolling CSC posts removed. Changes made in processing documents and requesting information has seen this figure improve over the last three months, futher changes planned in system to aid in reporting accuracy. 14 of 41 posts were internally filled variable lengths on time to hire within this group due to managers agreeing moves.
Pe1: Workforce Stability	Human Resources	87.80	94.00	83.00	86.35	85.47	85.00	Target exceeded
Pe2: % of Agency Work assignments exceeding 12 weeks	Human Resources	49.20	54.00	63.00	74.70	70.13	50.00	There are currently 77 agency workers and 54 have assignments that have exceeded 12 weeks. Those with assignments exceeding 12 weeks have assignment lengths as follows : 19% 13 - 24 weeks, 35% 25 - 36 weeks, 9% 37 - 48 weeks and 37% have assignments exceeding 48 weeks
Pe4a: Sickness Absence Rate for the Current Workforce (FTE)	Human Resources	9.17	10.63	11.07	10.54	9.45	8.00	Sickness has decreased by 0.41days, compared to the previous 12 months, with long term sickness accounting for 51.3% of all absences. In the last 12 months 1268 working days (2.09 days per FTE) have been lost to Covid related absences.

Local Based

Measure Name		Actual - Quarter 3 2021/22 YTD	Actual - Quarter 4 2021/22 YTD	Actual - Quarter 1 2022/23 YTD	Actual - Quarter 2 2022/23 (YTD)	Actual - Quarter 3 2022/23 (YTD)	Target - Quarter 3 2022/23 (YTD)	Comments
Community Safety : CS10: Domestic Abuse per 1,000 population	Community Safety	5.67	8.90	5.60		2.60	7.00	
Community Safety : CS8: Anti-social Behaviour per 1,000 population	Community Safety	6.27	11.30	7.40	8.20	5.30	9.00	
Community Safety : NI15b: The rate of violence against the person (victim based crime) per 1,000	Community Safety	7.80	33.10	7.60		6.12	7.00	-

MEETING DATE	REPORT ITEM	RESPONSIBLE OFFICER	ACTIONS	PROGRESS
16 November 2022	Minutes of the Overview & Scrutiny Committee and Select Committees	Assistant Director (Planning & Regulation)	<ul style="list-style-type: none"> With regard to Minute 3(5) – Climate Change Annual Update: October 2022 of the Minutes of the meeting of the Overview & Scrutiny Committee held on 18 October 2022, the Leader and Portfolio Holder for Environment & Climate Change supported the Committee's request that each of the 13 wards in the Co-operative Neighbourhood areas should be allocated a sum of £7,500 per annum for physical climate change-related improvements in their areas. 	
7 December 2022	Cost of Living Crisis Response	Interim Head of Policy & Communities	<ul style="list-style-type: none"> Officers were requested to investigate and confirm whether or not Cold Weather payments were still available for certain residents for when temperatures dropped below a certain level. 	E-mail sent to Executive Members on 7 December 2022 confirming that Cold Weather Payments are available from the Government between 1 November 2022 and 31 March 2023. People on benefits will be eligible for a payment of £25 for each period where the temperature drops below zero degrees Celsius for 7 days or more.

MEETING DATE	REPORT ITEM	RESPONSIBLE OFFICER	ACTIONS	PROGRESS
7 December 2022	Corporate Performance Quarter 2 2022/23	Strategic Director (RP)	<ul style="list-style-type: none"> • In respect of voids performance, it was felt that there should be an improved pre-void inspection regime when mutual exchanges or transfers are proposed, to ensure that properties are left in a good condition prior to exchange/transfer; and • Officers would look again at Adverts/Job Specifications for Customer Service Centre posts in respect of promoting part-time/job share, as well as full-time, employment opportunities. 	<p>The Council is undertaking a review of the Voids end to end process with a specialist housing contractor. The review seeks to identify an optimised voids pathway from when a tenancy ends to when a tenancy starts, including the pre-void inspection. This work will complement the recommendations made by the Community Select Committee. A progress update setting out key findings and opportunities has taken place, and further detailed planning to shape the improvement plan is underway. A draft recommendations report for senior stakeholder review will be shared in early March 2023.</p> <p>The CSC service conducts rolling advertising as part of its recruitment drive, and it will continue to consider part-time/job share opportunities as part of its approach to flexible working.</p>

Part 1 – Release to Press



Meeting: EXECUTIVE

Portfolio Area: Resources



Date: 15 March 2023

3RD QUARTER REVENUE MONITORING REPORT – GENERAL FUND AND HRA

KEY DECISION

Author – Veronika Mendy/Keith Reynoldson Ext. 2943
Contributor – Brian Moldon, Finance team and budget Managers
Lead Officers – Brian Moldon Ext. 2933
Contact Officer – Brian Moldon Ext.2933

1. PURPOSE

- 1.1 To update Members on the projected General Fund and Housing Revenue Account (HRA) 2022/23 net expenditure and seek approval to amend the General Fund and HRA budgets as part of the quarterly revenue review.
- 1.2 To update Members on the reserves and balances available to support revenue expenditure and seek approval for revisions to the allocated reserves.

2. RECOMMENDATIONS

General Fund

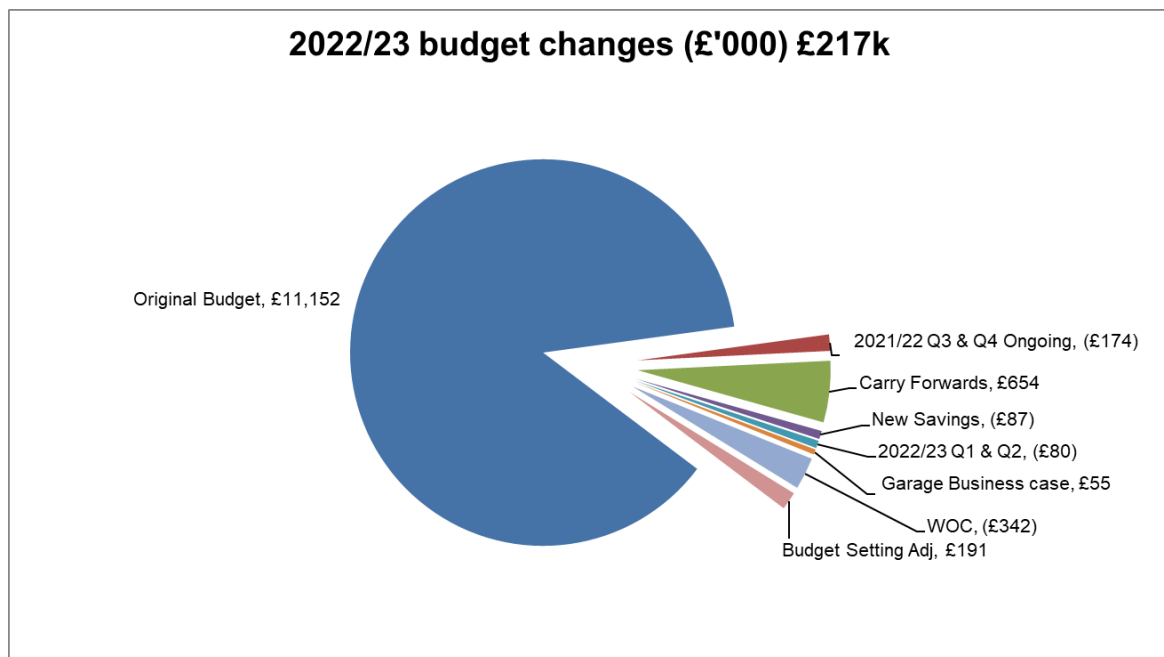
- 2.1 That the 2022/23 3rd quarter projected net decrease in General Fund expenditure of £205,150 be approved.
- 2.2 That Members note the cumulative changes made to the General Fund net budget remains within the £400,000 increase variation limit delegated to the Executive.
- 2.3 That Members approve the changes to the 2023/24 General Fund budget of £12,000 as set out in paragraph 4.1.5.

Housing Revenue Account

- 2.4 That the 2022/23 3rd quarter projected net increase in HRA expenditure of £157,730 be approved.
- 2.5 That members approve the two virements from the planned maintenance budgets fund the works to void properties. Firstly, a virement of £250,000 from the decent homes budget and a second virement of £250,000 from the cyclical maintenance budget as set out in paragraph 4.4.4.
- 2.6 That Members note the cumulative increases made to the HRA net budget remain within the £250,000 increase variation limit, delegated to the Executive, after the Council endorsed charges made in the January 2023 budget report.

3. BACKGROUND - GENERAL FUND

- 3.1. Since the General Fund net budget of £11,151,570 was approved at Council, Members have approved net budget changes of £216,990 as detailed in the chart below:

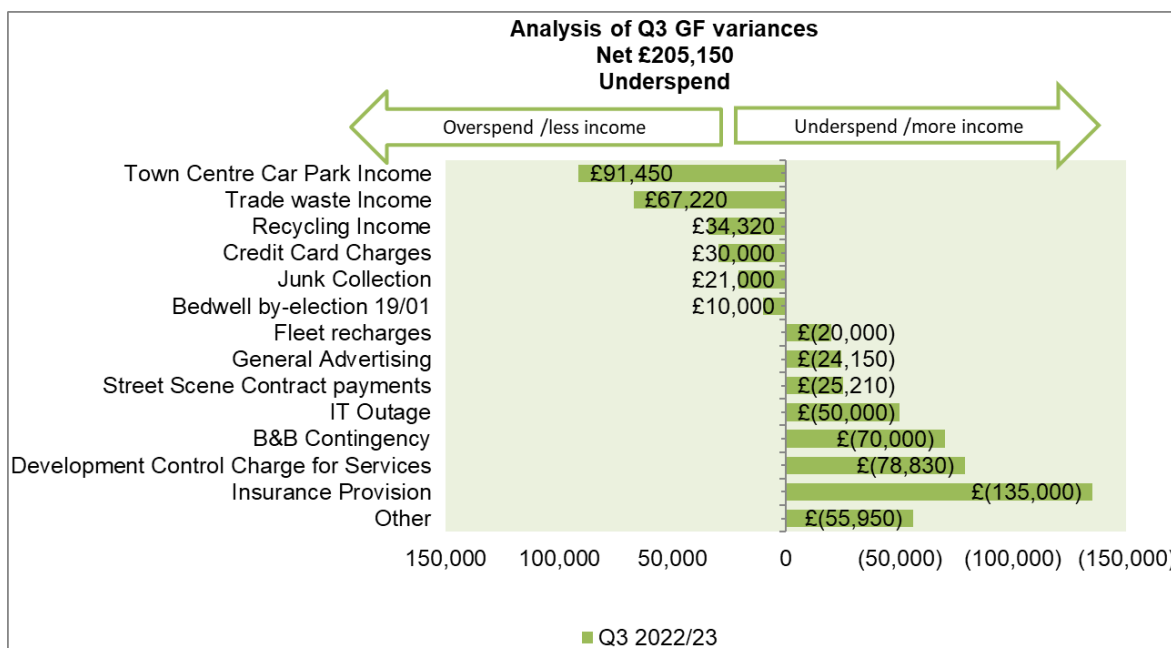


*Wholly Owned Company (WOC)

4. REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS

4.1 General Fund – Budget Review

- 4.1.1 Following the 3rd quarter review of revenue budgets officers have identified and projected the following budget movements.



(-) lower expenditure / more income

4.1.2 **Town Centre Parking Income – pressure £91,450. Reductions in income have already been** reported at Q1 (£175k) and Q2 (£100k) but an expected improvement during Christmas period did not materialise to the extent expected and now the total reduction in income for 2022/23 is anticipated to be £1.1 Million. The ongoing impact of reduced parking income has been recognised in the 2023/24 accounts of £600k possibly due to hybrid working following the impact of Covid.

4.1.3 **Trade Waste Income – pressure £67,220.** The Total Waste Solutions business case was approved in 2021/22 with expectation to bring in an additional £109k of income over two years on ongoing basis. However, the service has experienced some delays with regards implementation, resulting in this pressure. A review is taking place to identify any ongoing pressure for this service.

4.1.4 **Recycling Income – pressure £34,320** (Working Budget £937K). There has been a reduction in paper rates of £36.25 per tonne between Q1 and Q2 and a further reduction of £64.05 per tonne from September 2022. Currently the rates are holding at around £20/tonne, with tonnages c10% lower than last year. The pressure is a result of both - the reduction in paper rate and tonnages. This pressure is in year only and is not expected to on the levels of income assumed in the 2023/24 budgets.

4.1.5 **Credit/Debit Card Charges (Car parks only) – pressure £30,000.** During COVID car parks went cashless which resulted in an increase in credit card charges. An additional £26k has been included in 2023/24, but there is likely to still be a further pressure in next year of £12k, based on current income levels and Members are asked to approve an increase to the budget of a further £12K.

- 4.1.6 **Junk Collection – pressure £21,000.** This as a result of a reduction in demand compared to previous years. It is thought that the cost-of-living crisis is resulting in people disposing of items themselves via marketplace and websites. It is difficult to predict future demand currently no reduction has been built into 2023/24 budgets.
- 4.1.7 **Bedwell By-Election - pressure £10,000.** Estimated costs to fund Bedwell by-election, which was over and above the budget for Local Elections.
- 4.1.10 **Fleet recharges – reduction in expenditure £20,000.** Fuel costs were increased in the 2022/23 working budget (fuel costs increased by £107k at Q1) as the actual price per litre was 26% higher than the budgeted price. Since June, prices have fallen and are currently £1.22/litre (22% decrease). Price per litre and average usage have been used to now estimate a reduction of £20k. For note an additional £116k has been built into the 2023/24 budget as a result of higher fuel costs.
- 4.1.11 **General Advertising – reduction in expenditure £24,150.** This is in line with agreed Making Your Money Count (MYMC) reduction in budget for 2023/24.
- 4.1.12 **Street Scene Contract Payments – reduction in expenditure of £25,210.** There was £30,500 added at Q1 budget monitoring to deal with the asbestos found in fly tipped material. Actual costs came in lower than estimated.
- 4.1.13 **IT Outage – additional income £50,000.** This is in relation to claim for IT outage from a broadband cable cut. The costs associated with the claim were £30K and the remaining £20K has been transferred to an ICT reserve to fund future ICT pressures.
- 4.1.14 **Bed and Breakfast Contingency – reduction in costs £70,000.** As homelessness presentations have reduced and the use of bed and breakfast accommodation has also decrease, the originally anticipated net expenditure of £430K has now been forecast at £360K.
- 4.1.15 **Development Control – additional income £97,630.** Increasing number of pre-applications due to the large-scale development of the town and a provision built in for a claim with Planning Inspectorate of £70K.
- 4.1.16 **Insurance Provision – reduction £135,000.** The council assumes a level of provision for self-insured and below excess insurance costs based on historical data. A review of the projection to the year-end indicates a reduction in the amount required (predominately tree root claims) and a reduction therefore to the General Fund.
- 4.1.17 **Other variances of (£55,950).** This relate to Movement in Reserves and other small net variances across General Fund Services and as such are not reported separately.
- 4.1.18 The overall underspend of £205K being reported in this report carries number of yet to be evaluated financial risks:

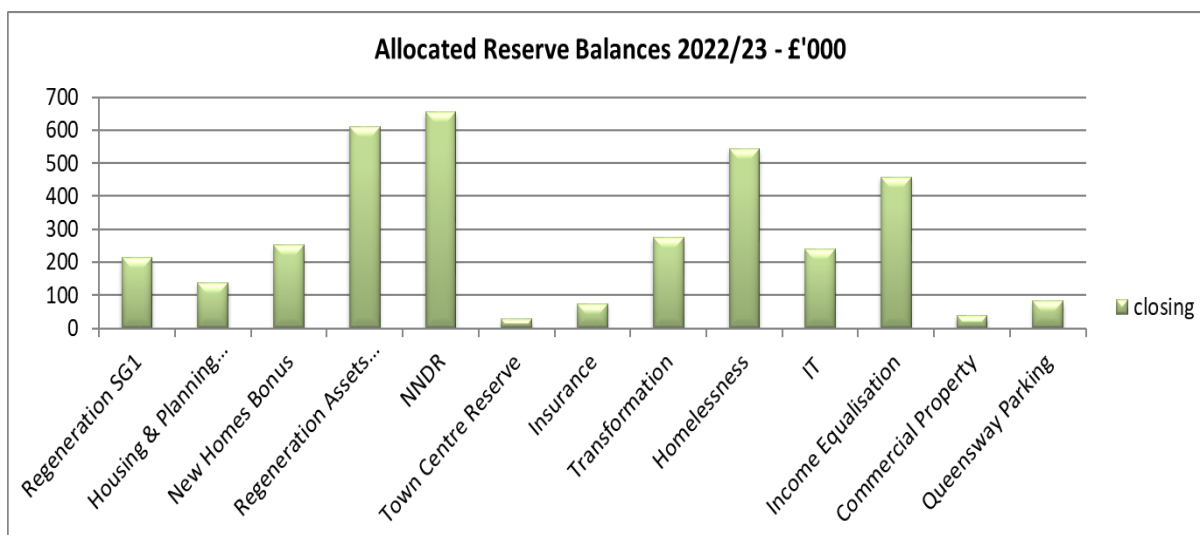
- The Council assumes a 4.5% salary vacancy rate on salary costs as part of the budget setting process, assuming a certain level of turnover. There is a risk that an underspend in salaries will not materialise to fund the remaining transitional vacancy still included in the budget of £280K
- The amount the Council can claim in Housing Benefit subsidy is reduced for certain types of HB spend, this includes B&B and private leased properties. The reclaimable subsidy is set at the Local Housing Allowance and anything above that is not payable to the Council from the DWP. Further work is being completed on the projected subsidy gap and an update will be included in the 4th quarter report.

4.1.19 The cumulative changes made to the General Fund net budget as agreed at Council February 2023 remains within the £400,000 increase variation limit delegated to the Executive. The total value of changes is an underspend of £205,150 based on the third quarter.

Executive Delegation - General Fund	£'000
Original Net General Fund Budget	11,152
Changes agreed at Council Feb 23	217
Revised GF Budget agreed at Council Feb 23	11,369
Quarterly monitoring Q3	(205)
Updated GF Budget	11,164
Within Executive Delegated Limit	605

4.2 Review of General Fund Balances

4.2.1 **Allocated Reserves** – these balances are ‘ring fenced’ and have been set aside for specific purposes. The estimated total value of (revenue) allocated reserves as at 31 March 2023 is **£3,616,179**, (31 March 2022, £8,430,125). Reserve balances are projected to decrease by £4,813,941 during this year, the majority of this reduction relates to NNDR repayments to the Collection Fund (£3,622,422).



4.2.2 General Fund Balance – Following the 3rd quarter review and MTFs to the February Executive the General Fund balance as at the 31 March 2023 is now forecast to be £5,179,679

General Fund Balances	£'000
Original Net General Fund Budget	11,152
Approved budget changes	217
Net Working budget approved to Date	11,369
3rd Quarter Review	(205)
Total Net Expenditure post Q3 review	11,164
less core resources	(9,436)
Transfer (to)/from General Fund balances	1,728
General Fund balance 31/3/22	(6,908)
Transfer (to)/from General Fund balances	1,728
Projected General Fund balance 31/3/23	(5,180)
Allocated Revenue Reserves (Paragraph 4.2)	(3,616)
Total General Fund Revenue balances	(8,796)
(estimated 31/3/23)	

* Core resources include Council Tax Precept, retained Business rates, Government Grants and movements to and from Collection funds.

4.3 Housing Revenue Account

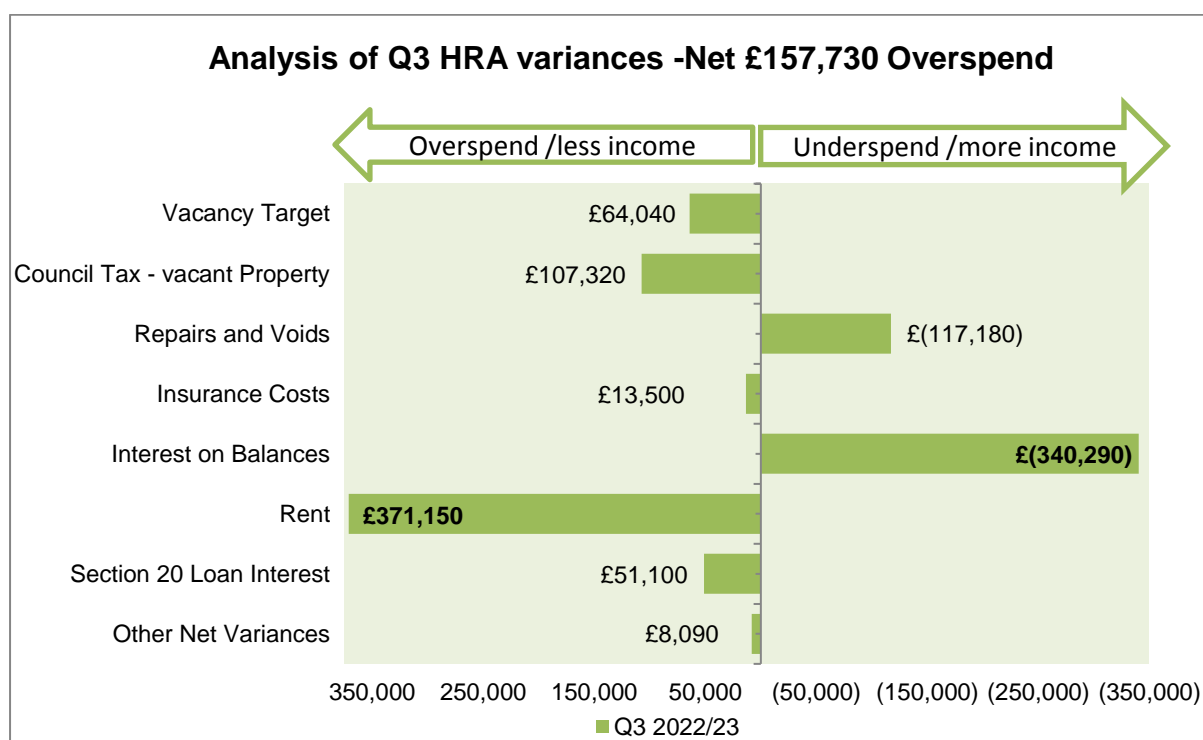
4.3.1 Since the Housing Revenue Account (HRA) net budget surplus of £1.956Million was approved at Council in January 2022, Members have further approved net changes of £2.786Million as detailed in the following table. The majority of these changes, £1.437Million, were made in the 2023/24

Budget report to Council in January 2023 and are mainly the result of the increased pay award and significant increases in utility prices.

HRA Working Budget	£'000
Original Budget 2022/23	(1,956)
21/22 Q3 Carry Forwards	325
21/22 Q4 Carry Forwards	973
21/22 Q4 Ongoing Budget Pressures	64
22/23 Q1 Net Projected Pressure	250
22/23 Q2 Net Projected Saving	(263)
Council approved revision 25 January 2023	1,437
Approved Movement	2,786
Total Working Budget	830

4.4 Housing Revenue Account - Budget Review

4.4.1 Following the third quarter review of revenue budgets officers have identified and projected the following budget movements.

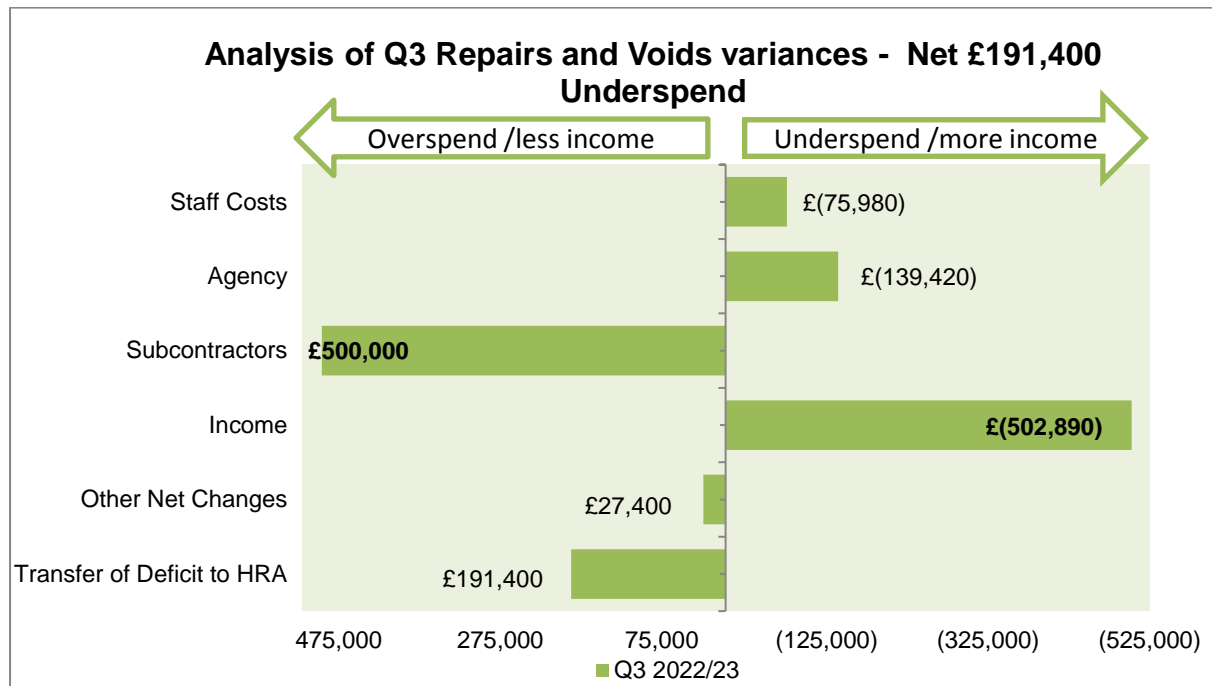


4.4.2 **Vacancy target not met £64,040.** The Housing Revenue Account also has a transitional vacancy rate (see also paragraph 4.1.18). The 2022/23 budget has a vacancy target of £232K and the latest projection indicates that there will be a shortfall of £64K. This has arisen due to the need to cover essential posts, especially in the building compliance area, with agency staff while permanent recruitment is ongoing.

- 4.4.3 **Council Tax on void properties £107,320.** Due to the issues that have impacted the repair and voids service this year, some properties have remained void for longer periods of time than originally anticipated. Added to this has been the impact of re-scheduling of the demolition of existing properties related to the development programme, mainly due to the pandemic and supply issues. When properties are vacant for greater than two years, the charge applicable is 150% of the normal bill. As of January, there were 5 properties in the general needs void list for greater than 2 years, but a further 19 properties that could pass this time limit during 2023. Additional resources for voids work and a current review of the voids process should help minimise this problem going forward, and this will continue to be monitored next year.
- 4.4.4 **Repairs and Voids (£117,180).** There is a small reduction in the overall cost of repairs and voids at Q3, but this is in the context of an addition £1Million that has been added to the service budget this year. The 2022/23 budget was increased by £500K, as part of the 2023/24 budget report to Council, and a further two virements totalling £500K, from planned maintenance budgets, have been made at Q3. Details of this increase are given at 4.5.1 below.
- 4.4.5 **Insurance Costs £13,500.** There has been a small increase in the HRA contribution to the Council's insurance costs that have been revised as part of the Q3 monitor.
- 4.4.6 **Interest on Balances (£340,290).** The recent Bank of England base rate increases have improved the interest that the Council can earn on balances. Combined with the latest projections and the current timing on capital expenditure this is expected to generate a further £340K of income in the current year.
- 4.4.7 **Rent £371,150.** The original budget for 2022/23 anticipated the addition of 97 affordable rent properties for half of this financial year. Due to delays in the development programme, mentioned in 4.4.3 above, none of these properties are expected to be operational in this year. As they are let at 80% of market rent this has had a significant impact on the rent budget for the year. However, although they have been delayed, it is now likely that the Kenilworth site will generate more units than initially forecast. This will help offset the current year's loss in the medium term of the HRA business plan.
- 4.4.8 **Section 20 Leaseholder Loan Interest £51,100.** As part of the major repairs programme the Council is currently issuing section 20 invoices to its leaseholders for works to their properties. When the budgets were set it was assumed that a proportion of leaseholders would take out either statutory, or discretionary, loans with the Council. However, due to the timing of the bills and the payment options selected, there are currently no loans in place. While this leads to a revenue budget pressure, it also indicates that the Council is recovering its costs, in the form of capital contributions, more quickly than originally anticipated and improves the cash flow position of the HRA.
- 4.4.8 There were other small variances totally £8K across the HRA accounts that have been included in the new forecast for Quarter 3.

4.5 Responsive Repairs and Voids Performance

4.5.1 The net Repairs and Voids team financial position is included in the overall HRA as a budget saving of £117,180. This is made up of a £191K improvement in the trading deficit, however, due to operational difficulties within the void property service during this year, this position is after an additional £1Million has been added to the budget as per paragraph 4.4.4. The net position for the HRA includes an increase in costs to the HRA of £74K.



4.5.2 **Staff Costs (£75,980).** Direct staff costs are currently projected to be £76K less than the working budget and this covers both indirect and direct staff.

4.5.3 **Agency (£139,420).** Agency costs are also below the budget and this is consistent with the current activity levels in the unit and the decision to contract a main supplier to help clear the current backlog of work.

4.5.4 **Subcontractor Costs £500,000.** As mentioned above, subcontractor costs have been increased in order to engage a contract partner to supplement the existing work force and clear the backlog of void properties. This has been met from budget virements out of the planned maintenance programme and has not been a net increase to the overall HRA budget for the year.

4.5.5 **Income (£502,890).** In line with the virement for voids spend of £500K expenditure budget detailed in 4.5.4, income also increases to recharge the work from the trading account to the HRA. As mentioned in 4.5.1, the work recharged to the HRA is expected to be £74K more than currently budgeted, but this has been offset by £71K lower income generated from outside the core service, which is demand led and can fluctuate from year to year.

4.5.6 **Other net changes £64,610.** For Q3 there have been other small net changes to the budget that give a further total pressure on costs of £65K.

4.5.7 **Transfer of Deficit to HRA £191,400.** While significant additional resources have been added to the service in this year, for Q3 the projected trading deficit has decreased by £191K, due to the type and volume of work currently projected to be completed in this year.

4.6 Housing Revenue Account Balances

4.6.1 Following the 3rd quarter review the HRA balance is now forecast to be £27.2Million surplus.

Housing Revenue Account Outturn Position	£'000
Working Budget – Council 25 January 2023	830
3rd Quarter Net Projected Overspend	158
Projected net Deficit post 3rd Quarter review	988
HRA balance brought forward 1/4/22	(28,208)
Deficit in year	988
Projected HRA balance 31/3/2023	(27,220)
Remaining Executive Delegated Limit	92

5 IMPLICATIONS

5.1 Financial Implications

5.1.1 This report is financial in nature and consequently financial implications are included above. The impact of these changes for future years will be incorporated into the budget setting process.

5.2 Legal Implications

5.2.1 The objective of this report is to outline the projected General Fund net expenditure for 2022/23 and the impact on the General Fund balances. While there are no legal consequences at this stage Members are reminded of their duty to set a balanced budget.

5.3 Equalities and Diversity Implications

5.3.1 This report summarises external and internal factors that impact on approved budgets and recommends changes to those budgets in year. Budget changes identified for future years that could adversely impact on groups covered by statutory equality duties will be incorporated into the budget setting process which includes Equality Impact Assessments (EqIA). None of the budget changes reported will change any existing equalities and diversity policies.

5.3.2 The service department has been asked to look at the equalities and diversity implications in the increase in void re-let times and any potential impact on protected groups.

5.4 Risk Implications

5.4.1 A risk based assessment of balances is undertaken and reported to Council as part of the General Fund Budget setting process. Both the General Fund and HRA balances are projected to be above minimum levels.

5.4.2 Inflationary pressures continue to be a financial risk to both the HRA and General Fund, in the form of higher borrowing, wages and material costs, these risks will be reviewed as part of the budget setting process.

5.5 Policy Implications

5.5.1 The budget framework represents a development of a policy led budgeting approach across Council services and the overall Medium Term Financial Strategy.

5.6 Climate Change Implications

5.6.1 The Budget and Policy setting process prioritised growth for climate change as part of the 2022/23 budget setting process. The 2022/23 process should have due regard for climate change implications based on the Council's Climate Change Strategy. There are no direct climate change implications from the budget changes in this report.

6. BACKGROUND PAPERS

BD1 – 2022/23 Council Tax Setting and General Fund Budget (Council 24 February 2022)

BD2- 2022/23 Final HRA and Rent setting report (Council 28 January 2022)

BD3- General Fund Medium Term Financial Strategy Update (2021/22 – 2025/26)

BD4 - First Quarter Revenue Budget Monitoring Report 2022/23 (Executive 14 September 2022)

BD5 – Second Quarter Revenue Budget Monitoring Report 2022/23 (Executive 16 November 2022)

BD6 – 2023/24 Council Tax Setting and General Fund Budget (Council 23 February 2023)

BD7 – Final Housing Revenue Account Budget Setting and Rent Report 2023/24 (Council 25 January 2023)

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Meeting EXECUTIVE
Portfolio Area Resources, Transformation & ICT
Date 15 MARCH 2023



QUARTER 3 MONITORING REPORT (CAPITAL) - GENERAL FUND AND HOUSING REVENUE ACCOUNT KEY DECISION

Authors Belinda White
Contributors Rhona Bellis / Senior Leadership Team
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1. PURPOSE

- 1.1 To provide Members with an update on the Council's 2022/23 and 2023/24 capital programme as part of the quarterly review (Quarter three).
- 1.2 To seek approval for the revisions to the General Fund (GF) and Housing Revenue Account (HRA) capital programme.

2. RECOMMENDATIONS

- 2.1 That capital budget re-profiling of £9.006Million from 2022/23 to future years be approved.
- 2.2 That an in year virement of £66K to reallocate unspent resources to the Deferred Works Reserve from underspends on vehicles within the SDS Capital Programme be approved.
- 2.3 That an in year virement of £68K to reallocate unspent resources to the Deferred Works Reserve from underspends on the Finance & Estates Capital Programme be approved.
- 2.4 That an in year virement of £10K to reallocate unspent resources to the Deferred Works Reserve from underspends on the Communities & Neighbourhoods Capital Programme
- 2.5 That capital budget re-profiling of £12.781Million from 2023/24 to future years be approved.

3. BACKGROUND

- 3.1 The current 2022/23 capital programme was last approved at Council on 22 February 2023. The 2022/23 approved budget for each fund was:

- General Fund £26.2Million
- Housing Revenue Account £49.1Million

3. 2 This report provides an update on known changes to the programme since the Council meeting in February and includes revisions that were not known at the time of writing the Capital Strategy report to the February Executive.

4 REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS

4.1 The total Capital Programme, detailing all programmes with the relevant approval to spend, is detailed in Appendix A and B. It shows the revised budget position.

4.2 The capital budget for the current financial year is summarised in Table 1 below and provides the latest position reflecting updated programme expenditure profiles as advised by programme managers.

TABLE 1: Capital Programme with Spending Approval

Scheme	Final Capital Strategy	Reprofiling	Virement	22/23 Forecast Q3	Actuals to 31 Jan 23
	£'000	£'000	£'000	£'000	£'000
General Fund - Schemes					
Stevenage Direct Services	3,612	(237)	(66)	3,309	2,495
Housing Development	2,425	(1,050)	0	1,376	748
Finance and Estates	2,861	(531)	(68)	2,262	1,045
Digital & Transformation	418	0	0	418	129
Regeneration	14,610	0	0	14,610	9,107
Communities and Neighbourhoods	924	(374)	(10)	540	180
Planning and Regulatory	275	(66)	0	209	160
Deferred Works Reserve	1,059	0	145	1,204	0
Total GF Schemes	26,185	(2,258)	0	23,927	13,863
HRA - Schemes					
Capital Programme Excl. New Build (Housing Investment)	23,469	0	0	23,469	16,597
Special Projects & Equipment	63	0	0	63	0
New Build (Housing Development)	25,060	(6,748)	0	18,312	14,652
Digital & Transformation	494	0	0	494	188
Total HRA Schemes	49,086	(6,748)	0	42,338	31,437
Total Capital Programme	75,271	(9,006)	0	66,265	45,300

2022/23 REVISED BUDGET

4.3 Reprofiting

- 4.3.1 Reprofiting of budgets are changes regarding the forecast timing of expenditure from the approved programme, between financial years, with no reported increase or decrease in budget requirement.
- 4.3.2 At quarter three, £9.006Million is to be reprofiled from 2022/23 to future years (of which 87% relate to Housing Development schemes), £2.258Million of General Fund and £6.748Million of Housing Revenue Account (HRA) budgets.
- 4.3.3 There is also a request to reprofile £12.780Million of expenditure (relating to Housing Development schemes) from 2023/24 into future years, £8.559Million General Fund and £4.221Million HRA budgets. Table 2 below analyses the budget reprofiling, with explanations below the table for the significant items relating to 2023/24:

Budget Reprofiting	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000
Hertford Road Play Area (S106 Funded)	(25)	25			
Play Areas Fixed Play	(9)	9			
Green Space Access Infrastructure	(163)	163			
Peartree skate park	(40)	40			
Total Stevenage Direct Services	(237)	237	0	0	0
Kenilworth - private sale	(694)	(8,559)	9,254		
North Road	(294)	294			
Marshgate Wholly Owned Housing Development Company (WOC)	(61)	61			
Total Housing Development	(1,050)	(8,204)	9,254	0	0
EPC remedials	(170)	75	95		
Building condition and Insurance valuation Survey	(126)	126			
MSCP resurface worn stairwell floor	(40)	40			
Multi Storey Car Park - Installation of emergency lighting	(101)	101			
BTC 2019/20 Backlog H&S Works	(28)	28			
BTC Urgent and H&S Works	(66)	66			
Total Finance & Estates	(531)	436	95	0	0
Ridlins Athletics Facility	(10)	10			
SLL Leisure management - end of contract capital provision	(75)	75			
Fire stopping works at SALC	(84)	84			
Lift replacement at SALC	(125)	125			
Replacement bridge at Golf Centre & other bridge works	(80)	80			
Total Communities & Neighbourhoods	(374)	374	0	0	0
Car Park Equipment - Digitalisation	(20)	20			
Coreys Mill Lane - Additional Parking Capacity	(21)	21			
Workplace Travel Plan	(26)	26			

Budget Reprofiting	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000
Total Planning & Regulatory	(66)	66	0	0	0
HRA - New Build Programme - eligible for 1-4-1	(6,748)	(4,221)	20,774	(5,342)	(4,463)
Total HRA New Build (Housing Development)	(6,748)	(4,221)	20,774	(5,342)	(4,463)
TOTAL Budget Reprofiting	(9,006)	(11,312)	30,123	(5,342)	(4,463)

4.3.4 Kenilworth - private sale – The Kenilworth Private Sale spend has been profiled to reflect the anticipated and forecast Phase 2 timings. This aspect of the scheme is unable to progress until Phase 1 has completed as it requires the rehousing of residents presently residing in Walpole Court (located on phase 2 land). Phase 1 is forecast for completion in Winter 2023. Budgets for Phase 2 have remained unchanged whilst the final timings for the scheme are reviewed and confirmed and so these have now been slipped to later years whilst that process is concluded and accounting for the delays to scheme progress brought on by the pandemic and resultant disruption to the building industry supply chains.

4.3.5 HRA - New Build Programme – the change across the years has been adjusted to reflect the upcoming in year opportunities within the programme as sites have progressed through Planning. The new spend profile represents the current estimate based on when schemes are anticipated to achieve Planning and have a meaningful start on site. The spend also includes a profiled capacity for funding spend, subject to future Executive and Planning decisions, for the schemes at Burwell Phase 2 and Brent Court Garages.

2022/23 Forecast and Expected Outcomes

4.4 Actuals

4.4.1 The actual spend as at 31 January 2023 was £45.3Million. This represents 68% of the revised budget for 2022/23. Based on trends, we are ahead in comparison to previous years. In both 2020/21 and 2021/22 we had spent 55% of the total spend for the year by 31 January.

4.5 Capital Financing

4.5.1 Table 3 sets out the current financing position for the 2022/23 to 2026/27 Capital Programme.

TABLE 3 Revised financing of the capital programme:

Capital Programme Financing	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£'000	£'000	£'000	£'000	£'000	£'000
External Sources- Grants & Contribution	11,513	10,523	18,209	7,400		47,645
SBC Resources-Reserves & Capital Receipts	7,533	9,933	3,305	281	5	21,058
Borrowing	4,881	6,471	6,191			17,543
Total General Fund	23,927	26,927	27,705	7,681	5	86,245

Capital Programme Financing	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£'000	£'000	£'000	£'000	£'000	£'000
External Sources- Grants & Contribution	8,367	2,488	1,925	0		12,780
SBC Resources-Reserves & Capital Receipts	28,323	36,650	43,469	29,570	19,204	157,216
Borrowing	5,648	19,061	9,186			33,895
Total HRA	42,338	58,199	54,580	29,570	19,204	203,891
Total Programme	66,265	85,126	82,285	37,251	19,209	290,136

4.6 Capital Receipts

4.6.1 General Fund capital receipts – there is an increased forecast of £127K over 2022-2024. This is due to revisions to the forecast garage disposals. The changes to the forecast can be seen in table 4 below.

TABLE 4 General Fund Capital Receipts Forecast

General Capital Receipts	2022/23	2023/24
	£'000	£'000
Forecast (Final Capital Strategy)	£3,507	£3,888
Changes:		
New sales reported	76	55
Sites unlikely to proceed 22/23	(240)	240
Sales unlikely to proceed		
Pre-sale costs variation	8	(12)
Difference between forecast and revised	(156)	283
REVISED RECEIPT	3,351	4,171

4.6.2 Assuming these receipts come in as currently forecast, along with the slippage identified on schemes being funded by receipts, this improves the closing balance of general receipts forecast for 2023/24 from £351K to £1.586Million.

TABLE 5 General Fund Capital Receipts Forecast

General Capital Receipts	2022/23	2023/24	2022/23	2023/24
	Final Capital Strategy	Final Capital Strategy	Forecast Q3	Forecast Q3
	£'000	£'000	£'000	£'000
Opening balance	(3,839)	(688)	(3,839)	(1,809)
In Year Receipts	(3,507)	(3,888)	(3,351)	(4,171)
Used in Year	6,658	4,225	5,381	4,394
Closing balance	(688)	(351)	(1,809)	(1,586)

- 4.6.3 Locality Review Site Disposals – the forecast was reduced by £4K in the Final Capital Strategy report with the total forecast receipt of £3.2Million in 2023/24. There is currently no revised schedule of forecasts but some receipts are anticipated to slip further. Regular monitoring of the forecast receipts will take place in 2023/24.

5. IMPLICATIONS

5.1 Financial Implications

- 5.1.1 Financial implications are implicit in the report.

5.2 Legal Implications

- 5.2.1 The Council has a statutory duty to arrange for the proper administration of its financial affairs and a fiduciary duty to taxpayers with regards to its use of and accounting for public monies. This report assists in the discharge of those duties..

5.3 Equality and Diversity Implications

- 5.3.1 None specifically in relation to this report.

5.4 Risk Implications

- 5.4.1 Inflationary increases, particularly construction related are forecast to impact a number of the building programmes. Increasing cost of construction is being widely reported at every level, with materials and labour all increasing in price. The demand for construction materials is increasing as governments across the world try to revive and stimulate growth following Covid19 and the war in Ukraine. The supply of skilled construction labour is being impacted by both Covid and Brexit related challenges.

- 5.4.2 Supply chain delays are also being reported, with a potential impact on delivery timetables.

- 5.4.3 Work is underway to understand the impact on the delivery timelines and cost of, affected programmes. Updates will be provided as part of the Quarter 3 monitoring report. Where evidence indicates that a current year programme will cost more to deliver, options including the removal or reduction of existing approved programmes will be investigated.

5.5 Climate Change Implications

- 5.5.1 The Council's buildings across the town do not meet the climate change agenda in terms of energy efficiency or divestment of use of fossil fuels and in their current condition they would undermine the Council's attempt to be carbon zero by 2030.

- 5.5.2 However, there is an opportunity with the local asset review agenda to have design principles built into renewed assets in terms of energy efficiency and sustainable energy sources. This should be a core principle of any future designs arising from the local asset reviews. There would be a further benefit of reduced energy costs.

BACKGROUND DOCUMENTS

- BD1 Final Capital Strategy report (Executive and Council, February 2023)
- BD 2 Final Housing Revenue Account Rent Setting & Budget report 2023/24 (January 2023 Executive)
- BD 3 Medium Term Financial Strategy: Housing Revenue Account – Business Plan Review (including 1st and 2nd Quarter HRA Revenue Budget Monitoring 2022/23) (November 2022 Executive)
- BD 4 HRA Business Plan 2022 update (December 2022 Executive)
- BD5 Regeneration Programme Update and SG1 programme implementation (December 2022 Executive)

Appendices

- A. - General Fund Capital Strategy
- B. - HRA Capital Strategy

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APPENDIX A - GENERAL FUND CAPITAL STRATEGY

Cost Centre	Scheme	2022/2023				2023/2024			2024/2025	2025/2026	2026/2027
		Febuary Final Revised Budget	Actuals 31/1/2023	Q3 Revised Budget	Variance Final v Q3	Febuary Final Revised Budget	Q3 Revised Budget	Variance Final v Q3	Q3 Revised Budget	Q3 Revised Budget	Q3 Revised Budget
		£	£	£	£	£	£	£	£	£	£
	General Fund - Schemes										
	Stevenage Direct Services	3,612,024	2,495,153	3,308,522	(303,502)	6,023,803	6,253,926	230,123	1,321,000	261,000	0
	Housing Development	2,425,480	748,265	1,375,874	(1,049,606)	13,045,819	4,841,616	(8,204,203)	15,325,177	0	0
	Finance and Estates	2,860,761	1,045,015	2,261,606	(599,154)	1,002,726	1,438,952	436,226	184,765	0	0
	Digital & Transformation	417,834	128,601	417,834	0	421,627	421,627	0	104,220	0	0
	Regeneration	14,609,648	9,106,532	14,609,648	0	11,229,750	11,229,750	0	10,150,000	7,400,000	0
	Communities and Neighbourhoods	924,422	177,738	540,422	(384,000)	1,632,500	2,006,500	374,000	55,000	20,000	5,000
	Planning and Regulatory	275,285	159,511	209,036	(66,249)	461,244	406,249	(54,995)	290,000	0	0
	Deferred Works Reserve	1,059,485	0	1,204,027	144,542	200,000	328,244	128,244	275,000	0	0
	Total Schemes	26,184,938	13,860,817	23,926,969	(2,257,969)	34,017,469	26,926,864	(7,090,605)	27,705,162	7,681,000	5,000
	General Fund -Resources										
BG902	Capital Receipts	6,303,589		5,026,513	(1,277,076)	3,080,123	4,110,720	1,030,598	2,425,851	281,000	5,000
BG905	Ringfenced regeneration receipts	1,192,020		1,192,020	0	1,829,750	1,829,750	0	500,000		
	SG1 Receipts	278,887		278,887	0	0	0	0	0		
BG911	Locality Review receipts	0		0	0	3,206,000	3,206,000	0	0		
BG461	Towns Fund	10,988,259		10,988,259	0	9,400,000	9,400,000	0	9,150,000	7,400,000	0
BG461	Other Grants and other contributions	423,921		423,921	0	9,584,355	1,025,000	(8,559,355)	8,559,355		
BG862	S106's	0		0	0	0	0	0	0		
BG937	Community Infrastructure Levy (CIL)				0	97,500	97,500	0			
BG904	LEP	100,482		100,482	0	0	0	0	500,000		
	RCCO	0		0	0	0	0	0	0		
	Revenue Reserves	15,244		14,929	(315)	111,200	111,200	0	0		
BG903	Capital Reserve (Housing Receipts)	804,451		766,451	(38,000)	375,280	413,280	38,000	379,034		0
BG916	Capital Reserve (Revenue Savings)	44,354		24,354	(20,000)	0	20,000	20,000	0		
BG920	New Homes Bonus CNM	230,053		230,053	0	242,541	242,541	0	0		
	Prudential Borrowing Approved	4,658,679		4,597,429	(61,250)	6,090,720	6,151,970	61,250	3,000,000	0	0
	Short Term borrowing and funded from priv	1,145,000		283,673	(861,327)	0	318,902	318,902	3,190,922	0	0
	Funding Gap	0		0	0	0	0	0	0	0	0
	Total Resources (General Fund)	26,184,938		23,926,969	(2,257,969)	34,017,469	26,926,864	(7,090,605)	27,705,162	7,681,000	5,000
		0		0	0	0	0	0	0	0	0

APPENDIX A - GENERAL FUND CAPITAL STRATEGY

Cost Centre	Scheme	2022/2023				2023/2024			2024/2025	2025/2026	2026/2027
		Febuary Final Revised Budget	Actuals 31/1/2023	Q3 Revised Budget	Variance Final v Q3	Febuary Final Revised Budget	Q3 Revised Budget	Variance Final v Q3	Q3 Revised Budget	Q3 Revised Budget	Q3 Revised Budget
		£	£	£	£	£	£	£	£	£	£
BG902	General Funds Receipts										
	Unallocated B/fwd	(3,839,065)		(3,839,065)	0	(687,872)	(1,809,305)	(1,121,433)	(1,585,824)	(9,013,570)	(5,541,648)
	In Year Receipts	(3,506,880)		(3,351,236)	155,644	(3,888,000)	(4,170,912)	(282,912)	(10,172,500)		
	Used in Year	6,303,589		5,026,513	(1,277,076)	3,080,123	4,110,720	1,030,598	2,425,851	281,000	5,000
	Receipts Used to Repay ST Borrowing	354,484		354,484	0	1,145,000	283,673	(861,327)	318,902	3,190,922	0
	General Fund Receipts Unallocated C/fwd	(687,872)		(1,809,305)	(1,121,433)	(350,750)	(1,585,824)	(1,235,074)	(9,013,570)	(5,541,648)	(5,536,648)
BG911	Locality Review receipts										
	Unallocated B/fwd	0		0	0	0	0	0	(0)	(0)	(0)
	In Year Receipts	0		0	0	(3,206,000)	(3,206,000)	0	0	0	0
	Used in Year	0		0	0	3,206,000	3,206,000	0	0	0	0
	Receipts Unallocated C/fwd	0		0	0	(0)	(0)	0	(0)	(0)	(0)
BG905	Ringfenced regeneration receipts										
	Unallocated B/fwd	(4,461,626)		(4,461,626)	0	(3,269,606)	(3,269,606)	0	(1,439,856)	(939,856)	(939,856)
	In Year Receipts				0			0			
	Used in Year	1,192,020		1,192,020	0	1,829,750	1,829,750	0	500,000	0	0
	Reserve Unallocated C/fwd	(3,269,606)		(3,269,606)	0	(1,439,856)	(1,439,856)	0	(939,856)	(939,856)	(939,856)
	SG1 Receipts										
	Unallocated B/fwd	198,139		198,139	0	477,026	477,026	0	477,026	477,026	477,026
	In Year Receipts				0			0			
	Used in Year	278,887		278,887	0	0	0	0	0	0	0
	Reserve Unallocated C/fwd	477,026		477,026	0	477,026	477,026	0	477,026	477,026	477,026
BG903 & BG916	Capital Reserve										
	Unallocated B/fwd	(477,240)		(477,240)	0	(0)	(58,000)	(58,000)	(1)	(0)	(382,824)
	In Year Resource	(371,565)		(371,565)	0	(375,280)	(375,280)	0	(379,033)	(382,824)	(386,652)
	Used in Year	848,804		790,804	(58,000)	375,280	433,280	58,000	379,034	0	0
	Capital Reserve Unallocated C/fwd	(0)		(58,000)	(58,000)	(1)	(1)	0	(0)	(382,824)	(769,476)

APPENDIX A - GENERAL FUND CAPITAL STRATEGY

Cost Centre	Scheme	2022/2023				2023/2024			2024/2025	2025/2026	2026/2027
		Febuary Final Revised Budget	Actuals 31/1/2023	Q3 Revised Budget	Variance Final v Q3	Febuary Final Revised Budget	Q3 Revised Budget	Variance Final v Q3	Q3 Revised Budget	Q3 Revised Budget	Q3 Revised Budget
		£	£	£	£	£	£	£	£	£	£
	Stevenage Direct Services										
	Parks & Open Spaces										
KC218	Hertford Road Play Area (S106 Funded)	25,000			(25,000)	0	25,000	25,000	0	0	
KE911	Play Area Improvement Programme	233,000	234,009	233,000	0	556,339	556,339	0	0	0	
KE097	Litter bins	4,369	4,350	4,369	0	0	0	0	0	0	
KE329	Play Areas Fixed Play	9,473		0	(9,473)	0	9,473	9,473	0	0	
KE494	Green Space Access Infrastructure	203,650	804	41,000	(162,650)	0	162,650	162,650	128,000	128,000	
KE916	Peartree skate park	40,000		0	(40,000)	0	40,000	40,000	0	0	
	Other				0						
KG002	Garages	2,253,830	1,896,266	2,253,830	0	3,402,979	3,402,979	0	0	0	
KS263	Waste and Recycling System	42,811	12,800	42,811	0	0	0	0	0	0	
KE520	Welfare improvements at out based hubs	0		0	0	10,000	10,000	0	0	0	
KE914	FVP Dam Works	35,008	29,392	35,008	0	0	0	0	0	0	
KE542	Flat block waste management infrastructure	30,000	42	30,000	0	0	0	0	0	0	
KE543	Shrub bed programme	55,000		55,000	0	133,000	133,000	0	133,000	133,000	
KE544	Review of Biodiversity Action Plan	12,000		12,000	0	0	0	0	0	0	
KE545	Cemeteries System	50,000	34,799	50,000	0	0	0	0	0	0	
	Vehicles,Plant,Equipment				0						
KE497	Trade Waste Containers	0		0	0	20,000	20,000	0	0	0	
Various	Vehicle/Plant replacement Programme - see Appendix A1	617,882	282,692	551,503	(66,379)	1,074,785	1,074,785	0	1,060,000	0	
New Growth	Memorial Tree for Weston Road Cemetery			0		23,200	23,200	0			
New Growth	Improvement works to Hampson Park depot			0		40,000	40,000	0			
New Growth	Additional Headstone Plinths - Weston Road Cemetery			0		16,000	16,000	0			
New Growth	Various			0		747,500	740,500	(7,000)		0	
	Total Stevenage Direct Services	3,612,024	2,495,153	3,308,522	(303,502)	6,023,803	6,253,926	230,123	1,321,000	261,000	
	Housing Development Scheme (Joint GF/HRA)										
KG032	Building Conversion New Homes		(11,315)	0		0	0				
KG034	Kenilworth - Retail	28,530		28,530	0	0	0	0	0	0	
KG035	Kenilworth - Community Centre	162,218		162,218	0	486,464	486,464	0	574,900	0	
KG036	Kenilworth - private sale (Malvern Close & B	1,120,000		425,546	(694,454)	9,559,355	1,000,000	(8,559,355)	14,750,277	0	
KG037	North Road	293,902		0	(293,902)	0	293,902	293,902	0	0	
Various	Housing Development Schemes (Joint GF/H	1,604,650	0	616,294	(988,356)	10,045,819	1,780,366	(8,265,453)	15,325,177	0	
KG038	Marshgate Wholly Owned Housing Development Company (WOC)	820,830	759,580	759,580	(61,250)	3,000,000	3,061,250	61,250	0	0	
	Total Housing Development (including gran	2,425,480	748,265	1,375,874	(1,049,606)	13,045,819	4,841,616	(8,204,203)	15,325,177	0	

APPENDIX A - GENERAL FUND CAPITAL STRATEGY



Cost Centre	Scheme	2022/2023				2023/2024			2024/2025	2025/2026	2026/2027
		Febuary Final Revised Budget	Actuals 31/1/2023	Q3 Revised Budget	Variance Final v Q3	Febuary Final Revised Budget	Q3 Revised Budget	Variance Final v Q3	Q3 Revised Budget	Q3 Revised Budget	Q3 Revised Budget
		£	£	£	£	£	£	£	£	£	£
	Finance & Estates										
	Estates										
KS278	New Management Software	66,075		66,075	0	0	0	0	0	0	0
KR916	Commercial Properties Refurbishment (MRC Programme)	439,074	12	439,074	0	0	0	0	0	0	0
KR150	Works to improve vacant premises prior to re-letting	50,267	5,447	31,642	(18,626)	15,000	15,000	0	15,000	0	0
KR155	EPC Surveys	25,000	8,188	25,000	0	89,619	89,619	0	0	0	0
KR156	EPC remedials	219,765	163	50,000	(169,765)	0	75,000	75,000	94,765	0	0
KR157	Building condition and Insurance valuation Survey	148,341	2,540	22,251	(126,090)	0	126,090	126,090	0	0	0
	Play Centres										
KC904	Play Centres General		1,962	0	0	0	0	0	0	0	0
	Community Centres										
KE529	Community Centres Urgent and H&S Works	46,659	885	46,659	0	0	0	0	0	0	0
KR159	St Nicholas POD removal	2,500	480	0	(2,500)	0	0	0	0	0	0
KE553	Bedwell CC - Replace extract fans and electric heaters	5,000		0	(5,000)	0	0	0	0	0	0
GROWTH	Chells manor - lightning upgrade	0		0	0	10,000	10,000	0	0	0	0
	Neighbourhood Centres										
KE554	Bedwell Neighbourhood centre canopy repair	30,000	2,958	15,000	(15,000)	0	0	0	0	0	0
KE555	8-10 The glebe roof replacement	100,000		75,000	(25,000)	0	0	0	0	0	0
	Park Pavilions										
GROWTH	Peartree pavilion - reroofing	0		0	0	0	0	0	0	0	0
GROWTH	KGV Pavilion Replace electric heating and lighting	0		0	0	0	0	0	0	0	0
GROWTH	KGV reroofing and gutter replacement	0		0	0	0	0	0	0	0	0
	Depots										
KE526	Cavendish Fire Protection works formerly know as Depots: Urgent and H&S Works	702,170	544,282	702,170	0	0	0	0	0	0	0
KE540	Cavendish Road Fire protection works	0		0	0	0	0	0	0	0	0
KE527	Depots: Planned Preventative Works (reroof)	0	8,330	26,111	26,111	265,107	265,107	0	0	0	0
KR160	Cavendish depot - IT server room - gas suppression air permeability prevention works	60,649	1,235	17,500	(43,149)	0	0	0	0	0	0
KR161	Cavendish Depot IT/CCTV gas suppression	6,800	2,518	6,800	0	0	0	0	0	0	0

APPENDIX A - GENERAL FUND CAPITAL STRATEGY

Cost Centre	Scheme	2022/2023				2023/2024			2024/2025	2025/2026	2026/2027
		Febuary Final Revised Budget	Actuals 31/1/2023	Q3 Revised Budget	Variance Final v Q3	Febuary Final Revised Budget	Q3 Revised Budget	Variance Final v Q3	Q3 Revised Budget	Q3 Revised Budget	Q3 Revised Budget
		£	£	£	£	£	£	£	£	£	£
	Estates cont.				0	0	0	0			
	Other										
KE558	MSCP resurface worn stairwell floor	40,000		0	(40,000)	40,000	80,000	40,000	0	0	
KE536	Multi Storey Car Park - Installation of emergency lighting	121,419	12,691	20,000	(101,419)	75,000	176,419	101,419	75,000	0	
KR158	Town Plaza	3,084	17,953	18,084	15,000	0	0	0	0	0	
KR162	Fairlands valley farmhouse roofing works	45,000	2,474	45,000	0	0	0	0	0	0	
KE559	MSCP / Indoor Market guttering	0		0	0	30,000	30,000	0	0	0	
	Council Offices										
KR141	Corporate Buildings - H&S		6,883	0	0	0	0	0	0	0	
KR151	Daneshill: Urgent and H&S Works	49,886	15,131	49,886	0	65,000	65,000	0	0	0	
	Operational Buildings										
KR152	BTC 2019/20 Backlog H&S Works	27,934		0	(27,934)	0	27,934	27,934	0	0	
KR153	BTC Urgent and H&S Works	65,783		0	(65,783)	0	65,783	65,783	0	0	
KR154	BTC Planned Preventative Works	605,354	410,882	605,354	0	0	0	0	0	0	
GROWTH	doors, Lighting and control upgrade and			0	0	195,000	195,000	0	0	0	
New Growth	Various			0	0	218,000	218,000	0	0	0	
	Total Finance & Estates	2,860,761	1,045,015	2,261,606	(599,154)	1,002,726	1,438,952	436,226	184,765	0	
	Corporate Projects, Customer Services & Technology										
	IT General										
KS268	Infrastructure Investment	300,000	126,007	300,000	0	336,627	336,627	0	104,220	0	
KS318	Core ICT Equipment for Additional Staff	75,000		75,000	0	65,000	65,000	0	0	0	
KS319	2012 Migration Servers	6,130		6,130	0	20,000	20,000	0	0	0	
	Total IT General	381,130	126,007	381,130	0	421,627	421,627	0	104,220	0	
	Connected to Our Customer (CTOC)										
KS271	Corporate Website - Redesign	0		0	0	0	0	0	0	0	
KS274	New CRM Technology	36,704	2,595	36,704	0	0	0	0	0	0	
	Total CTOC	36,704	2,595	36,704	0	0	0	0	0	0	
	Total Corporate Projects, Customer Services & Technology	417,834	128,601	417,834	0	421,627	421,627	0	104,220	0	

APPENDIX A - GENERAL FUND CAPITAL STRATEGY



Cost Centre	Scheme	2022/2023				2023/2024			2024/2025	2025/2026	2026/2027
		Febuary Final Revised Budget	Actuals 31/1/2023	Q3 Revised Budget	Variance Final v Q3	Febuary Final Revised Budget	Q3 Revised Budget	Variance Final v Q3	Q3 Revised Budget	Q3 Revised Budget	Q3 Revised Budget
		£	£	£	£	£	£	£	£	£	£
	Regeneration										
KE505	Demolition of Towers Garages and other sit	278,887	185,382	278,887	0	0	0	0	0	0	0
KE466	Bus Interchange (GD3)	0	119,938	0	0	0	0	0	0	0	0
KE533	Multi Storey Car Park (GD3) 'Sustainable Tra	0	34,085	0	0	0	0	0	0	0	0
KE506	Public Sector Hub	50,000	42,517	50,000	0	1,829,750	1,829,750	0	0	0	0
KE541	Railway Station Multi-Storey Car Park	9,257,580	7,659,365	9,257,580	0	0	0	0	0	0	0
	Repay LEP Loan								1,000,000		
Various	Towns Fund	5,023,181		5,023,181	0	9,400,000	9,400,000	0	9,150,000	7,400,000	
	Total Regeneration	14,609,648	9,106,532	14,609,648	0	11,229,750	11,229,750	0	10,150,000	7,400,000	
	Community & Neighbourhoods										
KC202	Fairlands Valley Park - Aqua	11,360	5,540	11,360	0	0	0	0	0	0	0
KC224	Leisure Stock Condition	0		0	0	0	0	0	0	0	0
KC230	Pin Green Play Centre Equipment	0		0	0	0	0	0	0	0	0
KE224	CCTV - Replacement Cameras (Community n	5,000	10,049	5,000	0	5,000	5,000	0	5,000	0	0
KE507	Cycleways Installations (subject to £100k	10,000		10,000	0	0	0	0	0	0	0
KC232	SALC and the Swim Centre Urgent and H&S	249,256	117,484	249,256	0	45,000	45,000	0	0	0	0
KC231	Works										
KC231	SALC, Swim Centre, and Fairlands Valley	19,950	88	19,950	0	0	0	0	0	0	0
KC233	Stevenage Arts & Leisure Water leak - Reroofing	28,856	9,826	28,856	0	0	0	0	0	0	0
KC242	SLL Leisure management - end of contract d	150,000		75,000	(75,000)	0	75,000	75,000	0	0	0
KC236	Ridlins Athletics	0		0	0	0	0	0	0	0	0
KE917	Ridlins Athletics Facility	0		0	0	0	0	0	0	0	0
KC237	Fire stopping works at SALC	100,000	8,131	16,000	(84,000)	0	84,000	84,000	0	0	0
KC238	Lift replacement at SALC	140,000	535	15,000	(125,000)	0	125,000	125,000	0	0	0
KC239	Replacement bridge at Golf Centre & other bridge works	90,000		0	(90,000)	0	80,000	80,000	0	0	0
KC240	Replacement Camera programme	25,000	26,085	25,000	0	35,000	35,000	0	40,000	10,000	
KC241	ASB team mobile camera	0		0	0	0	0	0	5,000	5,000	
KC236	Ridlins Athletics	85,000		85,000	0	0	0	0	0	0	0
KE917	Ridlins Athletics Facility	10,000		0	(10,000)	0	10,000	10,000	0	0	0
New Growth	New Leisure Contract			0	0	1,200,000	1,200,000	0			
New Growth	Various			0	0	250,000	250,000	0	5,000	5,000	5,000
	Community Infrastructure Projects					97,500	97,500	0			
	Total Community & Neighbourhoods	924,422	177,738	540,422	(384,000)	1,632,500	2,006,500	374,000	55,000	20,000	5,000

APPENDIX A - GENERAL FUND CAPITAL STRATEGY



Cost Centre	Scheme	2022/2023				2023/2024			2024/2025	2025/2026	2026/2027
		Febuary Final Revised Budget	Actuals 31/1/2023	Q3 Revised Budget	Variance Final v Q3	Febuary Final Revised Budget	Q3 Revised Budget	Variance Final v Q3	Q3 Revised Budget	Q3 Revised Budget	Q3 Revised Budget
		£	£	£	£	£	£	£	£	£	£
	Planning & Regulatory										
KE119	Off Street Car Parks (Multi Storey Car Parks)	125,000	101,072	125,000	0	346,244	225,000	(121,244)	175,000	0	
KE530	Car Park Equipment - Digitalisation	20,000		0	(20,000)	0	20,000	20,000	0	0	
KE516	Town Centre Ramps Improvements			0	0	0	0	0	0	0	
KE201	Hard standings	42,607	22,223	42,607	0	25,000	25,000	0	25,000	0	
KE100	Residential Parking	21,846	21,544	21,846	0	0	0	0	0	0	
KE217	Parking Restrictions	16,183	10,978	16,183	0	15,000	15,000	0	15,000	0	
KE444	Coreys Mill Lane - Additional Parking Capacity	22,130	1,576	1,400	(20,730)	0	20,730	20,730	0	0	
KE531	Workplace Travel Plan	27,519	2,117	2,000	(25,519)	15,000	40,519	25,519	15,000	0	
GROWTH	Cashless on street parking transition	0		0	0	60,000	60,000	0	60,000	0	
	Total Planning & Regulatory	275,285	159,511	209,036	(66,249)	461,244	406,249	(54,995)	290,000	0	
KR911	Deferred Works Reserve	1,059,485		1,204,027	144,542	200,000	328,244	128,244	275,000	0	

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APPENDIX B - HOUSING CAPITAL STRATEGY



Cost Centre	Scheme	2022/2023				2023/2024			2024/2025	2025/2026	2026/2027
		Actuals 31/01/2023 £	Febuary Final Revised Budget £	Q3 Revised Budget £	Variance Final v Q3 Budget £	Febuary Final Revised Budget £	Q3 Revised Budget £	Variance Final v Q3 Budget £	Q3 Revised Budget £	Q3 Revised Budget £	Q3 Revised Budget £
	SUMMARY										
	Capital Programme Excl New Build (Housing Investment)	16,596,595	23,468,959	23,468,959		25,442,385	25,442,385		20,070,405	21,429,000	18,063,000
	Special Projects & Equipment		63,462	63,462		25,000	25,000		25,000	1,141,000	1,141,000
	New Build (Housing Development)	14,651,811	25,059,758	18,311,581	(6,748,177)	36,706,359	32,485,135	(4,221,224)	34,433,360	7,000,000	
	Digital & Transformation	188,448	494,153	494,153		246,364	246,364		51,330		
	TOTAL HRA CAPITAL PROGRAMME	31,436,854	49,086,333	42,338,155	(6,748,177)	62,420,108	58,198,884	(4,221,224)	54,580,095	29,570,000	19,204,000
	HRA USE OF RESOURCES										
BH930	MRR (Self Financing Depreciation)		17,983,385	17,983,385	0	20,755,150	20,755,149	(1)	24,088,146	14,808,088	10,215,530
BH902	New Build Land Receipts		5,713,163	4,771,716	(941,447)	1,420,000	2,361,447	941,447	1,766,545	2,100,000	4,373,000
BH901	(RTB) new Build provision		5,126,827	2,427,556	(2,699,271)	11,579,151	12,319,950	740,799	6,175,258	2,800,000	
BH903	Debt Provision Receipts		936,391	936,391		975,881	975,881		1,058,398	1,102,000	
BH906	Section 20 Contribution		500,000	500,000		1,129,846	1,129,846		567,636		
	Borrowing		8,755,659	5,648,199	(3,107,460)	24,964,256	19,060,787	(5,903,469)	9,185,681		
	S106		735,565	735,565							
BH906	Developer Contributions (Kenilworth)		4,728,545	4,728,545							
	Revenue Contribution to Capital		2,203,760	2,203,760		238,070	238,070		10,380,676	8,759,912	4,615,470
	S20 Leaseholder Conts.										
BH905	Grant		2,403,038	2,403,038		1,357,755	1,357,755		1,357,755		
	TOTAL HRA RESOURCES FOR CAPITAL		49,086,333	42,338,155	(6,748,177)	62,420,108	58,198,884	(4,221,224)	54,580,095	29,570,000	19,204,000
	Major Repair Reserve Bought Forward (BH930)		(22,810,085)	(22,810,085)		(16,727,120)	(16,727,120)	0	(9,780,059)	(0)	0
	Depreciation (increasing MRR)		(11,900,420)	(11,900,420)		(13,808,088)	(13,808,088)		(14,308,088)	(14,808,088)	(15,308,088)
	MRR Used (decreasing MRR)		17,983,385	17,983,385	0	20,755,150	20,755,149	(1)	24,088,146	14,808,088	10,215,530
	Major Repair Reserve Carried Forward		(16,727,120)	(16,727,120)	0	(9,780,058)	(9,780,059)	(1)	(0)	0	(5,092,558)
	Total RTB Receipts Bought Forward		(10,383,947)	(10,383,947)		(10,863,706)	(14,504,423)	(3,640,718)	(3,725,016)	(0)	496,949
	Total RTB Receipts Received		(12,256,139)	(12,256,139)		(4,877,871)	(4,877,871)		(5,275,185)	(5,505,050)	(5,743,244)
	Receipts used for GF Registered Providers										
	Repayment of One for One Receipts & Interest										
	Debt Provision Receipts Used for Provision of Interest on Repaid One for One Receipts										
	Total RTB Receipts Used HRA		11,776,381	8,135,663	(3,640,718)	13,975,032	15,657,278	1,682,246	9,000,201	6,002,000	4,373,000
	Total RTB Receipts Carried Forward		(10,863,706)	(14,504,423)	(3,640,718)	(1,766,545)	(3,725,017)	(1,958,471)	(0)	496,949	(873,295)

APPENDIX B - HOUSING CAPITAL STRATEGY



Cost Centre	Scheme	2022/2023				2023/2024			2024/2025	2025/2026	2026/2027
		Actuals 31/01/2023	Febuary Final Revised Budget	Q3 Revised Budget	Variance Final v Q3 Budget	Febuary Final Revised Budget	Q3 Revised Budget	Variance Final v Q3 Budget	Q3 Revised Budget	Q3 Revised Budget	Q3 Revised Budget
		£	£	£	£	£	£	£	£	£	£
	CAPITAL PROGRAMME EXCL. NEW BUILD										
	Planned Investment including Decent Homes										
	Decent Homes - Redecs	40									
KH157	Decent Homes - Internal/External Works	2,447,959	2,995,060	2,995,060		3,969,000	3,969,000		6,750,000		
Various	Decent Homes External Works										
Various	Insulation Measures										
KH299	Decent Homes - Roofing										
Various	Decent Homes - Flat Blocks	6,494,598	10,150,000	10,150,000		9,200,000	9,200,000		2,000,000		
Various	Communal Heating	1,919,088	1,700,000	1,700,000							
KH205	Lift Installation - Inspection & Remedial Works	397,803	750,000	750,000							
KH092	Temporary Lift Provision - Flat Blocks										
KH287	Sprinkler Systems - Flat Blocks	1,044,658	727,955	727,955							
KH291	High Rises - Preliminary Works	42,115	44,098	44,098							
KH294	High Rises - Improvement Works	39,428	150,000	150,000		1,750,000	1,750,000		1,750,000		
KH321	New Schemes to be created								215,260		
Future Year											
	Health & Safety										
	Fire Safety	570,341	1,062,772	1,062,772					500,000		
KH085	Additional fire stopping works	21,329				1,002,420	1,002,420		959,620		
KH317	Asbestos Management	227,253	300,000	300,000		300,000	300,000		300,000		
KH112	Subsidence	157,779	135,903	135,903		100,000	100,000		100,000		
KH114	Contingent Major Repairs	436,892	467,306	467,306		365,440	365,440		500,000		
KH144	Building safety					2,715,000	2,715,000		980,000	980,000	980,000
GROWTH											
	Estate & Communal Area										
	Asset Review - Challenging Assets	437,242	852,691	852,691		857,770	857,770		857,770		
KH223	Asset Review - Sheltered (non RED)	222,638									
KH224											
	Other HRA Schemes										
	Stock condition Surveys	3,454	110,000	110,000		60,000	60,000		80,000	60,000	60,000
KH318	Energy Efficiency Pilot Projects	1,432,768	587,853	587,853		20,000	20,000		420,000		
KH174	Disabled Adaptations	611,706	585,320	585,320		650,000	650,000		650,000		
KH094	Increased Aids & Adaptations budget					350,000	350,000		350,000	350,000	350,000
GROWTH	Decarbonisation	80,083	2,550,000	2,550,000		2,600,000	2,600,000		2,300,000	2,300,000	2,300,000
KH319	Decarbonisation - Grant	9,421	300,000	300,000							
KH320	CCTV					1,310,940	1,310,940		1,310,940		
GROWTH	Digitalisation					145,000	145,000				
GROWTH	Digitalisation					46,815	46,815		46,815		
GROWTH	New Business Plan expenditure									17,739,000	14,373,000
	TOTAL CAPITAL PROGRAMME EXCL. NEW BUILD	16,596,595	23,468,959	23,468,959		25,442,385	25,442,385		20,070,405	21,429,000	18,063,000

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APPENDIX B - HOUSING CAPITAL STRATEGY



Cost Centre	Scheme	2022/2023				2023/2024			2024/2025	2025/2026	2026/2027
		Actuals 31/01/2023	Febuary Final Revised Budget	Q3 Revised Budget	Variance Final v Q3 Budget	Febuary Final Revised Budget	Q3 Revised Budget	Variance Final v Q3 Budget	Q3 Revised Budget	Q3 Revised Budget	Q3 Revised Budget
		£	£	£	£	£	£	£	£	£	£
	SPECIAL PROJECTS & EQUIPMENT										
	HRA Equipment										
KH015	Capital Equipment (including Supported Housing Equip)		44,160	44,160		25,000	25,000		25,000	1,141,000	1,141,000
KH278	Vans for RVS		19,302	19,302							
	Sub Total Special Projects & Equipment		63,462	63,462		25,000	25,000		25,000	1,141,000	1,141,000
	CAPITAL PROGRAMME NEW BUILD										
	New Build Programme - eligible for 1-4-1	4,880,243	12,817,068	6,068,891	(6,748,177)	35,021,099	30,799,875	(4,221,224)	34,000,000	7,000,000	
	New Build Programme - ineligible	9,771,568	12,242,690	12,242,690		1,685,260	1,685,260		433,360		
		14,651,811	25,059,758	18,311,581	(6,748,177)	36,706,359	32,485,135	(4,221,224)	34,433,360	7,000,000	
KH233	Open Market Acquisitions (4 units in 20/21)	3,212,256	2,267,813	2,267,813							
KH233	Open Market Acquisitions (4 units in 20/21) (Ineligible 141)		1,000,000	1,000,000		930,790	930,790				
KH241	Ditchmore Lane 6 units (Ineligible 141)	(26,265)									
KH247	Kenilworth Close (105 units) (Ineligible 141)	9,754,204	11,242,690	11,242,690		754,470	754,470		433,360		
KH247	Kenilworth Close 1 for 1 Expenditure (61.8%)		7,848,177	1,100,000	(6,748,177)		6,748,177	6,748,177			
KH280	Symonds Green	731,018	997,680	997,680							
KH279	Shephall Way	(27,670)									
KH282	North Road (Ineligible 141)	40,774									
KH303	Dunn Close (27 units, 21 in main block, supported accommodati	414,888	1,103,398	1,103,398		2,051,698	2,051,698				
	Schemes Under Development			600,000	600,000		22,000,000	22,000,000	34,000,000	7,000,000	
KH072	L.S.S.O. Buy Back	2,855									
	TOTAL CAPITAL PROGRAMME NEW BUILD	14,651,811	25,059,758	18,311,581	(6,748,177)	36,706,359	32,485,135	(4,221,224)	34,433,360	7,000,000	

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APPENDIX B - HOUSING CAPITAL STRATEGY



Cost Centre	Scheme	2022/2023				2023/2024			2024/2025	2025/2026	2026/2027
		Actuals 31/01/2023 £	Febuary Final Revised Budget £	Q3 Revised Budget £	Variance Final v Q3 Budget £	Febuary Final Revised Budget £	Q3 Revised Budget £	Variance Final v Q3 Budget £	Q3 Revised Budget £	Q3 Revised Budget £	Q3 Revised Budget £
	INFORMATION TECHNOLOGY										
	IT General (IT)										
KH268	Infrastructure Investment	27,591	120,000	120,000		154,544	154,544	51,330			
KH315	Core ICT Equipment for Additional Staff		30,000	30,000		30,000	30,000				
KH316	2012 Migration Servers		6,000	6,000		6,870	6,870				
	Total General IT	27,591	156,000	156,000		191,414	191,414	51,330			
	Other HRA										
KH218	ICT Programme (Business Plan)	95,200	66,123	66,123							
	Total Other HRA	95,200	66,123	66,123							
	Connected To Our Customers (CTOC)										
H272	Electronic SMB Reports System	26,631									
KH288	New CRM Technology (Digital Platform)	18,223	70,000	70,000		54,950	54,950				
	Total CTOC	44,854	70,000	70,000		54,950	54,950				
	Housing All Under One Roof programme (HAUOR)										
KH283	Housing Improvements - Northgate online	20,803	71,130	71,130							
KH260	On-Line Housing Application Form - RAPID KZ107		52,000	52,000							
KH286	Housing Document Mgt System (Repairs end to end)		78,900	78,900							
	Total HAUOR	20,803	202,030	202,030							
	TOTAL ICT INCLUDING DIGITAL AGENDA	188,448	494,153	494,153		246,364	246,364	51,330			

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