



## EXECUTIVE

**Date: Wednesday, 11 July 2018**

**Time: 2.00pm,**

**Location: Shimkent Room - Daneshill House, Danestrete**

**Contact: Jackie Cansick - 01438-242216**

Members:      Councillors:      S Taylor (Chair), J Lloyd (Vice-Chair), R Broom, J Gardner,  
R Henry, J Hollywell, R Raynor and J Thomas

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## AGENDA

### **PART 1**

**1. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

**2. MINUTES - EXECUTIVE - 4 APRIL 2018**

To approve as a correct record the Minutes of the meeting of the Executive held on 4 April 2018 for signature by the Chair.

Minutes attached

Page Nos. 5 - 8

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

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

Overview & Scrutiny Committee – 19 March 2018

Environment & Economy Select Committee – 21 March 2018

Community Select Committee – 27 March 2018

Overview & Scrutiny Committee – 5 April 2018

Community Select Committee – 5 June 2018

Minutes attached

Page Nos. 9 - 32

**4. THE FUTURE OF FAIRLANDS VALLEY FARMHOUSE**

To receive a report on the community bid process for the Fairlands Valley Farmhouse (FVF) following its listing as an Asset of Community Value (ACV) and to make recommendations for the future of FVF following evaluation of the two community bids received.

Page Nos. 33 - 44

**5. 4TH QUARTER MONITORING REVENUE REPORT-GENERAL FUND AND HRA 2017/18**

To consider a report that provides an update on the 2017/18 outturn position for 2017/18 including any carry forward requests.

Report & Appendix attached

Page Nos. 45 - 62

**6. 4TH QUARTER MONITORING CAPITAL REPORT - GENERAL FUND AND HRA 2017/18**

To consider a report that provides an update on the 2017/18 outturn position for 2017/18 including any budget slippage requests and to approve the note the funding of the capital programmes.

Report & Appendices attached

Page Nos. 63 - 92

**7. STATEMENT OF COMMUNITY INVOLVEMENT**

To consider a report that seeks approval to public consultation on a draft updated Statement of Community Involvement.

Report & Appendix attached

Page Nos. 93 - 122

**8. ADOPTION OF GENERAL FUND ASSET MANAGEMENT STRATEGY AND ACTION PLAN**

To seek approval to the adoption of the revised new General Fund Asset Management Strategy and Action Plan.

Report & Appendices attached

Page Nos. 123 - 178

**9. 2017/18 ANNUAL REPORT AND PERFORMANCE OVERVIEW**

To consider the content of the Council's draft Annual Report 2017/18, to consider arrangements for final publication and to note the Council's performance across a number of key themes and priorities during 2017/18.

Report & Appendices attached

Page Nos. 179 - 234

**10. URGENT PART 1 BUSINESS**

To consider any Part 1 business accepted by the Chair as urgent.

**11. EXCLUSION OF PUBLIC AND PRESS**

To consider the following motions –

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 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.

**12. PROPERTY INVESTMENT STRATEGY - UPDATE**

To consider the first annual report on the progress of the new Property Investment Strategy which was adopted in May 2017.

Report & Appendix attached

**13. AWARD OF CONTRACT FOR THE REFURBISHMENT AND MAINTENANCE OF LIFTS (2018-2023)**

To consider a Part II report concerning the award of the contract for the refurbishment and maintenance of lifts.

Report & Appendix attached for Members

**14. AWARD OF CONTRACT FOR INSURANCE SERVICES 2018/19**

To consider a Part II report concerning the award of the new insurance contracts for 3 years (with options to extend for 12 months and a further 12 months, 3+1+1).

Report attached for Members

## **15. URGENT PART II BUSINESS**

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

**NOTE:** Links to Part 1 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, 11 July 2018 – <http://www.stevenage.gov.uk/have-your-say/council-meetings/161153/>

Agenda Published 3 July 2018



## STEVENAGE BOROUGH COUNCIL

### EXECUTIVE MINUTES

Date: Wednesday, 4 April 2018

Time: 2.00pm

Place: Shimkent Room - Daneshill House, Danestrete

**Present:** Councillors: S Taylor OBE CC (Chair), J Gardner (Vice-Chair), R Raynor, S Speller and J Thomas.

**Start / End Time:** Start Time: 2.00 p.m.  
End Time: 2.55 p.m.

#### 1. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies for absence were received from Councillors R Henry, J Hollywell and Mrs J Lloyd.

There were no declarations of interest.

#### 2. MINUTES - EXECUTIVE - 13 MARCH 2018

It was **RESOLVED** that the Minutes of the meeting of the Executive held on 13 March 2018 are approved as correct record for signature by the Chair.

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

With reference to the proposals for the Workplan set out in the Minutes of the Community Select Committee the Executive concerned that there were too many studies quoted and that there was insufficient officer resource to ensure to support the Committee. It was suggested that the most three focussed reviews would not be appropriate to undertake a scrutiny at this time. Additionally, SLL's performance had relatively recently been subject to an external review.

Regarding pre-scrutiny, the Executive noted that this should, in the main, relate to matters that were scheduled to come forward to the Executive.

The Leader indicated that she welcomed the additional recommendations for the action plan on Communications detailed in the Minutes of the Overview & Scrutiny Committee, and Members agreed that engagement with young people should be extended beyond the Youth Council.

It was **RESOLVED** that the following Minutes of meetings of the Overview & Scrutiny Committee and Select Committees are noted –

- A. Community Select Committee – 7 March 2018
- B. Overview & Scrutiny Committee – 8 March 2018.

#### 4. **NEW HOMES BONUS**

The Executive considered a report that recommended approval of a range of schemes and initiatives to be funded from the 2018/2019 New Homes Bonus allocation.

It was reported that at the Overview & Scrutiny Committee on 8 March 2018 the Chair had agreed to waive the call-in period regarding the decision on Scheme 4 – Stevenage Cycling Festival.

Members noted that Scheme 7: Participatory Budgets, related to three wards, not two as quoted.

It was **RESOLVED**:

1. That an allocation of £260,600 from the 2018/19 New Homes Bonus allocation be approved for the implementation and delivery of the following schemes -

- Scheme 1- Neighbourhood Wardens £41,600
- Scheme 2 - Stevenage Day £10,000
- Scheme 3 - Acknowledging the end of World War 1 £7,000
- Scheme 4 - Stevenage Cycling Festival incorporating the Tour Series £90,000
- Scheme 5 - Imagine Stevenage, Mobilising our Cultural Offer £40,000
- Scheme 6 - Supporting Town Centre events £10,000
- Scheme 7- Participatory budgets £40,000
- Scheme 8 - Recognising suffragette movement £7,000
- Scheme 9 - Electric Charging points £15,000

2. That Members note the progress made in relation to delivery of the 2017/18 NHB initiatives.

*Reasons for decision: As contained in the report.*

*Other options considered: As contained in the report.*

#### 5. **COMMUNITY SAFETY STRATEGY**

The Executive considered a report for recommendation to Council regarding the 2018-2021 Community Safety Strategy.

Members recorded their thanks to Sarah Pateman and her team for the work undertaken in bringing the Strategy forward.

It was noted that officers were developing links with the British Transport Police

given the increase in rail services stopping at Stevenage.

On the advice of the Borough Solicitor recommendation 2.2 was withdrawn.

It was **RESOLVED** that Council be recommended to approve the 2018-2021 Community Safety Strategy as appended to this report.

*Reasons for decision: As contained in the report.*

*Other options considered: As contained in the report.*

**6. URGENT PART 1 BUSINESS**

None

**7. EXCLUSION OF PUBLIC AND PRESS**

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.

**8. PART II MINUTES - EXECUTIVE - 13 MARCH 2018**

It was **RESOLVED** that the Part II section of the Minutes of the meeting held on 13 March 2018 be approved for signature by the Chair.

**9. URGENT PART II BUSINESS**

None

**CHAIR**

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## STEVENAGE BOROUGH COUNCIL

### OVERVIEW AND SCRUTINY COMMITTEE MINUTES

Date: Monday, 19 March 2018

Time: 6.00 pm

Place: Shimkent Room - Daneshill House, Danestrete

**Present:** Councillors: Lin Martin-Haugh (Chair), Philip Bibby (Vice-Chair), Jim Brown, Howard Burrell, Michael Downing, Alex Farquharson, James Fraser, Michelle Gardner, Liz Harrington, Sarah Mead, Adam Mitchell CC and Robin Parker CC

**Start / End Time:** Start Time: 6.00 pm  
End Time: 8.03 pm

#### 1 **APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

There were no apologies for absence or declarations of interest received by Members.

#### 2 **PART 1 DECISIONS OF THE EXECUTIVE**

The Committee considered a report, which had not been circulated to Members five clear days before the meeting, nor had it been made available for public inspection. The Chair determined however that, given the short time left before the end of the call-in period on 22 March 2018, it could be considered on this occasion.

##### **(i) Minutes of the Executive of 14 February 2018**

##### **(ii) Minutes of the Overview and Scrutiny Committee and Select Committees**

##### **(iii) Hertfordshire Home Improvement Agency (HHIA)**

The Council's Assistant Director of Planning and Regulatory Services introduced the report, which asked the Executive to consider whether the Council should join the Hertfordshire Home Improvement Agency (HHIA).

##### **(iv) Stevenage Cultural Strategy (A 10 Year Strategy for Arts and Heritage)**

The Council's Strategic Director introduced the report, which outlined the finalisation of a Cultural Strategy for the Town and summarised a number of cultural ambitions over the next 10 years in order for Stevenage to become a destination creative town. He advised the Committee that the Strategy had been well received by the Executive and that the recommendations had been agreed accordingly.

**(v) 3rd Quarter Monitoring Report – General Fund and Housing Revenue**

The Committee considered a report, which stated that the Council undertakes a review of all revenue and associated budgets on a quarterly basis and that the report represented the 3rd quarter monitoring report for 2017/18. The report also updated Members on the General Fund and Housing Revenue Account (HRA) projected 2017/18 net expenditure and sought the Council's approval for the revisions to the 2017/18 revenue budgets. In addition, the report sought to update Members on the General Fund and HRA savings and growth items approved for 2017/18; the Council's reserves and balances available to support revenue expenditure and to seek approval for revisions to the allocated reserves and any financial security savings that contributed to the General Fund and Housing Revenue Account savings target.

**(vi) 3rd Quarter Monitoring Capital Programme – General Fund and Housing Revenue Account**

The Committee considered a report, which provided Members with an update on the Council's 2017/18 and 2018/19 Capital Programme and seek approval for the revisions to the General Fund capital programme. The report also updated Members on capital resources available to fund the capital programmes.

It was drawn to the attention of the Committee, a £269k underspend in the 2017/18 General Fund Capital Programme.

**(vii) Draft Community Safety Strategy**

The Council's Leisure Services Manager introduced the report, which outlined the emerging priorities of the SoSafe partnership for the next three years, which was considered by the Responsible Authorities Group (RAG) at its meeting on 5 February 2018.

The Council's Leisure Services Manager also confirmed that the report would be considered by the Executive in April and by the full Council in July 2018.

**(viii) Housing Allocations Policy Review 2018**

The Committee considered a report, which advised Members of the consultation outcomes and subsequent recommendations of the Allocations Policy Review.

**(ix) Retrofitting Fire Suppressant Sprinkler Systems to Residential Tower Blocks – Programme Proposal (See also Part II Report)**

The Council's Fire Safety Surveyor introduced the report, which sought the Executive's approval for the Council to commence a programme of retrofitting Fire Suppressant Sprinkler Systems to all of the Council's seven high rise flat blocks, including two sheltered schemes as these works would provide additional fire safety measures to the Council's residential high rise flat blocks. The budget for these works was not covered in the HRA business plan.

It was noted that the Council had met with representatives from the Department for Communities and Local Government, the outcome of which confirmed that the Council's high rise flat blocks were safe already and the proposals to fit sprinklers were deemed as additional safety measures.

**(x) Corporate Performance for Quarter Three 2017/2018**

The Council's Assistant Director of Corporate Services and Transformation introduced the report, which highlighted the Council's performance across key priorities and themes for quarter three 2017/18.

He advised Members that the Chief Executive had ran through the key highlights with the Executive and, in particular, the regeneration of the town Centre (SG1) and the appointment of MACE as contractor; the reduction in agency staff employed by the Council; the Council's Play Service, which had been listed for a LGC award; Customer Service Centre performance and sickness absence.

The Assistant Director advised Members that the Executive had endorsed how the Council was moving forward in these areas and that where key staff would be leaving the Council resilience was in place to cover this.

It was **RESOLVED** that the decisions on the following Part I items be noted:

- **Minutes of the Executive of 14 February 2018**
- **Minutes of Overview and Scrutiny Committee and Select Committees.**
- **Hertfordshire Home Improvement Agency (HHIA)**
- **Stevenage Cultural Strategy**
- **3rd Quarter Monitoring Report General Fund and Housing Revenue**
- **3rd Quarter Monitoring Capital Programme – General Fund and Housing Revenue Account**
- **Draft Community Safety Strategy 2018-2021**
- **Housing Allocations Policy Review 2018**
- **Retrofitting Fire Suppressant Sprinkler Systems to Residential Tower Blocks – Programme Proposal (See also Part II Report)**
  - **Corporate Performance for Quarter Three 2017/2018**

**3 NEW HOMES BONUS 2018/19**

The Committee considered a report, which sought the Committee's comments on a range of schemes and initiatives to be funded from the 2018/19 New Homes Bonus

Allocation.

A revised chart, which appeared at Paragraph 4.2.1 to the report, was circulated.

It was reported that the report was a follow-up to the New Homes Bonus proposals announced by the Leader of the Council in February 2018. As these formed part of the Budget but had not, to date, been considered by the Overview and Scrutiny Committee, they were before Members this evening in order that the Committee's comments could be reported back to the Executive on 4 April 2018 and thereby allow the projects to commence in April 2018. It was reaffirmed that there would be a further opportunity for the Committee to consider the matter once it had been presented to the Executive.

Nine New Homes Bonus proposals had been identified and announced for implementation as part of the Leader of the Council's Budget Speech at Council on 28 February 2018, as follows:

**Scheme 1 – Neighbourhood Wardens**

**Scheme 2 – Stevenage Day**

**Scheme 3 – Acknowledging the end of World War 1**

**Scheme 4 – Stevenage Cycling Festival incorporating the Tour Series**

**Scheme 5 – Imagine Stevenage – Mobilising our Cultural Offer**

**Scheme 6 – Supporting Town Centre Events**

**Scheme 7 – Participatory Budgets**

**Scheme 8 – Recognising Suffragette Movement**

**Scheme 9 – Electric Charging Points**

Members raised a number of questions in respect of the above, together with Appendix A to the report, which were addressed by officers.

It was **RESOLVED** that the allocation of £260,600 from the 2018/19 New Homes Bonus allocation be approved for the implementation and delivery of the nine schemes listed above as detailed in the report.

#### 4 **OVERVIEW & SCRUTINY COMMITTEE - SCRUTINY WORK PROGRAMME 2018/19**

The Council's Scrutiny Officer introduced the report, which sought the Committee's agreement to the Work Programme for the Select Committee for the Municipal Year 2018/2019 and to consider the issues raised by the Communities and Local Government Parliamentary Select Committee' paper "Effectiveness of Local Authority Overview and Scrutiny Committees."

Members raised points and questions in respect of the following, which were answered by officers.:

1. Receiving papers on time.
2. Opposition Members chairing overview and scrutiny committees
3. Executive appointment of chairs of overview and scrutiny committees



4. Identifying compliant social landlords and how the Council could work with them.
5. The Committee coming to a view on the issues raised in the above paper.

It was **RESOLVED** that the following be added to the Committee's Work Plan for 2018/2019:

1. A Special Meeting of the Committee be convened, to which all Members of the Council were to be invited, on scrutiny and how this worked for the Council and that there be a Scrutiny of the Scrutiny function at SBC
2. The issue of sickness and sickness management be considered at the end of the monitoring period for this year.
3. The Committee contribute to the development of the Council's new Website.
4. In addition to the above, it was noted that the Committee would also undertake programmed policy development work.

5 **URGENT PART 1 DECISIONS AUTHORISED BY THE CHAIR OF OVERVIEW AND SCRUTINY COMMITTEE**

None.

6 **URGENT PART I BUSINESS**

None.

7 **EXCLUSION OF THE 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 1-7 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 items being in Part II, it be determined that maintaining the exemption from disclosure of the information contained therein outweighs the public interest in disclosure.

8 **PART II DECISIONS OF THE EXECUTIVE**

**Financial Implications – Retrofitting Fire Suppressant Sprinkler Systems to Residential Tower Blocks – Programme Proposal Part 2**

It was **RESOLVED** that the Part II decision taken by the Executive at its meeting held on 13 March 2018, be noted.

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

None.

10 **URGENT PART II BUSINESS**

None.

**CHAIR**

## STEVENAGE BOROUGH COUNCIL

### ENVIRONMENT & ECONOMY SELECT COMMITTEE MINUTES

Date: Wednesday, 21 March 2018

Time: 6.00 pm

Place: Shimkent Room - Daneshill House, Danestrete

**Present:** Councillors: M Downing (Chair), M Hurst (Vice-Chair), L Briscoe, J Brown, L Chester, J Fraser, L Harrington, J Lloyd and A McGuinness

**Start / End** Start Time: 6.00 pm  
**Time:** End Time: 7.30 pm

#### 1 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies for lateness were received from Councillors J Fraser and J Lloyd.

There were no declarations of interest.

#### 2 MINUTES

It was **RESOLVED** that the Minutes of the Environment & Economy Select Committee meeting of 16 January 2018 are agreed as a correct record and signed by the Chair.

#### 3 ENVIRONMENT & ECONOMY SELECT COMMITTEE SCRUTINY WORK PROGRAMME 2018-19

The Committee considered a report by the Council's Scrutiny Officer, which invited the Committee to agree its Scrutiny Work Programme for the 2018/2019 Municipal Year. The report highlighted Members responses to a Scrutiny survey, suggestion by Members and residents for future Scrutiny Reviews, Monitoring Reviews of Recommendations and Policy Development Scrutiny work. With regard to suggestions by residents, Members were informed that updates had been provided to the respective residents.

Members discussed the suitability of the topics proposed and whether the Committee was of the view that the scrutiny process could add value to their consideration. It was pointed out that there would be opportunities for scrutiny and policy development related to town centre regeneration. It was indicated that ideally, Scrutiny Work plan should be aligned to reviews and policy development work of the Business Units so as to avoid duplication. Members were informed that traffic congestion within the town and on the approaches to the A1 would be addressed at Highways Liaison meetings (Paragraph 5.1.19 to the report referred). It was confirmed that the Public Toilets Scrutiny Review Report would be circulated to those Members who had not received it.

It was **RESOLVED**:

1. That having considered ideas put forward by individual Members, the following matters be added to the list for consideration, prioritisation and scoping as possible Environment and Economy Select Committee Scrutiny Work Programme items for 2018/2019:

- a) District Plan Regeneration as a discussion item with possibly Members of the Overview and Scrutiny and Planning and Development Committees (Paragraph 5.1.2 to the report referred)
- b) Monitoring of the Indoor Market Review (Paragraph 5.1.3 to the report referred – a partial review to be carried out around December 2018 and a full review to be done in 12 months)
- c) Review of Fairlands Valley Park Facilities linked to SLL (Paragraphs 5.1.4 and 5.1.20 to the report referred)
- d) Play area provision/outdoor space and sports provision (Paragraph 5.1.12 to the report referred)
- e) Neighbourhood Maintenance (Paragraph 5.1.21 to the report referred)

2. That the following issues be included in the Policy Development Work Programme for 2018/2019 (Paragraph 7.1.1 to the report referred):

- a) Waste exceptions for refuse collections
- b) Recycling
- c) Grounds Maintenance
- d) Parking Management
- e) BTC Contract Renewal
- f) Bus Interchange (subject to the delivery of Town Centre Regeneration)

3. That Tree Management be added to the list of policy development items (Paragraph 7.1.1 to the report referred)

4. That the Assistant Director (Stevenage Direct Services):

- a) provides an update on refurbishment of Middle Row and other public toilets (Paragraph 5.1.6 to the report referred)
- b) submits the review on Licence to Occupy procedures to the Committee for consideration (Paragraphs 5.1.10 and 5.1.11 to the report referred)
- c) submits the review on SBC Tree Management Strategy to the Committee for consideration (Paragraph 5.1.13 to the report referred)
- d) submits the review on Recycling and Waste and Recycling Contracts to the Committee for consideration (Paragraphs 5.1.14 and 5.1.15 to the report referred)

5. That the Assistant Director (Planning & Regulation):

- a) collates employment and employability data related to the Business Technology Centre and schedule a Members' briefing on the local economy (Paragraph 5.1.7 to the report referred)
- b) schedules a cycling strategy briefing for Members (Paragraph 5.1.9 to the

- report referred)
- c) schedules a Parking Management and Enforcement policy development session for Members (Paragraph 5.1.16 to the report referred)
- d) schedules a Neighbourhood Wardens briefing for Members (Paragraph 5.1.17 to the report referred)
- e) provides a Members Briefing Note detailing how SBC Business Units are addressing the zero carbon emission agenda (Paragraph 5.1.18 to the report referred)

#### 4 **EXECUTIVE MEMBER RESPONSE TO INDOOR MARKET SCRUTINY REVIEW**

The Committee considered the response of the Executive Member for Resources to the Indoor Market Scrutiny Review. It was agreed that the success of the Indoor Market depended upon the Principal Recommendation. Members were informed that efforts were underway to find a cost effective market research option. It was stated that the Business Unit was in the process of bidding for a graduate who would amongst other issues be tasked with doing market research for the indoor market.

With regard to the short term recommendations, it was indicated that:

- Negotiations with retailers had not been successful and that restoring access to the market via retail outlets did not appear to be in the best interests of the retailers
- Plans were underway to improve the market building and enhance the market facades
- Focus was currently on ensuring consistency in opening times
- Nine free parking sessions would be available in 2018/19 and that indoor market traders would be consulted as part of the Council-wide parking strategy
- Town centre events were being connected to the indoor market whenever possible and this was a welcome development
- As part of the 2018/19 Business Plan, a tenancy strategy that seeks to identify attractive business sectors for new traders was being drafted
- SBC was considering other incentives in addition to the staggered rent that was currently on offer
- Officers were exploring alternative uses of void spaces such as offering indoor market stalls to community groups

Members were informed that with regard to:

- a) Long Term Recommendation 1- options for an alternative venue would be kept under consideration
- b) Long Term Recommendations 2 - incorporating the Indoor Market as part of the town centre regeneration was not a viable option given that it was likely to compromise town centre regeneration plans.
- c) Long Term Recommendations 3 - approaching an external provider would not be pursued

It was indicated that some market traders had expressed optimism as a result of the Park Place development.

It was **RESOLVED** that:

1. The Assistant Director (Direct Services) submit the Indoor Market tenancy strategy to the Committee for consideration
2. The E & E Select Committee carry out a partial review of the Indoor Market in the run up to Christmas 2018
3. A comprehensive review of the Indoor Market be carried out after 12 months (March 2019)

## 5 **HERTFORDSHIRE WASTE PARTNERSHIP ANNUAL REPORT 2016/17**

The Assistant Director (Stevenage Direct Services) presented the Hertfordshire Waste Partnership Annual Report 2016/17 to the Committee. The report covered the following:

- Performance Summary
- Highlights 2016/17
- WasteAware in 2016/17
- Fly Tipping in Hertfordshire
- End Destinations – where do recycled materials go
- Update on 2017/18

Members raised questions regarding recycling rates and potential impact of Brexit on the municipal waste strategy.

It was clarified that recycling rates were not necessarily linked to the recycling regime. Stevenage's recycling and compositing rates were the lowest in the Partnership because the borough had a high stock of high rise properties and households of multiple occupancies. As a result of this, ownership of recycling was relatively low. Members were informed that research by the environment organisation WRAP had revealed a link between recycling capacity and frequency of waste collection.

Members were informed that there was no clarity on the potential impact of Brexit on environment legislation. It was revealed that arrangements for the end destination of waste had a significant impact on the recycling strategy. Members were informed that China had imposed restrictions on the importation of recycled waste and this was having an impact on revenues of some local authorities but not Stevenage.

It was agreed that emphasis should be placed on encouraging the reduction in waste generation, educating residents about recycling options and supporting government initiatives such as the drive to reduce wrapping on retail products. It was also noted that the Council would benefit from tapping into the expertise of the Environment Agency and similar organisations.

It was **RESOLVED** that the Report is noted.

6        **URGENT PART 1 BUSINESS**

None.

7        **EXCLUSION OF PUBLIC AND PRESS**

Not required.

8        **URGENT PART II BUSINESS**

None.

**CHAIR**

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# **STEVENAGE BOROUGH COUNCIL**

## **COMMUNITY SELECT COMMITTEE MINUTES**

Date: Tuesday, 27 March 2018

Time: 6.00pm

Place: Shimkent Room - Daneshill House, Danestrete

**Present:** Councillors: S Mead (Chair), M Notley (Vice-Chair), J Brown, E Connolly, L Harrington, J Lloyd CC, J Mead, A Mitchell CC and G Snell

**Start / End Time:** Start Time: 6.00pm  
End Time: 7.05pm

### **1 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

There were no apologies for absence.

There were no declarations of interest.

### **2 MINUTES - 7 MARCH 2018**

It was **RESOLVED** that the Minutes of the Community Select Committee meeting of 7 March 2018 are agreed as a correct record and signed by the Chair.

### **3 THE SOSAFE COMMUNITY SAFETY ACTION PLAN 2017/18 AND EMERGING PRIORITIES FOR 2018/19**

Stevenage Borough Council Chief Executive Officer informed Members that he was the ex-officio Chair of the Responsible Authority Group (RAG). The RAG Chair acknowledged support from all the stakeholders. It was indicated that although Stevenage faced a number of challenges and was lowly ranked on the crime league table for the county, the crime clear up rate was impressive.

It was pointed out that the RAG report covered performance and emerging priorities for 2018/19. The RAG Chair highlighted the joint community strategy, efforts to combat domestic abuse, improvements in community cohesion and the community spirit that had resulted in an increase in members of the Neighbourhood Watch. Members were informed that funding cuts by central government had a bearing on policing but SBC was benefitting from a co-funding arrangement with the Police and Crime Commissioner.

The Community Safety Manager presented a report covering the following SoSafe priorities for 2017/18:

- Antisocial Behaviour (ASB)
- Hate Crime

- Safeguarding
- Violent Crime
- Reassurance/public engagement
- Scams and Fraud
- Serious and Organised Crime (SOC) and drugs
- Intelligence/Information Sharing

Members also received details of some of the events that were held in 2017. In response to a question about the coverage of safeguarding Silver Street Meets in the borough, it was clarified that previous efforts were concentrated in the North and West parts of the borough and the focus was now on the southern areas of the borough. Members were reassured the North and West areas of Stevenage would still be considered by the safeguarding teams.

Members sought clarification on efforts to combat the issues of drugs and knife crime. It was acknowledged that in order to reduce knife crime, it was necessary to tackle perceptions surrounding the carrying of knives and providing advice on handling peer pressure to carry knives. Members were informed that knife crime awareness in schools was one of the initiatives aimed at reducing knife crime. It was confirmed that police intelligence suggested a link between drugs and other criminal activities such as modern slavery and child sexual exploitation. Members were reassured that there were no specific drug-related modern slavery cases in Stevenage.

In response to a question about gang culture – particularly in schools – it was clarified that Stevenage did not have stereotypical gangs. It was indicated that Stevenage had a problem of petty criminal elements who were out of school and who frequented public areas such as town centre spots close to some food outlets. Members were informed that police intelligence suggested the infiltration of Stevenage by some hard core criminal elements from outside the borough. It was stated that intelligence gathering from residents (including Members) and crime awareness in schools would assist in combating gangs in Stevenage.

Members raised questions regarding the priorities for 2018/19 given the cuts in police resources. It was indicated that Stevenage was doing relatively well in crime prevention given the resources at its disposal. It was acknowledged that although the priorities seemed to be ambitious, they were worth pursuing. Members expressed concern for the reduced funding for policing from central government and the lack of support from some stakeholders who were better placed to tackle crime drivers such as drug addiction.

Members queried whether there was an expectation of a fall in crime numbers. Members were informed that it was highly unlikely that crime figures would fall in view of changes in the way that crime is recorded. It was stated that crime trends would be different if there was an analysis of comparable crime statistics that were collected using the same method. It was pointed out that some crimes that were previously considered as petty had to be recorded under the current guidelines and this contributed to the perception that crime in Stevenage was on the rise. It was noted that Stevenage was relatively safe and therefore reports of crimes drew a lot of attention. Members agreed that social media contributed to the public perception

about crime. It was suggested that highlighting positive crime prevention statistics such as Stevenage's burglary rate that was the lowest in the county was one way of addressing the public perception. It was also outlined that under-reporting crime might act as a deterrent for victims. It was pointed out that current crime league table data did not clearly reveal the resources required for a significant improvement in league position.

Members welcomed the Joint Community Strategy and noted that it was streamlined and easy to read. Members also expressed satisfaction with information sharing initiatives, the strategy focus on domestic abuse and the use of projects such as the food bank to raise awareness and gather intelligence.

Given that young males were the majority of night crime, Members raised questions about efforts to engage the young males. Members also sought clarification used to classify residents affected by domestic abuse. As a response to these questions, it was acknowledged that more could be done to engage the youths. Members was informed that caution was exercised in the use of the terms "victim" and "survivor" given that there was a stigma attached to the word "victim".

It was **RESOLVED**:

- That the report is noted
- That the Community Safety Manager provides details about the compilation of the crime league table
- That Herts Constabulary provides a narrative to the crime statistics to provide clarity on successes and shortcomings of local policing
- That Herts Constabulary engages more young males in crime prevention programmes

4 **URGENT PART 1 BUSINESS**

None.

5 **EXCLUSION OF PRESS AND PUBLIC**

Not required.

6 **URGENT PART II BUSINESS**

None.

**CHAIR**

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**STEVENAGE BOROUGH COUNCIL**  
**OVERVIEW AND SCRUTINY COMMITTEE**  
**MINUTES**

Date: Thursday, 5 April 2018

Time: 6.00pm

Place: Shimkent Room - Daneshill House, Danestrete

**Present:** Councillors: Lin Martin-Haugh (Chair) (Chair), Jim Brown, Howard Burrell, Michael Downing, Alex Farquharson, James Fraser, Michelle Gardner, Liz Harrington, Carol Latif and Adam Mitchell CC

**Start / End Time:** Start Time: 6.00pm  
End Time: 6.05pm

**1 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

An apology for absence was received on behalf of Councillor J Lloyd. There were no declarations of interest by Members.

**2 MINUTES - 8 MARCH 2018 AND 19 MARCH 2018**

It was **RESOLVED**:

1. That the Minutes of the Overview and Scrutiny Committee Meeting held on 8 March 2018 are approved as a correct record and signed by the Chair; and
2. That the Minutes of the Overview and Scrutiny Committee Meeting held on 19 March 2018 are approved as a correct record and signed by the Chair, subject to it being noted that Councillor John Lloyd had tendered his apologies for the meeting and that this be recorded.

**3 PART 1 DECISIONS OF THE EXECUTIVE**

The Committee considered a report, which had not been circulated to Members five clear days before the meeting, nor had it been made available for public inspection. The Chair determined, however, that given the short time left before the end of the call-in period on 12 April 2018, it could be considered on this occasion.

- (i) **Minutes of the Executive of 13 March 2018**
- (ii) **Minutes of the Overview and Scrutiny Committees and Select Committees**
- (iii) **New Homes Bonus**

The Council's Assistant Director of Finance and Estates introduced the report, which (i) updated Members on the progress of 2017/18 New Homes Bonus

schemes announced at February 2018 Council meeting and approved by Members at the March 2018 Executive; and (ii) sought the Executive's approval of a range of schemes and initiatives to be funded from the 2018/2019 New Homes Bonus allocation.

**(iv) Community Safety Strategy 2018/2021**

The Council's Assistant Director of Communities and Neighbourhood introduced the report, which sought the Executive's consideration for recommendation to Council, the draft Community Safety Strategy, which outlined the emerging priorities of the SoSafe Partnership for the next three years and which had been considered by the Responsible Authorities Group at its meeting held on 5 February 2018.

It was noted that Recommendation 2.2 to the report had been withdrawn.

It was **RESOLVED** that the decisions taken by the Executive on the following Part 1 items to the agenda for its meeting held on 4 April 2018, be noted:

- **Minutes of the Executive of 13 March 2018**
- **Minutes of Overview and Scrutiny Committees and Select Committees**
- **New Homes Bonus**
- **Community Safety Strategy**

**4 URGENT PART 1 DECISIONS AUTHORISED BY THE CHAIR OF OVERVIEW AND SCRUTINY COMMITTEE**

The Committee noted that at the last meeting, the Chair had agreed to waive the right to call-in with regard to New Homes Bonus money (£90,000) being allocated to the Stevenage Cycling Festival (incorporating the Tour Series).

**5 URGENT PART 1 BUSINESS**

None.

**6 EXCLUSION OF PUBLIC AND PRESS**

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 the Local Government (Access to Information) (Variation) Order 2006; and
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, outweighed the public interest in disclosure.

7 **PART II DECISIONS OF THE EXECUTIVE**

**Part II Minutes of the Executive – 13 March 2018**

It was **RESOLVED** that the Part II decisions taken by the Executive at its meeting held on 13 March 2018, be noted.

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

None.

9 **URGENT PART II BUSINESS**

None.

**CHAIR**

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STEVENAGE BOROUGH COUNCIL

**COMMUNITY SELECT COMMITTEE  
MINUTES**

Date: Tuesday, 5 June 2018

Time: 6.00pm

Place: Shimkent Room - Daneshill House, Danestrete

**Present:** Councillors: Sarah Mead (Chair), Adam Mitchell CC (Vice-Chair), Sandra Barr, Jim Brown, Roni Hearn, John Mead, Sarah-Jane Potter, Simon Speller and Tom Wren

**Start / End Time:** Start Time: 6.00pm  
End Time: 6.55pm

**1 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies for absence were received from Councillor E Harrington.

There were no declarations of interest.

**2 MINUTES - 27 MARCH 2018**

It was **RESOLVED** that the Minutes of the Community Select Committee (CSC) meeting of 27 March 2018 are agreed as a correct record and signed by the Chair.

**3 TERMS OF REFERENCE**

It was **RESOLVED** that the Terms of Reference are noted.

**4 EXECUTIVE MEMBER RESPONSE TO HOUSING ALLOCATIONS REVIEW**

The Committee considered the Executive Member response to the report and recommendations made by the Committee following the review into Housing Allocations.

Members were informed that the recommendation to prioritise under occupiers wishing to downsize was now in operation. The Council had started implementing the recently approved local connection criteria. With regard to the bidding process, Members highlighted the need to manage the expectations of applicants. The Empty Homes Manager confirmed that the Choice Based Lettings website had been updated to clarify the process and that new communication material was now available.

It was **RESOLVED**:

- That the Executive Member response to Housing Allocation Review is noted

- That with regard to the recommendation to provide a narrative on the bidding website to explain the scenarios that are likely to result in multiple unsuccessful bids over a long period of time, it be clarified on the website that one's position on a bid did not have any bearing on future bids
- That the issue of pre-tenancy gas checks be revisited in future

## 5 **COMMUNITY SELECT COMMITTEE WORK PROGRAMME AND MEETING SCHEDULE 2018-19**

The Committee considered the Work Programme and Meeting Schedule 2018-19.

With regard to the Resident Engagement Review, Members highlighted the need to ensure that all resident groups were representative of the demographics of Stevenage. Whilst it was felt that there had been an improvement in diversity for some groups, Members believed there was further room for improvement. It was indicated that there was a risk of marginalising residents who are active in resident forums and that their time and contributions need to be valued.

It was pointed out that there should be a focus on improving resident engagement and raising awareness of the various resident groups. Members also suggested ways of improving the resident survey including using a follow-up questionnaire to augment the original survey.

Members were informed that the Leisure Management contract was not due for renewal until 2023. It was indicated that a one-off meeting would focus on the outcomes and action taken in relation to the independent review that was undertaken in 2016/17.

Members indicated that the Community Centres review proposals would be brought to Members via a Policy Development meeting ahead of the matter being presented to the Executive.

The Chair concluded the meeting by advising Members to consult residents on the review topics and bring practical cases for discussion during reviews.

It was **RESOLVED**:

- That the main review items, one off meetings, statutory and standing items, review revisits and policy development items on the Work Programme 2018-19 are noted
- That the Meeting Schedule 2018-19 is noted
- That details of the scope of the review into Resident Engagement will be discussed at the next CSC meeting on 20 June 2018
- That SBC officers and representatives of Stevenage Leisure Limited (SLL) be invited to a committee meeting on 04 July 2018

- That Members consult residents and other stakeholders in preparation for a revisit on the Damp and Mould Review at a Committee meeting on 02 October 2018
- That officers prepare a report to assess progress on the implementation of recommendations of the previous review into the Third Sector in Stevenage to be considered at a meeting of the Committee on 12 July 2018
- That further meetings of the Committee be scheduled to deliver the other agreed Work Programme items for 2018-19

**6 URGENT PART 1 BUSINESS**

None.

**7 EXCLUSION OF PUBLIC AND PRESS**

Not required.

**8 URGENT PART II BUSINESS**

None.

**CHAIR**

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**Meeting** EXECUTIVE  
**Portfolio Area** RESOURCES & COMMUNITY  
**Date** 11 JULY 2018



## THE FUTURE OF FAIRLANDS VALLEY FARMHOUSE

### <KEY DECISION>

**Authors** Peter Stanley | 2374;  
**Contributor** Julie Herbert| 2141; Julia Thompson 2821  
**Lead Officers** Clare Fletcher | 2933; Rob Gregory |2568  
**Contact Officer** Peter Stanley | 2374

### 1 PURPOSE

- 1.1 To report on the community bid process for the Fairlands Valley Farmhouse (FVF) following its listing as an Asset of Community Value (ACV).
- 1.2 To make recommendations for the future of FVF following evaluation of the two community bids received.

### 2 RECOMMENDATIONS

- 2.1 That neither of the community bids be accepted for securing the future of FVF on the basis of the reasons stated in this report (see Section 4).
- 2.2 That the Strategic Director (TP) be authorised to progress the negotiations for the freehold sale of FVF to a third party commercial interest which had commenced prior to the ACV process.

- 2.3 That the Strategic Director (TP) be authorised, having consulted the Portfolio Holders for Resources; Communities, Community Safety & Equalities and for Neighbourhoods and Co-operative Working to finalise the terms of the sale of the freehold of FVF to that third party commercial interest.
- 2.4 That should the negotiations referred to in 2.2 above fail to result in a sale, the Strategic Director (TP) be authorised to re-market FVF.

### **3 BACKGROUND**

- 3.1 Set in Fairlands Valley Park, FVF and associated land was acquired by the Development Corporation during the early stages of land assembly for the new town.
- 3.2 FVF was leased by the Council to Digswell Arts Trust (DAT) between 1993 and 2016.
- 3.3 The Council's Executive considered options for the future of FVF in December 2007 and approved its marketing and sale for use as a public house/restaurant. Following formal marketing exercises in 2008 and 2011, no formal offers for FVF were received. The future use of FVF has since attracted a lot of interest from the local community.
- 3.4 From 2008 to 2016 DAT were able to remain in occupation throughout this period of uncertainty. A good working relationship was maintained with DAT which helped keep the building secure. However, in more recent years the building suffered increasing vandalism and security issues and became unmanageable for DAT to the extent that they decided to vacate in December 2016.
- 3.5 FVF has been vacant since December 2016. Since then, it has been broken into and suffered further vandalism. The Council has provided additional security measures including CCTV and regular security patrols.
- 3.6 In September 2017, the Council carried out a Condition Survey Report of FVF which identified costs of c £630,000 to restore the building to a reasonable standard (excluding any measure for fitting out or change of use).
- 3.7 Any disposal of FVF has to be for an acceptable planning use commensurate with an understanding of public sensitivities around its setting, history and the Council's freehold title.
- 3.8 The Council's decision to dispose in 2007 resulted in a third party submitting an application for FVF to be protected resulting in it being listed as a Grade 2 building of special architectural or historical interest in January 2009.
- 3.9 In July 2013, Executive reiterated the Council's intention to dispose of FVF by including it in a list of assets for disposal.
- 3.10 An expression of interest from a pub restaurant operator for the FVF site progressed with serious negotiations being pursued and a formal offer was submitted to the Council. However, this offer was subsequently withdrawn in June 2016.
- 3.11 Following the withdrawal of this offer, the Council decided to undertake a soft marketing exercise to explore if there was any other interest from similar

pub/restaurant operators. Particulars were sent to 9 selected companies. This resulted in an expression of interest from one pub/restaurant operator and discussions were commenced.

- 3.12 Under the Localism Act 2011, the Council is required to maintain a list of Assets of Community Value ("ACV"). Once land or a building is listed as an ACV, the landowner must notify the Council if they wish to dispose of it. There is then a 6 week "initial moratorium period" during which a community group can give notice to the Council that they wish to be given the opportunity to bid for the ACV. If such a notice is received there is a 6 month moratorium period during which the landowner can only dispose of the ACV to a community group. This gives community groups more time to make a bid and raise funds.
- 3.13 Stevenage World Forum nominated FVF as an ACV and the Council registered FVF as an ACV in September 2017.
- 3.14 The Council as landowner gave notice of its intention to dispose of FVF, and a community group gave notice in the "initial moratorium period" that it wished to be treated as a potential bidder, triggering the full 6 month moratorium period.
- 3.15 The Localism Act does not require the owner of an ACV to dispose of the ACV to a community interest group or even to negotiate with such groups. The Council however indicated that it would consider bids for the freehold of FVF from such groups which it received during the 6 month moratorium period. In order to assist bidders, guidance notes were issued (attached in the Appendix) and accompanied viewings were arranged. The Council also shared its Condition Survey of FVF and community groups were encouraged to discuss their proposals with the Council's Planning Department and to consult WENTA to assist in the formulation of their bid. The Council wanted to ensure community groups had adequate access to local business planning support but it is understood bidders did not subsequently consult WENTA.
- 3.16 Two bids were received which have been assessed by Council Officers.
- 3.17 Both bids preferred the grant of a long lease as opposed to freehold sale.
- 3.18 Bid One proposed use of FVF "for development as a community resource for healthy living and arts, heritage, cultural and environmental activities".
- 3.19 Bid Two proposed use of FVF as a farm "to operate the site as a living heritage asset to enhance the well-being of residents and visitors to Stevenage."
- 3.20 The two bids included commentary on the community group's current status and/or proposed status, fund raising, financial and timescale requirements for delivery of their proposal for this purpose.
- 3.21 Negotiations with the potential commercial purchaser have been "on hold" since the commencement of the ACV process but the pub/restaurant operator has confirmed that it remains interested in purchasing the freehold of FVF.

## **4 REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS**

- 4.1 Officers recognised and appreciated the passion and aspiration behind the content of both bids but having fully considered each of them have determined that the risk to the Council in accepting either bid is too high for the reasons outlined below (see 5).
- 4.2 The proposed use for FVF in both bids does not adequately address evidenced community demands. Bid One provides a list of user groups, with an interest in utilising FVF, but it is unclear whether this is as a result of limited capacity at other community venues in the area or would lead to the displacement of groups from other community venues. Whilst there is strong reference to the council's cultural and health and wellbeing strategies in this bid it is unclear how the proposal will specifically address some of those objectives. Bid Two identifies online support and the potential for day care provision to be provided from the site, but does not address the suitability of the building for this purpose.
- 4.3 Both bids seek a long lease of FVF rather than its freehold transfer. One states that if SBC requires the transfer of the freehold interest it would offer £1 for it and the other that it is willing to take on a long lease with a view to buying FVF at a later date for a nominal sum. The Council's preferred disposal is of the freehold interest in order to remove any residual liability for the building having regard to the complex issues associated with Grade 2 listing.
- 4.4 The Council acknowledges the capital cost of renovating this Grade II listed building suitable for public use and the obvious uncertainty that bid funding would entail for a community group; however neither bid provided a robust financial strategy and both are uncertain regarding the outcome of securing the necessary funding.
- 4.5 The bids did not provide details on holding costs pending transfer of the Asset. The Council has provided CCTV and security patrols to mitigate the risk of further vandalism.
- 4.6 Analysis of the financial elements of the bids is included in the Financial Implications section below
- 4.7 The Council is a co-operative council and as such is committed to co-operative working and to meeting its priorities, including financial security within the Future Town Future Council (FTFC) programme. The Council needs to ensure that it can fund its priorities and accepting either bid would mean foregoing a significant capital receipt and retaining a high level of risk.

## **5. IMPLICATIONS**

### **Financial Implications**

- 5.1 Capital and Revenue Resources and the Capital Programme



- 5.1.1 The Council's ability to fund its General Fund capital programme has been difficult over the last few years as need has outstripped available resources, capital works have had to be bid for and limited to capital resources or receipts available. This is despite the General Fund making a significant revenue contribution to capital works circa £500K per year. The recommendation to dispose of the farmhouse was to generate a capital receipt to support the Council's ability to do the limited higher priority capital works to its assets.
- 5.1.2 FVF is also having an impact on the Council's revenue resources. In the last two years an additional £23,600 of revenue spend has been incurred, which does not include the cost of officer time required in securing the building. The driver for disposal of the asset is also to reduce the revenue financial liability to the Council of the building by transferring the restoration of the building with its protected listed status to a third party.
- 5.2 Bid one
- 5.2.1 The first bid considered was from a collective of local groups which was not yet formed as a legal entity. The Council in carrying out its fiduciary duty on behalf of the taxpayer would want to be clear about the status of the organisation, its trustees and its rules regarding any surpluses or how the building was to be operated.
- 5.2.2 The submitted bid preferred the grant of a lease rather than freehold sale which would mean the financial liability for the building would remain with the freehold owner, i.e. the Council. This would include any financial liability and damage to persons in the event the condition of the building deteriorates further. Part of the rationale for disposing of the building was to transfer on-going liability and cost of renovation of the building to a third party. Although the bid does suggest that if the Council required a freehold sale then a price of £1 could be given, it goes on to state that 'some of the covenants may impair our ability to raise the funds from major heritage funders if they were included in a freehold arrangement. Any future agreements must take this possibility into account and no agreement could be signed before having undertaken due diligence and sought confirmation from potential funders that the proposed agreement does not preclude any application for funding'.
- 5.2.3 The bid requires an initial £1.5Million to be raised plus a further £400,000 for the second phase of the bid, in total £1.9Million. These monies need to be fund raised and the bid identifies a period of three years to acquire all the necessary funding. The bid includes a fund raising strategy. The risk to the Council is that under a lease arrangement the liability for the building is retained by the Council (as freehold owner). The question remains as to how does the bid prevent the building deteriorating any further or mitigate the cost to the council of security or preventive works in the intervening uncertain period.

5.2.4 Bid one does include an indicative operational budget which is based on a 50% occupancy rate but this still assumes 550 individuals per week, giving a surplus of £16,800 per year. However it is likely in the earlier years there would be more costs incurred and only £2,000 is included for general building maintenance. Should the income for courses be 15% less than estimated, on a pro-rata basis this would mean an annual deficit.

5.2.5 Taking into account the following points, the S151 Officer considers that the risks of approving bid one outweigh the benefit of disposing of the building by a freehold sale.

- The length of time to raise the funding and the amount of funding required and the level of funding to date
- The bid is from an unincorporated body
- It is not clear from the bid how any holding costs will be funded prior to improvements being completed.
- The liabilities that remain with the Council during that three year period, including risk to persons gaining entry to the property
- The indicative operational budget which only includes minimal maintenance costs for a listed building
- No contribution to the Capital Strategy

### 5.3 Bid Two

5.3.1 The second bid considered was from an organisation which was incorporated as a charity by 21 April 2018. The Council in carrying out its fiduciary duty on behalf of the taxpayer would want to do any due diligence on its trustees and its rules regarding any surplus. Unlike bid one, this bid was far briefer in detail and did not include a business plan for FVF but a cash flow for another property as an indication of the methodology, this does not indicate how the financials would be sustainable for FVF specifically. The building example given in the bid relied on ticket income of 10,000-12,000 paying visitors, which for FVF and its location does not seem realistic. This business plan also required significant fund raising to be used in the early years of the plan to make it financially viable.

5.3.2 As with bid one, the second bidder recommended initially a lease rather than a freehold sale (with a view to buy at a later date for a nominal sum) which would mean the financial liability for the building (for at least the initial years) would remain with the Council as freehold owner. This would include any financial liability and damage to persons in the event the condition of the building deteriorates further.

5.3.3 The bid did not identify the amount of funding required to bring the property into operation. A number of fundraising events are planned and a funding page on a funding platform indicated that the amount of monies required are £707,026, which is slightly more than the condition survey costs of c£630,000 identified by the Council. However this did not include for any conversion use

(into a farm as a living heritage asset) or other adaptations. These monies need to be fund raised and the bid does not identify a time period for this, other than the 'summer months' and to date only £740 has been raised on the platform. The risk to the Council is that under a lease arrangement the liability for the building is retained by the Council and the question remains how does the bid prevent the building deteriorating any further or mitigate the cost to the council of security or preventive works in the intervening period. None of these issues are addressed in the bid or a timetable for fundraising or indeed is there a fund raising strategy set out in the bid.

- 5.3.4 Bid two does not include an operational budget relating to the farmhouse or how holding costs of the building will be funded prior to any improvement works. Given that there is no business plan pertaining to the property it means no assessment can be made of its viability.
- 5.3.5 Taking into account the following points, the S151 Officer considers that the risks of approving bid two outweigh the benefit of disposing of the building by a freehold sale:
- The timetable for fundraising is not clear and the minimal level of funding to date
  - The liabilities that remain with the Council during that three year period, including risk to persons gaining entry to the property.
  - It is not clear from the bid how any holding costs will be funded prior to improvements being completed.
  - There is no business plan to assess for future sustainability, the plan submitted relate to a different building.
  - The cost of improvement (identified from a fundraising platform and not included in the bid) of circa £700,000 is only £70,000 more than the works assessment by the Council to restore the building into a reasonable standard for potential occupancy (excluding any measure of fitting out).
  - No contribution to the Capital Strategy

## **5.4 Legal Implications**

- 5.4.1 Now that the 6 month moratorium period (during which the Council could only dispose of FVF to a community interest group) has ended, the Council is free to dispose of FVF to any purchaser within the "protected period" of 1 year from the end of the moratorium period. This protected period will end on 25 March 2019.
- 5.4.2 If the Council decides to sell FVF and does so by 25 March 2019 then FVF will be removed from the ACV list. If it does not sell FVF by 25 March 2019 then the Council as landowner will have to serve a fresh notice of its intention to sell the ACV, triggering a new moratorium period .

## **5.5 Risk Implications**

- 5.5.1 The recommendation not to proceed with either of the two community bids centres on the risks this would leave to the Council. The more favourable of the two bids sought the grant of a long lease which would leave the Council as landlord with residual liability associated with the Grade 2 listing.
- 5.5.2 Both bidders have said they would take the freehold either immediately or in the future if required. If the Council proceeded with a transfer of the freehold, there would be a risk that a bidder then owns the freehold but may not be in a position to deliver the building into the standard commensurate with its grade II listing or maintain the building given its lack of financial backing and the uncertainty of fundraising.

## **5.6 Policy Implications**

- 5.6.1 The recommendation not to proceed with either community bid has been considered in relation to the General Fund Asset Management Strategy and does not conflict with the council's proposed approach to community involvement in asset management.
- 5.6.2 Both bids seek to protect a heritage asset reflecting the council's cultural ambitions to celebrate the heritage of Stevenage. The recommendation does not disregard this ambition. The architectural heritage of the asset remains protected for any future use through the Grade 2 listing status.
- 5.6.3 Bid One also seeks to deliver the ambitions of the Healthy Stevenage Strategy by providing space for health and wellbeing activities, although it is unclear whether there is a shortage of community venues in the local area to provide these activities from. The recommendation not to proceed with the bid does not conflict with this strategy but further consideration should be given to other ways in which the council can support the delivery of these activities if they are successfully addressing local health and wellbeing ambitions.

## **BACKGROUND DOCUMENTS**

**All documents that have been used in compiling this report, that may be available to the public, i.e. they do not contain exempt information, should be listed here:**

- BD1 Localism Act 2011, sections 95 – 98
- BD2 The Assets of Community Value (England) Regulations 2012

Appendix

ACV Nomination Guidance to Community Groups wishing to make a bid

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## **Fairlands Valley Farmhouse – Guidance to Community Interest Groups wishing to make a bid**

Fairlands Valley Farmhouse (the property) has been listed as an Asset of Community Value. This means that during the period ending 26 March 2018 (the moratorium period) Stevenage Borough Council (SBC) may only dispose of the property to a Community Interest Group. After 26 March 2018, SBC may dispose of the property to any purchaser it wishes.

SBC will consider bids for the freehold of the property that it receives from Community Interest Groups during the moratorium period. However it is not required to negotiate with Community Interest Groups or to accept the highest or any bid. There is no prescribed form for making a bid. The form and content of the bid is entirely a matter for the Community Interest Group.

Community Interest Groups may however wish to including the following matters in their bid:-

- (1) Confirmation of the extent of the property to be purchased evidenced by an OS plan outlining the requirement in red.
- (2) The Purchase price/Offer.
- (3) Proof of funding (capital and revenue). This includes proof of funding to purchase the property, funding identified to restore the Grade 2 building into an acceptable condition and proof of sustainable funding to support ongoing use.
- (4) Details of the anticipated purchase timetable
- (5) Proposed use and whether pre-planning enquiries have been made as to the acceptability of the use from the Council as Local Planning Authority
- (6) Track Record, including in particular experience of restoration of historic buildings.

## **Indicative Heads of Terms**

Bidders are advised that in the event of a bid being accepted, SBC are likely to require the following matters to be included in the sale agreement (which will be conditional on the grant of planning permission)

- An absolute restrictive covenant that the Grade 2 Listed farmhouse building and grounds will not be used in whole or part for residential purposes. The Council will consider the circumstances of each bid in the context of any requests made for related service accommodation in part of the premises.
- SBC to have the right to buy back the land and property at the same price as sold if Planning Permission has not been implemented within 18 months of the date of the grant of Planning Permission. Implemented means substantial works of restoration to the farmhouse as permitted by the Planning Permission and Listed Building Consent sufficient to deliver the Grade 2 Listed Building to a condition acceptable to the Council as LPA for the intended use stated in the Planning Permission.
- SBC to have the right to buy back the land and property at the same price as the original purchase price if the development permitted by the Planning Permission and Listed Building Consent has not been practically completed (i.e. restoration completed for stated use) within 2 years of the date of grant of Planning Permission and Listed Building Consent.
- A right of pre-emption for SBC(option to buy back) in the event that the buyer wishes to dispose of any interest in the land and property, at a price representing the Market Value at the relevant time.

- If the making of a resolution to grant Planning Permission and Listed Building Consent has not been obtained within 18 months of the date of the conditional sale agreement, then either party may terminate the agreement (i.e. one year longstop to obtain making of a resolution to grant satisfactory planning permission).
- A restrictive covenant that the purchaser will not, without SBC's approval, apply for an amendment or variation to the Planning Permission granted.

**Bids should be sent by post to Julia Thompson, Corporate Property Manager, Stevenage Borough Council, Daneshill House, Danestrete, Stevenage, Hertfordshire SG1 1HN during the period ending 26 March 2018. The envelope should be marked "Private and Confidential - Re Fairlands Valley Farm House – Bid – For the Attention of Julia Thompson" or by email to [Julia.thompson@stevenage.gov.uk](mailto:Julia.thompson@stevenage.gov.uk)**



**Meeting:** EXECUTIVE

Portfolio Area: Resources

**Date:** 11 JULY 2018

**Agenda Item:**



## **4th QUARTER MONITORING REPORT GENERAL FUND AND HOUSING REVENUE ACCOUNT**

### **KEY DECISION**

Author –Anita Thomas	Ext No. 2430
Lead Officer – Clare Fletcher	Ext No. 2933
Contact Officer – Clare Fletcher	Ext No. 2933

### **1. PURPOSE**

- 1.1 To update Members on the 2017/18 outturn positions for the General Fund and Housing Revenue Account (HRA) and to seek approval for revisions to 2018/19 revenue budgets, subject to completion of the 2017/18 audit of accounts.
- 1.2 To update Members on the Council's reserves and balances available to support revenue expenditure.

### **2. RECOMMENDATIONS**

#### **2.1 General Fund**

- 2.1.1 That the 2017/18 actual net expenditure on the General Fund of £10,138,229 be noted, subject to the 2017/18 audit of the Statement of Accounts.
- 2.1.2 That new carry forward requests totalling £338,100 be approved for the General Fund (paragraph 4.3.1).
- 2.1.3 That the removal of 2018/19 General Fund base budget net savings totalling £116,970 , which will contribute towards the Council's Financial Security objectives for 2018/19 be approved.

#### **2.2 Housing Revenue Account**

- 2.2.1 That the 2017/18 actual in year surplus on the HRA of £4,365,093 be noted, subject to the 2017/18 audit of the Statement of Accounts.
- 2.2.2 That new carry forward requests totalling £82,270 be approved for the HRA (paragraph 4.8.3).

- 2.2.3 That the removal of 2018/19 HRA budget net savings of £7,000 which will contribute towards the Council's Financial Security objectives for 2018/19.

### **3. BACKGROUND**

- 3.1 The Accounts and Audit Regulations which contain provisions on financial management, annual accounts and audit procedures were amended with effect from 1 April 2015. The main change to the regulations is now in force with the requirement to publish the Statement of Accounts before the 31 May and complete the external audit report by the end of July. This statutory change to the Statement of Accounts has been successfully implemented and the Statement of Accounts was published on 31 May 2018.
- 3.2 Within the amended regulations there is still no requirement for Member approval of the Statement of Accounts prior to the completion of the external audit and only the Responsible Financial Officer must certify the presentation of the pre audit annual accounts, no later than the 30 June 2018 for financial year end of 31 March 2018.
- 3.3 The 2017/18 audited accounts must be presented and approved by Members (Audit and Statement of Accounts Committee) by 26 July. The financial figures for the General Fund and HRA contained within this report are subject to external audit and may change.
- 3.4 This report sets out the 2017/18 financial position but this may change on completion of the 2017/18 audit of accounts.

#### **3.5 General Fund**

- 3.5.1 The Council's original 2017/18 General Fund net revenue budget of £9,382,220 was approved at Council on 28 February 2017. Subsequently Members have approved net budget increases of £744,220 (including carry forwards totalling £797,100) giving a 2017/18 working budget of £10,126,440.

#### **3.6 Housing Revenue Account (HRA)**

- 3.6.1 The Council's HRA revenue budget of £2,790,940 (surplus) was approved at Council 31 January 2017. Subsequently Members have approved budget decreases of £229,180 giving a 2017/18 working budget of £3,020,120 (surplus).

### **4. REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS**

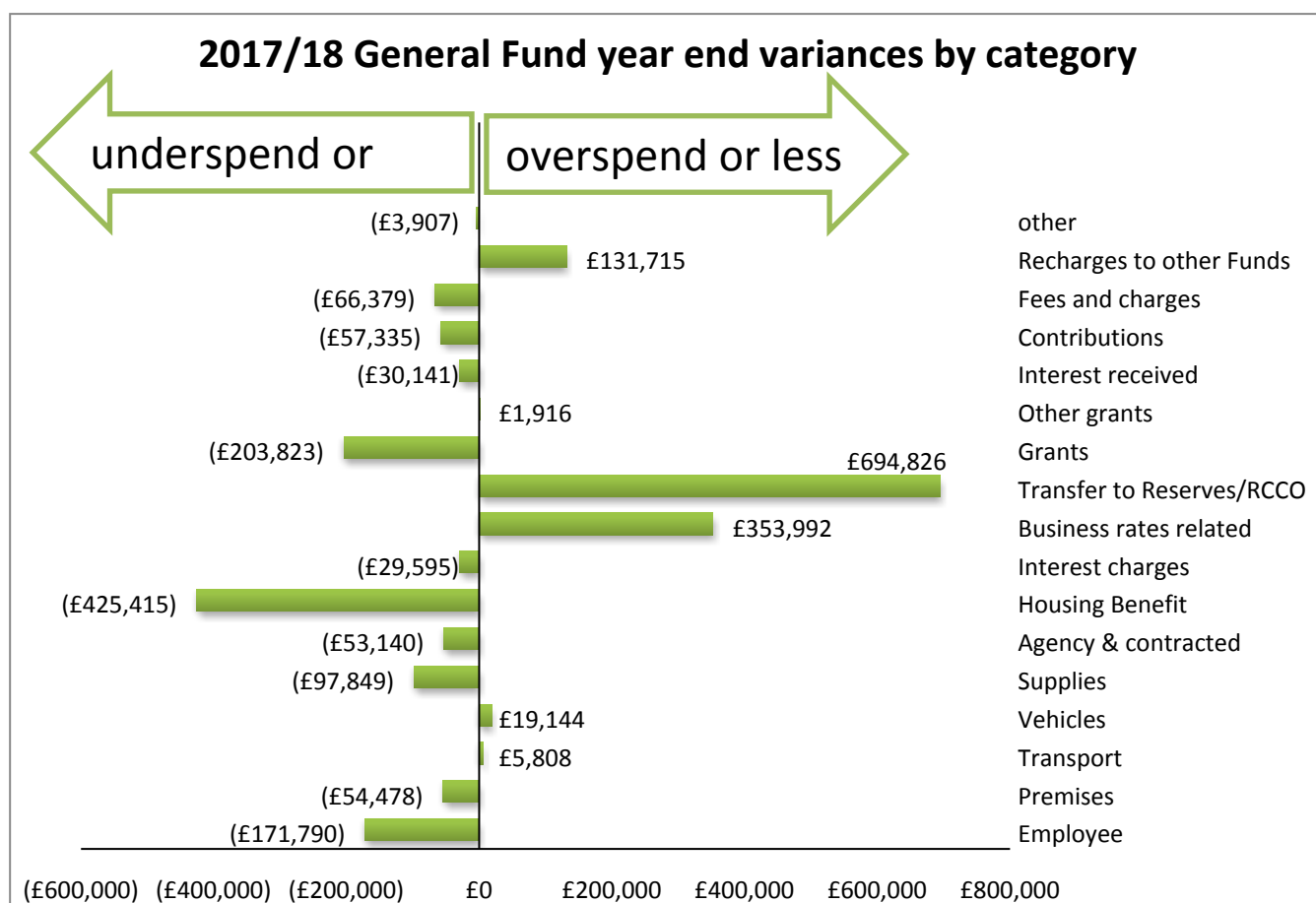
#### **4.1 General Fund 2017/18 outturn**

- 4.1.1 The 2017/18 outturn position on the General Fund was net expenditure of £10,130,229 an increase of £11,789 over the working budget of £10,126,440. However, included within this figure are transfers to allocated reserves of £650,000 and NDR related budget costs of £353,992 (see para 4.2.6-4.2.11).

General Fund	£	£	£
<b>Working budget</b>			<b>10,126,440</b>
Service underspends	(394,570)		
Homelessness prevention grant	(172,218)		
Net Housing benefit	(425,415)		
<b>total service related underspends</b>		<b>(992,203)</b>	
NDR increase in 2017/18 tariff	102,229		
NDR levy payment	482,982		
NDR additional S31 grant	(231,219)		
<b>total NDR related variances</b>		<b>353,992</b>	
Transfer to Capital reserve	350,000		
Transfer to Regeneration reserve	300,000		
<b>total transfers to reserves</b>		<b>650,000</b>	
<b>Total Net budget variances</b>			<b>11,789</b>
<b>General Fund outturn</b>			<b>10,138,229</b>

## 4.2 General Fund Underspends

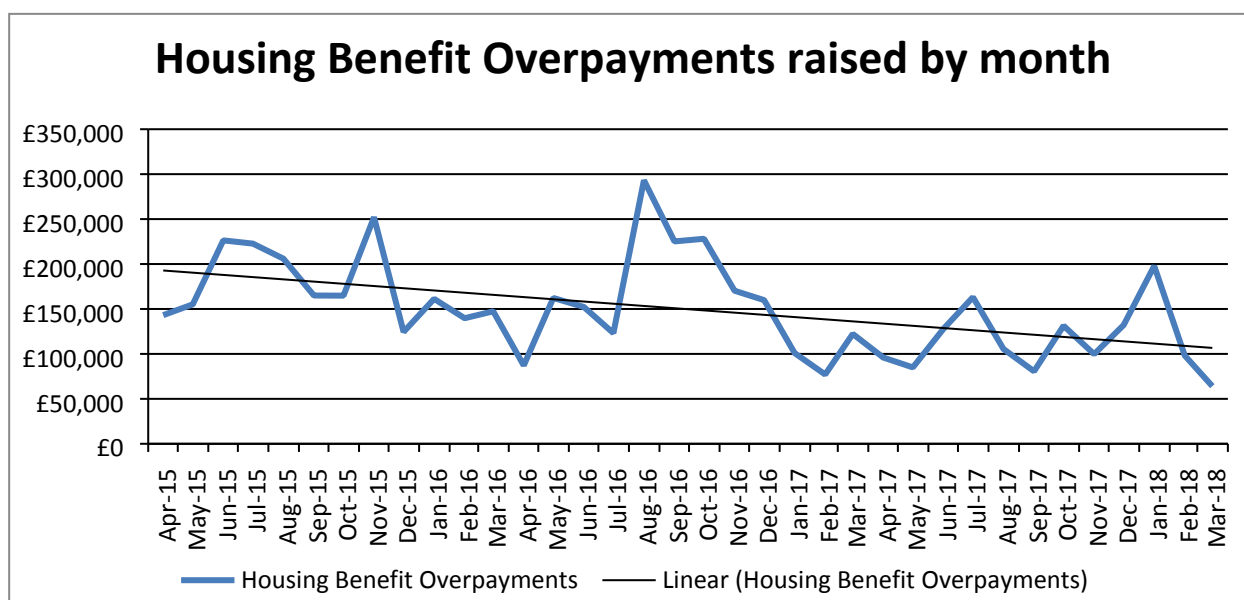
The underlying underspend has been analysed by category and is shown in the following chart.



#### 4.2.1 Housing Benefit – Net underspend of £425,415.

	Budget 2017/18 £	Actual 2017/18 £	Underspend £
Bad debt Provision	259,260	(4,695)	(263,955)
Payment of benefit	33,187,050	33,040,833	(146,217)
Subsidy received	(32,045,350)	(32,074,683)	(29,333)
Admin Subsidy	(356,010)	(356,489)	(479)
Overpayments raised	(1,397,280)	(1,381,300)	14,569
<b>Net position on General Fund</b>	<b>(352,330)</b>	<b>(776,334)</b>	<b>(425,415)</b>

4.2.2 Stevenage is able to retain recovered benefit overpayments as these are not fully reimbursed through the benefit system. However, with improving processes overpayment backlogs are minimised and the level of overpayments has fallen steadily over the last two years as shown in the following chart.



4.2.3 Actual housing benefit payments made to claimants was 0.5% lower than budgeted (underspend of £146,217). New initiatives and closer working with other central government agencies has meant that errors and potential overpayments are identified earlier resulting in fewer overpayments. This is beneficial to both the claimant, in that they do not fall into HB debt and for the authority, in that subsidy for errors is not withheld. This has meant that although subsidy expenditure has fallen subsidy reimbursement has not been reduced. The original 2018/19 budget assumed £1.2million of overpayments raised so any reduction will adversely impact the General Fund. Officers propose that this is reduced to £1.0Million, offset by improved subsidy reimbursement. In summary, an ongoing net saving of £30,000 to the General Fund.

4.2.4 Recovery rates - The majority of the 2017/18 underspend has arisen from the reduction in bad debt contribution made in year for outstanding benefit

overpayment debt. The bad debt provision has been calculated based on live and dormant benefit claims. The majority of overpayments are recovered through ongoing entitlement (benefit payments) and in dormant cases this is not possible making it more difficult to collect. In 2017/18 collection rates for overpayment debt was 71% of raised debt compared to 57% in the prior year.

4.2.5 From October the majority of working age residents who would usually apply for Housing Benefit will be applying for universal credit instead. Existing working age Housing Benefit claimants will slowly transition into universal credit when they have certain changes in circumstances. Whilst recovery of overpaid Housing benefit is possible from universal credit it is very difficult as the Council will not be administering the claim. However HMRC and DWP have recently launched a new facility to trace debtors and identify employment details to enable recovery to be made from earnings. This should help mitigate the loss of the facility to recover from ongoing Housing Benefit for these cases. Officers will update members on any subsequent budget pressure as appropriate.

4.2.6 **Non Domestic Rate (NDR):** -net pressure £353,992 as shown in the following table.

NDR element	£
2017/18 tariff increase notified as part of 2018/19 Finance settlement (para4.2.9)	102,229
Increase levy (para 4.2.8)	256,739
levy (original budget included in core resources)	226,243
Additional S31 grant (para 4.2.10)	(231,219)
<b>Total</b>	<b>353,992</b>

4.2.7 The NDR variances have arisen due to increase in tariff paid to central government and the timing differences for levy (recognised in 2017/18), and additional NDR income (recognised in 2019/20) following the final 2017/18 NDR outturn figures.

4.2.8 Although gross yield is lower than the estimate and more reliefs were granted this was offset by reductions in the contributions to bad debt and appeals provision (see following table). The actual NDR net income for 2017/18 was £894,707 (in total before apportioning) higher than estimated, of which Stevenage will retain £357,882 before the tariff increase (para 4.2.9) £102,229 (£255,653 retained). The additional **levy payment of £256,739** is paid in 2017/18, however due to the complexities of the business rate scheme the gain of £255,653 will not be distributed until 2019/20.

	OR Estimate £	Rev Estimate January 2018	Actual £	Variance to Original Budget £
Gross Yield	(50,004,937)	(49,249,513)	(49,466,709)	538,228
Reliefs Mandatory/discretionary	4,592,795	5,004,969	5,033,622	440,827
Other S31 reliefs	111,621	9,447	22,232	(89,389)
Bad Debt	800,000	800,000	66,758	(733,242)
Cost of Collection	109,538	109,538	109,538	0
Appeals	2,200,000	1,192,275	1,148,869	(1,051,131)
<b>Total NDR Net Surplus before distribution</b>	<b>(42,190,983)</b>	<b>(42,133,284)</b>	<b>(43,085,690)</b>	<b>(894,707)</b>
SBC Share	(16,876,394)	(16,853,314)	(17,234,276)	(357,882)
Tariff (17/18 impact)	14,306,740	14,306,740	14,408,969	102,229
SBC Retained Share (19/20 impact)	(2,569,654)	(2,546,574)	(2,825,307)	<b>(255,653)</b>
S31 Grants (in the General Fund)	(362,350)	(346,186)	(593,569)	(231,219)
Baseline	(2,402,318)	(2,402,318)	(2,402,318)	0
Gains	(529,686)	(490,442)	(1,016,558)	(486,872)
Levy	226,243	225,800	482,982	256,739
SBC Retained Share	(2,705,761)	(2,666,960)	(2,935,894)	(230,133)

4.2.9 The 2017/18 NDR tariff payable to central government was initially based on the 2016/17 rateable value data before the new 2017 rateable list was published. In 2017/18 new rateable values have been applied to Stevenage businesses and the tariff was revised and notified to local authorities as part of the financial settlement in December 2017. The 2017/18 **tariff increased by £102,229** from £14,306,740 to £14,408,969.

4.2.10 Following the new rates list businesses have been encouraged to apply for reliefs. These applications have been successful and more reliefs have been granted. SBC are reimbursed for these reliefs through the **S31 grant** which means more income has been received (**£231,219**) in year via the S31 grant direct to the Council.

4.2.11 **Flexible Homeless support grant – £172,218.** The first year instalment of the two year Flexible Homeless Support Grant was received in 17/18 (£172,218). Funds were applied to provide a Tenancy sustainment officer and post to support private rented placements together with incentives to encourage private landlords to make their properties available to our client base. This work is ongoing and of the initial grant monies received £53,840 has been requested to be carried forward to 2018/19 to continue these projects.

### 4.3 General Fund carry-forward requests

4.3.1 Carry forward request of £338,100, and detailed in the table below, were identified at year end to fund projects that are due for completion in 2018/19.

Service Area	Reason for Carry Forward Request	Carry Forward to 2018/19 £
<b>Community Services</b>		
<b>Leisure</b>	Fairlands Valley Cycle Hub	11,500
<b>Environment Services</b>		
Regeneration & Stevenage First	To fund future Stevenage First projects.	96,260
Local Highway Services	Highway works completed by contractor in April 2018.	9,430
Planning Policy	Set up and enabling budget for planning and regulatory services to embed new structures.	8,940
Public Transport - Green Travel Plan E-Car Club	Additional budget was allocated in 2017/18 (£18,000 from pump prime funding). The carry forward will be used for the e-car club costs.	9,740
<b>Support Services</b>		
Revenues & Benefits Shared Service	In year contract saving requested to fund 2 posts in the Revenues and Benefits Shared Service. This is a one year pilot to use the HMRC debt recovery tool to establish if sufficient additional income recovery and associated reduction in bad debts can be achieved to sustain a longer term increase in staff.	26,000
Business Improvement	Requested for skills and resource to develop data connectivity in the InPhase corporate performance system as a key part of the Performing at Our Peak FTFC programme. This will enable performance measures to be automatically calculated by directly drawing data from business systems, rather than requiring staff to manually calculate figures on a regularly basis.	6,700
<b>Resources</b>		
Garages	Garage Disposal Surveyor – disposals to commence in 2018/19.	35,000
Future Town Future Council	Initiatives funding with commitments in 2018/19	35,230
<b>General Fund - Housing</b>		
Landlord incentives	Continuing projects funded from the Flexible Homelessness Support Grant (£172,218) received in 2017/18.	53,840
Homelessness	Projects funded by New burdens grant received in 2017/18	45,460
<b>TOTAL (General Fund Carry Forward Requests)</b>		<b>338,100</b>

#### 4.4 General Fund ongoing Financial Security options

The Council's 'Financial Security' priority contains five work strands, the first being removal of efficiency savings from budgets. Following a detailed analysis of the year end underspends, £116,970 can be removed from the 2018/19 budget and contribute towards the General Fund's future years saving target.

#### 4.5 2017/18 – General Fund Out-turn Position and Core resources

4.5.1 The net spend and total core resources spent and received in 2017/18 has required a **contribution from balances of £961,866** for 2017/18. The impact of the 2017/18 outturn position on General Fund balances included in this report are summarised as follows :

GENERAL FUND RESERVES:	2017/18 Original Budget £	2017/18 Working Budget £	2017/18 Actual £	Variance to Working £	Impact in future years on collection fund
<b>General Fund Balance 1 April</b>	<b>(6,426,983)</b>	<b>(6,426,983)</b>	<b>(6,426,983)</b>	<b>0</b>	
<b>Net Budget (incl S31 Grant &amp; NDR levy)</b>	<b>9,382,220</b>	<b>10,126,440</b>	<b>10,138,229</b>	<b>11,789</b>	
Council Tax	(5,299,586)	(5,299,586)	(5,299,586)	0	
Retained Business Rates	(2,343,411)	(2,343,411)	(2,569,654)	(226,243)	(255,653)
Retained Business Rates (levy change budgeted in 2018/19 but paid in 2017/18)					(102,229)
Government Support	(689,969)	(689,969)	(689,964)	5	
Transfers to/from collection fund	(617,159)	(617,159)	(617,159)		28,674
<b>Total Core resources</b>	<b>(8,950,125)</b>	<b>(8,950,125)</b>	<b>(9,176,363)</b>	<b>(226,238)</b>	
Net Contribution from/ (to) balances	432,095	1,176,315	<b>961,866</b>	(214,449)	
<b>General Fund Balance 31 March</b>	<b>(5,994,888)</b>	<b>(5,250,668)</b>	<b>(5,465,117)</b>	<b>(214,449)</b>	

4.5.2 Core resources are based on estimates and remain unchanged for the year. Any projected changes in council tax and NDR are adjusted for in future years' accounts. The exception to this rule is any levy due to the government on the surplus above the "base line" amount. In 2017/18 income from NDR was higher than the base line funding resulting in a levy payment to the government of £481,222 compared with the estimated amount of £226,243 in the working budget. The additional £255,653 income gained for Stevenage BC is realised in the following year's (2019/20) core resources (see also para 4.2.4).

4.5.3 **Collection Fund - Council Tax:** In setting the budget an estimate is made on expected income from Council tax based on forecasted property growth in Stevenage. The tax base is calculated in Band D equivalents which will change according to the property types built in Stevenage and the number of households in receipt of Council tax support. In setting the 2017/18 budget a surplus of £139,102 was estimated. The actual surplus was £110,428 a reduction of £28,674 that has to be repaid in 2019/20. (NDR variances are explained in para 4.2.6-4.2.9)



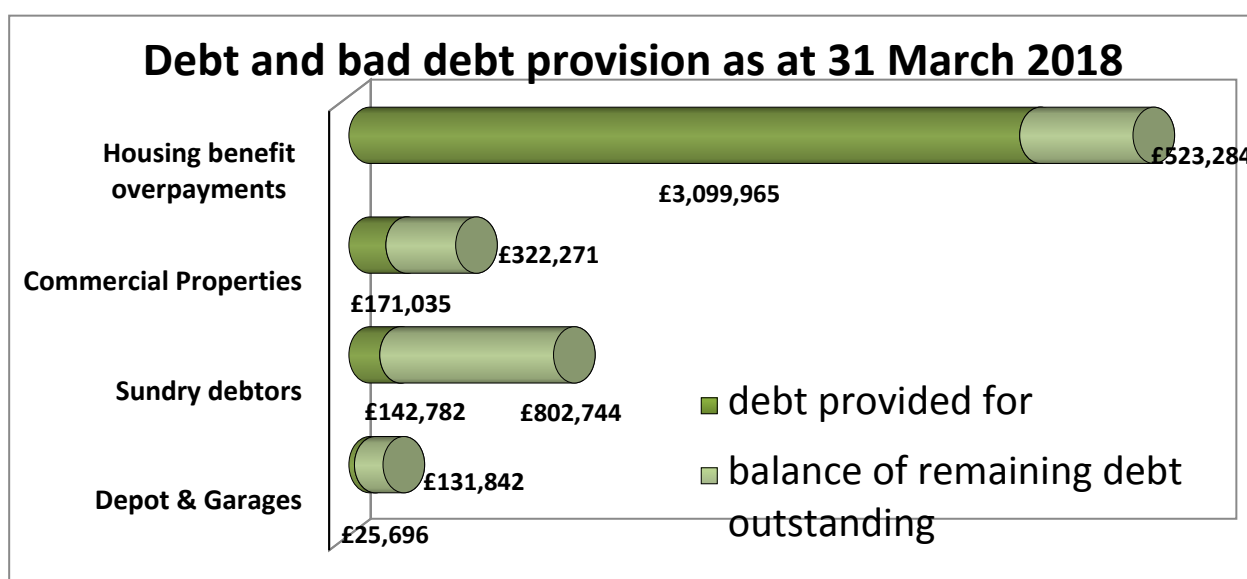
## 4.6 General Fund 2018/19 Budget

- 4.6.1 The impact on the 2018/19 General Fund budget of the savings, pressures and carry forwards identified at year end is summarised in the table below and will be incorporated in the General Fund Medium Term Financial Strategy (MTFS) update reported to September 2018 Executive.

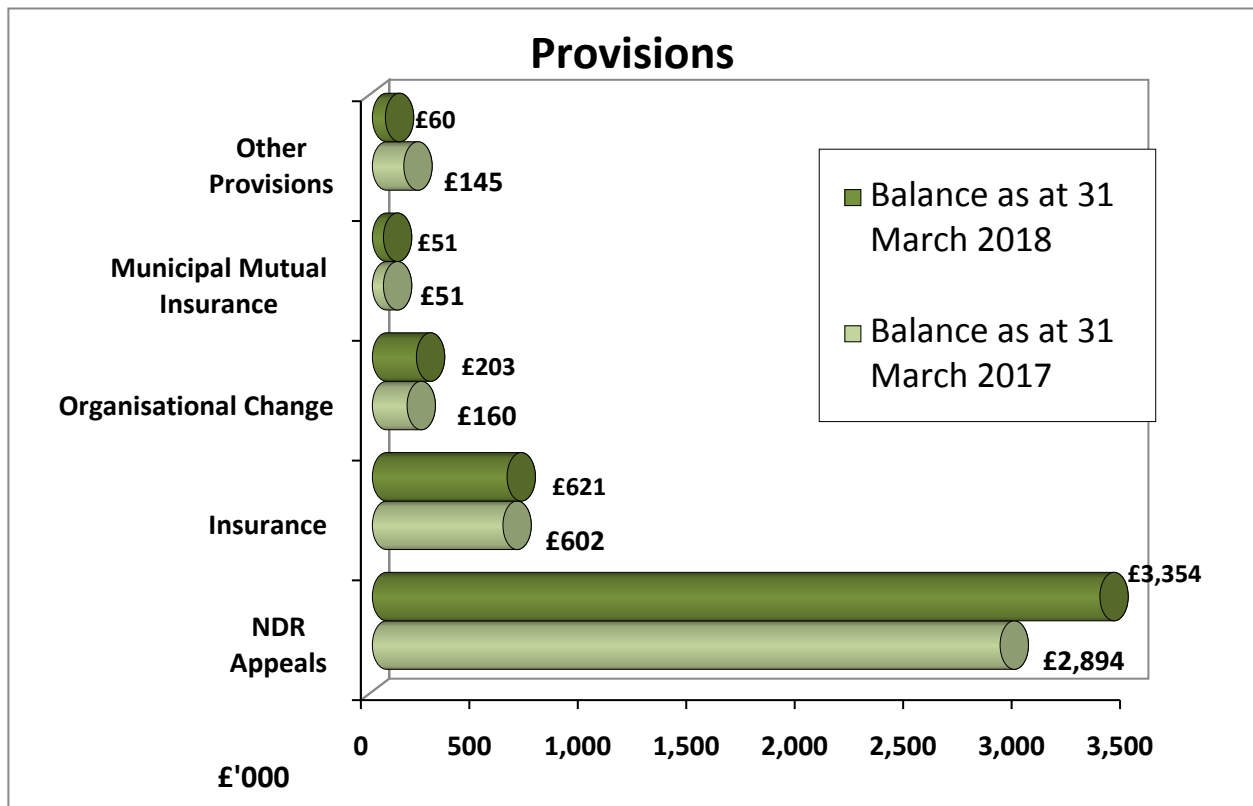
GENERAL FUND NET BUDGET:	2018/19 Budget £
<b>Original Budget</b>	<b>9,107,740</b>
Quarter 3 approved net changes	(56,800)
Quarter 3 carry forwards requests	405,000
<b>Approved 2018/19 budget to date</b>	<b>9,455,940</b>
Quarter 4 ongoing net changes	(116,970)
Quarter 4 carry forwards requests	338,100
Changes to approved budget options	nil
<b>General Fund Working Budget</b>	<b>9,677,070</b>

## 4.7 Balance Sheet 31 March 2018 year end Position

- 4.7.1 The Council's General Fund and HRA balance sheet is reviewed quarterly and reported annually in the Council's Statement of Accounts in its entirety. The following accounting adjustments were made to the balance sheet as at 31 March 2018.
- 4.7.2 **Bad Debt Provision** – The bad debt provision for the Council's debtors (excluding Council Tax and NDR) as at 31 March 2018 is £3,439,478. The specific bad debt provision for housing benefit overpayments accounts for most of this provision (90%), as detailed in the following chart.

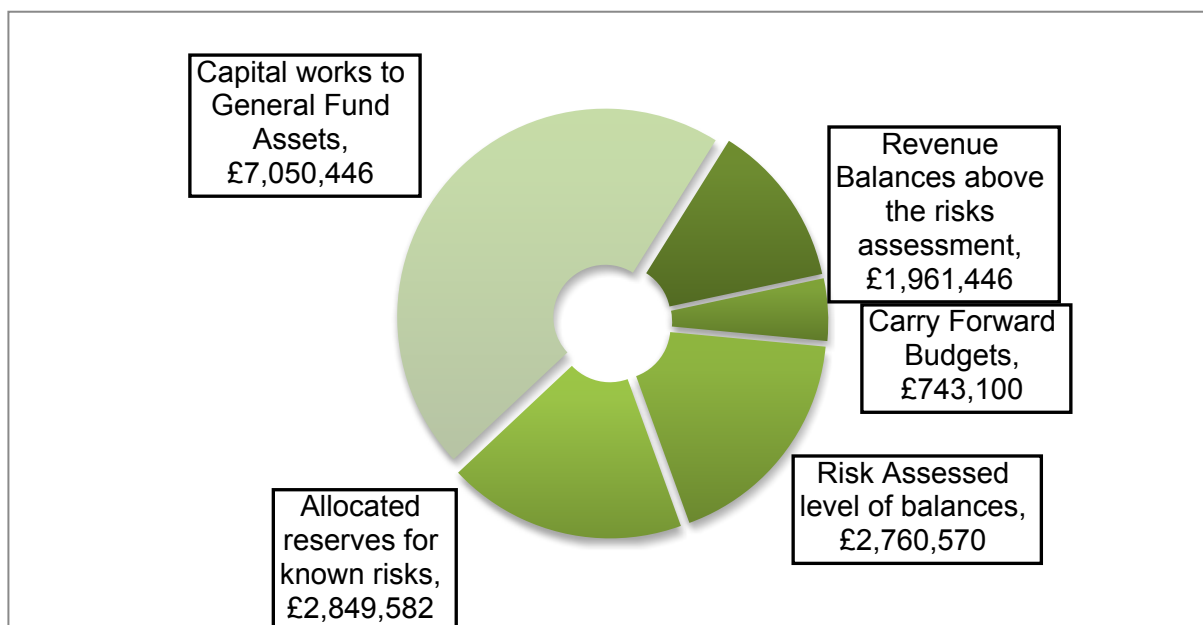


4.7.3 **Provisions** - As at the 31 March 2018 Council's total provisions (funded from the General Fund and HRA) were £4.289Million and these are shown in the chart below.

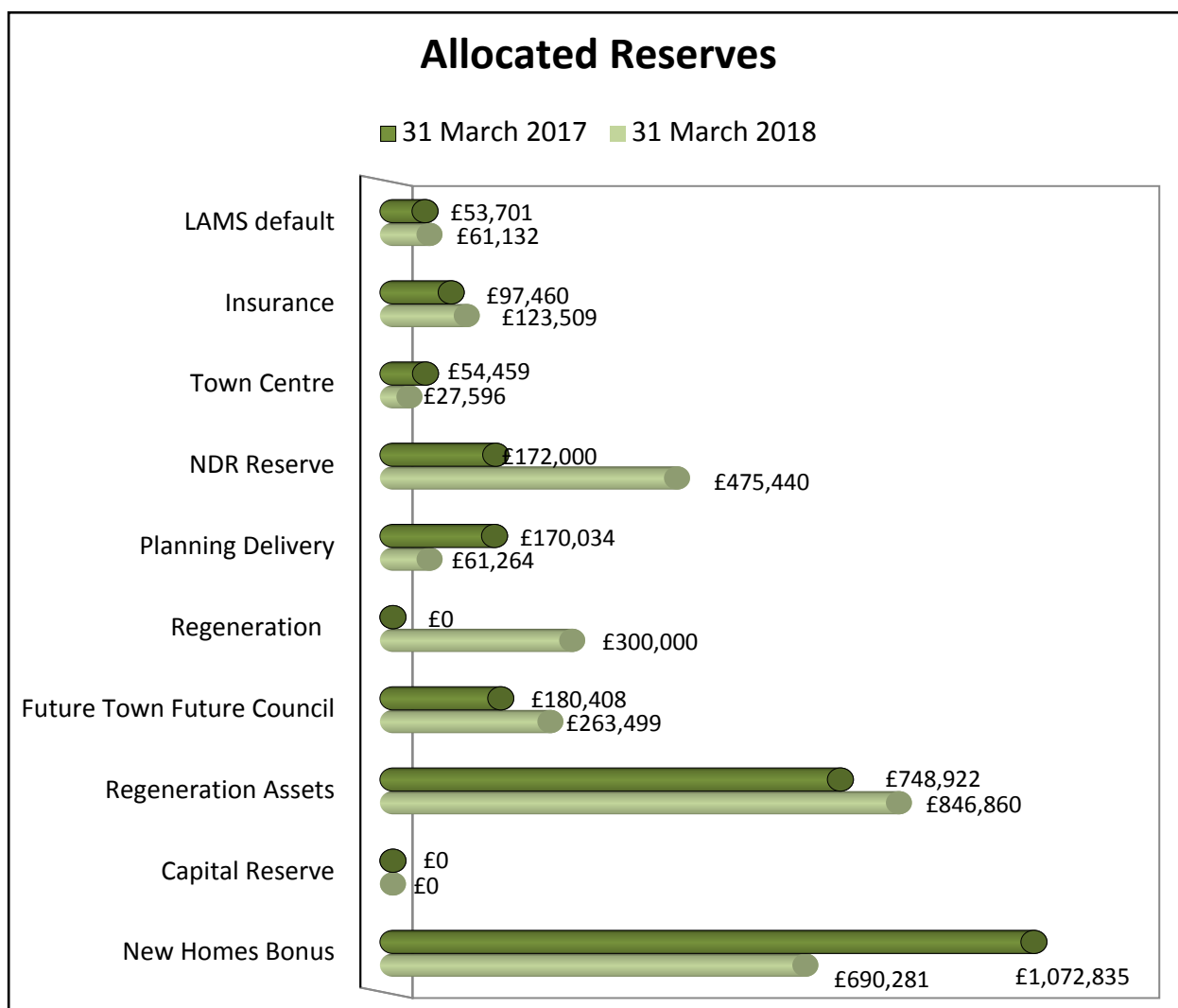


- **NDR Appeals (SBC share only)** – This provision has been made on the basis of expected outcome of business rate appeals outstanding with the Valuation Office Agency (VOA). If the appeal is successful the Council is responsible for the repayment of business rates to the business following the NDR reforms in 2013/14. The total provision for NDR appeals is £8.4M which SBC holds on behalf of HCC and central government.
- **Organisation Change-** This provision represents an assumption of costs associated as part of the business unit reviews being undertaken to shape the Council as part of Future Town Future Council. These costs are due to be paid in 2018/19 as a result of consultation started in 2017/18. In 2017/18 actual costs were lower (due to redeployment and staff leavers) than estimated and £91,000 was returned to balances.

4.7.4 **Usable reserves – General Fund** As at the 31 March 2018 the General Fund had **useable reserves of £15.365Million**, (£8.315Million for revenue purposes and £7.050Million for capital spend). The revenue balances include the General Fund balance of £5,465,117, and includes £743,100 of approved carry forward requests due to be spent in 2018/19). Of the capital resources £6.2Million is allocated to the 2018/19 General Fund capital strategy. The following pie chart details the General Fund usable reserves.



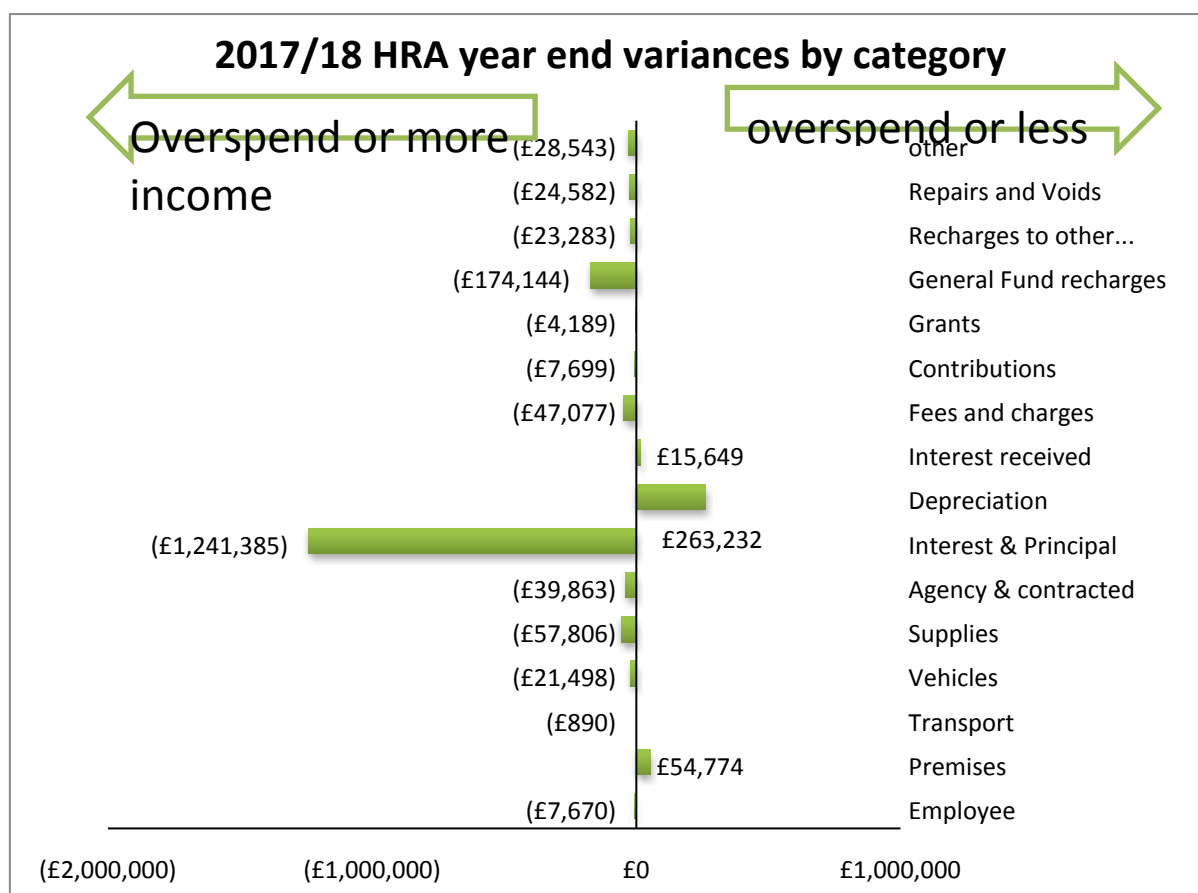
- 4.7.5 In addition the Medium Term Financial Strategy (MTFS) identifies that there is a need to draw down on balances in the next few years and does not anticipate a contribution to balances until 2022/23. In addition there is a requirement to find ongoing financial security options.
- 4.7.6 The General Fund also has reserves it can use to fund works to assets such as buildings and plant (capital). This money cannot be spent on revenue services and the majority of the cash resources have been allocated to specific capital projects. As at 31 March 2018 the General Fund had capital resources of £7,050,446 all of which is estimated to be spent by 2019/20.
- 4.7.7 **Allocated Reserves** - Some balances are 'ring fenced' and have been set aside for specific purposes. The total value of (revenue) allocated reserves available for the Council to spend as at 31 March 2018 is **£2,849,582**, (31 March 2017, £2,549,819). Reserve balances have increased by £299,763, however the majority of the allocated reserves has already been allocated to regeneration projects, new build projects and local planning costs.
- 4.7.8 The General Fund also has a specific reserve for capital projects funded from unbudgeted underspends at year end (£350,000). All of the capital reserve was used to finance part the 2017/18 General Fund capital programme.
- 4.7.9 A summary of the allocated reserves are shown in the following chart:



## 4.8 Housing Revenue Account (HRA)

4.8.1 The 2017/18 outturn position on the HRA was an in year surplus of £4,365,093, an increase in surplus of £1,344,973 over the current working budget of £3,020,120 (surplus). However included in this total is a budgeted debt repayment of £1,241,000 scheduled for repayment on 31<sup>st</sup> March. Due to Easter bank holidays the physically payment was made on 3<sup>rd</sup> April and in accordance with treasury advice is recognised and accounted for in 2018/19 and not 2017/18.

4.8.2 Other HRA variances are shown in the chart below.



4.8.3 As part of 4<sup>th</sup> quarter monitoring carry forwards of £82,270 were identified and listed below.

Service Area	Reason for Carry Forward Request	Carry Forward to 2018/19
<b>Housing Revenue Account</b>		£
<b>Home Ownership Team</b>	HQN Service Charge Review Project - funds required to complete 18/19 work.	25,080
<b>Housing Transformation Project</b>	Required to complete 3 year project	42,690
<b>Housing Development</b>	Roll out of IT tablets to improve efficiencies	9,000
<b>Homelessness</b>	CCTV rewiring project at Wellfield Court started in 17/18 and is due to be completed in 18/19.	5,500
<b>TOTAL</b>		<b>82,270</b>

- 4.8.4 In addition ongoing efficiency savings of £7,000 were identified and will contribute towards the savings target required in the HRA business plan.

#### 4.9 2017/18 – HRA Out-turn Position

- 4.9.1 The 2017/18 outturn position on the HRA included in this report and its impact onre summarised in the table below.

HRA RESERVES	2017/18 Original Budget £	2017/18 Working Budget £	2017/18 Actual £	Variance to Working £
<b>HRA Balance 1 April</b>	<b>(19,749,571)</b>	<b>(19,749,571)</b>	<b>(19,749,571)</b>	
Net Budget	(2,790,940)	(3,020,120)	(4,365,093)	(1,344,973)
Net Contribution to balances	(2,790,940)	(3,020,120)	(4,365,093)	(1,344,973)
<b>HRA Balance 31 March</b>	<b>(22,540,511)</b>	<b>(22,769,691)</b>	<b>(24,114,664)</b>	<b>(1,344,973)</b>

- 4.9.2 The impact on the 2018/19 HRA budget is shown in the table below.

HRA NET BUDGET:	2018/19 Budget £
<b>Original Budget</b>	<b>2,756,630</b>
Quarter 3 approved net changes	nil
Quarter 3 carry forwards requests	217,870
<b>Approved 2018/19 budget to date</b>	<b>2,974,500</b>
Quarter 4 ongoing net changes	(7,000)
Quarter 4 carry forwards requests (para 4.8.3)	82,270
Quarter 4 one year only (debt repayment)	1,241,000
Changes to approved 2018/19 budget options	nil
<b>HRA Working Budget</b>	<b>4,290,770</b>

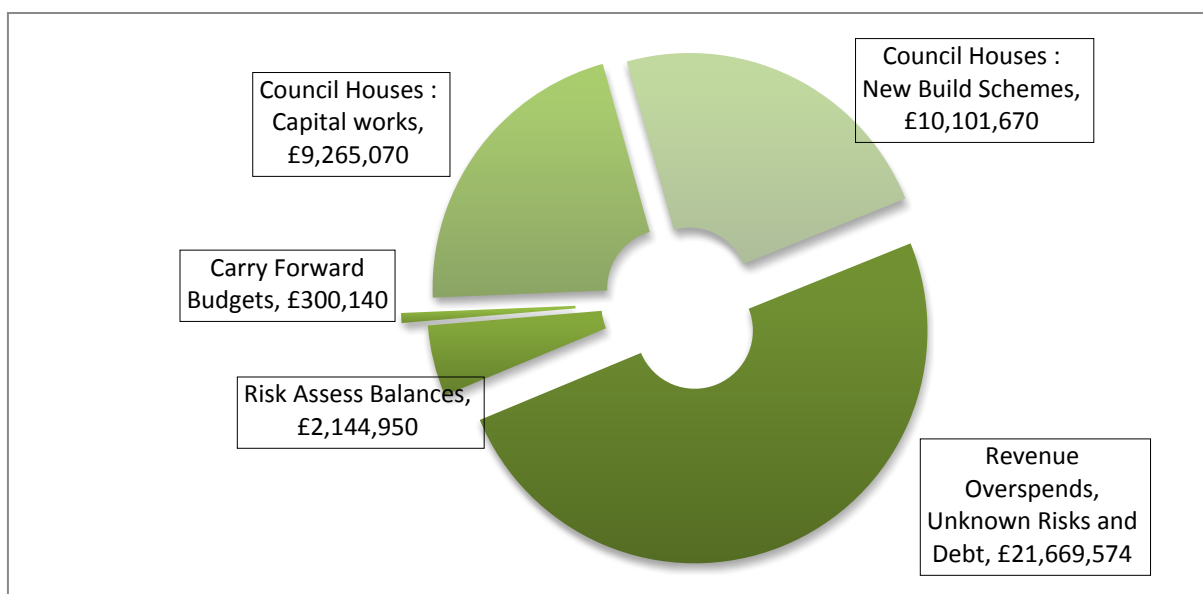
- 4.9.3 These changes will be incorporated into the updated HRA Business Plan to be presented to the September Executive.

#### 4.10 Usable reserves – Housing Revenue Account

- 4.10.1 The Reserves which can be used to support Housing Revenue Account (HRA) total £42,937,152, of which £10,101,670 has restricted use and can only be used to fund the provision of new social housing. The Council must match fund 70% of any project and spend the money within three years. If un-spent the receipt must be returned to government plus interest (calculated at 4% above base rate).

- 4.10.2 The level of HRA balances/revenue reserves risk assessed for 2018/19 is £2,144,950 - with the remainder available to cover future debt repayments and unforeseen risks including carry forward requests of £491,590 and debt repayment (£1,241,000) made 3<sup>rd</sup> April 2018.

4.10.3 Usable HRA balances are shown in the following pie chart.



#### 4.11 Investments and Loans

4.11.1 Council's actual **investments** as at year end were **£62.38Million** (31 March 2018 cash balance forecast was £61.4Million), £4.785Million higher than the £57.595Million held at 31 March 2017. Included in year end balances is the HRA debt repayment of £1.25Million paid on the 3 April. The Council's investment portfolio is detailed in appendix A.

4.11.2 The cash balances held by the Council relate to the provisions held (including those held for the collection funds), capital receipts (for which some have restrictions over their use and may have to be returned), and timing issues between when the council receives the money and when it is to be paid out.

4.11.3 The Council took additional borrowing of £1.756Million in 2017/18 to part fund the General Fund capital programme and £0.263M was repaid. The HRA took no new borrowing but repaid £2.5M. As at the 31 March 2018 the Council had loans of £208.487Million of which £207.171million are with the Public Works Loan Board (PWLb).

### 5. IMPLICATIONS

#### 5.1 Financial Implications

5.1.1 This report is financial in nature and consequently financial implications are included above.

#### 5.2 Legal Implications

None identified at this time.

#### 5.3 Risk Implications

5.3.1 A risk based assessment of General Fund balances is undertaken and reported to Council as part of the General Fund Budget setting process. The required level of 2018/19 General Fund balances were calculated at a minimum level of balances of

£2,760,570 should be maintained, whilst the uncertainty around further Government funding remains high. This report forecasts General Fund balances in excess of this and these projections have been included in the Council's updated Medium Term Financial Strategy to be reported to Members at the September 2018 Executive.

- 5.3.2 The HRA balances are higher than the minimum level of balances required for the year (£2,144,950). However Members should remember that the Business Plan showed a significant reduction in HRA reserves over the next few years resulting in a need to make reductions in the HRA capital programme. The identified need to refinance £3.5Million has been deferred from 2017/18 and may be taken in 2018/19. There are forecast minimum balances in 2021/22-2022/23 and there are still significant risks facing the HRA.

5.4 **Policy Implications**

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

5.5 **Equalities and Diversity Implications**

This report is of a technical nature reflecting the actual spend for the year for the General Fund and HRA. The identified ongoing budget changes reported have arisen through efficiencies and do not change any existing equalities and diversity policies, nor will they impact on any groups covered by statutory equalities duties.

## **BACKGROUND DOCUMENTS**

- BD1 - 3rd Quarterly monitoring report General Fund and Housing Revenue Account
- BD2 - 2018/2019 Council Tax and General Fund Budget

## **APPENDICES**

- Appendix A - Investment and Loans Portfolio

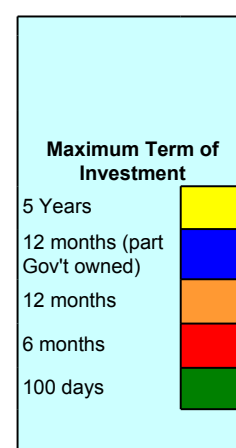
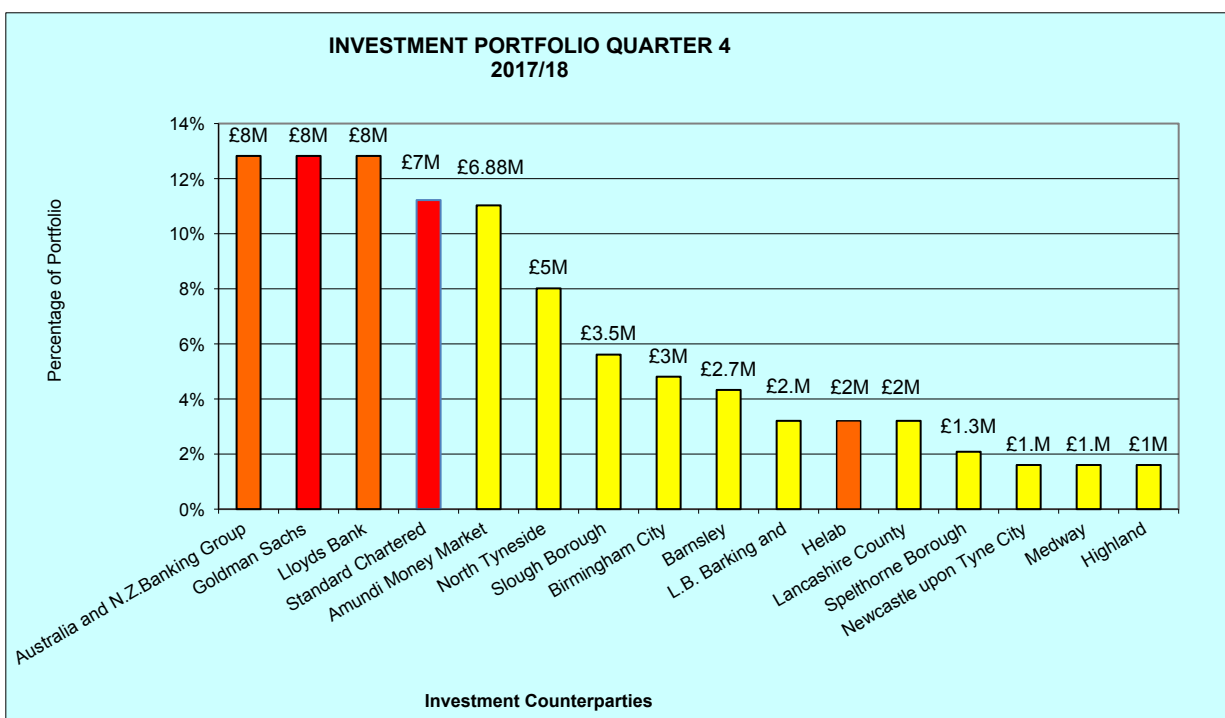


# INVESTMENT PORTFOLIO QUARTER 4 (31st March 2018)

# Appendix A

Average interest rate for 2016/17	0.57%
Average interest rate for 2017/18	0.58%
Bank of England Bank Rate	0.50%

Borrower	Nation	Sovereign Rating (Fitch)	Amount £'s	From	To	Rate %
<b>Money Market Funds (Instant Access)</b>						
Amundi	UK	AA	6,880,000			0.51
<b>95 Day Notice</b>						
Standard Chartered Bank	UK	AA	7,000,000			0.78
<b>Fixed Term Deposit</b>						
London Borough of Barking and Dagenham	UK	AA	2,000,000	09/01/17	09/04/20	0.98
Newcastle upon Tyne City Council	UK	AA	1,000,000	03/04/17	03/04/20	1.00
Birmingham City Council	UK	AA	3,000,000	24/04/17	24/04/19	0.80
Spelthorne Borough Council	UK	AA	1,300,000	22/06/17	21/06/19	0.70
Australia and New Zealand Banking Group Limited	AUS	AAA	5,000,000	05/09/17	05/09/18	0.50
Barnsley Metropolitan Borough Council	UK	AA	2,700,000	15/09/17	15/09/21	0.98
Goldman Sachs International	UK	AA	1,700,000	19/10/17	19/04/18	0.65
Lloyds Bank plc	UK	AA	5,000,000	24/11/17	23/11/18	0.90
Australia and New Zealand Banking Group Limited	AUS	AAA	3,000,000	24/11/17	24/05/18	0.59
North Tyneside Metropolitan Borough Council	UK	AA	5,000,000	18/12/17	17/12/18	0.75
Slough Borough Council	UK	AA	3,500,000	20/12/17	20/06/18	0.55
Landesbanken Hessen-Thueringen Girozentrale (Helaba)	GER	AAA	2,000,000	10/01/18	10/10/18	0.71
Goldman Sachs International	UK	AA	2,300,000	17/01/18	17/07/18	0.71
Lloyds Bank plc	UK	AA	3,000,000	24/01/18	23/01/19	0.85
Goldman Sachs International	UK	AA	4,000,000	14/02/18	14/08/18	0.72
Medway Council	UK	AA	1,000,000	02/03/18	19/04/18	0.65
Highland Council	UK	AA	1,000,000	14/04/16	16/04/18	0.98
Lancashire County Council	UK	AA	2,000,000	06/09/16	06/09/18	0.58
			<b>62,380,000</b>			



## LOAN PORTFOLIO QUARTER 4 (31st March 2018)

### Decent Homes Borrowing

<u>Lender</u>	<u>Type</u>	<u>Rate %</u>	<u>Amount £'s</u>	<u>From</u>	<u>To</u>	<u>Life of Loan</u>
PWLB	Fixed Rate/Maturity	4.11	1,241,000	31/03/2011	31/03/2018	7 years
PWLB	Fixed Rate/Maturity	4.75	2,000,000	04/03/2010	04/03/2035	25 years
PWLB	Fixed Rate/Maturity	4.28	1,800,000	25/05/2010	25/05/2035	25 years
PWLB	Fixed Rate/Maturity	4.24	963,000	17/08/2010	17/08/2035	25 years
PWLB	Fixed Rate/Maturity	4.65	3,000,000	25/03/2010	25/09/2035	25 1/2 years
			<b>9,004,000</b>			

### Self Financing Borrowing

<u>Lender</u>	<u>Type</u>	<u>Rate %</u>	<u>Amount £'s</u>	<u>From</u>	<u>To</u>	<u>Life of Loan</u>
PWLB	Fixed Rate/Maturity	2.92	500,000	28/03/2012	28/03/2026	14 years
PWLB	Fixed Rate/Maturity	3.01	8,000,000	28/03/2012	28/03/2027	15 years
PWLB	Fixed Rate/Maturity	3.08	8,700,000	28/03/2012	28/03/2028	16 years
PWLB	Fixed Rate/Maturity	3.15	9,600,000	28/03/2012	28/03/2029	17 years
PWLB	Fixed Rate/Maturity	3.21	10,600,000	28/03/2012	28/03/2030	18 years
PWLB	Fixed Rate/Maturity	3.26	11,000,000	28/03/2012	28/03/2031	19 years
PWLB	Fixed Rate/Maturity	3.30	16,000,000	28/03/2012	28/03/2032	20 years
PWLB	Fixed Rate/Maturity	3.34	17,500,000	28/03/2012	28/03/2033	21 years
PWLB	Fixed Rate/Maturity	3.37	17,600,000	28/03/2012	28/03/2034	22 years
PWLB	Fixed Rate/Maturity	3.40	17,300,000	28/03/2012	28/03/2035	23 years
PWLB	Fixed Rate/Maturity	3.42	15,300,000	28/03/2012	28/03/2036	24 years
PWLB	Fixed Rate/Maturity	3.44	21,000,000	28/03/2012	28/03/2037	25 years
PWLB	Fixed Rate/Maturity	3.46	18,200,000	28/03/2012	28/03/2038	26 years
PWLB	Fixed Rate/Maturity	3.47	19,611,000	28/03/2012	28/03/2039	27 years
PWLB	Fixed Rate/Maturity	3.48	4,000,000	28/03/2012	28/03/2040	28 years
			<b>194,911,000</b>			

### Prudential Borrowing

<u>Lender</u>	<u>Type</u>	<u>Rate %</u>	<u>Amount £'s</u>	<u>From</u>	<u>To</u>	<u>Life of Loan</u>
Lancashire C.C.	Fixed Rate/Maturity	1.98	1,500,000	03/07/2013	03/07/2018	5 years
PWLB	Fixed Rate/EIP	2.37	1,315,789	19/08/2013	19/02/2022	9 1/2 years
PWLB	Fixed Rate	2.29	1,755,950	19/03/2018	19/03/2028	10 years
			<b>4,571,739</b>			

### Total Borrowing

**208,486,739**

**Meeting:** EXECUTIVE

Portfolio Area: Resources

**Date:** 11 JULY 2018

**Agenda Item:**



## **2017/18 CAPITAL EXPENDITURE OUTTURN KEY DECISION**

Author – Yamini Krishnan      Ext 2752  
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Lead Officer – Clare Fletcher      Ext 2933  
Contact Officer – Clare Fletcher      Ext 2933

### **1. PURPOSE**

- 1.1 To update Members on the outturn position on the 2017/18 capital programme including the resources used to fund the total capital expenditure.
- 1.2 To update Members on the Council's Capital Strategy and any changes to the 2018/19 and future year's capital programme.
- 1.3 To update Members on the actual 2017/18 Minimum Revenue Provision (MRP) and the MRP for 2018/19.
- 1.4 To update Members on the resources available to fund the Capital Strategy.
- 1.5 To approve any appropriations between General Fund and Housing Revenue Account.

### **2. RECOMMENDATIONS**

- 2.1 That the 2017/18 General Fund capital expenditure outturn of £9,013,305 be noted, (subject to the completion of the 2017/18 external audit of accounts).
- 2.2 That the 2017/18 HRA capital expenditure outturn of £17,022,272 be noted (subject to the completion of the 2017/18 external audit of accounts).
- 2.3 That the funding applied to the 2017/18 General Fund capital programme be approved as summarised in paragraph 4.2.4.
- 2.4 That the funding applied to the 2017/18 HRA capital programme be approved as summarised in paragraph 4.5.1.

- 2.5 That the 2018/19 General Fund capital programme net changes of £701,875 reduction and slippage from 2017/18 of £11,726,975 (£10.6M on two schemes as detailed in para 4.1.1) be approved as summarised in paragraph 4.3.4 and as detailed in Appendix A to this report.
- 2.6 That the 2018/19 HRA capital programme net changes of £568,020 slippage from 2017/18 and £8,694,850 re-profiled into 2019/20 be approved as summarised in paragraph 4.6.1 and detailed in Appendix B to this report.
- 2.7 The appropriation of 29 Shephall Way (valued at £247,500) in 2017/18 and Symonds Green (valued at £444,550) in 2018/19 from General Fund to Housing Revenue Account as detailed in Para 4.7.3 be approved.

### **3. BACKGROUND**

- 3.1 The 2017/18 capital programme was last approved by Members at the March Executive as part of the 3<sup>rd</sup> quarter monitoring report. At March Executive the 2017/18 revised General Fund capital programme was projected to be £20,663,160 and the 2017/18 revised HRA capital programme was projected to be £17,525,250 a total of £38,188,410.
- 3.2 The 2017/18 outturn position included in this report is subject to external audit by 26 July 2018 and there may be changes as a result of any audit findings. The audited accounts will be presented to the Audit and Statement of Accounts Committees on the 26 July 2018.

### **4. REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS**

#### **4.1 2017/18 GENERAL FUND CAPITAL PROGRAMME**

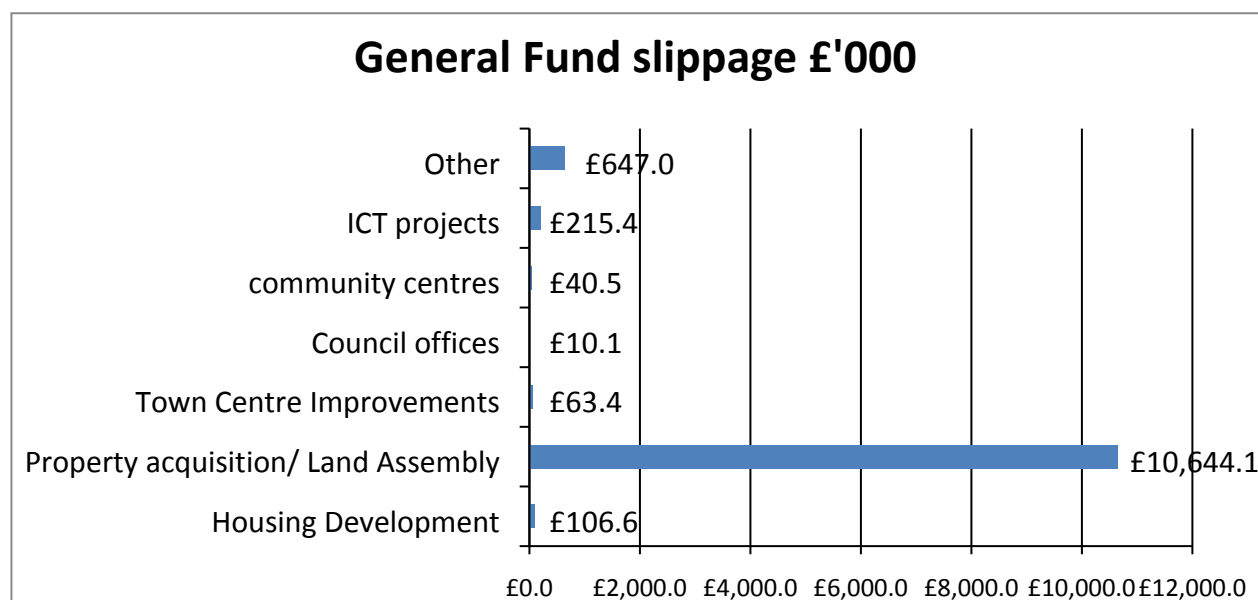
- 4.1.1 The actual outturn for General Fund capital expenditure was £11,649,855 lower than that estimated in the March 2018 Executive. The main reasons for this being:
- Anticipated site assembly costs of £3M for SG1 did not materialise in 4th quarter, timing and site selection has been re-profiled to 2018/19.
  - The approved fund for the commercial property portfolio of the Council's Financial Security priority, one site has been purchased, but another site was not pursued, as the change in the tenants at the site meant it no longer met the Council's criteria. This has resulted in a further slippage of £7.6M.

Appendix A shows slippage by scheme which is also summarised in the table below:

<b>General Fund - Schemes</b>	<b>Q3 Revised Budget £</b>	<b>2017-18 Actuals £</b>	<b>(Under) / Overspend £</b>	<b>Slippage to 2018-19 £</b>
Stevenage Direct Services	1,451,860	1,382,246	(69,614)	67,575
Housing Development	2,512,230	2,405,610	(106,620)	106,620
Finance and Estates	10,149,040	2,117,544	(8,031,496)	8,044,270

General Fund - Schemes	Q3 Revised Budget £	2017-18 Actuals £	(Under) / Overspend £	Slippage to 2018-19 £
Corporate projects, Customer Service & Technology	440,200	267,879	(172,321)	215,360
Housing and Investment	1,531,440	1,474,647	(56,793)	57,440
Regeneration	3,573,810	504,490	(3,069,320)	3,063,400
Communities and Neighbourhoods	213,270	180,523	(32,747)	40,510
Planning and Regulatory	791,310	680,366	(110,944)	131,800
<b>TOTAL</b>	<b>20,663,160</b>	<b>9,013,305</b>	<b>(11,649,855)</b>	<b>11,726,975</b>

4.1.2 The General Fund slippage is summarised by spend type in the following chart. Out of total expenditure, slipped into 2018/19, 91% relates to “Site Assembly” for regeneration and economic development purposes (as detailed in para 4.1.1).



## 4.2 2017/18 GENERAL FUND CAPITAL RESOURCES

4.2.1 The actual General Fund capital receipts realised in 2017/18 was £1,100,581 compared to budgeted receipts of £1,012,515 an increase of £88,066. The projected receipts for 2018/19 are anticipated to be £71,000 higher.

4.2.2 The Council has a statutory requirement to make a General Fund Minimum Revenue Provision (MRP) to reflect the cost of borrowing over the life of the assets funded through borrowing. The Council's MRP policy is approved with the Treasury Management strategy in February and is applicable regardless of whether physical borrowing has taken place. The MRP charge to the General Fund calculated for 2017/18 remains unchanged at £654,370.

4.2.3 The capital programme also uses grants and contributions from Government and third parties such as developers in the form of S106 agreements. Most of this income is linked to specific projects and cannot support an unrelated scheme in the capital

programme. The current capital strategy contains S106 monies that have been earmarked to support current and future capital schemes.

4.2.4 The resources used and available to fund future capital expenditure are summarised in the following table:

General Fund Resources	Brought forward	Received in Year £	Used in Year £	Available to Fund Future Year Expenditure £
Usable Capital Receipts	(5,898,620)	(1,100,581)	1,210,423	(5,788,778)
Usable Capital receipts - GF LA share allocation	(939,071)	(353,531)	1,292,602	0
One for One Receipts-spent on General Fund schemes		(2,405,610)	2,405,610	0
Section 106 Receipts	(262,485)	(338,841)	8,542	(592,784)
Grant and Other Contributions General Fund	(135,965)	(2,182,118)	595,305	(1,722,778)
Capital reserve (incl. New Homes Bonus)		(1,715,921)	1,715,921	0
Revenue Contributions		(28,952)	28,952	0
Prudential borrowing		(1,755,950)	1,755,950	0
<b>Total</b>	<b>(7,236,141)</b>	<b>(9,881,504)</b>	<b>9,013,305</b>	<b>(8,104,340)</b>

Numbers in brackets ( ) =available funds/funds received in year, Positive numbers = spent in year

### 4.3 GENERAL FUND CAPITAL EXPENDITURE 2018/19

4.3.1 Members approved the 2018/19 General Fund capital programme totalling £21,780,410 at the March Executive. This report identifies an increase in the budget by £11,025,100 to £32,805,510, recommended for approval.

4.3.2 **Slippage** - The 2018/19 programme has increased by £11,025,100 (net) mainly due to slippage from 2017/18 of £11,726,975 (See table under 4.1.1 and chart under 4.1.2). A further slippage of £ 350,000 from 2018/19 to 2019/20 has been identified for Ditchmore Lane (Conversion of existing building to new homes). Having obtained the planning permission for all three dwellings at Ditchmore Lane, it is now possible to procure a contract to develop these properties to ensure Value for Money and also consistency in design and quality.

4.3.3 **Increase/virement in expenditure** funded from the deferred works budget and revenue contributions are proposed as detailed below:

- Boiler upgrade/replacement at Springfield House (£16,000) and Timebridge Community Centre (£98,000) recommend funding from “Deferred Works” budget.
- CCTV cameras en-route to Multi Storey Car Park (£10,000) recommend funding from “Deferred Works” budget.

- Purchase of new rowing and pedalo boats at Fairland Valley Park - £23,000  
As part of the Financial Security option officers have worked with SLL looking at opportunities to increase usage of the Fairlands valley lake facilities. It has been proposed to introduce boats onto the lake on a “pay and play” basis this summer, including Sundays. SLL have costed the revenue implications for this and have sourced boats. Given the remaining length of the contract, it is recommended that SBC make the capital investment. This initial investment will be funded from revenue savings from the SLL contract in 2018/19.

4.3.4 The changes to the 2018/19 budget are summarised in the table below:

General Fund - Schemes budget changes and impact on 2018/19	Spend re-profiled from 2017/18	Budget increases	Budget reductions	Spend re-profiled to 2019/20	Total
Stevenage Direct Services	67,575		(284,875)		(217,300)
Housing Development	106,620			(350,000)	(243,380)
Housing and Investment (Boiler upgrade- Springfield & Timebridge)	57,440	114,000			171,440
Finance and Estates	8,044,270		(124,000)		7,920,270
Corporate Projects, Customer Service, IT	215,360				215,360
Regeneration	3,063,400				3,063,400
Community & Neighbourhoods	40,510	23,000			63,510
Planning and Regulatory(incl. Disabled facilities grant)	131,800	10,000	(90,000)		51,800
<b>TOTAL GENERAL FUND IMPACTS 2018/19</b>	<b>11,726,975</b>	<b>147,000</b>	<b>(498,875)</b>	<b>(350,000)</b>	<b>11,025,100</b>

4.3.5 **Decrease in expenditure-** The 2018/19 General Fund budget has decreased by £498,875 (net). Capital Expenditure for disabled facilities grants has decreased in 2018/19 by £90,000. One of the reasons for this is that from April 2018, Hertfordshire Home Improvement Agency (HIA) administers all new DFG applications on behalf of SBC. The revised budget reflects the commitments that are currently approved under existing grant applications. Any funding received during 2018/19 over and above the requirement will be passed to HIA to facilitate grant awards in Stevenage.

4.3.6 The capital programme for vehicles and plant replacement (Stevenage Direct Services SDS) budget has been reviewed and re profiled for the next four years which has resulted in a reduction of £284,875 in 2018/19. The overall savings identified over five years is £1,047,600. This is based on a review of the service requirement and specification changes to the vehicles, and not as a result of keeping vehicles for a longer period of time.



#### 4.4 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME

4.4.1 The actual outturn for 2017/18 HRA capital spend is £502,978 lower than that estimated at the March 2017 Executive. The main reason for this is slippage of £568,020 on certain Housing development schemes and IT spend which were due to be spent in the final quarter. The following table identifies the areas of slippage.

Housing Revenue Account	Q3 Approved Budget	Actuals 2017/18	(Underspend) / Overspend	Slippage to 2018-19
	£	£	£	£
New Build and Housing acquisitions	4,841,630	4,560,227	(281,403)	281,350
Major Works	12,132,350	12,178,736	46,386	
Special Projects & Equipment	173,740	47,853	(125,887)	129,570
IT Including Digital Agenda	377,530	235,456	(142,074)	157,100
<b>TOTAL</b>	<b>17,525,250</b>	<b>17,022,272</b>	<b>(502,978)</b>	<b>568,020</b>

4.4.2 In 2017/18 the Major works programme has delivered 420 roof replacements, 649 window replacements, 696 door replacements and 666 insulation improvements such as external wall insulation, cavity wall insulation and loft insulation. Further capital improvement works were carried out internally to properties including 203 boiler replacements, 39 electrical rewires, 81 kitchen replacements and 62 bathroom replacements.

4.4.3 Slippage from the ICT budget relates to various underspends within IT budgets that are both corporate and HRA specific that are being consolidated and utilised to support delivery of new technologies such as Document Management, online services for tenants, and mobile working solutions within the Housing service. It will also be used to fund the HRA contribution to corporate schemes to improve the overall resilience and security of IT services.

4.4.4 As part of the new build and acquisitions programme, five schemes were progressed at the following sites in 2017/18: Archer Road, Vincent Court, Ditchmore Lane, Twin Foxes and March Hare. Of these, 22 homes at Archer Road, and four homes at Vincent Court were completed and delivered. In addition eight properties were bought on the open market providing 34 new homes in total.

4.4.3 The number of properties, where works have been carried out to the property to bring the property up to the decent homes standard (the standard by which each element i.e. kitchen, bathroom, electrics, windows, roof etc. whose condition is measured) in 2017/18 was 660, which exceeded the target of 642.



## 4.5 HOUSING REVENUE ACCOUNT CAPITAL RESOURCES

4.5.1 The value of resources available, (including capital receipts) to support the future capital programme (as at 31 March 2018) is £19,366,740. The resources are summarised in the following table:

Housing Revenue Account Resources	Brought Forward	Received in Year	Used in Year	Available to Fund Future Year Expenditure
	£	£	£	£
Major Repairs Reserve (Depreciation)- includes refund of buyback previously taken from MRR	(4,507,777)	(11,696,665)	6,940,063	(9,264,379)
Usable Capital Receipts	(7,776,126)	(794,485)	8,569,922	(689)
One for One Receipts for HRA	(10,903,677)	(516,166)	1,318,173	(10,101,670)
S20 and Other contributions		(52,439)	52,439	
Revenue contributions		(60,230)	60,230	
S106 Contributions	(81,445)		81,445	
<b>TOTAL</b>	<b>(23,269,025)</b>	<b>(13,119,985)</b>	<b>17,022,272</b>	<b>(19,366,738)</b>

Numbers in brackets () =available funds/funds received in year, Positive numbers = spent in year

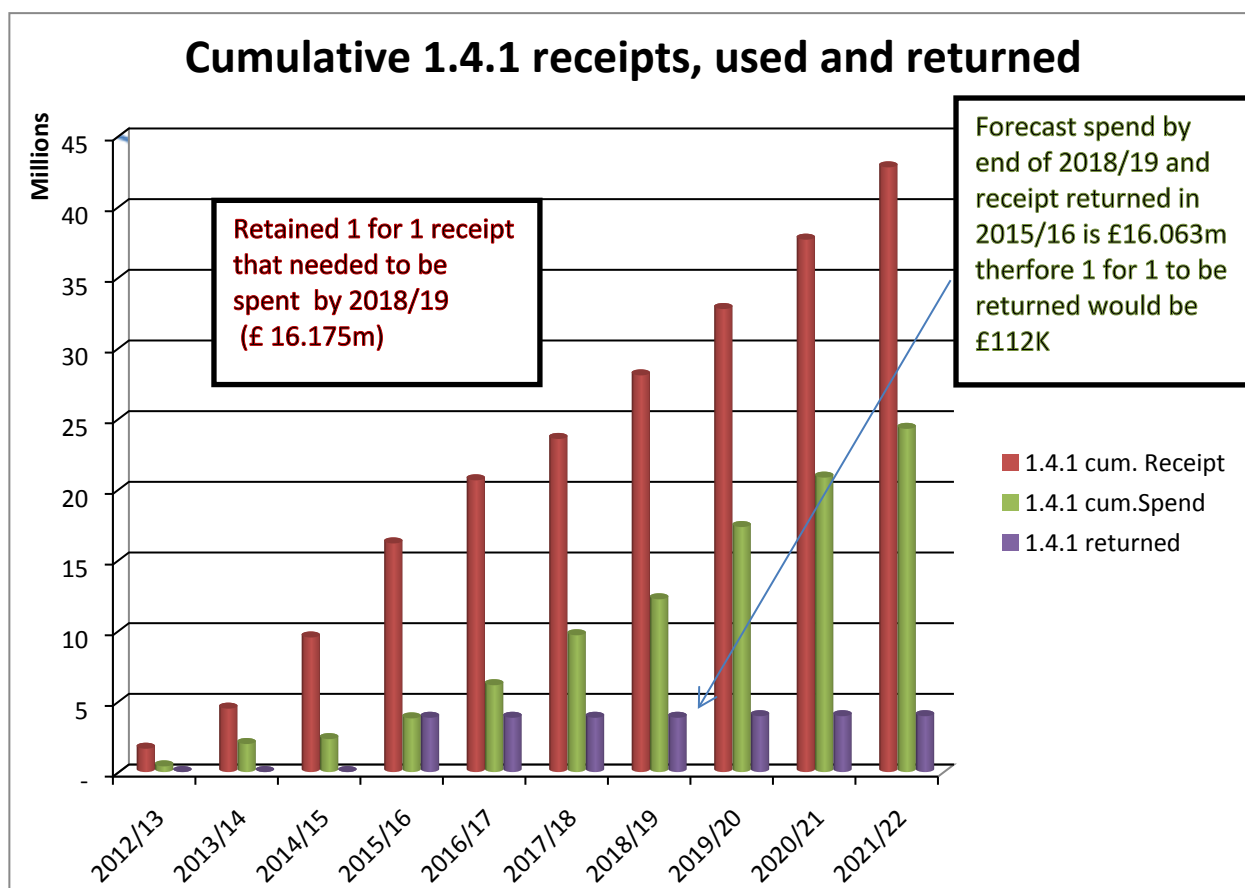
4.5.2 There were 37 homes sold under Right to Buy (RTB) during 2017/18, one exempt from pooling. The resulting HRA gross capital receipt was £4,903,902, and the allocation of this receipt including the pooling payment to the government is shown in the table below.

Housing Revenue Account - 2017/18 Right to buy sales		
	£	£
Sale Proceeds 37 sales		4,903,902
RTB discounts repaid in year subject to pooling		93,831
<b>Total Gross proceeds</b>		<b>4,997,733</b>
less admin fee		(46,800)
Less pooling payment to Government		(860,534)
<b>Net proceeds</b>		<b>4,090,399</b>
Net proceeds allocated as follows:		
LA share	353,531	
1 for 1 receipt	2,947,855	
One New Build property sold (exempt from pooling )	136,002	
Debt receipts	653,010	
		<b>4,090,399</b>

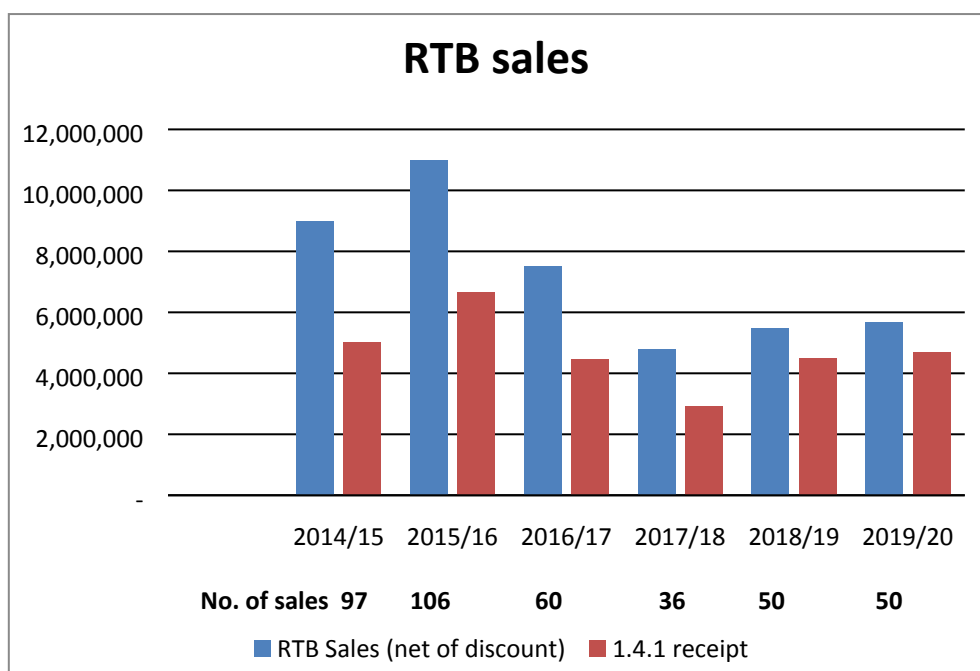
4.5.3 The HRA RTB receipts used in year to finance the capital works was £9,888,095 leaving a balance of £10,101,670 which is the balance of one for one receipt available to fund 30% of the future new build schemes. As Members are aware there is a three year deadline to spend these receipts and if un-spent the receipt must be returned to government plus interest (calculated at 4% above base rate).

4.5.4 Due to the lead times for these new build schemes which include finding suitable residential development sites, grant of planning permission, procurement and build, achieving the three year deadline is becoming more challenging. Officers have reviewed the projected spend and the opportunities to support local social housing providers in return for nomination rights so that one for one receipts can be utilised where ever possible. The revised programme as outlined in paragraph 4.6.1 now means that receipts (£112,000 plus interest) are forecast to be handed back in Quarter 4 of 2018/19. However this may change during the year if there are further changes in the spend profile. The officers will look to mitigate the risk/loss of handing any receipts back to the government.

The chart below shows the actual and estimated (cumulative) one for one receipt including returned receipts to the government.



4.5.5 The trend on RTB sales have been showing signs of slowdown, which means that there is less 1.4.1 receipts now available for spend .As shown in the chart below, the RTB sales peaked during 2014/15 and 2015/16, which meant that the Council needed to spend a high proportion on eligible capital schemes from 1.4.1 receipts retained from these receipts in 2017/18 and 2018/19.



- 4.5.6 In the first quarter of 2018/19, eight Right to buy sales were completed generating one for one receipts of £1,046,400. Officers will continue to monitor these receipts considering development opportunities available and interest payments that may become due. Should a receipt be held for the three years and remain unspent the interest payment would be approximately £143,800 on a £1 Million receipt (assuming bank base rate remains unchanged at 0.50%)

#### 4.6 HOUSING REVENUE ACCOUNT CAPITAL EXPENDITURE 2018/19

- 4.6.1 Members approved the 2018/19 Housing Revenue Account capital programme totalling £31,354,630 at the March Executive. This report identifies a net decrease in the budget by £8,126,830 to £23,227,800. The changes to the 2018/19 budget are summarised in the table below:

Housing Revenue Account - Budget changes and impact on 2018/19	Approved budget (March Executive)	Slippage from 2017-18	Spend re-profiled to 2019/20 and beyond	Total
New Build Schemes	15,327,630	281,350	(8,694,850)	6,914,130
Other Major Works	14,419,530			14,419,530
HRA ICT and Equipment	1,607,470	286,670	0	1,894,140
<b>TOTAL HRA IMPACTS 2017/18</b>	<b>31,354,630</b>	<b>568,020</b>	<b>(8,694,850)</b>	<b>23,227,800</b>

- 4.6.2 The slippage of £8,694,850 is a result of the revised projections for planning and delivery works.

## **4.7 Property Appropriations between General Fund and HRA**

- 4.7.1 Assets may be transferred between General Fund and Housing Revenue Account to allow the most appropriate use of these assets. For example a former underused general fund asset could be redeveloped for new HRA properties. However in doing so no capital receipt is gained for the Council. The value of the land swap is recognised in the capital financing requirement (CFR) for each fund (ie the level of indebtedness of each fund), while overall the Council's CFR remains unchanged.
- 4.7.2 An appropriation from the General Fund to the HRA results in
- i) an increase in the HRA's CFR and so a reduction in the headroom below the debt cap (effectively reducing the amount of new borrowing the HRA could take
  - ii) a decrease in the General Fund's CFR
  - iii) the loss of a capital receipt and/or rental for the asset transferred to the HRA.
- 4.7.3 Appropriation between the funds needs Member approval and as such officers are seeking approval for the following assets to be transferred from GF to the HRA:

Year	General Fund Asset	Reason	Approximate transfer value
2017/18	29 Shephall Way (former Doctors' surgery became vacant when surgery relocated to new site	Redevelopment site for new HRA properties	£247,500
2018/19	Symonds Green Annexe (vacant site and on General Fund disposal list)	Redevelopment site for new HRA properties	£444,550

## **5. IMPLICATIONS**

### **5.1 Financial Implications**

- 5.1.1 This report is financial in nature and consequently financial implications are included in the above.

### **5.2 Legal Implications**

- 5.2.1 None identified at this time.

### **5.3 Policy Implications**

- 5.3.1 The approval of the revised budget framework includes a link for the Council's service planning requirements to ensure service priorities are identified. In addition the budget framework represents a development of a policy led budgeting approach across Council services and the overall Capital Strategy.

## **5.4 Equality and Diversity Implications**

- 5.4.1 *This report is of a technical nature reflecting the projected spend for the General Fund and HRA capital programme.*

## **5.5 Risk Implications**

- 5.5.1 The significant risks associated with the capital strategy are largely inherent within this report.
- 5.5.2 If the HRA procurement of contracts is delayed it could lead to works not being completed to the current profile.
- 5.5.3 A significant risk exists that works deferred due to lack of funding become urgent in year, requiring completion on grounds of health and safety. A reasonable assessment has been made in the prioritisation process to try to keep this risk to a minimum. However, it cannot be forecast fully.
- 5.5.4 There is a risk in achieving the level of qualifying HRA spend to fully utilise retained one for one receipts. Should qualifying schemes slip or new schemes fail to be developed the three year deadline for spending these receipts will not be met and will have to be returned to the Government plus interest (base rate plus 4%). The current new build programme has a number of schemes where development sites have yet to be identified. In addition it includes sums set aside for open market acquisitions and buy backs which are dependent on suitable properties coming onto the market. Should the new schemes and/or purchases slip or fail to be delivered there is a risk that one for one receipts will have to be returned and interest payments made. It is estimated that with the slippage already identified in this report (para 4.6.1 & 4.6.2) for the current programme (open market acquisitions and new schemes), £112,000 would need to be repaid (as it exceeded 3 year timescale) in Q4 2018/19 with associated interest costs estimated at £16,000 – the next repayment would be due in 2022/23 quarter 1.
- 5.5.5 There are risks around achieving the level of disposals budgeted for. The estimated dates of receipts very much rely on a series of steps being successful at estimated dates. The level of receipts for the General Fund is a significant source of funding for its capital programme. The Council manages this risk by reviewing and updating the Strategy quarterly, including resources where a sale is likely to complete. This will enable action to be taken where a receipt looks doubtful.

## **BACKGROUND DOCUMENTS**

- BD1 - Capital Strategy Update January 2018 (Executive)
- BD2 - Capital Strategy February 2018 (Council)
- BD3 - Capital Strategy March 2018 (Executive)

## **APPENDIX**

- A - General Fund Capital Programme
- B - HRA Capital Programme

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# APPENDIX A GENERAL FUND CAPITAL STRATEGY

		2017/2018			2018/2019				2019/2020	2020/2021	2021/2022	2022/2023
Cost Centre	Scheme	March Working Budget	Actuals 2017-18	(Under)/ Overspend	Slippage from 2017-18	Q3 Working Budget	Q4 Revised Budget	Variance Q3 Working Budget v Q4 Revised	Q4 Projection	Q4 Projection	Q4 Projection	Q4 Projection
		£	£	£	£	£	£	£	£	£	£	£
Page 75	<b>General Fund - Schemes</b>											
	Stevenage Direct Services	1,451,860	1,382,246	(69,614)	67,575	1,921,060	1,703,760	(217,300)	759,000	681,000	666,500	607,000
	Housing Development	2,512,230	2,405,610	(106,620)	106,620	1,251,330	1,007,950	(243,380)	680,000			
	Finance and Estates	10,149,040	2,117,544	(8,031,496)	8,044,270	9,282,810	17,203,080	7,920,270	2,830,720	2,120,220	390,000	90,000
	Corporate Projects, Customer Services & Technology	440,200	267,879	(172,321)	215,360	632,250	847,610	215,360	300,000	300,000	300,000	300,000
	Housing and Investment	1,531,440	1,474,647	(56,793)	57,440	1,160,000	1,331,440	171,440	90,000	5,000		
	Regeneration	3,573,810	504,490	(3,069,320)	3,063,400	6,414,010	9,477,410	3,063,400	10,800,000	500,000		
	Communities and Neighbourhoods	213,270	180,523	(32,747)	40,510	141,750	205,260	63,510	44,000	20,000	40,000	20,000
	Planning and Regulatory	791,310	680,366	(110,944)	131,800	977,200	1,029,000	51,800	413,000	318,000	323,000	318,000
	<b>Total Schemes with Growth Added</b>	<b>20,663,160</b>	<b>9,013,305</b>	<b>(11,649,855)</b>	<b>11,726,975</b>	<b>21,780,410</b>	<b>32,805,510</b>	<b>11,025,100</b>	<b>15,916,720</b>	<b>3,944,220</b>	<b>1,719,500</b>	<b>1,335,000</b>
	<b>General Fund -Resources</b>											
	Capital Receipts	2,299,660	1,210,423	(1,089,237)		5,764,337	5,863,010	98,673	1,682,528	666,518	246,528	
	Debt Provision Receipts											
	New Build 1-4-1 Receipts - Additional Funding from HRA for RP G	2,499,730	2,405,610	(94,120)		701,330	701,330					
	Unpooled Receipts	49,560		(49,560)			12,500	12,500				
	Grants	407,000	360,304	(46,696)		300,000	257,800	(42,200)				
	S106's	8,540	8,542	2		25,000	25,000					
	LEP	3,000,000	235,002	(2,764,998)		5,200,000	8,200,000	3,000,000	10,300,000			
	RCCO	4,000	28,952	24,952		394,000	417,000	23,000	4,000	4,000	4,000	4,000
	Regeneration Asset Reserve	40,000		(40,000)		140,500	140,500					
	Capital Reserve (BG916 Revenue Savings)	723,000	1,073,000	350,000		720,000	720,000		720,000	720,000	720,000	714,528
	Capital Reserve (BG903 Housing Receipts)	1,299,673	1,292,602	(7,071)		373,313	373,313		386,472	386,472	386,472	386,472
	New Homes Bonus	631,997	642,920	10,923		525,230	514,307	(10,923)	258,000	312,000	362,500	230,000
	Prudential Borrowing Approved	9,700,000	1,755,950	(7,944,050)		7,636,700	15,580,750	7,944,050	2,565,720	1,855,230		
	Unapproved Borrowing											
	<b>Total Resources (General Fund)</b>	<b>20,663,160</b>	<b>9,013,305</b>	<b>(11,649,855)</b>		<b>21,780,410</b>	<b>32,805,510</b>	<b>11,025,100</b>	<b>15,916,720</b>	<b>3,944,220</b>	<b>1,719,500</b>	<b>1,335,000</b>
	<b>NB £15,000 New Homes Bonus funding for electric car charging points approved Executive 9th April 2018</b>											

APPENDIX A GENERAL FUND CAPITAL STRATEGY

		2017/2018			2018/2019				2019/2020	2020/2021	2021/2022	2022/2023
Cost Centre	Scheme	March Working Budget	Actuals 2017-18	(Under)/ Overspend	Slippage from 2017-18	Q3 Working Budget	Q4 Revised Budget	Variance Q3 Working Budget v Q4 Revised	Q4 Projection	Q4 Projection	Q4 Projection	Q4 Projection
		£	£	£	£	£	£	£	£	£	£	£
	<b>General Funds Receipts</b>											
	<b>Unallocated B/fwd</b>	(5,898,620)	(5,898,620)			(4,611,475)	(5,788,778)	(1,177,303)	(1,590,368)	(5,106,240)	(4,439,722)	(4,193,194)
	In Year Receipts	(1,012,515)	(1,100,581)			(1,593,600)	(1,664,600)	(71,000)	(5,198,400)			
	Used in Year	2,299,660	1,210,423			5,764,337	5,863,010	98,673	1,682,528	666,518	246,528	
	<b>General Fund Receipts Unallocated C/fwd</b>	(4,611,475)	(5,788,778)			(440,738)	(1,590,368)	(1,149,630)	(5,106,240)	(4,439,722)	(4,193,194)	(4,193,194)
	<b>Capital Reserve Resource</b>											
	<b>Unallocated B/fwd</b>	(939,071)	(939,071)			(350,000)		350,000	(278,000)	(628,000)	(978,000)	(1,328,000)
	In Year Resource	(1,433,602)	(1,426,531)			(1,443,313)	(1,371,313)	72,000	(1,456,472)	(1,456,472)	(1,456,472)	(1,456,472)
	Used in Year	2,022,673	2,365,602			1,093,313	1,093,313		1,106,472	1,106,472	1,106,472	1,101,000
	<b>Capital Reserve Unallocated C/fwd</b>	(350,000)				(700,000)	(278,000)	422,000	(628,000)	(978,000)	(1,328,000)	(1,683,472)



APPENDIX A GENERAL FUND CAPITAL STRATEGY

		2017/2018			2018/2019				2019/2020	2020/2021	2021/2022	2022/2023
Cost Centre	Scheme	March Working Budget	Actuals 2017-18	(Under)/ Overspend	Slippage from 2017-18	Q3 Working Budget	Q4 Revised Budget	Variance Q3 Working Budget v Q4 Revised	Q4 Projection	Q4 Projection	Q4 Projection	Q4 Projection
		£	£	£	£	£	£	£	£	£	£	£
Page 77	<b>Stevenage Direct Services</b>											
	<b>Parks &amp; Open Spaces</b>											
	KC063 Ridlins Park Football Pitch Improvements (S106)	8,540	8,544	4								
	KC218 Hertford Road Play Area (S106 Funded)					25,000	25,000					
	KE911 Play Area Improvement Programme	388,880	335,318	(53,562)	53,560	232,700	286,260	53,560	137,000	243,000	283,500	220,000
	KE097 Litter bins	91,000	80,357	(10,643)	10,640	58,000	68,640	10,640	125,000	73,000	83,000	10,000
	KE325 Open Spaces Furniture	8,000	7,700	(300)								
	KE329 Play Areas Fixed Play	20,000	3,000	(17,000)	17,000		17,000	17,000				
	KE909 Fairlands Valley Park Campshill Bridge	37,040	37,787	747								
	KE910 Fairlands Valley Park Balancing Pond - Dredging	30,000	27,526	(2,474)								
	<b>Vehicles,Plant,Equipment</b>											
	KE349 Waste Receptacles	30,000	29,999	(1)		30,000	30,000		15,000	15,000		
Various	Vehicle/Plant replacement Programme - See Appendix A1 for details	838,400	852,015	13,615	(13,625)	1,575,360	1,276,860	(298,500)	482,000	350,000	300,000	377,000
	<b>Total Revised Stevenage Direct Services</b>	<b>1,451,860</b>	<b>1,382,246</b>	<b>(69,614)</b>	<b>67,575</b>	<b>1,921,060</b>	<b>1,703,760</b>	<b>(217,300)</b>	<b>759,000</b>	<b>681,000</b>	<b>666,500</b>	<b>607,000</b>

APPENDIX A GENERAL FUND CAPITAL STRATEGY

		2017/2018			2018/2019				2019/2020	2020/2021	2021/2022	2022/2023
Cost Centre	Scheme	March Working Budget	Actuals 2017-18	(Under)/ Overspend	Slippage from 2017-18	Q3 Working Budget	Q4 Revised Budget	Variance Q3 Working Budget v Q4 Revised	Q4 Projection	Q4 Projection	Q4 Projection	Q4 Projection
		£	£	£	£	£	£	£	£	£	£	£
KG030 KE328 KG032	Housing Development											
	Grants To Registered Providers	2,499,730	2,405,610	(94,120)	94,120	701,330	795,450	94,120				
	Archer Road Neighbourhood Centre 2014 (General Fund)	12,500		(12,500)	12,500		12,500	12,500				
	Building Conversion into New Homes - Ditchmore Lane					550,000	200,000	(350,000)	680,000			
	Total Housing Development	2,512,230	2,405,610	(106,620)	106,620	1,251,330	1,007,950	(243,380)	680,000			

APPENDIX A GENERAL FUND CAPITAL STRATEGY

		2017/2018			2018/2019				2019/2020	2020/2021	2021/2022	2022/2023
Cost Centre	Scheme	March Working Budget	Actuals 2017-18	(Under)/ Overspend	Slippage from 2017-18	Q3 Working Budget	Q4 Revised Budget	Variance Q3 Working Budget v Q4 Revised	Q4 Projection	Q4 Projection	Q4 Projection	Q4 Projection
		£	£	£	£	£	£	£	£	£	£	£
KG002 KG025 KE388 KR911 KR912 KR914 KR915	<b>Finance &amp; Estates</b>											
	Garages	300,000	327,822	27,822		3,430,810	3,430,810		2,815,720	2,105,220	375,000	75,000
	Garage Site Assembly					180,000	180,000					
	Town Square Retail Units Development (nos 3 - 29)	40,000	24,952	(15,048)								
	Deferred Works Reserve	409,040		(409,040)	409,040		285,040	285,040				
	Investment Property	9,400,000	1,755,950	(7,644,050)	7,644,050	5,600,000	13,244,050	7,644,050				
	IDOX Property Management Software		8,820	8,820	(8,820)	30,000	21,180	(8,820)				
	Energy Performance Surveys and Proposed Building Works					42,000	42,000		15,000	15,000	15,000	15,000
	<b>Total Finance &amp; Estates</b>	<b>10,149,040</b>	<b>2,117,544</b>	<b>(8,031,496)</b>	<b>8,044,270</b>	<b>9,282,810</b>	<b>17,203,080</b>	<b>7,920,270</b>	<b>2,830,720</b>	<b>2,120,220</b>	<b>390,000</b>	<b>90,000</b>

# APPENDIX A GENERAL FUND CAPITAL STRATEGY

		2017/2018			2018/2019				2019/2020	2020/2021	2021/2022	2022/2023
Cost Centre	Scheme	March Working Budget	Actuals 2017-18	(Under)/ Overspend	Slippage from 2017-18	Q3 Working Budget	Q4 Revised Budget	Variance Q3 Working Budget v Q4 Revised	Q4 Projection	Q4 Projection	Q4 Projection	Q4 Projection
		£	£	£	£	£	£	£	£	£	£	£
	<b>Corporate Projects, Customer Services &amp; Technology</b>											
KS230	Changing Channels Payment Portal	12,280	24,090	11,810								
KS256	Implementation of Uniform Modules	10,600	24,608	14,008								
KS251	Harmonising Infrastructure Technology (for shared service)	150,330	118,093	(32,237)	32,240		32,240	32,240				
KS262	On-Line Housing Application Form					3,250	3,250					
KS260	Replacement HR & Payroll System	41,990	18,467	(23,523)	23,520		23,520	23,520				
	<b>Digital Agenda</b>											
KS268	Infrastructure Investment	175,000	49,547	(125,453)	125,450	125,000	250,450	125,450	200,000	300,000	300,000	300,000
KS269	New Intranet	30,000	5,846	(24,154)	24,150	50,000	74,150	24,150				
KS270	Online Customer Account (formerly Capita Advantage Digital)					100,000	100,000					
KS271	Corporate Website - Redesign					99,000	99,000					
KS263	Waste and Recycling System					90,000	90,000					
KS272	Electronic SMB Reports System	10,000	27,229	17,229								
KS273	Call Recording					46,000	46,000					
KS264	Implementation of Civica Icon Payments (Car Park Season Ticket Online Solution)	10,000		(10,000)	10,000		10,000	10,000				
KS274	New CRM Technology					99,000	99,000					
KS275	Future Online Development of Civica Icon Payments					20,000	20,000					
	Next Generation Telephony								100,000			
	<b>Total Corporate Projects, Customer Services &amp; Technology</b>	<b>440,200</b>	<b>267,879</b>	<b>(172,321)</b>	<b>215,360</b>	<b>632,250</b>	<b>847,610</b>	<b>215,360</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>

# APPENDIX A GENERAL FUND CAPITAL STRATEGY

		2017/2018			2018/2019				2019/2020	2020/2021	2021/2022	2022/2023
Cost Centre	Scheme	March Working Budget	Actuals 2017-18	(Under)/ Overspend	Slippage from 2017-18	Q3 Working Budget	Q4 Revised Budget	Variance Q3 Working Budget v Q4 Revised	Q4 Projection	Q4 Projection	Q4 Projection	Q4 Projection
		£	£	£	£	£	£	£	£	£	£	£
	<b>Housing and Investment</b>											
KG024	Asbestos Surveyor for Garages (one year contract)	30,000	23,283	(6,717)	6,720	20,000	26,720	6,720				
	<b>Play Centres</b>											
KC904	Play Centres General	43,890	50,165	6,275								
KR135	Demolition of Chells Play Centre at Elliot Road	19,500	14,850	(4,650)								
KC910	Pin Green - New Storage Heaters					8,500	8,500					
KC911	Pin green - Replace External lighting					12,000	12,000					
KC912	Pin Green - Replace Hall Lighting					10,000	10,000					
KC913	Bandley Hill - Replace External Door Sets					6,000	6,000					
	<b>Community Centres</b>											
KE902	Community Centres General	237,460	266,043	28,583		32,000	32,000					
New	St Nicholas - Replacment Windows								25,000			
KE471	St Nicholas - Boiler and Hot Water Installation Upgrade					22,000	22,000					
New	St Nicholas Annexe - External Decorations								20,000			
New	Bedwell - External Cedar Cladding Works									5,000		
New	Shephal - Boiler Replacement								45,000			
KE447	The Oval - Re-roofing	167,000	156,495	(10,505)								
KE472	The Oval - Replace Radiators					8,000	8,000					
KE473	Springfield House - Works to External Envelope.					15,000	15,000					
NEW	Springfield House - Boiler upgrade						16,000	16,000				
KE474	Timebridge - Boiler and Hot Water replacement (3/5th of Cost to SBC)					10,000	108,000	98,000				
KE908	Symonds Green Community Centre Extension	349,260	348,262	(998)								
KE912	Scarborough Avenue Site - Residential Redevelopment											
	<b>Park Pavilions</b>											
KE907	Park Pavilions General	65,000	49,385	(15,615)	9,000		9,000	9,000				
KE475	Chells - Decommission Shower & Provide Hot Water To Changing Rooms					25,000	25,000					
KE476	Shephalbury Bowls - Reroofing					18,000	18,000					
KE477	Ridlins - Upgrade Heating and Ventilating Equipment					7,500	7,500					
KE478	St Nicholas - Electric Heating Replacement					8,000	8,000					
KE479	Canterbury Way - Demolition					12,000	12,000					
	<b>Depots</b>											
KE903	Depots	38,000	8,649	(29,351)	15,000		15,000	15,000				
KE480	Cavendish Rd - Office Alterations					35,000	35,000					
	<b>Cemeteries</b>											
KE904	Cemetery Buildings	15,000		(15,000)	15,000		15,000	15,000				
KE481	Weston Road - Replace / Upgrade Electric Space Heating.					25,000	25,000					
KE482	Weston road - External Joinery Decorations					10,000	10,000					

# APPENDIX A GENERAL FUND CAPITAL STRATEGY

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		£	£	£	£	£	£	£	£	£	£	£
Page 23 of 30	<b>Housing and Investment (cont'd)</b>											
	<b>Operational Buildings</b>											
	KE913 Fairlands Valley Farmhouse - Improvements	1,720		(1,720)								
	KR900 Council Offices	29,000	22,294	(6,706)	6,710	17,000	23,710	6,710				
	KR028 Energy Conservation Schemes	3,470		(3,470)								
	KR122 Daneshill House Enhancement Works - 5th Floor	214,000	212,737	(1,263)								
	KR131 Toilets Upgrade	101,000	100,375	(625)								
	KR133 Main Reception Refurbishment	7,360	7,208	(152)								
	KR139 Swingate House - Reroofing	100,000	96,639	(3,361)	3,360		3,360	3,360				
	KR140 Demolition of Doctors Surgery Shephall Way	17,200	18,150	950								
	KR141 Corporate Buildings - Essential Health & Safety Electrical Works					25,000	25,000					
	KR142 Corporate and Commercial Buildings - Condition survey					30,000	30,000					
	<b>Commercial Estate</b>											
	KE448 Indoor Market Essential Health & Safety Works	50,000	47,189	(2,811)		113,000	113,000					
	KE449 Indoor Market - Fire Alarm Replacement	5,000	4,857	(143)		75,000	75,000					
	KE450 Indoor Market Toilet Refurbishment	2,500	846	(1,654)	1,650	23,000	24,650	1,650				
	KR136 Preparation Works to Units 1,4,5 of the former QD Building					57,500	57,500					
	KR137 Works to 29 Town Square					27,500	27,500					
	KR138 Town Square Assets - Condition Survey					113,000	113,000					
	KE033 Town Centre Toilets - Reroofing / Remedial Works	20,000	28,700	8,700		5,000	5,000					
	KR143 Town Chambers - Reroofing, Guttering, Rainwater Pipe Replacement. Safe roof access					200,000	200,000					
	KR144 Town Chambers - Essential Works to Existing Windows					50,000	50,000					
	KR145 Town Chambers / Square - External Facade Structural Repairs					110,000	110,000					
	KR146 Town Chambers - Landlords Electrical Inspection and Remedial Works					30,000	30,000					
	KE314 Town Centre Cross Canopies	15,080	18,519	3,439								
	<b>Total Housing and Investment</b>	<b>1,531,440</b>	<b>1,474,647</b>	<b>(56,793)</b>	<b>57,440</b>	<b>1,160,000</b>	<b>1,331,440</b>	<b>171,440</b>	<b>90,000</b>	<b>5,000</b>		

APPENDIX A GENERAL FUND CAPITAL STRATEGY

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		£	£	£	£	£	£	£	£	£	£	£
KE389 KE384 KE390 KE438 KE439 KE454 KE466 KE467 KE439 KE469	<b>Regeneration</b>											
	Improvements to 'Forum Square'	185,000	197,026	12,026								
	Town Centre Improvements Phase 2 incl wayfinding signage	121,810	58,415	(63,395)	63,400	166,010	229,410	63,400				
	Intersection at Park Place and Queensway	250,000	217,800	(32,200)								
	Public Realm Improvements to Market Place	12,000	26,398	14,398		503,000	503,000					
	Public Realm Improvements to Town Square (GD1)	5,000	4,850	(150)		545,000	545,000		500,000	500,000		
	Town Centre Regeneration Programme (GD1)	3,000,000		(3,000,000)	3,000,000	2,500,000	5,500,000	3,000,000				
	Bus Interchange (GD3)					200,000	200,000		7,800,000			
	CCTV Relocation (GD1)					1,000,000	1,000,000					
	Town Square Improvements					1,000,000	1,000,000		1,500,000			
	Leisure Centre (GD1)					500,000	500,000		1,000,000			
	<b>Total Regeneration</b>	<b>3,573,810</b>	<b>504,490</b>	<b>(3,069,320)</b>	<b>3,063,400</b>	<b>6,414,010</b>	<b>9,477,410</b>	<b>3,063,400</b>	<b>10,800,000</b>	<b>500,000</b>		

APPENDIX A GENERAL FUND CAPITAL STRATEGY

		2017/2018			2018/2019				2019/2020	2020/2021	2021/2022	2022/2023
Cost Centre	Scheme	March Working Budget	Actuals 2017-18	(Under)/ Overspend	Slippage from 2017-18	Q3 Working Budget	Q4 Revised Budget	Variance Q3 Working Budget v Q4 Revised	Q4 Projection	Q4 Projection	Q4 Projection	Q4 Projection
		£	£	£	£	£	£	£	£	£	£	£
	<b>Community &amp; Neighbourhoods</b>											
KC900	Arts and Leisure Centre - Improvements	35,000	54,671	19,671	(19,670)	49,000	29,330	(19,670)				
KC903	Golf Course(Irrigation works)	5,480	9,334	3,854								
KC901	Stevenage Swimming Centre	72,000	62,776	(9,224)	9,220		9,220	9,220				
KC202	Fairlands Valley Park - Aqua					7,000	7,000		24,000			
NEW	Fairlands Valley Park - New Rowing boats/Pedaloos						23,000	23,000				
KC224	Leisure Stock Condition					40,000	40,000				20,000	
KC221	St Nicholas Play Centre Equipment	19,200		(19,200)	19,200		19,200	19,200				
KC222	Pin Green Play Centre Equipment- Cableway	3,910	3,906	(4)								
KC223	Pin Green Play Centre Equipment - Large Tower Unit	29,730	29,731	1								
KC225	Bandley Hill Play Centre - Treehouse					30,000	30,000					
KC219	Fitness Facility Redevelopment	2,000	851	(1,149)								
KE452	Mobile CCTV Cameras	19,760		(19,760)	19,760		19,760	19,760				
KE224	CCTV	14,190	19,253	5,063		15,750	15,750		20,000	20,000	20,000	20,000
KC226	Boathouse Roof Replacement (FVP)	12,000		(12,000)	12,000		12,000	12,000				
	<b>Total Community &amp; Neighbourhoods</b>	<b>213,270</b>	<b>180,523</b>	<b>(32,747)</b>	<b>40,510</b>	<b>141,750</b>	<b>205,260</b>	<b>63,510</b>	<b>44,000</b>	<b>20,000</b>	<b>40,000</b>	<b>20,000</b>



# APPENDIX A GENERAL FUND CAPITAL STRATEGY

		2017/2018			2018/2019				2019/2020	2020/2021	2021/2022	2022/2023
Cost Centre	Scheme	March Working Budget	Actuals 2017-18	(Under)/ Overspend	Slippage from 2017-18	Q3 Working Budget	Q4 Revised Budget	Variance Q3 Working Budget v Q4 Revised	Q4 Projection	Q4 Projection	Q4 Projection	Q4 Projection
		£	£	£	£	£	£	£	£	£	£	£
	<b>Planning &amp; Regulatory</b>											
KE119	Off Street Car Parks (Multi Storey Car Parks)	82,740	98,459	15,719		332,500	332,500		225,000	225,000	225,000	225,000
KE900	Off Street Car Parks (Surface Car Parks)	56,250	12,202	(44,048)	44,050		44,050	44,050				
KE122	MSCP's Lighting Improvements					80,000	80,000		20,000			
KE217	Parking Restrictions	13,190	17,927	4,737		44,700	44,700		25,000	25,000	25,000	25,000
KE440	Town Centre Pond Replacement Fountain Pump	6,000		(6,000)	6,000		6,000	6,000				
KE441	Parking Enforcement - Phased replacement pay & display machines					22,000	22,000					
KE442	Parking Enforcement - Burymead Permit Parking Area Implementation		990	990		10,000	10,000					
KE443	Parking Enforcement - Old Town Permit Parking Area Implementation	1,000		(1,000)	1,000	11,000	12,000	1,000				
KE444	Coreys Mill Lane - Additional Parking Capacity	600	73	(527)	530	24,000	24,530	530				
KE445	Kimbolton Crescent - resurfacing footpaths / parking areas (£13,650 GF, £21,350 HRA)	13,650	9,982	(3,668)								
KE446	Neighbourhood Centres - The Glebe- replacement benches	8,000	6,336	(1,664)								
KE107	Christmas Lights	11,910	13,552	1,642					5,000		5,000	
KG010	House Renovation/Improvement Grants	7,000	6,903	(97)		18,000	18,000		18,000	18,000	18,000	18,000
KG011	Disabled Facilities Grants	407,000	359,199	(47,801)	47,800	300,000	257,800	(42,200)				
	<b>Total Planning &amp; Regulatory</b>	<b>791,310</b>	<b>680,366</b>	<b>(110,944)</b>	<b>131,800</b>	<b>977,200</b>	<b>1,029,000</b>	<b>51,800</b>	<b>413,000</b>	<b>318,000</b>	<b>323,000</b>	<b>318,000</b>

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# APPENDIX B - HOUSING CAPITAL STRATEGY

		2017/2018			2018/2019				2019/2020	2020/2021	2021/2022	2022/2023
Cost Centre	Scheme	March Working Budget £	Actuals 2017-18 £	(Under) /Overspend £	Slippage from 2017-18 £	Q3 Working Budget £	Q4 Revised Budget £	Variance Q3 Working Budget v Q4 Revised Budget £	Q4 Projection £	Q4 Projection £	Q4 Projection £	Q4 Projection £
	<b>SUMMARY</b>											
	Capital Programme Excluding New Build	12,132,350	12,178,736	46,386		14,419,530	14,419,530		18,615,880	18,847,610	18,458,690	15,846,080
	New Build	4,841,630	4,560,227	(281,403)	281,350	15,327,630	6,914,130	(8,413,500)	25,034,590	11,657,500	11,498,700	11,809,170
	High Voids Levy								756,360	781,690	807,880	824,840
	Special Projects & Equipment	173,740	47,853	(125,887)	129,570	655,000	784,570	129,570	55,000			
	IT Including Digital Agenda	377,530	235,456	(142,074)	157,100	952,470	1,109,570	157,100	281,970	151,890	156,980	156,980
	<b>TOTAL HRA CAPITAL PROGRAMME</b>	<b>17,525,250</b>	<b>17,022,272</b>	<b>(502,978)</b>	<b>568,020</b>	<b>31,354,630</b>	<b>23,227,800</b>	<b>(8,126,830)</b>	<b>44,743,800</b>	<b>31,438,690</b>	<b>30,922,250</b>	<b>28,637,070</b>
	<b>HRA USE OF RESOURCES</b>											
	MRR (Self Financing Depreciation)	3,813,441	6,940,063	3,126,622		20,066,927	9,028,270	(11,038,657)	23,019,913	12,783,153	13,097,830	13,533,025
	Revenue Contribution to Capital	110,220	60,230	(49,990)		7,675,450	7,675,440	(10)	13,416,796	12,952,658	12,135,547	9,321,643
	Unpooled Receipts (BH902)	539,533	671,335	131,802								
	New Build Receipts (BH901)	1,424,650	1,318,173	(106,477)		2,454,562	1,866,400	(588,162)	5,110,377	3,497,250	3,449,610	3,542,749
	Debt Provision Receipts (BH903)	8,116,109	7,898,587	(217,522)		1,157,691	1,157,691		1,191,009	1,207,100	1,095,900	1,079,300
	Section 20 Contribution (BH905)		1,340	1,340					1,005,705	998,529	1,143,363	1,160,353
	Land Receipts								1,000,000			
	S106		81,445	81,445								
	London Housing Consortium Rebate		51,099	51,099								
	Buy Back Allowance	21,297		(21,297)								
	Borrowing	3,500,000		(3,500,000)			3,500,000	3,500,000				
	<b>TOTAL HRA RESOURCES FOR CAPITAL</b>	<b>17,525,250</b>	<b>17,022,272</b>	<b>(502,978)</b>		<b>31,354,630</b>	<b>23,227,801</b>	<b>(8,126,830)</b>	<b>44,743,800</b>	<b>31,438,690</b>	<b>30,922,250</b>	<b>28,637,070</b>
	Major Repair Reserve Bought Forward (BH930)	(4,507,777)	(4,507,777)	(0)		(12,051,306)	(9,264,380)	2,786,926	(12,028,306)	(1,076,496)	(965,336)	(965,336)
	Depreciation (increasing MRR)	(11,356,970)	(11,696,665)	(339,695)		(11,792,195)	(11,792,195)		(12,068,104)	(12,671,993)	(13,097,830)	(13,537,895)
	MRR Used (decreasing MRR)	3,813,441	6,940,063	3,126,622		20,066,927	9,028,270	(11,038,657)	23,019,913	12,783,153	13,097,830	13,537,895
	Major Repair Reserve Carried Forward	<b>(12,051,306)</b>	<b>(9,264,380)</b>	<b>2,786,926</b>		<b>(3,776,574)</b>	<b>(12,028,306)</b>	<b>(8,251,731)</b>	<b>(1,076,496)</b>	<b>(965,336)</b>	<b>(965,336)</b>	<b>(965,336)</b>
	Total RTB Receipts Bought Forward	(18,679,803)	(18,679,803)			(10,235,790)	(10,102,359)	133,432	(12,350,578)	(12,179,215)	(13,873,457)	(15,019,935)
	Total RTB Receipts Received	(4,136,009)	(4,628,377)	(492,368)		(5,973,640)	(5,973,640)		(7,224,382)	(6,473,946)	(6,732,415)	(8,016,856)
	Total RTB Receipts Used by General Fund (Registered Providers)	2,499,730	3,317,727	817,997		701,330	701,330					
	Receipts used for Registered Providers								94,359	75,354	1,040,428	1,480,216
	Total RTB Receipts Used by HRA	10,080,292	9,888,095	(192,197)		3,612,253	3,024,091	(588,162)	6,301,386	4,704,350	4,545,510	4,622,049
	Total RTB Receipts Carried Forward	<b>(10,235,790)</b>	<b>(10,102,359)</b>	<b>133,432</b>		<b>(11,895,848)</b>	<b>(12,350,578)</b>	<b>(454,730)</b>	<b>(13,179,215)</b>	<b>(13,873,457)</b>	<b>(15,019,935)</b>	<b>(16,934,525)</b>

# APPENDIX B - HOUSING CAPITAL STRATEGY

		2017/2018			2018/2019				2019/2020	2020/2021	2021/2022	2022/2023
Cost Centre	Scheme	March Working Budget £	Actuals 2017-18 £	(Under) /Overspend £	Slippage from 2017-18 £	Q3 Working Budget £	Q4 Revised Budget £	Variance Q3 Working Budget v Q4 Revised Budget £	Q4 Projection £	Q4 Projection £	Q4 Projection £	Q4 Projection £
	<b><u>CAPITAL PROGRAMME EXCL. NEW BUILD</u></b>											
	<b><u>Planned Investment including Decent Homes</u></b>											
KH157	Decent Homes - Redecs	20,000	250	(19,750)		20,000	20,000		20,000	20,000	20,000	20,000
Various1	Decent Homes - Internal Works	1,099,700	1,220,954	121,254		2,098,900	2,098,900		1,731,290	1,705,670	1,802,910	1,779,870
Various2	Decent Homes External Works	4,886,830	5,376,714	489,884								
Various3	Decent Homes - Roofing	2,921,920	3,356,570	434,650								
Various4	Decent Homes - Flat Blocks					5,748,870	5,748,870		12,635,140	12,828,700	12,852,780	11,841,420
KH205	Communal Heating	120,000	195,266	75,266		1,331,320	1,331,320		1,333,030	1,313,300	1,316,820	
KH092	Lift Installation - Inspection & Remedial Works	70,000	51,117	(18,883)		307,230	307,230		307,620	303,070	265,390	
	<b><u>External Works (MRC Programme)</u></b>											
KH284	Door Replacement					750,000	750,000					
KH285	Window Replacement					900,000	900,000					
	<b><u>Health &amp; Safety</u></b>											
KH085	Fire Safety	122,670	74,198	(48,472)		81,740	81,740		81,400	80,190	80,410	79,380
KH112	Asbestos Management	427,210	445,976	18,766		381,470	381,470		379,870	374,250	375,250	370,460
KH114	Subsidence	107,770	54,642	(53,128)		150,000	150,000		102,540	101,020	101,290	100,000
KH144	Contingent Major Repairs	297,520	285,508	(12,012)		450,000	450,000		420,420	425,480	435,560	440,000
KH221	Scooter Storage	29,810		(29,810)								
	<b><u>Estate &amp; Communal Area</u></b>											
KH223	Asset Review - Challenging Assets	595,820	583,978	(11,842)		814,460	814,460		615,240	606,140	607,770	600,000
KH224	Asset Review - Sheltered (non RED)	755,850	112,771	(643,079)		812,050	812,050		410,160	505,120		
	<b><u>Other HRA Schemes</u></b>											
KH174	Energy Efficiency Pilot Projects	33,720		(33,720)		25,600	25,600		15,200	15,150	15,190	15,000
KH094	Disabled Adaptations	643,530	420,790	(222,740)		547,890	547,890		563,970	569,520	585,320	599,950
	<b>TOTAL CAPITAL PROGRAMME EXCL. NEW BUILD</b>	<b>12,132,350</b>	<b>12,178,736</b>	<b>46,386</b>		<b>14,419,530</b>	<b>14,419,530</b>		<b>18,615,880</b>	<b>18,847,610</b>	<b>18,458,690</b>	<b>15,846,080</b>

		2017/2018			2018/2019				2019/2020	2020/2021	2021/2022	2022/2023
Cost Centre	Scheme	March Working Budget £	Actuals 2017-18 £	(Under) /Overspend £	Slippage from 2017-18 £	Q3 Working Budget £	Q4 Revised Budget £	Variance Q3 Working Budget v Q4 Revised Budget £	Q4 Projection £	Q4 Projection £	Q4 Projection £	Q4 Projection £
KH233	<b>CAPITAL PROGRAMME NEW BUILD</b>											
	New Build Programme	4,250,650	3,949,389	(301,261)	281,350	15,327,630	6,914,130	(8,413,500)	25,034,590	11,657,500	11,498,700	11,809,170
KH209	New Build - Archer Road	590,980	610,838	19,858								
	<b>TOTAL CAPITAL PROGRAMME NEW BUILD</b>	<b>4,841,630</b>	<b>4,560,227</b>	<b>(281,403)</b>	<b>281,350</b>	<b>15,327,630</b>	<b>6,914,130</b>	<b>(8,413,500)</b>	<b>25,034,590</b>	<b>11,657,500</b>	<b>11,498,700</b>	<b>11,809,170</b>

APPENDIX B - HOUSING CAPITAL STRATEGY

		2017/2018			2018/2019				2019/2020	2020/2021	2021/2022	2022/2023
Cost Centre	Scheme	March Working Budget £	Actuals 2017-18 £	(Under) /Overspend £	Slippage from 2017-18 £	Q3 Working Budget £	Q4 Revised Budget £	Variance Q3 Working Budget v Q4 Revised Budget £	Q4 Projection £	Q4 Projection £	Q4 Projection £	Q4 Projection £
TBA	<b>HIGH VALUE VOIDS LEVY</b>											
	High Value Voids Levy								756,360	781,690	807,880	824,840
	<b>SPECIAL PROJECTS &amp; EQUIPMENT</b>											
	<b>HRA Resurfacing</b>											
KH276	Skipton Close - Resurfacing Parking Areas	42,500	19,196	(23,304)	23,300		23,300	23,300				
KH277	Kimbolton Crescent - Resurfacing Footpaths/Parking Areas	21,350	9,430	(11,920)	11,920		11,920	11,920				
	<b>HRA Equipment</b>											
KH015	Supported Housing Equipment	55,000	15,540	(39,460)	39,460	55,000	94,460	39,460	55,000			
KH267	Racking for Cavendish RVS		3,687	3,687								
KH278	Vans for RVS	54,890		(54,890)	54,890	600,000	654,890	54,890				
	<b>Sub Total Special Projects &amp; Equipment</b>	<b>173,740</b>	<b>47,853</b>	<b>(125,887)</b>	<b>129,570</b>	<b>655,000</b>	<b>784,570</b>	<b>129,570</b>	<b>55,000</b>			

# APPENDIX B - HOUSING CAPITAL STRATEGY

		2017/2018			2018/2019				2019/2020	2020/2021	2021/2022	2022/2023
Cost Centre	Scheme	March Working Budget £	Actuals 2017-18 £	(Under) /Overspend £	Slippage from 2017-18 £	Q3 Working Budget £	Q4 Revised Budget £	Variance Q3 Working Budget v Q4 Revised Budget £	Q4 Projection £	Q4 Projection £	Q4 Projection £	Q4 Projection £
	<b>INFORMATION TECHNOLOGY</b>											
KH217	Northgate Additional Modules	110,000	109,800	(200)								
KH234	Changing Channels - Payment Portal	13,700	20,490	6,790								
KH218	ICT Programme (Business Plan)	13,590		(13,590)	13,590	77,220	90,810	13,590	81,970	151,890	156,980	156,980
KH235	ICT Equipment	16,080	2,433	(13,647)	13,650	10,000	23,650	13,650	10,000			
KH251	Harmonising Infrastructure Technology (for shared service)	76,420	52,497	(23,923)	23,920		23,920	23,920				
KH256	Automated Tenancy Contracts TA	6,000		(6,000)	6,000		6,000	6,000				
KH259	Replacement HR & Payroll System	20,940	9,156	(11,784)	11,780		11,780	11,780				
KH260	On-Line Housing Application Form					46,750	46,750					
KH261	Mobile Working - Housing Management	9,180		(9,180)	9,180		9,180	9,180				
KH265	Planned Maintenance Software	4,120		(4,120)	4,120		4,120	4,120				
	<b>Total ICT (excluding Digital Agenda)</b>	<b>270,030</b>	<b>194,375</b>	<b>(75,655)</b>	<b>82,240</b>	<b>133,970</b>	<b>216,210</b>	<b>82,240</b>	<b>91,970</b>	<b>151,890</b>	<b>156,980</b>	<b>156,980</b>
	<b>Council Digital Agenda</b>											
KH283	Housing Improvements					568,000	568,000		190,000			
KH268	Infrastructure Investment	87,500	24,762	(62,738)	62,740	62,500	125,240	62,740				
KH269	New Intranet	15,000	2,880	(12,120)	12,120	25,000	37,120	12,120				
KH270	Online Customer Account (formerly Capita Advantage Digital)					100,000	100,000					
KH271	Corporate Website - Redesign					51,000	51,000					
KH272	Electronic SMB Reports System	5,000	13,440	8,440								
KH273	Call Recording					12,000	12,000					
	<b>Total Digital Agenda</b>	<b>107,500</b>	<b>41,081</b>	<b>(66,419)</b>	<b>74,860</b>	<b>818,500</b>	<b>893,360</b>	<b>74,860</b>	<b>190,000</b>			
	<b>TOTAL ICT INCLUDING DIGITAL AGENDA</b>	<b>377,530</b>	<b>235,456</b>	<b>(142,074)</b>	<b>157,100</b>	<b>952,470</b>	<b>1,109,570</b>	<b>157,100</b>	<b>281,970</b>	<b>151,890</b>	<b>156,980</b>	<b>156,980</b>

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**Meeting:** EXECUTIVE

**Agenda Item:**

Portfolio Area: Environment and Regeneration

**Date:** 11 July 2018

## STATEMENT OF COMMUNITY INVOLVEMENT

### KEY DECISION

Authors – Caroline Danby Ext. 2823

Lead Officer – Zayd Al-Jawad Ext. 2257

Contact Officer – Caroline Danby Ext. 2823

### 1. PURPOSE

- 1.1 To update Members on progress in producing the revised Statement of Community Involvement (SCI).
- 1.2 To seek approval of the draft SCI and agreement to undertake public consultation on this draft.

### 2. RECOMMENDATIONS

- 2.1 That the draft Statement of Community Involvement (Appendix 1) be approved for public consultation for a period of four weeks, commencing Wednesday 18 July 2018.
- 2.2 That delegated powers be granted to the Assistant Director: Planning and Regulation, in consultation with the Portfolio Holder for Environment and Regeneration, to make such amendments as considered necessary in the final preparation of the SCI and to make necessary preparations for the public consultation.

### 3. BACKGROUND

- 3.1 The Planning and Compulsory Purchase Act 2004 requires all local authorities to prepare a Statement of Community Involvement (SCI), which sets out their vision and strategy for effective community engagement throughout the planning process.
- 3.2 New legislation in the form of the Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017, requires SCI's to be reviewed every 5 years. The Council's last SCI was adopted in 2012. This will provide

an update to that document and, once adopted, will replace the existing version. Regularly reviewing the SCI allows for any policy changes to be incorporated, and allows for new methods of communication and consultation to be considered.

- 3.3 With the emphasis on community participation and localism high up on the national agenda, it is becoming increasingly important to encourage local people to play an active role in the early stages of all planning activities. The SCI will provide an updated framework to ensure that comprehensive and effective public engagement will take place throughout all stages of the planning process.
- 3.4 The draft SCI sets out:
- Why consultation is important
  - What will be consulted on
  - Who will be consulted
  - When consultation and engagement will take place
  - How these views will be taken into account
- 3.5 It includes guidance on consultation during the production of planning policy documents, as well as setting out the formal statutory processes for producing these documents. It also sets out what we will do to engage people in relation to planning applications, and this version of the SCI has been expanded to include sections on both neighbourhood planning and the Community Infrastructure Levy (CIL).
- 3.6 We generally go over and above the statutory requirements when consulting on any of our planning policy documents, as we recognise the importance of hearing peoples' views. As a minimum we generally do the following for all statutory consultations.

<b>Statutory requirement</b>	<b>Additional consultation (what we generally do...)</b>
4 or 6 week consultation period (depending on regulation requirements)	Extend the consultation period if it falls over summer holidays/Christmas etc.
Make documents available on our website and at inspection points (local libraries and our offices)	Post regular reminders and information about the consultation on social media.
Send notifications to consultation bodies and those on our database	Send reminders throughout the consultation to those on our database
	Drop-in sessions and/or presentations to local community groups (i.e. Older Persons Forum, Youth Council, resident group meetings etc.)

- 3.7 In producing the SCI, Officers have worked with the Council's corporate policy team, as well as the Executive Members for Children, Young People and Leisure and Neighbourhoods and Co-operative Council, in understanding how best to engage with the community. As a result of these meetings, the Planning Policy Team will be attending resident involvement workshops/events with the aim of promoting involvement in Planning Policy more generally, and will work closely with the teams involved in neighbourhoods and Co-operative Council to ensure we take advantage of opportunities to use resident group meetings in the future to publicise our work.
- 3.8 A draft of the SCI was also taken to Planning and Development Committee (on Thursday 24 May), where officers of this group, and those of the Environment and Economy Select Committee were invited to provide comments.

#### **4. REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS**

**Recommendation 2.1:**

That the draft Statement of Community Involvement (Appendix 1) be approved for public consultation for a period of four weeks, commencing Wednesday 18 July 2018

**Recommendation 2.2:**

That delegated powers be granted to the Assistant Director: Planning and Regulation, in consultation with the Portfolio Holder for Environment and Regeneration, to make such amendments as considered necessary in the final preparation of the SCI and to make necessary preparations for the public consultation.

- 4.1 Whilst there is no longer a statutory requirement to consult on the SCI, we would like to provide the opportunity to hear our residents' views on how they would like to engage in the planning process. Therefore, it is recommended that public consultation be undertaken for a period of 4 weeks, to commence on Wednesday 18 July. The consultation would close on Wednesday 15 August.
- 4.2 The consultation will be publicised by a range of measures including:
- The SCI will be made available on the Council's website
  - Inspection copies of the SCI will be available at the Customer Service Centre and the town's two libraries

- All those on the Local Plan consultation database will be notified of the consultation
  - Social Media will be used to try and encourage responses
- 4.3 The draft SCI is appended to this report. However, it may be necessary to make minor changes in its final preparation. This might incorporate cosmetic adjustments, the correction of any typographical errors and any minor factual changes. It is recommended that any such amendments be approved via delegated powers.
- 4.4 The results of the consultation, and recommendations for adopting the SCI, are scheduled to be reported back to Executive in October 2018.

## **5 IMPLICATIONS**

### **5.1 Financial Implications**

- 5.1.1 The costs associated with producing and consulting on this SCI will be met from the Local Plan budget for 2018/19.

### **5.2 Legal Implications**

- 5.2.1 Updating the SCI will ensure we are compliant with the most up-to-date regulations.

### **5.3 Equalities and Diversity Implications**

- 5.3.1 The SCI contains a section on equalities and diversity. It seeks to ensure that our consultations and planning activities are open to everyone and we do not discriminate against different groups or individuals, in line with the Equality Act 2010. It recognises that some groups are harder to engage with than others and suggests alternative consultation techniques and methods are used in order to overcome these barriers.
- 5.3.2 An Equality Impact Assessment of the Planning Policy service has previously been carried out. It identified that the unit's responsibilities and methods would not discriminate against people on grounds of age; disability; gender; ethnicity; sexual orientation; religion/belief; or by way of financial exclusion.

### **5.4 Risk Implications**

- 5.4.1 It is not considered there are significant risks associated with the production of a revised SCI.

## **5.5 Policy Implications**

- 5.5.1 The SCI makes reference to the Co-operative Council ethos of Stevenage. It recognises that the council is currently reviewing its corporate strategies in relation to consultation and engagement, but takes into account the Co-operative Council objectives.
- 5.5.2 Officers have worked with the Council's corporate policy team, as well as the Executive Members for Children, Young People and Leisure and Neighbourhoods and Co-operative Council, in producing the SCI and determining how best to engage with the community.

## **5.6 Planning Implications**

- 5.6.1 Once adopted, the revised SCI will provide updated guidelines for public engagement in the planning process. It will replace the existing SCI adopted in May 2012 and should be followed when producing planning policy documents, considering planning applications or undertaking neighbourhood planning.

## **5.7 Human Rights Implications**

- 5.7.1 The SCI should help to ensure that the planning service is fully inclusive and respectful of human rights. The SCI details the rights that the public have to engage with the plan-making process.

## **5.8 Information Technology Implications**

- 5.8.1 The SCI recognises the importance of taking advantage of new technologies to improve and expand our consultation processes, and the opportunities for people to get involved. Whilst we do not require any new systems to enable this, improvements to the Council's website to make consultation events more visible and appealing to users would be welcomed.
- 5.8.2 Proprietary document management and consultation software has been used for the preparation of planning documents since 2008. This allows for documents to be published and responses to be made, directly on-line, via the Council's web-site.

## **BACKGROUND PAPERS**

BD1 – [Statement of Community Involvement, 2012](#)

## **APPENDICES**

**Appendix 1:** Draft Statement of Community Involvement, July 2018

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**21**

## 1 Introduction

### What is the Statement of Community Involvement?

**1** The Planning and Compulsory Purchase Act 2004 requires all local authorities to produce a Statement of Community Involvement, which sets out their vision and strategy for effective community participation.

**2** This Statement of Community Involvement (SCI) sets out how Stevenage Borough Council will involve the community and other stakeholders in the preparation, alteration and review of local planning policy and decisions on planning applications.

**3** The council's last SCI was adopted in 2012. This provides an update to that document. Regularly reviewing the SCI allows for its effectiveness to be monitored and for amendments to be made to incorporate any policy changes, and to increase levels of public involvement, where possible.

**4** Whilst some requirements for consultation and engagement are set out in national legislation, the Council is committed to going beyond these statutory requirements and aims to get as many people involved in the plan preparation process as possible. The SCI aims to frontload this process by ensuring that the community is involved at an early stage. This document sets out:

- Why consultation is important
- What will be consulted on
- Who will be consulted
- When consultation and engagement will take place
- How your views will be considered

The SCI should help to ensure that all consultation activities are carefully planned to enable a useful and effective outcome, which can be fed directly into the planning process, offer everybody the opportunity to get involved, and ensure that resources are used efficiently. It also allows for monitoring to take place on the effectiveness of consultation activities and for new ideas and approaches to be added, where required.

### Why should we get involved in planning?

**5** Planning helps to shape the places people live, work and relax, by guiding development to appropriate locations, protecting important assets, ensuring development is of a high quality and ensuring that adequate infrastructure is available to meet its needs. Planning affects everyone in some way, so it is important that communities understand the process fully and are given the opportunity to get involved.

**6** A key objective of the town and country planning system, particularly the Localism Act 2011, is to strengthen community and stakeholder involvement in the planning and development process. By involving the whole community, a locally-based strategy can be developed that seeks to meet the aspirations and expectations of the widest possible range of residents, employees, communities and organisations.

**7** Getting involved in the planning system at an early stage is essential to shaping the decisions which are made. There are three basic aspects of town planning that you can be involved in, which are discussed in greater detail throughout this document:

- **Planning applications** (Development Management) - most types of development require a planning application to be submitted and approved. Anyone can view and make comments on a planning application.
- **Plan preparation** (local planning documents) - this includes the Local Plan and Supplementary Planning Documents (SPDs), such as the Design Guide and Parking Standards SPD, as well as the Community Infrastructure Levy (CIL). Decisions on planning applications are made in line with local planning documents, so getting involved in the production of these is essential.
- **Neighbourhood planning** - this is a way for local communities to take the lead on preparing planning policies for their areas. Once produced, a neighbourhood plan would sit alongside the Local Plan and would also need to be considered when assessing planning applications.

### The corporate policy context

**8** As a Co-operative Council, Stevenage Borough Council is committed to ensuring local people are at the heart of the decisions we make as an authority. This means avoiding top-down approaches and enabling and encouraging local people to get involved and have their say through proactive and innovative consultation methods and close working relationships.

**9** The Council is currently reviewing its corporate strategies relating to consultation and engagement. However, the key objectives are clear:

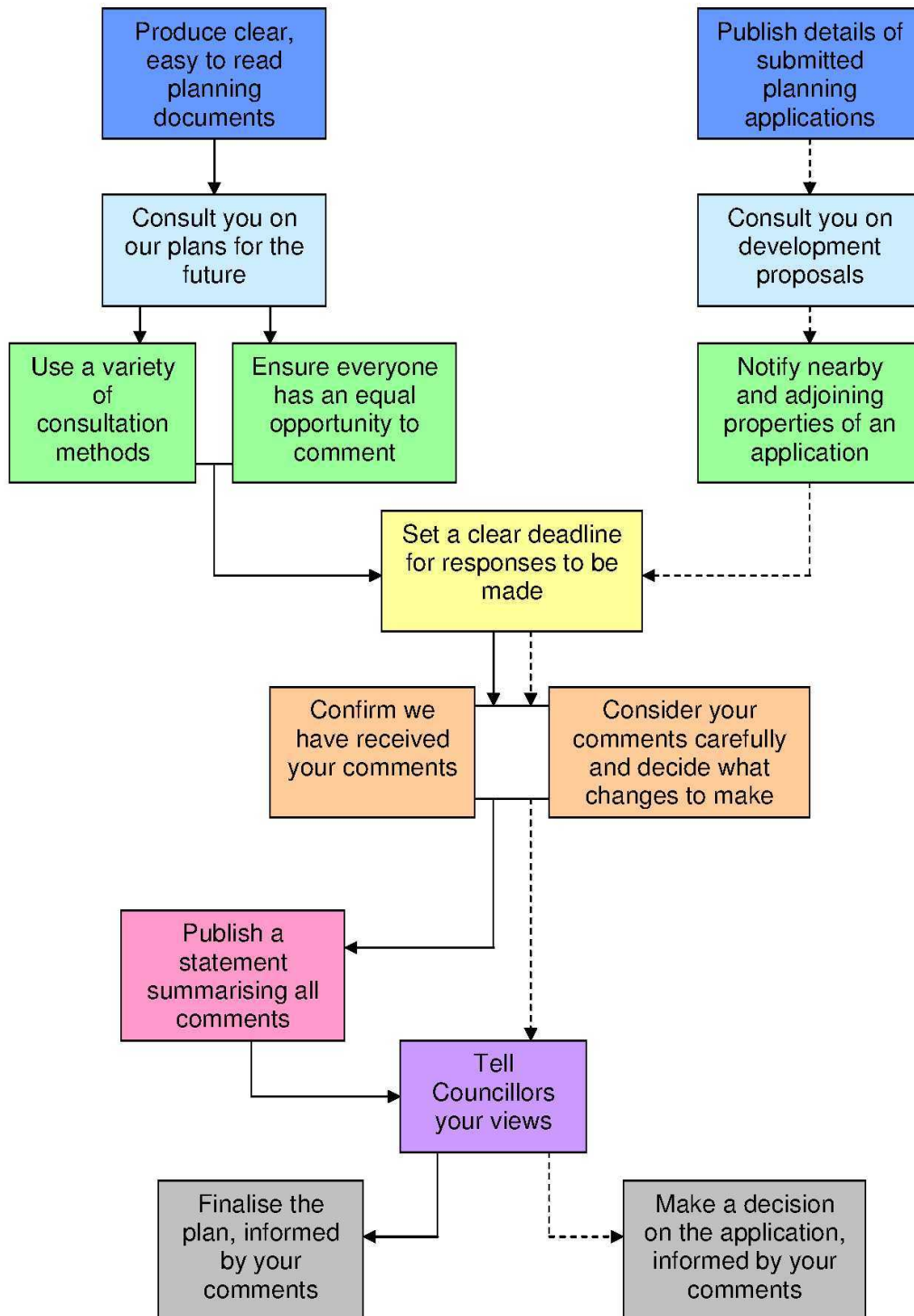
- Ensure a proactive approach to consultation and engagement
- Take advantage of new technologies and ideas to improve consultation effectiveness and to broaden the opportunities for people to get involved
- Ensure all members of the community have the opportunity to get involved, fulfilling our duties under the Equality Act 2010
- Ensure appropriate consultation timescales are used
- Provide feedback about how we have used the comments made and any next steps
- Ensure greater co-ordination between council services.

**10** These objectives not only apply to local residents, but also to local businesses, retailers, organisations, and to those people who work or choose to spend time in the Borough. It is important that we reach out to all members of the community in order to achieve the true community-led approach we are seeking.

**11** This SCI seeks to ensure these objectives are embedded within the planning process and that consultation is undertaken effectively throughout the process. We will work with other departments to ensure that a consistent approach is taken to consultation. Where, appropriate, we may also link our public consultation with events and activities organised by other council departments and vice versa.

## 2 Summary of consultation activities

We promise that we will...



## 3 Plan Preparation

**12** Local Planning Authorities are required to produce local development documents, which set out the spatial strategy for the Borough and provide the basis on which planning applications are determined. There are two types of local development documents:

- **Development Plan Documents (DPDs) - The Local Plan.** This sets out policies to control land use, including the allocation of sites for particular types of development. It covers the whole of the Borough.
- **Supplementary Planning Documents (SPDs)** - these provide further details on policies within the Development Plan Documents (the Local Plan).

**13** The Town and Country Planning (Local Planning) (England) Regulations 2012 sets out the legal requirements for consultation and engagement during the preparation of local development documents. The Localism Act 2011 sets out an additional requirement for local authorities and other prescribed bodies to actively engage on cross-boundary/strategic matters, known as the Duty to Co-operate.

**14** The following chapters explain these requirements in more detail, but also set out additional consultation we will aim to undertake in order to ensure more meaningful engagement is achieved. The Duty to Co-operate should be ongoing through all stages of the plan-making process, as such it is not referenced specifically in the text below.

### The Local Plan - key stages of preparation

Stage	Details
1. Evidence gathering/scoping	<p>Evidence will be gathered/produced to identify the key issues the plan needs to deal with. An up-to-date and comprehensive evidence base is required to justify policies within the plan.</p> <p>Early consultation may be undertaken to ensure the correct issues have been identified. This is not a statutory requirement.</p>
2. Public participation - preparation stage (Regulation 18)	<p>The draft plan will be prepared using the evidence gathered at Stage 1 and the results of any initial consultation undertaken. It will set out the main issues to be covered within the plan and the options for meeting the needs and requirements of the Borough. An accompanying Sustainability Appraisal (SA), which assesses the plan's social, economic and environmental impacts, will also be consulted upon. The initial draft of the Local Plan will be published for formal, statutory consultation (see para xx below).</p>
3. Consideration of responses	<p>Comments received in response to the consultation will be considered by the Council. Once processed, all comments will be made publicly available.</p> <p>The Local Plan will be revised, where necessary, to take into account comments received and any objections raised at this stage, to create a final draft of the plan for further consultation.</p>

Stage	Details
4. Public participation - publication stage (Regulation 19)	Formal, statutory consultation (see para xx below) on the final draft of the Local Plan and its accompanying Sustainability Appraisal (SA).
5. Submission to Secretary of State (Regulation 22)	The Local Plan is formally submitted to the Secretary of State, along with the responses made at Stage 4 (above). It is accompanied by other 'submission documents' including the Sustainability Appraisal, Policies Map, and a statement summarising all consultation undertaken when producing the plan.
6. Examination of the plan by Independent Planning Inspector (Regulation 24)	<p>Following submission, an independent inspector is appointed by the Planning Inspectorate, who will be responsible for assessing the submitted plan and determining whether it is acceptable (or 'sound'). The Inspector will consider the consultation responses received. Generally this stage will involve a Public Examination, where people who have made comments on the plan previously are invited to discuss their concerns around the table, in front of the Inspector, or to submit further statements. The Planning Inspector is in charge of these sessions and will determine what is discussed. These sessions are public, so anyone can come and observe.</p> <p>The Planning Inspector is likely to recommend a number of changes to the plan (known as Main Modifications), to make the plan sound.</p>
7. Consultation on Main Modifications	Consultation is required on any Main Modifications recommended. The scope of this consultation will need to be agreed by the Inspector, but will include the minimum statutory requirements in para xx below.
8. Adoption	The Inspector will consider any responses made to the consultation and then issue a report to the Council containing his/her recommendations relating to the plan. The Council will then decide whether to adopt the plan, with those recommendations, or not.

### Supplementary Planning Documents (SPDs) - key stages of preparation

Stage	Details
1. Evidence gathering/scoping	<p>Evidence will be gathered/produced to identify the key issues the SPD needs to deal with.</p> <p>Early consultation may be undertaken to ensure the correct issues have been identified. This is not a statutory requirement.</p>
2. Public participation (Regulation 12)	The draft SPD will be prepared using the evidence gathered at Stage 1 and the results of any initial consultation undertaken. This will be published for formal, statutory consultation (see para xx below). Sustainability Appraisal (SA) is not required for SPDs.
3. Consideration of responses	<p>Comments received in response to the consultation will be considered by the Council. Once processed, all comments will be made publicly available.</p> <p>The SPD will be revised, where necessary, to take into account comments received.</p>

Stage	Details
4. Adoption (Regulation 14)	Adoption of the SPD by the Borough Council

## Community Infrastructure Levy

**15** The Community Infrastructure Levy (CIL) is a planning charge introduced by the Planning Act 2008, as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of their area. It allows local authorities to raise funds from developers undertaking new building projects. The money can be used to fund a wide range of infrastructure that is needed as a result of development taking place.

**16** Key stages in the preparation of CIL:

Stage	Details
1. Evidence gathering/scoping	Evidence will be gathered/produced.
2. Public participation - Preliminary Draft Charging Schedule (Regulation 15)	The Preliminary Draft Charging Schedule will be prepared using the evidence gathered at Stage 1. This will be published for formal, statutory consultation (see para xx below).
3. Consideration of responses	Comments received in response to the consultation will be considered by the Council. Once processed, all comments will be made publicly available.
4. Public participation - Draft Charging Schedule (Regulation 17)	The Draft Charging Schedule will be finalised, taking into account the comments received. This will be published for formal, statutory consultation (see para xx below).
5. Submission to independent examiner (Regulation 19)	The Charging Schedule is submitted to an independent examiner, along with the consultation responses received at Stage 4 and other statutory submission documents.
6. Examination (Regulation 21)	Following submission, an independent examiner is appointed to assess the Charging Schedule and determine whether it is acceptable. The Inspector will consider the consultation responses received. Generally this stage will involve hearing sessions. Anyone who has responded to the consultation at Stage 4 has a right to be heard by the examiner. If the Council makes changes to the Charging Schedule following Stage 4, other people can also request to be heard. The examiner is in charge of these sessions and will determine what is discussed. These sessions are public, so anyone can come and observe.
7. Adoption (Regulation 25)	The examiner will issue a report to the Council setting out his/her recommendations. The Council will then decide whether to adopt the Charging Schedule.

## Statutory consultation requirements

**17** For local development documents, the following statutory consultation requirements must be met;



Local Plan	SPDs and CIL
Minimum of 6 weeks	Minimum of 4 weeks
Make consultation documents available on our website, in libraries and in the council offices	Make consultation documents available on our website, in libraries and in the council offices
Send notifications to consultation bodies and those on our consultation database	Send notifications to consultation bodies and those on our consultation database

**18** We will seek to ensure a wide range of responses are achieved by going above and beyond the minimum requirements and using a variety of consultation methods at all stages of the process. These methods are discussed in more detail in [chapter xx](#) of this statement.

### Who we will consult

**19** National planning legislation requires local authorities to meet a minimum level of community involvement and specify a number of organisations which must be consulted if the Council considers that they will be affected, known as statutory consultees and general consultation bodies.

**20** In addition to meeting its statutory obligations, the Council is committed to ensuring that local groups, organisations and individuals are provided with the best possible opportunity to become involved in the preparation of local development documents. The consultation methods section on [pxxx](#) sets out the ways in which we seek to do this.

**21** We also currently have a database of around [xxx](#) consultees, who have either commented upon, or expressed an interest in being involved with the production of our local development documents. If you are interested in getting involved in planning policy consultations in the future, please register to be added to our database via the following link: [xxxxxx](#) or contact us directly on 01438 242865.

### Consultation methods

**22** Using a variety of different consultation methods and techniques can help to ensure our consultations are understood and are easy to get involved in for as many people as possible, from an early stage. With technologies improving and changing the way many people communicate, we seek to ensure our methods are up-to-date and make use of all of the opportunities available to us, whilst still ensuring our consultations are available to those who are not familiar with new technologies.

**23** We will take a flexible approach to consultation, depending on the consultation activity being undertaken. We may choose to use some, or all, of the methods below, as well as looking for alternatives, where they might be appropriate:

## Council website

- Publicise consultation details
- Dedicated consultation page
- Easy access to consultation documents as well as supporting information/evidence
- Online responses enabled/encouraged
- Publicise offline consultation events

## Consultation database

- Send emails/letters and reminders to people who have registered interest in hearing about planning policy consultations and statutory consultees
- Contact details provided to offer a direct link to the Planning Policy Team

## Social media

- Publicise consultation and any planned events
- Send regular reminders and updates
- Limitation - cannot be used to gather formal consultation responses

## Inspection points

- Hard copies of consultation documents available to view at the Council offices and local libraries

## Local Media

- Statutory notices placed in the local newspaper
- Non-statutory advertisements can reach a range of readers
- Limitations – feedback suggests many people do not see these adverts, costs may outweigh the benefits

## Focus groups/workshops

- Particularly beneficial at the early stage in determining broader issues and options
- Area based groups useful for gaining local knowledge/views
- Limitation – cannot guarantee enough people will get involved to justify the cost/resources required

## Drop-in sessions

- Publicise a range of time/days when officers are specifically available to answer questions, provide further information etc.
- Can be beneficial for people who prefer face-face discussion
- Limitation – successful in the past, but will never be a time/day that suits everyone. Need to make clear officers are available at other times as well.
- Can encourage written responses/hand out response forms

## One-to-one meetings

- Held with groups, organisations and individuals, as appropriate
- Opportunity for face-face discussions, particularly for detailed/specific issues
- Can encourage written responses/hand out response forms

## Leaflets

- Leaflets, flyers and brochures can provide effective summaries to advertise the consultation effectively
- Can be made available in public locations or distributed across the Borough, or to key areas
- Limitation – needs to be clear it is a signpost only to further information and is not the consultation document itself

## Presentations

- Can target particular groups/organisations
- Particularly useful for engaging 'hard to reach' groups – presentation can be tailored appropriately. Successful in the past in engaging youth council and older persons forum
- Can encourage written responses/hand out response forms

## Equalities and Diversity

**24** The Equality Act (2010) defines nine 'protected characteristics': age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. We will aim to ensure that these characteristics do not affect people's ability to respond to our consultations and to have their voice heard.

**25** The Council recognises that some groups are harder to engage with than others. In more specific terms, these hard-to-reach groups include: people whose first language is not English, people with disabilities, children and young people, older people, ethnic minorities, asylum seekers, gypsies and travellers, religious groups, the homeless, substance abusers and people who have experienced domestic violence (this list is not intended to be exhaustive). Such groups may not be engaged by, or may be unable or generally unwilling to engage in, traditional consultation methods.

**26** We will take into account the barriers faced by these groups and try to overcome these by using alternative methods of consultation, or by asking the affected groups/individuals how they would like to be involved.

**27** We will use the expertise and networks of communication already established throughout different areas of the Council to engage such groups. Where appropriate, the Planning Policy team will hold meetings and host presentations with such groups at a mutually convenient time and venue.

## How we will use the comments we receive

**28** Planning legislation requires formal responses to any planning consultations to be made in writing. All of the comments that you send us will be public documents and your name and address will be visible. We cannot accept confidential or anonymous comments.

**29** All written comments received in response to consultation activities will be acknowledged in writing. At the end of each consultation period officers will consider all of the representations received and make changes to the plan if appropriate. We will not accept any comments that are offensive, obscene, racist or illegal.

**30** We will notify anyone who responds to the consultation of the next stage in the process.

**31** A Statement of Consultation will be produced which contains an overview of the consultation activities undertaken, a summary of the responses received and how we have taken these into account when producing the final version of the document. A copy of the statement will be placed on the Council's website and will be made available to view at our Daneshill House offices. The responses will also be reported to the Council's Executive, along with recommendations for future action.

## 4 Neighbourhood Planning

**32** Neighbourhood planning gives communities the power to shape the development and growth of their local area. It provides the opportunity for local people/businesses to choose where they want new homes, jobs and facilities to be located, what development should look like and what infrastructure is required, and grant planning permission for the new buildings they want to see go ahead.

**33** A neighbourhood plan must be in general conformity with the strategic policies of the Council's development plan. Once approved, the neighbourhood plan will have the same legal status as the Council's own plan. Policies and guidance set out in a neighbourhood plan will be used by local authorities when considering planning applications within that area.

**34** There are specific processes that need to be followed, as briefly set out below. Please do not let the process put you off, if you need help understanding anything, we can offer support and guidance. There are lots of other sources of advice and support too. Further information can be found in our online guide to neighbourhood planning: <http://www.stevenage.gov.uk/content/15953/26379/43320/Planning-in-your-Neighbourhood-Dec12.pdf>.

Stage	Details
1. Creation of Neighbourhood Forum (Regulation 8)	A group or organisation must apply to the local planning authority to be designated as a neighbourhood forum (a forum application). This group must include a minimum of 21 individuals who live or work in the area, or are elected members. They must submit this to the Council for approval.
2. Public participation (Regulation 9)	The Council are required to publicise the application and carry out public consultation for a minimum of 6 weeks. The Council will publish the outcome of the application on its website and notify relevant stakeholders.
3. Pre-submission consultation (Regulation 14)	A draft neighbourhood plan is prepared by the neighbourhood forum group. The group must carry out public consultation on the draft plan for a minimum of 6 weeks. A copy of the draft plan must also be sent to the Council.
4. Submission to Council (Regulation 15)	The forum takes into account the consultation responses received before preparing a final version of the plan, along with a consultation statement setting out how the responses have been dealt with. This is then submitted to the Council.
5. Publication consultation (Regulation 16)	The Council must carry out public consultation for a minimum of 6 weeks.
6. Submission to examiner (Regulation 17)	The Council appoints an independent examiner to examine the plan. The plan is submitted to the examiner for consideration, along with the responses of the consultation (at Stage 5).
7. Independent examination (Regulation 18)	<p>The examination is likely to be carried out through written representations, but a hearing sessions(s) can be held if required. A written report will be issued by the examiner. The report will conclude that either the draft neighbourhood plan should proceed to a referendum (with or without modifications) or that the draft neighbourhood plan should be refused. The Council will publicise the report.</p> <p>The Council must also be satisfied that the plan meets the legal requirements.</p>

Stage	Details
8. Referendum	A referendum is then held, in the same way in which a local election would be. The Council is required to publicise the referendum.
9. Adoption	If a majority vote is gained for the plan (over 50% of those voting), the Council will adopt the plan.

**35** If you are interested in being involved in preparing a neighbourhood plan, we would suggest talking to your local Ward Councillor in the first instance.

### 5 Planning Applications

**36** Planning applications for development can shape the character of the borough and the areas where people live, work and spend their leisure time. In 2017/18, the Council determined over 600 planning applications ranging from household extensions , listed building applications, to major new housing estates and business premises.

**37** Opportunities exist for informing and consulting the community on development proposals and planning applications at both application stage and after a decision has been made.

#### Application stage

**38** Once an application has been lodged with the council, it will be registered and included on the weekly application register. The register, and all active planning applications, are available to view on the Council's website. Copies of applications can also be viewed at the Council's offices.

**39** The council is required to consult with the community on all planning applications under the requirements of The Town and Country Planning (Development Management Procedure) (England) Order 2015, as follows:

- Nearby and adjoining property owners and tenants affected by a development proposal will be notified of an application by letter from the council and/or a notice will be posted on, or close to, the development site. These communications will contain details of the planning application proposal and information on where plans (and any supporting information) can be viewed. They will also explain how to make comments about the application.
- For larger development proposals and some statutory applications, such as listed buildings, a Public Notice will be placed in the local newspaper.
- For certain types of planning applications, the council is also required to consult specific organisations and groups. A list of the statutory consultees, and details of the regulation requirements, is set out in Appendix B.
- Occasionally, for larger proposals, the Council may decide to issue a press release to communicate proposals more widely. The need for this will be determined on a case-by-case basis.

**40** Applicant's are also encouraged to engage in their own pre-application consultations with neighbours and/or the wider community prior to submitting a planning application. Further information on how to go about such community consultations can be sought from the Council's Development Management team.

**41** From time to time, planning applications are revised after they have been submitted. Often this is in response to concerns raised by council staff or matters raised in objections. In these cases, where considered necessary, the council will re-consult those people originally notified of the application in order for them to be given an opportunity to comment on the amended design.



**42** For major, significant and controversial applications, decisions on applications are made by Councillors via the Planning and Development Committee. The council's Development Management officers will prepare a report for the Committee that outlines the proposal and issues raised during the consultation period, and provides recommendations as to whether approval should be given.

**43** Decisions on most minor and householder applications are made by the Assistant Director: Planning and Regulation, under powers delegated by the Planning and Development Committee. However, any Member of the council may request, under a call-in procedure, that a particular application is decided by the Planning and Development Committee, if they consider there to be exceptional circumstances surrounding it. Councillors have 28 days from the date of receipt of an application to request that it be considered by the Planning and Development Committee. The Councillor is required to justify why this is necessary.

**44** The Secretary of State also has the power to call-in planning applications. If this happens, the council will provide copies of all correspondence to the Secretary of State. Objectors will be notified of the call-in and given the chance to comment directly to the Secretary of State.

## How we will use the comments we receive

**45** All written comments received by the council will be acknowledged in writing. At the end of the consultation period all responses will be considered. Officers will not respond directly to any questions raised in representations unless expressly necessary.

**46** Where appropriate, the comments will either be reflected in changes being made to the proposal and/or adding conditions to address particular issues if permission is granted, or they may result in refusal of the application. As there are generally competing views and interests on development proposals, it is the council's role to make an informed decision on what outcome will be in the best interest of the community, having regard to the local planning policies for the area and the amenity impacts of the proposal.

**47** Once a decision has been made on an application, the council will send a letter to all statutory consultees and those people who made representations informing them of the decision. Decisions also appear on the weekly decision register. If an application is to be determined at Planning and Development Committee, anyone who made comments on the proposal will be notified with details of the meeting. A copy of the Officer's report can be made available on request.

**48** Any person who lodged an objection to a planning application may apply to speak against the proposal at the Committee meeting. If, however, more than one objector wishes to speak, then a representative should be nominated to express the combined views of all objectors. If any objector elects to speak to the Committee then a similar right will be granted to the applicant or his/her agent. You may address the Committee for a maximum of 3 minutes. An applicant may only speak to the Committee meeting where an objector is also speaking.

## Post-application stage

**49** Where an applicant is unhappy with the council's decision, they have the right to appeal. Applicants must lodge an appeal with the Planning Inspectorate who will determine its validity before initiating proceedings and setting a start date. Where an appeal is accepted, the council

will notify all relevant statutory consultees and those who submitted comments of the appeal and how to make representation (where applicable), and again, once the Inspectorate has made a decision. Further information on appeal procedures can be viewed at [www.gov.uk/appeal-planning-inspectorate](http://www.gov.uk/appeal-planning-inspectorate).

### Planning Aid

**50** Planning Aid England (PAE) provides planning advice and support to help individuals and communities engage with the planning system and get involved in planning their local area. PAE is built on the principle that that everyone should have access to the planning system, regardless of their ability to pay. The services are delivered by a range of volunteer members of the Royal Town Planning Institute (RTPI). PAE is separate from both central and local government and provides completely independent and impartial planning advice. The following website provides further information about the services and support offered: <http://www.rtpi.org.uk/planning-aid/>

**51** Planning Aid England can be contacted on:

- Email – [advice@planningaid.rtpi.org.uk](mailto:advice@planningaid.rtpi.org.uk)
- Telephone – 020 7929 8338
- Address - Planning Aid England, RTPI, 41 Botolph Lane, London EC3R 8DL

### Complaints procedure

#### Customer Complaints

**52** If you are not happy with the service you have received, you should contact the Planning Policy team in the first instance. However, if you are dissatisfied with the response, you can make a formal complaint through the Council's Complaint Procedure. There are 3 stages to the procedure, your complaint will first be dealt with by the Service Manager, if you are not satisfied with the response, the Assistant Director and then an independent Assistant Director will look at the case if you are still dissatisfied.

If you have been through all of the stages of the complaints procedure and you are still dissatisfied you can appeal to the Local Government Ombudsman (LGO). The LGO investigates complaints of injustice arising from misadministration by Local Government and certain other bodies. The Ombudsmen can investigate complaints about how the council has done something. But they cannot question what a council has done simply because someone does not agree with it. You can complete an online complaint form via the LGO website: <https://www.lgo.org.uk/make-a-complaint/how-to-complain> or contact the LGO on 0300 061 0614.

**53** For further information, please visit the Local Government Ombudsman's website at [www.lgo.org.uk](http://www.lgo.org.uk).



## Appendix A: Stakeholders to be involved in the development of local planning policy

Please note that these lists refer to successor bodies where re-organisation occurs.

### Statutory Consultees

The specific consultation bodies which the Regulations<sup>(1)</sup> require the Council to consult are:

- Community and Parish Councils (Including Aston Parish Meeting, Datchworth Parish Council, Graveley Parish Council, Great Ashby Community Council, Knebworth Parish Council, Langley Parish Council, St Ippolyts Parish Council, Walkern Parish Council, Weston Parish Council and Wymondley Parish Council)
- East Hertfordshire District Council
- Hertfordshire Constabulary
- Hertfordshire County Council
- Marine Management Organisation\*
- Natural England
- East and North Herts NHS Trust
- North Hertfordshire District Council
- Relevant communications companies
- Relevant electricity and gas companies
- Relevant sewerage and water undertakers
- The Coal Authority\*
- The Environment Agency
- The Highways Agency
- The Historic Buildings and Monuments Commission for England (English Heritage)
- The Homes and Communities Agency
- The Secretary of State for Transport

\*Unlikely to be relevant for Stevenage Borough Council.

### General Consultation Bodies

The Regulations also require the Council to consult general consultation bodies, where appropriate. For Stevenage, these include:

- Community/resident groups
- Developers, house builders, the development industry and their agents
- Local business groups (including local business forums)
- Local community action groups
- Local community transport groups
- Local disability groups
- Local education trusts and associations

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1 The Town and Country Planning (Local Planning) (England) Regulations 2012

- Local environmental groups (e.g. Hertfordshire Biological Record Centre, Hertfordshire and Middlesex Wildlife Trust)
- Local health associations
- Local housing groups and associations
- Local history and conservation groups (e.g. Friends of Forster Country)
- Local leisure and sport groups
- Local racial, ethnic or national groups
- Local registered social landlords
- Local religious groups
- Local resident associations
- Local retail associations
- Neighbourhood Watch groups
- Older persons groups
- Voluntary organisations
- Youth groups, schools and colleges

### Appendix B: Stakeholders to be involved in Development Management

The regulations<sup>(2)</sup> require the Council to consult specific consultation bodies when considering some planning applications.

The statutory consultees for Development Management include:

- Highways England
- Historic England
- Lead Local Flood Authority
- Local highway authorities
- Local planning authorities
- Natural England
- Parish councils
- Rail network operators
- Regional development agencies
- The British Waterways Board
- The Coal Authority
- The English Sports Council
- The Environment Agency
- The Health and Safety Executive
- The Historic Buildings and Monuments Commission for England
- The National Park authority
- The Secretary of State for the Environment, Food and Rural Affairs
- The Secretary of State for Transport
- The Theatres Trust

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2 The Town and Country Planning (Development Management Procedure) (England) Order 2015

However, the statutory consultees which need to be consulted vary depending on the type of application submitted, and the specific site circumstances. Therefore, the detailed table within Schedule 4 of The Town and Country Planning (Development Management Procedure) (England) Order 2015 should be referred to for more detailed information.







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## Meeting: Executive

Portfolio Area: Resources & Community

Date: 11<sup>th</sup> July 2018

## **ADOPTION OF GENERAL FUND ASSET MANAGEMENT STRATEGY AND ACTION PLAN**

### **KEY DECISION**

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<b>Contact Officer</b>	Julie Herbert Ext 2141

### **1. PURPOSE**

- 1.1 To seek approval to the adoption of the revised new General Fund Asset Management Strategy and Action Plan.

### **2. RECOMMENDATIONS**

- 2.1 That the changes to the Asset Management Strategy and Action Plan, which now take into account co-operative council principles be noted .
- 2.2 That the revised Asset Management Strategy at Appendix A be adopted.
- 2.3 That the revised Asset Management Action Plan, at Appendix B, be adopted.
- 2.4 That approval of a package of community development support is delegated to the Strategic Director having consulted the Leader and the Portfolio Holders for Resources and for Neighbourhoods and Co-operative Working.

### **3. BACKGROUND**

- 3.1 A new draft Asset Management Strategy (AMS) and Action Plan (AMS Action Plan) were presented to Executive on the 14<sup>th</sup> February 2018.
- 3.2 The AMS will set the framework for managing the Council's General Fund property portfolio for the next five years.

- 3.3. It will guide the Council's future strategic property decisions to make sure the estate is managed sustainably and efficiently so it can adapt and remain fit for the future, and help the Council meet its Future Town Future Council aims.
- 3.4 Since the previous AMS, the financial landscape has changed considerably impacted by the comprehensive spending review in 2017, and further financial pressures on the general fund. This coupled with an already aged and extensive property portfolio to keep water-tight, secure, operational and fit for purpose, where costs have outstripped the capital receipt pipeline, is not sustainable. The Council is now facing some difficult decisions if its ambition to hold a well maintained and sustainable estate is to be achieved. The new AMS sets out clear financial targets to achieve during the next five years in order to help meet these challenges. To help reach those financial targets, the AMS recommends seven clear areas for change, including undertaking comprehensive locality and asset reviews to try and identify new opportunities to release surplus land and buildings for sale (to support the capital programme), and opportunities to generate new sustained revenue income as well as improving efficiency and utilisation of its assets.
- 3.5 It is proposed that the AMS will remain in place until 2023 and that the AMS Action Plan will be the key change document and main focus, to be updated annually.
- 3.6. Whilst both the draft AMS and the draft AMS Action Plan were noted on the 14<sup>th</sup> February, the Executive requested that both documents be amended to adopt 'a co-operative approach to engagement with communities, in particular through reviews of assets in different localities' before consideration for final adoption.
- 3.7 A working group was established, as required by Executive, chaired by the Portfolio Holder for Resources, with the Portfolio Holders for Environment & Regeneration and Neighbourhoods & Co-operative Working and the Leader present, working alongside the Assistant Directors, Communities and Neighbourhoods, Direct Services, and Finance & Estates to help develop the Council's co-operative approach to Asset Management.
- 3.8 Following Executive on 14 February and in advance of the meeting of the working group, Officers reviewed good practice in respect of community engagement and successful community asset transfer from other co-operative councils, as identified through the Co-operative Innovative Network. This research was considered alongside the good practices this Council are already following in order to develop a new Stevenage approach to Asset Management.
- 3.9 The working group met on the 6<sup>th</sup> June 2018 to develop a number of key principles which are considered important for successful community development. These are discussed in Section 4 below and have been incorporated into the AMS and the AMS Action Plan (Appendices A and B).

#### **4. REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS**

- 4.1 A key action within the AMS Action Plan is for the Council to undertake locality reviews of its current land and buildings together with other public sector partners (such as HCC, NHS and Blue light authorities). This means taking a look at the Council's assets in a holistic way, identifying new opportunities for better use of



existing buildings by shared or co-location of services, identifying potential sites (land and buildings) for release for sale (establishing a much needed new development pipeline for potential capital receipts) and identifying land for the Council's own housing building programme (meeting our Future Town Future Council ambitions).

- 4.2 It is proposed that the locality reviews will be undertaken jointly with a specialist external advisor. The in-house Estates team intend to produce an initial opportunity list in consultation with Assistant Directors and Executive Members, gathering known property intelligence with the support of in-house information technology specialists, using much improved spatial data systems. The external advisor will be commissioned to help identify new additional opportunities and lead on any challenge of other public sector stakeholders.
- 4.3 The outcome of the locality reviews will be a list of potential opportunities and some of these may touch and concern community buildings. Where community assets are not affected, decisions relating to disposal will be taken through the normal authority processes. An indicative process map/decision tree is provided on page 41 of the Asset Management Strategy (Appendix A).
- 4.4 Where community buildings are affected, the council will adopt a pro-active approach with a clear process to consult and engage with community stakeholders prior to any decision being taken.
- 4.5 The Member/Officer working group reviewed good practice from Newcastle City Council, Milton Keynes Council and South Tyneside Councils which has helped shape the Council's co-operative approach, whilst also recognising the differences between Stevenage and these councils.
- 4.6 The working group reviewed and agreed a number of key principles which have been incorporated into the new Strategy including
  - 4.6.1 A definition for community buildings (see Appendix A),
  - 4.6.2 The development of a community value checklist to apply to all buildings,
  - 4.6.3 Process mapping of the stakeholder engagement process (see Appendix A),
  - 4.6.4 The level of support offered by the Council to community groups interested in taking more control of assets.
- 4.7 It is clear that community involvement in the management and development of assets requires good quality support. The level of support required will vary depending on the circumstances of particular communities. Some communities may not have an abundance of volunteers with time available to volunteer or manage community assets. In order to help develop the capabilities of local communities to manage assets the community development service will design and tailor a support package on business planning, good governance and fundraising and will help shape toolkits to assist communities in running community buildings. This package of support will need to be developed and provision is made in year two of the AMS Action Plan.

## **5. IMPLICATIONS**

### **5.1 Financial Implications**

- 5.1.1 The Council needs an overarching strategy on how to manage its assets and this is key when considering the outcomes achieved from investment. To determine whether this delivers value for money or whether a better outcome can be gained from redevelopment or revised provision. The Council's Asset Management Plan will inform the Council's Capital Strategy and the use of the Council's limited capital resources. In addition the AMS may identify potential capital receipts which are required to fund priority capital works over the life of the Strategy.
- 5.1.2 The Council has bid for some match funding from Hertfordshire County Council to procure a contractor to undertake some of the locality review work, which is available through the One Public Estate programme (which supports Councils' undertaking locality reviews).
- 5.1.3 Funding application has also been made to the Hertfordshire Economic Growth Fund (administered through the Herts Business Rates pool) for £30,000 to help fund some of the balance of external fees in respect of the locality reviews and also to fund a part time post within the Community Development Team to help deliver the additional support mentioned within the report.

### **5.2 Legal Implications**

- 5.2.1 There are no legal implications at this stage.

### **5.3 Risk Implications**

- 5.3.1 The risks remain unchanged from the February 14<sup>th</sup> Executive report.
- 5.3.2 If no business support is offered to community organisations/third sector groups by the Council, the groups will not have capacity to grow or develop services for the benefit of the local community. Good sustainable and viable business planning will help provide confidence for all parties and lead to successful asset transfers.
- 5.3.3 Understanding that opportunities with community buildings will take time and positive engagement with communities before outcomes can be achieved.

### **5.4 Staffing and Accommodation Implications**

- 5.4.1 There may be staffing implications as new staff may be required to ensure that community engagement is effectively undertaken and support provided. Please refer to comments within the financial implications (section 5.1.3).

## **5.5 Equalities and Diversity Implications**

5.5.1 Equality Impact assessments will be undertaken during the locality reviews. Where the reviews identify community assets, wider community considerations around equalities will be considered in relation to open access for all parts of the community.

## **6 BACKGROUND DOCUMENTS**

- February 14 Executive report and attachments

## **7 APPENDICES**

- Appendix A - Asset Management Strategy
- Appendix B – AMS Action Plan

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## APPENDIX A

### Stevenage Borough Council

## DRAFT ASSET MANAGEMENT STRATEGY

## 2018-2023

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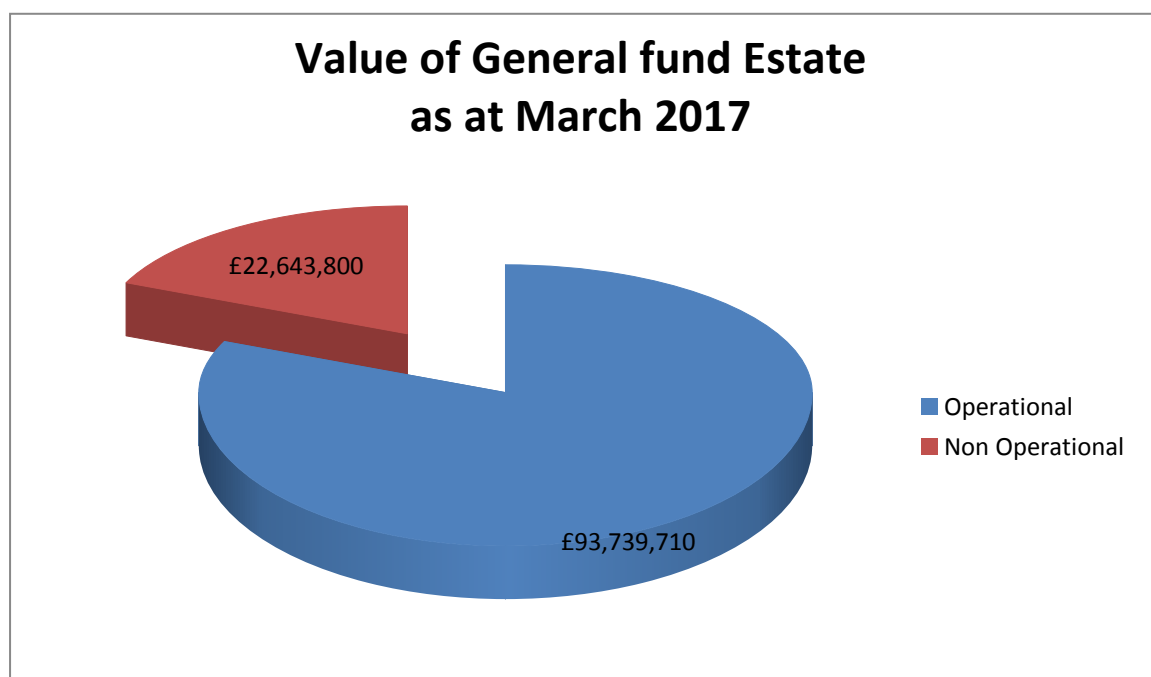
## INTRODUCTION

This document sets out Stevenage Borough Council's Asset Management Strategy 2018-2023. The Strategy describes the Council's approach to management of its non-housing assets, land and buildings, and is intended to provide the framework for decision making across the estate (for all operational and non-operational assets).

The central focus is the Council's buildings which fall into two categories

- (1) **Operational assets** including corporate offices and depots, a wide range of community buildings, leisure facilities, and car parks, and
- (2) **Non-operational assets** including the commercial portfolio, and garages.

The current combined value of the non-housing estate is £116.38m.



The Council can drive change through efficient use of its assets within the Borough, helping to improve local communities and residents' quality of life, connect opportunities for regeneration of areas and deliver services from high quality easily accessible corporate buildings.

This new framework is intended to have a life of five years and replaces the previous Asset Management Strategy 2010-2015. The new framework comprises two key elements - Asset Management Strategy and Asset Management Action Plan. The general approach to asset management is likely to remain constant for this period, but the action plan will be the key change document.



## Why do we need an Asset Management Strategy?

Asset management, in simple terms, is the name given to the strategic management of the property assets that the Council owns or occupies. In this case, non-domestic assets held by the General Fund.

The Asset Management Strategy is intended to be a live road map for its assets setting out the direction of travel for the next five years. This will reveal how the Council intends to maximise available resources (assets and finance) to develop a sustainable well maintained portfolio that helps to support and deliver the Corporate aims and objectives.

## Links to other Corporate Strategies including context

Property assets cannot be managed in isolation to other over-arching Council policies and strategies, as they are closely linked to the achievement of our strategic priorities. These key priorities are summarised within the Council's Corporate Plan and Summary Action Plan. The diagram below shows the main strategy documents influencing property decisions.



Stevenage Borough Council approved proposals for a new programme called Future Town Future Council in October 2015. It consists of nine key focused programmes that aim to deliver improved outcomes and real change for Stevenage residents over the five year period (up to 2020)(see Appendix A). This forms the basis of the new Corporate Plan. Further details can be obtained via the following link - (<http://www.stevenage.gov.uk/content/15953/33537/20596/Co-op-Future-Council-Corporate-Plan-2017.pdf>)



The **Corporate Plan 2016 – 2021** includes the following ambitions:

- Increase the number of social and affordable homes in Stevenage (FTFC 05)
- Create a vibrant town centre where people want to live, work and play (FTFC 06)
- Improve the accessibility of our services and the customer experience (FTFC 07)
- Work with our communities to improve our neighbourhoods (FTFC 08)
- Provide high quality homes to our tenants and leaseholders. (FTFC 09)

This plan is ambitious and to help deliver on these core values, the Council will need to :

- Be a financially resilient Council with enough resource to deliver its priorities (FTFC 01)
- Become a smart Council with improved performance (FTFC 02)
- Have the right people, skills and knowledge (FTFC 03)
- Have stronger partnerships with key agencies to deliver our priorities (FTFC 04)

The Asset Management Strategy will support the delivery of these core objectives. The Council will be using its valuable resources (people and property) to ensure effective and efficient management of the corporate estate.

### Co-Operative Council

Stevenage positively opted to become a Co-operative council in 2011. Since then the Council has worked closely with its residents, partners and wider communities listening and involving community groups and residents in shaping its town to make Stevenage the best place it can be. There are five key principles;-

1. The Council as a strong community leader
2. Working together with the community and other agencies to provide services based on needs
3. Communities empowered to design and deliver services and play a role in their local community
4. A clear understanding between the Council and our communities
5. Joined up and accessible services that offer value for money and focus on the customer.

The council has championed this approach by dedicating a key strand of Future Town, Future Council on Co-operative Neighbourhood Management – working closely with our communities and partners to make our neighbourhoods better places to live.

Co-operative working is more than just neighbourhood management. The council's overall transformation is about co-operation being part of the "Stevenage Way" and how the council designs, shapes and delivers its strategies, policies and subsequent service delivery.





The leader of the council currently chairs the Co-operative Council Innovation Network and has contributed to national policy relating to co-operative working, including the Future of Localism Commission in 2017 – proposing a number of recommendations for co-operation with local communities on the things that matter most to them.



## OVERVIEW OF THE PROPERTY PORTFOLIO

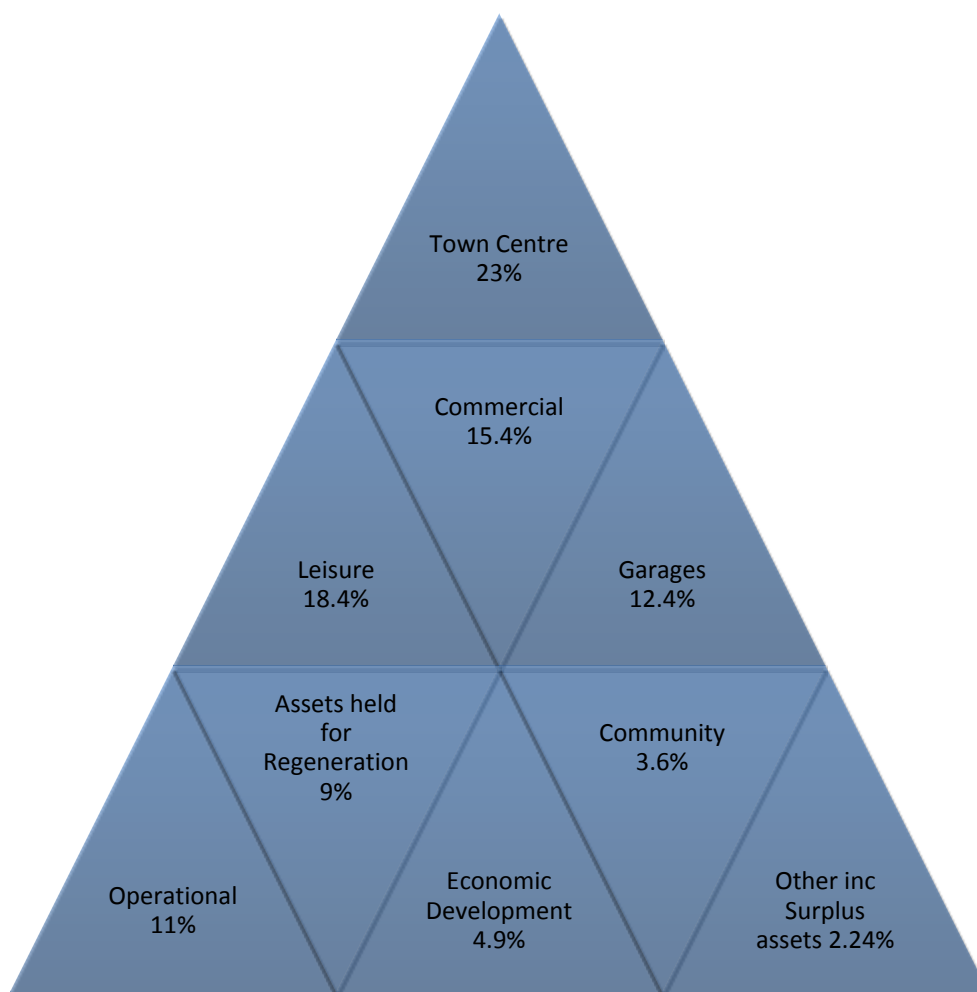
The Council's property portfolio extends to a non-housing stock of 394 separate assets (land and buildings) plus 6664 general fund garages, with a current aggregate book value of £116.4m as at 31<sup>st</sup> March 2017.

General Fund assets are owned and held for the following reasons:

- to deliver a service, such as play centres or corporate office accommodation
- to generate an income e.g. shops and workshops
- to add value to local communities e.g. shops, park pavilions/changing facilities and community centres
- to enable more control and comprehensive regeneration of the town centre

This is largest portfolio <sup>1</sup>held by any Local Authority in Hertfordshire. A breakdown of the percentage of the total capital value attributable to key groups of assets is given in the diagram below.

<sup>1</sup> Source: e-PIMS presentation by HCC 20 June 2017



This is a valuable resource and one which demands to be managed efficiently and effectively to ensure current income streams of circa £6.24m per annum are protected, and ideally offer rental growth, in order to continue to fund the cost of running Council services, as well as being employed to meet other Corporate Plan aims.

A summary list of property assets is included at Appendix B and C, and this demonstrates the broad spectrum of property assets within the portfolio. It comprises civic offices, depots, community centres, pavilions, play-centres, leisure facilities, surface car parks and one multi storey car park, cemeteries, public conveniences and a significant commercial portfolio. For the avoidance of doubt, this asset management strategy does not cover plant and machinery within the buildings.

Of the 394 assets included within the portfolio, currently 98.6% are wholly owned by the Council, and only 1.40% (6 assets) are leased in by the Council (i.e. the Council is the lessee).



## OUR ASPIRATIONS

This section sets out the key aspirations and ambitions for the Council’s general fund estate:-

- 1. To acquire and hold assets that help create and support a vibrant town**
- 2. To hold assets that help improve the quality of the environment for the benefit of local residents**
- 3. To look at ways of releasing and developing our land assets that enable the Council to provide high quality new homes for our residents, and**
- 4. To hold a sustainable, compliant and efficient corporate estate.**

Running through these aspirations, the key objective for the Council is to own “the right assets at the right cost”.

The “right assets” are those that enable the Council to deliver on the promises made under the Future Town Future Council programme that are held or used to:-

- pave the way for regeneration (buying and developing property within the town centre) (Town Centre Regeneration)
- build 300 new homes by 2020/21 (Housing Development)
- complete more flagship mixed residential and commercial schemes (such as the recently completed Archer Road re-development) (Housing Development)
- improve our Co-operative neighbourhood working alongside our local residents (Co-Operative Neighbourhood Management – Garage Investment programme)
- generate new rental income streams (Financial Security)
- improve accessibility to our services and improve the customer experience (Connected to Customers). The right assets need to be environmentally sustainable, health and safety compliant, well maintained and accessible, inviting and attractive. All assets need to be of high quality, offering adaptable/generic/flexible space and fit for purpose.

The Council can only deliver on this agenda with a clear focus on achieving the right assets at the right cost. There must be a response to the current financial landscape which dictates a need to operate within significantly reduced resource. This is discussed in more detail within the Challenge Section of this Strategy. Local Government faces increasing financial challenge over and above the sustained reduction in central government support.

The Council’s financial requirements for setting a balanced revenue budget and funding the Council’s ambitions under the FTFC programme are as follows:

1. Increase income generated from the Council’s commercial assets through a number of ways (i) by investing in our incoming generating assets (ii) through efficient management and (iii) buying new commercial investments which bring in new sustainable rental income streams .
2. Release capital receipts from poorly performing assets or strategic land assets, and reinvest in Council assets to reduce reliance on prudential borrowing.
3. Reduce costs associated with the Council’s assets through a modernisation programme (for instance energy efficiency savings).
4. Effective management of Capital spend.



The primary challenge in balancing Stevenage Council's books is managing capital spending, by ensuring there is an effective capital programme, where spend is targeted appropriately. Inevitably, this will necessitate a reduction in the asset base over time, because maintaining all the current assets on the basis of fix on fail is not sustainable in the long term. This cost ambition extends to reducing running costs on core operational offices through investment in new and modern construction, which will bring cost and energy efficiencies (not achievable on poorly performing stock).

In order to deliver on the promises for internal changes, the Council is looking at ways through its Employer of Choice ambition to keep and attract the best staff, and under its Performing at our Peak agenda to develop strong staff performance.





## ACHIEVEMENTS SO FAR

### KEY ASPIRATION 1: To acquire and hold assets that help create and support a vibrant town

In 2013 and 2016 respectively, the Council successfully acquired freehold ownerships of two significant commercial portfolios within the Town Centre (Town Square and The Plaza). These assets are key to helping the Council create a commercially attractive development scheme that it can promote to Developers. The Council has selected its preferred developer, MACE, to lead on the redevelopment of SG1 and work is currently underway to finalise a development agreement, and a phased development programme will follow.

The regeneration of SG1 within the town centre will see a new public sector/civic hub being developed, with the intention of decanting out of the ageing offices at Daneshill House into the new building.

#### Public Realm

The Council have been working to improve the public areas within the town centre with a variety of schemes to make the area a place where people want to spend time. This year improvements were carried out to two public squares in the town introducing new paving, planting, lighting, seating and performance areas to add a fresh look to busy areas in the town centre.

### KEY ASPIRATION 2: To hold assets that help improve the quality of the environment for the benefit of local residents

#### We are investing in Stevenage neighbourhoods

The first phases of the Co-Operative Neighbourhood Management programme have focussed on the residential wards of Pin Green and Shephall. In these areas, new litter bins have been installed, public realm improvement works procured and remedial work to hardstand areas and other public space enhancements have been completed. The programme was formally launched in the summer of 2017, and this seeks to enhance local areas through resident engagement. Further environmental improvement works are proposed for St. Nicholas and Martins Wood during 2018/19 including replacement of litter bins, green space signage, improvements to public realm, plays areas and shrub beds.

#### Improving our 6664 garages to keep them all in top condition

The Council has approved a re-investment programme of circa £9.2m over a ten year period to refurbish its current garage stock. The investment plan will see improvements to the condition of the garage stock within all neighbourhood areas. The refurbishment of five garage blocks (pilot projects) have been completed as part of the first phase of the programme.

#### Transferring assets to the third sector

The council provides accommodation for a number of local community and voluntary organisations through its portfolio of assets. The council currently has arrangements with Community and



Voluntary Sector organisations to manage and operate council premises on lease arrangements through a partnership approach. The council continues to consider social value and community benefit through the delivery of its asset portfolio.

### KEY ASPIRATION 3: To look at ways of releasing and developing our land assets that enable the Council to provide high quality homes for our residents.

Housing remains a key priority for Stevenage residents and for the Council, and there is a need for more affordable homes.

Recent achievements include the establishment of a new in-house Housing Development Client team to lead a design and development consultant team. An Open Market Acquisitions Programme is underway that delivered 67 new affordable homes during 2015/16 and 2016/17. 31 of these homes have already been acquired at the time of drafting this Strategy.

Changes to the HRA self-financing regime has allowed the Council to plan for a new build programme of affordable housing across Stevenage. The New Council Housebuilding programme is progressing well and to date 39 new homes have been developed across 3 sites. This effectively means that the Council has taken on the developer role in some instances. This has resulted in delivering 30 new homes at Archer Road under a design and build contract. Another 29 homes are under-way on previously council owned sites on a similar basis. New disposal models include negotiations for the purchase of any affordable element of housing from Private Developers, who have purchased land from the Council for private residential development (such as 14 new homes being acquired on land sold at Gresley Way). The New Council Housebuilding programme is detailed in the table below:

	Estimated Completed Onsite	1 Bed Flat	2 Bed Flat	3 Bed Flat	2 Bed house	3 Bed House	4 Bed House	
Archer Road	Completed	8	9		9	4		30
Vincent Court	Completed				4			4
Kilner Close	Completed	1	2			1	1	5
Twin Foxes	Onsite	6	8					14
Weadwood Way	Onsite				6			6
March Hare	Onsite	10	5					15
Ditchmore Lane	Estimated	4	6					10
Kenilworth	Estimated	80	90		20	16		206
Gresley Way	Onsite	4			7	2	1	14
29 Shephall	Estimated	3	2					5
Symonds Green	Estimated	8	8		2			18
Buy Backs	Completed				2	1		3
Open Market Aq	Completed	13	7	1	5	2		28
Total								358



## CASE STUDY: ARCHER ROAD



Kingpin Square – This is a redevelopment of an ageing neighbourhood centre with voids and poor public realm. In a phased development (cost £5m), a community centre was relocated to nearby Hampson Park. The second phase of the project, completed in July 2017, consists of development of council homes; 9 apartments and 13 family houses, designed around a central courtyard showcasing the original 1960s sculpture “The Kingpin” with some retail provision. The development of the scheme was based on a clear co-operative approach – with elected members and officers leading active community engagement through a neighbourhood planning exercise with local residents. This secured community buy-in and resulted in a new and improved community centre and a bustling community café – replacing a dated council owned sports pavilion.

## KEY ASPIRATION 4: To hold a sustainable, compliant and efficient estate

### Compliance Contract is underway

A single supplier framework has been in place since 2014 providing a full comprehensive building compliance and maintenance service to the council’s corporate properties. This contract includes the servicing, maintenance, and health and safety compliance of 69 council buildings. This continues to be managed in collaboration with neighbouring Local authorities, North Herts District Council and Broxbourne Borough Council.

### Steps to address Energy Efficiency of the Council assets

An energy audit survey was undertaken by external consultants in 2014 on seventeen operational buildings. The survey identified opportunities for investment in cost effective energy efficiency initiatives and energy saving measures, areas of energy waste and provided advice on how costs may be reduced or avoided by applying good operational management and awareness.

### Review of Community Buildings

A review is currently being undertaken of Community Centres. The review is considering opportunities for capital development, on sites where housing development options also exist and where there are opportunities with partners such as HCC and Health to consider joint capital programmes, for example the re-provisioning of HCC day care services. It is envisaged that this review will be completed by Autumn 2018.

### New models of investment - Property Investments

The Council approved a £15million investment fund to acquire commercial property investments in May 2017, to support the Financial Security work stream based on a new property investment strategy. This will generate new rental income streams for the Authority, instead of generating income from more traditional gilts and bonds.





## Streamlining the disposal programme

The Council has streamlined its processes and resources for certain land disposals to bring forward smaller sites for disposal by auction.



## CHALLENGES WE FACE

### 1. Financial landscape

The Council faces a significant challenge to identify and manage priorities including comprehensive spending review and financial pressures on general fund, capital pressures on council assets, housing pressures, welfare reform, change in partnership landscape, regeneration pressures, continuing pressures on local economy and impact on service users, increasing demand for services and need to work co-operatively with residents.

Over the last few years, the General Fund capital programme has faced considerable financial constraints as the projected need to spend outstripped the ability to fund the programme from capital resources, leading to an increasing need to borrow.

The Council has brought in some early short term mitigation, which directly affects property assets, in the form of capital limitations:

- Limit capital works to priority 1&2 works this includes essential health and safety and statutory works and ensure the buildings are watertight, secure, operational and fit for purpose. This assumes that the asset stock is static and is not obviously sustainable in the long term.
- Zero base the capital programme to ensure that all capital schemes are bid for and prioritised based on a set of criteria.
- Limit borrowing to a business case need and those schemes which give a return on investment.
- Assets due for regeneration should have only essential works carried out
- Re-profile spend to latter years if reviews of the service were due
- Include only the initial works to schemes until the business case is proven
- Include in the Strategy recommended option for play area improvements on affordability basis.

The situation is so critical for 2019/20, there is now a moratorium on making any capital commitments against the 2018/19 capital programme until a review of potential land and building disposals is carried out as soon as possible.

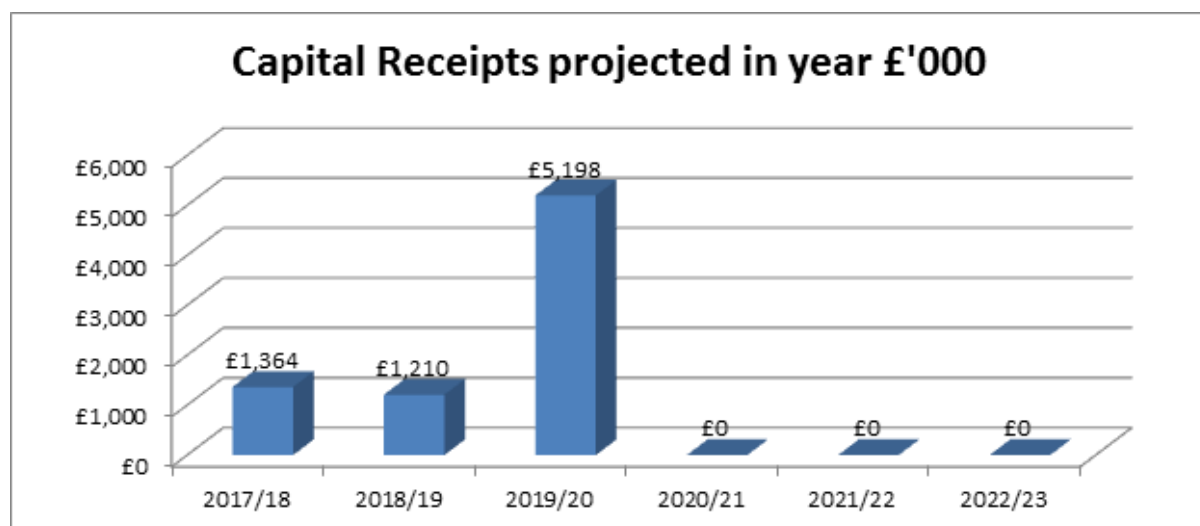
As an outcome of the emerging review of community centres, expenditure has been capped at no more than £200k for any community centre or pavilion until the review is completed.

### Traditional property disposals

Historically, traditional disposal of property assets (mainly land) has been an important element of the Council's annual capital programme, because this is a main source of funding alongside capital reserves, in order to avoid prudential borrowing per se. However, as forecast, there are now insufficient good quality sites identified in the disposal programme/pipeline to achieve anything like the level of receipts likely to be required to fund the current capital and regeneration programmes. The traditional quick wins have now almost been exhausted, until further land reviews are carried out, and the Council faces a greater challenge of finding land parcels within its existing holdings of any significant value. This situation reaches a critical point in 2021/22 when the capital receipts will



be exhausted, unless new sites are found. The table below is taken from the draft Capital Strategy 2017/18 – 2022/23.



The Asset Review of 2012-14 did include a physical site survey of the Borough, and this produced approximately ten good traditional disposal sites from over 200 surveyed within acceptable existing planning policies. These have been added to the disposal programme and the majority sold. The remaining opportunities either demonstrated poor value due to site constraints or could only be brought forward once planning constraints are relaxed. There is no certainty that other developable land parcels will come forward under future reviews.

### Strategic land disposals

The Council does still hold a small number of potentially high value assets (the strategic land sites referred to earlier) that could be sold generating significant capital receipts, but it is not prudent to rely on these sales coming forward in the early years of this Strategy due to delivery risks. The largest of which will require considerable time in term of years, and up front revenue investment, to complete the necessary feasibility studies and promotion agreements to bring this forward. Once these assets have been sold, and the capital receipt taken, there will be no further sites of this magnitude.

### New models of housing delivery

The Council has also been taking on the developer role within Stevenage through the initiatives of the Housing Development team and making use of the Council's land resources by constructing new council homes on council owned land. Although this is an opportunity for the Council to meet social need aspiration to provide high quality new homes for residents, the challenge here is loss of traditional relatively quick capital receipts to the General Fund, resulting from transfer to the HRA (Housing Revenue Account) by a debt transfer as opposed to a capital sum.

The short and limited disposal programme which has existed for the past few years, and the impact of the lack of a rolling programme of new development sites coming forward to replace those lost to these new models has caused a financial pressure.



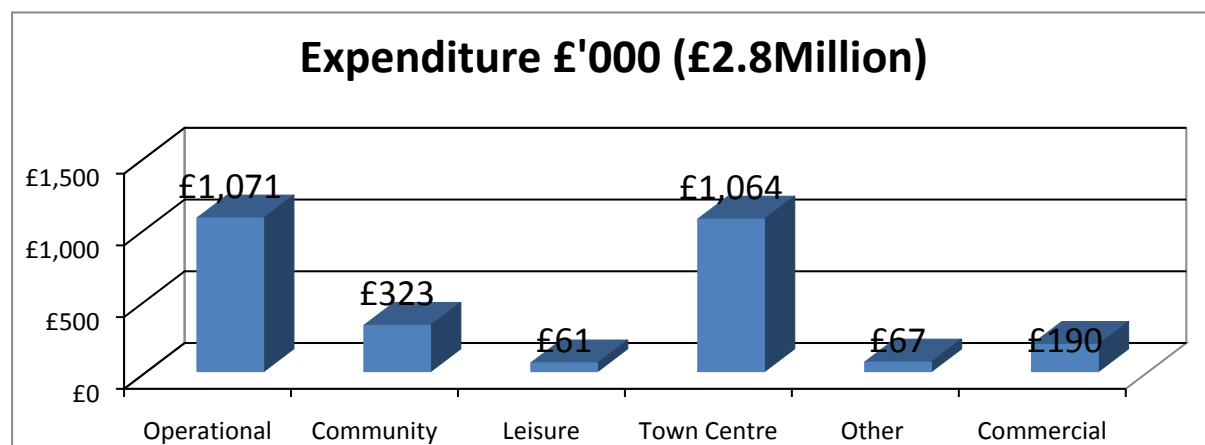
## Asset stock levels

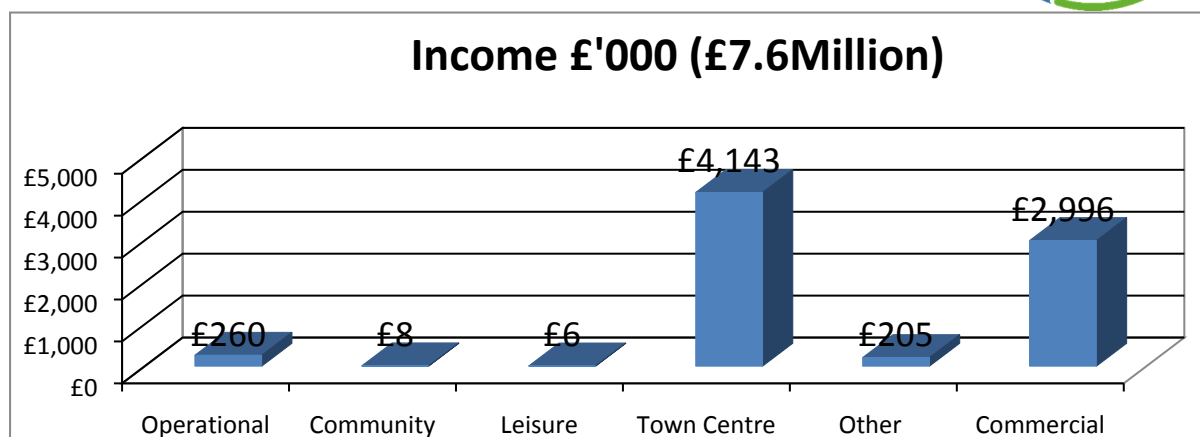
The size of the Council's large asset portfolio has not changed significantly for many years since its origins back to the Development Corporation. The Asset Review of 2012-14 did seek to reduce the number of assets retained through natural loss without impacting on services, and as a result twenty two assets from within the portfolio were released either through re-location, demolition, sale or the surrender of leased in-asset. This resulted in a small capital receipt of £286,000 and actual rent savings from the leased-in asset. This however was only a very small percentage compared to the existing portfolio. The previous asset review did not result in the loss of any operational assets. This means that revenue costs are still being met in relation to these assets including compliance and running costs.

The table below highlights the 2018/19 key budget expenditure and anticipated income for key estate assets across the following portfolios; operational estate, community, leisure, town centre excluding assets held for regeneration, and commercial.

	Operational Estate			Community			Leisure	Town Centre		Other	Commercial
2018/19 Budgets	Daneshill	Swingate	Depots	Community Centres	Pavilions	Play Centres	Museum	Market	Car Parks	Cemeteries, Toilets, Allotments	Commercial Property
Repairs & Maintenance Of Buildings	92,620	24,390	54,710	73,070	40,220	17,770	9,730	41,590	121,700	26,710	42,980
Grounds Maintenance	0	0	0	0	0	2,810	0	0	0	1,980	0
Energy Costs	140,960	61,710	49,990	80	0	11,500	7,250	66,800	86,560	11,060	1,050
Rents, Rates & Water Services	282,440	13,280	170,190	118,460	6,890	16,290	42,020	32,410	658,320	24,900	89,040
Fixtures & Fittings Total	5,820	910	5,400	0	0	0	1,510	0	0	1,270	0
Cleaning & Domestic Supplies	130,050	940	610	0	9,370	11,260	70	31,400	0	0	0
Premises Insurance	19,460	5,860	11,800	12,460	0	2,600	220	4,070	20,750	1,170	56,740
<b>TOTAL EXPENDITURE</b>	<b>671,350</b>	<b>107,090</b>	<b>292,700</b>	<b>204,070</b>	<b>56,480</b>	<b>62,230</b>	<b>60,800</b>	<b>176,270</b>	<b>887,330</b>	<b>67,090</b>	<b>189,810</b>
Rental Income	(194,420)	(56,030)	0	0	0	0	0	(401,260)	0	(27,610)	(2,996,290)
Fees And Charges	0	0	(9,740)	0	(3,500)	(4,440)	(5,570)	0	(3,742,070)	(177,000)	0
<b>TOTAL INCOME</b>	<b>(194,420)</b>	<b>(56,030)</b>	<b>(9,740)</b>	<b>0</b>	<b>(3,500)</b>	<b>(4,440)</b>	<b>(5,570)</b>	<b>(401,260)</b>	<b>(3,742,070)</b>	<b>(204,610)</b>	<b>(2,996,290)</b>
<b>NET EXPENDITURE/(INCOME)</b>	<b>476,930</b>	<b>51,060</b>	<b>282,960</b>	<b>204,070</b>	<b>52,980</b>	<b>57,790</b>	<b>55,230</b>	<b>(224,990)</b>	<b>(2,854,740)</b>	<b>(137,520)</b>	<b>(2,806,480)</b>

Note: the expenditure are property related costs only and exclude staffing costs and other recharges





## Other Financial pressures

## Regeneration Ambitions

### Public Sector Offices

To deliver the Council's ambition for regeneration of the Stevenage Town Centre, substantial capital investment will be required to develop a new Public Sector Hub which will replace the Council's current operational and main corporate offices. The aim being to construct a more efficient corporate building with lower running costs, funded through the SG1 scheme.

### Leisure Sector

The council has to consider timescale for replacing or upgrading Stevenage Arts and Leisure Centre and Stevenage Swimming Centre; both council-owned but operated by Stevenage Leisure Limited. These assets represent an ongoing challenge to the council due to their age and the commensurate cost of sustaining these facilities. A new town centre leisure offer is anticipated to contribute to the town's regeneration. The council will need to consider a robust business case for the development of a new leisure asset, including planned property maintenance programme for any new facility. Future procurement for the operation of leisure facilities will need to clearly identify repair and maintenance liabilities and a sound programme of componentised asset management. Consideration will also need to be given to the disposal, demolition or re-use of current sites.

The council will consider the provision of cultural assets as part of the town centre regeneration programme. Off-site museum storage is also currently located within the SG1 scheme. The forthcoming cultural strategy will highlight opportunities to develop further cultural assets, through maximising empty buildings for creative and meanwhile use, and re-imagining public realm through artistic installations and activities.

### Community ambitions

A re-investment programme of circa £9.2m over a ten year period has been approved to re-furbish the Council's current garage stock. The Council has supported use of prudential borrowing powers to fund these works over a ten year period commencing in 2018, with limited re-investment of capital receipts released from garage sales.

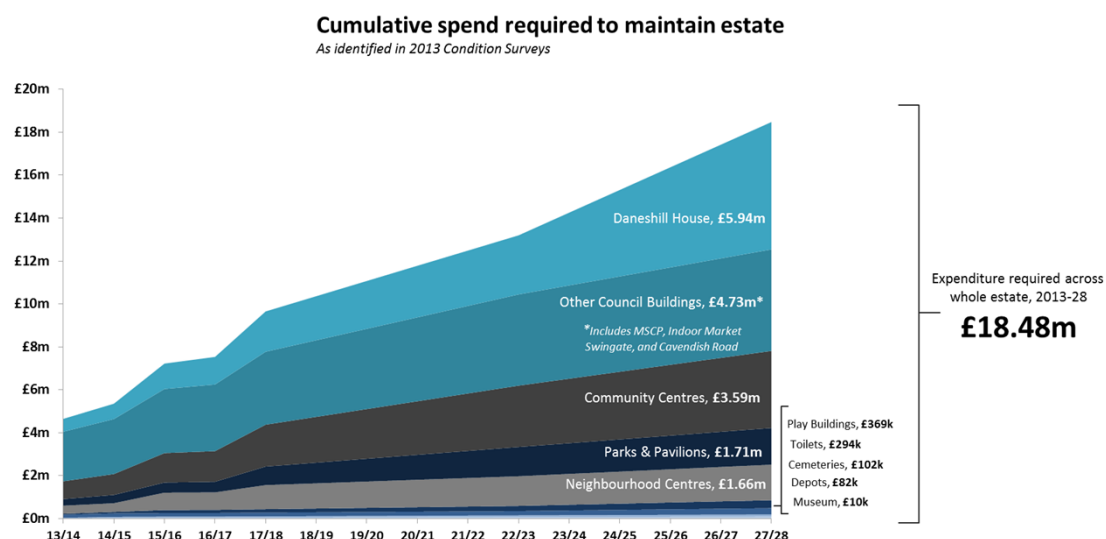


## 2. Current State of the estate

### Back-log maintenance

Historically, the backlog maintenance and repairs for the corporate buildings have been identified from the condition survey. Yearly budgets have been included in the capital strategy to undertake the works identified dealing with the high priority items first.

The graph below, based on the condition survey carried out in 2012/13, shows expenditure required for the whole estate (with the exception of leisure and garages). This is broken down into key asset groups; Neighbourhood centres, Parks & Pavilions, Community Centres, Daneshill House and other Council buildings. The cumulative spend is £18.48m.



Of the £18.48m, over the last 5 years approximately £1.996m has been spent dealing with works identified in the condition survey.

On average approximately £330K/year has been spent through the compliance service and reactive repairs. A further approximately £200K/ year has been spent dealing with reactive fix on fail repairs to the residential garages and £150K for the multi storey car park.

There has also been regular investment in the multi storey car park to deal with essential concrete repairs, anti-carbonation treatment and resurfacing the decks, amounting to around £750k over the last 5 years. A new measured term contract is now in place to carry out future concrete works as required on a priority bases. £225k per annum has been identified until 2022/23.

The maintenance cost for Daneshill House over the last 5 years is £450K and Swingate House, £50K.

Funding has been targeted to deal with the high priority items 1 & 2 (see priority definition below) and there has been significant success over the last 5 years in reducing the higher risk essential items through the delivery of a planned works programme. The Council's existing approach to repairs also includes undertaking some limited energy conservation measures.



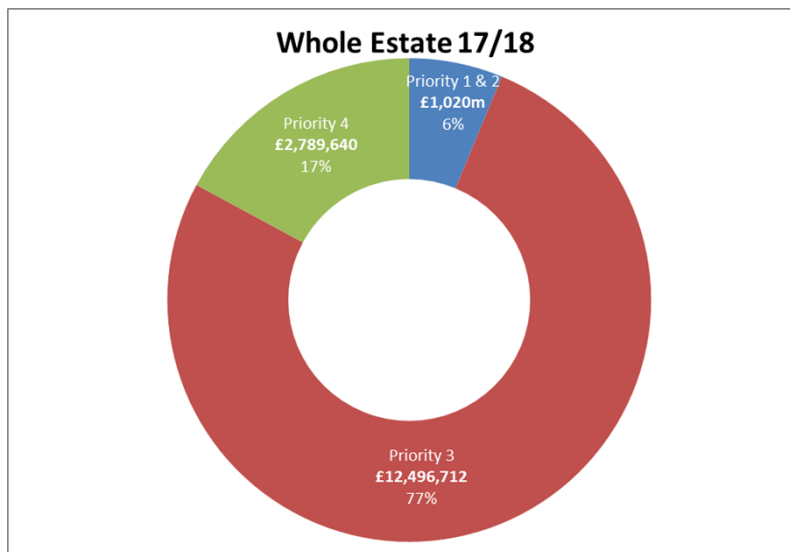
The condition survey set a priority between 1 and 4 for each repair identified, with priority 1 and 2 relating to the most pressing items needing earliest attention. For example:

- Priority 1 – Essential health and safety requiring immediate attention
- Priority 2 – Health and safety works  
Statutory and legislative works including DDA compliance  
Watertight and secure  
Essential H&S repairs to maintain operations and ensure that the premises can continue to operate providing a fit for purpose facility for the occupants and users of the premises.
- Priority 3 – Economics of repair – works requiring earliest rectification reducing the need for more extensive repairs in the future  
General repairs and improvements providing improved energy efficiencies.  
Refurbishment and improvements to maintain operations and, ensure that the premises can continue to operate proving a fit for purpose facility for the occupants and users of the building.
- Priority 4 – General repairs and improvements – cosmetic

The table below shows the amount invested dealing with the priority 1 & 2 items (shown in blue) this amounts to around £2M over the last 5 years. This information is based on the 2012/13 condition survey data.

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6-10	Yr 11-15	Total O/S
Priority	2013/14	2014/15	2015/16	2016/17	2017/18	2018/2022	2023/2028	
1&2	607,825	200,061	213,339	175,528	800,000	510,000	510,000	1,020,000
3	2,807,500	341,735	1,250,377	194,900	1,139,725	2,340,725	4,421,750	12,496,712
4	521,111	161,373	309,656	90,400	454,575	650,750	601,775	2,789,640
Total								16,306,352

The outstanding funding required to deliver the remaining priority 1&2 works is £1,020,000 and priority 3 & 4 works around £15M as shown in italics in the table above. The chart below shows this position pictorially. This cost does not include Neighbourhood Centres, Leisure or Garage assets as these were not part of this 2012/13 condition survey data.



Condition surveys of the commercial building stock (Neighbourhood Centres) are still required to identify the council's responsibilities and liabilities for repairs. Around £200K has been spent on maintenance over the last 5 years on commercial properties, this has increased by a further £100K following the acquisitions of properties in the Town Square.

Over recent years, the garage repair and maintenance budgets have been limited to deal with reactive repairs only amounting to just over £1M over the last 5 years. A separate Stock Condition Survey carried out in 2013 identified a funding gap of nearly £9.2M that would be required to bring the 6,664 garages stock into a fit for purpose condition. This was underpinned by work carried out by an external Consultancy.

## Compliance Contract

This contract has an annual spend of circa £216,000 for the compliance inspection and servicing tasks related to 69 council buildings and around a further £120K for the associated reactive maintenance repairs. Although the delivery by a single supplier and the volume of work is increased by the inclusion of the other LAs as previously mentioned, this will deliver financial savings through economies of scale, reduction in contractor and client management. However these savings cannot be quantified.

## Energy Audit

The measures identified in the 2014 energy audit survey included heating controls and insulation (items essentially with no greater than eight year payback period), and potential saving of £22,876.00 per annum, following a capital investment of £87,164. However, on working through implementation, it became apparent that some of the measures in relation to Daneshill House could not be actioned because of the current condition and fabric of the main building structure. This reduced the potential savings.





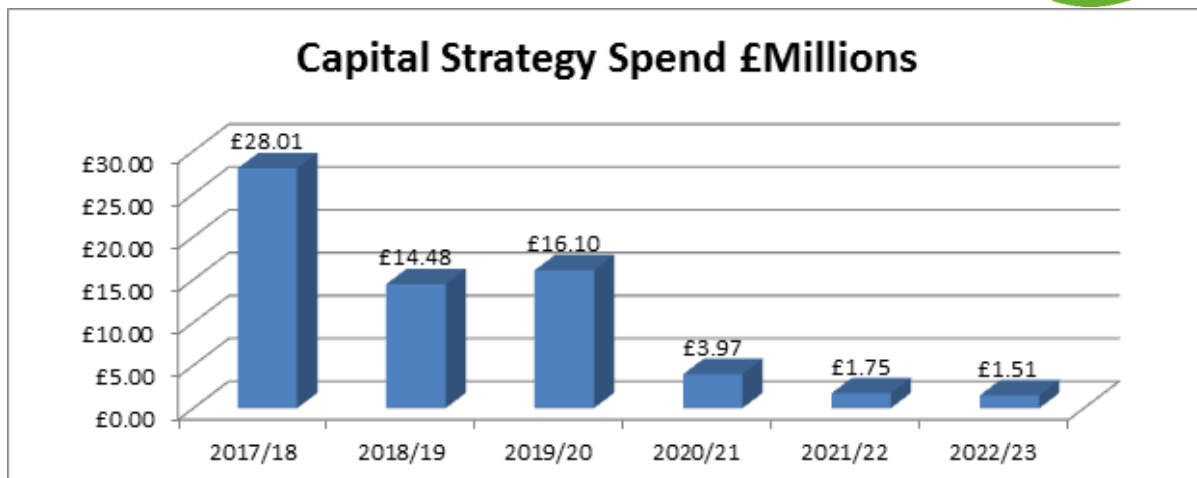
### 3. Capital Programme

The Capital Works Programme for 2018/19 has identified a potential spend of £14.483m (including equipment) if all the capital schemes are supported. This is identified in the table below, which shows the schemes and the anticipated availability of resources to meet that kind of capital spend.

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Scheme	January Revised Budget £	January Projection £	January Projection £	January Projection £	January Projection £	January Projection £
<b>General Fund - Schemes</b>						
Stevenage Direct Services	2,198,360	1,174,560	1,291,750	706,660	697,730	783,960
Housing Development	2,512,230	1,101,330	330,000			
Finance and Estates	16,161,040	3,302,810	2,830,720	2,120,220	390,000	90,000
Corporate Projects, Customer Services & Technology	440,200	632,250	300,000	300,000	300,000	300,000
Housing and Investment	1,689,470	1,175,500	90,000	5,000		
Regeneration	3,921,810	6,066,010	10,800,000	500,000		
Communities and Neighbourhoods	236,080	92,750	44,000	20,000	40,000	20,000
Planning and Regulatory	847,500	938,200	413,000	318,000	323,000	318,000
<b>Total Schemes with Growth Added</b>	<b>28,006,690</b>	<b>14,483,410</b>	<b>16,099,470</b>	<b>3,969,880</b>	<b>1,750,730</b>	<b>1,511,960</b>
<b>General Fund -Resources</b>						
Capital Receipts	3,898,060	4,417,467	1,865,278	692,178	277,758	171,488
New Build 1-4-1 Receipts - Additional Funding from HRA for RP Grants	2,499,730	551,330				
Unpooled Receipts	49,560					
Grants	407,000	300,000				
S106's	8,540	25,000				
LEP	3,000,000	5,200,000	10,300,000			
RCCO	4,000	394,000	4,000	4,000	4,000	4,000
Regeneration Asset Reserve		140,500				
Capital Reserve (BG916 Revenue Savings)	723,000	720,000	720,000	720,000	720,000	720,000
Capital Reserve (BG903 Housing Receipts)	1,299,673	373,313	386,472	386,472	386,472	386,472
New Homes Bonus	746,997	395,230	258,000	312,000	362,500	230,000
Prudential Borrowing Approved	15,370,130	1,966,570	2,565,720	1,855,230		
Unapproved Borrowing						
<b>Total Resources (General Fund)</b>	<b>28,006,690</b>	<b>14,483,410</b>	<b>16,099,470</b>	<b>3,969,880</b>	<b>1,750,730</b>	<b>1,511,960</b>

This will result in a £1.967m short fall overall in 2018/19 and the need for the Council to fund the gap through prudential borrowing if capital receipts diminish as shown in the table.

In reviewing the Capital Programme for 2018/19, some options were not supported or required further reviews of assets prior to their inclusion in the programme. These options included car park resurfacing, works to the Indoor Market, Community Centre review and works to Cavendish Road depot.



The table shows significant spend in the first 3 years of the programme. There is a likelihood the capital programme is not fully identified for 2020/21 onwards. A new condition survey for GF assets and an intention for a programme of planned maintenance of a sustainable portfolio will influence future years.

## 4. Current system and processes

### New Data management

The Council's general fund property data is currently held within the GVAS property management software system. This software holds data on all building assets owned and occupied by the Council including core property data, history (condition survey and maintenance) and property ownership data including lease information. However, this existing software is no longer fit for purpose, representing a security risk and therefore was de-commissioned in April 2018. Alternative software options which already exist within the Authority are being considered by the main users; Estates, Property & Design, and Facilities Management.

A good asset management system is essential to effectively and efficiently manage the estate. For example in respect of the non-operational estate, without one, the Council will not be able to trigger multiple rent reviews in a planned manner nor anticipate lease expiry dates and lease renewals ahead of the due date. All of which can have an impact on rent forecasting and actual rental income received.

## 5. Culture

The day to day responsibility for general fund assets is currently split between various teams across the Council. The Commercial /non-operational portfolio is managed by the Estates team reporting to the Assistant Director of Finance & Estates. The corporate offices are managed by the Investment and FM teams reporting to separate ADs. The rest of the operational portfolio is divided between the Assistant Director of Communities & Neighbourhood, and the Assistant Director of Direct Services, with maintenance and capital advice being given by the Property Investment Team. At its worst, these teams tend to work in silos, with limited overlap, making property decisions in isolation. There is no one single conversation (Corporate Landlord) regarding the future of assets. There is no clear framework for the management and collective maintenance of all property assets within this



Council, which exposes the Council to risk of failing to comply with legal duties arising from the ownership of property. There are benefits with the Corporate Landlord approach to include incentivising services to utilise property efficiently so that assets match service needs, where capital investment can be prioritised, ensuring maximum benefits accrue from property assets.

## SUMMARY

It is clear that the challenge faced in respect of the financial landscape is significant, with a projected need to spend on assets which far out-strips the ability to fund the works due to capital receipts drying up, and the continuing deterioration of the stock. If the Council is to realise its regeneration, housing and neighbourhood ambitions, there must be a step change in its future approach.

A new condition survey of all general fund assets is anticipated to add a further 10-20% (between £1.6m and £3.2m) on to the repair cost for the next five year to keep the assets functional. This does not even cover the cost of any improvement.

The Asset Review of 2012 saw very little change in the asset numbers, and as a result the Council has been faced with focusing its attention on essential health and safety work to keep 69 operational buildings fit for purpose. This is unsustainable in the long term, without secure funding (i.e. a pipeline of capital receipts) and requires a more radical approach to avoid further reliance on prudential borrowing (which to date has been used to support income generating asset schemes). Use of Prudential borrowing is also now subject to more scrutiny by Government who are concerned at the financial risk this presents for local authorities.



## CHANGE PROPOSED

### A. Undertaking comprehensive Locality Reviews

A programme of high level area reviews of land and assets (known as Locality Reviews) will be carried out across the whole of the borough, with a view to challenging in a rigorous way the Council's held estate, without (at first sight) knowledge of the running costs, or condition surveys, and using available spatial mapping software (e-PIMS and new digital mapping software). This high level property challenge will include consideration of outcomes from the review of the HRA held estate and, also look at opportunities for joint asset working across a range of public sector organisations, where there is a willingness of the property owner to participate (including NHS fractions and Blue Light Authorities).

The reviews will be based on proven methodology including an initial desktop study, taking into account outcomes from previous Asset Review, followed by field-work and analysis, and workshops in the first instant with public sector stakeholders within the locality area.

These reviews will result in an indicative list of opportunities within the reviewed area. These opportunities may generate new sustained revenue income, improve office efficiency/utilisation for operational assets, or potential co-location of public sector and community groups, invest to save opportunities, and/or releasing surplus land and buildings for much needed capital receipts. Opportunities will be considered in conjunction with service led business reviews and aligned to objectives arising from the One Public Estate agenda.

A community value test will also be applied to the review process. This will allow the council to identify community buildings within the opportunity list. Where Community Buildings are identified, these will be subject to further consultation with ward members, community stakeholders and affected groups before a disposal decision is made. A process map showing the decision tree is provided at Appendix E.

For clarification, "Community building" is defined as an asset which meets the following criteria;-

- (1) not held for SBC income generation purposes,
- (2) with an asset value of below £2m,
- (3) serviced through the Compliance Contract,
- (4) run by local people who use them.
- (5) With a high positive score in the community value test.

The engagement will inform future plans for each asset, based on current usage, future community need and exploring opportunities where they might arise. This will also involve an active dialogue with other one public estate partners. As a consequence of this exercise the council might work with local stakeholders to release, re-develop and enhance sites, rationalise assets or in some cases work with local groups to enable community asset transfer.



## CASE STUDY: SYMONDS GREEN



Symonds Green Community Centre and 145 Scarborough Avenue – Activities serving this community centre were traditionally split across two sites, including a building known as Symonds Green Annex. Working fully with the community group, a redesigned footprint for the main community centre was agreed, and the premises extended. All services were relocated and this has released the second building, Symonds Green Annexe for future housing. Embedding a co-operative approach with local residents and stakeholders ensured that there was clear communication and information around the scheme, with a meaningful consultation exercise during the planning phase. The wider community has benefited from an improved community centre and community café as a consequence of the development.

The phasing of the reviews where possible will be governed by identifying quick wins through existing property intelligence. The scale and progress of the review programme will depend upon resources (Staff capability and knowledge, and available budget) and available capacity.

The intention will be to complete all the reviews early within the five year plan period (see Appendix B - AMS Action Plan).

### B. Reviews of specific asset groups

The Locality reviews will also be cognisant of existing reviews of specific asset groups that are taking place at the time of the review.

The Council is continually looking at ways to improve the delivery of services for Stevenage residents, which may drive and impact on use of its operational assets.

The Council recognises the importance of making the best use of its existing buildings, and exploring opportunities to release, rationalise, and redevelop where capital can be released and new enhanced facilities be developed. Therefore, we will continue to explore viable opportunities to enhance existing facilities, and where possible build new, funded through the release of land for sale for housing (direct or indirect provision). Making sure that any new facilities we build give residents easier access to our services with flexible footprints, and benefit from new energy efficiency savings.

The Council is undertaking a series of asset group reviews, driven through necessity and financial need, which will cut across locality reviews. Two are included below as examples.



The Council is currently carrying out a review of its community centres and pavilions. This will offer opportunities for possible change following a review of existing provision and stakeholder engagement. The review is scheduled for completion during 2018/19.

The council will develop a consistent approach to its relationship with voluntary organisations and council assets. Beyond the community centres, voluntary organisations occupy a number of other council-owned properties on varying lease terms and arrangements. A rent-in-kind policy has been adopted for some voluntary organisations, and this will be rolled out where appropriate for other community groups. Given the voluntary sector represents large national and international NGOs and CICs and smaller, self-help unincorporated associations the council will need to consider the levels of support offered.

In order for small voluntary organisations to make successful external grant applications there is generally a minimum requirement from funders. In some instances community asset transfer will be an option benefiting both the council and the voluntary organisation. This is usually by way of the grant of a long, full-repairing lease or transfer of the freehold (subject to conditions) where appropriate. The approach to voluntary sector organisations will need to protect council and community interests with minimal future financial strain on the council but recognising the need to enable voluntary organisations to thrive to bring added social value to the council's property portfolio.

The Town Centre assets will be reviewed in conjunction with the aspirations for Town Centre Regeneration. This Public Sector Hub will be a building of high quality design, allowing the Council to relocate from its current office premises and other public buildings, which will be demolished as part of the SG1 regeneration scheme. The new building will be energy efficient and help reduce ongoing revenue costs. This will also include a review of car parking strategy and future retention.

The provision of cultural assets including the Gordon Craig Theatre and Stevenage Museum will be part of a new emerging cultural strategy, and the provision will be considered as part of the Town Centre Regeneration programme.

### C. New Condition Survey

The current corporate buildings condition survey was undertaken in 2012/13. It is generally recommended that this type of survey is renewed every 5 years. A new condition survey will be commissioned of all the Council's building stock including commercial properties and Leisure assets.

This will provide the Council with valuable current data on the condition of its assets, be that poor, fair or good, and will provide a basis for a planned maintenance and investment programme.

To support this new survey, it is proposed to improve existing processes and data collation to ensure that the Council is aware at any point in time what repair work and expenditure has been made against individual assets. This will assist with the locality reviews and future use considerations.

### D. Investment Performance of the existing commercial stock

As a separate piece of work on asset performance monitoring, it is proposed to undertake an initial and comprehensive audit of the existing commercial portfolio to include carrying out a tenant and



lease review (including average unexpired lease terms), rent status and estimated rental value analysis (under-rented, rack rented, over-rented), void analysis (including costs), Capital Value analysis with yield (showing softening, stable or hardening trends) and with potential for a RAG scoring for additional asset management opportunities to generate income or disposal. As part of this audit, consideration will be given to the future estate management model to manage the optimum portfolio base.

Following this initial audit, the Council will be able to track future asset performance through an agreed performance monitoring matrix or set of indicators. This will help determine whether the Council should retain or dispose of the asset. This principle was agreed as part of the new Investment Strategy.

## E. New models of investment

The Council is looking at ways to improve commercialisation through its additional powers in relation to prudential borrowing and general powers of competence in order to generate new revenue streams or to release revenue savings. These new models of investment include the following;

- (1) Making property investments
- (2) Taking the developer role in the Borough and making better use of existing capital resources
- (3) Setting up a Housing Company to both generate income and capital and meet social need
- (4) Review of energy generation and supply as well as saving energy

### (1) Property Investments

The Council approved a new £15million investment fund in May 2017 to acquire new commercial property investments within the Borough Boundary, to help support the Financial Security work stream. Acquisitions will be based on a new 3 year property investment strategy with the aim of generating new rental income of £200k per annum. The Council is using prudential borrowing to fund these acquisitions (subject to any Government guidance on Local Authority investments).

Current acquisitions are being led by one in-house staff member. As the portfolio grows, consideration needs to be given to whether one or more dedicated staff members is required (to ensure focus on these acquisitions and management of the new portfolio including performance monitoring, stress testing and reviewing rental growth). This may involve future employment of a team for business continuity and upskilling to include operational service charge management to reduce management costs.

This may also include considering shared acquisitions with another authority where there may be synergistic rewards and shared risk.

### (2) Disposal and Development Strategies

The Council is preparing separate disposal and housing development strategies in relation to delivering on housing development and financial security targets. These strategies will need to be aligned.





In principle, where a disposal site has been approved for sale by Executive, there will be a requirement for a capital receipt to help fund the Council's capital programme. The Council will consider the best method of disposal per site; traditional sale method, joint venture sale, vis-à-vis taking on a developer role benefitting from profit in addition to releasing market value of completed units, or transfer to the HRA (for Housing Development) or as part of the delivery programme for a Housing Development Company, based upon the merits of enhancing maximum land value and timing of receipts.

With the last three options, the Council will be taking on the developer role, constructing homes for either affordable homes or private market rent or private market sale. In the latter case, the Council is able to benefit from a share of the developers profit, in addition to a land receipt.

### **(3) Co-operative Housing Development Company**

The Council is investigating setting-up a Housing Development Company that will allow it to hold stock other than the tenures that exist within the HRA such as for example private rented and sub market rented products. The creation of a Housing Development Company will allow the Council to utilise its general fund assets in a mature more innovative way, and benefit from the uplift created by the development process, the additional new build premium, as well as increasing the scope for creative development and cross asset development.

For larger development sites, the traditional route of disposal on the open market by auction (followed by many local authorities) is not appropriate in order to maximise development value. It is believed that the Council's current asset portfolio that includes a number of community centre sites and shopping parades could provide an opportunity for housing led regeneration that also creates better community and retail assets, with an opportunity to realise greater benefits in terms of capital receipt. Clearly the size of the scheme together with its cost and time for delivery impacts heavily on the investment needs of the project. The Council will always need to balance its other commitments and statutory service provisions with any investment decision in development activity.

Therefore project specific consideration will be given to schemes to determine best route for delivery that balances risk, reward and time (as well as cost and quality). There will be some schemes that the Council elects to deliver in-house and others where it carefully seeks an appropriate Joint Venture partner from the private sector.

### **(4) Energy Generation and Supply**

During the life of this Strategy, the Council will review via cost benefit analysis entering the energy generation and supply market, including utilising space on the roof of existing corporate buildings. Further roll out programme of energy audits will be considered in 2018/19 following the conclusion of the first audit (17 assets).

## **F. Current systems and processes**

The Council is currently reviewing new Estate Management software known as Uniform/IDOX, with a view to adoption of this system for holding its property data. Data migration from the former GVAS Property Management System will be due by June 2018. This new system will be based on a digital map, which will allow Property teams to review assets holistically, and will be an important aid to





the Locality Reviews envisaged above. As part of the implementation of this new software, the Council will be looking to develop some local key performance indicators for its commercial and investment stock that can be easily monitored through the software program. These indicators will help determine how effectively the portfolio is performing against key business objectives.

Condition survey data may be held in a second software application known as Keystone and managed by the Housing Investment Team, following decommissioning of GVAS. There are already skilled personnel familiar with this application which also holds similar housing property data, thereby improving risk management.

## G. Culture

The Council is proposing to review and develop a more formal Corporate Landlord role within the Council that will provide a clear framework for the management of all its assets. This should be seen as a positive contribution to cultural change within the organisation and will ensure that asset management planning becomes an integral part of the Council's Strategic, service and financial planning process.

As its basic principle, the Council owns all the assets, and Services only occupy property to provide a service on behalf of the Council. In this manner, occupation is usually documented by way of a service agreement. The service use of the asset is based upon clear objectives within their Service business plan. The Council as corporate owner is able to challenge, review use and performance to ensure that assets are fit for purpose and that retention and investment is focussed on achieving Corporate objectives. The Corporate Landlord will collaborate with the Services in undertaking option appraisals of operational assets to ensure service needs are met.



## Conclusion

The next five years will be challenging. There are a suite of recommendations within this Strategy which will hopefully help the Council move to a more sustainable financial position and shape an optimum portfolio that will support delivery of council services.

This may be achievable by:-

- continually reviewing the whole portfolio and working with services to identify opportunities to reduce the number of properties by divesting the Council of poor condition/high cost assets, thereby increasing efficiencies.
- Maximising Regeneration opportunities to transform office space to support new ways of working and deliver asset collaboration with public, voluntary and community sector partners.
- Continuing to target expenditure to accord with the Capital Strategy, but also seeking to reduce costs and deliver targeted savings within the five year plan.
- Focussing on delivery of the capital programme more efficiently, with creative use of assets to help with FTFC objectives.
- Use of locality reviews to identify opportunities for efficiencies and new disposal sites. These will be undertaken in the early years of the Action Plan to help identify new capital receipts after 2020/21.
- Continual review of specific groups of assets.
- Developing a support package for local communities in developing and sustaining community buildings, including toolkits, training and good quality community development support.

All these objectives should help the Council move towards a more sustainable approach going forward.

## New Asset Management Targets

These are notional targets for the life of the Strategy, and should be the subject of review on an annual basis.

- 40% Reduction in office accommodation space occupied corporately
- 20% Reduction in controllable running costs of office accommodation
- 20% Reduction in controllable running costs of community buildings
- Generation of £7.5m capital receipts (to be informed by the locality reviews). This target includes £5m disposals previously agreed by Executive - July 2013.



## DELIVERY ARRANGEMENTS

### Right Skills

The Estates Team are able to provide and oversee all property matters which arise from the Asset Management Strategy and the team should be involved in any transaction that involves GF land or buildings. The Corporate Landlord Function will be led specifically by the collaboration of the Estates and Property Investment teams. As the Council develops both housing and commercial assets it is clear that synergies exist within these programmes and the skills needed in order to achieve success rest within the Estates and Housing Development teams.

Greater collaborative work across teams is paramount to achieving long term successful outputs for the Council and ensuring that the work for individual staff members is enriched and diverse. This includes the capacity of the Estates Team to deliver on locality outcomes, acquisition of new property investments and the knowledge to introduce a Corporate Landlord approach. As the programme expands, consideration should be given to whether the team can actively handle the full work stream to ensure business continuity. There may be a requirement for upskilling the right staff to lead on programmes or outsourcing discrete tasks to maximise return.

### Governance arrangements

Within the past 12 months, a new Asset and Capital Board (ACB) has been set up under the direction of a Strategic Director.

#### Asset and Capital Board

It is the intention of this Board that ACB play a key role in preparing and implementing the corporate objectives within the new emerging Asset Management Strategy for both GF and HRA assets. The Board is chaired by a Strategic Director (Corporate Property Officer) and supported by the Assistant Director (Finance & Estates). This will provide a forum for a high level discussion and decision forum on recommendations coming forward from the Locality review work, One Public Estate and other property initiatives (Housing Development and Regeneration). Membership of this group includes Senior Officers from across the Council including Property and Housing Investment, Estates and Housing Development. The terms of reference of the Asset and Capital Board are attached (APPENDIX D). It is proposed that the Board will continue to exist for a further two year period in order to oversee the outcomes from this Asset Management Strategy, particularly regarding the introduction of a Corporate Landlord role.

#### Senior Leadership Team

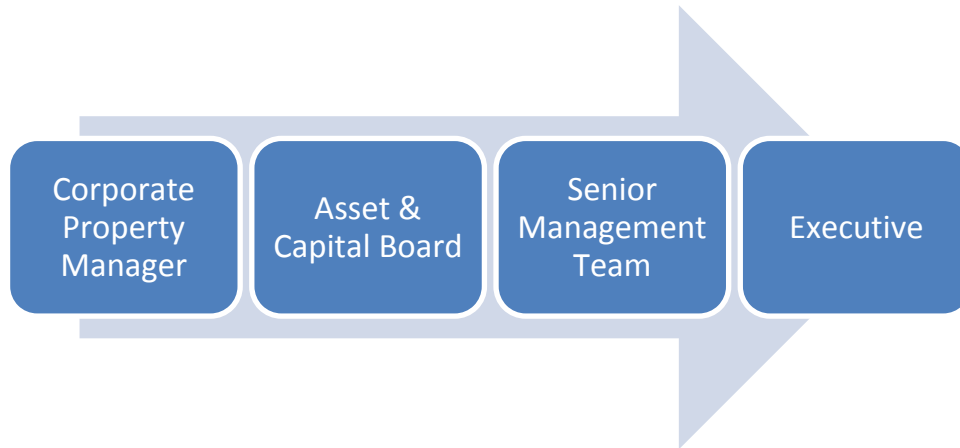
The outcomes from the ACB are escalated to the Senior Leadership Team (SLT) as appropriate. The membership of SLT is at present the Chief Executive, Assistant Directors from within each service department as well as the Corporate Property Officer and the Borough Solicitor.

Member involvement will include participation of the Resources Portfolio Holder in the stakeholder meetings for the locality reviews.

Having the correct organisational framework in place is an essential step in being able to develop and deliver effective corporate asset management. Aligning the new FTFC structure with other relevant parts and activities of the Organisation is critical in ensuring that asset management is



properly connected and integrated with the Council's overall management and planning of its resources and services.





# Future town future council





## APPENDIX B Overview of the Council's Non Housing Assets

Property Description	Number	Gross Value as at March 2017	Total Gross Value for each asset group
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### Operational Estate

Civic office - Daneshill House	1	£8,372,300	
Swingate House	1	£754,200	
Depots	3	£3,749,300	<b>£12,875,800</b>

### Community

Community Centres	12	£2,431,100	
Community Arts Centre	1	£85,800	
Pavilions	11	£1,141,900	
Play centres	3	£587,200	<b>£4,246,000</b>

### Leisure

Golf Course	1	£1,014,600	
Sailing Centre	1	£97,400	
Valley Sports Playing Field	1	£25,100	
Leisure Centre	1	£15,915,250	
Swimming Pool	1	£3,121,210	
Allotments	16	£248,500	
Football Stadium	1	£1,125,000	
Museum	1	£0	<b>£21,547,060</b>

### Economic Development

Business Technology Centre	1	£4,976,300	
Chells Enterprise Village	16	£792,300	<b>£5,768,000</b>

### Town Centre

Surface car parks	13	£12,863,500	
Multi storey car park	1	£2,558,400	
Stores	2	£69,500	
Bus Station	1	£1,245,000	
Indoor Market	1	£696,300	
Westgate Centre ground lease	1	£3,664,700	<b>£26,866,000</b>

### Garages

Commercial garages	57	£470,000	
Residential garages	6607	£14,000,000	<b>£14,470,000</b>



### Other

Cemeteries	2	£272,600	
Hostel	1	£193,000	
Public conveniences	5	£483,200	
Remaining surface car parks	4	£616,400	<b>£1,568,200</b>

### Commercial Portfolio

Shops	176	£13,331,400	
Workshops	20	£566,200	
Surgeries	11	£1,359,000	
Warehouses	2	£75,200	
Public Houses	9	£820,600	
Maisonettes	5	Inc in Shops	
Scouts	6	£152,200	
Agricultural land	3	£359,300	
Miscellaneous commercial	18	£1,364,400	<b>£18,028,300</b>

### Assets held for Regeneration

2 & 4 Town Square	2	£1,070,800	
The Plaza	8	£3,092,100	
Town Square shops	14	£6,382,500	
Town Square offices	8	inc above	<b>£10,545,400</b>
<b><u>Surplus Assets</u></b>	6	£1,055,400	<b>£1,055,400</b>

#### Notes:

Values taken from 2016/17 Asset Register (values as at 31<sup>st</sup> March 2017)  
 Valuations are based on DRC, Market Value and Existing use, as appropriate and do not necessarily represent potential capital receipts.



## APPENDIX C

### Profile of the Estate

#### Over-view

The portfolio can be currently grouped into six broad categories:

Asset Category		No of Assets
1	Operational (i.e. running services from ) inc allotments	85
2	Non-operational (i.e. tenanted non residential estate) inc Chells	267
3	General Fund Garages (inc Commercial garages)	6664
4	Assets held for Regeneration	32
5	Surplus Assets	6
6	Strategic Land sites	4
<b>Total</b>		<b>7058</b>

This total excludes any statistics for parcels of land which the Council currently hold freehold. As the major land owner within the Borough this extends to all amenity land within 10 square mile radius of the town centre.

### Specific Groups of Assets

#### 1. Operational assets



Current value (existing use) £12.9m (March 2017)  
Income stream £282,730.

These are assets held for operational/service use. It includes civic offices at Daneshill House, Swingate and three operational Depots including Cavendish Road and the Nursery Depot at Shephalbury Park. In addition, this category includes leisure facilities, community centres, pavilions and play centres.

#### 2. Non – Operational assets





These are assets from which the Council derives revenue income in the form of rent. The collective annual income generated in 2016/17 was £6.24m (gross yield of 27.5%). This category can be split into three broad groups; the Council's commercial portfolio, Property Investment, and the General fund garage stock.

## 2.1 Commercial Portfolio



Current Income per annum - £3.21m  
Market Value £18.03m

There are 251 assets within the commercial portfolio, which represents approximately 3.5% of the whole portfolio, and these were generally built in the 1960s and 1970s spread across 16 different neighbourhoods within the Borough. There are a further 16 assets let at Chells Enterprise Village.

The shops are situated in mainly tertiary locations, and serve the immediate local community. These assets have been historically held to meet two key objectives (1) Maximise rental income across the commercial portfolio and (2) Provide a wide range of local services for the benefit of local people.

The commercial portfolio can be broken down further in to the two largest categories, 176 shops (66%) and 20 workshops (8%). There are currently 3% of voids within the stock, and this is a fairly consistent number. The remaining number of assets (54) fall within the miscellaneous category.

Within this portfolio are nine third party voluntary sector lettings, which are held for community and social value rather than income generation and let in accordance with the Council's rent in kind policy.

## 2.2 Property Investment





Target Income per annum: £100k (2017/18) and £200k (thereafter)  
Current market value £15m

The Council approved a new Property Investment Strategy in May 2017, supported by an investment pot of £15m with a view to acquiring commercial property assets within the Borough boundary to generate new sustainable rental income. This includes the local employment areas supporting the Borough. £8.45m of new investments are currently being pursued, generating new gross income of £625k. A copy of the Property Investment Strategy is available upon request.

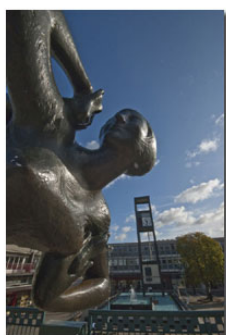
## 2.3 Garage Stock



Current Income per annum; £3.03m  
Current Value (Existing use) £14.5m

There are 6607 residential garages held in the General Fund, which generate a significant annual income and a further 57 commercial garages. The Council approved a £9.2m investment fund in 2016/17 to reinvest in 676 garage blocks to bring the condition of the garages up to a fit for purpose state, releasing other garage blocks for redevelopment where necessary and ring fencing the receipts to reduce reliance on prudential borrowing. The investment will fund a five year programme of refurbishment.

## 3. Assets held for Regeneration



Current Income per annum: £837k  
Current Value (Existing use): £10.5m

These assets consist of 32 individual properties situated within the town centre. These assets were acquired by the Council in 2013 and 2015 at a current value of just over £10m and purchased specifically to help enable town centre regeneration.



#### 4. Surplus assets



Market Value: £1.05m

There are currently six assets identified within this group which are a mix of buildings and vacant land, and declared surplus in the Council's Asset Register. As there are no strategic reasons for continuing to hold them, they have been declared surplus and now held for future disposal.

In reality there may be more than six surplus assets. The Council is a major landowner within the Borough, and although not specifically identified, there will be smaller parcels of land that may come forward for future disposal as a result of the outcome of further locality reviews that are proposed in the action plan attached to this Asset Management Strategy, and also as a result of resident direct approaches identifying potential sales of smaller greensward areas, adjacent to residential properties. These applications will continue to be considered as part of our small land sale process.

#### 4 Strategic land sites

There are four Strategic land sites.

Two of these sites are actively being promoted, and the Council is likely to see substantial capital receipts from these two in the next two years. Receipts from these disposals will be needed to help support the financial cost of the Council's regeneration ambitions in the Town. Strategies in relation to bringing the remaining sites forward are being considered as part of the AMS Action Plan attached.

The Estates team are in the process of preparing a new Disposal Strategy which will consider the proposed methodology for reviewing large and small parcels of land within its ownership.



## APPENDIX D

### ASSETS AND CAPITAL BOARD

#### Terms of Reference

The Assets and Capital Board is proposed to be the key senior Officer decision-making forum for effective strategic management of the Council's assets, and design / delivery of the capital programme.

It brings together the lead roles from across the organisation to develop and shape strategies to support and enable the delivery of the Council's FTFC programme and MTFS. It will oversee delivery of key programme commitments; consider options for land use (e.g. disposals, assembly, alternative ideas for use); provide strategic advice to the SLT and share best practice.

#### Board Composition

Strategic Director (Chair)  
 Assistant Director – Finance & Estates  
 Assistant Director – Housing Development  
 Assistant Director – Stevenage Direct Services  
 Interim Head of Asset Management  
 Acting Head of Property and Estates  
 Property Development Manager  
 Corporate Property Manager  
 Capital Accountant

Relevant Assistant Directors or other senior team members will be invited to join for specific items as required, for example when considering alternative uses of operational assets or reviewing delivery of projects.

#### The role of the Assets and Capital Board will be:

- Supporting the development and delivery of the Asset Management Strategy and annual delivery plans which reflect the Council's priorities and MTFS
- Oversee development of options for land use, acquisition, development or disposal
- Oversee the development and delivery of the development / disposal programme
- Leading the development and review of capital or investment-related business cases, including the annual capital bidding process
- Acting as programme board to review delivery of capital projects and the capital programme as a whole; including exception monitoring of capital project delivery
- Make recommendations to SMB on options for strategic use of assets to deliver Council priorities or MTFS requirements



- Advice on supply chain, contracts and resources needed to deliver our property / estates objectives
- In addition to the above, the Board will work on developing / approving plans and guidance that underpin key strategies as required.

This Board has a key role in helping to assure successful development, delivery and management of the Council's asset and property base. It may initiate and receive reports in relation risks and compliance of existing assets / property or initiate work to further strengthen the strategic management of our asset / property base.

As a key advisory group, the Board will support development of new plans and strategies, including development of Committee papers on key areas of policy / strategy prior to submission to SLT.

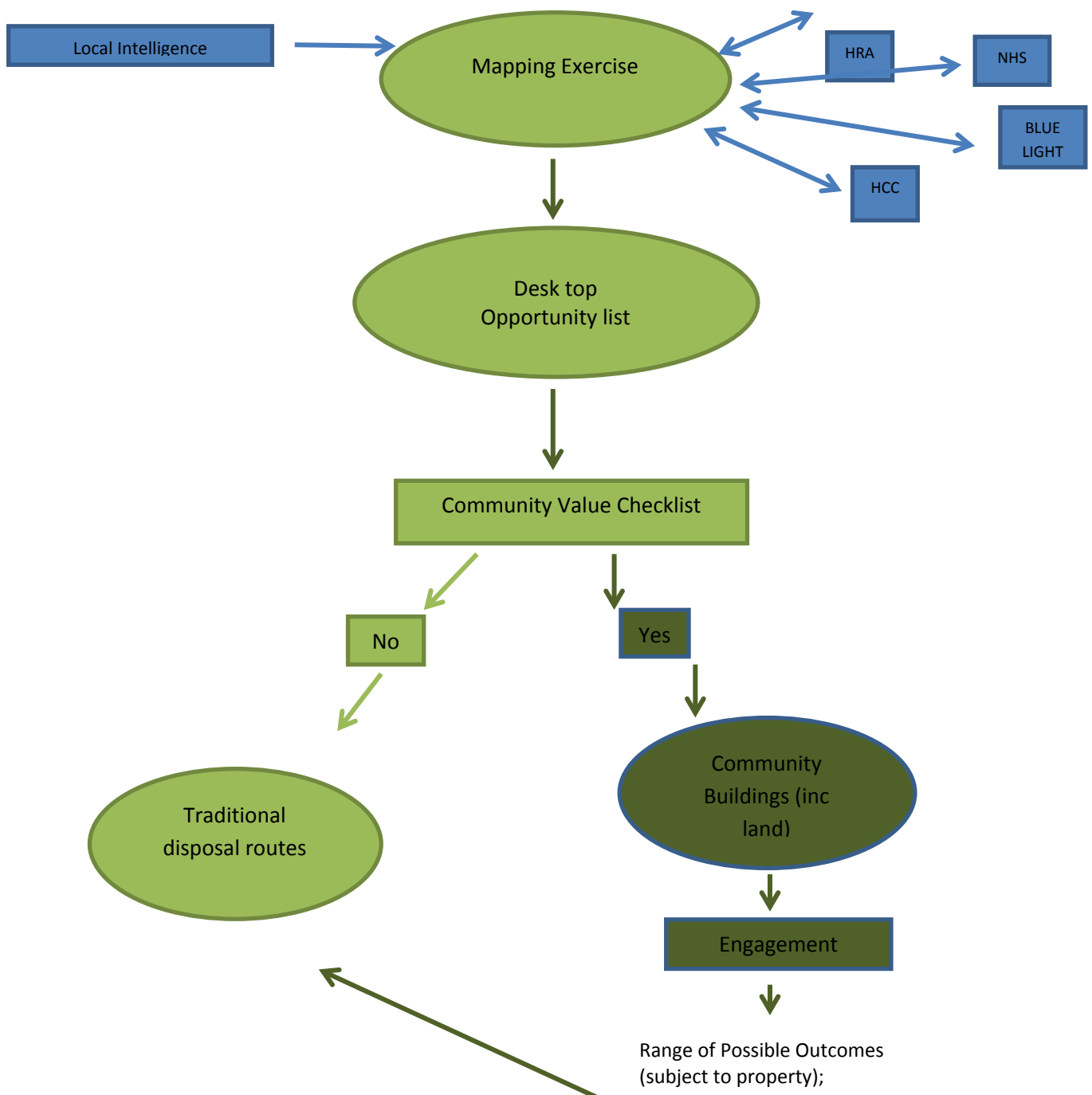
### Frequency & administration of meetings

The Board will meet every two months with the regular frequency to be determined once the level of workload is fully realized. Meetings will be recorded and the minutes will be approved at the next meeting.



## APPENDIX E

### PROCESS MAP OF LOCALITY REVIEW METHODOLOGY





Co-location & sharing (releasing property for alternative use)  
 Redevelopment opportunities & new facilities delivered & sale of property  
 Community Asset Transfer options

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# Stevenage Borough Council

## Asset Management Action Plan 2018 – 2023

### **Introduction**

1. This Asset Management Action Plan sets out the Council's proposed asset management activities that it will be undertaking and projects it will be delivering over the next 5 years.
2. The Action Plan is divided into three separate tables, as follows:
  - a. Organisational arrangements
  - b. Policy development
  - c. Property specific

### **Organisational arrangements**

3. The activities in part A of the Action Plan relate to actions the Council is taking to ensure that its organisational and governance relating to asset management are as robust as possible so that decisions are made in a transparent manner, and also that the Council has the necessary skills in place to deliver its Asset Management Strategy.

### **Policy development**

4. The activities in part B of the Action Plan relate to areas where the Council needs to strengthen its policy approach to asset management, such as investment strategy and community development.

### **Property specific**

5. The activities in part C of the Action Plan relate to specific actions around specific property assets, such as disposals, acquisitions, refurbishment and investment.
6. This Action Plan not only sets out what we are intending to do but will also act as a monitor to report progress and achievement. The Action Plan is intended to operate on a rolling 5 years basis and as items on the Action Plan are achieved, so new activities and actions will come into the Action Plan. The intention is that this rolling approach will continue until the Asset Management Strategy is revised in 2023.

## APPENDIX B

A. ACTION PLAN MONITOR: ORGANISATIONAL ARRANGEMENTS									
No.	Activity Description	Key Asset Management Principles	Key milestones					Accountable Person	Resource Implication – New & yet to be identified
			2018/19	2019/20	20/21	21/22	22/23		
A1	To review the terms of reference of the Asset & Capital Group (ACG) to support delivery on AMS including the Corporate Landlord transformation programme	To hold a sustainable, compliant and efficient estate	To review the terms of reference & implement	Fully implemented	Review ACG requirement	Implement	Implement	SD	×
A2	To review and produce separate clear action plan for implementing Corporate Landlord approach	To hold a sustainable, compliant and efficient estate	To review existing processes and procedures and devise action plan for Corporate Landlord transformation programme in full collaboration with services	Implement	Implement	Implement	ASD - F&E	✓	To review and produce separate clear action plan for implementing Corporate Landlord approach
A3	Implementation of new Estates Management Software including performance monitoring	Effective asset management	Phased Implementation during Q4 of 2017/18, and fully operational during 2018/19.	Review use and further development of the software	Fully operational	Fully operational	Fully operational	ASD - F&E	✓
A4	Undertake a review of skills and capacity of the Estates & Investment Teams to deliver the actions required by this AMS	Ensure staff have appropriate skills to do an Excellent job and capacity	Review resource requirements/skills audit to deliver asset management strategy and implement.	Implement	Implement	Implement	Implement	Assistant Director of Finance & Estates (ASD F&E) & Assistant Director of Housing & Investment (ASD H&I)	✓ Linked to A2
A5	Undertake a review of skills and capacity of the Community Development Team to deliver the actions required by this AMS	Ensure staff have appropriate skills to do an Excellent job and capacity	Review resource requirements/skills audit to deliver asset management strategy and implement.	Review	Implement	Implement	Implement	Assistant Director of Communities & Neighbourhoods (ASD - CN)	✓

B. ACTION PLAN MONITOR: POLICY DEVELOPMENT									
No.	Activity Description	Key Asset Management Principles	Key milestones					Accountable Person	Resource Implication – New & yet to be identified
			2018/19	19/20	20/21	21/22	22/23		
B1	Consider, review and set up a Co-operative Housing Development Company	To develop land assets that enable the Council to provide and offer high quality new homes	To seek approval of business case to set up a Development Company to act as developer and develop suitable sites for residential use.		Delivering against business plan	Delivering against business plan	Delivering against business plan	Assistant Director of Housing Development (ASD – HD)	✓
B2	New Disposal Strategy	Release capital receipts from poorly performing buildings or land	Devise new strategy and implement		Implement	Implement	Implement	ASD – F&E	✓

B. ACTION PLAN MONITOR: POLICY DEVELOPMENT									
No.	Activity Description	Key Asset Management Principles	Key milestones					Accountable Person	Resource Implication – New & yet to be identified
			2018/19	19/20	20/21	21/22	22/23		
B3	Review of energy generation and supply opportunities	Commercialisation		Review opportunities based on strength of market	Scope and deliver action plan	Deliver action plan	Deliver action plan	ASD – H&I	TBC
B4	Package of community development support for community organisations	Co-operative Neighbourhoods		Review and implement	Implement	Implement	Implement	ASD – C&N	TBC

C. ACTION PLAN MONITOR: PROPERTY SPECIFIC									
No.	Activity Description	Key Asset Management Principles	Key milestones					Accountable Person	Resource Implication – New & yet to be identified
			2018/19	19/20	20/21	21/22	22/23		
C1	To work with SG1 developer to develop a new Public Sector Hub/Corporate offices	To hold a sustainable, compliant and efficient estate	Work with new development partner to enhance designs of new accommodation.	Work with new development partner to deliver the new accommodation in accordance with their timescale.				Assistant Director of Regeneration (ASD – R)  Assistant Director of Corporate Projects, ICT & Customer Services (ASD – C,I & CS)	TBC
C2	Undertake Locality Reviews of the whole Borough  Link to C3, C4 & C5 below	To hold a sustainable, compliant & efficient estate	Devise methodology including phasing plan and implement 18/19	Implement Phasing & produce final opportunity list	Appraise opportunities	Appraise opportunities	Appraise opportunities	ASD – F&E Supported by ASH – HD ASD - CS	✓
C3	Complete review of Community Centres	Reduce costs associated with the Council's assets through a modernisation programme  To hold a sustainable, compliant and efficient estate  To work imaginatively and co-operatively with the community to meet community needs.	Undertake the review of all Community Centres		Agree and implement Programme for action			Assistant Director of Community & Neighbourhoods	TBC
C4	Complete review of Pavilions	Reduce costs associated with the Council's assets through a modernisation programme  To hold a sustainable, compliant and efficient estate	Undertake the review of all Pavilions		Agree and implement Programme for action			Assistant Director of Direct Services (ASD – DS)  Supported by ASD - CN	TBC
C5	Review of commercial assets	Increase income generated by the Council's assets. To identify non-performing assets and disposal.	Undertake review and implement actions	Implement actions	Implement actions	Undertake review	Implement actions	ASD – F&E	✓
C6	Sale of Strategic site	To develop land assets that enable the Council to provide and offer high quality new homes for our residents  Release capital receipts for re-investment	Feasibility study to investigate best possible returns from development of strategic site.					ASD – F&E	✓
C7	Undertake new Condition surveys of all council non housing assets	To have an understanding of the current condition of the Council's non housing assets and to inform future maintenance programme.	To commission and undertake the condition survey.	Implement recommendations	Implement recommendations	Implement recommendations	Implement recommendations	ASD – H&I	TBC

		C. ACTION PLAN MONITOR: PROPERTY SPECIFIC							
No.	Activity Description	Key Asset Management Principles	Key milestones					Accountable Person	Resource Implication – New & yet to be identified
			2018/19	19/20	20/21	21/22	22/23		
C8	Property Investment Strategy	To acquire new commercial investments which generate new rental income.	Acquire new investments to accord with Strategy	Review Strategy	Carry out actions following review	Carry out actions following review	Carry out actions following review	ASD – F&E	√

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**Meeting: EXECUTIVE**

**Agenda Item:**

Portfolio Areas: The Leader



**Date: 11 July 2018**

## **2017/18 ANNUAL REPORT AND PERFORMANCE OVERVIEW**

### **NON-KEY DECISION**

Authors – Katrina Shirley/ Elaine Wright Ext.2976/2192

Contributors –Charlotte Smith/ Chloe Norton/ Alison Hill Ext. 2457/2501/2556

Lead Officer – Richard Protheroe Ext. 2938

Contact Officer – Katrina Shirley

#### **1. PURPOSE**

- 1.1 To consider the content of the Council's draft Annual Report 2017/18 at Appendix A, and to consider arrangements for final publication.
- 1.2 To highlight the Council's performance across a number of key themes and priorities during 2017/18.

#### **2. RECOMMENDATIONS**

- 2.1 That the progress on the delivery of the Future Town Future Council (FTFC) programme be noted together with the overall performance and achievements of the Council during 2017/18.
- 2.2 That the closure of the Partner of Choice Programme as outlined in paragraph 3.57 be approved.
- 2.3 That the content of the Council's draft Annual Report 2017/18 at Appendix A be agreed.
- 2.4 That delegated authority be given to the Assistant Director (Corporate Services and Transformation) following consultation with the Leader to approve any final changes to the Annual Report prior to its publication.
- 2.5 That the suite of 2018/19 performance measures at Appendix C be noted.
- 2.6 That the improvement plans and associated timeframe for delivery identified to enable effective application of the Homelessness Reduction Act and improve

service performance relating to homelessness preventions are endorsed (paragraphs 3.87 to 3.89 refer).

- 2.7 That initial improvement activity in the Customer Service Centre is noted and future plans to improve performance during 2018/19 are endorsed (outlined in paragraphs 3.120 to 3.127).
- 2.8 That the initial steps being carried out during quarter one 2018/19 to improve management of sickness absence across the Council are endorsed (outlined in paragraphs 3.145 to 3.150).

### **3. BACKGROUND**

#### **Executive Summary**

- 3.1 The FTFC programme has gathered momentum during 2017/18 and in the main is on track against delivery of the agreed outcomes. This is reflected in performance measure results aligned to FTFC delivery. The focus and desired outcomes for each FTFC programme along with a summary of key successes for 2017/18 is outlined from paragraph 3.16 onwards.
- 3.2 The Future Town, Future Council (FTFC) Programme was reviewed by the Strategic Leadership Team during the first half of 2017/18 to ensure governance arrangements remained effective as several programmes moved from the planning phase to the delivery phase during the year.
- 3.3 Due to ongoing IT resilience issues the Council prioritised the delivery of an IT Improvement programme during 2018/19, with a number of actions required ahead of the full launch of the Connected to our Customers Programme. The Executive approved the improvement plan in November 2017. This programme of work is now overseen by the senior representatives from Stevenage Borough Council and our partner, East Herts Council, including the Chief Executives, Directors and the senior IT management team.
- 3.4 There have been some sustained high levels of performance across all three key delivery themes (Customer, Place, Transformation and Support) for April 2017 to March 2018, to include the following:
- The number of households in temporary accommodation has been maintained below the thresholds set across the year.
  - The determination of planning applications has consistently exceeded national targets.
  - Collection rates for Council Tax and non-domestic rates have met or exceeded target.
  - Levels of residual (not recycled) household waste have not exceeded the thresholds set.
- 3.5 Through the financial year the Strategic Leadership Team has requested that Assistant Directors identify improvement activity for performance measures that did not meet the target set. The improvement activity identified is being



aligned to the Business Unit Reviews that aim to deliver sustainable services that better meet the needs of customers. This transformation of service delivery requires longer-term improvement planning and the impact on performance results has been minimal for the current year.

- 3.6 In response to quarter three performance the Executive was advised (March 2018) of:
- Plans to increase the availability, skills and knowledge of Customer Service Advisers to improve performance in the Customer Service Centre. This remains an area of improvement focus until performance demonstrates initial improvement across the full set of CSC measures – A summary of the improvement plans together with associated timeline for delivery are outlined in paragraph 3.127.
  - Plans to improve the management of sickness absence and align health and well-being policy to the primary reasons for sickness absence. This remains an area of improvement focus until revised policy and practice indicates a sustained reduction on levels of sickness absence (paragraphs 3.145 to 3.150 refer).
- 3.7 In response to performance for April 2017 to March 2018 the Senior Leadership Team has also requested a focus on homelessness preventions. Improvement plans are outlined in paragraph 3.89.
- 3.8 Assistant Directors have determined targets for 2018/19 having consideration for the 2017/18 trends, planned reviews of /revisions to service delivery models and alignment to 2018/19 budgets.
- 3.9 The Council's approach to performance management and monitoring allows the organisation to proactively identify issues and challenges and ensure prompt management intervention. The fluid nature of the new performance framework enables the Senior Leadership Team to amend targets in year to drive forward additional improvement in services and processes where appropriate. Although there is no guarantee services will meet these increased targets, it is important for the Council to aspire to improve performance levels and standards for the benefit of internal and external customers.

### **Annual Report 2017/18**

- 3.10 The Annual Report 2017/18 reviews, and informs the community of, the progress in delivering the Council's Corporate Plan 'Our Co-operative Council: Future Town Future Council' during 2017/18.
- 3.11 Members approved the new Corporate Plan in December 2016. It reflects the Council's continuing focus on co-operative working and outlines the key outcomes and priorities for the town over the period 2016-2021 through the flagship Future Town Future Council (FTFC) transformation programme, as seen in figure 1.



Figure 1: Future Town, Future Council Programme

- 3.12 The 5 year FTFC programme consists of 9 programmes. There are five external programmes focused on improving the quality of life of Stevenage residents through regenerating the town centre, building new homes, improving how local people feel about their neighbourhoods, providing high quality housing services and enhancing the accessibility of our services and the customer experience. The four internal programmes aim to build strong foundations within the Council through improving processes and skills, maintaining financial security and making sure the Council is fit for the future. This aids delivery of the externally focused programmes.
- 3.13 During 2016/17, the Council's services were re-organised into 9 Business Units across three key delivery themes: Customer, Place and Transformation and Support. In addition to monitoring progress on the delivery of the FTFC Programme, performance across these themes is monitored throughout the year to highlight achievements and identify any areas for improvement. This recognises the critical role all Assistant Directors play in the delivery of the Future Town, Future Council Programme, either as a lead on one or more of the nine FTFC programmes or as an enabler, delivering services across the three themes.
- 3.14 The draft Annual Report 2017/18 outlines what has been delivered this year against the outcomes and aims within the FTFC programme as well as highlighting achievements across a range of other Council services.
- 3.15 Key performance results are included throughout the draft Annual Report and a number of performance highlights and areas for improvement are presented in more detail within this Executive report. A complete set of performance measures that was applied during 2017/18 across all themes (FTFC programme and the customer, place, and transformation and support themes) is attached at Appendix B.

## **Future Town, Future Council Programme Annual Update**

### **External Facing Programmes**

#### **Stevenage Centre Town Centre Regeneration Programme**

##### **3.16 Programme Outcomes**

- A new vibrant town centre delivered through a phased regeneration programme
- Two major regeneration schemes to advance - one completed by 2020/21 and one to begin 2019/20

##### **3.17 Programme Overview**

3.18 Regeneration of the town centre is the Council's number one priority and was the priority most often placed in residents' 'top three' in the town-wide survey undertaken this year. The Council wants to make Stevenage a destination of choice through delivering a new vibrant town centre, with quality shopping, office and leisure facilities.

3.19 The Council officially announced the appointment of Mace as the development partner for Town Centre regeneration in February. Mace, the international development and construction company behind some of the world's landmark developments, will be undertaking the first phase of regeneration (SG1). This ambitious scheme will bring £350million of private investment into the town centre. It will see the area covering the Council (Daneshill House) offices, the Plaza, bus station and some of the adjacent car parks redeveloped with new shops, bars and restaurants, homes, new public spaces, and a central public sector hub accommodating the Council offices, a library, exhibition space, and health services.

3.20 Other key programme successes during 2017/18 included the following:

- Public realm improvements to The Forum and Littlewoods Square were completed.
- Final designs for planned public realm improvements to Market Place have been developed and approved by Sponsors and Members. Engagement with local businesses took place to cover the timeframe, benefits and finished look of the planned enhancements.
- Plans to improve the appearance of the North Façade buildings of Town Square and enhance the standard of the canopies have been prepared and the Council will be working with Mace over the coming months to develop designs for this area.
- Residents have been kept informed of regeneration plans through drop-in sessions, articles in the Stevenage Central magazine and information campaigns using the Stevenage Central branding.
- Plans are progressing to open a visitor centre in the former subway unit in the town centre Plaza. Through a partnership involving the regeneration team, Mace and Stevenage Museum, the centre will illustrate some of

Stevenage's heritage as the first post-war New Town, celebrate some of the cutting-edge technology produced by the town's businesses (e.g. the Mars Rover), and inform residents about the exciting regeneration plans.

3.21 During 2018/19 the programme will focus on:

- Signing off the Development Agreement for SG1.
- Working with Mace to develop and consult on plans for SG1.
- Progressing more detailed plans for a public sector hub in the town.
- Completing improvements to the Market Place and wayfinding signage as well as developing plans to improve the Town Square.
- Establishing the "Stevenage Works" local labour market employment & training initiative in conjunction with North Herts College and Job Centre +.
- Opening the visitors' centre to showcase our history as well as our ambitious future.

### **Housing Development Programme**

3.22 **Programme Outcomes**

- Increased number of affordable homes in Stevenage
- Improved access to the housing market in Stevenage for a greater number of residents

### **Programme Overview**

3.23 Providing decent, affordable homes appropriate to the needs of residents is one of the Council's key priorities and again was high on the agenda for many respondents to the town-wide Resident Survey. The Council is meeting this priority by delivering its own new build programme. Overall the programme remains on track for delivery of 300 homes by 2020.

3.24 The Council has been progressing well with the adoption of the new Local Plan. A successful Public Examination of the plan was held, with the independent Planning Inspector giving a positive report after listening to the views of residents and businesses. We are now working with the Government to get the plan adopted. The plan should then provide the certainty to encourage developers to bring forward their schemes to provide a range of housing, including a proportion of affordable homes.

3.25 Key programme successes during 2017/18 included:

- 34 council homes have been developed this year, bringing the total number since 2014 up to 131. These included new homes at the Archer Road and Vincent Court schemes in addition to a number of acquisitions.
- Further schemes are under construction at the former March Hare and Twin Foxes pub sites and at Ferrier Road. Together these schemes will deliver 44 new homes.

- Three more sites for future development have been prioritised during 2018. Initial design work is progressing and these schemes are expected to deliver approximately 50 units in total.
- The Council is working co-operatively with Chase Homes and Metropolitan Housing Association on the old Dupont site, where over 200 homes are being developed. The Council will have access to 34 of these homes to let at social rents in exchange for funding.
- Stevenage has been awarded £900,000 of infrastructure funding from the Government which means the Council can press ahead with plans for a new housing development scheme at Kenilworth Close.
- Residents and staff are being kept informed of progress and plans and the Housing Management Advisory Board was taken on a tour of new build schemes early in the year.
- In terms of wider housing delivery, figures published last summer showed that 690 homes of all types were completed in Stevenage the previous year, well above the annual target.

3.26 Next year the programme will focus on:

- Completing and letting 54 new homes across a number of schemes
- Starting work on a further 267 new/replacement homes across a range of planned schemes
- Consulting with the public and securing planning permission for the Kenilworth Close site, including plans for the flagship older persons housing scheme
- Exploring the viability of other potential areas of development across the town including opportunities to work in partnership with other providers
- Continuing to work with partners to enable the delivery of affordable homes

### **Excellent Council Homes**

#### **3.27 Programme Outcomes**

- Transforming the Housing and Investment service to better meet the needs of its customers

#### **3.28 Programme Overview**

3.29 The Council's aim is to provide high quality, efficient and effective housing services. The Council has committed through the Excellent Council Homes programme to transform its housing services to better meet the needs of its customers.

3.30 Work is underway on Phase 1 of the programme to implement digital improvements and new ways of working and to provide staff with tools and skills to deliver excellent customer service. These improvements lay the essential foundations for Phase 2 of the programme, which will continue the delivery of digital improvements, embed new ways of working and enable customers to benefit from improved access to services through a wide range

of methods, including online self-service services and additional support for those who need it.

- 3.31 Projects in Phase 1 are themed into four main categories:
- Business Vision: focused on embedding corporate values and unified customer service to all members of staff. This is to ensure that customers will receive the same, excellent customer service from every member and area of business.
  - Digital Housing: aimed at improving back office processes and enhancing internal systems in order to support digital development and access to information for our customers.
  - Service and Personal Development: focused on delivery of a cohesive team provided with the right tools and skills to deliver excellent customer service.
  - Knowing our Customers: aimed at understanding our customers' needs and prioritising them. This is to improve contact with our customers and visibility and approachability of our staff.
- 3.32 In January 2017 Members agreed to invest £1.5m over three financial years to enable the delivery of the Council's Excellent Council Homes programme. This investment contributes to the foundation work and enhanced access to services for our customers.
- 3.33 During 2017/18, residents were provided with an opportunity to give feedback on the housing services currently provided by the Council and suggested areas for improvement, through both the 'Big Knock' and the 'STAR' satisfaction survey. The surveys highlighted that key priorities for tenants and leaseholders were the repairs service, the quality of their homes, value for money and communications. Residents' feedback will be incorporated into developing future phases of the programme as well as improving 'business as usual' activities.
- 3.34 Progress during 2017/18 included:
- The new Housing and Investment management team is now in place with management roles aligned to the customer journey.
  - Within the Housing Advice and Homelessness service new processes and technology have been implemented to support the introduction of the Homelessness Reduction Act from April 2018 and to improve case management and the service customers receive. More advice is provided at the first point of contact in the CSC and customers are now benefiting from personalised housing plans.
  - Within the Supported Housing Service more agile ways of working have been implemented to enable the team to be more responsive to customers' needs and shorten referral processes.
  - Ways of working and use of technology continue to be reviewed and improved to lay the foundation for mobile working and streamlined services for customers.
  - The quality of online information has been improved, to provide customers with up to date information and in preparation for the new Council website

- Staff engagement in the programme has been sustained through Housing Away Days, informal sessions, focus groups and staff newsletters.
- Engagement with the Housing Management Advisory Board has been maintained with regular updates and the Board has also been strengthened this year with two additional customer members.

3.35 During 2018/19 the programme will primarily focus on:

- Using customer insight information to develop a better understanding of our customers' views and requirements, to enable provision of a more bespoke housing service for each individual customer and improved cohesion with services to the neighbourhood.
- Continuing to improve the way staff and customers use technology.
- Commencing implementation of mobile working in order to save time and enable staff to access information whenever and wherever it is needed.
- Beginning to digitalise our housing service offer in order to provide customers with an additional channel of communication and an opportunity to self-serve.
- Working with members of staff to create a lean, efficient and cohesive workforce that will work towards a 'One Team' approach and a 'Customer First' culture.

### **Co-operative & Neighbourhood Management**

#### **3.36 Programme Outcomes**

- Residents feel that they can work with the council and other organisations to help meet the needs of the local area
- Staff better understand the town's communities and through doing so are more able to deliver the change that is required
- Public spaces are more attractive, better cared for by the Council and residents, and help to give people pride in the place they live
- The Council's community centres are efficiently run, well-managed and most importantly, meet local needs

#### **3.37 Programme Overview**

3.38 The Co-operative Neighbourhood Management (CNM) programme sets out how the Council will work with communities to improve neighbourhoods. Through working together with residents and other partners the Council believes public spaces can be made more attractive and in turn help to give people pride in the place they live. The CNM programme was formally launched at Stevenage Day in June 2017 and is complemented by a new 'Our Neighbourhood' area on the Council's website. Focused investment in neighbourhood improvements has continued to progress throughout the year.

3.39 Expenditure on the programme in 2017/18 amounted to £459,353, which was used for public realm and playground improvements in addition to the neighbourhood warden scheme. A total of £491,600 New Homes Bonus (NHB) has been allocated to fund further improvements and the

neighbourhood wardens in 2018/19. In addition, £40,000 NHB will fund a pilot to trial community involvement in decision making in the wards where the programme has been implemented.

3.40 Key successes during 2017/18 included:

- The majority of public realm enhancements across Pin Green and Shephall have now been completed – works have ranged from replacing worn out concrete parking areas and renewing footpaths to upgrading road signs and repairing/replacing fences, bollards and brick walls. There has been a particular focus on community projects in Shephall, with the Council taking a co-operative approach with Shephall Resident Group to determining and completing improvements.
- Two hundred and sixteen children took part in consultation to inform the design for significant improvements to six play areas across Pin Green, Shephall, St Nicholas and Martins Wood. All six play areas were completed on target.
- All litterbins have been replaced in Shephall and Pin Green and new signage has been installed at five woodland sites across the two wards to provide information to visitors.
- Following discussions with Ward Members, partners, local groups and neighbourhood residents regarding the plans for neighbourhood environment improvements to St Nicholas and Martins Wood, the areas of focus for the two wards in 2018/19 have been agreed.
- Fix My Street reporting improvements have been made, to encourage and support better reporting and resolution of issues.
- Council officers have identified potential opportunities and developed proposals to celebrate and strengthen volunteering in Stevenage both within the community and among Council staff.

3.41 During 2018/19 the programme will focus on:

- Responding to priorities identified through engagement with residents of St Nicholas and Martins Wood in 2017/18, by making significant investment in those wards to improve public spaces and the quality of life of local people. The focus will be on youth engagement/ provision, street lighting, parking issues resolution, open spaces and grounds maintenance and health and wellbeing.
- Engaging with ward Members, partners and communities on the next phase of planned investment in the wards of Bedwell and Longmeadow.
- Investing £230k in outdoor play sites in Bedwell and Longmeadow.
- Seeking Council agreement to a sustainable model for the provision and management of community centres.
- Procuring contractors to launch the Stevenage-wide garage refurbishment programme, with social value requirements being built into the contract.
- Supporting residents in becoming more active members of their community, who make a positive contribution to the town and local area.
- Designing a council-wide framework to support officers and Members in effective and meaningful community engagement.



- Creating a more streamlined approach to increase and enhance volunteering within the Council.

**3.42 Connected to our Customers**

**3.43 Programme Outcomes**

- Use of self-service is encouraged, so more time can be spent with customers that need extra help
- Increased customer satisfaction for residents interacting with key services
- Online customer data will be protected and better used to provide useful insight
- The Council uses technology to meet its ambitions and make its workforce more modern, efficient and responsive to customer needs
- A simple and clearer website with more self-service choices

**3.44 Programme Overview**

- 3.45 The 'Connected to our Customers' programme aims to improve the accessibility of our services and the customer experience. It will enhance the way residents can access Council services through increasing the use of digital options, whilst ensuring that officers continue to spend time with those customers who require additional assistance.
- 3.46 The town-wide Resident Survey demonstrated support amongst residents for improved digital services: 39% of respondents put 'interacting more with residents and customers on-line' first on their list of ways the Council could save money, whilst 33% indicated that their preferred way to be kept informed was via the website and a further 29% viewed social media as the best channel of communication.
- 3.47 In February 2017 Members agreed to invest £2.1m over three financial years, of which a significant proportion was for the delivery of the Connected to our Customers Programme.
- 3.48 In 2017/18 it was recognised that IT improvements were needed to enable the delivery of the wider Connected to Our Customers programme. Therefore the majority of the programme was put on hold pending delivery of these improvements. In November 2017 an IT improvement plan was approved by the Executive. The overarching plan was informed by a range of activity to test the current position and set direction for the future. The improvement plan is based on four key areas of activity: improving resilience, becoming secure, adopting best practice management, and developing a longer-term forward strategy. Taken together, these themes will improve the service over the next 12 months.
- 3.49 In partnership with East Herts District Council a series of IT infrastructure enhancements have already been delivered including the installation of new storage capacity and the decommissioning of legacy business systems.

3.50 A Digital Transformation Manager has been recruited to oversee and provide additional skills and capacity to deliver the Connected to our Customers Programme. During 2018/19 the programme will focus on:

- Improving the online offer by delivering a simple, clearer website and straightforward online self-service options for key routine transactions, helping customers to self-serve.
- Involving customers and staff in designing and testing new digital products and services before we launch them.
- Launching a new customer strategy that sets out the Council's ambitious plans to improve customer service and promises to deliver a consistent customer service standard across the Council.
- Supporting our overall customer service offer and efficiency by improving back office processes and technology within the Council, and making sure all personal data is secure.

### **Internal Facing Programmes**

#### **Partner of Choice**

##### **3.51 Programme Outcomes**

- Develop new and existing shared services with preferred partners to improve resilience, create efficiencies and establish income opportunities
- Develop the Council's reputation as a professional partner to work with

##### **3.52 Programme Overview**

3.53 The Council believes that through working with partners it can achieve better outcomes for the town and deliver services more efficiently. The Council has a proven track record of developing a range of partnerships such as those under the Stevenage Together umbrella.

3.54 The Council is part of several successful shared services, including Hertfordshire Building Control (established August 2016), and the new Legal shared service with Hertfordshire County Council (established August 2017).

3.55 In addition the Council is an active participant in a number of partnerships, with a wide array of public sector organisations, which help deliver some of its most important work. Examples include:

- The SoSafe Community Safety Partnership which works to prevent crime and antisocial behaviour within Stevenage
- Working collaboratively with other public sector bodies with property in Stevenage as part of One Public Estate to join up public service and reduce costs
- Delivering improved health and wellbeing opportunities for the town within the multi-agency Healthy Stevenage Partnership
- Regenerating the town centre through the Stevenage First partnership which includes the Hertfordshire Local Enterprise Partnership (LEP),

Stevenage Borough Council, Hertfordshire County Council and  
Hertfordshire Chamber of Commerce

- 3.56 After careful consideration, Hertfordshire has decided not to pursue a devolution deal with central government at the current time. However, despite this decision, there has been significant activity undertaken in Hertfordshire by public sector partners in recognition that there are opportunities for even greater collaboration across the public sector for the benefit of Hertfordshire residents. With this in mind, a Hertfordshire Public Sector Action Plan has been developed to outline the key actions that the public sector will take over the coming year to work together to achieve its ambitions. The action plan is focussed on key activities where one Hertfordshire public sector organisation requires assistance from others to enable it to deliver its strategies. The development of the action plan has been undertaken by the Hertfordshire Public Sector Chief Executives and overseen by the Hertfordshire Public Sector Leaders Steering Group.
- 3.57 As it is now clear that working in partnership is “in the blood” of the Council and that there is a strong framework for future collaboration with other public sector bodies, the FTFC Programme Board is proposing this programme is closed. Development of our partnerships will still continue as part of day-to-day business, and any new shared service proposals will be considered and implemented within the Financial Security programme.

**Performing at our Peak**

**3.58 Programme Outcomes**

- The provision of high quality performance management software tools.
- Streamlined governance structures that ensure effective and timely decision making
- A strong performance culture is embedded across the organisation

**3.59 Programme Overview**

- 3.60 The Council aims to become an insightful Council with improved service performance and slimmed down decision-making processes. The programme will improve the organisation’s insight, analysis and intelligence to help us to make better informed business decisions. This is being achieved through more timely co-ordination of data and the adoption of tools to support ongoing strategic and operational analysis.

- 3.61 Key successes during 2017/18 included:

- The Senior Leadership Team and 4<sup>th</sup> Tier Managers are now utilising the Council’s performance and governance system (InPhase). The system provides access to data and information that form strategic insight; provides a clearer picture of performance to senior management to help inform faster action planning and decision making; and provides corporate wide transparency of performance and governance information.

- The range of information captured through InPhase has been expanded with the creation of tools to review and report both strategic and business unit risks.
- Steps are being taken to enable council officers to automate the capture of service data that will provide more up-to-date information to inform decisions.

3.62 During 2018/19 the programme will focus on:

- Enhancing business insight through data connectivity and ensuring service managers have the right skills to use the performance management tool robustly to analyse information and make informed decisions that result in improved services for our customers.
- Embedding the performance culture through the effective use of new tools and procedures, to enable lasting performance improvement.
- Completing a review of arrangements for decision making (scheme of delegation) to ensure continued robust and efficient decision-making by council officers at the appropriate level of seniority.

### **Financial Security programme**

#### **3.63 Programme Outcomes**



Figure 2: Financial Security workstreams

#### **3.64 Programme Overview**

3.65 This programme aims to ensure that the Council has sufficient funds available to deliver quality services that residents want and need. The Council aims to break away from the cycle of dependency on Government grant through becoming more efficient in its processes and developing new and innovative funding streams to ensure it has the resources it needs to be a Council fit for the future and build a vibrant town that residents deserve.

3.66 Key successes during 2017/18 included:

- Despite continued national government austerity the Council has managed to identify a Financial Security savings package for 2018/19, while protecting the much valued front line services.
- A package of financial security savings for both the General Fund (GF) and the Housing Revenue Account (HRA) totalling £568,360 in 2018/19 were agreed and approved by Full Council.
- Saving options totalling an estimated £94,000 have been identified as part of the 2017/18 outturn process and further options are being progressed to contribute to the 2019/20-2021/22 Financial Security Target.
- As part of the 2017/18 budget setting process, GF and HRA financial security savings of £258,090 were identified of which £233,300 were achieved in year and the remaining £24,790 were implemented from April 2018.
- The commercial property investment initiative has resulted in the purchase of one property and further sites are being actively sought. The acquisition of sites is focused on ensuring economic growth within the town and economic employment area.

3.67 During 2018/19 the programme will focus on:

- Identifying Financial Security options that meet the three-year Financial Security targets (£2.2Million General Fund and £1Million HRA).
- Managing budgetary efficiency through regular monitoring, analysis of trends and robust challenge of spend as part of the efficiency work stream.
- Setting targets and delivering savings against each individual Financial Security work stream including Fees and Charges.

**Employer of Choice programme**

3.68 **Programme Outcomes**

- Improved employee engagement
- Right person, right place, right time - recruiting/retaining staff to hard to fill posts
- Improved managerial competency
- Improved reputation as a place to work
- Evidence of staff progressing to higher grades and new roles

3.69 **Programme Overview**

- 3.70 The Council aims to create a flexible, collaborative, creative and modern workforce to ensure it can deliver the priorities set out in the FTFC programme and give residents the standard of services they expect. This programme aims to transform the way the Council works, ensuring that staff have the skills, abilities and experience to deliver excellence. The Council must become an employer of choice so that it can compete in today's market place and attract and retain the best staff to build for the future.

3.71 During 2016/17 the Senior Management Review was completed and a new leadership team is now in place. Through Future Council Business Reviews, work has begun on shaping the next stage of the transformation programme to ensure the Council has the right structures, teams and people in place.

3.72 Key successes during 2017/18 included:

- The implementation of Future Council Business Reviews and associated staff restructure consultations.
- A new staff Performance Improvement Policy and manager toolkit have been introduced, along with a review of the associated policies (absence management, disciplinary and grievance) and proposals to streamline recruitment and job evaluation processes.
- The initial research and planning for a new corporate appraisal scheme has been completed, with the involvement of members of staff, to ensure that the final scheme provides them with appropriate feedback and direction.
- 'My View', the self-service portal of the new Resource Link HR and Payroll system, went live for staff and Members in April.
- A new Intranet has been procured and the work to build new and improved content continues.
- A programme of Strategic Leadership Team learning has been outlined for 2018/19, focusing on enhancing skills to ensure the delivery of the Council's FTFC change programme together with planned service enhancements.
- A new e-learning package and a 'bite-size' manager training programme have been launched that will develop staff knowledge and capability.
- A comprehensive Equality and Diversity training package was delivered to all staff based at Cavendish Road.
- The programme of training for Members (Modern Members Programme) has been relaunched. Training and advisory sessions are developed with input from Members and delivered with support from the Local Government Information Unit (LGIU).

3.73 During 2018/19 the programme will focus on:

- Establishing a compelling employer brand with a competitive pay and benefit offer.
- Developing and implementing a competency framework for staff from Grade 1- 9 of the Council's pay structure.
- Managing Organisational Change effectively with a new appraisal process and valuing staff's health and wellbeing.
- Enabling new ways of working to equip staff for the future including policies, practices and culture.
- Developing digital skills and tools to enable staff self-service.
- Creating a new Learning and Development Strategy.

### **Corporate Performance Highlights and Areas for Improvement**

- 3.74 Results for the full set of current corporate performance measures across all themes (FTFC programme, and the Customer, Place, and Transformation and Support themes) are attached as Appendix B. The overview of results for April 2017 to March 2018 (quarter 4 2017/18), which includes eleven FTFC measures and thirty-six business unit themed measures, is outlined below:

Number of Measures Reported	Meeting or exceeding target	Amber Status (within a manageable tolerance)	Red Status (urgent improvement action required)
47	29	6	12

- 3.75 Eleven FTFC measures were reported on for April 2017 to March 2018 (see Appendix B) with just two measures not achieving target:

- HDD1c: Number of affordable homes (gross) delivered by the Council (in the current year), target April 2017 to March 2018 42, achieved 34

Progress on delivery of affordable homes throughout 2017/18 has been good. However, unfortunately, due to adverse weather that prevented rendering work from being carried out as well as issues with utility providers, the Twin Foxes Scheme has been delayed. The scheme of 14 units (8 for affordable rent and 6 for social rent) is now anticipated to be fully completed in June/July.

- Eoc4a: Percentage of apprentices in post as a percentage of the workforce – March 2018 target 2.3%, achieved 1.6%

This year the Council recruited five new apprentices and two new graduates. There are also a further six members of staff accessing the apprenticeship levy to support the development of their skills. Although the percentage of apprentices was below target at the year-end, the Council has a successful track record in delivering its apprenticeship scheme and since it started, 48% of apprentices have secured ongoing contracts with the Council. During 2017/18, eleven apprentices secured permanent roles, seven of which were with the Council. Staff continue to be encouraged to access continuing professional development through the apprenticeship levy and apprentice opportunities for 2018/19 are expected to be identified through planned corporate workforce planning and Future Council Business Reviews.

### **3.76 Key Business Unit Themes Update**

- 3.77 A summary of highlights and areas for improvement at the end of quarter 4 is set out in the following paragraphs across the three key delivery themes: Customer, Place, and Transformation and Support

### **Customer Theme**

3.78 The Customer Theme incorporates the following Business Units:

- Housing and Investment
- Communities and Neighbourhood

### **Housing and Investment**

- 3.79 To support future housing development at Kenilworth Close, the Housing and Investment team have worked with affected residents at both Asquith and Walpole Court. The team have agreed individual solutions for each household to support their requirements which, in some cases, has meant a move to other suitable independent living schemes.
- 3.80 Collaborative working between officers of the Voids, Tenancy and Lettings teams continues to improve, supported by the use of modern technology such as the 'Voids App', which allows real time update on current void status to inform prompt tenant viewings.
- 3.81 As a result of an increase in the number of permanent housing opportunities that have been provided to those in temporary accommodation, at March 2018, only 46 households were living in temporary accommodation. This represents a drop of 46% compared to the previous quarter and a decrease of 58% compared to the same time in the previous year. However, an increase in customers requiring support has been evident during quarter one 2018/19 that is likely to result in an increased need for temporary accommodation solutions and officers anticipate that this trend will continue.
- 3.82 Rent arrears at March 2018 were the lowest experienced for many years (£328k). This demonstrates that tenants are being supported to find solutions to any financial vulnerability in challenging times.
- 3.83 Debt Advice Support Officers supported 694 people experiencing financial vulnerability during 2017/18.
- 3.84 Tenancy prevented the loss of two Council properties at a substantial discounted price through the identification of inappropriate use of the Right to Buy Scheme.

### **Health and Safety compliant Council buildings (Assets 5)**

- 3.85 Compliance tasks are being completed on Council buildings. There are no current concerns in relation to meeting statutory Health and Safety requirements, but compliance certification is required to demonstrate that the Health and Safety standards that the Council defines are achieved. These were delayed due to the contractor experiencing ICT issues during December 2017 and short term staff resource issues that have now been resolved.
- 3.86 Performance is being monitored on a weekly basis and the contractor has put in place resources focused on provision of the necessary certification.



However, the delays have not been fully resolved. Officers continue to monitor activity and ensure that the receipt of compliance reports meets the agreed targets. Recruitment is underway for a Compliance Manager to manage the future contract.

- Assets 5: Health and Safety compliance of Council Buildings, April 2017 to March 2018 target 100%, achieved 97%.

### **Spotlight: Homelessness preventions (BV213)**

- 3.87 Executive were advised (March 2018) that the target for quarter 4 (January to March 2018) was expected to be achieved. However, the service has experienced further staff changes during the quarter with six members of the team leaving. The result for the quarter is currently advised as an estimate (January to March 2018 target 90, achieved 44 est).
- 3.88 Due to ongoing staff issues experienced throughout 2017/18, the target for the year has not been achieved.
- BV213: Homelessness preventions, April 2017 to March 2018 target 360, achieved 231.

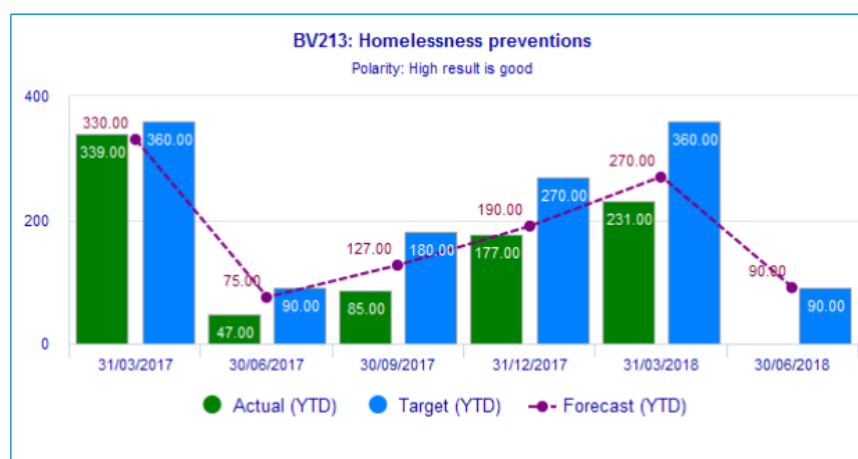


Figure 3: BV213 – The number of homelessness preventions

- 3.89 Initial activity carried out to improve performance includes:
- A training programme for all housing advice staff during quarter 1 2018/19.
  - Training on the Homelessness Reduction Act which came into force 3 April 2018 to other housing teams and services during quarter 1 2018/19.

Future plans to improve performance include:

- Consultation for a service redesign that, subject to consultation outcomes, will be implemented by the end July 2018.
- A review of the IT Housing Advice module project 12 months post implementation (Q4 2018/19).
- Collaborating county wide to meet the demand of the new legislation through bi-monthly Hertfordshire Head of Housing meetings.

Review meetings are being held to monitor progress of the implementation of the legislation, including the use of new IT software, and Council officers will continue to monitor implementation.

### **Communities and Neighbourhood**

- 3.90 The Play Service were finalists for the Team of the Year at the LGC Awards 2018 demonstrating the positive contribution the service makes in supporting local communities.
- 3.91 The Stevenage Against Domestic Abuse Forum won the southern region community action category at the TPAS regional awards. TPAS (Tenant Engagement Experts) aim to recognise and reward the unsung heroes of communities.
- 3.92 The first cultural strategy for the town, 'Stevenage Re-imagined' was approved by Executive (March 2018) with endorsement from Arts Council England who have pledged to work with Stevenage on the implementation.
- 3.93 Plans to improve health and well-being for Stevenage residents have been outlined in the Healthy Stevenage Strategy. The plans were informed by a Health Summit held in December attended by more than 80 local organisations and the strategy was launched at the Stevenage Together Forum in March.

### **Community Safety**

- 3.94 The SoSafe Community Strategy (2018 to 2020) was approved by Executive (April 2018). It outlines some of the SoSafe partnership successes, the priorities over the next three years and the actions the partnership will take to address them. The aim of the strategy is to build safer, stronger and more confident communities and identifies five key objectives:
1. Help to make people feel safe
  2. Reduce crime and disorder including criminal damage
  3. Protect and safeguard vulnerable people
  4. Tackle antisocial behaviour (ASB) co-operatively with partners
  5. Break the cycle of substance misuse and offending.
- 3.95 According to the results of the Resident Survey, almost 9 in 10 (88%) residents feel safe when outside in their local area during the day, and more than half of residents (52%) say that they feel very or fairly safe when outside in their local area after dark. SoSafe will continue to work co-operatively to make communities safer.
- CS8: Anti-social behaviour per 1,000 population, April 2016 to March 2017: 38.3 incidents per 1,000 population, April 2017 to March 2018: 37.75 incidents per 1,000 population against threshold of 33.1.

- CS9: Criminal damage per 1,000 population, April 2016 to March 2017: 10.72 incidents per 1,000 population, April 2017 to March 2018: 12.86 incidents per 1,000 population against a threshold of 9.13.
- NI15b: the rate of violence against the person (victim based crime) per 1,000 population, April 2016 to March 2017: 33.12 incidents per 1,000 population, April 2017 to March 2018: 33.58 incidents per 1,000 population against a threshold of 33.07. The scope of crimes now classified as 'violent' was expanded for 2017/18.

### **Place Theme**

3.96 The Place Theme incorporates the following Business Units:

- Planning and Regulation
- Stevenage Direct Services
- Regeneration
- Housing Development

(The Regeneration and Housing Development Business Units are primarily focused on delivery of the Stevenage Town Centre Regeneration and Housing Development Programmes of FTFC. Delivery updates for these programmes are summarised in paragraphs 3.16 to 3.21 and 3.22 to 3.26 respectively.)

### **Planning and Regulation**

- 3.97 Planning applications have been determined throughout the year within corporate and statutory targets.
- 3.98 As of March 2018, 96% of food establishments in the area are assessed as broadly compliant with food hygiene law. This means that, as a minimum, they are considered 'generally satisfactory' in the Food Hygiene Rating Scheme that assesses the hygiene, structure and confidence in management of the premises.
- 3.99 During February 2018 officers surveyed 83 town centre businesses (70 face to face). In general, most stores willing to share information advised that trading levels met or exceeded other stores/competitors, and although footfall had reduced, advised that improvements were evident.
- 3.100 In April 2018 the Council agreed to join the Herts Home Improvement Agency to help deliver Disabled Facilities Grants and other services to our residents through a single point of contact.

### **Stevenage Direct Services**

- 3.101 To support improved play areas for toddlers through to teenagers, Executive approved £1.5 million of capital over five years (2017 to 2022), together with £37k annually to support improved maintenance. As referred to in paragraph 3.40, officers consulted with over 200 children and young people over the spring/summer to help inform significant play area improvements to six

sites. Officers have now started consulting with children to inform improvements to play areas across Longmeadow.

- 3.102 To enhance the Town Centre Gardens Pond a fountain feature was installed to the Women and Doves Statue.

**3.103 Repairs and Voids**

**3.104 Repairs Satisfaction**

- 3.105 Repairs satisfaction surveys are currently recorded using e-forms and feedback cards. During quarter 2 (July to September 2017), the Service put additional arrangements in place for telephone surveys to encourage customer feedback and capture customers' views on their experience of the repairs service delivered. This is having a positive impact with the level of satisfaction steadily improving. Customers advised a 94.05% satisfaction level with the service provided for April 2017 to March 2018 (92.5% April to December 2017).

**3.106 Repairs Service Delivery**

- 3.107 The completion of repairs by the Council's team continues to meet targets and has improved on the previous quarter achieving an average completion time of 7.5 days during quarter 4 (quarter 4 target 9 days, quarter 3 achieved 8.5 days, target 9.5 days). A number of jobs that have taken a significant time were completed and this has an adverse impact on overall performance. The overall time taken to complete a repair from time of reporting was 11.6 days for April 2017 to March 2018 (10.2 days for April to December 2017). As part of the arrangements to implement and embed the Repairs and Voids improvement programme a Contract Manager has been assigned to implement robust contracts for our supply chain contractors in order to facilitate effective performance management and ensure service delivery to our customers is to expected standards. Work has commenced in conjunction with the Council's procurement team and is expected to be complete by Autumn 2018.

- 3.108 The Council continues to monitor revised service delivery arrangements introduced during quarter 2 (July to September 2017) to ensure that the materials required are available at the time of repair. (ECH-Rep4: Percentage repairs fixed first time, April 2017 to March 2018 target 90%, achieved 83.82%).

- 3.109 Voids Sheltered: The time taken to re-let standard sheltered voids.

- 3.110 On a positive note, twenty properties have been let during quarter 4. The letting of these properties was delayed in order to provide a tailored customer service to vulnerable customers. Once properties are let that have been void for a significant period, the performance figures are negatively affected. Due to the adverse impact of positive customer service on this measure, the measure is proposed for removal from the corporate measure set for 2018/19, but will be monitored by the business unit.

- Voids sheltered: the time taken to re-let standard sheltered voids, April 2017 to March 2018 target 70 days, achieved 111.31 days.

3.111 Void properties continue to be assessed to determine where there is potential to redesign property layout to improve future demand; to determine whether a property needs to be removed from management; and to identify those properties that will continue to be advertised.

3.112 Voids General Needs: The time taken to re-let standard general needs voids, April 2017 to March 2018 target 26 days, achieved 32.11 days.

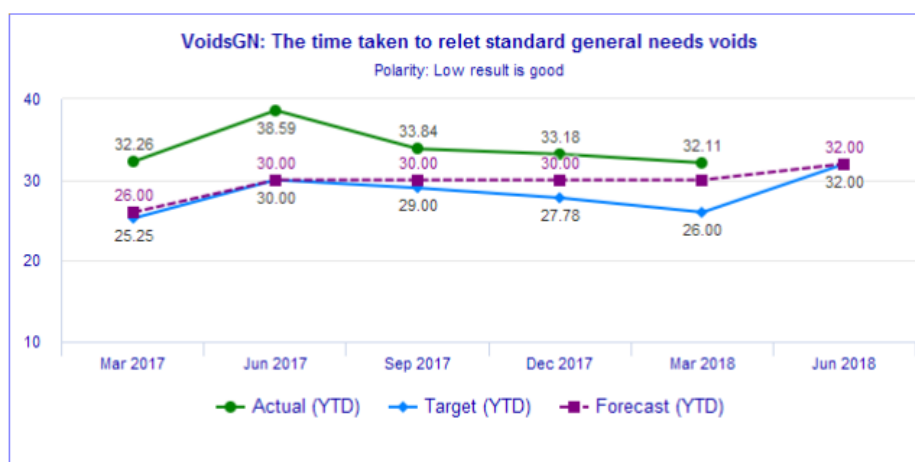


Figure 4: Voids GN – The time taken to re-let standard general needs voids

- 3.113 Average re-let time performance for April 2017 to March 2018 (32.11 days) has improved on performance to December 2017 (33.18 days).
- 3.114 Service delivery is improving. A purge of active void cases carried out during quarter four 2017/18 has resulted in an increase in the number of lettings and minimised the number of void cases carried forward into the new financial year.
- 3.115 As outlined in paragraph 3.80, collaborative working between officers of the Voids Team, Tenancy and Lettings continues to improve supported by the use of technology such as the 'Voids App', which allows real time update on current void status to inform prompt tenant viewings improving re-let times. Repair and Voids performance indicators for 2018/19 have been reviewed and aligned to the work to improve service delivery to ensure future targets are realistic and achievable in year.
- 3.116 Rental income loss associated with void properties at March 2018 is marginally above the budgeted position for the year. There have been more void properties that required Decent Homes work than anticipated.
- 3.117 Further work to improve the Repairs and Voids service is ongoing, with a current focus on a review of unit costs for repairs and voids and new projects will be introduced projects being as deemed necessary.

- 3.118 The ultimate aim of the improvement programme is to ensure that the Repairs and Voids function is operating successfully and serving its customers well which will help enable it to take on further work when deemed appropriate in due course.

### **Transformation and Support Theme**

- 3.119 The Transformation and Support Theme incorporates the following Business Units:

- Corporate Projects, Customer Services and Technology
- Corporate Services and Transformation
- Finance and Estates

### **Corporate Projects, Customer Services and Technology**

#### **Spotlight: Customer Services**

- 3.120 Service delivery through the Customer Service Centre (CSC) was identified as a focus for improvement (spotlight) at quarter 3 (March 2018 Executive). This focus has been retained until performance demonstrates initial improvement across the full set of CSC measures.
- 3.121 A significant number of calls to the Customer Service Centre (CSC) are resolved by the CSC advisor that initially answers the call (57.7%). An additional 11.2% are passed to a more appropriately skilled advisor within the CSC in order to provide a response that will meet the customer need at this first point of contact with the Council. This performance measure will be revised for 2018/19 to include both elements of resolution within the CSC.
- CSC13: Percentage of calls closed at first point of contact by the CSC, April 2017 to March 2018 target 62%, achieved 57.7%.
- 3.122 The availability and flexibility of the current CSC staffing model has been the main factor impacting on CSC performance throughout 2017/18. A new model has been developed for 2018/19 that provides for growth of posts to support the stabilisation of performance, the development of skills in the team and support for new working practices relating to transformation projects.
- 3.123 During quarter four (January 2018 to March 2018), action to support service performance improvement has focused on recruitment and training:
- A new approach to recruitment was piloted that increased the number of applications and improved the quality of applications received.
  - Two advisers were provided with training (to multi-skilled status) increasing flexibility of service delivery.
  - A Performance and Training Manager role has been successfully filled (job share)

3.124 The impact of staff resource has been exacerbated by the implementation of new working practices associated with transformation of service delivery for Homelessness and Housing Advice. A review of practice will be carried out to ensure the new service meets customer needs through a sustainable CSC approach.

- CSC4: Percentage of telephone calls to the Customer Service Centre answered within 20 seconds, April 2017 to March 2018 target 55%, achieved 52.8%.
- CSC12: Percentage of calls abandoned in the Customer Service Centre, April 2017 to March 2018 target 5.5%, achieved 9.7%.
- CSC5: Percentage of walk-in customers to the Customer Service Centre served within 20 minutes, April 2017 to March 2018 target 85%, achieved 71.5%.

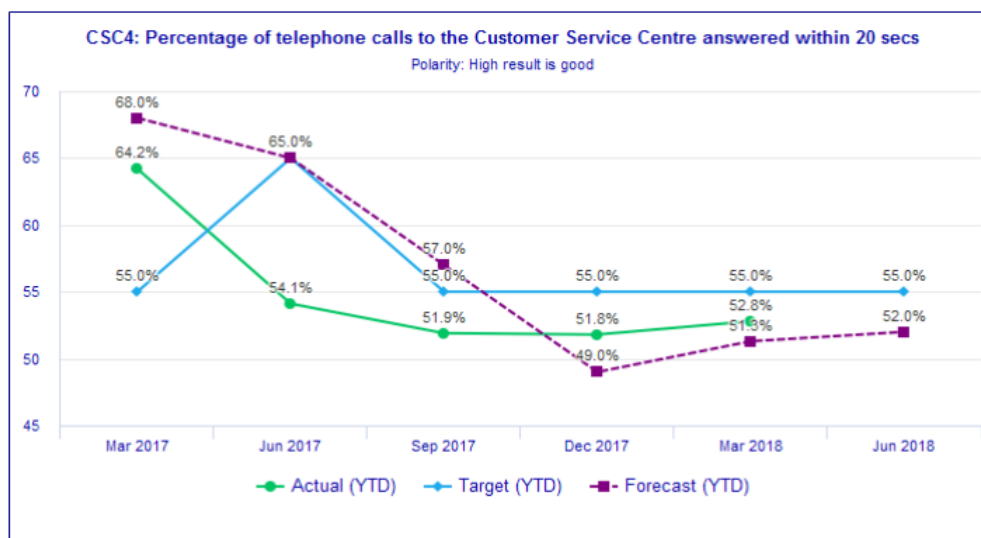


Figure 5: CSC4  
– Percentage of telephone calls to the CSC answered within 20 seconds

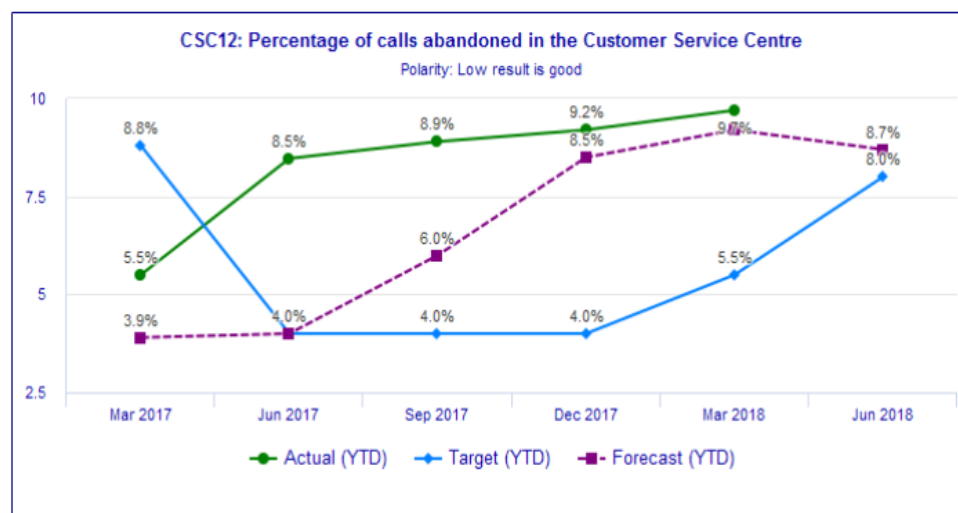


Figure 6: CSC12  
– Percentage of calls abandoned in the Customer Service Centre.

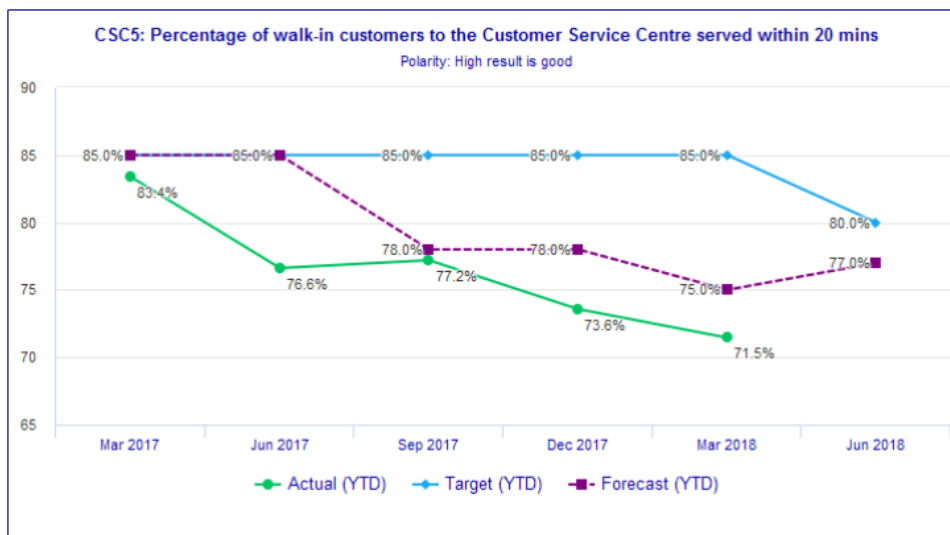


Figure 7: CSC5: Percentage of walk-in customers to the CSC served within 20 minutes

### 3.125 Satisfaction in CSC

3.126 Satisfaction with the CSC remains high (89%) and the Council regularly appears in the top ten performing Councils nationally for customer satisfaction for the call centres' walk in services and telephony (captured through Govmetric). Customers like how they are treated by advisers and appreciate the time given to them during a call.

3.127 Plans to stabilise and sustain future CSC performance include:

- A continued focus on improving the availability of advisors:
  - Further focus on recruitment and retention to include the development of a local CSC strategy and recruitment of a new Operational manager – Planning and Resource.
  - Establishing an effective resource planning function that will be assessed against best practice (Professional Planning Forum).
  - A review of the training and coaching development model.
- Implementation of a revised service delivery model, resulting from:
  - A review of working practices within the CSC (considering options such as home working, appointments in the walk-in, and a review of opening hours).
  - The implementation of digital self-service options for customers as part of the Connected to Our Customers programme to drive down transactional and avoidable contact, leaving capacity to provide in-depth services for those in need.  
(Delivery by March 2019)

### 3.128 Customer Feedback

3.129 The majority of customers are receiving responses to complaints within the corporate targets set and performance is better than both 2016/17 and 2015/16.

- CTOC1: Percentage of customer complaints responded to within deadline, April 2017 to March 2018 target 95%, achieved 94.4% (April 2016 to March 2017 achieved 90.6%, April 2015 to March 2016 achieved 75.15%).



3.130 As advised to Executive (December) senior management reminded service managers of the importance of considering all the evidence available when a complaint is received, to enhance the quality of response and to act upon information to enhance future service delivery. The percentage of complaints progressing to stage two and three that are upheld (Cust1) improved significantly during quarter three and this has been sustained through quarter 4:

- The percentage of complaints that progressed to stage 2 or 3 and were upheld April to December 2017 target 40%, achieved 42.9%, April 2017 to March 2018 achieved 43.7% (i.e. 66 complaints upheld out of a total of 151 escalated to stages 2 or 3)

3.131 To enhance the handling of complaints and quality of complaint responses, the Customer Feedback team routinely offers training to officers with responsibilities for administering complaints. In addition, services must capture learning on upheld complaints and then record implemented or planned service improvements to improve the service offer and encourage a reduction in customer complaints.

### **Technology**

3.132 IT resilience and availability was tested over the August Bank Holiday due to a fibre break. The availability of core IT systems for January 2018 to March 2018 during supported hours achieved 99.49%.

- ICT1: Percentage availability of core systems during supported hours, April 2017 to March 2018 target 99.5% achieved 98.9%

3.133 Due to identified weakness in the Direction, Control and Execution areas of IT management the Chief Executive is now sponsoring the IT improvement programme. A range of immediate corrective action has already been implemented to address the known weaknesses.

3.134 The production and implementation of the IT Improvement Plan has provided a catalyst for the development and strengthening of officer relationships between East Herts and Stevenage. Securing a partnership of equals, with an open and flexible working relationship is essential for the future success of the shared service.

3.135 During 2017/18 new Strategic Directors and officers were appointed to the Shared IT Service Partnership Board, bringing fresh views on how to set the future strategic direction of the service. The Board itself is included in a governance review which together with a new IT Steering Group, will streamline decision taking. This governance arrangement will be supported by the newly created IT Programme Management Office (IT PMO) function, which will provide control and reporting on the entirety of the projects and 'business as usual' activities carried out by the IT service.

3.136 It is the intention that the Shared Service Partnership Board will oversee the development and adoption of a single IT strategy for the next three to five

years, where currently two separate and outdated strategies have existed. This will set a clear direction for the service and provide a key reference point for clear and timely future funding decisions. The adoption of a single IT strategy will also be critical to the delivery of the Council's digital transformation ambitions, whilst a strategic agreement with East Herts District Council on a joint IT platform, will enhance the customer experience.

- 3.137 The Assistant Director (Corporate Services and Transformation) has identified that projects and business as usual work was uncontrolled, and this has a significant impact on the IT team's ability to maintain day to day services. In response an interim IT PMO and project management structure has now been introduced and a draft project/work change process drafted for review. All work underway has been reviewed and assigned into a project or programme and the most pressing activities have a project manager assigned. A dashboard for project management has been produced and all projects now have a RAG status applied. The immediate result was felt with the recent Generator power down work that was successful due to the extra effort and process applied. A Technology review is also underway with an external partner to identify and agree improvements to the present infrastructure and create a technology strategy.
- 3.138 To address issues with Business Engagement and to understand future demand the PMO will work with each business area to develop a pipeline of projects using the engagement process and then help each business area to understand how to prioritise and budget. This pipeline of activity will be shared across all parties for consideration and approval.
- 3.139 A "Big Picture" of all planned and known activities for up to 5 years is already in development for the IT Partnership. This will enable better planning and prioritisation of resources.
- 3.140 Small change will be handled by a Small Change Group made up of representative of the business areas, a draft is due for circulation and members are to be sought. It is hoped this will be active in July 2018 and will act to prioritise work for normal small change in the group. The External Enterprise Architect will act as Interim Chair to ensure a smooth take up.
- 3.141 The Assistant Director (Corporate Services and Transformation) and the IT Transformation Lead are also working with the IT team on driving forward service improvement using International IT Service Management Standards. This includes undertaking service reviews and reaching agreement on improved processes in June 2018. These will concentrate on improving incident and problem management which will enable better allocation of effort and resources to fix issues. It has been determined that many of the tools used by the IT Team are adequate and are able to be further utilised to provide better performance so it is expected that following good practice and new policies will improve the responsiveness of the service.

## **Corporate Services and Transformation**

### **Our staff**

- 3.142 The HR and Payroll system, 'MyView', has now been live for one year (April 2017). The system has provided staff with opportunities to update contact information, access payslips and request leave. Future plans for development include establishing self-service requests for mileage and expenses claims. Information is used by Human Resources to maintain accurate information and is providing more accurate performance data.
- 3.143 The Council's Human Resources team continue to work with service managers to ensure that all Council staff appraisals and objective setting meetings are completed (to include new officers appointed). The rate of completion for staff appraisals is now 100%.
- 3.144 Agency Usage: The use of agency staff has reduced over 2017/18, but is slightly above the March 2018 target. The primary reasons for the use of agency staff are to ensure continuous service delivery where there are staff vacancies or sickness absence.
- Pe2: Agency usage as a percentage of total workforce, April 2017 to March 2018 target 10%, achieved 11.1%

### **Spotlight: Sickness Absence**

- 3.145 The management of sickness absence was identified as a focus for improvement (spotlight) at quarter 3 (March 2018 Executive). This focus has been retained until revised policy and practice indicates a sustained reduction on levels of sickness absence.
- 3.146 There has been an increase in the number of long-term complex health conditions being managed. This has been a focus of long-term absence management which now accounts for 54% of sickness absence (60% at December 2017).
- 3.147 At the end of quarter 4 average sickness absence within 7 of the 9 business units was below the corporate target of 8 days. The only two business units that were above target were Stevenage Direct Services (14.29 days) and Housing and Investment (11.49 days). HR business partnering support is continuing to be targeted at these business units and other service teams that have high levels of sickness absence to effectively review sickness absence information and ensure compliance with the application of the recently revised Absence Management Policy.
- 3.148 A programme of training is continuing to be delivered to provide managers with the skills to effectively manage sickness absence. Sickness absence is now recorded using the HR system, 'MyView' and this has improved the accuracy of performance reported. This will provide managers with access to real time sickness information to support absence management.

3.149 Realistic but differential stretch targets (as seen below) are to be applied to the nine business units during 2018/19 to help ensure the corporate target of 8 days is achieved:

Service Area	Average over last 5 years	Proposed Target for 2018/19
Housing and Investment	10.3	9.0
Communities and Neighbourhoods	6.9	5.0
Stevenage Direct Services	12.1	11.0
Regeneration	0.8	1.0
Housing Development	11.6	2.0
Planning and Regulatory	5.0	5.0
Corporate Services	5.8	5.0
Finance and Estates	6.2	5.0
Corporate Projects, Customer Services & IT	4.6	5.0
SLT Sponsors	1.8	0.5

3.150 In addition a business case for the introduction of a third party reporter service that will ensure staff receive early advice and support to help improve their attendance has been approved by the Strategic Leadership Team and is currently being procured.

- Pe4a: Sickness Absence rate threshold for twelve months to March 2018 per fte 8 days, achieved 9.5 days.

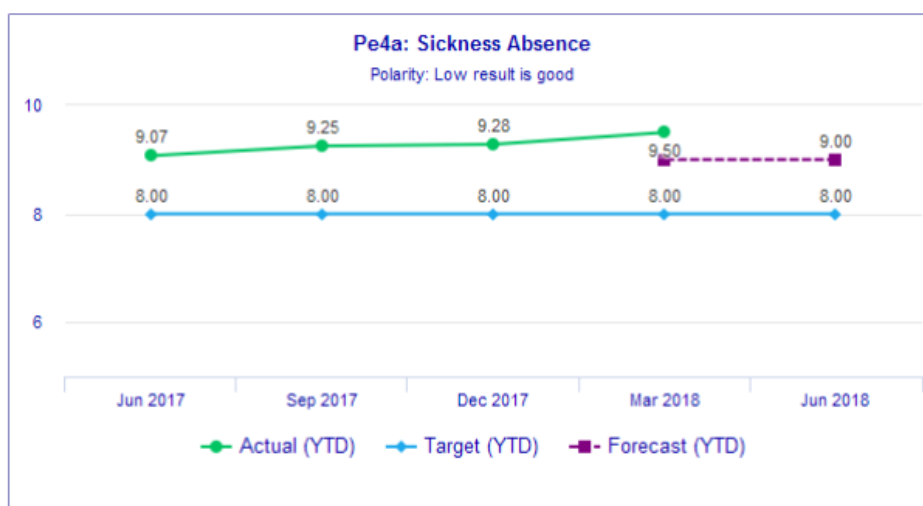


Figure 8: PE4a:  
Sickness  
Absence rate for  
the current  
workforce (days  
per fte)

## **Finance and Estates**

3.151 To support robust financial management a range of procurement and contract management training was delivered to council officers.

3.152 Housing Benefit Claims and changes are now being processed in just 3.04 days and have consistently improved during 2017/18. Benefit processing times for April 2017 to March 2018 are 7.16 days.

- Time taken to process Housing Benefit new claims and change events (NI181) April to June 2017 achieved 13.94 days, July to September achieved 8.03 days, October to December achieved 7.11 days, January to March 2018 achieved 3.04 days (results updated from year to date values to results for the appropriate quarter)

## **4. REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS**

### **4.1 Performance and Achievements of the Council during 2017/18**

4.2 The information presented in this report is taken from a review of the year's Corporate and Future Town Future Council performance measures and the information supplied from each service. It aims to give Executive an overview of the achievements the Council has made this year despite continued austerity and reflects our need for continued improvements in some areas to ensure the Council is fit for the future.

### **4.3 Annual Report Purpose and Content**

4.4 The Annual Report 2017/18 emphasises the co-operative approach of the Council to service design and delivery. It highlights how the Council has been able to continue to meet the needs of the community despite the tough economic challenges the Council has faced and it outlines the progress against the transformation programme Future Town Future Council.

4.5 The document reflects on the achievements against the Corporate Plan 'Our Co-operative Council: Future Town Future Council over the last year as well as a brief summary of what the Council aims to achieve in the forthcoming year to deliver the Corporate Plan, supporting the annual review of outcomes and priorities.

4.6 The Senior Leadership team and Service Managers have been consulted to determine the appropriate content and to suggest the key achievements for the annual report.

4.7 The Annual Report will be published on the Council's website and will be promoted through social media and the Chronicle magazine.

#### **4.8 Council Performance Measures 2018/19**

4.9 The impact of the broad transformation being applied across the Council has been considered when determining appropriate measures and targets to monitor performance throughout 2018/19. The full suite of 2018/19 measures and targets can be seen in Appendix C. These have been separated into current measures, new quarterly measures and new annual for ease of reference.

4.10 Portfolio holders have been briefed on the new performance measure suite, approximately half of which have been introduced to monitor outcomes relating to the FTFC programmes as delivery accelerates.

#### **4.11 Performance Improvement Plans**

4.12 A number of areas have been identified in Section 3 of this report where a particular focus on improvement is required and outline plans have been set out. The Executive is recommended to note and endorse these improvement plans.

### **5 IMPLICATIONS**

#### **5.1 Financial Implications**

5.1.1 There are no direct financial implications from the recommendations contained in this report. However, officers responsible for improvement activity identified will need to identify and consider any future resourcing needs.

#### **5.2 Legal Implications**

5.2.1 There are no direct legal implications from the recommendations contained in this report. However, officers responsible for improvement activity identified will need to identify and consider any resulting legal implications.

#### **5.3 Risk Implications**

5.3.1 There are no direct significant risks to the Council in agreeing the recommendation(s). Officers responsible for developing performance improvement plans will need to consider any risk implications from the improvement activity identified.

5.3.2 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.

## **5.4 Equalities and Diversity Implications**

- 5.4.1 An Equality Impact Assessment was completed for the Corporate Plan Our Co-operative Council: Future Town Future Council. This helped to determine any negative, positive or disproportionate impact our outcomes and priorities might have on people in terms of their protected characteristics under the Equality Act 2010. Furthermore officers responsible for improvement activity identified within this report will need to identify and consider any resulting Equality implications.

## **5.5 Policy Implications**

- 5.5.1 The council's Corporate Plan is the keystone in the Council's policy framework. It sets out the Council's strategic priorities and informs the corporate improvement and change programmes.
- 5.5.2 The Corporate Plan impacts on some Council services and its priorities should be reflected in all relevant Business Unit planning processes.
- 5.5.3 The Annual report 2017/18 highlights the Council's co-operative approach to services. It ensures the Council continues to communicate its improvement priorities and co-operative vision to the people of Stevenage.

## **5.6 Other Corporate implications**

- 5.6.1 Improvement activity outlined may impact on the development of future policy or procedure.

## **BACKGROUND PAPERS**

- [Council Corporate Plan: Our Co-operative Council; Future Town Future Council December 2016 Council](#)
- [Executive Report March 2018](#) – Corporate Performance for Quarter 3

## **APPENDICES**

- Appendix A: Council Annual Report 2017/18
- Appendix B: Council Performance measures 2017/18
- Appendix C: Council Performance measures 2018/19

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# 2017/18 ANNUAL REPORT



# Another successful year for Stevenage



### Sharon Taylor, Leader - Stevenage Borough Council

Welcome to our 2017/18 Annual Report which tells you about our successes during the past year and sets out our commitments to local residents for the next twelve months.

This year saw us take a major step forward in realising our ambitions for Stevenage, with the unveiling of plans for large scale regeneration in the town centre that will bring in new shops, homes, work and leisure facilities and give our local economy a real boost.

In the face of financial challenge, we continue to deliver high quality services through the hard work of councillors, staff, partners and volunteers and by engaging with Stevenage people to make sure we focus on their priorities.

During 2017/18, we provided more new homes for local families, improved public squares in the town and worked with local residents to create better, brighter neighbourhood spaces. All these projects are part of wider schemes that will continue over the course of next year and beyond.

I hope you enjoy reading about these and other activities in this report and that you will join me in looking forward to another exciting year ahead.



### Scott Crudgington, Chief Executive - Stevenage Borough Council

I would like to thank our residents for the valuable feedback we received throughout the year, which helps to shape the future of our council and the range of services we provide.

Through our town-wide resident survey, people told us that they wanted a modern town centre, quality housing, well-maintained public spaces and safe neighbourhoods.

I was pleased to see that these priorities closely match our aspirations for the town. Many of the achievements in this year's report demonstrate the real progress we are making in delivering our Future Town Future Council programme, which will help to realise these aspirations.

I take a lot of pride in our council staff who are out there every day working for the town - the report highlights just some of their many successes during the year.

I am confident that together we can build on our achievements and will see further improvements throughout the coming year.



### Future Town Future Council

Future Town Future Council is delivering key improvements that our residents told us they want to see.

Included in this five year programme are plans to regenerate the town centre, provide housing that works for all, make services more accessible, and invest in our town's neighbourhoods.

To help us deliver our promises, we are continually reviewing how we can work differently to deliver better value for money, remain an attractive employer and ensure our services are the best they can be.

# Co-operative Council



We are passionate about our local communities and they are passionate about Stevenage. Together we can both play our part and continue to provide excellent services and deliver the necessary change to improve people's lives and make Stevenage a great place to live, work and visit for years to come. Community engagement and empowerment is part of Stevenage's story and is vital for us to meet our mutual goals.

Co-operation has become an embedded principle in the way the council works with partners and

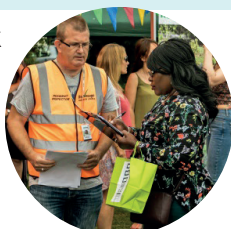
the people of Stevenage. We are keen to include genuine input from our communities and partners in the services we deliver and we want to continue to support services that are led by them.

Stevenage Borough Council has already begun picking up the pace with our ground-breaking Co-operative Neighbourhood Management (CNM) programme. As this is more widely rolled out, hundreds of residents will be involved in shaping, designing and helping to deliver improvements they want to see in their local areas.

## "The community came forward with an idea and we listened"

Here are just a few examples of how we have worked co-operatively this year:

We have delivered over £500k investment in neighbourhood improvements with local residents through our Cooperative Neighbourhood Management programme.



We have worked closely with the health sector and other local organisations to develop the Healthy Stevenage Strategy.



We worked with teachers and pupils of Peartree Spring Primary School to clean-up an alleyway that is a popular route to the school for the children and their families. We have helped to make further improvements as well as giving responsibility to the school to further the impressive work through their own volunteering network.



Together with our partners we have launched our town centre regeneration with developer Mace and are developing a local employment programme with the involvement of young people.



We launched our cultural strategy – Stevenage Re-imagined in partnership with the Arts Council England and local cultural organisations.

£45million was awarded for the major refurbishment contract for the council's housing stock with an associated social investment programme.



# Regenerating our Town



Regenerating the town remains your top priority with **45%** of you putting it in your top 3 in our recent resident survey.

This year we have unveiled exciting plans that mark the start of the **£1bn** regeneration of Stevenage town centre.

Developer Mace has been appointed to lead the way in the first stage of our ambitious programme – known as ‘SG1’.

Mace’s impressive scheme brings **£350m** of private investment into the town.

It will see the development of new shops, homes and restaurants, a new park and a central venue for library, health and council services in the heart of the town.

Ahead of this major regeneration we have revitalised **2** public squares with new trees, granite seating and feature lighting. Further plans to improve Market Place and wayfinding signs around the town have also been drawn up.

Our new cultural strategy sets out a 10 year vision for Arts and Heritage in Stevenage and includes plans to revitalise the theatre and museum offer in the town centre.

**12** events have helped to attract people into the town centre – ranging from summer holiday play activities to Christmas celebrations and from specialist markets to the movie weekend.

Regeneration <b>Priority No.1</b>	<b>£1bn</b> Regeneration Plans	<b>£350m</b> Investment secured	<b>2</b> Public squares	<b>12</b> Town Centre events
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## As part of our Future Town Future Council programme, in 2018/19 we will:

- Begin the first phase of the Town Centre regeneration, working with Mace to develop and consult on plans for SG1
- Open a visitors centre to showcase our history as well as our ambitious future
- Complete improvements to Market Place and wayfinding as well as develop plans for the Town Square
- Work with partners to further develop cultural events, exhibitions and art installations as part of our cultural strategy





# Building New Homes



Housing continues to be a main focus for you with **32%** in our resident survey saying it is important to have a range of housing, including affordable homes.

We have been progressing well with the adoption of a new Local Plan.

A successful Public Examination of the plan was held, and the independent Planning Inspector gave a positive report after listening to the views of residents and businesses.

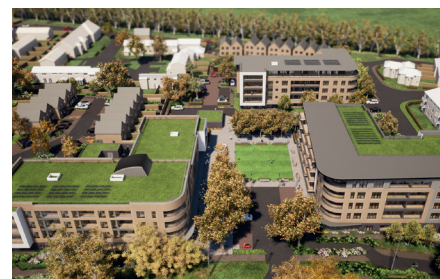
We are now working with the Government to get the plan adopted.



Figures published last summer showed a massive **690** homes of all types were completed in Stevenage the previous year – well above our annual target.

Our ambitious plans to build more council homes to provide much needed affordable homes for local people continue.

**34** council homes have been developed this year, bringing the total number since 2014 up to **131**. These included new homes at the Archer Road and Vincent Court schemes.



Other schemes under construction at present are at the former March Hare and Twin Foxes pub sites and at Ferrier Road. Together these will deliver **44** new homes.

We are working co-operatively with Chase Homes and Metropolitan Housing Association on the old Dupont site where over **200** homes are being developed. We will have access to **34** homes to let at social rents.

Stevenage has been awarded **£900,000** of infrastructure funding from the Government which means we can press ahead with our plans for new housing development at Kenilworth Close.

**32%**  
Want a  
range of  
housing

**690**  
Housing  
completions  
confirmed

**131**  
New council  
homes since  
2014

**34**  
Homes with  
Housing  
Associations

**£900k**  
External  
funding to  
support new  
schemes

## As part of our Future Town Future Council programme, in 2018/19 we will:

- Complete and let 54 new council homes
- Start work on a further 267 new council homes across a range of planned schemes
- Consult with the public on plans for the Kenilworth Close site, to inform a planning application for the development, which will include a flagship older persons housing scheme
- Look at other potential areas of council development across the town.

Housing  
development  
delivery

# Managing and Improving our Homes

Over **1100** tenants and leaseholders responded to our recent satisfaction survey – they told us we should focus on repairs and maintenance services, the quality of their homes and providing value for money for their rent and service charges.

In our 'Big Knock' event, our housing staff also visited over **350** tenants to get to know them better and to find out what they want from the housing service. The same topics came up as well as improved communications and on-line services.

The Housing Management Advisory Board (HMAB) continued to give their opinions on key areas of the housing service such as the council's financial plans, the flat block

major works programme and service reviews.

The group strengthened its membership this year, with **2** new customer members coming on board.

We celebrated one of our council tenants winning a nationally recognised **housing community champion award**.

We collected **98.9%** of rent and over **97%** of leasehold service charges last year. This allows us to invest in our homes and make our housing service better for you.

Our Repairs team carried out more than **20,400** repairs in 2017/18 and we invested **£12.2m** to improve our council homes.

We brought **660** homes up to a decent standard. We replaced **420** roofs, **649** windows, **696** doors, **203** boilers and carried out a range of internal works.

**93%** of tenants who responded to our survey were satisfied with these improvements.

We continue to support our housing customers who need our assistance most:

- **356** people took up tenancies in council homes
- We responded to over **7000** emergency alarm calls to Careline customers and supported housing schemes
- Our benefit and debt advisers supported **694** people
- We assisted **231** households to prevent them from becoming homeless

**1500**  
people  
engaged  
with

**Repairs**  
a top  
priority for  
tenants and  
leaseholders

**£12.2m**  
Improving  
our council  
homes

**20,400**  
Repairs  
undertaken

**356**  
New tenants  
in council  
homes

## As part of our Future Town Future Council programme, in 2018/19 we will:

- Develop a better understanding of our customers' views and requirements so we can provide more tailored housing services
- Improve the way we work and use technology to benefit our housing customers
- Begin work on our flat block refurbishment programme
- Work with our partners to support customers as they move onto Universal Credit

Excellent  
council  
homes

# Improving Stevenage Neighbourhoods



Our resident survey confirmed that clean streets and well maintained green spaces and parks are high on the agenda for many local people.

We've invested in improving public and green spaces and supported more residents to step up and be active in their community with projects such as community gardens and Green Space volunteers.

This year we have started in Shephall and Pin Green where we have seen keen interest in residents to get involved.



We have used local feedback and information to design our plans for 2018/19 when we will focus on St Nicholas and Martins Wood.

**216** children took part in consultation to help design the significant improvements to six play areas across Pin Green, Shephall, St Nicholas and Martins Wood.

Residents and staff are being kept informed following the launch of the '**Our Neighbourhood**' webpage.

Our three Neighbourhood Wardens are the council's eyes and ears to tackle issues at a local



level. This year the team have dealt with a combined total of **485** environmental complaints reported through Fix my Street.

Green Space volunteers have contributed around **1500** hours of their time and, through one of their projects, recorded over **20** species of butterflies in the meadow managed grasslands across the town.

**180** Litterbins have been replaced with new styles to deter fly-tipping and dog fouling.

Our refuse and recycling team collected **30,000 tonnes** of waste from **37,160** households.

**1500**  
Hours  
contributed by  
Green Space  
volunteers

**£500k**  
on  
neighbourhood  
investment

**180**  
Litterbins  
replaced

Our  
Neighbourhood  
webpage  
launched

**216**  
children  
consulted

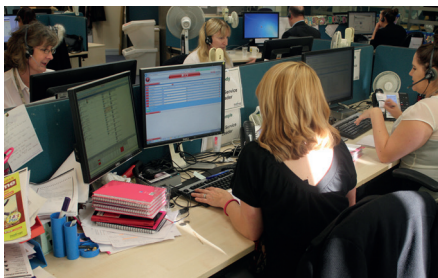
## As part of our Future Town Future Council programme, in 2018/19 we will:

- Deliver neighbourhood improvements with local communities in St Nicholas and Martins Wood
- Support more resident-led activity through our Community Development team
- Begin work to improve our garage blocks

Co-operative  
neighbourhood  
management



# Connecting to our Customers



Satisfaction with our Customer Services Centre (CSC) remains high with **89%** of our customers giving it a 'good' rating.

We answered **192,878** calls and there were nearly **30,000** visits to the centre last year.

Customer feedback is important to us as it helps us understand where we can improve our services. We were quicker to respond to your complaints last year, with **94.4%** being closed within our target date, up by **4%** compared to 2016/17.



You can now carry out more transactions online – for example, report fly-tipping, pay council tax and apply for benefits.

**115,000** transactions were made online this year and we expect this to increase. We know from our resident survey that **39%** of you think the best way for us to save money is by doing even more online. We have started to develop a new website which will make it easier for you to use our services online and contact us on a mobile phone.

**33%** of you told us you like to be kept informed through our website,



whilst **29%** view our social media as the best way to find out about what the council is doing.

We have over **7000** followers on Twitter, **4000** on Facebook and our new Instagram page already has over **300** followers.

Our communications team issued **70** press releases and responded to a total of **174** media enquiries last year.

With the introduction of new data protection laws, we have been reviewing how we look after your data to make sure the information we hold is safe and secure.

**89%**  
Satisfaction  
with CSC

**193k**  
Calls  
answered

**115,000**  
Online  
transactions

**11k**  
Followers on  
social media

**94.4%**  
Complaints  
closed on  
time

## As part of our Future Town Future Council programme, in 2018/19 we will:

- Launch a new customer strategy that sets out our ambitious plans to improve customer service and promises to deliver consistent service standards
- Improve our online offer by delivering a simple, clearer website and straightforward online self-service options for key council services
- Involve customers and staff in designing and testing new products and services before we launch them
- Make sure our customer service centre is geared up to meet customer demand and is easy to use, especially for people who need it the most

Connected  
to our  
customers



# Community and Safety



Reducing crime and Anti-Social Behaviour (ASB) is in your top 3 priorities according to our resident survey.

Our community safety partnership, SoSafe, have worked very hard to tackle these issues.

There has been a **3% decrease** in criminal damage and ASB compared to last year.

Almost **9 in 10** of residents feel safe when outside in their local area during the day, and more than half of residents say that they feel very or fairly safe when outside in their local area after dark – an increase of **5%** compared to 2 years ago.

We have supported **97** victims/survivors of domestic abuse through Stevenage Against



Domestic Abuse (SADA). The SADA Forum won the **TPAS Excellence in the Community Action Award** in the southern region.

We have been recognised by Hertfordshire's Safeguarding Adults Board as having **strong arrangements** in place for **safeguarding adults** in Stevenage.

We had more than **800** face-to-face conversations with older and vulnerable people, advising and reassuring them about scams, personal safety, and reporting crime.

We secured **£9k** funding to tackle 'enviro-crime' hotspots - **27** fixed penalty notices were served for fly-tipping and **43** abandoned vehicles were removed.



We held our first hate crime conference, bringing together local organisations who discussed ways to tackle hate crime and to empower victims, focusing on incidents against people with disabilities, transgender people and the faith community.

We supported **9** community centres through the further development of the Stevenage Community Association Network (SCAN).

We held **11** community events - a family fun day in the town centre gardens, bat walks, a teddy bears' picnic and music in the park are just a few of the activities enjoyed by local residents this year.

**3%**  
Decrease in  
ASB

**5%**  
Increase in  
people feeling  
safe

**97**  
Domestic  
Abuse victims  
supported

**£9k**  
Secured to  
tackle  
fly-tipping

**11**  
Community  
events held

## In 2018/19 we will:

- Work with our partners to deliver our new Community Safety Strategy
- Improve the way we manage enforcement work around the environment and anti-social behaviour
- Continue to work with police and partner agencies to protect the most vulnerable in our town

# Healthy Living, Leisure and Play



We held a health summit attended by **80** local organisations who helped shape our **Healthy Stevenage Strategy**.

The SoActive project helped over **400** residents to find ways to live healthier active lifestyles.

**3,736** people accessed services provided by the **Healthy Hub**.

We maintained **3** Green Flag awards for our Fairlands Valley Park, Hampson Park and Town Centre Garden open spaces.



We celebrated **50 years** of play in Stevenage with a number of events across our play centres including:

- A flash mob in the town centre involving play workers and more than 34 children from Dance-Beat.
- Past and present play workers celebration event
- Pavement art event on the Joy Ride in the Town Centre

The Play Champions were shortlisted for the Local Government Chronicle awards 'Team of the Year'.

Our play centres opened for **1087** sessions and had **20,281** attendees.



Lots of leisure events and activities took place this year:

- **20,000** watched our fireworks in November
- **2000** people came to see our Christmas lights being switched on
- **893,000** attendances at our leisure centres
- **223,000** visits to our swimming centre
- **15,000** people attended the Pearl Izumi Tour Series and **240,000** watched the highlights on TV
- **30,000** people enjoyed Stevenage Day
- **140,000** theatre visits
- **18,187** people visited our museum

**400**  
Residents  
helped to be  
healthier

Healthy  
Stevenage  
Strategy  
launched

**50**  
Years  
of play  
celebrated

**30,000**  
Attended  
Stevenage  
Day

**3**  
Green flag  
awards

## In 2018/19 we will:

- Deliver our Healthy Stevenage Strategy with health and community partners
- Develop plans for future leisure and cultural facilities for our town

# Delivering Excellence



We still maintained a **balanced budget** despite further cuts from Central Government.

We know there will be tough times ahead but we are **committed to protecting our front line services**.

Our Council Tax collection rate this year was **96.4%** which exceeded our target.

**21,810** housing benefit new claims and 'changes in circumstances' were processed, taking on average **7.16** days per application. This is the best result since 2009/10.



We recruited **5** new apprentices and **2** new graduates. We also have a further **6** staff members accessing the apprenticeship levy to support the development of their skills

Along with over **700** organisations nationwide we signed up to Mind's 'Time to Change' pledge to **end mental health stigma**. We complemented this with staff training, sessions and support on mental health issues.

We continue to **improve our computer systems** to support the delivery of our ambitious digital plans.



**Partnership** working is crucial to everything we do here in Stevenage. We currently share some of our services with key partners across Hertfordshire and established a new **shared legal service**. We continue to look for more opportunities to work better together.

In partnership with Stevenage CAB and our children's centres, we successfully provided **financial advice and budgeting guidance** to our families most in need.

Over the next year we will carry on working closely with you and our partners to deliver the exciting and ambitious plans for our town.

**Balanced budget**

**96.4% Council Tax collection**

**5 New apprentices**

**Mental health pledge signed**

## As part of our Future Town Future Council programme, in 2018/19 we will:






- Look at how we can make our services more efficient so we are less reliant on funding
- Enable new ways of working and develop staff skills to equip us for the future
- Continue to work closely with our partners to make Stevenage a better place to live, work and play
- Understand our services better to make sure we are always working in the most efficient and effective way for our customers

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Executive Report Appendix B: Corporate Performance Measures 2017/18

Key to Performance Status Symbols

-  Red Status - Focus of improvement
-  Amber Status - Initial improvement activity identified
-  Green Status - Variance from target manageable
-  Green Plus Status - Exceeding expectations
-  New measure - Performance results not required

Business Unit Theme/Programme		Sub Theme	Target to 31/03/17	Actual to 31/03/17	Status at 31/03/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18
CTOC1: Percentage of customer complaints responded to within deadline	Connected To Our Customers	FTFC			>>	95.00	96.68	★	95.00	92.18	★	95.00	97.10	★	95.00	94.40	★
EAA1: Customer satisfaction with CSC customer service	Connected To Our Customers	FTFC	88.0%	90.4%	★	90.0%	90.0%	★	90.0%	88.5%	★	90.0%	88.5%	★	90.0%	89.0%	★
CNM2g: Garage Voids as a percentage of stock	Cooperative Neighbourhood Management: Outcome 3: Public Space Improvements	FTFC	12.00%	11.44%	★	12.00%	11.78%	★	12.00%	12.32%	★	12.00%	12.05%	★	12.00%	12.06%	★
CS8: Anti-social behaviour per 1,000 population	Customers	Community Safety Partnership	31.49	38.33	▲	10.00	11.72	▲	19.10	23.27	▲	29.75	31.49	●	33.10	37.75	▲
CS9: Criminal damage per 1,000 population	Customers	Community Safety Partnership	11.97	10.72	☆	3.21	3.58	▲	6.13	6.80	▲	7.75	9.93	▲	9.13	12.86	▲
⊕ VoidsGN: The time taken to relet standard general needs voids	Customers	Housing Management	25.25	32.26	▲	30.00	38.59	▲	29.00	33.84	▲	27.78	33.18	▲	26.00	32.11	▲
⊕ Voids sheltered:The time taken to relet standard sheltered voids	Customers	Housing Management	60.00	83.45	▲	70.00	89.84	▲	70.00	106.15	▲	70.00	109.47	▲	70.00	111.31	▲
⊕ VGC1: Percentage of dwellings with a valid gas certificate	Customers	Compliancy	100.0%	100.0%	★	100.0%	100.0%	★	100.0%	100.0%	★	100.0%	100.0%	★	100.0%	100.0%	★
Assets 5: Percentage of assets known to be health and safety compliant	Customers	Compliancy	100.00%	99.00%	★	100.00%	99.00%	★	100.00%	99.00%	★	100.00%	95.00%	▲	100.00%	97.00%	▲
NI15b: The rate of violence against the person (victim based crime) per 1,000	Customers	Community Safety Partnership	23.07	33.12	▲	6.16	8.53	▲	15.93	17.02	●	30.13	25.65	☆	33.07	33.58	★
BV21b: Homelessness preventions	Customers	Housing Management	360.00	339.00	▲	90.00	47.00	▲	180.00	85.00	▲	270.00	177.00	▲	360.00	231.00	▲
⊕ BV66: Rent collection rate	Customers	Income Collection / Benefit Process	98.8%	98.9%	★	93.6%	94.0%	★	96.5%	96.3%	★	97.8%	98.3%	★	98.8%	98.9%	★
⊕ ECHFL-EW1: Percentage of tenants satisfied with external works completed (for the current quarter)	Customers	Maintaining Housing			>>	85.0%	100.0%	☆	85.0%	98.1%	☆	85.0%	96.7%	★	85.0%	95.5%	★
⊕ ECHFL1: Percentage of Homes maintained as decent	Customers	Maintaining Housing	76.4%	80.5%	☆	81.2%	81.0%	★	82.3%	82.2%	★	83.8%	83.7%	★	75.4%	75.8%	★
NI156: Number of households in temporary accommodation at end qtr	Customers	Housing Management	100.00	110.00	▲	110.00	97.00	☆	110.00	78.00	☆	110.00	85.00	☆	110.00	46.00	☆
EoC4b: Percentage of graduate placements as percentage of workforce	Employer of Choice	FTFC			>>	0.30	0.32	☆	0.30	0.30	★	0.60	0.58	★	0.60	0.64	☆
EoC4a: Percentage of apprentices in post as percentage of workforce.	Employer of Choice	FTFC	1.5%	2.2%	☆	2.3%	2.1%	★	2.3%	1.8%	★	2.3%	2.2%	★	2.3%	1.6%	●
FS4 (Futsav2b): Percentage of HRA savings identified to meet three year target	Financial Security	FTFC	50.0%	55.6%	☆	39.0%	49.5%	☆	54.0%	34.2%	▲	64.0%	27.6%	▲	41.3%	40.6%	★
FS3 (Futsav1b): Percentage of GF savings identified to meet three year target	Financial Security	FTFC	50.0%	61.9%	☆	30.0%	46.9%	☆	48.0%	53.4%	☆	63.0%	59.1%	●	62.6%	63.2%	★
FS2 (LACC2): HRA approved savings removed from HRA for current year	Financial Security	FTFC	158,370.0	150,250.0	●	675,300.0	675,300.0	★	675,300.0	675,300.0	★	675,300.0	675,300.0	★	675,300.0	675,300.0	★
FS1 (LACC1) GF approved savings removed from GF budget for current year	Financial Security	FTFC	556,040.0	484,927.0	●	226,190.0	226,190.0	★	226,190.0	226,190.0	★	226,190.0	226,190.0	★	226,190.0	226,190.0	★
HDD1c - Number of affordable homes delivered (gross) by the Council	Housing Development Delivery	FTFC	28.00	22.00	▲	1.00	2.00	☆	2.00	30.00	☆	31.00	31.00	★	42.00	34.00	▲
HDD1b (formerly NB1) - New Build Spend v Budget of development activity that is contracted	Housing Development Delivery: Outcome 1: Increased number of affordable houses in Stevenage	FTFC	95.0%	95.0%	★	95.0%	95.0%	★	95.0%	82.7%	▲	95.0%	91.6%	★	95.0%	97.9%	★
NI191: Residual household waste per household (kgs)	Place	Environment	510.00	518.00	★	135.00	132.00	★	265.00	257.60	★	392.00	383.00	★	510.00	490.00	★
⊕ ECH-Rep5: Time taken to complete repair from time of reporting	Place	Maintaining Housing			>>	10.00	14.70	▲	9.75	11.43	●	9.50	10.20	●	9.00	11.61	▲
⊕ NI157c: Percentage of other planning applications determined within 8 weeks	Place	Planning	80.0%	98.1%	☆	80.0%	96.8%	☆	80.0%	96.3%	☆	80.0%	96.8%	☆	80.0%	96.8%	☆
⊕ ECHFL5: Percentage of Repairs service customers satisfied (telephone survey)	Place	Maintaining Housing			>>	95.00%	90.82%	●	95.00%	90.61%	●	95.00%	92.50%	●	95.00%	94.05%	●
⊕ ECH-Rep4: Percentage repairs fixed first time	Place	Maintaining Housing			>>	87.50%	86.24%	●	87.50%	84.00%	●	90.00%	84.88%	▲	90.00%	83.82%	▲
⊕ ECH-Rep3: Percentage repairs appointment made and kept	Place	Maintaining Housing			>>	95.00%	95.65%	★	95.00%	96.87%	★	95.00%	97.08%	★	95.00%	96.98%	★
NI184: Food establishments in the area broadly compliant with food hygiene law	Place	Planning	95.0%	96.9%	★	95.0%	96.9%	★	95.0%	96.3%	★	95.0%	96.0%	★	95.0%	96.0%	★
⊕ NI157b: Percentage of minor planning applications determined within 8 weeks	Place	Planning	65.0%	99.2%	☆	65.0%	96.4%	☆	65.0%	98.0%	☆	65.0%	98.6%	☆	65.0%	94.9%	☆

	Business Unit Theme/Programme	Sub Theme	Target to 31/03/17	Actual to 31/03/17	Status at 31/03/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	
+	NI157a: Percentage of major planning applications determined in 13 weeks	• Place	Planning	60.0%	90.0%	☆	60.0%	100.0%	☆	60.0%	100.0%	☆	60.0%	87.5%	☆	60.0%	90.0%	☆
	ELL1: Percentage of known HMOs that are free from category 1 hazards	• Place	Planning	98.0%	99.6%	★	98.0%	100.0%	☆	98.0%	99.0%	★	98.0%	100.0%	☆	98.0%	99.7%	★
	NI192: Percentage of household waste sent for reuse,recycling and composting	• Place	Environment	43.0%	39.8%	🟡	42.0%	42.0%	★	42.0%	41.8%	★	43.0%	40.3%	🟡	43.0%	42.0%	★
	BV10: Percentage of non-domestic rates due for the financial year received by the authority	• Transformation & Support	Income Collection / Benefit Process	98.4%	98.1%	★	35.5%	36.7%	☆	62.0%	62.0%	★	89.0%	89.1%	★	98.5%	98.6%	★
	BV9: Percentage of council tax collected	• Transformation & Support	Income Collection / Benefit Process	96.4%	96.6%	★	33.5%	33.8%	★	61.0%	61.3%	★	88.5%	88.8%	★	96.5%	96.4%	★
	CSC12: Percentage of calls abandoned in the Customer Service Centre	• Transformation & Support	Customer Service	8.8%	5.5%	★	4.0%	8.5%	▲	4.0%	8.9%	▲	4.0%	9.2%	▲	5.5%	9.7%	▲
	Pe6: Appraisal completion to meet corporate deadlines	• Transformation & Support	People	100.0%	99.1%	★	75.0%	65.2%	▲	100.0%	98.7%	★	100.0%	99.8%	★	100.0%	100.0%	★
	Pe4a: Sickness Absence Rate for the Current Workforce (FTE)	• Transformation & Support	People			»	8.00	9.07	▲	8.00	9.25	▲	8.00	9.28	▲	8.00	9.50	▲
	Pe2: Agency Usage as a percentage of total workforce	• Transformation & Support	People	5.0%	14.7%	▲	15.0%	15.4%	★	14.0%	12.5%	★	12.0%	9.6%	☆	10.0%	11.1%	🟡
	Pe1: Total Human Capital - measures Workforce Stability	• Transformation & Support	People	85.0%	87.0%	★	85.0%	87.0%	★	85.0%	85.0%	★	85.0%	85.3%	★	85.0%	89.0%	★
	Cust1: Percentage complaints progressing to stage 2 and 3 that are upheld or partially upheld	• Transformation & Support	Customer Service	40.0%	41.9%	★	40.0%	51.6%	▲	40.0%	52.8%	▲	40.0%	42.9%	🟡	40.0%	43.7%	🟡
	CSC5: Percentage of walk-in customers to the CSC served within 20mins	• Transformation & Support	Customer Service	85.0%	83.4%	★	85.0%	76.6%	▲	85.0%	77.2%	▲	85.0%	73.6%	▲	85.0%	71.5%	▲
	CSC4: Percentage of telephone calls to the CSC answered within 20 secs	• Transformation & Support	Customer Service	55.0%	64.2%	★	65.0%	54.1%	▲	55.0%	51.9%	🟡	55.0%	51.8%	🟡	55.0%	52.8%	🟡
	CSC13: Percentage of calls closed at first point of contact by the CSC	• Transformation & Support	Customer Service	62.0%	57.5%	★	62.0%	57.8%	★	62.0%	57.8%	★	62.0%	57.7%	★	62.0%	57.7%	★
	NI181: Time taken (days) to process housing benefit new claims and change events	• Transformation & Support	Income Collection / Benefit Process	10.00	7.90	☆	12.00	13.94	🟡	12.00	11.24	★	12.00	9.95	★	10.00	7.16	☆
	ICT1: Percentage availability of core systems during supported hours	• Transformation & Support	Support Services	99.0%	99.8%	☆	99.5%	99.6%	★	99.5%	96.7%	▲	99.5%	98.7%	🟡	99.5%	98.9%	🟡

Appendix C: 2018/19 Corporate Performance Measures

Key:

	Red Status: Focus of improvement	
	Amber Status: Initial improvement activity identified	
	Green Status: Variance from target manageable	
	Green Plus Status: Exceeding expectations	

CURRENT QUARTERLY MEASURES 2018/19												
Measure Description	Measure Owner	Business Unit/ Programme	Theme	Polarity	Actual to Jun 17	Actual to Sep 17	Actual to Dec 17	Actual to Mar 18	Target Jun 2018	Target Sep 2018	Target Dec 2018	Target Mar 2019
EoC4a: Percentage of apprentices in post as percentage of workforce.	Protheroe, Richard	Employer of Choice	FTFC	Bigger is Better	2.10%	1.80%	2.20%	1.60%	2.50%	2.50%	2.50%	2.50%
CTOC1: Percentage of customer complaints responded to within deadline	Watson, Clare	Connected to our Customers	FTFC	Bigger is Better	96.68	92.18	97.1	94.4	95	95	95	95
EAA1: Customer satisfaction with CSC customer service	Watson, Clare	Connected to our Customers	FTFC	Bigger is Better	90.00%	88.50%	88.50%	89.00%	90.00%	90.00%	90.00%	90.00%
FS3 (Futsav1b): Percentage of GF savings identified to meet three year target	Fletcher, Clare	Financial Security	FTFC	Bigger is Better	46.90%	53.40%	59.10%	63.20%	21.10%	39.80%	47.40%	69.90%
FS4 (Futsav2b): Percentage of HRA savings identified to meet three year target	Fletcher, Clare	Financial Security	FTFC	Bigger is Better	49.50%	34.20%	27.60%	40.60%	2.50%	29.30%	33.50%	46.30%
HDD1b (formerly NB1) - New Build Spend v Budget of development activity that is contracted	Ahmed, Ash	Housing Development	FTFC	Bigger is Better	95.00%	82.70%	91.60%	97.90%	90.00%	90.00%	90.00%	90.00%
Assets 5: Percentage of assets known to be health and safety compliant	Cresser, Jaine	Housing and Investment	• Customers	Bigger is Better	99.00%	99.00%	95.00%	97.00%	100	100	100	100
BV213: Homelessness preventions	Cresser, Jaine	Housing and Investment	• Customers	Bigger is Better	47	85	177	231	90	180	270	360
BV66a: Rent collection rate	Cresser, Jaine	Housing and Investment	• Customers	Bigger is Better	94.00%	96.30%	98.30%	98.90%	93.60%	96.30%	97.80%	98.70%
ECHFL-EW1: Percentage of tenants satisfied with external works completed (for the current quarter)	Cresser, Jaine	Housing and Investment	• Customers	Bigger is Better	100.00%	98.10%	96.70%	95.50%	90.00%	90.00%	80.00%	80.00%

Measure Description	Measure Owner	Business Unit/ Programme	Theme	Polarity	Actual to Jun 17	Actual to Sep 17	Actual to Dec 17	Actual to Mar 17	Target Jun 2018	Target Sep 2018	Target Dec 2018	Target Mar 2019
ECHFL1: Percentage of Homes maintained as decent	Cresser, Jaine	Housing and Investment	• Customers	Bigger is Better	81.00%	82.20%	83.70%	75.80%	77.20%	79.80%	82.60%	75.30%
NI156: Number of households in temporary accommodation at end qtr	Cresser, Jaine	Housing and Investment	• Customers	Smaller is Better	97	78	85	46	100	100	100	100
VGC1: Percentage of dwellings with a valid gas certificate	Cresser, Jaine	Housing and Investment	• Customers	Bigger is Better	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CS8: Anti-social behaviour per 1,000 population	Gregory, Rob	Communities and Neighbourhoods	• Customers	Smaller is Better	11.72	23.27	31.49	37.75	10.5	22	31	35
CS9: Criminal damage per 1,000 population	Gregory, Rob	Communities and Neighbourhoods	• Customers	Smaller is Better	3.58	6.8	9.93	12.86	3.5	6.7	9.8	12
NI15b: The rate of violence against the person (victim based crime) per 1,000	Gregory, Rob	Communities and Neighbourhoods	• Customers	Smaller is Better	8.53	17.02	25.65	33.58	8.5	17	26	33.07
ELL1: Percentage of known HMOs that are free from category 1 hazards	Al-Jawad, Zayd	Planning and Regulation	• Place	Bigger is Better	100.00%	99.00%	100.00%	99.70%	98.00%	98.00%	98.00%	98.00%
NI157a: Percentage of major planning applications determined in 13 weeks	Al-Jawad, Zayd	Planning and Regulation	• Place	Bigger is Better	100.00%	100.00%	87.50%	90.00%	60.00%	60.00%	60.00%	60.00%
NI157b: Percentage of minor planning applications determined within 8 weeks	Al-Jawad, Zayd	Planning and Regulation	• Place	Bigger is Better	96.40%	98.00%	98.60%	94.90%	65.00%	65.00%	65.00%	65.00%
NI157c: Percentage of other planning applications determined within 8 weeks	Al-Jawad, Zayd	Planning and Regulation	• Place	Bigger is Better	96.80%	96.30%	96.80%	96.80%	80.00%	80.00%	80.00%	80.00%
NI184: Food establishments in the area broadly compliant with food hygiene law	Al-Jawad, Zayd	Planning and Regulation	• Place	Bigger is Better	96.90%	96.30%	96.00%	96.00%	95.00%	95.00%	95.00%	95.00%
VoidsGN: The time taken to relet standard general needs voids	Cresser, Jaine	Housing and Investment	• Customers/ Place	Smaller is Better	38.59	33.84	33.18	32.11	32	32	32	32
CNM2g: Garage Voids as a percentage of stock	Miller, Craig	Cooperative Neighbourhood Management	FTFC	Smaller is Better	11.78%	12.32%	12.05%	12.06%	12.00%	12.00%	12.00%	12.00%
ECH-Rep3: Percentage repairs appointment made and kept	Miller, Craig	Stevenage Direct Services	• Place	Bigger is Better	95.65%	96.87%	97.08%	96.98%	95.00%	95.00%	95.00%	95.00%
ECH-Rep4: Percentage repairs fixed first time	Miller, Craig	Stevenage Direct Services	• Place	Bigger is Better	86.24%	84.00%	84.88%	83.82%	87.50%	87.50%	87.50%	87.50%



Measure Description	Measure Owner	Business Unit/ Programme	Theme	Polarity	Actual to Jun 17	Actual to Sep 17	Actual to Dec 17	Actual to Mar 17	Target Jun 2018	Target Sep 2018	Target Dec 2018	Target Mar 2019
ECH-Rep5: Time taken to complete repair from time of reporting	Miller, Craig	Stevenage Direct Services	• Place	Smaller is Better	14.7	11.43	10.2	11.61	10	10	10	10
ECHFL5: Percentage of Repairs service customers satisfied (telephone survey)	Miller, Craig	Stevenage Direct Services	• Place	Bigger is Better	90.82%	90.61%	92.50%	94.05%	90.00%	90.00%	90.00%	90.00%
NI191: Residual household waste per household (kgs)	Miller, Craig	Stevenage Direct Services	• Place	Smaller is Better	132	257.6	383	490 (est)	133	254	386	519
NI192: Percentage of household waste sent for reuse, recycling and composting	Miller, Craig	Stevenage Direct Services	• Place	Bigger is Better	42.00%	41.80%	40.30%	42% (est)	42.10%	43.50%	41.50%	40.00%
BV9: Percentage of council tax collected	Fletcher, Clare	Finance and Estates	• Transformation & Support	Bigger is Better	33.80%	61.30%	88.80%	96.40%	33.00%	61.00%	89.00%	96.80%
BV10: Percentage of nondomestic rates due for the financial year received by the authority	Fletcher, Clare	Finance and Estates	• Transformation & Support	Bigger is Better	36.70%	62.00%	89.10%	98.60%	36.00%	62.00%	89.00%	99.00%
Pe1: Total Human Capital - measures Workforce Stability	Protheroe, Richard	Corporate Services and Transformation	• Transformation & Support	Bigger is Better	87.00%	85.00%	85.30%	89.00%	85.00%	85.00%	85.00%	85.00%
Pe2: Agency Usage as a percentage of total workforce	Protheroe, Richard	Corporate Services and Transformation	• Transformation & Support	Smaller is Better	15.40%	12.50%	9.60%	11.10%	10.00%	10.00%	10.00%	10.00%
Pe4a: Sickness Absence Rate for the Current Workforce (FTE)	Protheroe, Richard	Corporate Services and Transformation	• Transformation & Support	Smaller is Better	9.07	9.25	9.28	9.5	8	8	8	8
Pe6: Appraisal completion to meet corporate deadlines	Protheroe, Richard	Corporate Services and Transformation	• Transformation & Support	Bigger is Better	65.20%	98.70%	99.80%	100.00%	100.00%	100.00%	100.00%	100.00%
Cust1: Percentage complaints progressing to stage 2 and 3 that are upheld or partially upheld	Watson, Clare	Corporate Projects, Customer Services and Technology	• Transformation & Support	Smaller is Better	51.60%	52.80%	42.90%	43.70%	40.00%	40.00%	40.00%	40.00%
CSC12: Percentage of calls abandoned in the Customer Service Centre	Watson, Clare	Corporate Projects, Customer Services and Technology	• Transformation & Support	Smaller is Better	8.50%	8.90%	9.20%	9.70%	8.00%	8.00%	7.00%	6.00%

Measure Description	Measure Owner	Business Unit/ Programme	Theme	Polarity	Actual to Jun 17	Actual to Sep 17	Actual to Dec 17	Actual to Mar 17	Target Jun 2018	Target Sep 2018	Target Dec 2018	Target Mar 2019
CSC4: Percentage of telephone calls to the CSC answered within 20 secs	Watson, Clare	Corporate Projects, Customer Services and Technology	• Transformation & Support	Bigger is Better	54.10%	51.90%	51.80%	52.80%	55.00%	55.00%	55.00%	55.00%
CSC5: Percentage of walk-in customers to the CSC served within 20mins	Watson, Clare	Corporate Projects, Customer Services and Technology	• Transformation & Support	Bigger is Better	76.60%	77.20%	73.60%	71.50%	80.00%	80.00%	80.00%	80.00%
NI181: Time taken (days) to process housing benefit new claims and change events	Fletcher, Clare	Finance and Estates	• Transformation & Support	Smaller is Better	13.94	11.24	9.95	7.16	14.0	12.0	11.0	9.0

NEW QUARTERLY MEASURES 2018/19												
Measure Description	Measure Owner	Business Unit/Programme	Theme	Polarity	Actual to Jun 17	Actual to Sep 17	Actual to Dec 17	Actual to Mar 17	Target Jun 2018	Target Sep 2018	Target Dec 2018	Target Mar 2019
Number of affordable homes delivered (gross) by the Council (since 2014)	Ahmed, Ash	Housing Development	FTFC	Bigger is Better					133	148	148	160
Percentage of upheld Stage 2 & 3 complaints for Housing and Investment	Cresser, Jaine	Excellent Council Homes	FTFC	Smaller is Better					40.00%	40.00%	40.00%	40.00%
ECHFL-IW1: Percentage of tenants satisfied with internal works completed (for the current quarter)	Cresser, Jaine	Housing and Investment	• Customers	Bigger is Better					80.00%	80.00%	80.00%	80.00%
Percentage of roles filled by staff employed within the Council	Protheroe, Richard	Employer of Choice	FTFC	Plan is best					20%	20%	20%	20%
Time to recruit	Protheroe, Richard	Employer of Choice	FTFC	Smaller is Better					45days	45days	45days	45days
Percentage of flexible working arrangements in place (part time/job share/ compressed hours)	Protheroe, Richard	Employer of Choice	FTFC	Bigger is Better					>25%	>25%	>25%	>25%
Reduction in contact for key telephony services to be shown by increase in online transactions	Watson, Clare	Connected to Our Customers	FTFC	Bigger is Better					0	6125	12250	24500
Customer satisfaction with Council website	Watson, Clare	Connected to Our Customers	FTFC	Bigger is Better					0.11	0.11	0.15	0.2
New jobs created through Business Technology Centre	Al-Jawad, Zayd	Planning and Regulation	Place	Bigger is Better					10	20	40	55
New business start up in Business Technology Centre	Al-Jawad, Zayd	Planning and Regulation	Place	Bigger is Better					5	10	15	22
VoidsGNMW: The average time taken to re-let general needs major works	Miller, Craig	Stevenage Direct Services	Place	Smaller is Better					65 days	65 days	65 days	65 days
Average responsive repair cost per dwelling (£)	Miller, Craig	Stevenage Direct Services	Place	Smaller is Better					TBA	TBA	TBA	TBA
CSC13a: percentage of calls to the CSC resolved within the CSC (by CSC Advisors)	Watson, Clare	Corporate Projects, Customer Services and Technology	• Transformation & Support	Bigger is Better					65.00%	65.00%	65.00%	65.00%
ICT1a: Percentage availability of core IT services	Watson, Clare	Corporate Projects, Customer Services and Technology	• Transformation & Support	Bigger is Better					99.00%	99.00%	99.00%	99.00%

NEW QUARTERLY MEASURES 2018/19												
Measure Description	Measure Owner	Business Unit/ Programme	Theme	Polarity	Actual to Jun 17	Actual to Sep 17	Actual to Dec 17	Actual to Mar 17	Target Jun 2018	Target Sep 2018	Target Dec 2018	Target Mar 2019
FS1a (LACC1) Percentage GF approved savings removed from GF budget for current year	Fletcher, Clare	Financial Security	FTFC	Bigger is Better					98%	98%	98%	98%
FS2a (LACC2): Percentage HRA approved savings removed from HRA for current year	Fletcher, Clare	Financial Security	FTFC	Bigger is Better					98%	98%	98%	98%
Percentage of spend on Contracts	Fletcher, Clare	Finance & Estates	• Transformation & Support	Bigger is Better					60.00%	60.00%	60.00%	60.00%
Percentage of Commercial leases evaluated and revised to schedule	Fletcher, Clare	Finance & Estates	• Transformation & Support	Bigger is Better					10.00%	35.00%	60.00%	100.00%
Percentage of savings required delivered through commercial income	Fletcher, Clare	Finance & Estates	• Transformation & Support	Bigger is Better					0.00%	12.00%	18.50%	18.50%
Percentage of savings required delivered through process redesign (LEAN)	Fletcher, Clare	Finance & Estates	• Transformation & Support	Bigger is Better					2.00%	15.00%	38.70%	38.70%

NEW ANNUAL MEASURES 2018/19												
Measure Description	Measure Owner	Business Unit/Programme	Theme	Polarity	Actual to Jun 17	Actual to Sep 17	Actual to Dec 17	Actual to Mar 17	Target Jun 2018	Target Sep 2018	Target Dec 2018	Target Mar 2019
Percentage agreeing that their local area has got better over the last two years that attribute it to the CNM programme	Gregory, Rob / CNM Prg Mgr	Cooperative Neighbourhood Management	FTFC	Bigger is Better						PG - 39%	Shep - 36%	StN - 33% MW - 23%
Percentage satisfied with the local area as a place to live that attribute it to the CNM programme	Gregory, Rob / CNM Prg Mgr	Cooperative Neighbourhood Management	FTFC	Bigger is Better						PG - 15%	Shep - 6%	StN - 17% MW - 10%
Percentage agreeing that they can have a say in local decision making	Gregory, Rob / CNM Prg Mgr	Cooperative Neighbourhood Management	FTFC	Bigger is Better						PG - 23%	Shep - 26%	StN - 38% MW - 33%
Percentage who want to have a say in local decision making (including if it depends on the subject)	Gregory, Rob / CNM Prg Mgr	Cooperative Neighbourhood Management	FTFC	Bigger is Better						PG - 80%	Shep - 80%	StN - 82% MW - 90%
Percentage local residents who have volunteered in the last 12 months	Gregory, Rob / CNM Prg Mgr	Cooperative Neighbourhood Management	FTFC	Bigger is Better								PG - 20% Shep - 15% StN - 15% MW - 25%
Year on year increase in Staff Survey Results	Protheroe, Richard	Employer of Choice	FTFC	Bigger is Better						>62%		
Percentage of planning permissions granted that are developed (built) - to be established and incorporated to corporate set	Al-Jawad, Zayd	Planning and Regulation	Place	Bigger is Better					TBC	TBC	TBC	TBC



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