



EXECUTIVE

Date: Wednesday, 9 October 2019

Time: 2.00pm

Location: Shimkent Room, Daneshill House, Danestrete

Contact: Ian Gourlay (01438) 242703

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Members: Councillors: S Taylor OBE, CC (Chair), Mrs J Lloyd (Vice-Chair),
L Briscoe, R Broom, J Gardner, R Henry, J Hollywell and J Thomas.

AGENDA

PART 1

1. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

2. MINUTES - 11 SEPTEMBER 2019

To approve as a correct record the Minutes of the meeting of the Executive held on 11 September 2019 for signature by the Chair.

Pages 3 – 12

3. MINUTES OF THE OVERVIEW & SCRUTINY AND SELECT COMMITTEES

To note the following minutes of the Overview & Scrutiny and Select Committees-

Environment & Economy Select Committee – 3 September 2019

Overview & Scrutiny Committee – 16 September 2019

Community Select Committee – 17 September 2019

Overview & Scrutiny Committee – 23 September 2019

Pages 13 – 30

4. FUTURE TOWN, FUTURE TRANSPORT: ADOPTION OF A TRANSPORT STRATEGY FOR STEVENAGE

To consider the adoption of the amended Future Town, Future Transport Strategy as the transport strategy for Stevenage.

Pages 31 – 172

5. DOMESTIC AND COMMUNAL GAS CONTRACTS

To consider and approve the commencement of the procurement process for new Domestic and Communal Gas Servicing and Repairs Contracts.

Pages 173 – 180

6. INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) JOINT STRATEGY

To consider and approve the Stevenage Borough Council and East Hertfordshire District Council Joint Information and Communications Technology (ICT) Joint Strategy.

Pages 181 – 258

7. URGENT PART I BUSINESS

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

8. EXCLUSION OF PRESS AND PUBLIC

To consider the following motions –

1. That under Section 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.

9. PART II MINUTES - EXECUTIVE - 11 SEPTEMBER 2019

To approve as a correct record the Part II section of the Minutes of the meeting of the Executive held on 11 September 2019.

Pages 259 - 262

10. 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, 9 October 2019 – <http://www.stevenage.gov.uk/have-your-say/council-meetings/161153/>

Agenda Published 1 October 2019

STEVENAGE BOROUGH COUNCIL

EXECUTIVE MINUTES

Date: Wednesday, 11 September 2019

Time: 2.00pm

Place: Shimkent Room, Daneshill House, Danestrete

Present: Councillors: Sharon Taylor OBE CC (Chair), Mrs Joan Lloyd (Vice-Chair), Lloyd Briscoe, Rob Broom, John Gardner, Richard Henry, Jackie Hollywell and Jeannette Thomas.

Start / End Time: Start Time: 2.00pm
End Time: 4.14pm

1 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

There were no apologies for absence.

There were no declarations of interest.

The Chair (Councillor Sharon Taylor) announced that, though not a declarable interest, she had been involved as a Symonds Green Ward Member in the discussions relating to the West of Stevenage access issue (Item 11).

2 MINUTES - 10 JULY 2019

It was **RESOLVED** that the Minutes of the Executive meeting held on 10 July 2019 be approved as a correct record and signed by the Chair.

3 MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE AND SELECT COMMITTEES

In relation to the Minutes of the Environment & Economy Select Committee meeting held on 25 June 2019:

- officers were requested to prepare a briefing note in respect of the Climate Change Strategy in advance of an All Member Briefing session on the Strategy later in 2019; and
- Neighbourhood Centres Review – officers were asked to draw the Select Committee's attention to the fact that a number of the Neighbourhood Centres were to be subject to major regeneration plans.

In respect of the Minutes of the Overview & Scrutiny Committee meeting held on 15 July 2019, the Chair asked officers to circulate to all Members of the Council the letter of response to a resident from the Portfolio Holder for Housing, Health & Older People published in The Comet newspaper regarding the Kenilworth redevelopment scheme.

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

Environment & Economy Select Committee – 25 June 2019

Community Select Committee – 3 July 2019

Overview & Scrutiny Committee – 15 July 2019

Environment & Economy Select Committee – 29 July 2019

4 CORPORATE PERFORMANCE 2019/20 - QUARTER ONE

The Chief Executive presented the Corporate One (April – June 2019) Performance Monitoring Report 2019/20.

The Chief Executive was pleased to report that all 13 Future Town, Future Council performance indicators were at green status. Of the 42 Corporate indicators, 26 were at green status; 2 were amber; 2 were red; and 2 had no data.

In respect of the amber and red items, the Executive noted that officers were chasing up certification documents in order to improve the Health and Safety Compliance of Assets Indicator (5b). Use of agency staff as a percentage of workforce (Pe2) was 13.4% against a target of 12%, although recruitment processes were underway to reduce this percentage in Quarter 2. Indicator NI181 (time taken to process housing benefit new claims and change events) was at amber status as Universal Credit had increased the level of complexity involved in dealing with such claims – however, performance was improving throughout Quarter 2. The level of sickness absence (Pe4a) was at 9.49% against the target of 8% - steps were being taken to reduce the impact of sickness absence, although it was recognised that the figures contained long-term as well as short-term periods of sickness.

The Leader asked for her thanks to be conveyed to all officers involved in the preparation of the report, particularly the Future Town, Future Council section, which provided a thorough summary of the key priorities and performance issues.

The following was discussed:

- Officers agreed to provide all Executive Members with figures relating to the level of short term sickness absence;
- Officers were requested to instigate a project management system for co-ordination and feedback in respect of Member Ward Walkabouts. The Chief Executive advised that this would form part of the forthcoming All Member Briefing session on Ward Walkabouts;
- St. Nicholas Ward Environmental Improvements – officers were asked to provide a breakdown of these for submission to St. Nicholas Ward Members;
- The Leader asked Portfolio Holders to ensure that plain English was used throughout future reports when updates were provided on their respective Portfolio areas; and
- The Interim Strategic Director undertook to provide Executive Members with a more detailed breakdown of the statistics relating to the percentage of telephone calls answered by the Customer Service Centre within 20 seconds.

It was **RESOLVED:**

1. That the delivery of priorities which form the Future Town, Future Council Programme and performance of the Council across the key themes for quarter one 2019/20, together with the latest achievements, be noted.
2. That officers are requested to scope a potential new FTFC workstream called “Place of Choice”, with a view to feeding this into the wider annual review of FTFC programme projects and deliverables for 2020/21.
3. That actions to ensure the prompt certification of health and safety compliance of non-domestic/non-commercial council buildings in accordance with the compliance contract are noted and endorsed (Paragraphs 3.86 and 3.87 of the report).
4. That improved performance in the Customer Service Centre is noted and continuing plans to sustain and improve performance are endorsed (Paragraphs 3.101 to 3.107 of the report).
5. That the impact of the rise in long term sickness on average sickness absence levels is noted, and that ongoing implementation of improved practices to support sickness absence management is endorsed (Paragraphs 3.117 to 3.121 of the report).

Reason for Decision: As contained in report.

Other Options considered: As contained in report.

5 MEDIUM TERM FINANCIAL STRATEGY UPDATE - GENERAL FUND 2019/20 - 2023/24

The Portfolio Holder for Resources introduced the report, advising that the Strategy had been reviewed, and inflation increase assumptions remained unchanged, which meant estimated inflationary pressures of £675,000 for 2020/21, with a large part of the inflation relating to projections of 2.25% for the next year’s staff pay award. There was an estimated £296,000 gap in funding and requiring savings options as a result of inflation versus fee increase. When other identified pressures were included, the gap increased to £696,000.

The Portfolio Holder for Resources stated that, to deliver the Financial Security targets, the MTFS included an assumption that £100,000 would be required in 2020/21. The MTFS also included some unavoidable pressures, including ICT, which for the MTFS five year period totalled £1.38Million. The MTFS included no further allowance for growth in 2020/21 due to the current financial position, and any new growth would need to be funded from additional savings.

The Portfolio Holder for Resources commented that, taking into account the financial challenges the Council faced, it was recommended that Members identified and prioritised services to determine where budget reductions could be made if the required Financial Security savings were not achieved. This was particularly important as balances reached minimum levels. The Leader’s Financial Security Group was working on identifying such priorities.

The Assistant Director (Finance & Estates) confirmed that the recently received one year Government Spending Assessment proposed a 2% cap on Council Tax rises for 2020/21 (a £58,000 reduction in income for SBC); there would be no benefit to be derived from NNDR pilots, as no new pilots would be approved for 2020/21; and only legacy New Homes Bonus payments would continue (a further loss of income to SBC of £50,000). A positive was that there would be a national fund of £54Million to help tackle homelessness, although there was no indication as to how this would be distributed.

The Leader provided an update on the work of the Local Government Association's (LGA) Resources Panel, of which she was a Member, in respect to the further delay of the audit of the Council's Statement of Accounts and the recently received Government Spending Review for 2020/21. In respect of the delayed audit of accounts, she had asked the LGA Leadership Team to take up the matter of the capacity of the audit industry to deliver timely audits with the Secretary of State. With regard to the Government Spending Review, she felt that there were insufficient positive elements relating to Borough District Council funding, due to the restrictions mentioned by the Assistant Director (Finance & Estates). In addition, she was disappointed that no further flexibility had been provided regarding the use of Right to Buy capital receipts.

The Leader asked the Assistant Director (Finance & Estates) to escalate work on the commercialisation agenda, particularly the potential for the Council to purchase commercial property outside of the Borough boundary.

It was **RESOLVED:**

1. That the Medium Term Financial Strategy (MTFS) principles, as outlined in Paragraph 4.1.7 of the report, be noted.
2. That, for modelling purposes, Council tax increases be set at the threshold of 2.99%, subject to any change in government rules to achieve a balanced budget (Section 4.7.12 of the report refers).
3. That the updated inflation assumptions used in the Medium Term Financial Strategy (Section 4.4 of the report refers) be approved.
4. That a General Fund Financial Security Target of £1.9million be approved for the period 2020/21- 2022/23 (Paragraph 4.6.15 of the report refers). This includes increases in fees and charges.
5. That the approach to Financial Security as set out in Section 4.6 of the be approved, and subject to approval of the Commercialisation Strategy at the November 2019 Executive meeting.
6. That an amount of £100,000 for 2020/21 be approved for inclusion in the budget setting process as a Transformation Fund, to help deliver the Financial Security Target (Paragraph 4.5.5 of the report refers).

7. That the unavoidable growth pressures as outlined in Paragraphs 4.5.2-4.5.4 of the report are approved, subject to the approval of the ICT Strategy at the October Executive meeting.
8. That General Fund growth is only approved for the Council's FTFC priorities and is funded from within the existing baseline budgets or by further savings in addition to the £1.9Million target identified (Paragraph 4.5.5 of the report refers).
9. That the Leader's Financial Security Group oversee the development of the 2020/21 – 2022/23 savings package.
10. That a minimum level of balances for the General Fund of £2.88million be approved for 2020/21 (Section 4.11 of the report refers).
11. That the MTFS is regularly updated for any material financial pressures so forecasts are updated, and is re-presented to the Executive for approval.
12. That public consultation be commissioned in line with the requirements of the Council's Consultation and Engagement Strategy.
13. That the Trade Unions and staff be consulted on the key messages contained within the Medium Term Financial Strategies and more specifically when drawing up any proposals where there is a risk of redundancy.

Reason for Decision: As contained in report.

Other options considered: As contained in report.

6 **1ST QUARTER REVENUE MONITORING 2019/20 - GENERAL FUND AND HOUSING REVENUE ACCOUNT**

The Portfolio Holder for Resources advised that the General Fund net increase to the working budget for the First Quarter of 2019/20 was £193,600. Service variances were shown in the table set out at Paragraph 3.2 of the report. The largest variances included decreases in income from car parking, Council Tax summons, garage rents and the verge maintenance agreement with Hertfordshire County Council. These had been partly offset by increases in income on planning applications and finance service level agreements. Increased costs had arisen from the impact of the IT strategy in 2019/20 (the IT Strategy would be presented to Executive in October 2019). The General Fund balance at the year-end was projected to be £3.8Million.

The Executive noted that the impact on the 2020/21 budget was a £47,200 ongoing pressure for the General Fund. The report also updated Members on allocated reserves, estimated to be £2.3Million by year end, of which £1.74Million related to regeneration projects funded over more than one year.

In terms of the Housing Revenue Account (HRA), the Portfolio Holder for Resources explained that the 2019/20 working budget (net deficit) had increased by £111,000. The biggest variances were from Council Tax on long term empty properties and the

HRA share of the IT Strategy, partly offset by increases from timing projections on rent. Any impact on future year HRA budgets would be reported through to the Executive in the HRA Business Plan. The HRA balance at the year-end was projected to be £11.6Million.

The Leader commented that the Quarter 1 reductions in car parking and garage rental income could well indicate a slight downturn in the town's economy. She added that action might need to be taken should the trend continue throughout Quarter 2. The Chief Executive undertook to circulate to Executive Members the latest Welfare Reform Dashboard monitor for Stevenage.

It was **RESOLVED**:

General Fund

1. That the 2019/20 1st Quarter projected net increase in General Fund expenditure of £193,570 be approved.
2. That it be noted that cumulative changes made to the General Fund net budget remains within the £400,000 increase variation limit delegated to the Executive.
3. That it be noted that the 2020/21 ongoing net pressure of £47,190 will be incorporated into the General Fund Medium Term Financial Strategy (MTFS).

Housing Revenue Account (HRA)

1. That the 2019/20 1st Quarter projected net increase in HRA net deficit of £111,330 be approved.
2. That it be noted that the cumulative increases made to the HRA net budget remains within the £250,000 increase variation limit delegated to the Executive.

Reason for Decision: As contained in report.

Other Options considered: As contained in report.

7 1ST QUARTER CAPITAL MONITORING 2019/20 - GENERAL FUND AND HOUSING REVENUE ACCOUNT

The Portfolio Holder for Resources advised that the 2019/20 General Fund Capital Programme was projected to be £2.9M lower than the working budget of £35.8M, or 8% of the budgeted amount, which related to the re-profiling of scheme delivery between 2019/20 and 2022/23, including:

- £1.7Million Garages programme into 2020/21, due to their inclusion in the scope of the Major Refurbishment Contract, in order to benefit from economies of scale and minimise disruption to residents;
- Bus Interchange - £1.5Million slipped into 2020/21, relating to expenditure on the design and ensuring that the remainder can be claimed from GD3 monies; and
- £1.1Million brought forward for Town Centre Regeneration due to the requirement to utilise LEP funding.

In relation to the Housing Revenue Account (HRA), the Portfolio Holder for Resources stated that the Capital Programme was projected to be £432,000 higher than the working budget of £33.3M. Forecast capital receipts had reduced by £678,000, mainly due to reviewing the timing and likelihood of garage site disposals. These receipts part-fund the garage improvement programme and it was recommended that this element of the programme was only progressed when these sales were achieved.

The Portfolio Holder for Resources explained that 9 Right to Buy (RTB) sales had been completed in the First Quarter, and a further 11 by 22 August 2019 (the total for the year to date was 20). The forecast total for the year remained at 35 sales. The current profile of new build homes and known grant payments to registered housing providers had identified a requirement to return RTB 1 for 1 receipts in the 3rd and 4th quarters of 2019/20. This had been estimated at £681,000 plus interest.

The Assistant Director (Finance & Estates) was requested to include in future monitoring reports a summary of the external grant funding received by the Council.

It was **RESOLVED**:

1. That the 2019/20 General Fund capital programme net decrease in expenditure of £2.9million be approved, as summarised in table one, Paragraph 4.1.1. of the report.
2. That the General Fund net increase of capital expenditure of £646k in 2020/21 into future years, also as summarised in table one, Para 4.1.1 of the report, be approved.
3. That the net increase of £432k in the capital expenditure for 2019/20 Housing Revenue Account, as summarised in table three, Paragraph 4.3.4 of the report, be noted.
4. That Members note the net decrease of £1.4m in the capital expenditure for 2020/21 Housing Revenue Account.

Reason for Decision: As contained in report.

Other Options considered: As contained in report.

8 ANNUAL TREASURY MANAGEMENT STRATEGY REVIEW OF 2018/19

The Portfolio Holder for Resources advised that the Council's Capital Financing Requirement (CFR) had increased in year (£64,000), as borrowing was required to funding part of the 2018/19 capital programme. Internal borrowing had been used and no new external borrowing was taken in 2018/19. As at the 31 March 2019, the Council had outstanding loans of £205.5Million.

The Portfolio Holder for Resources stated that cash balances held at the 31 March 2019 were £54.1Million and interest earned in 2018/19 was £585,000 or 0.88%. Investment balances included restricted use receipts of £10.0Million and collection

fund provisions of £9.6Million. In 2018/19, a Minimum Revenue Payment (MRP) of £661,090 (which was the local government equivalent of debt repayment) was charged to the General Fund. An MRP Policy review was currently being carried out to review the asset lives and asset types attracting a MRP charge. There were no breaches of the Treasury Management Strategy in 2018/19.

The Portfolio Holder for Resources reported that she had received positive feedback on the recent Treasury Management All Member Briefing.

The Assistant Director (Finance & Estates) advised that the Audit Committee had been informed that the use of property fund investment options would be reviewed over the coming months, and that the interest rates were at such favourable levels that it was an opportune time for borrowing.

It was **RESOLVED:**

1. That the 2018/19 Annual Treasury Management Review is recommended to Council for approval.
2. That the updated Minimum Revenue Provision (MRP) Policy is recommended to Council for approval.

Reason for Decision: As contained in report.

Other Options considered: As contained in report.

9 URGENT PART I BUSINESS

The Chair accepted items of urgent Part I business in respect of Brexit and possible General Election updates.

(1) Brexit Update

The Interim Strategic Director advised that he had been appointed as the SBC Lead Officer for Brexit and that a Brexit Officer Working Group had been established to prepare for the implications of a Brexit on 31 October 2019, in particular a worst case scenario of a no deal outcome.

The Interim Strategic Director stated that the Brexit impact assessment considered by the Executive in February 2019 had been looked at and updated by the Working Group. The Group had engaged with the Hertfordshire Resilience Forum, the countywide group responsible for co-ordinated Brexit preparations.

The Executive noted that the SBC Working Group was aiming to ensure that all Business Units were in readiness, although further Government guidance was expected regarding the expectations on local authorities. Of particular importance would be the business continuity and economic/community cohesion impacts of Brexit, and the establishment of clear communication links with the community and business sectors.

The Interim Strategic Director explained that the Resilience Forum would prepare a Brexit Plan for Hertfordshire, which would be subject to a Government test, although details of how this would take place were awaited. The aim would be to bring together local partners, such as health providers, the voluntary sector and businesses, and to pass any local intelligence about the impact of Brexit to the Government. The Government may be establishing Economic Task Forces, although the details relating to these were vague.

The Executive was informed that the SBC Working Group would administer the £50,000 budget for Brexit preparations, and would regularly monitor the SBC Brexit Risk Register. The work on Brexit centred around 9 key theme areas, each the responsibility of a named Assistant Director or Senior Manager, with actions to be developed for feeding into a single SBC Brexit Plan. Once prepared, he undertook to circulate this Plan to all Members of the Council.

The Interim Strategic Director was requested to:

- feed back to the Hertfordshire Resilience Forum Members' concerns regarding the shortage of medical supplies already being experienced by Stevenage residents and the potential for increased homelessness in the Borough should unemployment increase due to companies relocating or ceasing to operate;
- prepare a Briefing Note on the latest Brexit developments for circulation to all Members of the Council;
- organise a round table meeting for businesses operating out of the Business Technology Centre to glean the concerns and issues that those businesses were expecting to experience through Brexit; and
- ensure that the Leader was invited to all future meetings of the Brexit Officer Working Group.

(2) Possible General Election Update

The Chief Executive confirmed that plans were in place to respond swiftly should a General Election be called in the coming months. Print suppliers were on standby regarding poll cards/postal vote packs etc. Key staff availability had been checked and liaison commenced with North Hertfordshire District Council. Stevenage Leisure Limited was aware of the need for the Main Hall to be used for the Count. An assessment had been made of the Forward Plan items which could be deferred should an Election be called.

10 **EXCLUSION OF PRESS AND PUBLIC**

It was **RESOLVED**:

1. That, under Section 100(A) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as described in Paragraphs 1 to 7 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 outweighed the public interest in disclosure.

11 WEST OF STEVENAGE SITE - ACCESS

The Executive considered a Part II report in respect the status of negotiations for an option for developers to acquire an easement to enable access to the West of Stevenage housing site.

It was **RESOLVED** that the recommendations contained in the report be approved.

Reason for Decision: As contained in report.

Other Options considered: As contained in report.

12 URGENT PART II BUSINESS

None.

CHAIR

STEVENAGE BOROUGH COUNCIL

ENVIRONMENT & ECONOMY SELECT COMMITTEE MINUTES

Date: Tuesday, 3 September 2019

Time: 6.00pm

Place: Shimkent Room - Daneshill House, Danestrete

Present: Councillors: Michael Downing (Chair), Adam Mitchell CC (Vice-Chair), Doug Bainbridge, Sandra Barr, Adrian Brown, Jim Brown, Teresa Callaghan, Jody Hanafin and Loraine Rossati

Start / End Start Time: 6.00pm
Time: End Time: 6.40pm

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

Apologies for absence were received from Councillors Stephen Booth and David Cullen.

There were no declarations of interest.

2 **MINUTES - 29 JULY 2019**

It was **RESOLVED** that the Minutes of the Environment & Economy Select Committee meeting held on 29 July 2019 be approved as a correct record and signed by the Chair.

3 **REVIEW OF LOCAL POST OFFICE SERVICES IN STEVENAGE**

The Chair informed the Committee that the two witnesses originally scheduled for the meeting were no longer able to attend due to work commitments and traffic problems. It was reported that the decision to review local post office services had been prompted by unsatisfactory answers to Member questions at a previous briefing on post offices in Stevenage.

The Strategic Director indicated that soon after the decision to close the Waitrose Store in Stevenage High Street was announced, the Council sought clarification on the rationale behind the decision and future plans. Waitrose representatives indicated that the company's priority was to assist workers affected by the closure and were not in a position to update regarding the use of building beyond the closure date. The representatives did not share details about plans for the in-store post office but indicated that future options would be considered by the Post Office. The Strategic Director informed the Committee that Post Office Limited was looking for a permanent solution. The Post Office was currently advertising the opportunity to operate a post office in Stevenage Old Town on the 'Run a Post Office' website. Efforts were also underway to seek suitable premises for the post office. It was reported that at the point of closure of the Waitrose store, it was unlikely that the

post office would be able to continue in the current location. There was an expectation of a break in the provision of post office services between the time of the Waitrose in-store post office closure and the opening of a new post office in the area.

Members highlighted the huge demand for post office services in the Old Town area. It was noted that elderly residents were particularly affected by post office closures due to issues such as limited internet access and limited access to other post office facilities. Availability of post office services was now a high priority issue in the area following the closure of the last High Street bank last year (2018). There was likely to be increased pressure on Symonds Green and town centre post offices as a result of the closure of the post office at Waitrose. Members pointed out the urgency to find a short-term solution given that the post office branch at Waitrose was scheduled to close on 23 October 2019. The closure of banks in the area had deprived local retail outlets of convenient facilities for cashing daily takings. It was indicated that local post offices were in a vulnerable position due to the business model of adding a Post Office franchise to an existing retail business. Members expressed concerns about potential privacy risks for customers of in-store post offices. The closure of the post office and High Street banks appeared to hamper regeneration efforts in Stevenage. Members sought clarification on the timescale for the opening of a new post office in the Old Town area. The Committee suggested alternative solutions including:

- Highlighting possible empty shop units that could be considered by the Post Office
- Whether the Post Office would consider locating with other community or local service points such as Springfield House or Stevenage Old Town Library
- Temporary post office facilities such as mobile units and portable cabins

In response to questions, the Strategic Director stated that:

- The Council had offered to liaise with Post Office Limited, local retail outlets and other stakeholders in efforts to share information to help inform the search for sites for post office services in the Old Town area
- The Council was actively liaising with stakeholders and sharing information where possible regarding the location and timescale for the opening of a new post office
- Feedback would be provided to the Post Office regarding the suggestions made by the Environment and Economy Committee in respect of possible locations for permanent and temporary uses.

It was **RESOLVED** that the review of local post office services in Stevenage be revisited in future.

4 **REVIEW OF LOCAL POST OFFICE SERVICES IN STEVENAGE - SCOPING DOCUMENT**

The Committee considered the draft Scoping Document for the review of Local Post Office Services in Stevenage. The Scrutiny Officer gave an update on an informal survey involving elderly residents of the town. The Scrutiny Officer also informed Members that several local postmasters had rejected the invitation to appear before the Committee. Members indicated that in view of the uncertainty surrounding the High Street Post Office and issues affecting other post offices there was need for a further meeting to review local post office services in Stevenage.

It was **RESOLVED:**

1. That the draft Scoping Document is noted
2. That efforts be made to invite representatives from local post offices and the National Federation of Sub Post Offices to a future committee meeting
3. That the Old Town Business and Community Partnership be added to the list of witnesses

5 **URGENT PART 1 BUSINESS**

None.

6 **EXCLUSION OF PUBLIC AND PRESS**

Not required.

7 **URGENT PART II BUSINESS**

None.

CHAIR

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STEVENAGE BOROUGH COUNCIL
OVERVIEW AND SCRUTINY COMMITTEE
MINUTES

Date: Monday, 16 September 2019

Time: 6.00pm

Place: Shimkent Room, Daneshill House, Danestrete

Present: Councillors: Lin Martin-Haugh (Chair), Sandra Barr, Jim Brown, Laurie Chester, Michael Downing, Michelle Gardner, Andy McGuinness, John Mead, Sarah Mead, Adam Mitchell CC and Claire Parris.

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

1 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies for absence were received from Councillors Phil Bibby CC and Robin Parker CC.

There were no declarations of interest.

2 MINUTES - 15 JULY 2019

It was **RESOLVED** that minutes of the meeting of the Committee held on 15 July 2019 are approved as a correct record for signature by the Chair.

3 PART I DECISIONS OF THE EXECUTIVE

The Committee considered the decisions on the following matters arising from the Executive held on 11 September 2019.

Minutes of the Executive – 10 July 2019

Noted.

Minutes of the Overview & Scrutiny and Select Committees

Noted.

Corporate Performance 2019/20 – Quarter One

In relation to staff sickness levels, Members expressed concern that the figures were misleading as both short term and long term sickness had been combined. Officers agreed to provide Members with separate figures relating to the levels of short term and long term sickness absence. Confirmation of the implementation date of the new sickness procedure involving FirstCare would also be advised.

Medium Term Financial Strategy Update – General Fund 2019/20 – 2023/24

Officers advised that since the report had been published, the Government had advised that Local Authorities would only be able to increase Council Tax by 2%. In response to a question from Members regarding the report's inclusion of a 2.99% increase for Council Tax for 2020/21, Officers agreed to provide a written response to Members explaining the figure.

1st Quarter Revenue Monitoring Report 2019/20 – General Fund and Housing Revenue Account

Officers informed the Committee of the further delay by Ernst Young of the audit of the Council's Statement of Accounts. Members asked what action the Council was taking in response to the delay and the significant effect it was having on the Council and in particular members of staff. It was noted that the Leader and Officers had made representations regarding the delay, in particular the Housing Benefit Audit, but that the delays were being experienced by many Councils and several of the main Audit companies.

Members expressed their thanks to the Finance Team for their work and patience in dealing with the situation.

1st Quarter Capital Monitoring Report 2019/20 – General Fund and Housing Revenue Account

The Strategic Director undertook to circulate to Members the latest Welfare Reform Dashboard monitor for Stevenage.

In response to a question relating to the Kenilworth Scheme, Officers advised that the procurement response should be received in 6 to 8 weeks and that works would begin on-site in 2020.

Annual Treasury Management Strategy Review of 2018/19

Noted.

Urgent Business

(1) Brexit Update

The Strategic Director advised that a Brexit Officer Working Group had been established to prepare for the implications of a Brexit on 31 October 2019, in particular a worst case scenario of a no deal outcome.

It was noted that the Interim Strategic Director had been requested to:

- feed back to the Hertfordshire Resilience Forum Members' concerns regarding the shortage of medical supplies already being experienced by Stevenage residents and the potential for increased homelessness in the Borough should

unemployment increase due to companies relocating or ceasing to operate;

- prepare a Briefing Note on the latest Brexit developments for circulation to all Members of the Council;
- organise a round table meeting for businesses operating out of the Business Technology Centre to glean the concerns and issues that those businesses were expecting to experience through Brexit; and
- ensure that the Leader was invited to all future meetings of the Brexit Officer Working Group.

(2) Possible General Election Update

The Strategic Director confirmed that plans were in place to respond swiftly should a General Election be called in the coming months.

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

None.

5 **URGENT PART I BUSINESS**

The Chair accepted an item of urgent Part I business in respect of the Community Infrastructure Levy (CIL).

Councillor Jim Brown advised that he had attended the recent examination in public held regarding the CIL. He expressed concern regarding a number of issues which had arisen during the enquiry including an error in the figures which had been discovered regarding the proposed CIL rates.

The Strategic Director advised that as there was no representative from Planning at this meeting and specific technical information was required for a comprehensive response a full briefing note on the matter would be produced for Members. He also advised that the Executive and this Committee would have the opportunity to examine the results of the Inspector's Report when available.

6 **EXCLUSION OF PRESS AND PUBLIC**

It was **RESOLVED**:

1. That, under Section 100(A) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as described in paragraphs 1 to 7 of Part 1 of Schedule 12A of the Act, as amended by SI 2006 No. 88.
2. That having considered the reasons for the following item being in Part II, it be determined that maintaining the exemption from disclosure of the information contained therein outweighed the public interest in disclosure.

7 **PART II MINUTES - 15 JULY 2019 - OVERVIEW & SCRUTINY COMMITTEE**

Noted.

8 **PART II DECISIONS OF THE EXECUTIVE**

The Committee considered the Part II decisions on the following matters arising from the Executive held on 11 July 2019.

West of Stevenage Site – Access

Members expressed their appreciation to officers for involving them in this matter in particular the Local Ward Members.

It was **RESOLVED** that the Part II decisions of the Executive held on 11 July 2019 are noted.

9 **URGENT PART II BUSINESS**

None.

CHAIR

STEVENAGE BOROUGH COUNCIL

COMMUNITY SELECT COMMITTEE MINUTES

Date: Tuesday, 17 September 2019

Time: 6.00pm

Place: Shimkent Room - Daneshill House, Danestrete

Present: Councillors: Sarah Mead (Chair), Margaret Notley (Vice-Chair), Stephen Booth, Adrian Brown, Alex Farquharson, Liz Harrington, John Mead and Claire Parris

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

1 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies for absence were received on behalf of Councillors T Callaghan and L Rossati.

There were no declarations of interest.

2 MINUTES OF THE PREVIOUS MEETING - 3 JULY 2019

It was **RESOLVED** that the Minutes of the Community Select Committee meeting held on 3 July 2019 are approved as a correct record and signed by the Chair.

3 SPORTS & LEISURE SCRUTINY REVIEW

The Portfolio Holder (Children, Young People and Leisure) gave introductory remarks on previous sports and leisure reviews, current developments and future plans for sports and leisure in Stevenage. The Portfolio Holder mentioned that the Stevenage Leisure Limited (SLL) contract was the Council's largest contract outside the regeneration projects. Members were informed that substantial savings had been made following the Select Committee's reviews of 2014 and 2017.

Members were informed that the current SLL contract would expire in 2023. It was pointed out that the changing nature of sports and leisure offers would be a factor in the contract review. The Portfolio Holder highlighted the work of the Leisure Innovation Group and Leisure Partnership Board and informed the Committee that he was a member of the Local Government Association's (LGA) Culture, Tourism & Sport Board. The Board had strategic oversight of all the LGA's policy and improvement activity in relation to libraries, the visitor economy, sport and physical activity, the arts, museums, public parks and heritage. The Board also supported Portfolio Holders and officers to lead transformational change of cultural, tourism and sport services and seize development opportunities. It was reported that Sport England's Regional Director, Chris Perks, was impressed by Stevenage's sporting ambitions and innovative ideas including regional partnerships and the sports and

health and well-being linkage. Plans were in place to invite Sport England Regional Director to a future meeting to discuss Stevenage's progress towards its sports objectives and funding options.

The Assistant Director (Communities and Neighbourhoods) informed the Committee that the joint SBC/SLL Innovation Group looked at options for contract development and ideas to increase footfall. The Group had introduced the Pay and Play service at Fairlands Valley Park and Sailing Centre and made changes to theatre and community programming at the Gordon Craig Theatre. It was reported that the Group would soon be carrying out a review of operations at the Stevenage Golf and Conference Centre.

The Committee made the following comments:

- The "Pay and Play" offer at the Council's sports and leisure facilities was a positive development
- The reduction in fees for the SoChallenging high ropes course had contributed to an increase in the number of participants
- SBC and SLL must focus on key users and target key groups including older people, people with disabilities and medical referrals for sports and exercise
- Some gym users were attracted to private gyms by offers of easy access for long periods of the day (24 hour opening for some providers)
- Opening times for SBC sports and leisure facilities such as gyms should be revised to cater for those who worked unsocial hours
- There was scope to increase revenue through offering a combination of products at venues or a multiple-date/multiple venue package, for example gym and theatre access for one user or family
- The Innovation Group should consider hosting themed events and music groups at the Fairlands Valley Park
- Efforts should be made to debunk the perception that sailing and events at the Fairlands Valley Sailing Centre were elitist
- Improve access to the Sailing Centre reception
- Advertising boards should be placed outside the Cycling Hub and at prominent places around Fairlands Valley Park
- The online booking system for the Sailing Centre should be user-friendly
- Allowing local students to work at the Sailing Centre or around the Fairlands Valley Park in lieu of sailing course fees
- The current provision of toilet facilities at Fairlands Valley Park was inadequate. Some of the public conveniences such as those at the Splash Park currently serve as informal changing rooms as well
- There was a huge demand for car parking spaces particularly at peak times. The Council should consider providing additional parking spaces or reconfiguring the area to increase the number of parking spaces
- Adequate car parking provision was vital particularly to attract visitors from out of Stevenage
- Visitors who use car parks at the Park could be encouraged to make a donation towards upkeep of the car park and possible future expansion
- There were reports of problems created by geese and other bird species. The birds fouled on pavements, buildings and other features in the Park. One way

of minimising this nuisance was to remove food sources. The Council should continue education campaigns against feeding birds with bread but to use appropriate food such as grains which could be purchased from facilities at the Park

- The screening of art films at the Gordon Craig Centre appeared not to be popular which makes this economically unviable
- There had been serviceability issues for the lift at Gordon Craig in the recent past

Members suggested that the sports and leisure offer be linked to the Cultural Strategy. The Committee also highlighted the benefits of providing links to private sports clubs and leisure providers via the SBC website. Members also suggested using the iconic Vincent motorbike to promote the sports, leisure and culture offer of Stevenage. Members mentioned creating a public trail (or using existing cycleways) featuring drawings, paintings and replicas of the Vincent motorbike. If this proposal was adopted, schools could be invited to participate in the design of the trail features.

The Assistant Director informed Members that the Innovation Group had considered the idea of pop-up swimming pools. It was pointed out that finding a suitable location and the capital outlay would be the main challenges for the project. SLL was not in a position to invest in pop-up pools in Stevenage given that there were a few years remaining on the current contract. It was noted that health and safety compliance would be a significant factor on any decision relating to pop-up pools.

The Assistant Director acknowledged that there was need for clarity on the cleaning regime at Fairlands Valley Park. SBC Parks team and SLL had cleaning responsibilities in and around the Park. It was reported that Communities and Neighbourhoods and Stevenage Direct Services officers would soon be meeting to discuss short-term cleaning arrangements at the Fairlands Valley Park. The Portfolio Holder indicated that the cleaning regime and overall management of the Park would form part of the contract review.

The Portfolio Holder acknowledged that the regeneration programme was likely to introduce competitors to the SBC sports offer. It was noted that the SBC offer was competitive because it catered for wider demographics and offered more specialised and personalised training than most of the private gym providers. Members were informed that revenue and attendance figures at Fairlands Valley Park events had increased due to the setting up of market stalls alongside other events in the Park. The Portfolio Holder indicated that the Council was liaising with Sports Stevenage regarding submitting a bid for marketing and website upgrades to Sport England.

With regard to art films, the Portfolio Holder informed the Committee that there would be adverse financial implications if undersubscribed films were shown in large capacity rooms at the Gordon Craig Centre. SLL was looking at screening art films in the small rooms for small audiences. Art films could also be offered as part of the community package. Members were informed that an art club had started screening art films at Roaring Meg. The attendance at the art club film shows was reasonable. The Portfolio Holder announced that the Council recently started a pilot for a “meanwhile use” arrangement in the town centre. As part of this arrangement, SBC

invited applications from artists and groups for short-term use of temporarily empty buildings such as shops until they can be brought back into commercial use. This arrangement eliminated the potential problem of empty shops and it helped to keep the area vibrant. This arrangement also gave publicity to the artists. If successful, the project would be rolled out to other parts of the town.

The Stevenage Regional Contract Manager for SLL also confirmed that SBC's sports offer would be affected by the introduction of new sports providers. The impact of the new players would be assessed once the new providers were operational. The SBC offer had advantages of loyal clientele, highly-regarded trainers and well-being specialists.

The Stevenage Regional Contract Manager for SLL announced that a pilot to host afternoon tea parties at the Golf Centre had been a success. Members suggested that the events be promoted to wider sections of the town as well as with staff. The Committee also suggested that gift cards for tea parties be included in the Golf Centre offer. The Manager acknowledged the problems with the lift at the Gordon Craig Theatre. The lift was now serviceable following repair by a contractor that had been recommended by the Council.

The Committee thanked officers for the reports and for facilitating site visits. Members noted that availability for site visits had been affected by other commitments but officers reiterated that further visits would be arranged if required. The Innovation Group should consider reviewing the marketing strategy, improving online accessibility and addressing the increasing demand for use of the swimming pool.

It was **RESOLVED:**

1. That the Scrutiny Officer schedules interviews as outlined in the scoping document
2. That Members submit review research documents to the Scrutiny Officer
3. That Members provided information relating to sports and leisure surveys carried out at resident meetings
4. That the capacity of the Stevenage Arts and Leisure Centre Theatre be changed from 750 to 500 (site visit notes – page 9 of the agenda pack)
5. That breakfast service be referenced as one of the services provided by the Stevenage Golf & Conference Centre

4 **URGENT PART 1 BUSINESS**

None.

5 **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 involve the likely disclosure of exempt information as described in Paragraphs 1 to 7 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 outweighed the public interest in disclosure

6 **PART II - SPORTS & LEISURE SCRUTINY REVIEW**

The Committee received a presentation on Stevenage Leisure Limited (SLL). The Committee also received customer demographic information (age, post code and ward usage breakdown) and customer behaviour analysis.

It was **RESOLVED** that the update be noted.

7 **URGENT PART II BUSINESS**

None.

CHAIR

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STEVENAGE BOROUGH COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE - SITTING AS A SELECT COMMITTEE MINUTES

Date: Monday, 23 September 2019

Time: 6.00pm

Place: Shimkent Room - Daneshill House, Danestrete

Present: Councillors: Lin Martin-Haugh (Chair), Philip Bibby CC (Vice-Chair), Jim Brown, Laurie Chester, Michael Downing, Michelle Gardner, John Mead, Sarah Mead and Adam Mitchell CC

Start / End Start Time: 6.00pm
Time: End Time: 7.55pm

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

Apologies for absence were received on behalf of Councillors S Barr, S-J McDonough, A McGuinness, R Parker and C Parris.

There were no declarations of interest.

2 **DRAFT SCOPING DOCUMENT - SCRUTINY REVIEW OF THE COUNCIL'S SCRUTINY ARRANGEMENTS**

The Committee considered the scoping document for the Scrutiny Review of the Council's Scrutiny arrangements. The Scrutiny Officer provided background information on Overview and Scrutiny (O & S) including the legal framework. Overview and scrutiny was introduced by the Local Government Act 2000 to enable a more streamlined structure for decision-making. The new role of Overview and Scrutiny was designed to act as a check and balance, holding the Cabinet to account and contributing to policy development. It was noted that in addition to scrutinising local issues, local authorities also managed the processes of external scrutiny for health bodies, community safety partnerships and Police and Crime Commissioners.

The Scrutiny Officer indicated that Members had raised the issue of reviewing the Council's Scrutiny arrangements for the last two years. The scheduling of this review came after the Ministry of Housing, Communities and Local Government (MHCLG) had published new statutory guidance on overview and scrutiny in local and combined authorities. The guidance was a response to a key recommendation made by the (then) Communities and Local Government Select Committee following its 2016-17 inquiry into the effectiveness of Overview and Scrutiny. Members were informed that the SBC Scrutiny report would be submitted to the Centre for Public Scrutiny for comments to be fed back to the Committee.

The Scrutiny Officer highlighted a number of recent reviews such as Damp & Mould, Sickness Absence, Indoor Market and Business Technology Centre. It was reported

that the Damp & Mould Scrutiny Review led to the Council changing its approach to damp & mould and an allocation of more resources to the issue.

Members highlighted a number of constraints including the lack of clarity on the links between the areas of responsibilities of Executive Portfolio Holders, Select Committees and responsibilities of Assistant Directors. Members cited the Community Centres Review and Local Neighbourhoods Review. The Community Centres Review involved Executive Portfolio Holders for Community & Community Safety and Neighbourhoods & Co-operative Working. The Local Neighbourhoods Review involved aspects of Stevenage Direct Services and Communities and Neighbourhoods. The Committee also raised questions on the role of the Executive Portfolio Holder at Portfolio Holder Advisory Group (PHAG) meetings and the policy development responsibilities of Select Committees and PHAGs.

It was **RESOLVED**:

1. That the following be added to the Aims/Outcomes: "To get relevant Portfolio Holder/Leader to respond to the recommendations of the Scrutiny Review of the Council's Scrutiny Arrangements"
2. That a Member/Officer from at least one new town such as Harlow Council be added to the list of external witnesses for the Review
3. That Councillor S Mead be the Lead Member for final reports/recommendations
4. That Councillor M Gardner be the Lead Member for Equality and Diversity issues
5. That other Lead Members be identified at the next O & S meeting
6. That the SBC response to the Parliamentary Select Committee's inquiry into Overview & Scrutiny be added to the list of background documents
7. That clarity be provided on the links between the areas of responsibilities of Executive Portfolio Holders, Select Committees and responsibilities of Assistant Directors

3 **PRESENTATION ON CURRENT SCRUTINY ARRANGEMENTS**

The Scrutiny Officer gave a presentation on the current scrutiny arrangements for Stevenage Borough Council. The presentation covered work programming, scoping, evidence gathering/site visits/interviews, final reports & recommendations, monitoring outcomes and Council priorities.

Work Programming – The Scrutiny Officer indicated that work programming started in January and the first draft of the Scrutiny Work Programme was agreed at a round of meetings in March. This was to enable the Scrutiny Officer to prepare documents and liaise with Lead Officers. The Work Programme reports were brought back to the Committee in June each year for Members to give further comments. The

Scrutiny Work Programme was based on Member responses to a survey and any submissions by the public. It was pointed out that residents were engaged via the Council's website and residents meetings. Members expressed concerns about the level of involvement of local residents in shaping the scrutiny work programme.

Scoping – The Scrutiny Officer informed the Committee that the template scoping document had been used in previews reviews. Members indicated that the objective of some reviews were not always clear to some Members and the public. Members commented that a scoping document should be flexible to allow for expansion of objectives of the review if justified.

Evidence Gathering/site visits/interviews – Members noted that the Overview and Scrutiny Committee did not do as many site visits as the other Select Committees. It was pointed out that there should be flexibility on timings for site visits to cater for Members' work and ward commitments. The Committee highlighted the O & S Committee's primary role of holding the Executive to account and agreed that there were also benefits in O & S Members attending regular meetings of the Executive. Members also discussed issues relating to Portfolio Holder Advisory Group meetings.

Final reports and recommendations – The Committee noted that some secondary recommendations did not add much value to reviews. In some cases, secondary recommendations had the effect of reducing the value of a review.

Monitoring outcomes – The Scrutiny Officer reminded the Committee that the Executive is required by law to respond to a scrutiny report within two months. This response should, for each recommendation, set out how and when the recommendation would be implemented. Reasons should be given for the non-acceptance of any recommendation. It was pointed out that this was an improvement from the arrangement prior to the Local Government and Public Involvement in Health Act 2007. The Scrutiny Officer also stated that the Committee had the option to revisit any review to monitor the extent to which recommendations had been implemented.

The Strategic Director informed Members that Executive Portfolio Holders liaised with Lead Officers on responses to scrutiny reports. Members were welcome to request more information if initial Executive responses were felt to be unsatisfactory.

Council Priorities – The Committee noted that Council priorities were not always aligned with the expectations of some sections of the Town. Members cited issues relating to the Committee's review on damp and mould. It was reported that Members had received numerous complaints on damp and mould in properties. However, there was resistance to accepting that this was not solely caused by the lifestyle of residents but rather issues with the design of the buildings. The disconnect between some core Council priorities and resident expectations underscored the importance of effective resident engagement.

It was **RESOLVED**:

1. That the context of the review be added to the Scoping Document

2. That the Scoping Document be updated as soon as amendments were made to any aspects of the review
3. That more work be done to engage the public in shaping the Scrutiny Work Programme
4. That the Scrutiny Work Programme be made available at resident group meetings

4 **SBC SCRUTINY - SELF EVALUATION FRAMEWORK**

The Scrutiny Officer invited the Committee to complete the Scrutiny Self Evaluation Framework Scoring Matrix. The matrix was broadly based on the Centre for Public Scrutiny (CfPS) Scrutiny Evaluation Framework. Members were advised to score relevant sections of the form and add commentary to the scores if required. The Scrutiny Officer recommended that Members familiarise themselves with the CfPS guide and the Ministry of Housing, Communities & Local Government's Overview and scrutiny: statutory guidance for councils and combined authorities (published May 2019). The Scrutiny Officer agreed to collate the forms that Members completed at the meeting and provide an average score and summary document including Member comments.

It was **RESOLVED** that Overview & Scrutiny Members who were not be at the meeting be given the opportunity to complete the Scrutiny Self Evaluation Framework Scoring Matrix.

5 **URGENT PART 1 BUSINESS**

None.

6 **EXCLUSION OF PUBLIC AND PRESS**

Not required.

7 **URGENT PART II BUSINESS**

None.

CHAIR

Part I – Release to Press



Agenda item: **##**

Meeting Executive
Portfolio Area Economy and Transport
Date 09 October 2019



FUTURE TOWN, FUTURE TRANSPORT: ADOPTION OF A TRANSPORT STRATEGY FOR STEVENAGE

KEY DECISION

Author David Hodbod | 2579
Lead Officer Zayd Al-Jawad | 2257
Contact Officer David Hodbod | 2579

1 PURPOSE

- 1.1 To provide Members with an overview of the consultation responses to the draft “Future Town, Future Transport”.
- 1.2 To describe the amendments made to the draft “Future Town, Future Transport” taking account of respondents’ comments.
- 1.3 To seek Members’ approval to adopt the amended Future Town, Future Transport as the transport strategy for Stevenage.

2 RECOMMENDATIONS

- 2.1 That the responses to the consultation on the draft “Future Town, Future Transport” be noted.
- 2.2 That the proposed amendments to the draft “Future Town, Future Transport” made following public consultation be approved.

- 2.3 That the revised “Future Town, Future Transport” attached at Appendix B to this report be adopted as the transport strategy for Stevenage, sitting under the Future Town, Future Council Corporate Plan as one of the “Place of Choice” strategies.

3 BACKGROUND

- 3.1 As Britain’s First New Town, Stevenage has a relatively unique history in terms of its design and layout, which impacts upon the way people move around the town. Its pedestrianised town centre was the first of its kind and its neighbourhood centres and segregated cycleways were designed to enable and encourage self-containment and active modes of transport – walking and cycling. The town is also very well connected by rail, with Stevenage station being on the East Coast Mainline and served by Thameslink services. Local buses service the town, connecting it to the local area.
- 3.2 Stevenage also has excellent road links north and south, being directly connected to Junctions 7 and 8 of the A1(M), which links London to the north. The A602 connects Stevenage to Hitchin and Ware, whilst the nearby A505 provides connections between Luton Airport and Cambridgeshire.
- 3.3 However, despite its innovation at the time, the design of the New Town did not fully predict the rise of the motor car and the residential roads were not designed to accommodate such an increase in traffic and on-street parking. Whilst the network handles the number of journeys fairly well, increase in car use in Stevenage has led to an underuse of the pedestrian and cycle network, and an increase in parking problems on residential streets.
- 3.4 The period to 2031 will be the next step in the evolution of the New Town. The adopted Stevenage Borough Local Plan (SBLP) sets out policies to bring forward at least 7,600 new homes, together with new jobs and community facilities to support this growth. This includes the large-scale regeneration of the town centre, helping to stimulate interest in Stevenage as an attractive place to live, work, visit and invest.
- 3.5 Key to delivering this growth sustainably is ensuring that the infrastructure required to support this growth is available and of a high quality. The SBLP recognises that peak time congestion on the transport network, even without growth, is a considerable local issue, and delivering this growth with a “business as usual” approach to car-based transport patterns is not an option.
- 3.6 At the county level, Hertfordshire County Council’s (HCC’s) recently adopted Local Transport Plan 4 (LTP4) sets out how transport can help deliver a positive future vision of Hertfordshire. It recognises the wider impact of a successful transport system, in terms of enabling and encouraging economic growth, meeting housing needs, improving public health and reducing environmental damage. It moves away from the previous strategies that were largely car based, to a more balanced approach with a focus on encouraging walking, cycling and public transport as a priority.

- 3.7 Consequently, the SBLP includes a Mobility Strategy, which sets out the Borough Council's commitment to prioritising sustainable and active modes of transport and to changing behaviours across the town. It seeks to mitigate the demands of the Local Plan, but to go beyond this, with a reduced reliance on the private car and more active and integrated communities, thus also offering health and other social benefits to the people of Stevenage.
- 3.8 In July 2018, Council resolved to prepare a Transport Strategy for the Borough, which seeks to deliver this step change in approach to transport. The Executive then approved consultation on a draft Transport Strategy, entitled "Future Town, Future Transport", in October 2018.
- 3.9 The draft Strategy set out the council's approach to sustainable transport, providing for coordinated action by a wide range of agencies and institutions, and a framework for planning and decision-making. It drew together the aims of national, county, and local policy documents in relation to this issue, and identified the principal existing and future challenges affecting transport in Stevenage, taking account of future growth in population and jobs.
- 3.10 The draft Strategy established the key local transport issues and opportunities that exist in Stevenage, and set out a vision and objectives for what will be delivered in the future. It is focused around four key themes:
- 1) Connectivity: improve connections between our residents to jobs and services, and business to markets.
 - 2) Liveable streets: restore neighbourhood streets to places that our community can enjoy and be proud of
 - 3) Active and healthy travel: achieve a change in behaviour to encourage walking and cycling
 - 4) Green travel: reduce the carbon footprint of Stevenage's travel movements
- 3.11 The draft Strategy built upon the council's existing Infrastructure Delivery Plan (IDP), which sets out the infrastructure required to ensure the Local Plan can be delivered, to show how the transport-related infrastructure and changes will be delivered, by whom and when.
- 3.12 The substantive content of the draft Strategy focused around a comprehensive schedule of transport-related plans and projects in and around Stevenage, including what had been achieved so far, projects that were already underway, and those that were/are planned or proposed for the future in the form of short and medium-term Action Plans. The Strategy contains a number of schemes which are out of the Council's control and are led and to be implemented by third parties.
- 3.13 As a strategic document, the draft Strategy was produced to act as a co-ordinating and promotional instrument to provide an overview of the actions proposed that affect the Borough and to guide the Council and relevant stakeholders on key projects to ensure that transport investment is joined up and will maximise benefits to all residents and businesses.
- 3.14 Consultation on the draft Transport Strategy occurred between December 2018 and March 2019 but responses were accepted until July 2019. The "Future Town, Future Transport" document was published on the Council's

online consultation portal and hard copies were made available at Stevenage libraries and at the Customer Service Centre for public viewing. Emails were sent to all individuals on the Council's consultation database to notify them of the consultation and explain how to submit comments. Articles regarding the consultation were published in Inspire and Chronicle magazines and officers gave presentations to multiple organisations to engage members of the wider community. Discussions were held with some of the largest employers in the town and the strategy was presented to the SmartGo Stevenage Steering Group which comprises Stevenage-based employers, Hertfordshire Chamber of Commerce and key public transportation service providers.

- 3.15 In addition to the draft Transport Strategy, a separate survey was published asking individuals to select the measures that would most encourage them to walk, cycle, or use public transport, and to provide their views on Stevenage's streets, including whether there were any specific streets that would benefit from improvements as part of a 'Liveable Streets' trial. This was advertised through internal SBC communications to engage SBC staff, and was advertised through social media to engage local residents.

4 REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS

Recommendation 2.1: that the responses to the consultation on the draft Future Town, Future Transport be noted.

- 4.1 Comments were received from sixteen individuals and ten organisations and feedback was received during discussions with a further seven organisations. Organisations included community groups, public bodies, members of the private sector, representatives of local businesses, and regulatory bodies.

- 4.2 A full list of organisations are:

- Campaign to Protect Rural England - Hertfordshire
- Hertfordshire County Council
- Historic England
- Knebworth Park and Gardens
- Box Bike Delivery
- London Luton Airport
- Bus User Group Stevenage
- MBDA
- Stevenage Bioscience catalyst
- Transport for London

Verbal responses were noted from meetings with:

- Stevenage Youth Council
- Stevenage Old Town Community and Business Partnership
- Arriva
- GSK
- SmartGo Stevenage steering group

- Disability Panel Group
 - Scuff Wheels Ltd.
- 4.3 In addition, 82 individuals completed the Liveable Streets survey. This mainly comprised local residents, with other surveys submitted by SBC employees and members of the Youth Council.
- 4.4 Between them, respondents submitted comments on the majority of the document as well as providing ideas to incorporate into the final Strategy. In general terms, the strategy was welcomed as an opportunity to build on Stevenage's unique and excellent infrastructure to increase active travel and improve environmental and social conditions.
- 4.5 Support was offered for many of the actions identified within the strategy, and further suggestions were also proposed, along with more specific changes to the strategy such as typographical changes.
- 4.6 There were also conflicting views in relation to some of the actions proposed. For example, whilst some supported park and ride, others were concerned about the cost of introducing such a scheme and whether bus priority measures might offer a better solution.
- 4.7 A Consultation Statement has been produced, which summarises the responses made (Appendix A to this report). Chapter 3 of the Consultation Statement contains a detailed overview of respondents' comments and Appendix 1 of the Consultation Statement contains a summary of each individual response. Respondents' comments were discussed at a Portfolio Holder Advisory Group for Economy, Enterprise and Transport.
- 4.8 In terms of the survey, general support was offered for the Liveable Streets concept with more accessible and useable streets, and specific streets were nominated from most wards for improvements as part of a Liveable Street trial.
- 4.9 Two of the suggested options for encouraging walking and cycling were ranked considerably higher than the rest: improved lighting and maintenance improvements on the existing network. Around 50% of respondents selected a reduction in prices as the clear first choice preference for encouraging the use of public transport.
- 4.10 A clear preference was recorded, that respondents did not want to introduce bus lanes in the town.
- 4.11 A more detailed summary of the survey results can also be found within the Consultation Statement.

Recommendation 2.2: that the proposed amendments to the draft Future Town, Future Transport made following public consultation be approved.

- 4.12 All of the comments received have been processed and considered by officers. Amendments to the draft strategy have been incorporated into a final version (Appendix B to this report), where appropriate.
- 4.13 In general, due to the level of support and agreement for the draft Transport Strategy, the document has remained largely the same. Minor wording

amendments have been made to improve the clarity and context of the document, and information such as delivery dates have been updated to reflect the progress of schemes since the publication of the draft.

- 4.14 The majority of significant changes have been made in the Short Term Action Plan chapter. None of the changes significantly alter the content of the Transport Strategy or commit the Council to implementing new plans or projects. The changes mainly describe SBC services or objectives which are already undertaken but were not included in the draft Strategy. Some changes commit the Council to investigating potential future options to promote sustainable transport.

- 4.15 Chapter 4 of the Consultation Statement (Appendix A to this report) contains a detailed overview of the amendments made following consultation. A summary of the key changes is included below:

Town Centre Regeneration -

- 4.16 Respondents highlighted the importance of improving the permeability of active and sustainable transport in the Town Centre and highlighted the opportunity offered by the Regeneration to achieve this. The Town Centre Regeneration has therefore been added as a new short term project in the Strategy.
- 4.17 The Regeneration is already being implemented and has its own framework for delivery but its inclusion in the Transport Strategy is seen as important to ensure that the concepts of connectivity and accessibility continue to be embedded into the overall regeneration scheme. This will include looking at improvements to cycling routes around the town centre and safety in the pedestrian areas.

Cycleway Maintenance and Improvements

- 4.18 Many respondents focussed on the condition of the pedestrian and cycle network and stated that a few key improvements would make it a much more attractive and viable alternative to driving. This was also fed back to the Council through responses to the Liveable Streets survey and so it was added as another short term project in the Strategy.
- 4.19 The Strategy now explains the relevant responsibilities of the Council and of the County Council and references various evidential studies which have been produced by the Council and the County Council to identify the priority improvement measures and the benefits they would bring.

Liveable Streets

- 4.20 Support was given to promote the concept of Liveable Streets and residents nominated streets to include in potential Liveable Street trials. This will feed directly into the ongoing work of the Council's Community and Neighbourhood Management programme, and internal meetings have been held to discuss how to ensure the Liveable Streets concepts are a key feature of this work in the future.
- 4.21 The Strategy has been updated to give greater clarity about the remaining stages of community engagement and the identification of pilot Liveable Streets projects through the CNM programme.

A1(M) Smart Motorway

- 4.22 Some opposition was received to the inclusion of the A1(M) expansion project. The project is led by Highways England and is therefore out of the control of the Council. The Strategy has been amended to make it more clear that whilst the scheme is designed to ease congestion and improve safety on the A1(M), it should result in a reduction of traffic on Stevenage's roads as traffic moves back onto the Strategic Road Network, freeing up capacity in the town.
- 4.23 The Strategy now states that the Council will seek to use any capacity increases resulting from the A1(M) scheme for sustainable transport measures.

Large Scale Public Sector Schemes

- 4.24 Suggestions came from numerous individuals to implement large scale schemes such as Park and Ride, monorail or Light Rail Transit across the town.
- 4.25 This type of large scale scheme could be considered in the future as having the potential to enable a significant modal shift in public transportation habits so the Transport Strategy has been amended to include investigating the potential of potential schemes in the long term.

The reason for including it in the long-term section, rather than as a short or medium term project, is because the successful implementation of a large scale public transport scheme is likely to require the introduction of measures to disincentivise car-use to ensure there are sufficient potential users to make any future scheme financially viable. If car-use is to be disincentivised, a full range of viable alternatives to car-use must be in place to enable car-users to take alternative transport options, so the implementation of short-term projects in this Transport Strategy will be required before a large scale public transport scheme can be introduced.

Use of technology

- 4.26 Numerous respondents suggested that technology could be used to promote behaviour change. Smartphone apps or other IT programmes could be used to educate, promote and reward sustainable travel as a complementary measure to the infrastructural improvements in the Strategy.
- 4.27 As a result of the consultation, the council has trialled the BetterPoints sustainable transportation behaviour-change app internally with staff. This smartphone app records transport behaviours and promotes sustainable transport through the use of competition with colleagues and a range of rewards. The trial could be a precursor to a town-wide roll-out in partnership with businesses or potentially county-wide led by the County Council. The trial closed on 22 Sept and the results are currently being considered and have been shared with HCC.

Sustainable Travel Town

- 4.28 Hertfordshire County Council has invited applications to join the Sustainable Travel Town programme as a key initiative to deliver the objectives of their Local Transport Plan 4. The programme aims to deliver comprehensive

packages of schemes and behaviour change initiatives in two or three towns across the county to achieve a significant modal shift to non-car modes of transport.

- 4.29 The Council has submitted an initial bid to be designated as a Sustainable Travel Town and will continue to seek entry onto the programme. If successful, a range of programmes to be delivered will be selected through discussions between HCC and the Council, utilising evidential studies including the HCC North Central Growth and Transport Plan, the SBC Local Cycling and Walking Infrastructure Plan, the SBC Cycle Strategy and this Transport Strategy.

Monitoring

- 4.30 The monitoring chapter was amended to make it clearer that monitoring would focus on progress with the schemes included in the Strategy, not the effect of schemes on travel patterns in Stevenage. Travel patterns are monitored and published annually by the County Council as Highways Authority.
- 4.31 As such, whilst the Council will look at the data from the County Council when it is available to see the impacts of the Transport Strategy on transportation habits, its monitoring will focus on the delivery of transport schemes.

Recommendation 2.3: that the updated version of Future Town, Future Transport be adopted as the transport strategy for Stevenage.

- 4.32 The Transport Strategy can either be adopted as a policy document of the Council or further amendments can be made to it, necessitating further stages of public consultation.
- 4.33 If adopted, the Strategy will sit under the Future Town, Future Council Corporate Plan as one of the “Place of Choice” strategies. Officers will be committed to monitoring progress with the Transport Strategy annually and can implement an update to the Strategy if considered necessary based on the findings of monitoring. This could either be as a result of successful progress of schemes enabling further schemes to be implemented, or lack of progress with identified schemes necessitating alternative schemes.

5 IMPLICATIONS

Financial Implications

- 5.1 The costs of adopting the Transport Strategy will be met from the agreed departmental budget. The cost implications of particular schemes contained in the Strategy are highlighted within the Strategy, where known.
- 5.2 Many schemes are subject to securing funding, either from internal departmental budgets, development partners, infrastructure providers, developer contributions or other external funding opportunities.
- 5.3 Many of the costs within the Strategy are taken from the Infrastructure Delivery Plan (IDP) which is a rolling list of infrastructure projects required (or

desirable) to support the Local Plan. This IDP identifies costs and sets out where funding to deliver schemes will come from. Any additional projects identified will feed into the IDP. This will also help to prioritise them against other infrastructure needed across the Borough.

- 5.4 Many of the schemes identified within the Strategy will not be led by SBC. Schemes will often be led by infrastructure providers, or by HCC as Highways Authority. The Strategy makes clear who is responsible for each project and what role SBC has in delivering it, if any.
- 5.5 The Strategy will be used to prioritise projects and access external funding opportunities, including LEP, Central Government funding and money from HCC as Highways Authority. SBC has previously submitted bids to fund transport-related schemes. For example, LEP funding has been agreed for the relocation of the bus station and a bid to HCC for the introduction of a cycle share scheme was unsuccessful. As the outputs of this Strategy are all infrastructure schemes, CIL / S106 monies can provide another source of funding.
- 5.6 It is important to acknowledge that not all schemes/projects outlined in the Strategy are funded and programmed. Some are more aspirational ideas at this stage, for consideration in the longer term. Each project will have different resource implications. The Action Plans within the document make clear which projects are programmed for delivery and who will be responsible for delivering them.

Legal Implications

- 5.7 There are no direct legal implications associated with adopting the Transport Strategy.

Risk Implications

- 5.8 There is a risk that insufficient funding opportunities are identified and secured to deliver the schemes and programmes in the Transport Strategy. This could prevent the ambitions of the Strategy being met which could have detrimental impacts on the transport network within the borough.

Policy Implications

- 5.9 The Transport Strategy accords with the Stevenage Borough Local Plan and seeks to provide an overview of sustainable transport schemes and projects within or affecting the Borough. Whilst not a statutory planning document, it will constitute a corporate policy document that should be utilised across council departments and by relevant stakeholders, as appropriate.
- 5.10 It is also aligned with other corporate Council documents such as the Cultural Strategy, Healthy Stevenage Strategy and the recently-declared Climate Emergency Motion. It has received input from other Council departments to ensure a corporate approach.

Planning Implications

- 5.11 The Transport Strategy accords with the recently adopted Local Plan. It will seek to ensure infrastructure to support the plan's proposals is delivered and opportunities arising from the plan's allocations are utilised to ensure sustainable transport is considered at the early stages of all new development.

Climate Change Implications

- 5.12 The Transport Strategy has the potential to have a significant positive impact on climate change through the multiple benefits that prioritising sustainable and active modes of transport, and minimising car use, can bring. Active forms of transport, walking and cycling, can replace the need to use private-cars, cutting the emissions associated with journeys within the town. The promotion of public transport through improvements to train and bus services will also help to reduce reliance on private-car journeys, replacing them with more energy-efficient options. The Strategy will also have benefits in terms of air quality more generally.

Equalities and Diversity Implications

- 5.13 The Transport Strategy pulls together existing and future plans and projects that will deliver sustainable transport objectives. Whilst the Strategy itself does not have any direct equality or diversity implications, when implementing any of the proposals the delivery body will need to consider the potential impacts on different community groups, in particular those who are less mobile or disabled. Input from all members of the community will also need to be ensured when engaging with local communities in relation to specific proposals for their areas, particularly.

Community Safety Implications

- 5.14 The Transport Strategy pulls together existing and future plans and projects that will deliver sustainable transport objectives. Whilst the Strategy itself does not have any direct community safety implications, when implementing any of the proposals the delivery body will need to consider the potential impacts on community safety.

BACKGROUND DOCUMENTS

- BD1 [National Planning Policy Framework](#)
- BD2 [Local Transport Plan 4, HCC](#)
- BD3 [Stevenage Borough Local Plan, 2011-2031](#)
- BD4 [Stevenage Mobility Strategy](#)
- BD5 [Infrastructure Delivery Plan, 2017](#)
- BD6 [Report for 21 November 2018 Executive, Item 8](#)
- BD7 [Stevenage Borough Council's Green Travel Plan, 2013-18](#)

APPENDICES

- A Draft Future Town, Future Transport Consultation Statement 2019
- B Future Town, Future Transport 2019

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Stevenage Borough Council

Future Town Future Transport 2018
(Draft Transport Strategy)

Statement of Consultation (2019)

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1.0 Introduction

What is a Statement of Consultation?

- 1.1 A Statement of Consultation says how we prepared our planning and policy documents. It says who we consulted and when this happened. A Statement of Consultation summarises the responses that were sent to us and where relevant, how we have changed our document as a result of these comments.
- 1.2 This document allows people that sent us comments to see how we have dealt with them. People who did not send us comments but want to understand more about how we have prepared our documents may also find this document useful.
- 1.3 This Statement reports on the draft Future Town, Future Transport.

What is Future Town, Future Transport?

- 1.4 Future Town, Future Transport will become the Transport Strategy for Stevenage Borough. It establishes the key local transport issues and opportunities which exist in Stevenage, and sets out a vision and objectives for what will be delivered in the future. The document sets out the Council's approach to sustainable transport and will act as a co-ordinating and promotional instrument to establish Stevenage as a leader in sustainable transport, reflecting its original New Town design objectives.
- 1.5 The Strategy draws together the aims of national, county, and local policy documents, and identifies the principal existing and future challenges affecting transport in Stevenage, taking account of future growth in population and jobs. The Strategy provides a comprehensive schedule of plans and projects already underway in and around Stevenage as well as those that are planned or proposed for the future in the form of short and medium-term Action Plans.
- 1.6 As Stevenage's strategic transport document, the Strategy does not provide detail on specific plans and projects which are already included in other plans or project documents. It provides an overview of the actions proposed that affect the Borough, providing a strategy for action by a wide range of agencies and institutions, and a framework for planning and decision-making.

2.0 The Consultation

Draft Transport Strategy

- 2.1 Stevenage Borough Council sought to engage a wide variety of stakeholders during the consultation on the draft Transport Strategy.
- 2.2 The Future Town, Future Transport document was published on the Council website and the Council's online consultation portal (Objective) between 05 December 2018 and 06 March 2019. Hard copies of the strategy were made available at Stevenage libraries and at the Customer Service Centre for public viewing during this time.
- 2.3 Emails were sent to all individuals and organisations on the Council's planning consultation database to notify them of the publication and to explain how they could view and submit comments on the Strategy. This encompassed local residents who have expressed an interest in planning matters previously; statutory consultees such as neighbouring local planning authorities and Hertfordshire County Council; regulatory bodies such as the Environment Agency; and community groups. Notification emails were also sent to all SBC Councillors.
- 2.4 Articles with an explanation of the consultation were published in the Inspire and Chronicle magazines.
- 2.5 Officers gave presentations to the Youth Council, Disability Forum and the Stevenage Old Town Commercial and Business Partnership to engage members of the community in the consultation.
- 2.6 Emails were also sent to specific organisations that the Transport Strategy was considered relevant to. This included London Luton Airport, Network Rail, Arriva, North Herts Ramblers and Govia Thameslink Railway.
- 2.7 The draft Strategy was presented to the SmartGo Stevenage group which comprises several of the town's largest employers, Hertfordshire Chamber of Commerce as well as key public transportation service providers such as Arriva. Officers also invited discussion with the largest employers in Stevenage. Meetings were held with GSK, the Stevenage Bioscience Catalyst and MBDA to discuss the Strategy.

Liveable Streets Survey

- 2.8 Officers produced a separate survey which was published alongside the Strategy. The survey asked individuals to select their top three from a suggested range of measures that would encourage them to walk or cycle, or use public transport in the town. In addition, the survey asked individuals to provide their views on Stevenage's streets, whether there were any specific streets that would benefit from improvements as part of a Liveable Streets trial and whether the council should look to introduce bus lanes in the borough.
- 2.9 The survey was advertised through internal SBC communications to engage SBC staff, and was advertised through social media to engage local residents. Links to the survey were

posted on the public SBC Facebook account and by posting directly on relevant Facebook pages associated with each of the wards within the borough.

Responses

2.10 Comments were received from sixteen individuals and ten organisations and feedback was received during discussions with a further seven organisations. Organisations included community groups, public bodies, members of the private sector, representatives of local businesses, and regulatory bodies. Between them, they submitted comments on the majority of the document as well as new ideas to include in the final draft.

2.11 A full list of organisations are:

- Campaign to Protect Rural England - Hertfordshire
- Hertfordshire County Council
- Historic England
- Knebworth Park and Gardens
- Box Bike Delivery
- London Luton Airport
- Bus User Group Stevenage
- MBDA
- Stevenage Bioscience catalyst
- Transport for London

Verbal responses were noted from meetings with:

- Stevenage Youth Council
- Members of the Stevenage Old Town Community and Business Partnership
- Arriva
- GSK
- SmartGo Stevenage steering group
- Disability Panel Group
- Scuff Wheels Ltd.

2.12 In addition, 82 individuals completed the Liveable Streets survey. This mainly comprised local residents, with other surveys submitted by SBC employees and members of the Youth Council.

3.0 Consultation Responses

Key Themes of Responses to the draft Transport Strategy

Vision and Strategic Objectives:

- 3.1 The aims of the Transport Strategy were supported but it was suggested that with Stevenage's unique and enviable existing infrastructure, this strategy was an opportunity for the council to be more ambitious for the long-term. It was also pointed out that as transportation currently accounts for a quarter of UK carbon emissions, national policy can be expected to increase demands. National policy is implemented on a local scale, so increasing the ambition of this strategy would have the secondary benefit of future-proofing it against more stringent future policy decisions. It was also suggested that the focus on health could be emphasised more throughout the strategy.

Targets and Monitoring:

- 3.2 Whilst this is an overarching strategy document which compiles existing plans and projects, consultees stated that more targets should be included in the strategy and questioned how targets would be measured.

Cycling:

- 3.3 Consultees agreed that it is important for the council to promote cycling and perhaps even make a bicycle symbol synonymous with the town. There were some views that people who want to cycle may already do so, and those who don't want to cycle will not be persuaded by workplace schemes such as installing showers if they don't want to wear a helmet or take a change of clothes with them.
- 3.4 Nevertheless, it was pointed out that targeted investment in cycling can bring significant returns due to the relative low cost of certain beneficial initiatives such as advance stop lines, wheel channels on steps or giving cyclists priority at crossings/junctions etc. Many consultees stated that inadequate cycle parking was discouraging the use of bikes in the town. In particular, it was suggested that the Town Centre requires significantly more cycling parking capacity and that safe cycle parking is required across the borough. Safe cycle parking could incorporate covered parking bays or installing CCTV.
- 3.5 A cycle-hire scheme could be an alternative for residents who are worried about bike damage/theft. This could either be a dockless or docked scheme. Docking bays and bicycles would be required in the Town Centre, at the bus and rail stations, key neighbourhood hubs, employment and retail areas as these are the main terminals for journeys through the borough.
- 3.6 Another suggestion to promote cycling is for additional cycling hubs or service stations to be opened, particularly one in the Town Centre and perhaps one in the Old Town. The cycling hubs could offer secure parking, repair facilities, showers and changing, and

perhaps social elements such as a café. They could also be associated with a future docked cycled hire scheme.

- 3.7 More ambitious suggestions to improve cycling connectivity across the town were an elevated cycle highway in the Town Centre and a Copenhagen-style cycle superhighway offering more direct, uninterrupted safer journeys for cyclists. This was highlighted with the High Street being a particularly hazardous location for cycling due to the busy, narrow roads, lack of allocated space for cyclists and dangerous car parking.

Pedestrian and Cycle Network:

- 3.8 A significant focus of consultation responses was on the existing pedestrian and cycle network. The deterioration of the network was stated as a reason why people do not walk or cycle. Improvements to the network and subsequent maintenance, was seen as an important way to make the network more useable. Key improvements should be resurfacing and improvements to the lighting. One respondent suggested electronic feedback signs could be installed to make reporting maintenance issues easier.
- 3.9 Responses stated that perceptions of poor safety, especially at night and in the underpasses, were another barrier to using the network and could be reduced by improvements to lighting, and the installation of cats' eyes and CCTV.
- 3.10 Measures to make the network more attractive and interesting were also considered important to attract people to use the network. This could involve increasing greenery along the routes, installing advertising boards, providing benches and making improvements to the underpasses. Improved signage with directions and distances/times to key destinations was suggested to make cycling and walking a more practical option, and marking the start and end points of key routes was suggested as a way of making walking and cycling more fun.
- 3.11 There was agreement that the pedestrian and cycle network should be protected as an important piece of active transport infrastructure, that the network should be reviewed to identify and connect missing links, and that new developments should link to and enhance the network. This will involve incorporating better pedestrian and cycle paths into the planned A1(M) Junction 7 upgrades and the bridge across Fairlands Way, as well as improving links to the west side of the railway station, the west of Stevenage in general, and out of town towards rural destinations.
- 3.12 Additionally, it was pointed out that schools and larger employment sites should all be connected by walking and cycling routes.

Town Centre

- 3.13 The regeneration of Stevenage Central was seen as an opportunity to make significant improvements to the permeability of the Town Centre for cycling and walking. Suggestions included lifting the current Town Centre cycling ban, incorporating cycling lanes through and/or around the Town Centre and ensuring links to the train station are improved.

Respondents argued that if walking and cycling are a priority of the Transport Strategy, they should not be impeded anywhere.

Mopeds and/or Electric Bikes

- 3.14 Whilst there was agreement for the proposal to remove mopeds from the cycleways, respondents felt consideration should be given to the distinction between mopeds, electric bikes, mobility scooters and other electrically-assisted vehicles. These are more sustainable than private-owned vehicles and may be suitable for continued use on the network.
- 3.15 One respondent stated that the Department for Transport is conducting a review of UK transport law, partially due to an expected surge in electric vehicles. Stevenage could trial lifting outdated regulatory barriers which currently prohibit the use of some forms of electric vehicles, such as e-scooters, which many see as suitable for roads/cyclepaths.
- 3.16 It was pointed out that there are companies offering shared-use schemes for e-scooters and that mobility scooters can be too fast and should not be allowed in the Town Centre.

Education and Promotion

- 3.17 Consultees supported the concept of encouraging cycling through the implementation of training and education. In addition to the topics covered in Future Town, Future Transport, consultees stated that a better understanding of the rules and regulations of the road and cycle path network is required, and that more information about the benefits of active travel, not just cycling, should be promoted, particularly to adults.
- 3.18 Support was given to the continued hosting of events for cycling, running and walking, such as the Cycling Festival, as a way of promoting a more active lifestyle. It was suggested a map should also be produced to illustrate key strategic active travel routes, likely using the pedestrian and cycling network, to promote attractive and convenient routes, potentially based on 'quietway' principals.

Electric Vehicles

- 3.19 Support was given to the promotion of Electric Vehicles and consultees highlighted that EV charging infrastructure should be installed without using space on the pedestrian and cycle network to the detriment of walkers and cyclists.

Buses

- 3.20 It was suggested that as the most widely used form of public transport, particularly for disadvantaged members of the community, there should have been more focus on buses within the draft Strategy. It is considered important to offer an affordable bus service, perhaps by offering subsidies, and the historic successful Stevenage Superbus experiment was referenced to show that this could be possible. There was a general level of support for the strategy which looks to manage a few key issues highlighted by multiple consultees.
- 3.21 Buses are too infrequent and are not scheduled to complement the rail timetable, whilst many routes are indirect or have too many stops. This makes bus travel too slow to be a

practical option for many. In addition, consultees highlighted that buses are often dirty and noisy, making them a less attractive option than a comfortable trip using privately-owned vehicles. Some buses are unsuitable for wheelchair access which inhibits certain members of the community from using what should be a viable method of public transport.

- 3.22 Bus routes could be reviewed to supply a more demand-led service and it was suggested that the local authority should have more of a say on bus routes and timetabling. Specifically, this could be to improve access to problematic destinations such as the new health centre on the leisure park or the crematorium. It was also suggested that any plans to improve the bus service would require the support of the County Council.
- 3.23 On the other hand, it was also suggested that bus services that are being run far from 'at capacity' could be reduced as a way of reducing vehicle numbers on the roads. It was also noted as a positive that bus services were offering ways of payment other than cash to make payment quicker and more efficient.
- 3.24 Relocating the bus station near to the rail station was supported to revive bus travel in the town although it was stated that proposals would require bus priority measures to ensure journey times were not increased, particularly from the south and east. It was also questioned whether users want to go to a bus station or if there should be more *through routes*, without a terminus, which would reduce the amount of changes needed by customers and reduce the need for Town Centre bus parking as a result.
- 3.25 A major bus operator highlighted that congestion is one of the most significant issues facing commercial services and that customers would rather sit in traffic in their own vehicle than on a bus. They suggested that bus priority measures must be part of the solution and should be included in residential and commercial development proposals.

Rail

- 3.26 Consultees gave support to the construction of a fifth platform at the rail station to accommodate Hertford Loop rail services. Suggestions were also received to lobby for additional tracks at the Digswell Viaduct and Welwyn Tunnels, one respondent suggested investigating the potential for a new Stevenage South Railway station to help reduce traffic on the A602 around Bragbury End.
- 3.27 Support was given to the improvements being planned for the railway station. Views are that a more attractive access to the station is required, as is improved sheltered seating. Lytton Way, which for many is the first impression of the town upon arrival at the station, needs maintenance with priorities being litter picking, fence fixing and shrub removal.
- 3.28 Additionally, it was pointed out that there may be opportunities to liaise with the Department for Transport and rail operators as part of a franchise renewal process to promote the extension of contactless payment and Oyster functionality at Stevenage.

Light Rail Transit

- 3.29 One respondent specified support for a potential light rail link between Stevenage and Luton Airport and it was suggested that a study into the viability of LRT routes be commissioned. This has the potential to improve public transport links from the west of Stevenage to the Town Centre seeing as any route between Luton and Stevenage Town Centre is likely to cut through the west of the town. It was also suggested that potential LRT routes link to other parts of the borough, perhaps south of Stevenage, Roaring Meg, the Old Town, and Lister Hospital as a way of easing connections around the town and reducing the need for privately-owned vehicle trips. Sites for potential LRT stops should be identified and safeguarded now, as should whether the railway station would require a sixth platform to accommodate LRT.

Park and Ride

- 3.30 Support was given to a potential park and ride scheme. As well as improving public transport links between Stevenage, Hitchin and Letchworth, an early candidate for provision could be the A602 from Bragbury End, past the Football Club into town which is getting more congested. A park and ride scheme could link the retail park, the new Town Centre, the old town and Lister Hospital. Sites for potential park and ride terminals should be identified near the borough boundary. It was also pointed out that park and ride schemes are expensive and that it would be better to install bus priority measures to promote the use of existing bus services.

Public Transport- other comments

- 3.31 Additional longer term suggestions to look into for more radical public transport solutions were an elevated metro-trail and a sky train (like a ski lift) to provide a better connection between the town centre, the old town and the retail park.
- 3.32 Another suggestion was to work with Stevenage-based engineering companies to develop and trial new technologies.
- 3.33 A non-infrastructure suggestion was to identify a public transport spine, perhaps a "Stevenage Zone 1" like the successful fare-zone concept used in London. Zone 1 could be Roebuck/Roaring Meg – Town Centre – High Street – Lister Hospital for example.
- 3.34 In the longer term, mass autonomous transit should be the model we push for to ensure we avoid even less efficient use of road space. This could involve autonomous or electric vehicles linking the train station to employment areas on Gunnels Wood Road.
- 3.35 Consultees expressed concern about the safety of future use of autonomous vehicles and the environmental impacts of proposed route changes at Luton Airport. However, air travel was also highlighted as being important to businesses.

Car

- 3.36 Responses supported the principle of reducing car-dependency and also highlighted the cost saving to households associated with reducing the use of privately-owned vehicles.

- 3.37 A mixed response was received to the proposed A1(M) Smart Motorway improvements. Some consultees stated that widening the A1(M) was a requirement to deal with current congestion and safety issues, however others stated that it went against the Council's recently-passed Climate Emergency Motion. Others questioned whether an increase in road capacity for private-use vehicles was an appropriate project at a time when the council is attempting to promote a modal shift in transportation. Nevertheless, if the proposal does free up road capacity within the town as a result of reducing traffic on the A1(M), the capacity should be used to provide substantial sustainable measures before the capacity is re-consumed by car traffic.
- 3.38 Suggestions were received to reduce congestion by introducing interim one-way systems around schools at peak times and by using the digital signs around the borough to publicise issues and remind drivers about the rules of the road. Responses suggested improving safety by removing speed bumps and banning cars from certain roads, specifically on the High Street. Road underpasses have been used successfully in the past and could be used to reduce congestion at the roundabouts on Broadhall Way at Gunnels Wood Road and Monkswood Way.

Car Parking

- 3.39 Responses regarding car parking were mixed. Support was given for tightening residential parking restrictions as a way of promoting a modal shift but it was also pointed out that more parking spaces will be required to meet the needs of proposed growth because inadequate residential parking provision leads to dangerous and unsociable parking.
- 3.40 The introduction of more double yellow lines to control parking in residential areas was suggested, perhaps restricting parking to one side of the road, along with strict enforcement across the entire town and not just the periphery of the Town Centre. This would help to reduce parking on dropped kerbs or pavements which both inhibit the use of pedestrian and cycle ways. The introduction of allocating and permitting one car parking space per household was mentioned.
- 3.41 With regards to specific car parking spaces, responses suggested that car-sharing schemes could be encouraged to reduce the demand for parking by offering discounts at long stay car parks for car sharers, and some road side parking spaces could be designed 5 degrees to the edge of the road, rather than 90 degrees, with drivers asked to park nose first, to speed up parking and exiting spaces.
- 3.42 Issues were highlighted with parking being too expensive in the Town Centre and at the hospital, but also that free Saturday parking (currently offered approximately once per month) does not necessarily attract more people to the Town Centre (based on sales records).

Behaviour Change

- 3.43 It was highlighted that whilst appropriate infrastructure was required to promote sustainable travel, there is also a need to change mindsets to promote a modal shift in transportation. The use of ICT was suggested as a means of providing ways to encourage new habits. A smart phone app to record sustainable travel whilst offering a mix of competitions and rewards could promote active travel and/or public transport and could be used internally, across the town or across a larger area as appropriate. BetterPoints was given as an example of an app that has been successfully used city-wide in Bologna.
- 3.44 In addition, the role of large organisations and institutions is key to encouraging large numbers of employees to use alternative transport methods. Organisations should be encouraged to adopt a Travel Plan showing the measures they are to use to try and reduce private-use vehicular travel. SBC could set an example by offering free bus and rail passes as well as car parking to employees.

New Developments

- 3.45 Consultees considered it vital for new developments to promote public and sustainable transport options. This includes ensuring new dwellings are within 400m of a bus stop and introducing bus priority measures in urban extensions (and not just in central areas) to ensure that new bus routes are ready from early occupation.
- 3.46 Consultees are keen for existing cycle/pedestrian links to be protected and enhanced and that land should be set aside for cycle paths as part of development proposals. Future Town, Future Transport could reference the recent NICE (National Institute for Health and Care Excellence) guidance that specifies pedestrians, cyclists and public transport should be given priority over cars when roads are built or upgraded. Where new roads are proposed, they must be designed to allow access to emergency service vehicles even when vehicles are parked along the road.
- 3.47 Suggestions were also received to set up a regular programme to review stretches of road currently without a cycle path and high risk areas (such as near to schools) to determine the need and/or opportunities for improvements. Grass verges should only be used to cycle paths as a last resort.

Liveable Streets

- 3.48 The concept for this trial received support, particularly the aim to address the issue of residential streets being clogged by cars. It was highlighted that the trials should link to the aim of connecting places on foot or by bike seeing as an enhanced street will promote local uses and businesses which will attract more 'events' and therefore footfall along routes.
- 3.49 It was suggested that when streets for the trial are chosen, residents should be engaged by knocking on doors with advance warning to engage with all individuals, and HCC should be included in the process as well. It was suggested that set guidelines should be published for residents wishing to become involved and it was also suggested that a town-wide theme could be introduced across the trials – for example 2019 is the year of the nasturtium. The

concept could develop to communities adopting a stretch of path to keep it in order themselves in the long run.

Outcomes of Meetings with Employers

Overview

- 3.50 There was recognition from large Stevenage-based organisations that the issues and challenges identified by the draft Transport Strategy for the whole borough broadly reflect the issues and challenges faced by businesses. Particular challenges noted were a workforce that commutes from ever-increasing distances due to the specialist nature of jobs offered in Stevenage, and limited amount of space for on-site car parking.
- 3.51 The proposals within Future Town, Future Transport broadly align with what organisations are already doing to promote sustainable travel amongst their own staff. Amongst other initiatives, companies are offering their employees: interest free loans for bus/train season tickets, access to the Cycle-to-Work scheme, bicycle user groups, onsite changing and showering facilities, car share schemes, secure on-site cycle parking as well as flexi-time and home working arrangements. Whilst there is a reasonably large cycling and walking community, issues remain when trying to promote behaviour change throughout the wider workforce. Some organisations within the town are already involved with SmartGo Stevenage to share best practice and investigate ideas for promoting behaviour change.
- 3.52 Companies are investigating the benefits of installing EV charging points on-site but realise this cannot be offered free-of-charge indefinitely. They would be interested in local charging points for their employees to use.
- 3.53 Cycling links to Stevenage from East Herts and North Herts are considered poor and are a barrier to cycling to work from nearby towns/villages to all but confident and proficient cyclists.
- 3.54 The walk from the train station to Gunnels Wood Road was highlighted as being unattractive, not necessarily preventing employees from walking but certainly not encouraging them to do so. Some companies already offer free shuttle buses for their own employees from the railway station. In the long run, there is interest in a shuttle service for use by employees of all companies in the town, perhaps a pan-sector, drop-on drop-off bus using a loop between the station, the Roaring Meg and Gunnels Wood Road, particularly if there were bus priority lanes to ensure this service was punctual and reliable. Alternatively, electric or autonomous vehicles could be available to link the station to Gunnels Wood Road.
- 3.55 A common challenge preventing active travel or use of public transport is that parents need to drop their children at nursery or school before work which restricts their time. An early years centre on Gunnels Wood Road could help with this problem as it would allow parents to drop their children off during their morning/afternoon commute without having to go out of their way to do so.

- 3.56 Lastly, the forthcoming adoption of a CIL charging schedule by the Borough Council may have an impact on the proposed expansion schemes of organisations if it necessitates additional developer contributions, thus making proposals less financially viable.

Survey Results and Liveable Street Trial Nominations

Overview

- 3.57 A total of 82 residents from across all the wards completed the short survey. A summary of the results is provided below.

Encouraging Cycling or Walking

- 3.58 Two of the suggested options were ranked considerably higher than the rest: improved lighting and maintenance improvements on the existing pedestrian and cycle network, making it clear that they are key factors to encourage people to walk or cycle more.
- 3.59 New paths/cycleways was also ranked highly, followed by a grouping of five other interventions. This group comprises of: greener/visually appealing environment; safer/more cycle parking; reduced levels of on-street parking; lower traffic speeds; and more pedestrian crossings.
- 3.60 Street furniture, improved signage, bicycle hire, shared space streets and play areas all scored relatively lowly. This does not mean they were considered unimportant, but that they weren't considered the most important options by residents who were only asked to select their top three choices.

Encouraging use of Public Transport

- 3.61 The clear favoured option for promoting the use of public transport was a reduction in prices, with roughly 50% of consultees selecting it as their number 1 preference. Below that, a group of four options were ranked reasonably similarly, showing the next highest preferences. This group included: more direct routes; more frequent services; live departure/arrivals information; and more reliable services.
- 3.62 Evening services, Improved/new bus station, flat fares, better connectivity and better disabled access all received votes but received noticeably less support than the rest of the proposed interventions.

Bus Lanes

- 3.63 Residents voted against the introduction of bus lanes with 60% saying no, 26% in favour of bus lanes, and 15% of residents not knowing or stating no preference.

Breakdown by Ward

Bandley Hill

- 3.64 Four surveys were completed. The issue of safety on the streets was prevalent with too many cars parked on residential roads, speeding traffic along Gresley Way and a lack of crossing points near Ashtree School. The SB1 bus service was highlighted as being poor.

3.65 Liveable Streets nominations and reasons provided:

- Magpie Crescent – speeding cars
- Chertsey Rise – speeding cars
- Woodcock Road
- Burwell Road - parking

Bedwell

3.66 Eight surveys were completed. A range of issues were stated with litter being a particular issue. High levels of on-street parking (including vans and lorries) was considered dangerous, and perceptions of safety due to poor lighting, lack of CCTV and drug users was highlighted. Cycling links in the Town Centre need to be improved and a cycle lane should be installed on St George's Way if the Town Centre Cycling ban is not lifted.

3.67 Liveable Streets nominations and reasons provided:

- Buckthorn Avenue (x2) – on-street parking, anti-social behaviour, tidy-up of public spaces, additional planting
- Bedwell Crescent – lack of pedestrian crossings
- Bedwell shopping area – tired and dirty shop awnings,
- Homestead Moat – speeding cars
- St George's Way – poor cycle links

Chells

3.68 Eleven surveys were completed. High levels of on-street parking seemed to be the most significant issue on cul-de-sacs and on the main through road. Several residents mentioned a need for maintenance or a general tidy-up.

3.69 Liveable Streets nominations and reasons provided:

- Siddons Road – on-street parking
- Bernhardt Crescent – Underpass and greenery needs tidying up
- Chells Way (x2) – busy, narrow, a bus route, recent on-street parking
- Priestley Road (x2) – nuisance due to use as short cut between Fairlands and Priestley Road.
- Harvey Road – long stretch of one-lane road
- Telford Avenue – untidy residential frontages

Great Ashby

3.70 One survey was completed. Better lighting and CCTV suggested for isolated areas

Longmeadow

3.71 Two surveys were completed. Litter at the shopping precincts and play areas was stated and the fact that plans for the existing Bragbury End Shops are likely to affect community.

3.72 Liveable street nominations and reasoning provided:

- Hertford Road - potholes

Manor

- 3.73 Three surveys were completed. On-street parking was mentioned, as was the need for more bins on The White Way, better maintenance of grass verges and the need for benches for older residents.
- 3.74 Liveable Streets nominations and reasons provided:
- Drakes Drive – on-street parking
 - The White Way

Martins Wood

- 3.75 Three surveys were completed. Maintenance was highlighted as an issue with bushes, pavements and pot holes requiring work. Additionally, the bus stop could do with a digital display of bus times.
- 3.76 Liveable Streets nominations and reasons provided:
- Mildmay Road – uneven pavement used a lot by school children

Old Town

- 3.77 Eight surveys were completed. Parking was the main issue, particularly at peak times, mentioned by all except one resident. Dog fouling and drug-use also highlighted.
- 3.78 Liveable Streets nominations and reasons provided:
- Pound Avenue – unsafe due to number of cars using route from Primrose Hill Road
 - Alleyns Road – uneven pavement, bad lighting, commercial vehicle parking
 - Haycroft Road – parking and litter
 - Letchmore Road (top end) – parking, busy at school times, dog fouling
 - Orchard Road – speeding cars, used as a cut-through, poor surfacing
 - Fairview Road – poor lighting
 - Almonds Lane – anti-social behaviour down alley ways, mopeds on the paths, parking

Pin Green

- 3.79 Six surveys were completed. A range of issues were stated. Key issues include poor condition of the cycle paths, parking, lighting and resurfacing of pavements.
- 3.80 Liveable streets nominations and reasons provided:
- Meredith Road (x2) – cycle paths and pavement in poor condition
 - King George Close – too much parking for such a narrow road, scruffy council garages, poor lighting/security
 - Vardon Road – speeding cars and pot holes
 - Oval Underpass – poor lighting and condition

Roebuck

- 3.81 Six surveys were completed. Poor parking and condition of the pavements were the main two issues as well as a need for maintenance of greenery such as cutting tree branches and picking up leaves.
- 3.82 Liveable Streets nominations and reasons provided:
- Spring Drive – parking
 - Broadwater Crescent (x2) – speeding cars, maintenance, parking, poor cycle links.

Shephall

- 3.83 Sixteen surveys were completed. Parking and safety were the two key issues with a couple of residents also highlighting issues with the maintenance of greenery and pavements.
- 3.84 Liveable Streets nominations and reasons provided:
- Valley Way (x5) – unclean streets, speeding cars, on-street parking (and on a bus route), anti-social behaviour
 - Shephall Way (x3) – uneven pavement, dangerous speed bumps
 - William Place – needs a bin
 - The Paddocks – on-street parking especially at school times
 - Hydean Way – uneven paving
 - The Hyde – unsafe, anti-social behaviour, parking

St. Nicholas

- 3.85 Seven surveys were completed. A range of issues were stated with issues related to residential parking, on-street parking, uneven paving, litter, anti-social behaviour and closed playgrounds.
- 3.86 Liveable Streets nominations and reasons provided:
- Ripon Road – Shut play facilities
 - St. Nicholas shops, Ripon Road – run down and neglected
 - York Road – terrible parking
 - Ely Close
 - Exeter Close – poor lighting, litter, anti-social behaviour

Symonds Green

- 3.87 Eleven surveys were completed. Issues were highlighted with parking, anti-social behaviour of travellers, dog fouling, poor paving and surfacing of cycle paths, poor lighting and the required preservation of SSSI land.
- 3.88 Liveable Streets nominations and reasons provided:
- Fleetwood Crescent – dog fouling

- Norton Green – speeding cars and bikes, maintenance of SSSI and greenery maintenance, needs residential parking for proposed development
- Chadwell Road – anti-social travellers
- Scarborough Avenue – poor lighting

Woodfield

3.89 One survey was completed highlighting poor street lighting.

4.0 How we incorporated the responses

- 4.1 In general, due to the level of support and agreement for the draft Travel Strategy, the document has remained largely the same.
- 4.2 Respondents suggested numerous improvements to wording to increase clarity and context, many of which have been implemented, and the timescales of many of the plans and projects have been updated based on progress since the draft Strategy was published.
- 4.3 In addition to these relatively minor changes, the remainder of this chapter describes the more significant additions and amendments which are included in the final version of the Transport Strategy.
- 4.4 See Appendix 1 for a full review of all the respondent's comments and our responses to them.

Town Centre Regeneration

- 4.5 Representations highlighted the importance of improving the permeability of active and sustainable transport in the Town Centre, so the major Town Centre regeneration has been added as a short term project in the Strategy. The regeneration offers an opportunity to install new measures, infrastructure, urban design and regulations to reverse some of the current barriers to walking, cycling and using public transport in the Town Centre.
- 4.6 The Regeneration programme is already underway and has its own framework to guide design and masterplanning. It also already has to comply with the promotion of sustainable transportation contained in planning policy. However, it was considered important to add the project to the Strategy as well to make it clear that the Council will embed the concepts of connectivity and accessibility into the overall regeneration programme.
- 4.7 This will incorporate numerous elements including, but not limited to, improving cycle links into the Town Centre, investigating the potential to amend the Town Centre Cycling Ban, improving pedestrian movement throughout the Town Centre and to the Old Town, and increasing levels of cycle parking.

Cycleway Maintenance and Improvements

- 4.8 Many representations focussed on the condition of the pedestrian and cycleway network and stated that a few key improvements would make it a much more attractive and viable alternative to driving. Therefore, this was added as an additional short term project in the Strategy.
- 4.9 Resurfacing is a responsibility of Hertfordshire County Council and some improvements have already been implemented and well received. The Local Cycling and Walking Infrastructure Plan, produced in partnership between SBC and HCC, was cross-referenced and will be used by HCC to identify the elements of the network in greatest need of improvements.

- 4.10 Improvements to lighting, litter-picking and signage will be implemented by SBC and the Strategy details the methods by which this could be implemented. For significant improvements, the Council could bid for external funding, basing any submissions on the evidential studies already undertaken which identify the priority improvements and the benefits they would bring.

Use of powered vehicles on the cycleway

- 4.11 The draft Strategy contained a project to remove the use of mopeds from the cycleway network. Whilst this is still contained in the Strategy, respondents pointed out that this was part of a wider issue.
- 4.12 Modern modes of transport include powered vehicles such as electric bikes, e-scooters, and mobility scooters, as well as non-powered vehicles including scooters. Current regulations related to the use of the highways network are accepted as being out of date and do not permit some modern modes of transportation appropriately, never mind future forms of transport such as driverless pods and vehicles. Therefore, a new short term project to investigate and support potential legislative change has been included in the Strategy.
- 4.13 The Council are not responsible for setting the legislation of the use of its roads, cycleways or pavements but Stevenage, with its unique sustainable transport infrastructure, could be an appropriate location to trial new regulations in a safe environment. The Strategy therefore states that the Council will investigate the current and/or desired use of the cycleway network and promote the town to the Department for Transport for trials which could help overcome barriers to alternative modes of transport whilst maintaining sufficient levels of safety regulation.

Liveable Streets

- 4.14 Respondents to the draft Strategy consultation supported the concept of Liveable Streets and respondents to the accompanying Liveable Streets survey nominated numerous streets as potential trial projects.
- 4.15 The comments and suggestions have been passed onto the SBC Community and Neighbourhood Management department. They are due to undertake further public engagement in the Bedwell and Longmeadow wards, by attending community events and by canvassing households, to identify exactly what improvements are wanted by residents in their local area. With this information, CNM will set a programme of improvement works with the objective of improving neighbourhoods as places to live and enjoy.
- 4.16 The responses to the draft Transport Strategy consultation will be combined with the findings of CNM's public engagement and will help to identify schemes which warrant a Liveable Streets trial. This could be where numerous issues have been identified or where there are substantial issues stated by a significant number of residents.
- 4.17 The project included in the Short Term Action has been updated to reflect this.

A1(M) Smart Motorway

- 4.18 The inclusion of the A1(M) Smart Motorway project in the Strategy received some objection so the short term action has been slightly reframed. The project itself is to be undertaken by Highways England and lies outside of the Council's control. However, the outcome of a successful Smart Motorway will not only see improved safety and journey time reliability on the motorway, but it should free-up capacity on Stevenage's roads by moving traffic in Stevenage back onto the Strategic Road Network. The Strategy now states that capacity increases on local roads as a result of the Smart Motorway project will be used for sustainable transport measures, rather than merely being left for use by additional car journeys.

Large scale public transport schemes

- 4.19 Numerous ambitious individual schemes were suggested through the consultation on the draft Strategy, including schemes such as Park and Ride, monorail, Light Rail Transit, mass transit, ski-lifts and off-grade walkways. This kind of public transport project could offer a solution which enables a significant modal-shift in personal transportation habits as the next phase of promoting sustainable transport in the town.
- 4.20 The expense of infrastructure and/or land-take associated with large scale schemes necessitates a critical mass of users to make them financially viable so measures to disincentivise car-use on a large scale are likely to be needed, alongside potential schemes, to create the required amount of future customers. The new public transport would not be an appropriate replacement for all of the original privately-owned car trips so a full range of viable alternatives to car-use are needed before a large scale scheme can be introduced. The Transport Strategy has therefore been amended to include investigating the feasibility of potential large scale public transport projects, and associated measures to disincentivise car-use, as a long-term option rather than as a short or medium term project.
- 4.21 Based on the successful implementation of plans and programmes in this version of the Transport Strategy, future versions of the Transport Strategy could include large scale public transport schemes as a short or medium action plan or commitments to investigate their feasibility.

Monitoring

- 4.22 The Monitoring and Review chapter was amended to commit the Council to producing an annual review of the progress within the Strategy rather than an annual updated Strategy. This is stated with the caveat that if significant changes are required, based on the findings of monitoring or known changes to circumstances regarding the schemes included in the Strategy, the Strategy could be updated.
- 4.23 Whilst representations stated that the Strategy should contain clear targets related to the transportation habits and the use of different modes of transport, that data is collected by Hertfordshire County Council as Local Highways Authority who have greater resources and

expertise to undertake this form of monitoring. Not all forms of transport data are recorded and/or published annually due to the resources and effort required to get meaningful data. Therefore the Monitoring and Review chapter was amended to make it clear that monitoring of the Strategy would focus on the progress of plans and projects included in the Strategy.

- 4.24 Relevant targets and indicators from the Authority's Monitoring Report that focus on transport methods will be included in the Strategy's monitoring documents, if available, to give some indication of whether the plans and projects are having the required impact.

5.0 Conclusion

- 5.1 The Transport Strategy has been through an extensive public consultation and has largely been accepted as containing the correct package of plans and projects to promote a modal shift in transportation habits.
- 5.2 Amendments and additions have been made to the Strategy which will be published as the overarching strategy of the Council to promote sustainable transport in the town.
- 5.3 The Strategy will be monitored on an annual basis to record and publish the progress of the plans and projects included within the Strategy. The monitoring will determine whether the Strategy requires updating due to the successful or unsuccessful implementation of schemes, or wider issues which could change the context of the Strategy and/or the Council priorities.

Appendices

General Theme	Summary	How incorporated
Air Travel	Concerns in the Old Town about the environmental impacts of the Luton Airport Route Change proposals.	Noted. The Council will respond to any Luton Airport expansion plans and ensure concerns about the impacts on Stevenage are raised.
Air Travel	The Catapult is a national asset and relies very heavily on air transport of its technology to researchers and patients. Any improvements to air travel both for the Catapult and our international visitors would be welcomed.	Noted. As noted in the Strategy, an efficient transportation network is vital for the continued economic benefits that business gives to Stevenage.
Air Travel	The continued expansion of Luton Airport is entirely contradictory with the Council's recently passed Climate Emergency Motion. Any organisation serious about tackling climate change would oppose the addition of further aeroplane routes to the currently over-crowded network of air-transport given their huge net contribution to climate change.	Noted. The Council will respond to any plans with our concerns about the impacts on Stevenage and the wider environment.
Autonomous Vehicles	Safety needs to be considered before introducing autonomous vehicles. We do not want to put people off cycling and walking.	Noted
Autonomous Vehicles	Mass autonomous transit should be the model we push for to ensure that we do not result in even less efficient use of road space.	Noted
Autonomous Vehicles	Many of the employees on the campus travel by rail from London and do not have cars. We would be delighted to see further developments including electric or automated vehicles on Gunnels Wood Road	Noted
Behaviour Change	The use of IT may provide ways to encourage new habits. Bologna, Italy developed a smartphone application which provides credits to people as they increase walking, cycling and use of passenger transport	SBC trialled the BetterPoints sustainable transportation behaviour-change application as a precursor to rolling it out town-wide.

Behaviour Change	BetterPoints are a British tech company that have developed programmes to help modal shift and active travel https://www.betterpoints.ltd/page/products . An active travel app might be the best way to effect change and help a number of local/high street businesses in the process. Setting up the app could be done collaboratively, for example with HCC.	As a result of this response, SBC have trialled the BetterPoints sustainable transportation behaviour-change application internally with staff, as a precursor to rolling it out town-wide. The trial closed on 22 Sept and the results are currently being considered.
Behaviour Change	Penalising cars is not the answer, need to invest in infrastructure and improve publicity.	Noted. Future Town, Future Transport and the schemes included within the strategy contains a range of infrastructural, behavioural and organisational measures that combine to provide a range of carrots and sticks to instigate a modal shift in personal transportation habits.
Behaviour Change	Travel plans for companies	Travel Plans are required for new developments by County Council as Local Highways Authority. The Travel Choice Business endorsement would include a requirement for Travel Plan.
Behaviour Change	Need to change mind-sets (behaviour change) as well as infrastructure and/or technology.	Noted. Future Town, Future Transport and the schemes included within the strategy contains a range of infrastructural, behavioural and organisational measures that combine to provide a range of carrots and sticks to instigate a modal shift in personal transportation habits.
Behaviour Change	Need to encourage no travel.	Noted. As the Local Planning Authority, the Council does not have the remit to encourage no travel. However, the Stevenage Workplace Transport Plan will encourage the Council as, a large employer, to enable working from home and we would expect Travel Plans submitted to meet Travel Choice Business endorsement to do the same.
Behaviour Change	SmartGo are involved in business endorsement.	Noted
Behaviour Change	App used in Bologna (BetterPoints) which logs active travel journeys using GPS and allows people to build up loyalty points.	As a result of this response, SBC have trialled the BetterPoints sustainable transportation behaviour-change application internally with staff, as a precursor to rolling it out town-wide. The trial closed on 22 Sept and the results are currently being considered.
Behaviour Change	Beat the Street' for younger children 'tagging' different locations in the street whilst walking to school.	SBC trialled the BetterPoints sustainable transportation behaviour-change application as a precursor to rolling it out town-wide or trialling other such digital initiatives

Behaviour Change	Rewards for riding/walking. Points for active travel and prizes at the end of term/year.	As a result of this response, SBC have trialled the BetterPoints sustainable transportation behaviour-change application internally with staff, as a precursor to rolling it out town-wide. The trial closed on 22 Sept and the results are currently being considered.
Bus	Bus Station Relocation - do we know where bus users want to go? Why are so many local bus routes terminating routes rather than through routes which would reduce changing and reduce the need for bus parking in the centre. Current plans look as if the bus station is being moved out of the way. Bus stops may be further from where people actually want to be.	The bus station is being relocated closer to the train station, and movement between the two will be further improved by future renovations to the train station. Previous studies have shown that improving the link between the two facilities would make multi-modal journeys easier, promoting the use of public transport.
Bus	Additional point - let's remember the success of the Stevenage Superbus experiments and prepare for a low fare, and perhaps zero fare in a core area.	Minor rewording
Bus	Additional point - we should think how and whether local authorities should have more influence over public transport routes and services in the future.	Noted
Bus	Buses are too infrequent and are not timed to match the arrival of trains.	Minor rewording
Bus	It is noticeable that, for instance, the SB1, 3 and 5 are hardly ever more than 20% full. As diesel is highly polluting, there is a green benefit, as well as financial, to reducing the services.	Minor rewording
Bus	A reduction in buses would help reduce congestion.	Noted
Bus	Bus Centre Relocation - we welcome imaginative approaches to improving sustainable transport infrastructure, enhancing the permeability and accessibility of Stevenage - in particular the Town Centre - whilst conserving and where possible enhancing its unique architectural and historic special interest.	Noted
Bus	We would have welcomed a greater emphasis on bus use given that it remains the most widely used form of public transport particularly for the least advantaged members of the community.	Noted
Bus	Bus User Improvement, Arriva - Our recent experience of dealing with the company leads us to have serious doubts about their ability to deliver these objectives. We believe there is a lack of ability by Senior Management to consider ways of tackling such issues as punctuality, driver shortage and the maintenance and cleanliness of vehicles.	Noted

Bus	The success of any plans here require the active support of the County Council	Noted
Bus	There is a need for local authorities and bus operators to think and act more imaginatively about the possibility of a more demand-led service, as Arriva has done in Kent.	Minor rewording
Bus	Attention needs to be given to refashioning bus routes some of which are still based on the demographic patterns of 50 years ago.	Minor rewording
Bus	Bus Station Relocation - BUGS has been pleased to be involved in SBC's plans and see this as crucial for reviving bus travel in the town, involving a more user friendly environment and more reliable service information.	Noted
Bus	We note that discussions have taken place between Arriva and SBC about a new bus garage. This is also an urgent requirement.	Noted
Bus	The bus station needs to be near the railway station.	Noted
Bus	Bus timetables need to be devised to match the train schedules	Minor rewording
Bus	Noisy, dirty buses are unacceptable and one would hope that electric and hybrid buses are to replace those buses that are no longer fit for purpose.	Noted
Bus	Buses need to be punctual or else they lead to missed appointments or connections, wasting time and money and causing stress	Noted
Bus	Happy to see a move to varied ways of payment.	Noted

Bus	Bus timetables could be arranged so that buses do not use roads outside schools at the busiest times.	Minor rewording
Bus	It appears that bus companies make all the decisions about routes and services. Some buses are not conducive for older people due to the height of the step, and we need to consider how people get to the new health centre on the leisure park or the crematorium.	Minor rewording
Bus	Quite a walk to nearest bus stop. Frequency and timings of buses not great. Steps onto buses. Pushchair and wheelchair. No service from 7pm onwards or on Sundays.	Noted
Bus	Moving bus station to other side of Train Station would be detrimental.	Noted
Bus	Too many stops on bus routes, routes aren't direct.	Noted
Bus	Minibus design doesn't allow for wheelchairs.	Minor rewording
Bus	Young people can't get to late classes as they can't get home.	Noted
Bus	Congestion is one of the biggest issues facing commercial services and contributes to declining patronage across Hertfordshire. Bus priority measures must be part of the solution and included in any development proposals both residential and business. The only way to create modal shift is for the bus to be quicker than the car at congestion hot spots.	Bus priority measures will be promoted by the County Council as part of their obligations stated within the Hertfordshire Intalink Bus Strategy. Stevenage Borough Council will look to support the planning and delivery of bus priority measures.
Bus	The location and design of the new bus station must include bus priority measures as the current plans would mean longer journey times particularly for buses arriving from the south and east. This will have a negative effect on frequencies and/or cost. The planned Puffin crossing on Lytton Way will also cause delays if access to the new bus station direct from the south and east is not available without substantial bus priority measures.	Minor rewording. Plans for the bus station include bus priority measures to ease access for buses from north and south on Lytton Way.
Bus	Bus priority is key to modal shift. Why would you sit in traffic on a bus if it is not quicker than a car?	Bus priority measures will be promoted by the County Council as part of their obligations stated within the Hertfordshire Intalink Bus Strategy. Stevenage Borough Council will look to support the planning and delivery of bus priority measures.
Bus	Routes need to be commercially viable. Routes need to be there from early occupation and new homes should be no more than 400m from the nearest bus stop.	Minor rewording

Bus	May be worth subsidising existing services for families so they can make trips all day with one ticket. Perhaps fast food outlets could sponsor such a scheme.	Minor rewording
Car	Question whether widening the A1(m) represents value for money, especially by comparison to the benefits of spending on active travel modes. It is at odds with the main strategic objectives of Modal shift/traffic reduction, improved air quality and reduced GHG emissions.	Widening the A1(M) is a Highways Agency project, which already has funding committed. Cars will remain a part of the transportation network. The A1(M) project should free-up road capacity within the town to implement value-for-money sustainable transport projects.
Car	Enabling people to live with fewer cars is a great cost saving on household incomes.	Noted
Car	A1(m) Smart Motorway - this seems out of place in a strategy promoting sustainable and active travel. There is now a mountain of evidence to show that widening motorways and building more motorways simply generates more traffic. My concerns about the A(1)M are the impact on residential roads and cycle routes when it goes wrong.	Widening the A1(M) is a Highways Agency project, which already has funding committed. Cars will remain a part of the transportation network. The A1(M) project should free-up road capacity within the town to implement sustainable transport projects.
Car	Full widening of the A1(m) should be the focus to deal with safety and congestion.	Noted. This stretch of the A1(M) has been identified as a part of the transport network with traffic and safety issues and the works hope to reduce both.
Car	The A1(m) needs upgrading to three lanes each way.	Noted
Car	Yellow lines could be used to limit parking.	Noted. This would be just one measure to be included in the revised Parking Strategy when it is updated.
Car	All speed bumps should be removed to reduce fuel usage and they are bad for those with back problems.	Speed bumps are one way of controlling traffic and will continue to be used. With regards to safety, they have to abide by design guidelines set by Department for Transport so that they are appropriate for the particular road they are being installed on.
Car	Roads are pretty good and just need constant maintenance as pot holes come up.	Noted. HCC, as local highways authority, is responsible for the maintenance of the Highways. Issues can be reported online https://www.hertfordshire.gov.uk/services/highways-roads-and-pavements/report-a-problem/report-a-street-light-or-pothole.aspx
Car	More houses mean more people. We will definitely need more parking at home and publicly, that isn't pricey.	Parking measures across the town and as part of new residential developments will be set in the revised Parking Strategy and Parking Supplementary Planning Document when they are updated.

Car	Capacity within Stevenage, unlocked by Smart Motorway improvements should be "locked in" to the Stevenage network by providing substantial sustainable measures, before the additional capacity is consumed by traffic	Minor rewording to make sure this is clear.
Car	Strict parking standards in new developments and across the town should be used as a measure to support mode shift.	Noted. This concept will be incorporated into the revised Parking Strategy.
Car	Parking spaces should be painted 5 degrees to the edge of the road rather than 90 degrees, and drivers asked to park nose first. This will speed up parking and exiting the spaces.	Parking measures across the town and as part of new residential developments will be set in the revised Parking Strategy and Parking Supplementary Planning Document when they are updated. Suggestions will be forwarded to the Engineering and Planning Policy Teams responsible for producing the Strategy and SPD respectively.
Car	Car sharing scheme could be encouraged by discount rates in the main long stay car parks.	Parking measures across the town and as part of new residential developments will be set in the revised Parking Strategy and Parking Supplementary Planning Document when they are updated. Suggestions will be forwarded to the Engineering and Planning Policy Teams responsible for producing the Strategy and SPD respectively.
Car	Interim one-way systems could be implemented around schools at peak times to reduce congestion.	This would need to be implemented by HCC as Local Highways Authority and would be considered on a case-by-case basis taking account of the impacts on other areas of the highways network.
Car	Use digital signs around the borough to remind people to indicate at least 50m prior to turning. This could help smooth traffic flow and lessen pollution by reducing stop start driving.	Agreed better signage is required on the pedestrian and cycleway network.
Car	The Old Town High Street could be off-limits to all but buses, taxis and cycles. At the very least, the car parking should be looked at. Parking could be made safer by making them parallel to the flow of traffic. Speed limit could be reduced to 20mph.	Noted. This suggestion has been included with the responses to our accompanying Liveable Streets Survey as specific measures for a specific street.
Car	The council must try to control residential parking everywhere, and not just in the periphery of the Town Centre.	Parking measures across the town and as part of new residential developments will be set in the revised Parking Strategy and Parking Supplementary Planning Document when they are updated.

Car	Most new developments are planned with minimal parking per house, leading to parking which endangers access for fire engines and even ambulances.	Parking measures across the town and as part of new residential developments will be set in the revised Parking Strategy and Parking Supplementary Planning Document when they are updated. The level of parking at residential developments is a balance between permitting sufficient parking without promoting and enabling a higher quantity of cars than is necessary. This has to be balanced against other initiatives to disincentivise car-use and promote alternative forms of transport.
Car	Perhaps restrict parking to one side of the street or introduce other such measures. Enforce with double yellow lines if possible.	Parking measures across the town and as part of new residential developments will be set in the revised Parking Strategy and Parking Supplementary Planning Document when they are updated. Suggestions will be forwarded to the Engineering and Planning Policy Teams responsible for producing the Strategy and SPD respectively.
Car	Ensure all new residential roads are wide enough to allow one side parking with access for large vehicles.	Parking measures across the town and as part of new residential developments will be set in the revised Parking Strategy and Parking Supplementary Planning Document when they are updated. Suggestions will be forwarded to the Engineering and Planning Policy Teams responsible for producing the Strategy and SPD respectively.
Car	Hospital parking - expensive and a lack of disabled parking.	Some parking at the hospital is not under control of the Council. Parking measures across the town will be set in the revised Parking Strategy when updated. Suggestions will be forwarded to the Engineering responsible for producing the Strategy.
Car	People park and block the dropped kerbs for crossing roads.	Noted
Car	Vans park and block pavements	Noted
Car	Allocate and permit one parking space per house.	Parking measures across the town and as part of new residential developments will be set in the revised Parking Strategy and Parking Supplementary Planning Document when they are updated. Suggestions will be forwarded to the Engineering and Planning Policy Teams responsible for producing the Strategy and SPD respectively.

Car	Parking in Town Centre too expensive	Parking measures across the town and as part of new residential developments will be set in the revised Parking Strategy and Parking Supplementary Planning Document when they are updated. Suggestions will be forwarded to the Engineering and Planning Policy Teams responsible for producing the Strategy and SPD respectively.
Car	Free parking on Saturdays coincided with the lowest sales of the previous month	Noted
Car	Support to improve the Gunnels Wood Road roundabout needs to be addressed since it is a through way for drivers to reach the A1 and there are several major companies that are accessed through this junction including Airbus, MBDA and GSK.	Noted. Improvements to cycling and pedestrian access would have to be included in any project to improve the roundabout or to make use of additional free'd up by the improved Highway.
Car	The suggested widening of the A1 would also be very helpful.	Noted
Car	The conversion of the A1 motorway to a 3-lane system is entirely contradictory with the Council's recently passed Climate Emergency Motion. The necessary target of at least net-zero emissions by 2030 will not be possible without a rapid shift away from personal travel to green public transportation systems. Expanding motorways encourages vehicle usage; with study after study demonstrating this to be the case. Any organisation serious about tackling climate change would oppose the expansion on principle, and campaign to transform the availability of greener transport in their place.	Cars - whether petrol, diesel or increasingly electric - will remain a part of the transportation network for the foreseeable future. The A1(M) project should free-up road capacity within the town to implement value-for-money sustainable transport projects.
Consultation	Have Sustrans and Campaign for Better Transport been consulted?	The Council has been working with various organisations, such as Sustrans and Living Streets, to develop our understanding as officers of the Liveable Streets concepts. We will continue to liaise with these organisations, as appropriate.
Consultation	Consultation on design and location of site – Will you be contacting the bus operators directly as stakeholders?	Bus operators will be consulted directly on proposals.
Consultation	Community not interested in talking to BC. Can't get to evening meetings and don't hear feedback from meetings.	Noted
Cycling	Targeted investment into cycling brings very strong returns. Many local measures e.g. advance stop lines, wheel channels on flights of steps, reduced use of barriers and dismount signs, light phasing priority at crossings and measure for filtered permeability can be introduced as low cost quick wins.	Noted. The Stevenage Cycle Strategy has identified many of these measures.

Cycling	A cycling hub (or similar) is required in the New Town and perhaps the Old Town as well as the new facility in Fairlands Valley Park.	Noted. A cycling hub could be incorporated into the rail station improvements or as part of the Town Centre regeneration. The potential for additional cycling hubs will be investigated.
Cycling	We need a Town Centre Cycling Hub with secure parking, repairs facility, showers and changing, and a cycle hire point. We need to consider whether a bike hire scheme (Sharon's Cycles) which could have docking points here and at other notable locations (e.g. Fairlands Valley Park; High Street; football club; GSK and elsewhere in the employment area)	Noted. A cycling hub could be incorporated into the rail station improvements or as part of the Town Centre regeneration
Cycling	Stevenage Gateway - Cycle Hire docking points need to be incorporated at the station.	It is anticipated that docking bays would be installed at the station if a hire scheme was implemented.
Cycling	An improvement plan is needed for the High Street which is hazardous for cyclists	Noted. This suggestion has been included with the responses to our accompanying Liveable Streets Survey as specific measures for a specific street.
Cycling	There is insufficient cycle parking in the Town Centre	Noted. Plans for the regeneration of Stevenage Central will address cycle parking within this area.
Cycling	A dockless bike scheme would require clearly designated bike parking areas to be introduced in regional neighbourhoods and key points for return and storage within the town centre. Companies would have to take responsibility for bikes being dumped across the borough.	The Council favours a docked bicycle hire scheme and, as such, would install sufficient cycle bays at numerous parts of the town.
Cycling	Those who want to walk and cycle, probably do.	The outputs of the strategy will hopefully promote cycling or walking or other modes of sustainable or active travel to new users.
Cycling	Safe, covered parking bays are required in the Town Centre and in neighbourhood hubs to encourage use.	Noted. Cycle parking provision will be incorporated into the Town Centre regeneration as well as in the Parking Strategy and Parking SPD when updated.
Cycling	Where a cycle path falls onto private property, costs are to be met by the developer and/or person responsible for the land. Maintenance costs to be met by SBC or Highways Agency/HCC as appropriate.	Noted
Cycling	Existing new town roads without a cycle path to be reviewed every 10 years for a cycle path. Roads with schools or places deemed higher risk to be reviewed every 5 years.	Gaps in the cycleway network have been identified in the Local Cycling and Walking Infrastructure Plan.
Cycling	Grass verges to be converted to cycle paths as last resort.	Noted
Cycling	Stevenage to promote cycling. Perhaps make a bicycle symbol synonymous to Stevenage.	The Council is committed to promoting cycling in the town.

Cycling	Paint within the SBC planning office "Think cyclist, think cycle path."	The Council is committed to promoting cycling in the town.
Cycling	Stevenage is the only town in Hertfordshire with an e-assist cargo-bike courier service, delivering 32,000 parcels around Stevenage in the last 12 months, reducing the use of cars and vans.	Noted
Cycling	Showers won't make people cycle to work	The outputs of the strategy will hopefully promote cycling or walking or other modes of sustainable or active travel to new users.
Cycling	People won't want to put helmets on.	The outputs of the strategy will hopefully promote cycling or walking or other modes of sustainable or active travel to new users.
Cycling	Have to take a change of clothes	The outputs of the strategy will hopefully promote cycling or walking or other modes of sustainable or active travel to new users.
Cycling	Dangerous to cycle late	The outputs of the Strategy will hopefully ensure that cycling is a safe option within the town.
Cycling	Bike parking security	Noted. Cycle parking provision will be incorporated into the Town Centre regeneration as well as in the Parking Strategy and Parking SPD when updated.
Cycling	Safer cycle parking in Town Centre would promote cycling.	Noted. Cycle parking provision will be incorporated into the Town Centre regeneration as well as in the Parking Strategy and Parking SPD when updated.
Cycling	Copenhagen - cycle superhighway. Safer, hardly ever stop, speeds up journeys.	Implementing the findings of the Local Cycling and Walking Infrastructure Plan on the mostly-segregated pedestrian and cycleway network will help to ensure cycling and walking journeys are uninterrupted.
Cycling	Service Stations to check tyres etc	Noted. A cycling hub could be incorporated into the rail station improvements or as part of the Town Centre regeneration
Cycling	Elevated route in Town Centre. Link to buildings at second floor.	Connectivity and accessibility are two focusses of the Town Centre regeneration.
Cycling	Cycle parking very important.	Noted. Cycle parking provision will be incorporated into the Town Centre regeneration as well as in the Parking Strategy and

		Parking SPD when updated.
Cycling	A cycle service station with socialising (Café etc)	Noted. A cycling hub could be incorporated into the rail station improvements or as part of the Town Centre regeneration
Cycling	Cycle damage/theft an issue. Cycle Hire scheme would be used as alternative.	The Council is investigating the potential for a cycle hire scheme and would consider where docking bays are needed if a scheme was to be implemented.
Cycling	Increase cycle parking	Noted. Cycle parking provision will be incorporated into the Town Centre regeneration as well as in the Parking Strategy and Parking SPD when updated.
Cycling	Secure cycle parking and CCTV (and signs telling potential thieves about CCTV) is required.	Noted. Cycle parking provision will be incorporated into the Town Centre regeneration as well as in the Parking Strategy and Parking SPD when updated.
Cycling	Cycle hire schemes, perhaps on outskirts such as retail parks	The Council is investigating the potential for a cycle hire scheme and would consider where docking bays are needed if a scheme was to be implemented.
Cycling	Access to electric bikes and a range of type of bikes (mountain etc) would be useful.	Noted
Education & Promotion	A <i>strategic active travel route map</i> is needed, informed by patterns of use and key generators of trip movements. This could be produced within the LCWIP and as part of the Sustainable Travel Town initiative. Routes should be based on <i>Quietway</i> principles. A new internal grid of Quietways through existing neighbourhoods should be designed based on user demands and attractiveness/convenience whilst still exploiting the original cycle network.	Noted. A cycling map of Stevenage is available (http://www.stevenage.gov.uk/52710/52714/). The suggestion re. updating the map with the findings of the LCWIP and through the STT programme will be considered by HCC when determining the package of schemes to be delivered through the programme.
Education & Promotion	Support the holding of town events for cycling, running and walking as a means for people to appreciate a more active lifestyle to help change habits and attitudes.	Minor rewording. Hosting events incorporated into the Cycle Training and Education section.
Education & Promotion	Publicity is required for the cycleways as some cyclists seem unaware of them, using the main roads instead. Perhaps different colour surfacing when they are relaid.	The Council, in partnership with HCC, will continue to promote cycling skills and education.
Education & Promotion	The overhead signs should promote cyclist safety. Reminders to check lights or wear hi-viz for example.	Improved signage has been identified as a key improvement for all of the cycleway network.
Education & Promotion	Promote cycle to work through signage at each industrial estate	Improved signage has been identified as a key improvement for all of the cycleway network.
Education & Promotion	Publish information educating residents on the rules and regulations of using the roads.	The Council, in partnership with HCC, will continue to promote cycling skills and education.

Education & Promotion	Cyclists cause conflict. They are not safe on roads and there aren't enough cycle lanes. People walk on the cycle paths and although paths are segregated, cyclists don't stay on own side.	Stevenage has over 45km of segregated cycleways. The Local Cycling and Walking Infrastructure Plan has identified where improvements and new links are required on the cycleway network.
Education & Promotion	Cycling proficiency is key not only to encourage cycling but also teaching people where they can and can't cycle, and respect for other road users etc.	The Council, in partnership with HCC, will continue to promote cycling skills and education.
Education & Promotion	Promote health benefits of active travel, particularly to adults.	The Council, in partnership with HCC, will continue to promote cycling skills and education.
Education & Promotion	Educate people on where they can and can't cycle.	The Council, in partnership with HCC, will continue to promote cycling skills and education.
Education & Promotion	The cycling festival is good as it gets people thinking about cycling.	Minor rewording. Hosting events incorporated into the Cycle Training and Education section.
EV	Charging Infrastructure will be needed but the use of public footways for charging points can be detrimental to pedestrians and cyclists.	Noted. Requirements and management of EV charging points to be detailed in the updated Parking Strategy.
EV	Electric bike use is growing in popularity and Stevenage should exploit this trend.	A pool of E-bikes has also been made available to SBC staff, via the Green Travel Plan and the Council are committed to investigating the installation of an e-bike hire scheme for the town.
EV	Install EV charging points.	Noted. Requirements and management of EV charging points to be detailed in the updated Parking Strategy.
EV	The Department for Transport is currently conducting a major review of UK transport laws, partly in preparation for an expected surge in electric vehicles, autonomous vehicles, etc. The review would look to remove some regulatory barriers to allow low emission technology to be used to make everyday city journeys. Currently, some personal vehicles, such as e-scooters, are not legally allowed to be used on roads or paths. Perhaps we could, in Stevenage, allow the use of vehicles like the e-scooter on a trial basis - certainly on the cycle paths and perhaps small roads (sometimes you need to use the latter to get onto a cycle path).	Noted. This could be incorporated into the Sustainable Travel Towns programme as a way of promoting Stevenage (and it's unique infrastructure) as a leader of sustainable transport.
EV	There are a few companies that operate a service a bit like the "Boris-bike" for electric scooters. Lime and Bird are two of these.	Minor rewording. This could be investigated alongside an electric bicycle hire scheme.
General	New Developments - This must be implemented.	Noted

General	Plans such as this should incorporate a positive strategy for the conservation and, where possible, the enhancement of the historic environment, in line with paragraph 185 of the NPPF. We would strongly encourage the strategy to reinforce the desirability of new development making a positive contribution to local character and distinctiveness, and better revealing the significance of heritage assets (NPPF 192 and 200).	Schemes would have to comply with the NPPF and Stevenage Local Plan which promotes a positive contribution to local character and distinctiveness.
General	The town centre definitely needs a facelift as it looks tired but parts look good. I love the clock tower and the new play trail.	Noted
General	To invest in the town will mean the hard working families will be attracted to the town and spend their money in town. It will pay off as the right type of people will be in the town and help in the community. I am proud of Stevenage and with the right investment lots more people will be proud too and more people will want to come here and invest in raising children and running businesses.	Noted. The Council wants Stevenage to be an even better place to live, work and enjoy. A modal shift in personal habits will help with this aim.
General	Empty shops in the town centre would look better if local artists and students could use the windows for large scale art work	Noted. Art installations could be used to increase the attractiveness of pedestrian and cycleways. This feedback has been passed on to the relevant internal departments.
Light Rail Transit	We should look at the possibility of LRT from Luton airport, from the West of Stevenage and across the Borough.	Sustainable transportation arrangements will be encouraged by SBC as part of any expansion to Luton Airport.
Light Rail Transit	Stevenage Gateway - Railway Station and Town Centre LRT stops need to be identified now.	Investigating large scale public transport plans/infrastructure is now incorporated into the Long Term chapter. These type of schemes would likely need to be accompanied by measures to disincentivise car-use to ensure there are sufficient potential users to make schemes financially viable. Therefore, before they can be promoted or investigated, progress is required with the Strategy's short term action plans to ensure that sufficient viable alternatives to car-use exist before measure to disincentivise car-use are applied.
Light Rail Transit	Commission a study into the viability of LRT on routes that could include Luton Airport, West of Stevenage to town centre and all or part of Stevenage South, Roaring Meg, Town Centre, Old Town, Lister Hospital.	Investigating large scale public transport plans/infrastructure is now incorporated into the Long Term chapter. These type of schemes would likely need to be accompanied by measures to disincentivise car-use to ensure there are sufficient potential users to make schemes financially viable. Therefore, before they can be promoted or investigated, progress is required with the Strategy's short term action plans to ensure that sufficient viable alternatives to car-use exist before measure to disincentivise car-use are applied.

Light Rail Transit	Increased car traffic would have a detrimental environmental impact as well as additional aircraft movements. Easy connections with Stevenage railway station will be essential and it is essential that the location for light rail or tram stops in Stevenage Town Centre are identified and reserved now. Would Stevenage West be on the rail link route? Could a stop be provided?	Investigating large scale public transport plans/infrastructure is now incorporated into the Long Term chapter. These type of schemes would likely need to be accompanied by measures to disincentivise car-use to ensure there are sufficient potential users to make schemes financially viable. Therefore, before they can be promoted or investigated, progress is required with the Strategy's short term action plans to ensure that sufficient viable alternatives to car-use exist before measure to disincentivise car-use are applied.
Light Rail Transit	The expanded city of Stevenage in 2031 may include efficient LRT routes, perhaps including Stevenage to Stevenage West and Luton Airport; and Stevenage South to the town centre, old town, Lister Hospital and perhaps beyond.	Noted
Light Rail Transit	A sixth platform at the station for a Light Rail System to run to and along Gunnels Wood Road.	Investigating large scale public transport plans/infrastructure is now incorporated into the Long Term chapter. These type of schemes would likely need to be accompanied by measures to disincentivise car-use to ensure there are sufficient potential users to make schemes financially viable. Therefore, before they can be promoted or investigated, progress is required with the Strategy's short term action plans to ensure that sufficient viable alternatives to car-use exist before measure to disincentivise car-use are applied.
Light Rail Transit	Luton Airport Rail Link - the landscape between Luton and Stevenage contains a number of highly significant registered parks and gardens including St Paul's Walden Bury (Grade I), Temple Dinsey (Grade II*), and Knebworth (Grade II*), as well as other designated heritage assets including conservation areas and listed buildings, many of high grade.	Noted. Any proposals would have to comply with the NPPF, the SBLP and other relevant Local Plans which seek the conservation of heritage assets and conservation areas.
Liveable Streets	Support this concept. It should be linked to the potential for ongoing connecting journeys on foot or by bike. Enhancing streets will promote local uses and businesses which, in turn, will provide more local services, workplaces and a richer mix of uses. This will create more 'events' along Quietway routes.	Noted
Liveable Streets	If these roads are served by buses early stage engagement is required with HCC and bus operators. Residential travel plans, area-wide and personalised travel planning should support and encourage behavioural change leading to more sustainable travel choices.	Noted
Liveable Streets	HCC must be included in the process	Noted

Liveable Streets	Support the idea but residents will need clear guidelines. Perhaps a reference webpage.	Noted
Liveable Streets	A town-wide theme could be introduced. 2019 is the year of the nasturtium for example	Noted
Liveable Streets	Communities could adopt a stretch of path to keep it in good order.	Noted
Liveable Streets	<p>Nominate Buckthorne Avenue:</p> <p>Public spaces could be tidied-up</p> <p>Proper arboreal work on trees</p> <p>Some additional planting</p> <p>Roads need sweeping</p> <p>Controls on parking required due to Town Centre proximity</p> <p>Anti-social and illegal parking</p> <p>Roofs of the flats and balconies to Shaftesbury Court remain outstanding from the 'Decent Homes' project</p> <p>Require dropped kerb access to Shaftesbury Court</p> <p>Estate Agents boards remain up forever</p> <p>Drug issues in the area</p> <p>Large number of empty lager cans and broken glass</p>	Forwarded to SBC Communities and Neighbourhood Development team alongside responses to Living Streets survey to incorporate into their community engagement works to identify potential Living Streets trials.
Liveable Streets	The Bedwell local shopping area requires maintenance. The shops fronts have made an effort but sadly the tired and dirty awnings along the front of the buildings totally detracts from this. The whole building could really do with a refresh including the back where the flats are.	Forwarded to SBC Communities and Neighbourhood Development team alongside responses to Living Streets survey to incorporate into their community engagement works to identify potential Living Streets trials.
Liveable Streets	<p>Nominate Orchard Road</p> <p>The road is a conservation area and is a lovely road but a few small improvements could make it really nice:</p> <p>It is used as a cut through from Bridge Road to Julians Road/Lytton Way</p> <p>Cars speed</p> <p>Traffic calming, some nice planting, re-surfacing and cutting off cars from Orchard Crescent to Orchard Road would improve the liveability for residents and the large number of pedestrians who walk down the street.</p>	Forwarded to SBC Communities and Neighbourhood Development team alongside responses to Living Streets survey to incorporate into their community engagement works to identify potential Living Streets trials.
Liveable Streets	Agree that the strategy needs to address streets being clogged with parked cars but unsure exactly how to do so.	Noted

Liveable Streets	To target a street, knock on doors with advance warning and engage with individuals.	Noted. This type of public engagement will be undertaken as part of the SBC Communities and Neighbourhood Management work stream when identifying potential liveable street projects
Liveable Streets	In the later development areas e.g. Cleveland Way/Great Ashby developers were allowed to build narrow access roads and even the main throughway, Great Ashby Way, has none of the cycleways for which earlier New Town was/is renown. At weekends and evenings - even in the daytime - cars (and vans) are parked roughly half on the pavement in e.g. Cleveland Way. This means less-able carts/prams/pedestrians have to squeeze through or worse, take to the road. Police are not interested unless the vehicle is 'causing an obstruction' - whatever their interpretation is	Noted
Mass Transit	In the context of being adventurous, we should explore the potential for mass transit.	The Transport Strategy contains an ambitious range of short term plans and projects. Investigating large scale public transport plans/infrastructure is now incorporated into the Long Term chapter. These types of schemes would likely need to be accompanied by measures to disincentivise car-use to ensure there are sufficient potential users to make schemes financially viable. Therefore, before they can be promoted or investigated, progress is required with the Strategy's short term action plans to ensure that sufficient viable alternatives to car-use exist before measure to disincentivise car-use are applied.
Mopeds	Agree - There is perhaps a distinction between electrically assisted and electrically powered vehicles with a huge differential of speed compared to average cycles. We may need to consider whether it is better to encourage and make provision for scooters for people with mobility challenges on the pavements or on the cycle routes.	Minor rewording. Agree draft text contained misleading terminology.
Mopeds	Careful consideration needs to be given on banning mopeds without fully understanding how we might be able to make use of this in the future including the opportunities it could bring to Stevenage. Walking/cycleways might need to evolve to take advantage of future transport technology e.g. driverless pods.	Agreed. The issue is larger than merely mopeds and the Council, in partnership with HCC, will consider other modes and future modes of transport.
Mopeds	Consideration also needs to be given on the impact this would have on electric bikes usage of the network. This mode could also be viewed as the modern equivalent of a moped.	Agreed. The issue is larger than merely mopeds and the Council, in partnership with HCC, will consider other modes and future modes of transport.
Objectives	Keen for the Transport Strategy to extend some of the London Major's strategic policy objectives to the borough, including Healthy Streets, rebalancing transport system, improving air quality, and reducing road danger.	Noted. There is consistency between the objectives of Future Town, Future Transport and the London Major.

Objectives	Welcome the reference to Healthy Streets. The Healthy Streets concept underpins policies on active travel and street design in the draft London Plan. Should be given more prominence when discussing the Active Travel strategy.	Noted
Objectives	The strategy could include a further objective in Section 7 to improve connectivity from all areas within Stevenage by active travel modes and public transport to feed into the town's key transport nodes.	No change necessary - we consider this is already covered by Objective 1b.
Objectives	The health dividend should be emphasised in the strategy. It makes investment a win-win. Active Travel should be viewed positively as a net financial saving to the public purse when health and maintenance savings are factored in.	Minor rewording. No change necessary for the Objectives but an explanation of the resultant benefits of improved health has been added.
Objectives	Transportation accounts for a quarter of UK carbon emissions. Future national policy can be expected to make increasing demands and these policies will require local action.	Minor rewording
Objectives	In a strategy that looks to 2031 and beyond, we can be ambitious and adventurous. At least at the visioning stage we should think outside the box.	Noted. Future Town, Future Transport is ambitious in its aims to produce a modal shift in private transportation habits. The implementation of the Strategy will be monitored annually which will identify if the Strategy could be reviewed and made more ambitious due to significant progress with the schemes.
Objectives	We welcome also the four key themes, which although do not explicitly refer to the historic environment, would implicitly have beneficial effects on aspects of it. Stevenage's cycle lanes and general layout, including its neighbourhood streets outside the town centre, are a key part of its town planning legacy.	Noted
Objectives	I feel the proposal is very good as the improvements is what is very much needed for Stevenage.	Noted
Objectives	Stevenage is unique. How can we add to the unique facilities?	Noted. The original New Town design is a major strength of the town and lies at the heart of numerous schemes within the Strategy
Objectives	Connectivity is of crucial importance, particularly from London and Cambridge. Access by road, rail and air are all key.	Minor rewording

Organisations	<p>A number of initiatives in the Transport Strategy align with what MBDA already does to promote sustainable travel:</p> <ul style="list-style-type: none"> Interest free season ticket loans for bus/trains Cycle to Work scheme Bicycle User Group Car share scheme and an emergency ride home scheme to pay for alternative transport if the car share becomes unavailable Member of SmartGo Stevenage Mileage claims for cycling on business trips On-site showers Secure bicycle storage on-site Flexi-time Home working 	Noted
Organisations	<p>Challenges remain:</p> <p>MBDA therefore welcome the initiatives in the Transport Strategy</p> <p>Investigating EV charging points</p> <p>Interested in the introduction of CIL charging schedule as it may impact on the decision to invest in certain facilities at Stevenage as part of the significant period of planned developments.</p>	Noted. The CIL Charging Scheme will not impact the viability of development schemes - the CIL examination is there to ensure this is the case. If adopted, money raised by the CIL Charging Schedule could be used to fund sustainable transport schemes for the benefit of Stevenage residents and businesses.
Organisations	<p>Both Stevenage Bioscience Catalyst and the wider Stevenage Campus take our transport policies very seriously. SBC has in place a full Travel Plan that includes:</p> <ul style="list-style-type: none"> Car share Shuttle bus service to the station Cycling with appropriate related facilities such as showers and electric charging points for cars We use local contractors and work in partnership with other campus residents and stakeholders. 	Noted
Park and Ride	<p>We need to identify possible park and ride sites on the edge of the borough. An early candidate for alternative provision could be the A602 from Bragbury End past the Football Club and into town which is getting more and more clogged.</p>	<p>Investigating large scale public transport plans/infrastructure is now incorporated into the Long Term chapter. These type of schemes would likely need to be accompanied by measures to disincentivise car-use to ensure there are sufficient potential users to make schemes financially viable. Therefore, before they can be promoted or investigated, progress is required with the Strategy's short term action plans to ensure that sufficient viable alternatives to car-use exist before measure to disincentivise car-use are applied.</p>

Park and Ride	Designate site(s) near the edge of the Borough for park and ride schemes.	Investigating large scale public transport plans/infrastructure is now incorporated into the Long Term chapter. These type of schemes would likely need to be accompanied by measures to disincentivise car-use to ensure there are sufficient potential users to make schemes financially viable. Therefore, before they can be promoted or investigated, progress is required with the Strategy's short term action plans to ensure that sufficient viable alternatives to car-use exist before measure to disincentivise car-use are applied.
Park and Ride	Additional point - A public transport link between the retail park, the new town centre and the old town, ideally linked to a Park and Ride, and also going on to the Lister Hospital. This could be a tram system based on those used in Milan until recently. This would also be something of a tourist attraction bringing more people into the New Town Centre.	Investigating large scale public transport plans/infrastructure is now incorporated into the Long Term chapter. These type of schemes would likely need to be accompanied by measures to disincentivise car-use to ensure there are sufficient potential users to make schemes financially viable. Therefore, before they can be promoted or investigated, progress is required with the Strategy's short term action plans to ensure that sufficient viable alternatives to car-use exist before measure to disincentivise car-use are applied.
Park and Ride	Park & Rides are expensive. It would be better to improve bus priority measures to encourage local residents to travel by bus by speeding up journey times.	Bus priority measures will be promoted by the County Council as part of their obligations stated within the Hertfordshire Intalink Bus Strategy. Stevenage Borough Council will look to support the planning and delivery of bus priority measures.
Pedestrian and Cycle Network	Agree with benefits of a shift away from private car dependency. Ideally most daily needs are met within a 20-30 minute walk from home. Low traffic redevelopment of brownfield sites reduces the need for remote greenfield development, urban sprawl and road building.	Noted
Pedestrian and Cycle Network	Projects to improve underpasses with lighting and landscaping are welcomed but a reliable budget for maintenance is needed as well.	Noted. Budgets for maintenance are the responsibility of HCC (for resurfacing and marking etc) and SBC (for street cleaning and litter picking etc)
Pedestrian and Cycle Network	Agree better signage is required. The cycleways being at lower level can make it difficult to know where you are.	Noted
Pedestrian and Cycle Network	The A1(m) and distributor roads such as Gresley Way are a barrier to residents accessing and enjoying the countryside. Agree that a review is required to enhance links and rights of way such as the STOOP route.	Noted
Pedestrian and Cycle Network	Protection and enhancement of the cycleway network needs to be written into all relevant plans and briefings for officers and members to prevent a repeat of previous land-use decisions that have made the cycleway less attractive and safe.	Agreed. Sustainable transport is now well established in planning policy through LTP4 and the SBLP

Pedestrian and Cycle Network	Identify missing links in the cycleway network and start to provide them.	The Local Cycling and Walking Infrastructure Plan will identify where improvements and new links are required on the cycleway network, once finalised.
Pedestrian and Cycle Network	Improve cycle access to the west side of Stevenage railway station and provide cycle parking	The Local Cycling and Walking Infrastructure Plan will identify where improvements and new links are required on the cycleway network, once finalised. Plans for the regeneration of Stevenage Central include the provision of cycle parking at the station.
Pedestrian and Cycle Network	Improve the bridge over Fairlands Way and the connection between the new Town Centre and High Street. Perhaps this could be a "Swanson Street" solution there would be visually obvious and direct route, perhaps including public transport. It should be possible to walk out of the improved train station, look left and see the way. Public transport access to the station could be slightly further south to connect with bus and potential LRT stops near the station. There could be more than one cycleway and pedestrian route connection at each end.	The Local Cycling and Walking Infrastructure Plan and the Cycling Strategy have identified which locations on the network need improving or adding to. The future reconfiguration of Lytton Way could help to implement this suggestion.
Pedestrian and Cycle Network	The cycleways have glass on them.	SBC are responsible for street cleaning and litter picking amongst other things and have a regular programme for implementing their maintenance works. Feedback will be passed on internally to the relevant department.
Pedestrian and Cycle Network	Lighting and signage on the cycleways could be improved.	Noted. This could be incorporated into the SBC Communities and Neighbourhood Management works or as part of the Liveable Streets concept.
Pedestrian and Cycle Network	Walking and cycling provision across the A1(M) be considered when Junction 7 is upgraded. There are businesses within Knebworth Park to which walking and cycling to work should be encouraged.	Noted. Proposals will have to meet the sustainable transport requirements of LTP4 and the SBLP to be approved for permission. The A1(M) scheme would be a good opportunity to install sustainable transport provision.
Pedestrian and Cycle Network	Welcome the reference to the Verge and Footway Controls in paragraph 6.26. The Broadwater Conservation Area is presently on Historic England's At Risk Register (Nov 2018), with one of the main factors of concern being the proliferation of parking on verges and the loss of frontages having a negative effect on the character and appearance of that area.	Noted
Pedestrian and Cycle Network	Welcome the proposal to undertake improvements to the underpasses, and the potential for improvements to make reference to Stevenage's heritage and rich tradition of public art. Public art is an important facet of Stevenage's sense of place and identity.	Noted
Pedestrian and Cycle Network	Cyclepaths have fallen into disrepair and it would make a vast improvement to resurface them.	Noted

Pedestrian and Cycle Network	Streets in the town centre could be improved if drainage was adequately maintained.	Noted
Pedestrian and Cycle Network	Footpaths need to be kept clear of overhanging branches and dead leaves (priority given to footpaths through wooded areas).	Noted. This could be incorporated into the SBC Communities and Neighbourhood Management works or as part of the Liveable Streets concept.
Pedestrian and Cycle Network	Lighting is very poor in some areas which impacts on personal security and raises trip hazards.	Noted
Pedestrian and Cycle Network	Cycle way surfaces are potholes and damaged	Noted
Pedestrian and Cycle Network	Cats eyes along the edges of cyclepaths would improve safety.	Noted
Pedestrian and Cycle Network	The Hall of Fame is a great idea but needs better lighting	Noted
Pedestrian and Cycle Network	Introduce a policy to protect and grow the cycle paths.	Sustainable transport is now well established in planning policy through LTP4 and the SBLP
Pedestrian and Cycle Network	Development proposals should set aside land for cycle paths	Proposals will have to meet the sustainable transport requirements of LTP4 and the SBLP to be approved for permission.
Pedestrian and Cycle Network	All new non-residential roads to have cycle paths.	Proposals will have to meet the sustainable transport requirements of LTP4 and the SBLP to be approved for permission. The A1(M) scheme would be a good opportunity to install sustainable transport provision.
Pedestrian and Cycle Network	Suitable lighting at night on the cycle path or junctions or wherever needed for health and safety	Noted
Pedestrian and Cycle Network	Schools to have cycle paths to each main access.	Hertfordshire's Sustainable Modes of Travel Strategy (SMoTS), HCC, Aug 2018 was published to improve the sustainability of school traffic
Pedestrian and Cycle Network	Any employer >250 staff to have 15 year review for cycle path to each main entrance.	The Local Cycling and Walking Infrastructure Plan will identify where new links are required on the cycleway network. This incorporates links to employment areas.
Pedestrian and Cycle Network	Partnership between HCC and Highways Agency for bi-annual review for cycle paths and information sharing on every land redevelopment for cycle path incorporation.	The Local Cycling and Walking Infrastructure Plan will identify where new links are required on the cycleway network. This incorporates links to employment areas. New proposals will have to meet the sustainable transport requirements of LTP4 and the SBLP to be approved for permission.

Pedestrian and Cycle Network	The recent standard of resurfacing should be used for future programmed works. This upgrading on a larger scale will help make cycle journeys the quickest and most enjoyable form of transport.	Noted
Pedestrian and Cycle Network	Holes and dips - hard for buggies and people with walking difficulties.	Noted
Pedestrian and Cycle Network	Benches - would enable people to sit down but think where they are placed as they youths congregate there.	Noted
Pedestrian and Cycle Network	Cycle paths are some of best in UK. Could develop to bring to next level. Lighting, maintenance would help.	Noted
Pedestrian and Cycle Network	Colour-code tarmac and keep cycle routes well signed.	Noted
Pedestrian and Cycle Network	Liven up routes and underpasses.	Noted
Pedestrian and Cycle Network	Continue resurfacing cycle paths	Noted
Pedestrian and Cycle Network	Better lighting on all routes, particularly underpasses, should be installed and maintained.	Noted
Pedestrian and Cycle Network	Install advertising boards along cycle paths to make them more interesting (and as additional lighting)	Agreed better signage is required on the pedestrian and cycleway network.
Pedestrian and Cycle Network	Install signs telling people how long it takes to walk/cycles to destinations	Agreed better signage is required on the pedestrian and cycleway network.
Pedestrian and Cycle Network	Electronic feedback signs to report maintenance issues/problems (instead of reporting online/by phone).	Noted. This idea will be passed to Herts Highways for future consideration.
Pedestrian and Cycle Network	Zebra crossings across main roads, particularly dual carriageways, to improve direct routes/access.	Agreed. The Local Cycling and Walking Infrastructure Plan and the Cycling Strategy will identify which locations on the network need improving or adding to. At-grade crossings are a requirement for certain roads.
Pedestrian and Cycle Network	Greenery along pathways to make them more attractive	Noted
Pedestrian and Cycle Network	Marked routes with start and end points to make cycling/walking more fun.	Agreed better signage is required on the pedestrian and cycleway network.

Pedestrian and Cycle Network	Improvements to local destinations via bike or foot would be welcomed since many of the underpasses etc seem unwelcoming.	Noted
Priority	We could reference the recent NICE (National Institute for Health and Care Excellence) guidance that pedestrians, cyclists and public transport should be given priority over cars when roads are built or upgraded.	The transport Hierarchy established in LTP4 places all transport modes ahead of cars. This is the key transport policy document in Hertfordshire.
Public Transport	Supports provisions to enhance rail and bus infrastructure	Noted
Public Transport	Can we identify a 'public transport spine', perhaps a Stevenage Zone One like the successful concept in London? For example Stevenage South - Roebuck/Roaring Meg - Town Centre - High Street - Lister Hospital?	Ticketing is the responsibility of bus operators. The Intalink Bus Strategy seeks to implement consistent ticketing across the bus operators and locations across the county. The Enhanced Partnership approach (detailed within the Strategy) will provide HCC with more scope to encourage operators to implement schemes. A 'Stevenage One' initiative (or similar) would likely require local authority subsidies and, like other large scale infrastructure projects, would likely require implementation alongside measures to significantly disincentivise car-use to ensure there are enough users to be financially viable.
Public Transport	SBC should set an example by offering free bus and rail passes as well as our free parking.	The SBC Workplace Travel Plan will contain a range of measures to promote a modal shift in personal transportation habits. This suggestion will be forward to the Engineering Team who are responsible for producing the Plan.
Public Transport	Miami - Metro Rail. An Elevated tourist attraction. No driver.	Investigating large scale public transport plans/infrastructure is now incorporated into the Long Term chapter. These type of schemes would likely need to be accompanied by measures to disincentivise car-use to ensure there are sufficient potential users to make schemes financially viable. Therefore, before they can be promoted or investigated, progress is required with the Strategy's short term action plans to ensure that sufficient viable alternatives to car-use exist before measure to disincentivise car-use are applied.

Public Transport	"Sky Train" like ski lifts.	Investigating large scale public transport plans/infrastructure is now incorporated into the Long Term chapter. These type of schemes would likely need to be accompanied by measures to disincentivise car-use to ensure there are sufficient potential users to make schemes financially viable. Therefore, before they can be promoted or investigated, progress is required with the Strategy's short term action plans to ensure that sufficient viable alternatives to car-use exist before measure to disincentivise car-use are applied.
Public Transport	Partnership with Airbus to develop new technologies.	The Council is hoping to involve local organisations (of which there are number of engineering/technological companies) to be involved in the Sustainable Travel Towns programme alongside the Council and HCC.
Public Transport	If a shuttle bus ran continuously from the station in a loop along Gunnels Wood Road it would be able to connect all of the major employers increasing the efficiency of transport along this key employment route.	Agreed. This could be investigated through the Smart Go Stevenage Steering Group or as part of the Sustainable Travel Town programme.
Public Transport	New residential developments need a more holistic approach to public transport as most of these developments are planned on the edges of Stevenage and residents who drive will feed into already congested road network 3, 4, 5 or more miles away from the development. This has the effect of pushing traffic further out affecting bus routes serving other areas creating delays and reliability issues across the town. Bus priority measures are not just needed in the town centre but further out on all the major routes into town such as Fairlands Way, Six Hills Way and Broadhall Way (A602).	Bus priority measures will be promoted by the County Council as part of their obligations stated within the Hertfordshire Intalink Bus Strategy. Stevenage Borough Council will look to support the planning and delivery of bus priority measures.
Rail	There may be an opportunity to liaise with DfT and potential rail operators as part of franchise renewal process to promote the extension of contactless payment and Oyster functionality.	Noted
Rail	Fifth Platform - the need for a fifth platform at Stevenage station is essential and immediate.	Noted
Rail	Railway Station Improvements - must not have a detrimental effect on the adjacent cycle route	Noted

Rail	Lobby for an extra two railway tracks at the Digswell Viaduct and through the Welwyn tunnels.	Investigating large scale public transport plans/infrastructure is now incorporated into the Long Term chapter. These type of schemes would likely need to be accompanied by measures to disincentivise car-use to ensure there are sufficient potential users to make schemes financially viable. Therefore, before they can be promoted or investigated, progress is required with the Strategy's short term action plans to ensure that sufficient viable alternatives to car-use exist before measure to disincentivise car-use are applied.
Rail	Investigate the potential for a new Stevenage South railway station due to the A602 becoming clogged. This could be paired with a park and ride facility and be the start point for a LRT system.	Investigating large scale public transport plans/infrastructure is now incorporated into the Long Term chapter. These type of schemes would likely need to be accompanied by measures to disincentivise car-use to ensure there are sufficient potential users to make schemes financially viable. Therefore, before they can be promoted or investigated, progress is required with the Strategy's short term action plans to ensure that sufficient viable alternatives to car-use exist before measure to disincentivise car-use are applied.
Rail	Station access should be made more attractive to benefit commuters and visitors.	Noted. This suggestion has been included with the responses to our accompanying Liveable Streets Survey as specific measures for a specific street.
Rail	Station platforms are windy and unattractive. Sheltered seating in booths with transparent sides and the use of flowerbeds would improve the experience of commuters.	Noted
Rail	The central reservation along Lytton Way (between the train and bus stations) is a disgrace as this is the first step to encouraging people to visit Stevenage and/or to use public transport. Removing all the broken fencing and dead shrubs and replacing them with a permeable gravel effect would be an improvement.	Noted. This suggestion has been included with the responses to our accompanying Liveable Streets Survey as specific measures for a specific street.
Rail	For a large proportion of our visitors, Stevenage Station is there first point of arrival. Any improvements to upgrade the station would therefore be very welcome.	Agreed. Improvements to the railway station and the Town Centre regeneration aim to make a much improved first impression of the town upon visitors.
Rewording	First sentence should be changed to <i>influencing choice</i> to cycling, walking and public transport	We feel the foreword is appropriate in setting the scene for the Strategy. We do want to encourage behavioural change, which is reflected in other parts of the strategy.
Rewording	Second paragraph, last sentence - insert the word "other" before "choices"	Agreed. Minor rewording
Rewording	Recognise that cost influences travel behaviour	Minor rewording within Challenges and Opportunities section

Rewording	Insert "and healthy / active" after "sustainable" in the first sentence.	No change necessary - active transport is a key part of "sustainable"
Rewording	The extensive world class cycleways have been neglected and diminished by decisions by various agencies over the last thirty years.	No change necessary - mentioned elsewhere in Strategy
Rewording	1B. I don't understand the "other" in other public transport modes	Minor rewording
Rewording	2B. Separate the reference to roads from the reference to cycleways and footpaths to leave: B1 maintain, enhance and improve Stevenage's cycleways and footpaths, including underpasses, and pavements; then B2 maintain Stevenage's roads	No change necessary - to maintain consistency with other objectives
Rewording	3. Insert "share of" between greater and mode.	No change necessary - the 'mode split' refers to the share of the transportation
Rewording	3B. Include reducing the number of pavements that flood.	No change necessary - flooding is incorporated into making routes more attractive
Rewording	Include that the new town pioneers had to campaign for the first sections of the cycleway network and that the town's Superbus experiments showed that people could be shifted from cars to public transport by improvements in services and reductions in fares.	No change necessary. We feel the foreword is appropriate in setting the scene for the Strategy and that the range of plans and schemes will help enable a modal-shift in transport-use.
Rewording	What does designation of Stevenage as a Sustainable Travel Town mean? What resources will it bring?	Whilst there is no specified funding for designated STTs, being awarded the STT status would prompt improved partnership working with HCC officers and offer more expertise and resources for submitting bids for funding for future infrastructure and behaviour change projects/schemes related to sustainable travel.
Rewording	This is misleading as a lot of local transport is by walking and cycling and does not need a motor whether that be petrol, diesel, hydrogen or electric.	Minor rewording
Rewording	Superfast Trains - not a big feature in local transport but the local journey to the station will become more relevant.	Noted
Rewording	Mention that self-containment was a concept of Stevenage's design at a neighbourhood and at a town level. High proportion of people should live and work in the town thus minimising journey lengths and times. If implemented it would increase the proportion of journeys that would be practical by walking and cycling, and also enhance family and community life by minimising the amount of time that people are away from home.	Minor rewording

Rewording	As well as purely transport benefits, the segregation offered by cycleway network gives safe opportunities for youngsters learning to ride and is widely used by local running clubs and joggers.	Minor rewording
Rewording	The report should mention that weather has a significant effect on the use of cycle paths	Minor rewording
Rewording	Question the term "relatively compact urban form" as Stevenage's form is influenced by the principles and approaches developed by the Garden City movement in the pre-Second World War period. As such it contains relatively low density residential development with considerable areas of green space and landscaping. This was a deliberate move away from the compact and high density urban townscapes of nineteenth century London.	Minor rewording. The reference referred to the size of the town but the paragraph has been amended to focus on the town's urban form.
Rewording	What is the time scale for the document? 2019 -2031?	Minor rewording - however long term approaches will naturally go beyond 2031.
Rewording	Purpose – not Pupose	Minor rewording
Rewording	Compared to the key themes list on page 31 this list has been edited and loses some of the important detail. Please can the list on page 4-5 be the same as the list on page 35.	Minor rewording
Rewording	Suggest adding the wording in red Active travel has the potential to significantly benefit local resident's health by helping to increase levels of physical activity and reducing levels of obesity.	Minor rewording
Rewording	Include HCC Road Safety Strategy in list of Completed Plans and Projects.	Minor rewording
Rewording	New developments, SBC/HCC - Developers will be required to prioritise walking and cycling, and public transport provision, in all new development schemes (residential, commercial and schools).	Minor rewording

Rewording	<p>This would benefit from having a short paragraph about the local health challenges, suggested text in red:</p> <p>Modern living means that we are now 20% less active than we were in the 1960s. There is clear evidence that being regularly physically active improves health, promotes mental wellbeing, improves quality of life and promotes independence. Physical inactivity is also closely linked to obesity, and in Stevenage 21% of adults are classified as physically inactive and there is a higher percentage of adults classified as overweight or obese - 65% compared to 61.3% in England.</p>	Suggested paragraph added
Rewording	‘Underuse’ use alternative wording	Minor rewording
Rewording	Needs to include reference to the Department for Environment Food and Rural affairs Draft Clean Air Strategy 2018. https://consult.defra.gov.uk/environmental-quality/clean-air-strategy-consultation/user_uploads/clean-air-strategy-2018-consultation.pdf	Paragraph added
Rewording	HCC Road Safety Strategy and SMoTS should be included.	Paragraph added
Rewording	Active transport has the potential to significantly benefit local resident’s health. Even cycling or walking a short distance or as part of a longer journey contributes to a healthy and enjoyable lifestyle, helping to improve physical health and wellbeing, boosting local productivity and reducing health costs.	Minor rewording
Rewording	<p>Walking and cycling are together known as ‘active travel’ modes and are the most sustainable ways for people to move around (multi modal travel).</p> <p>Paragraph 5.12 suggested rewording of 1st and 2nd sentence in red: Walking and cycling can fit into anyone’s daily routine. Together they are known as ‘active travel’ and are the most sustainable ways for people to move around.</p> <p>1st Bullet point: Health – increased levels of physical activity and reduced levels of overweight and obesity (in line with the Council’s Healthy Stevenage Strategy).</p>	Minor rewording

Rewording	Paragraph 5.18 suggested rewording of final sentence in red: There is an opportunity to promote the bike as the fastest way around Stevenage through local projects which remind residents about the benefits - including improved health and wellbeing - and enjoyment that can come from cycling.	Minor rewording
Rewording	Suggested rewording in red: The regeneration of the town centre offers a unique opportunity to remove the barriers to walking and cycling that currently exist within the central area and to improve facilities such as cycle parking and also the appropriate waymarking of all walking and cycling routes which are key to encouraging a change in travel behaviours to more active modes.	Minor rewording
Rewording	Suggested rewording in red: Frequencies to inter-urban and intra-urban	No change necessary - sentence not related to intra-urban journeys
Rewording	Suggested rewording to final sentence in red: As the car sector begins to transfer towards electric vehicles, there is potential for the electrification of bus services too, bringing even more benefits to these modes of transport including contributing towards improvements in air quality .	Minor rewording
Rewording	Suggested rewording to first sentence in red: A town where we can prioritise sustainable transport, so helping to support development of healthier communities , where residents and businesses are well connected with a range of opportunities and stakeholders can work cooperatively across all neighbourhoods to create living streets that local people can enjoy.	Minor rewording
Rewording	a. To improve access to and from the town and key destinations (e.g. bus/train station and employment sites)	No change necessary - suggestion already incorporated in (b)
Rewording	b. Maintain, enhance, and improve Stevenage's cycleways, and footpaths, including underpasses.	No change necessary - roads should be included
Rewording	c. Reallocate road space to improve multimodal approach to support mobility while reducing environmental impacts.	Minor rewording

Rewording	Rail Transformation Project, Network Rail - These service improvements will work together with planned improvements to the station's appearance and more efficient interchange with other modes of traveling (bus, cycle and walking).	Minor rewording
Rewording	Green Travel Plan - this now requires review in line with HCC Travel Plan guidance.	Noted
Rewording	SmartGo Stevenage - This is an independent organisation	No change necessary
Rewording	The Bus Strategy 2011-15 - The Strategy sets out detail on the required standards for facilities including bus stops and services, and determines which routes should receive subsidy to continue to run, and where improvements may be possible or use can be increased to help services run more efficiently. New Intalink Bus Strategy brings together the existing documents in light of newly adopted LTP4 and Bus Services Act 2017.	No change necessary - mentioned elsewhere n Strategy
Rewording	Community Transport Service - Add web address for the Community Transport Service, SBC http://www.stevenage.gov.uk/48708/	Minor rewording
Rewording	In the Action table 'Adoption of Stevenage as a Sustainable Travel Town' should be changed to 'Inclusion of Stevenage on the Sustainable Travel Town Programme 201/2020'	Minor rewording
Rewording	Suggested rewording of final sentence in red: The council will seek to bring communities together to help them re-imagine and re-design their streets and public spaces to make them more attractive, more enjoyable and healthier and safer places to live.	Minor rewording
Rewording	The deadline dates for the bus station consultation/submission of application need to be updated to reflect the shift in timetable	Minor rewording
Rewording	As part of the consultation, HCC must be included especially the travel plan team (travelplan@hertfordshire.gov.uk) and not just engineers.	Noted

Rewording	Under the 'Who?' column should read HCC	No change necessary - SBC and HCC involved in project
Rewording	Schools and educational establishments must be mentioned as well. HCC supports for bus priority off-site as well as provision within new developments. (Intalink Bus Strategy - proposing an Enhanced Partnership).	Minor rewording
Rewording	Consultation on the Draft Intalink Bus Strategy: Summer 2019 not August 2019. District support essential to successful delivery of some components, including bus priority measures. Partnership with bus operators should be mentioned here. Potential funding sources are developer contributions and external funding sources such as bidding for government grants .	Minor rewording
Rewording	Bus user enhancement?? Is this about bus user experience enhancement? Further clarity needs to be provided.	No change necessary - This is about Arriva making improvements to services.
Rewording	Arriva is not replacing the existing buses with the brand new ones but replacing existing buses with the more up to date ones . This is a commercial decision to make private investment.	Minor rewording
Rewording	Contradiction between a moped and a scooter should be removed from the text.	Minor rewording
Rewording	"reconfigure Lytton Way" should be changed to " change the function of Lytton Way "	No change necessary - links from the town centre to the bus station can be improved by more immediate reconfigurations and amendments before a full change of function of Lytton Way which might not occur for some time.
Rewording	Workplace travel plans should be in line with HCC travel plan guidance	Agreed
Rewording	Should be ' Bikeability ' not "bike ability". Needs B. Include a link to the website? www.bikeability.org.uk	Minor rewording
Rewording	LTP4 Policy 1 - Transport User Hierarchy places reduced need to travel first. This could be supported by Travel Planning initiatives.	No change necessary

Rewording	4. For all major applications (residential, commercial and Schools) to include a Travel Plan and also to be in line with HCC travel plan guidance.	No change necessary
Rewording	Additional indicator: To increase the percentage of journeys undertaken by active travel means.	Monitoring and Review section amended to make it clear that monitoring of this document is primarily about monitoring progress of the plans and projects listed in Chapters 7 and 8. However, SBC will monitor other indicators available to them, some of which will be provided by HCC functions.
Rewording	Living Streets recently published an article about the economic benefits of the pedestrian pound https://www.livingstreets.org.uk/media/3890/pedestrian-pound-2018.pdf .	Noted
Rewording	Large, specialist companies mean employees commute from large distances. Not easy to just walk to work etc	Minor rewording
Rewording	MBDA UK has an ongoing programme of recruitment and expansion of site development with the Stevenage site critical. However, the distance of employees' commutes has increased significantly. Good transport links are important to enabling the company's growth and to retain work force.	Noted
Rewording	8.14 As part of the national airspace modernisation programme, London Luton Airport (LLA) is one of many UK airports required to update all of its flight procedures. London Luton Airport (LLA) is using this opportunity to identify the most environmentally efficient way of managing airspace, with the main focus being on reducing the noise impact associated with aircraft operations. The key objectives will be to ensure aircraft reach higher altitudes sooner and stay higher for longer whilst looking at how flights can be moved away from areas of population to reduce the noise in those communities. 8.15 Accordingly, LLA is formulating a plan to re-design its flight paths and the way it manages its airspace. The current routes affecting Stevenage residents are departures off of runway 08 using the Match/Detling flight path and arrivals for runway 26. The stakeholder engagement process for this programme should begin in early 2019 although the completion is not expected for a number of years as it involves coordination between 16 airports.	Suggested wording added/amended

Rewording	For our companies to grow, they need to be able to attract and retain staff. One of the major benefits of the location compared to London and Cambridge is the availability of affordable, high quality homes. In particular, there is demand for city living / apartments with access to local amenities such as gym, shops, cafés and bars. Good public transport access to and from town is therefore very important. Many of our employees are also looking to be part of a greener and more connected community so enhancing residentially neighbourhoods will also be popular.	Minor rewording
Rewording	Frequencies to interurban destinations are incorrect. Luton, Welwyn Garden City, Hatfield, St Albans and Hemel Hempstead have frequencies of up to every 15 minutes Monday to Friday, every 20 minutes Saturday and hourly on Sundays and Public Holidays.	Suggested wording added/amended
Rewording	Contactless payments were introduced in February 2019.	Minor rewording
Road Underpasses	Additional point - road underpasses successfully diminish congestion (eg. Gunnels Wood Road / Six Hills roundabout) and ought to be part of a long term strategy, especially the Broadhall Way roundabouts at Gunnels Wood Road and Monkswood Way	Suggestion forwarded to HCC as Local Highways Authority
Targets and Monitoring	There is an absence of targets beyond the 3% cycling, 9% walking (2011 census).	The implementation of this Strategy will be monitored by SBC looking at progress with the plans and projects. Personal transportation habits are monitored separately by HCC as Local Highways Authority who have greater resources and expertise to undertake this task. Due to the scale of monitoring operation required to gain accurate results, this form of monitoring will be left to other organisations and analysed, as appropriate, by SBC.
Targets and Monitoring	Green Travel Plans need to include targets for modal share and financial incentives for active travel. Businesses should be discouraged from requiring employers to provide a car for work purposes and to consider car pool, work place charging to fund active travel rewards.	Noted
Targets and Monitoring	It would be preferable to be more open about the aims for modal shift to assess effectiveness.	There will be no specific target in the Transport Strategy. Levels of transportation-use are monitored by HCC as Local Highways Authority and by SBC for the Authority Monitoring Report.
Targets and Monitoring	2. To increase the use of passenger transport – how will this be measured?	This is monitored as part of the Herts County Travel Survey. This is not monitored every year due to the difficulty and scale of monitoring required to gain useful data.

Town Centre	The Town Centre regeneration should enable significant improvements to the walking and cycling links to and from main station.	Agreed. Connectivity and accessibility will be promoted by the Council into all aspects of the regeneration project.
Town Centre	The new town centre must be permeable to cycling and public transport and, wherever possible, pedestrian routes in the town centre should not be broken by motor traffic.	Agreed. Connectivity and accessibility will be promoted by the Council into all aspects of the regeneration project.
Town Centre	We must entrench public transport and cycling routes through the town centre.	Agreed. Connectivity and accessibility will be promoted by the Council into all aspects of the regeneration project.
Town Centre	A cycle lane in Town Centre would not be good. Have a Cycle lane around the Town Centre instead.	Noted. An investigation into the impacts of permitting cycling in parts of the Town Centre will be undertaken to consider the future of the cycle ban and potential options for improving the current situation.
Town Centre	Mobility Scooters are too fast and should be banned from Town Centre.	Noted
Town Centre	Lift the Town Centre cycle ban. If cycling is highest priority, it shouldn't be banned anywhere.	Noted. An investigation into the impacts of permitting cycling in parts of the Town Centre will be undertaken to consider the future of the cycle ban and potential options for improving the current situation.
Town Centre	Cycle lane through the Town Centre so people can cycle there	Noted. An investigation into the impacts of permitting cycling in parts of the Town Centre will be undertaken to consider the future of the cycle ban and potential options for improving the current situation.



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1 Foreword

Stevenage Borough Council recognises that giving people a choice in how they travel and encouraging and enabling people to walk and cycle, and make use of public transport, can have huge benefits for the community. Environmentally, it can improve air quality and reduce congestion on our roads: Socially, it allows people to interact and has many health benefits, and: Economically, it can improve business connections, access to the workplace and encourage a healthier workforce.

Stevenage was built around the principles of sustainable transport and self-containment, and has world-class walking and cycling facilities that have the potential to enable healthier travel choices. Whilst we recognise that car use plays an important role in the way that people and businesses connect, we want to improve and enhance our offer, to give people the opportunity to make other choices in terms of the way they travel and the way their streets are used.

As a Borough Council, we have already taken a number of significant steps towards achieving some of the benefits that active (walking and cycling) and sustainable travel, and more liveable local streets can bring. Our Healthy Stevenage Strategy and the recently adopted Local Plan, in particular, set out specific policies and objectives that seek to achieve this aim. Council employees are encouraged to make use of a small fleet of electric pool vehicles through the Green Travel Plan, a cycle hub has recently been introduced at Fairlands Valley Park and a number of other schemes are already underway.

However, we recognise that we cannot achieve this aim alone. There are a wide range of partners involved in delivering transport infrastructure, whose decisions and plans will impact upon the choices people make. The Transport Strategy seeks to pull together the short, medium and long term plans, strategies and projects of all relevant partners and to provide a series of action plans, which identify who will deliver the projects and plans, the timescales involved and how they will be funded.

As a Co-operative Council, Stevenage strongly believes that communities must be at the heart of the decisions we make. This Strategy, and the actions that it sets out, seeks to inspire and empower communities to make behavioural changes and to lead the implementation of projects in their neighbourhoods, that will encourage them to travel more sustainable and make better use of their streets.

Cllr. Lloyd Briscoe



2 Executive Summary

Purpose

2.1 The Strategy sets out SBC's approach to delivering sustainable transport and better living conditions locally. It provides a strategy for coordinated action by the wide range of agencies and institutions involved in transport provision in the town and county.

2.2 The Strategy seeks to establish Stevenage as a leader in sustainable transport, reflecting its origins as Britain's first New Town with its extensive world class cycleways and pedestrianised town centre. The Strategy will enable the Council to identify and access funding opportunities from a wide range of sources and bodies responsible for delivering transport infrastructure. It promotes Short Term and Medium Term Action Plans as well as a longer term view of potential programmes that could transform transport in Stevenage.

2.3 The Strategy has been subject to consultation, and as a co-operative Council, SBC attempted to gain full participation of communities and stakeholders involved in the achievement of sustainable transport outcomes. A key partner is Hertfordshire County Council (HCC) and Future Town, Future Transport will take forward the County's Local Transport Plan 4 (LTP4) locally.

Key Themes

2.4 Four key themes are reflected in the strategic objectives:

- **Connectivity** - Improve connections between our residents to jobs and services, and business to markets:
 - a. Improve access to and from the town by bicycle and a wide range of public transport modes
 - b. Improve connections within the town by walking, cycling and public transport modes
 - c. Maintain, enhance and improve Stevenage's roads, cycleways and footpaths, including underpasses
- **Liveable Streets** - Restore neighbourhood streets to places that our community can enjoy and be proud of:
 - a. Work co-operatively with residents to pilot approaches that enhance their street as places to live
 - b. Reduce the speed of traffic on local roads to improve safety
 - c. Reallocate road space to promote multi-modal transportation uses
- **Active and Healthy Travel** - Achieve a greater mode split for active travel:
 - a. Increase cycling by ensuring it is the quickest, healthiest and most enjoyable way to get around town

- b. Increase walking by making routes and local destinations more attractive and interactive by foot
 - c. Create behavioural change to encourage active and healthy travel
- **Green Travel** - Reduce the carbon footprint of Stevenage's travel movements and improve air quality:
 - a. Increase the use of more environmentally sustainable modes of transport
 - b. Support provision of new town centre sustainable transport improvements
 - c. Support and increase the use of electric vehicles, including e-bikes and buses
 - d. Encourage car sharing and car-pooling as widely as possible

Context

2.5 Significant growth is identified in the recently adopted Stevenage Borough Local Plan (SBLP), which sets out plans to deliver a regenerated town centre and new housing and employment opportunities across the town. This growth needs to be supported by effective transport networks which serve the town.

2.6 Whilst use of the private car has great benefits, an increase in traffic causes challenges for the road network, local streets can suffer parking pressures, and local living conditions, including air quality, can be affected. A new approach to delivering sustainable, integrated and well connected transport for Stevenage is needed.

2.7 Stevenage was originally planned for walking and cycling (active travel), and there is a strong legacy of sustainable transport to build on. Active travel has the potential to significantly benefit local residents' health by helping to increase levels of physical activity and reducing levels of obesity. Even cycling or walking short journeys can contribute to a healthy and enjoyable lifestyle, and this behavioural change can help to tackle issues such as congestion, parking and air quality, thus improving the local environment.

2.8 The County Council is fully involved in the Strategy, which will co-ordinate the actions of a wide range of stakeholders. The foundation for joint working is provided by LTP4 and the North Central Hertfordshire Growth and Transport Plan, which is currently being prepared. A key element of LTP4 is to seek nominations for designation as a Sustainable Travel Town, which will comprise comprehensive packages of improvements for walking, cycling and passenger transport facilities, combined with activity to encourage more sustainable travel behaviour choices.

2.9 The Strategy will identify opportunities for Local Enterprise Partnership (LEP) funding to help support the improvements needed to attract growth which will benefit local residents and strengthen Hertfordshire's economy. The introduction of the Community Infrastructure Levy (CIL) will provide new opportunities to secure revenue from new developments to help to deliver sustainable transport initiatives.

Completed Plans and Projects

2.10 A number of plans and projects delivering transport outcomes are already in place in Stevenage as follows:

- Active Travel Strategy, HCC
- Stevenage Cycle Strategy Action Plan, SBC
- Rail Transformation Project, National Rail
- Green Travel Plan 2013-2018, SBC
- SmartGo Stevenage, SBC
- BetterPoints Trial, SBC
- Bus Strategy 2011-15, HCC
- Stevenage Cycle Hub, SBC
- Hertfordshire's Sustainable Modes of Travel to School Strategy, HCC
- Road Safety Strategy 2011, HCC
- Rights of Way Improvement Plan 2017/18 - 2027/28, HCC
- Community Transport Service, SBC
- Verge and footway controls, SBC

Short Term Action Plan (2019-22)

2.11 Projects which will be delivered in the period 2019-2022 are set out in the Short Term Action Plan. Detailed schedules are provided for each project setting out key dates for achieving actions, identifying who is responsible for delivering the task, and where the money will come from, where known. The short term action plan has been split into two parts, the first covering the first 12 months (2019-2020), which will generally include schemes that are already underway or have already been scoped and have funding allocated to them.

2.12 Part 1: First 12 months (2019-2020)

- **Designation of Stevenage as a Sustainable Town, SBC/HCC.** An ambitious vision arising from HCC's LTP4 to designate a number of urban areas as Sustainable Travel Towns. Stevenage will bid to become designated as such.
- **Liveable Streets Pilot Projects, SBC.** Identification of a minimum of three Liveable Streets pilot projects in Stevenage. Local communities will be at the heart of these projects, which will seek to transform residential streets from those dominated by cars and traffic, to places that encourage walking and cycling and interaction between neighbours and communities. Physical improvements should be accompanied by promotional and educational activities to encourage behavioural change.
- **Bus Station Relocation, SBC/HCC.** Relocation of the bus station to improve interchange with rail services – linked with town centre regeneration.
- **SBC Workplace Travel Plan, SBC.** Update of the Council's Green Travel Plan as an exemplar of an institutional response to promoting sustainable transport modes.
- **Local Cycling and Walking Infrastructure Plan, SBC/HCC.** Continuation of the DfT supported programme started in 2017 to identify local cycle and walkway issues and prioritised improvements.
- **Cycle Hire Scheme, SBC/HCC.** Introduction of cycle hire scheme located near the bus/rail interchange for residents, workers and visitors.

- **Parking Standards SPD, SBC.** Updating the existing Parking Standards SPD to ensure aspirational levels of cycle parking are provided at new developments (reflecting the Cycle Strategy Action Plan), and the encouragement of electric vehicle usage.
- **New developments, SBC/HCC.** Developers will be required to prioritise walking and cycling, and public transport provision, in all new development schemes (residential and non-residential). New developments will be required to accord with the revised Parking SPD and incorporate Liveable Streets principles.
- **Town Centre Regeneration, SBC/Development Partners.** The regeneration programme for the Town Centre offers a timely opportunity to embed sustainable transport options into and within the Town Centre. A combination of numerous large scale projects will be delivered with themes of accessibility and connectivity accompanying the new residential, commercial employment, retail and leisure developments.
- **Intalink Bus Strategy, HCC/SBC.** Continued development of the pan-Herts partnership promoting a high quality bus network.
- **Bus User Enhancement, Arriva.** Arriva have committed to a number of steps to improve bus user experience in Stevenage, including new vehicles and contactless payment.
- **Removal of mopeds from Stevenage cycleways, HCC.** HCC are working to update legislation for the cycleways to prevent mopeds from using them.
- **Consideration of use of powered vehicles on cycleways, SBC/HCC.** Promote the safe use of the cycleway network by modes of transport such as electric bikes, electric scooters, mobility scooters and maintenance vehicles.
- **Maintenance and Improvements to pedestrian and cycleway network:** ensuring that the town's unique active transport infrastructure is a useable and attractive option for residents is key to promoting a modal-shift in personal transportation habits.

Part 2: Following 3 years (2020 - 2022)

- **Fifth Platform at Stevenage Station, Network Rail.** Construction of a new dedicated platform for Hertford Loop rail services, which will free up capacity for stopping mainline services which is needed for the revised timetables.
- **Railway Station Improvements, Network Rail/SBC.** Further improvements to enhance the services, facilities and linkages at the rail station.
- **Extend contactless payment to Stevenage, DfT/Rail operators.** Ensuring contactless payment for tickets is extended to Stevenage station.
- **Stevenage Gateway – improve intermodal connections at Stevenage Station, SBC/HCC.** Closely linked to the relocation of the bus station and train station enhancement, the addition of a bike hire offer and cycle hub at the station will allow journeys to be continued by sustainable modes.
- **A1(M) Smart Motorway, Highways England.** Existing hard shoulder to be converted to a traffic lane to enable 'all land running'. Further lobbying is likely to be required to push for full widening to deal with safety and congestion concerns.
- **Promote Electric Vehicle Use, SBC.** Consideration will be given to the development of an electric vehicle (EV) policy for the Borough. The number of electric pool cars and bikes, and charging points, available across the town will be increased.
- **Parking Strategy, SBC.** Update of 2004 strategy to promote demand management and the reduction of parking in residential streets.
- **Stevenage Travel Choice business endorsement, SBC.** Encourage employers to take steps to support behavioural change and reduce private car use through an SBC accreditation scheme, where they receive endorsement if they implement a certain number of schemes.

- **Cycle training and education, SBC.** The Stevenage Cycle Strategy Action Plan recommends training and education as a way to encourage increased cycling across the town, to ensure that residents feel confident, and are capable of accessing the cycle network.
- **Luton Airport Expansion.** Luton Airport has recently set out plans to increase capacity further to 36-38 million passengers per annum. SBC will continue to lobby to minimise impacts and share the benefits of growth.

Medium Term Action Plan (2023-31)

2.13 The Stevenage Borough Local Plan (SBLP) and HCC Local Transport Plan 4 have plan periods to 2031 and envisage future transport infrastructure provision later in the plan period. These projects are not funded and funds will be sought for these initiatives:

- **Stevenage as a Destination for Sustainable Transport, SBC.** Promotion of Stevenage as a test bed for innovative sustainable transport initiatives for people and materials, including autonomous vehicles.
- **Stevenage Outer Orbital Path (STOOP) Improvements. SBC/HCC.** Continued upgrading of the community identified orbital walking route.
- **Underpass Improvements, SBC.** Consideration of exemplar schemes to demonstrate more innovative design solutions.
- **Park and Ride, HCC.** Consideration of park and ride opportunities, particularly using electric buses.
- **Bus priority measures, HCC/SBC.** Improving the efficiency of buses can be key to encouraging their use. Prioritisation schemes can include bus lanes, signal prioritisation and bus only links.
- **Electric Bike Hire Scheme, HCC/SBC.** An electric bike hire program will be trialled at the upgraded Stevenage railway station.
- **Route change proposals at London Luton Airport (LLA), LLA.** As part of the national airspace change programme, LLA updating all of its departure procedures using improved satellite based technology to identify the most environmentally efficient way of managing airspace, with the main focus being on reducing the noise impacts.
- **Luton Airport rail link, LLA/SBC/HCC.** Consideration of how access between the airport and Stevenage could be improved, in particular with a light rail link in the future.

Longer Term Approaches

2.14 Technological change in transport is moving at an ever increasing rate. Whilst it is not appropriate to attempt to prepare an Action Plan for post 2031, it is possible to suggest some longer term directions for transport policy which the Council and its partners might seek to maintain progress towards to achieve sustainable transport outcomes. Potential directions for policy may take account of a number of technological advances and institutional responses to issues such as major congestion, air pollution, climate change and so on, such as:

- The potential for a predominantly electric transport network
- Widespread use of autonomous vehicles, drones, robots – a fully autonomous network?
- Further improvements in communications – a non-transport future?
- Public transport enhancements – superfast trains

Implementation, Delivery and Monitoring

2.15 Further details, including costs, of plans and projects in the Strategy are provided in the Infrastructure Delivery Plan (IDP), and SBC will be only one of the bodies involved in implementing this strategy. HCC is the transport authority and has a key role in delivering maintenance and infrastructure improvements locally. The two Councils work closely together and the principles of the Stevenage Borough Local Plan and Local Transport Plan 4 are aligned.

2.16 The Strategy will be used as a basis for negotiation with partners and stake-holder, and for spending CIL/S106 funds. Projects delivered using S106/CIL funds will be monitored continuously through new working arrangements. Monitoring of all other projects will be undertaken by those responsible bodies. Successful implementation will be demonstrated by modal shift and behavioural changes resulting in a healthier and more liveable town.

2.17 A joint working group will meet on an annual basis to ensure the Strategy is being implemented effectively and the objectives are being met across the town.

3 Introduction

Why do we need a Transport Strategy?

The Stevenage context

3.1 As Britain's first New Town, Stevenage has a unique history. Its New Town design means it has a distinct urban form, focused around a pedestrian town centre – the first in the UK - and with jobs available for residents in a distinct employment area close to public transport links. Stevenage was designed to enable its residents to move around the town in safety on a network of cycle and pedestrian routes, segregated from the road system. These routes remain a strong legacy of sustainable transport for us to build on.

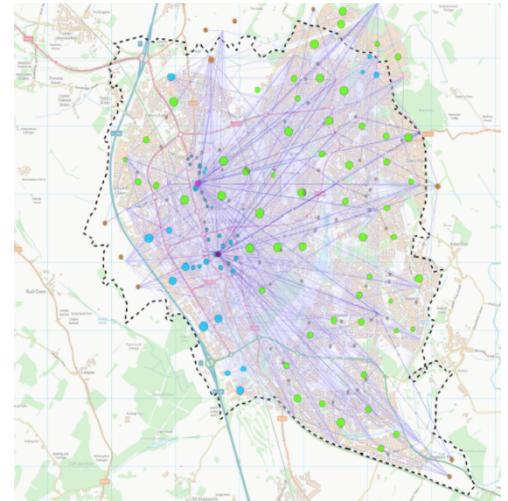
Figure 1 Stevenage transport network



3.2 Stevenage was built around the concept of self-containment at a neighbourhood and town scale, with distinct neighbourhoods each containing their own local neighbourhood centre, providing shops and services for communities. Networks of dedicated cycleways and pedestrian routes connect these neighbourhoods, with Stevenage offering world-class facilities, often compared with those of some European cities, where cycling thrives.

3.3 Stevenage's railway station is on the East Coast Mainline and is also connected to Thameslink. Long distance direct services to the North and Scotland and also to the South Coast are available from Stevenage. Whilst commuter services connect the town to Kings Cross, Cambridge and Peterborough as well as nearby towns including Hitchin, Letchworth and Welwyn Garden City. However, the existing railway station has been underinvested for some time. The station requires an upgrade to increase capacity, but also to create a more appealing gateway into the town, thus helping to attract private investment opportunities.

3.4 Local buses service the town and also connect Stevenage to the wider local area, to towns such as Hitchin, Letchworth and Hertford, as well as the surrounding villages. National bus services are also available, with a National Express stop in the Town Centre that connects Stevenage to Stansted Airport and Northampton, Coventry and Birmingham. Stevenage has one of the most extensive networks in Hertfordshire. However, in line with national and regional trends, some bus services are under threat from reducing subsidies and low usage making them unattractive to commercial providers. A reduction in bus services would be particularly detrimental to isolated and vulnerable residents, who may rely on these services to get around.



3.5 Stevenage is connected to Junctions 7 and 8 of the A1(M), which links London to the north. The A602 connects Stevenage to Hitchin and Ware, whilst the nearby A505 provides connections between Luton Airport and Cambridgeshire.

3.6 Despite its innovation at the time, the design of the New Town did not fully predict the rise of the motor car and the residential roads were not designed to accommodate such an increase in traffic and on-street parking. Whilst the network handles the number of journeys fairly well, increase in car use in Stevenage has led to a reduction in use of the pedestrian and cycle network, and an increase in parking problems on residential streets.

3.7 Parking at residential properties is now a common concern for many residents. When the new town was developed, in some areas it was envisaged residents would be happy to park their cars to the rear of their properties or in garage courts, but, ease of access and visibility benefits, means that parking in front of homes is the preferred choice. This has resulted in congestion on local streets and an uninviting environment for residents.

3.8 Modern living means that we are now 20% less active than we were in the 1960s. There is clear evidence that being regularly physically active improves health, promotes mental wellbeing, improves quality of life and promotes independence. Physical inactivity is also closely linked to obesity, and in Stevenage 21% of adults are classified as physically inactive and there is a higher percentage of adults classified as overweight or obese - 65% compared to 61.3% in England.

3.9 Modern commuting patterns involve a larger proportion of the workforce travelling further to work, making it more difficult to walk or cycle to work, even as one part of a multi-stage journey. This is particularly the case for people who work in Stevenage at one of the multiple national and international companies that offer specialist, technical roles which attract employees who are willing to commute large distances.

3.10 Reduced use of the pedestrian and cycle network, and the preference for private car use, has resulted in funding being directed away from these assets, resulting in a lack of maintenance. Whilst the segregated nature of the pedestrian and cycle network offers a safer environment for travelling around town away from vehicles, there are also perceptions of anti-social behaviour associated with these routes, due to the lack of visibility resulting from the segregation of these facilities. Opportunities must be taken to make improvements to the network, and to break down any barriers to its use.

The future of Stevenage

3.11 The period to 2031 will be the next step in the evolution of the New Town. The Stevenage Borough Local Plan (SBLP) sets out policies to bring forward at least 7,600 new homes for our residents, together with new jobs and community facilities to support this growth. This includes the large-scale regeneration of the town centre, helping to stimulate interest in Stevenage as an attractive place to live, work, visit and invest.

3.12 Key to delivering this growth sustainably is ensuring that the infrastructure required to support this growth is available and of a high quality. The SBLP recognises that peak time congestion on the transport network, even without growth, is a considerable local issue, and delivering this growth with a “business as usual” approach to car-based transport patterns is not an option.

3.13 At the county level, Hertfordshire County Council’s Local Transport Plan 4 (LTP4) also recognises these issues and identifies that expanding the road network to accommodate the level of growth proposed across Hertfordshire is not sustainable for a number of reasons. The quantity of new roads that would be required would have a significant adverse impact on our local environments, and would continue to increase greenhouse gas emissions and contribute to poor air quality locally. It would also be costly and would not necessarily solve the problems. It is clear that another approach is required.

3.14 Consequently, the SBLP includes a Mobility Strategy, which sets out the Borough Council’s commitment to prioritising sustainable and active travel modes of transport and to changing behaviours across the town. It seeks to mitigate the demands of the Local Plan, but to go beyond this, with a reduced reliance on the private car and more active and integrated communities, thus also offering health and other social benefits to the people of Stevenage.

3.15 Local policies also recognise that technological advances and lifestyle changes will continue to influence the way we connect with people and businesses. The way we use services and spaces is changing. Increasingly there is no longer a need to make a physical journey to obtain information, goods or services, or even to provide labour. Many of these things can be delivered remotely, and this will increasingly influence our relationship with our transport systems. However, businesses have chosen to invest in Stevenage due to its location and connections which give excellent access to employees and markets. Good access and public transport will continue to be expected by businesses if they are to remain in, or move to, Stevenage.

3.16 Alongside these changes, where a physical journey is required, new technologies are continuing to alter the way we move. Electric vehicles and bicycles are becoming more common place, and solutions such as driverless vehicles and on-demand public transport services are starting to emerge.

The benefits of growth

3.17 As well as being a driver behind this push towards sustainable and active travel, the recently adopted SBLP also brings forward opportunities to make this change happen.

3.18 Sustainability is at the heart of the plan and development is directed to locations that can be effectively connected to the existing pedestrian and cycling networks. As opposed to trying to retrofit solutions, new development can be planned with active and sustainable travel principles in mind, to ensure that local facilities are provided on-site, where appropriate, and that walking and cycling take priority over car use.

3.19 A key element of the SBLP is its ambitious proposals to regenerate, rebrand and reimagine the central area of Stevenage, known as Stevenage Central. This offers significant opportunities to improve the experiences of residents and visitors through good urban design that helps create a sense of place. This is a unique opportunity to take a holistic view of the centre and to re-think the existing transport nodes, integrating sustainable transport infrastructure more effectively into the built environment and breaking down some of the barriers to movement that currently exist.

3.20 Transitioning from the private car to sustainable and active forms of transport will have benefits for all members of society:

- Local streets will change from being places to park and drive cars to places which local communities can enjoy.
- The local and wider environment will benefit as fewer emissions are emitted, improving local air quality and reducing the effect transport has on climate change.
- Residents and visitors will gain health and economic benefits by getting out of their cars and making shorter journeys by foot or on a bike. This will have knock-on benefits as financial savings are made as a result of reduced maintenance and health costs associated with a healthier population.

What is the Stevenage Transport Strategy?

3.21 The Strategy sets out Stevenage Borough Council's approach to sustainable transport; providing a strategy for coordinated action by a wide range of agencies and institutions, and a framework for planning and decision-making which emphasises the sustainable development of transport networks and modes. It draws together the aims of national, county, and local policy documents in relation to this issue, and identifies the principal existing and future challenges affecting transport in Stevenage, taking account of future growth in population and jobs. It will enable the Council to prioritise and bid for external funding for specific works.

3.22 It establishes the key local transport issues and opportunities which exist in Stevenage, and sets out a vision and objectives for what will be delivered in the future. The Strategy seeks to establish Stevenage as a leader in sustainable transport, reflecting its original New Town design objectives.

3.23 The Strategy provides a comprehensive schedule of plans and projects already underway in and around Stevenage as well as those that are planned or proposed for the future in the form of short and medium-term Action Plans. The Borough Council is only one of the many stakeholders involved in achieving this strategy and the Action Plans identify the contribution of the wide range of agencies and institutions involved.

3.24 As Stevenage's strategic transport document, the Strategy does not provide detail on specific plans and projects which are already included in other plans or project documents. It acts as a co-ordinating and promotional instrument to provide an overview of the actions proposed that affect the Borough.

3.25 The Strategy will guide the Council, relevant stakeholders and the public on key projects and requirements to achieve truly sustainable transport. All future local transport projects should contribute to meeting the objectives included in this document to ensure that transport investment in Stevenage is joined up, maximising the benefits to all residents and businesses.

3.26 As noted above, the Borough Council is not the sole provider of local transport projects. Hertfordshire County Council is the Highway Authority, and has been involved in the preparation of this Strategy. The County Council, alongside other stakeholders such as Network Rail, public transport operators and Highways England, will be crucial to delivering on the objectives of this Strategy and it is important that they share its objectives when progressing their projects locally.

3.27 This Strategy will sit above the strategies and projects linked to specific modes and delivery of projects, to provide an overview of what we are seeking to achieve. This will include those already complete, which will continue to have an important role in delivering the objectives of this document.

Structure of the Strategy

3.28 Following the Introduction, this document notes the Policy Context (Chapter 4) and the Challenges and Opportunities facing Stevenage in transport terms by mode (Chapter 5), and then states the Vision (Chapter 6) and the Strategic Objectives (Chapter 7).

3.29 The substantive content of the Strategy focuses around a comprehensive schedule of transport-related plans and projects in and around Stevenage, including what we have achieved so far and projects that are underway (Chapter 8), to those that are planned or proposed for the future in the form of short and medium-term Action Plans (Chapters 9 and 10, respectively). Each of the projects and plans is presented in a standard format, with a schedule setting out key dates for achieving actions, identifying who is responsible for delivering the task, and where the money will come from.

3.30 Towards the end of the Strategy, the longer term aspirations are discussed (Chapter 11), which recognises that the future, particularly in terms of technological change, is unknown, but that it is important to consider how we future-proof any infrastructure to ensure we can adapt when needed. The final chapters (Chapters 12 and 13) cover Implementation and Delivery, and then Monitoring, respectively.

Consultation

3.31 The Strategy was subject to consultation from January to June 2019 as the Council sought the full participation of all communities and stakeholders involved in the promotion and achievement of sustainable transport outcomes. Stevenage Borough Council will continue to work with communities to improve their services and standard of living as well as with Hertfordshire County Council and other key stakeholders such as Network Rail and Highways England.

How communities can get involved

3.32 Stevenage is a co-operative Council which recognises that services that are planned with local communities are more likely to be successful. The Strategy offers an opportunity to encourage real participation in many elements of the plans and projects proposed, rather than seeking responses to published documents which tend to reach a similar section of the population each time.

3.33 Some of the schemes and projects identified in this strategy will have already been subject to consultation and engagement, for example those contained within the Stevenage Borough Local Plan, which sets out the high level plans for Stevenage Central, including the relocation of the bus station, improvements to the railway station and bus priority measures, amongst other things, and the Stevenage Mobility Strategy. However, further detailed discussions and consultation activities will be required for all of these significant proposals, once they begin to progress.

3.34 Furthermore, there are many potential projects within the Strategy that residents and local community or stakeholder groups may be able to more actively participate in, potentially with Council or other institutional support.

3.35 These may include projects such as improvements to the Council's underpasses, which are often perceived as locations for anti-social activities, deterring people from using them. Local communities could 'adopt a street or underpass' with the aim of improving and using them as spaces for local community use or reducing their often intimidating nature.

3.36 The Council's Co-operative Neighbourhood Management (CNM) approach provides the capability of implementing smaller projects. For example, funding may be available to improve the lighting, appearance, and maintenance of underpasses, and where appropriate, the redesign of these will be carried out in partnership with local communities.

3.37 Other issues for community involvement may include responses on how to reduce the use of private vehicles and affect peoples' behaviour with regard to short journeys. Specifically, the Council is already supporting initiatives to increase cycling by providing riding events, education and training to build rider's confidence and riding ability, to embed this into personal lifestyles.

3.38 Community consultation will aim to be more focussed and will promote trial and demonstration projects to make residential streets more "liveable". Local communities may nominate their local street for consideration as a trial or demonstration project on reappportioning and greening up streets so that walking and cycling is safer and local environmental conditions are improved.

3.39 Other forms of community participation may include involvement in 'walking buses' to schools and joining a recreational cycling club or visiting a cycling hub. There may be other types of local projects that can help to create a connected and sustainable transport future for Stevenage and these should be nominated in response to consultation.

Institutional Consultation

3.40 As well as recognising the key role of Hertfordshire County Council in both the preparation of the Strategy and implementation of plans and projects, Stevenage-based businesses and other stakeholders (including Network Rail, bus and rail operators, Highways England, local interest and user groups, and other public agencies and institutions) were invited to provide input into the Strategy and will be responsible for delivering some of its projects.

3.41 A multi-agency approach will be required if we are to make a real difference with regards to movement in Stevenage. Many local businesses, including those global commercial organisations represented in Stevenage, are already taking a proactive approach to sustainable transport, by encouraging staff to make use of sustainable transport modes by offering schemes such as pool

bikes and car sharing incentives, and by being members of the employee benefit scheme, SmartGo Stevenage. We will continue to encourage local businesses to get involved in helping to achieve the aims and objectives of this strategy.

3.42 Environmentally oriented organisations such as Living Streets and Sustrans may also be involved in local projects which seek to achieve the Strategy's objectives.

4 Policy Context

4.1 This section briefly outlines current national, County-wide and existing Borough policies which establish the scope of this Strategy. This Strategy forms a “bridge” between these policies, and the projects and action plans which will deliver sustainable transport outcomes over the coming 15 years.

National policy

4.2 National transport policy is determined primarily by the Department for Transport (DfT), which states that:

“safe and dependable transport is essential to UK society and the economy. The government is working to make rail, road, air and water transport more efficient and effective, keep them safe and secure, and reduce greenhouse gas and other emissions⁽¹⁾”

4.3 This vision is an intrinsic element of the Government’s National Planning Policy Framework (NPPF) published originally in 2012 and most recently revised in 2019. The NPPF sets out the Government’s planning policies for England and how these should be applied, providing a framework within which locally-prepared plans for housing and other development can be produced.

4.4 The NPPF emphasises the importance of rebalancing the transport system in favour of sustainable transport modes, whilst encouraging local authorities to plan proactively for the transport infrastructure necessary to support the growth of ports, airports and other major generators of travel demand. The Framework recommends that Transport Assessments and Travel Plans should accompany applications for developments that generate significant amounts of movement, although it recognises that the opportunities to maximise sustainable transport solutions will vary from urban to rural areas.

4.5 Other key national policies include:

- National policy statement for national networks, DfT, Dec 2014 - sets out the need and government policies for nationally significant infrastructure rail and road projects for England.
- Connecting People: A Strategic vision for rail, DfT, Nov 2017 - describes the government’s strategic vision for the railways, and the actions they are taking to make it a reality.
- Cycling and Walking Investment Strategy, DfT, April 2017 - sets out the government’s ambition for cycling and walking.
- A green light for better buses, DfT Nov 2012 – sets out Government plans to improve bus services by reforming the Bus Service Operators Grant, encouraging more passengers to use buses and cutting transport emissions.
- Inclusive Transport Strategy, DfT, Aug 2018 – sets out the government’s plans to make our transport system more inclusive and better for disabled people.
- Rail Freight Transport Strategy, DfT, Sep 2013 - outlines the government’s strategy to promote freight transport by rail to limit road congestion and reduce transport carbon emissions.
- Industrial Strategy, DfBEIS, May 2019 - sets out a long-term plan to boost the productivity and earning power of people throughout the UK. It establishes four “Grand Challenges” including the Future of Mobility for the UK to get to the forefront of design and manufacturing for zero emission vehicles.

1 <https://www.gov.uk/government/topics/transport>

- Clean Air Strategy, Defra, Jan 2019 - sets out the case for action to improve air quality, highlighting the significant role that the transport network has to play in reducing emissions to meet objectives on the environment and public health.
- A Green Future: Our 25 Year Plan to Improve the Environment, Defra, Jan 2018 – sets out Government action to help the natural world regain and retain good health with specific action for the transportation sector which is responsible for 40% of the UK's energy.

4.6 National policy relating to air transport is set out in 3 strategies, The Aviation Policy Framework (2013), UK Airspace Policy (2017), and Beyond Horizon, Making the best use of existing runways (2018). These set out how air travel can contribute towards economic growth and sets out a framework for the utilisation of airspace, as well as encouraging making best use of runways.

Hertfordshire County Council (HCC) Policies

4.7 As the lead transport authority, HCC has responsibility for investing in and maintaining the transport network, and the County Council has recently adopted its Local Transport Plan 4 (LTP4) which switches the focus of investment towards active and sustainable transport modes, away from the traditional investment in road infrastructure, with the aims of delivering prosperity, enhancing places, and supporting people.

4.8 Work has commenced to produce the North Central Growth and Transport Plan (GTP), which largely covers the Stevenage and North Hertfordshire local authority areas. The GTP is being developed by HCC, with the support of Stevenage Borough Council. The GTP will develop and justify packages of transport-led improvement schemes and priority action plans to deliver the objectives of LTP4.

4.9 It will be critical to building a thorough understanding of current and future growth and transport challenges in North Central Hertfordshire, and informing decision-making on what appropriate actions should be taken. This plan is likely to be more strategic than the Urban Transport Plan, which it will replace.

4.10 The Local Transport Plan includes the following supporting documents, which are currently being reviewed to ensure that they deliver LTP4 policies:

- Active Travel Strategy – sets out how greater emphasis can be given to walking and cycling
- Intalink Bus Strategy – sets out how the local authorities work with the public transport providers around infrastructure, information, ticketing and marketing.
- Rail Strategy, June 2016 – seeks to ensure that the railway in Hertfordshire can support economic growth and development by agreeing investment priorities for the next fifteen years and beyond. It sets the strategic framework against which decisions regarding future franchises and investment in key elements of infrastructure can be identified and prioritised.
- Speed Management Strategy, March 2014 – sets out a consistent approach to setting speed limits and implementing traffic calming measures, how speed management schemes are selected and funded and education and publicity programmes.
- Road Safety Strategy, 2011 – seeks to promote a safer and greener highway in order to reduce and prevent road casualties.
- Sustainable Modes of Travel to School Strategy, 2018 – sets out the vision to increase opportunities for children and young people to travel to, from and between schools and colleges

by sustainable modes, outlining the actions and processes that will be adopted to improve the viability of sustainable travel.

- Roads in Hertfordshire – Highway Design Guide, 2011 – sets out how improvements to the highway network must be designed to follow a philosophy of sustainability. It recommends shared use and designs less dominated by motorised traffic.

Stevenage Borough Council Policies

4.11 The Stevenage Borough Local Plan, supported by the Mobility Strategy, sets out how Stevenage will develop over the period 2011-2031. The Plan promotes sustainable transport movements, with walking and cycling prioritised in new development, and infrastructure improvements being carried out across the town from the value generated by new development. Improvements to the town centre will be crucial to this, enabling better connectivity by rail, bus, cycle and foot.

4.12 The setting of parking standards in Hertfordshire is devolved to the Local Planning Authorities and car and cycle parking standards for new developments are set out in the Parking Provision Supplementary Planning Document (Parking Provision SPD). The last version was adopted in 2012.

4.13 The Stevenage Infrastructure Delivery Plan (IDP) includes all the projects that will be delivered to support the growth set out in the Local Plan. It is a schedule of projects with delivery partners, and estimates of timeframes and costs associated with them.

4.14 The Stevenage Central Framework is the overarching regeneration strategy for the development of the centre of Stevenage including the establishment of investment priorities, partnership working and physical interventions over the next twenty five years. The aim of the Framework is to make sure that Stevenage Central once more plays as full a role as possible in the lives of Stevenage residents, ensuring that it becomes the place that provides real and tangible benefits for the wider community population of the district and the wider region.

4.15 Stevenage Borough Council declared a Climate Emergency Motion in 2019, committing the Council to reduce emissions from council buildings and its fleet, and to support residents cut their own emissions too. The Stevenage Climate Change Strategy (2016-2021) sets an aspiration for Stevenage to achieve zero carbon status by 2050 with the transportation network being identified as a significant cause of carbon emissions that should undergo holistic changes in order to reduce its impact.

4.16 The Healthy Stevenage Strategy, 2018-2022, sets out the vision for health and wellbeing in Stevenage. It has been agreed by the Healthy Stevenage Partnership, which is a multi-agency partnership including the following organisations; SBC, HCC, Public Health, East and North Herts Clinical Commissioning Group, East and North Herts NHS Trust, Mind in Mid Herts, Healthwatch, Stevenage Football Club Foundation, Citizens Advice Stevenage, Children Centres, Stevenage Leisure Limited, Stevenage Sporting Futures, among many others. It sets out an action plan and priorities for improving the health of our population. It recognises that healthier travel choices can have a significant impact on people's health and wellbeing, thus this Strategy can have a significant role to play in improving the health of our residents.

5 Challenges and Opportunities

5.1 Change and growth bring challenges and opportunities as an increasing population requires new and better services. The relationships and connections between places will change as economies shift, development is completed, and lifestyle patterns change. Planning seeks to ensure that complementary uses are located near each other, making more journeys multipurpose, and thereby reducing the number of journeys required overall.

Challenges

5.2 Creating a significant shift to sustainable modes of transport helps to ensure that Stevenage can accommodate the growth that it needs to deliver across the town in order to meet housing and economic need. Without planning for this shift towards more sustainable modes, development is likely to have an unacceptable impact on the existing transport network leading to congestion, both on roads, and on public transport, and parking pressures.

5.3 Growth, particularly when located at the edge of an urban settlement, has the potential to be less well connected than areas closer to the centre. It will be important to ensure that the new settlements are well connected to Stevenage's existing transport networks so that residents have adequate access to jobs and services.

5.4 The actual or perceived costs associated with sustainable transport often influence an individual's choice to use their own car. Ideally a future transport network in Stevenage will be able to offer multiple cost-effective modes of transportation which will be resilient to factors such as time, weather and location, so as not to inhibit the use of cycling or public transport as a viable alternative to private car use.

Opportunities

5.5 The growth of Stevenage, as set out in the policies of the Local Plan, provides opportunities to ensure that active travel and sustainable modes of transport are integrated at the early stages of new development. The Council will encourage new settlements to become exemplars of how a more sustainable way of living can be achieved.

5.6 Enabling residents' continued excellent access to jobs and services is central to this strategy. Residents currently have access to London, Cambridge, and many other significant towns and cities by rail and bus, as well as to many others by road.

5.7 Gunnels Wood, Pin Green, the Lister Hospital, Old Town, and Stevenage Central are significant elements of the local economy. This strategy will seek to ensure that movements between them are as easy as possible, offering improved opportunities to make some or all of the trips by public or active transport modes.

5.8 The benefits of moving to sustainable and active modes of transport are numerous, from shared and individual health benefits, contributing to tackling climate change, to freeing up capacity on roads, thereby creating quicker overall journey times. Further, by increasing the number of journeys made by sustainable modes of transport, behaviour and funding will shift towards supporting and maintaining their continued use.

5.9 Climate change is a pressing issue, and the Council has recently passed a Climate Emergency Motion and is keen to encourage behaviour change to shift transport patterns away from the use of the private car. Future national policy can be expected to make increasing demands on the transport sector, which currently accounts for a quarter of UK carbon emissions. Policies will require local action and by implementing Future Town, Future Transport, we will play our part in reducing the emission of carbon and other emissions into the atmosphere, benefitting global ecology, as well as local air quality.

5.10 Active transport has the potential to significantly benefit local resident's health. Cycling or walking a short distance, even as part of a longer journey, contributes to a healthy and enjoyable lifestyle, helping to improve physical health and wellbeing, boosting local productivity and reducing health costs⁽²⁾. Encouraging healthier ways of moving around will be directly in line with the Council's Healthy Stevenage Strategy.

5.11 Local Enterprise Partnership funding has the potential to help support the improvements needed to make Stevenage a major sub-regional centre, attracting more growth which will benefit local residents and strengthen Hertfordshire's economy.

5.12 The introduction of the Community Infrastructure Levy (CIL) will provide a new opportunity to secure revenue from new developments to help to deliver sustainable transport infrastructure. CIL operates through the collection of a flat rate for most new floorspace constructed, with the revenue required to be spent on local infrastructure projects.

Walking and Cycling

5.13 Walking and cycling can fit into anyone's routine. Together they are known as 'active travel' and are the most sustainable ways for people to move around. There are many benefits to increasing levels of active forms of travel including:

- Health - increased levels of physical activity and reduced levels of overweight and obesity (in line with the Council's Healthy Stevenage Strategy);
- Social - enables people to interact with their local environments and communities, gives people more choice in how they travel;
- Economic – increased footfall for retail uses, plus the indirect benefits of a healthier workforce;
- Environment – reductions in car use and congestion, leading to lower emissions and better air quality.

Figure 2 Stevenage cycle network



2 <https://www.livingstreets.org.uk/media/3890/pedestrian-pound-2018.pdf>

5.14 Stevenage is a rare example of a town being planned with a dedicated cycling and pedestrian network, a legacy of the New Town principles. The network is world class, and due to the compact nature of the town, cycling is often the quickest way to get between places in Stevenage. However, there are challenges that need to be addressed.

5.15 Some of the routes suffer from maintenance issues, missing connections, and poor lighting and signage. There is also a perception that parts of the network are unsafe and susceptible to crime. These issues are most prevalent in relation to the underpasses, which form a key part of the network. Due to their segregation from the road network, the underpasses do not benefit from overlooking and, where signage is lacking, they can be disorientating for users. They are also often not well-lit and do not provide an attractive and appealing environment that people want to experience.

5.16 The walking and cycling networks across the town are not generally well used and trips that could be made by bike or on foot are often made by the private car. This makes investing in improvements to the network more difficult to justify, which has the potential to create a spiral of decline, unless investment and participation are both increased.

5.17 There is, at present, a lack of good quality and secure cycle parking in the town centre. Additionally, there are not always secure cycle parking spaces in people's homes and places of work. Without these facilities there is a fear that bikes will be damaged or stolen when parked, and this discourages cycle journeys. A lack of changing and showering facilities in workplaces also presents challenges to encouraging active travel as a method of travelling to work.

5.18 The Stevenage Central Framework identified a number of significant barriers to movement around the town's central area, in particular the ring road, which currently offers no at grade crossings and separates the railway station from the shopping area. The bus station also presents a challenge in terms of its location, creating a barrier to movement from the Town Square towards the railway station and Danestrete.

5.19 There is a need to reprioritise local streets for walking and cycling, and make improvements to enable local destinations to be more easily accessed by foot and by bike. Additionally, work is needed to improve safety on the network by increasing activity in areas with a currently high perception of crime, notably underpasses. There is an opportunity to promote the bike as the fastest way around Stevenage through local projects which remind residents about the benefits (including improved health and well-being) and enjoyment that can come from cycling.

5.20 The fact that the town already contains extensive cycling and walking networks means that significant large-scale infrastructure is not required. As such, lower costs will be involved in making those improvements required to make the network more user-friendly. Smaller scale improvements such as lighting, signage, art installations, highlighting key routes, increasing and securing cycle parking, and promotional campaigns can be sufficient to have a real effect on the use of the network.

5.21 New settlements provide the opportunity to integrate active travel into the design and layout of new places and to successfully connect them to the existing network. Walking and cycling should be prioritised when considering access options and the provision of neighbourhood centres, which provide local services and facilities, will enable walking or cycling to become the obvious choice for everyday trips.

5.22 The regeneration of the town centre offers a unique opportunity to remove the barriers to walking and cycling that currently exist within the central area and to improve facilities, such as cycle parking and appropriate way-marking of walking and cycling routes, which are key to encouraging a change in travel behaviours to more active modes.

5.23 Stevenage has many large organisations that are committed to the town, and the Borough Council itself is a key employer. Businesses have the potential to make a significant contribution to meeting active travel objectives, and some already employ environmental officers and have comprehensive Workplace Travel Plans in place. Increased communication with employers will be crucial to encourage change by employees. Improving the links between the regenerated town centre and Stevenage's employment areas has the potential to improve satisfaction for the local workforce, as well as providing increased revenues for local town centre businesses. Much of Gunnels Wood employment area is less than a five minute bike ride to the town centre.

Local Streets

5.24 Residential streets are considerable local assets. They not only provide access to the wider world from people's homes, but spaces in which neighbourhood activities can take place, from organised street parties to chance interactions as people walk down the street.

5.25 At present, many of our residential areas are not providing people with an enjoyable environment to spend time in. Both car use and parking levels have vastly exceeded the capacity envisaged when the New Town was designed, creating capacity issues. Residential streets are often dominated by parked cars or traffic moving at high speeds, which is causing increasing concern for communities. Parked cars dominating residential areas means there is less space for walking and cycling, on-street social interaction, and local bus services to get through, making movement through these areas more difficult and less safe for other users.

5.26 As a co-operative council, Stevenage believes that local people should be at the heart of decision making. Opportunities exist to make use of local knowledge and views about what issues exist within their communities and what the solutions to these could be. Communities should be asked why they do not chose to make use of their local spaces currently, what would make them change their behaviour in the future, and what could improve their area. Engaging local residents and stakeholders in implementing projects to make multifunctional use of the local streets will create spaces that local communities feel safe in and are proud of.

5.27 The 'Liveable street' concept seeks to ensure that towns and cities are designed to be used by people and not dominated by cars. Through a reorientation of local streets to living, as well as for transport purposes, improvements to local environments will create more appealing routes for walking and cycling, and will increase the value of local streets to local residents by improving them as assets for living in, as well as for travelling through. This can lead to health benefits by increasing the number of people choosing to walk in their local areas, and social, cultural and economic benefits by increasing the number of interactions within local neighbourhoods.

5.28 The concept has been successful in many cities across Europe, but is also emerging increasingly in the UK, with Sustrans and Living Streets often leading projects to implement more innovative solutions to improving local connections. Community engagement is essential to ensuring any interventions are successful. Schemes can include:

- Reducing or preventing through traffic on local roads
- Slowing down traffic, particularly around sensitive uses such as schools.

- Shared spaces and streets
- Prioritisation of pedestrians and cyclists
- Prioritisation of buses
- Ensuring parking does not dominate.

Rail

5.29 Rail journeys are comparatively carbon efficient compared to the private car. Stevenage is less than half an hour from London by train and the tube network is accessible in 20 minutes. As an East Coast Main Line station, Stevenage also has excellent links to the north, with services to cities such as Leeds, York and Edinburgh. Stevenage station is a crucial asset for businesses in the local area, and a major gateway for visitors to Stevenage. A reliable, frequent service is required to ensure that residents are able to depend on the rail service for their trips to London and the wider area.

5.30 The recent timetable changes to the Great Northern line offer an even greater range of destinations to Stevenage residents, including direct connections to South London, Gatwick, and Brighton and important new links within the city, such as London Bridge and Farringdon. The introduction of the new timetable should be seen as a long term benefit to Stevenage, although it is recognised that the service needs to be reliable in order for local residents to depend on it for regular travel.

5.31 Stevenage railway station serves as a sub-regional hub in Hertfordshire, accepting national and regional intercity services, as well as local services, and serving as the terminal for services along the Hertford loop. However, east-west rail services are not available, making train travel difficult if you want to reach destinations such as Luton or Bishops Stortford. At present, as the Thameslink timetable is implemented, there is not forecast to be capacity for Hertford loop services to terminate on the four existing platforms, which will be required for intercity and semi-fast services. Funding has been agreed for the construction of a fifth platform dedicated to Hertford loop services.

5.32 There is currently congestion on trains and platforms at peak times, which limits the appeal of rail travel to users and creates safety concerns, particularly around the stairways. The station itself is also dated and does not provide a particularly positive experience for users or an attractive gateway for visitors arriving into the town. There are issues around the size and quality of the waiting area and booking hall, and the small-scale nature of the retail offer makes it a relatively unattractive place to wait.

5.33 Connections between the railway station and other sustainable modes of transport, (the bus station and cycling links, particularly) require improvement. At present, there is a poor relationship between the bus station and the railway station, inadequate secure cycle parking at the station, and poor connections for cycling to and from the station from all directions, with some walking routes also creating safety concerns. This diminishes opportunities to encourage journeys to be continued by sustainable modes.

5.34 The regeneration of Stevenage Central creates significant opportunities to improve connections from the station to the town centre, and westwards towards Gunnels Wood. Opportunities exist to take a holistic approach to sustainable transport and ensuring intermodal connections are improved. Linked to the fifth platform and the recent timetable changes, with the introduction of Thameslink, these improvements should allow the full potential of the railway station to be realised and for Stevenage's excellent connections, particularly to London, to be utilised to their full potential in encouraging investment within the town.

Bus

5.35 Stevenage has a comprehensive bus network which links the town centre with other parts of town, as well as to towns and villages across Hertfordshire, and Luton and Stansted airports. The bus network has a particularly important role in linking areas to the east and west of Stevenage, which the rail network does not cover.

5.36 The frequency of local buses is generally quite good, with services running around Stevenage every ten to fifteen minutes on most local routes. Frequencies to inter-urban destinations are less frequent (up to every 15 minutes Mon-Fri, every 20 minutes Saturday, hourly on Sundays and public holidays to Luton, Welwyn Garden City, Hatfield, St Albans, and Hemel Hempstead, and up to once every three hours to Bishop's Stortford). Improving the reliability, frequency, and quality of services on these routes will be important in underpinning economic growth in Hertfordshire.

5.37 Buses offer clear benefits when compared to the private car; buses are generally greener than the private car on a per passenger basis, they occupy less road space, and provide a safe and accessible form of transport. They also offer the ability to work or relax whilst making a journey. As the car sector begins to transfer towards electric vehicles, there is potential for the electrification of bus services too, bringing even more benefits to this mode of transport, including contributing towards improvements in air quality.

5.38 However, buses have long suffered from being viewed as unfashionable forms of transport, generally providing a less convenient, comfortable, and flexible approach to travel than the private car. Following the capital outlay of buying a car, the bus is also often perceived to be more expensive per trip than making a private car journey.

5.39 The viability of bus services is a key issue affecting their future. Some services are subsidised, and cuts to subsidies have been threatening bus services, to the detriment of the town.

5.40 The regeneration of Stevenage Central offers a unique opportunity to provide an improved and relocated bus station within the central area, and to improve links between the bus and train station facilities. Opportunities also exist to improve bus connections between Gunns Wood, Pin Green Industrial Estate, and Stevenage Central, potentially through the consideration of bus priority measures.

5.41 New technologies offer opportunities for buses to be more responsive to demand in the future, and are being tested in other areas. It will become easier for users and providers of bus services to understand when people want to travel. Similar to the way the private hire vehicle sector is moving towards an app-based model, local residents who can be specific about what bus journeys they need, should benefit from bus services being delivered that meet their needs. Opportunities to promote bus use, alongside more innovative ways of making them more cost-effective, will enable services to become more commercially viable.

5.42 Buses can also benefit from electric vehicle technologies that are becoming more commonplace. Opportunities exist to future-proof new infrastructure to ensure it takes into account the need for electric bus charging technology in the longer term.

Road

5.43 Cars have become the mode of transport of choice for many people in the UK and throughout the world. They are comfortable, affordable, and provide a door-to-door connection. The road network is a vital asset for local businesses who rely on it operating efficiently to guarantee movements of products and materials.

5.44 However, this success has led to issues of congestion on parts of the road network. In the Stevenage area there is regularly congestion, on both the A1(M) and parts of the local road network, at peak times.

5.45 In recent years, awareness of the impacts on our climate, both globally in terms of climate change, and locally in the form of air quality, has increased. Approximately a quarter of the UK's carbon emissions come from transport uses. The true ecological footprint of owning a car is not solely down to the fuel burned, it also includes the materials and energy used to build the car, and these contribute to UK residents having some of the highest ecological footprints in the world.

5.46 Car parking is an issue, particularly on local residential streets, many of which were not designed to accommodate high levels of on-street parking. Parking problems can contribute to congestion and create a hostile environment for walking and cycling.

5.47 Whilst this strategy focuses on encouraging sustainable forms of transport, there is recognition that for particular trips the private vehicle will continue to be the most logical mode. Road journeys will remain an important part of the suite of transport modes that facilitate transport movements within and around Stevenage.

5.48 The upgrade of the A1(M) around Stevenage to a SMART motorway, with all lane running, provides an opportunity to reduce congestion along the town's strategic road links, thus freeing up some capacity for growth and change within the Borough. Whilst improvements are welcomed, there are concerns around safety and emergency vehicle access that come with these proposals, and questions around whether or not all-lane running is sufficient, or whether 3 full lanes are actually required.

5.49 Schemes such as car clubs, car sharing and car-pooling are re-shaping how we use the car, and our roads, in the future. Traditionally a private car spends a great deal of time parked, either at home, or at a place of work. With the advent of real-time information technology this may no longer need to be the case, and this could have significant impacts on the number of cars, amount of parking space, and how intensively roads are used within Stevenage.

5.50 The move to smart transportation also has significant implications for the car industry and our roads. The technology allowing cars to drive themselves (autonomous vehicles) is available and is growing. With it comes significant potential benefits for local users; cars will no longer need to be tethered to their operators, potentially changing forever the need for parking to be provided next to developments. Other identifiable benefits from this technology change will include the ability to be productive while on the move, as the car driver is freed from their driving responsibilities. Cars will be programmed to run more efficiently, both in terms of space used on the road, and in terms of the fuel they consume and emissions they emit. Safety will be improved as the element of human error is removed.

5.51 It is already clear that smartphone apps are having an impact on how users access transport, with examples such as Uber disrupting the taxi industry around the world. This change is likely to increase in the coming years, potentially in ways we cannot yet foresee. What seems likely is that user's expectations about how transport provides for their needs will increase, and providers will need to meet that challenge.

Electric Vehicles

5.52 Over the next 20 years, an increasing number of vehicles will run on electricity rather than fossil fuels. Electric vehicles (EV) for personal use are not limited to cars; electric bicycles are already in use by many, alongside other powered vehicles such as scooters and skateboards.

5.53 To enable the use of electric vehicles, specific infrastructure in the form of electric vehicle charging points is required. Whilst Stevenage has EV charging points within some of its public car parks already, the spaces with this technology are limited. In addition, existing residential areas are not likely to have these facilities in close proximity to people's homes and there are practical and legal obstacles to retrofitting these technologies that need to be carefully considered. 'Destination charging' – within neighbourhood centres and the town centre offers a more practical solution.

5.54 New developments, including the regeneration of Stevenage Central, provide the opportunity to integrate charging point technology into all new schemes from the outset. There are also opportunities to further promote the use of electric vehicles across the town, to make better use of its potential.

5.55 This is a rapidly changing field, and infrastructure which is state of the art today could prove to be redundant in five years. With this in mind there needs to be a flexible approach to new infrastructure.

Figure 3 Electric vehicle, www.eta.co.uk



Air

5.56 Stevenage is in close proximity to London Luton Airport, and lies under the flight path for arrivals. The proximity of the airport means that Stevenage benefits from being connected to many long-distance national and international destinations, at affordable prices, within convenient travel times of home. This is of particular benefit to local businesses who value the freight access to international markets, as well as the ability to network internationally. Local people also benefit from having access to jobs that come directly, and indirectly, from the airport and the connectivity it provides.

5.57 However, noise, environmental pollution, and the impacts of surface access to the site are concerns to local residents. These issues have the potential to be exacerbated in the future with the proposals for expansion of operations at the airport to increase passenger numbers significantly.

5.58 There are opportunities for residents and businesses to benefit from improved access to a growing Luton Airport, making new jobs more accessible and taking advantage of the improved transport links. Improved public transport links between London Luton Airport and Stevenage would help in sharing these economic benefits of airport expansion with the residents of Stevenage.

6 The Vision

6.1 Drawing on national, county and existing local policy, including emerging and proposed projects, the Transport Strategy will promote the following vision:

A town where we prioritise sustainable transport, so helping to support development of healthier communities, where residents and businesses are well connected with a range of opportunities, and where all stakeholders work cooperatively across all neighbourhoods to create living streets that local people can enjoy. Stevenage has a proud history, and the creation of the New Town incorporated sustainable infrastructure in the form of dedicated cycle tracks, a network of local bus routes, streets and squares for residents to enjoy, and a mainline rail station. We will work together with partners to make the most sustainable use of the outstanding connectivity that has been so important to the success of the town.

7 Strategic Objectives

7.1 The Strategy seeks to achieve four primary objectives:

Connectivity

Improve connections between our residents to jobs and services, and business to markets.

- a. Improve access to and from the town by bicycle and a wide range of public transport modes
- b. Improve connections within the town for walking, cycling and public transport modes
- c. Maintain, enhance, and improve Stevenage's roads, cycleways and footpaths, including underpasses

Liveable Streets

Restore neighbourhood streets to places that our community can enjoy and be proud of

- a. Work co-operatively with residents to pilot approaches that enhance their streets as places to live
- b. Reduce the speed of traffic on local roads to improve safety
- c. Reallocate road space to improve multi-modal transportation uses

Active and Healthy Travel

Achieve a greater mode split for active travel

- a. Increase cycling by ensuring it is the quickest, healthiest, and most enjoyable way to get round town
- b. Increase walking by making routes and local destinations more attractive and interactive by foot
- c. Create behavioural change to encourage active and healthy travel

Green Travel

Reduce the carbon footprint of Stevenage's travel movements and improve air quality

- a. Increase the use of more environmentally sustainable modes of transport
- b. Support provision of new town centre sustainable transport improvements
- c. Support and increase the use of electric vehicles, including e-bikes and buses
- d. Encourage car sharing and car-pooling as widely as possible

7.2 To achieve the strategic objectives, plans and projects will be delivered by a range of agencies and these will include infrastructure improvements, new developments and policies delivering desired outcomes. Through this strategy, SBC will seek to ensure that all stakeholders and partner organisations are clear on the Borough's vision to create integrated and sustainable transport outcomes.

8 Completed Plans and Projects

8.1 A number of plans and projects, generally started before the adoption of the SBLP and LTP4, have already been undertaken in Stevenage. These projects are already delivering useful outputs, embracing the principles of sustainable transport in Stevenage, and providing the foundations for future actions.

Active Travel Strategy, HCC, Apr 2013



8.2 Hertfordshire's Active Travel Strategy sets out how the County Council and its partners will identify, deliver and promote interventions to increase the numbers of people walking and cycling in Hertfordshire. Schemes promoted through this strategy include the reallocation of road space, implementation of road user hierarchies, creating new pedestrian crossings, footway maintenance, applying 'designing out crime' principles, improving signage, delivering urban realm improvements, and assisting in personalised travel planning and promotion. The aim is to increase the proportion of journeys made by walking or cycling to improve individual health, quality of life, the environment and the economy.

8.3 The Active Travel Strategy is currently being revised in line with LTP4 and will include the Healthy Streets concept. It is due to be published in 2019.

Stevenage Cycle Strategy Action Plan, SBC, Apr 2018



8.4 The Cycle Strategy Action Plan was prepared by the Borough Council to define behaviour change initiatives and infrastructure improvements that will be required over the Local Plan period (to 2031) to increase cycling within the Borough. The strategy is people-focussed and covers all stages of life from early childhood until retirement. The Cycle Strategy Action Plan aims to restore Stevenage's cycle network to its former status, improving, repairing and rebuilding it, where it has been eroded, and extending it to reach into the new development areas of the town.

8.5 To inform this plan, an audit of the existing cycle network was carried out, identifying and prioritising a set of potential infrastructure improvements, including upgrades of the Cycleway network, missing Cycleway Links, and improvements to wayfinding.

8.6 A review of our existing cycle parking standards is recommended, which will eventually be incorporated into an update to the Parking Standards SPD (as discussed in para 9.23). Initiatives to improve cycling to school, cycling to work and improving cycling within the town centre are also proposed.

Rail transformation project, Network Rail



8.7 Network Rail is undertaking a modernisation of the UK's rail network, which includes the Great Northern services through Stevenage.

8.8 Thameslink services have been introduced to Stevenage, which offer direct services, through London, to Brighton and Gatwick Airport. There are an increased number of faster trains to Kings Cross, and trains now run through Farringdon, offering easy access to Crossrail services (which link directly to Heathrow Airport). Stevenage will continue to be a key stop on fast routes, with the growth of the town helping to cement its place within the network as a sub-regional hub.

8.9 These service improvements will work together with planned improvements to the station's appearance and more efficient interchange with other modes of transport (as discussed in para's 9.49 and 9.52) to encourage the use of Stevenage station and rail services more generally.

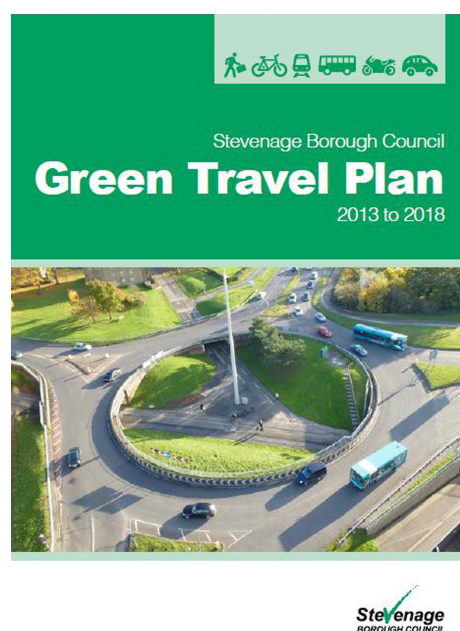
Figure 4 Thameslink train, railwaygazette.com



Green Travel Plan 2013-2018, SBC, 2013



Figure 5 Green Travel Plan



8.10 The Borough Council adopted a Green Travel Plan in 2013, which aims to reduce car use by encouraging staff and councillors to use alternative modes of transport when travelling to and from work, and when carrying out official duties.

8.11 As a large employer, the Borough Council is keen to minimise the negative impact that over-reliance on car travel can have on the environment. As the majority of staff working at the Council do not live far from the office, there is considerable scope for an increase in the proportion of journeys that are made on foot or by bike.

8.12 The current Green Travel Plan included an objective to introduce pool cars and bikes for staff to make use of to carry out council business. Since the adoption of the plan, two electric pool bikes, four standard bikes and four electric pool cars have been made available. The cars are also available for use by local residents as part of an e-car club scheme.

8.13 The Green Travel Plan now requires review to consider what has been achieved so far, to update its objectives and to investigate what can be achieved in the future (as discussed further in para 9.12).

SmartGo Stevenage, SBC



8.14 SmartGo Stevenage is a part of a national scheme to help employers encourage low-carbon transport by providing offers on buses, trains, bikes, gyms and more. It was introduced in Stevenage in 2014, and has been successful in getting over 30 employers on board, representing over 15,000 employees, approximately 10% of whom are registered with SmartGo.

8.15 A steering group meets on a quarterly basis to enable members to discuss benefits, share experiences and to encourage more joint working between all parties.

BetterPoints app trial, SBC



8.16 The Council ran a trial scheme for employees with the behaviour-change smart phone app, BetterPoints, over summer 2019. The app allows users to record their journeys using GPS tracker to encourage travel by sustainable modes.

8.17 The app offers competition between individuals, teams, departments and/or organisations and offers prizes to incentivise sustainable transport as well as showing the environmental savings and health benefits to the user and their organisation.

8.18 SBC ran an internal ten-week trial and passed on the results of the trial to HCC to consider expanding the trial to a town- or county-wide initiative that could incorporate competition between towns, large employers and/or districts rather than the competition between teams and departments used in the Stevenage BC trial. A successful trial could lead to the use of other digital and technological initiatives.

Bus Strategy 2011-2015, HCC, Jan 2015



8.19 The Bus Strategy sets out the County-wide approach to supporting bus services in Hertfordshire. It sets out the framework of strategic and detailed policies, the current situation and the challenges facing Hertfordshire specifically. This provides the basis for the development of the network and infrastructure, and in particular the corridors on which action will be focussed to achieve greatest benefit.

8.20 The Strategy sets out detail on the required standards for facilities including bus stops and services, and determines which routes should receive subsidy to continue to run, and where improvements may be possible or use can be increased to help services run more efficiently. It also investigates opportunities to develop more innovative ways of attracting extra funding streams to help deliver current and future service provision.

Stevenage Cycle Hub, SBC



8.21 The Stevenage Cycle Hub at Fairlands Valley Park was opened in October 2018. It is one of four cycle hubs located across the county and is operated by Watford Cycle Hub on behalf of SBC. It is open 6 days a week and provides a one-stop shop for cyclists. People can visit the hub to hire bikes, learn about new routes, join in with organised bike rides, for bicycle servicing and cycling lessons/courses. The aim is to get people on their bikes and more active.

8.22 The cycle hub provides the following services/facilities:

Picture 1

- **Service maintenance and repairs** – The Hub will serve as a place for people to get their bikes repaired, at a reasonable charge. Along with courses for people to learn how to maintain their own bikes.
- **Led rides** – The Hub's location, within Fairlands Valley Park, acts as a natural start or finish point for a bike ride. The Hub itself, along with partner organisations such as We Are Cycling UK – Stevenage Branch, HSBC UK British Cycling Breeze programme and Herts Disability Sport Foundation, will deliver a programme of led rides for beginners, families, through to more avid cyclists.
- **Learn to Ride programmes** - including courses specifically for adults, children and toddlers, women and road safety training.
- **Go Ride Club** - HSBC UK Go-Ride is British Cycling's development programme for young people. The programme provides a fun and safe way to introduce young riders to the world of cycle sport and provides a platform to improve bike handling skills. Through the Hub, a Go Ride club will be developed so there is a pathway for local young people with an interest in cycling to learn new skills, meet new people and maintain their health and wellbeing.
- **Inclusive Cycling** - Through a partnership with Herts Disability Sports Foundation, access to cycling for people with impairments and disabilities will be offered. Adapted bikes will be available for led sessions and groups rides including carers or family members.
- **Upcycling and bike sales** - The Cycling Hub has already started a partnership with Hertfordshire Constabulary via Stevenage Police Station where unclaimed stolen bikes will be upcycled ready to sell on as a fully serviced recondition bikes.
- **Bike Hire** – The Hub has a fleet of adult and junior bikes for hire. With excellent cycle networks, people are able to enjoy the different parks and sights scattered across the town.



Healthier, Safer, Greener Journeys to School: Hertfordshire's Sustainable Modes of Travel Strategy (SMoTS), HCC, Aug 2018



8.23 The SMoTS sets out the vision of Hertfordshire County Council to increase opportunities for children and young people to travel to, from and between schools and colleges by sustainable modes. It provides a breakdown of existing school travel patterns and outlines the actions and processes that will be adopted to improve the viability of sustainable travel.

8.24 The Strategy seeks to reduce the significant transport pressures around local schools during peak times, including heavy parking levels and clashes between students and parents arriving by car, on foot, or by bike.

8.25 The aims of this strategy include reducing private car use for journeys to and from educational establishments; improving accessibility by other modes; improving road safety for children; improving child health through active travel and an improvement in air quality around schools; and improving the local environment by reducing traffic.

Rights of Way Improvement Plan 2017/18 – 2027/28 (RoWIP), HCC, July 2017



8.26 The third edition of the RoWIP provides the context for the future management of and investment in the rights of way network and other access activities, to meet people's needs and demands from 2017/18 to 2027/28. Local people were consulted to understand how the networks are used and the various issues that might be associated with them. Their responses highlighted a number of things that people were keen to see including; more circular routes, better information about the network and how to access it, dog mess, litter and vandalism to be addressed and routes free from obstructions such as busy roads to cross.

8.27 The Plan sets out recommendations for the future management of, and investment in, the rights of way network.

Community Transport Service, SBC



8.28 The Borough Council provides a Community Transport Service (<https://www.stevenage.gov.uk/48708/>) aimed at vulnerable and older people within the town. The service has two vehicles and provides daily local lunch club journeys and weekly leisure trips to destinations outside of Stevenage.

Verge and footway controls, SBC



8.29 The 2004 Parking Strategy committed SBC to seek to “introduce an effective mechanism that permits enforcement to be carried out to deal with parking on grassed areas and to use it to deal with general verge parking and parking on ornamental areas” and to ensure that “access for pedestrians is maintained”. On this basis, restrictions prohibiting parking on the verge or footway were introduced in Pin Green, St Nicholas and Martins Wood (2007), Bedwell (2010), Chells and Manor (2011), and Shephall and Bandle Hill (2013).

8.30 Consultations on similar controls in Roebuck and Longmeadow ended earlier this year, and are scheduled to be implemented in 2019.

9 Short Term Action Plan

9.1 Projects which will be delivered in the period 2019-2022 are set out in the Short Term Action Plan. Some projects identified are updates of the existing Plans identified in Chapter 6. These are required to ensure the Council's suite of Plans and Projects are in line with the greater emphasis on creating sustainable travel patterns identified in LTP4, the recently adopted SBLP, and this Strategy. Detailed schedules are provided for each project setting out key dates for achieving actions, identifying who is responsible for delivering the task, and where the money will come from, where known.

9.2 The short term action plan has been split into two parts, the first covering the first 12 months (2019-2020), which will generally include schemes that are already underway or have already been scoped and have funding allocated to them.

Part 1: First 12 months (2019 – 2020)

Designation of Stevenage as a Sustainable Travel Town, SBC & HCC



9.3 HCC's LTP4 sets out its intentions to designate a number of urban areas as Sustainable Travel Towns. Within these areas, comprehensive packages of schemes and behaviour change initiatives aimed at achieving a significant modal shift to non-car modes, demand management, and a reduction in single occupancy car use will be considered. Implementation is scalable with flexibility over timescales, level of mode shift targeted and package composition. Sustainable Travel Towns provide the potential for greater housing density and car free development, and could support the future delivery and development of local land use plans.

9.4 Stevenage has submitted an initial bid to become a designated Sustainable Travel Town. The detailed criteria for any settlement to be included in the Sustainable Travel Towns programme will be subject to further local discussion, to ensure that the town has the full support of key stakeholders and the wider community. For Stevenage, it is considered this Strategy goes some way towards demonstrating the Council's commitment towards sustainable travel and implementing change within the Borough.

9.5 If the Stevenage application is successful, the schemes to be delivered by the STT programme will be selected through discussions between HCC and SBC utilising evidential studies including the HCC North Central Growth and Transport Plan, the SBC Local Cycling and Walking Infrastructure Plan, the SBC Cycle Strategy, and this Transport Strategy.

9.6 HCC will be responsible for developing a delivery programme for each project involved and both councils will explore funding opportunities. It is expected that external funding will be sought to delivery many of the schemes with officers from HCC and SBC working together to identify and bid for suitable funding opportunities in addition to funding from existing HCC and SBC budgets.

Action	Deadline	Who?	Potential funding sources
Nomination of Stevenage as a Sustainable Travel Town	2019	SBC - Planning	No budget implications
Inclusion of Stevenage on the STT programme	Nov 2019	HCC	
Delivery of Stevenage Sustainable Travel Town programme: Select schemes for the STT programme Develop a delivery plan Submit bids for funding and arrange Council departmental works	2019-20	HCC & SBC	
Adoption of Stevenage as a Sustainable Travel Town	2019	HCC	SBC & HCC – future departmental budgets Future external funding opportunities Expected S106/CIL income

Liveable Streets Pilot Projects, SBC



9.7 The Council will identify a minimum of three 'Liveable Streets' projects in Stevenage. These will be pilots to help understand what types of projects and schemes people want and what will be successful in enhancing the local street environments in residential areas of Stevenage. Local communities will be at the heart of these projects. The Council will seek to bring communities together to help them re-imagine and re-design their streets and public spaces to make them more attractive, more enjoyable and safer places to live.

Picture 2



9.8 Schemes to tackle issues such as antisocial parking by cars and vans, and vehicle obstruction, to slow traffic down, and reduce or prevent through-traffic, can help to transform residential streets from those dominated by cars and traffic, to places that encourage walking and cycling and interaction between neighbours and communities. Physical improvements should be accompanied by promotional and educational activities to encourage behavioural change leading to more sustainable travel choices.

Figure 6 Oxford Liveable Streets



9.9 The Council will work with experts such as Living Streets and Sustrans, who have proven experience of what can be achieved.

Action	Deadline	Who?	Potential Funding Sources
Consultation with local community	June 2019	SBC-Planning	Link to CNM programme and future budgets Expected S106 / CIL income Existing and future departmental budgets – Planning and Engineers
Scope potential pilot projects	Dec 2019	SBC-Communities & Neighbourhood Management	
Select initial projects	Jan 2020	SBC-CNM	
Commence physical work	Apr 2020	SBC-CNM, Engineers	
Complete all pilot projects	Mar 2021	SBC-CNM, Engineers	

Bus station relocation, SBC/HCC



9.10 The relocation of the bus station is required to enable some of the earlier phases of the SG1 programme of works. Its relocation to a site on Lytton Way, in closer proximity to the railway station, and with bus priority measures incorporated, has the potential to significantly improve Stevenage Central as a sub-regional transport hub. In addition to improved bus-train connections, there will be improved cycle and pedestrian links into the regenerated town centre and an improvement in the reliability of public transport as a result of a reconfigured Lytton Way.

Figure 7 Bus station design ideas



9.11 In considering the design of a new bus station, steps will be taken to ensure it is future proofed to take into account likely technological changes, for example, the introduction of electric buses and likely future capacity requirements.

Action	Deadline	Who?	Potential funding sources
Consultation on design and location of site	Dec 2018	SBC - Regen	Funding agreed in principle by LEP Board in 2016
Consultation on finalised designs	Jul 2019	SBC - Regen, Planning, HCC	
Procurement of construction contractor	Aug 2019	SBC - Regen	
Submit planning application	Oct 2019	SBC - Regen, Planning HCC	
Work to start	Feb 2020	SBC - Regen	
Completion	Dec 2020	SBC - Regen	

SBC Workplace Travel Plan, SBC



9.12 The Council is a significant source of local trips in Stevenage, and needs to lead the way in promoting sustainable transport modes. An update to the Green Travel Plan will be undertaken, in line with HCC's travel plan guidance, to take into account changes in circumstances and technologies since the last iteration was adopted.

9.13 It will include additional measures to get more staff walking and cycling to work, as well as ensuring that, wherever possible, services are carried out by sustainable modes of transport. A refreshed and updated Travel Plan will help to encourage a healthier workforce, thereby driving better value for local taxpayers, as well as helping to improve Stevenage's environment, and decreasing congestion.

9.14 The Council is already taking a leadership role by having a small fleet of electric vehicles for staff operations (which are also available for the public to hire). The update to the Green Travel Plan will set out how the Council can go further in promoting the use of the electric vehicles to staff. The new Travel Plan will also consider implementing different types of bikes (i.e. cargo bikes, trikes, adapted bikes) and incentivising bike use (publicising the fact that mileage can still be claimed if staff use their own bikes).

9.15 It has become apparent that offering alternative forms of transport has not had a significant impact on the dominant use of cars to travel to work. As such, the new Travel Plan may also introduce measures to disincentivise car use for the first time, including a new personal travel allowance as a replacement for free town centre parking.

Action	Deadline	Who?	Potential funding sources
Draft Workplace Travel Plan	Jul 2019	SBC-Engineers	Existing and future SBC Engineers budget
Consultation	Sep 2019	SBC-Engineers	
Adoption of Workplace Travel Plan	Dec 2019	SBC-Engineers	

Local Cycling & Walking Infrastructure Plan, SBC & HCC



9.16 In September 2017, the Borough Council and HCC jointly won a bid for DfT support to produce Local Cycling and Walking Implementation Plans (LCWIPs). The programme makes available technical expertise to local authorities wishing to develop their local cycling and walking networks.

9.17 LCWIPs are identified in the Government's Cycling and Walking Investment Strategy as a tool to identify strategic cycling and walking improvements at the local level. They seek to identify a costed and prioritised set of improvements and extensions to the cycle network. Work is currently in the final stages of producing these plans for Stevenage.

9.18 The LCWIPs use existing tools and evidence to analyse trip origins and destinations to identify the key walking and cycling routes within the town. These are analysed using the LCWIP methodology, which seeks to essentially put an economic benefit value on the interventions that are being considered.

9.19 This method of prioritisation for schemes, aligns with the DfT methodology for allocating funding for sustainable transport projects, and should enable the Council to attract external funding more easily in the future.

Action	Deadline	Who?	Potential funding sources
Identify key routes	Sep 2018	SBC – Planning, HCC	Existing and future Planning Policy budget
Assessment of routes	Oct 2018		
Identify, cost and score the impact of potential improvements	Nov 2018		
Draft LCWIP report	Jul 2019		
Completion	Oct 2019		

Cycle Hire Scheme, SBC/HCC



9.20 Cycle hire schemes are now a common sight in many cities around the world. There is an aspiration to introduce a cycle hire scheme into Stevenage, which would mean that not owning a bike is no longer a barrier to cycling.

9.21 Locating bikes in close proximity to the improved bus and rail facilities will establish a seamless intermodal network between locations around the town centre and employment areas, and will help visitors to the centre or railway station to continue their journey by bike. It will also enable local residents to make quick ad-hoc journeys around the town whenever it suits them.

9.22 The Council has previously held discussions with potential providers directly and is now working with HCC to potentially implement a trial scheme that could be rolled out to the wider county if successful.

Action	Deadline	Who?	Potential funding sources
Agree scope of initial cycle hire scheme	Sep 2019	SBC-planning	HCC Capital Funding to supply bikes
Implement first stage of the cycle hire scheme in town centre/ rail station	Dec 2019	HCC	Sponsorship for ongoing maintenance Cost neutral

Parking Standards SPD, SBC



9.23 In line with the recommendations of the Cycle Strategy Action Plan, the Council will be updating the Parking Standards SPD to ensure that aspirational levels of cycle parking are provided by new developments in Stevenage. The SPD will also provide an update to the types of cycle parking provision that should be required, including private, secure cycle parking for residents and workers, as well as easily accessible, but still high quality cycle parking spaces for shorter-term visitors to new destinations.

9.24 An updated SPD will set out the levels of vehicle parking expected in all new developments. This will aim to encourage users of sites to use more sustainable modes of transport, whilst still ensuring appropriate provision exists to avoid parking problems occurring. This would entail a change from a 'minimum' level of parking provision, to a 'maximum' provision. It will have strong links to the implementation of Liveable Streets concepts in new developments.

9.25 The new Parking standards SPD will also require new development to be able to accommodate electric vehicles. This will enable local residents and visitors to the town to more easily transition to using electric cars in the future. A minimum standard for EV points, for both residential and commercial uses, will be included within the revised SPD.

Action	Deadline	Who?	Potential funding sources
Draft Parking Standards SPD for consultation	Oct 2019	SBC – Planning	Future Planning Policy budget
Public consultation	Late 2019		
Amend and adopt final Parking Standards SPD	Early 2020		

New developments, SBC & HCC



9.26 All new development schemes, including residential and non-residential, will be required to accord with the Mobility Strategy of the adopted SBLP and the transport hierarchy set out in LTP4, which places greater emphasis on active travel than less sustainable transport modes. Developers will be challenged, through the pre-application process, to come up with innovative solutions to access and parking to ensure sustainable development takes priority and that local streets are designed for use by all and not dominated by cars.

9.27 The Council will require walking and cycling provision to be prioritised in all developments and high quality links both to and from existing networks, and within the scheme, will be required. The Liveable Streets concepts discussed in para 9.7 of this strategy will be considered best practice, and developers will be encouraged to follow this approach to design in developing their schemes. Discussions will be held to ensure streets will be developed to an adoptable public highway standard, rather than being left as private streets, which can create difficulties in terms of maintenance.

9.28 New developments should also be designed to enable easy access to and from the site by bus. Buses should be prioritised over private car use and this may include upgrades of bus stops, road adjustments (e.g. bus lanes, gates or signalling priorities), or in larger developments, such as growth areas and urban extensions, rerouting or extending existing routes on- and off-site, or the creation of additional services. Services should be operational for early occupation of new developments. Upgrades or services will be secured through the completion of Transport Assessments and Statements, and Travel Plans secured alongside new planning approvals.

Action	Deadline	Who?	Potential funding sources
Ensure new developments deliver on the requirements of the Local Plan and Local Transport Plan regarding sustainable travel objectives	ongoing	SBC – Planning, HCC	Future Planning budget – application fees

Town Centre regeneration, SBC and delivery partners



9.29 The Council is in the early stages of delivering a major regeneration programme with delivery partners Mace and Reef Estates. The £1bn project will introduce new housing alongside additional retail floorspace, office accommodation, hotel and conference facilities and restaurants. Improvements will be made to the public realm and as part of the programme, the existing bus interchange will be relocated and improved and the train station will be extended.

9.30 The programme offers a timely opportunity to implement improvements to connectivity in, out and through the Town Centre reducing the current barriers to active and sustainable travel.

Whilst the programme includes numerous large scale projects over a 20+ year period, joined-up thinking across the whole scheme will give opportunities to implement a number of improvements. This could involve amending the Town Centre Cycle Ban to improve the permeability for cyclists, improving and adding new cycling links into the town centre, easing pedestrian access to the Old Town and Train Station, installing a cycle hub for safe cycle storage and changing facilities, reviewing levels of car and cycle parking provision, providing e-car charging infrastructure, and easing access for buses.

Action	Deadline	Who?	Potential funding sources
Embed sustainable transport measures into all aspects of the regeneration scheme	Ongoing	SBC- Regen, delivery partners, Planning, Engineers HCC	Future budgets - applications fees Expected S106/CIL income

Intalink Bus Strategy, HCC



9.31 This pan-Hertfordshire partnership seeks to promote an integrated, high quality, well-publicised passenger transport network, with consistent ticketing across the county. It seeks to establish a consistent website and branding approach to buses in Hertfordshire which will create greater assurance and simplicity for users.

9.32 In the context of the recently adopted Local Transport Plan 4, which places stronger emphasis on prioritising sustainable journeys above those made by private car, and new powers enabled by the Bus Services Act (2017), HCC is looking to strengthen its partnership working arrangements with local bus operators through the Intalink Quality Partnership, with support from district councils.

9.33 The intention is to use Enhanced Partnership powers to establish a statutory partnership, replacing the existing voluntary arrangements, to deliver actions against the following five objectives:

- Prioritising bus services in traffic
- Improving the image of buses
- Upgrading bus infrastructure
- Closer integration of the bus network
- Smarter use of data and information

9.34 The revised partnership arrangements will oblige bus operators to meet progressive standards of reliability, punctuality and vehicle specification. In return the county council will deliver schemes to unlock traffic bottlenecks which impact on bus operation and promote bus priority measures, as well as a range of hard and soft measures to promote and develop the de-regulated bus market.

Action	Deadline	Who?	Potential funding sources
Draft new Intalink Bus Strategy	Feb 2019	HCC	HCC resources
Consultation on the Draft Intalink Bus Strategy	Aug 2019		Expected S106/CIL income

Implement the new Intalink Bus Strategy	End 2019		External bids for funding
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Bus user enhancement, Arriva



9.35 Stevenage bus station provides real time information to passengers at the station and through a smartphone app. However, Arriva have committed to a number of steps to improve the bus user experience in Stevenage.

9.36 Contactless payments were introduced on their buses in February 2019 and Arriva's entire fleet of buses will be replaced with more up to date vehicles on a rolling basis in the near future. Whilst there are no plans to make these electric at present, due to the number of miles covered per day, it will be considered for the future.

9.37 Discussions will continue with Arriva regarding potential improvements to their service to promote an increased use of public transport. Residents have suggested reviewing the use of historically established routes, using buses that are more conducive to the elderly, subsidising ticket fairs and matching bus timetables to the train schedules.

Action	Deadline	Who?	Potential funding sources
Replacement of bus fleet	Gradual introduction	Arriva	Arriva funding allocation

Maintenance and improvements to the pedestrian and cycleway network



9.38 Stevenage new town was designed from the outset with a substantial segregated cycleway network on which cyclists can ride in safety, uninterrupted by vehicular traffic. Stevenage has over 45km of cycleways, offering a unique piece of active transport infrastructure to residents and people visiting the town.

9.39 The network has suffered from insufficient maintenance and this should be reversed to ensure it attracts new users and offers people a genuine alternative option to driving.

9.40 As the cycleways mostly form part of the highway network, maintenance of the surfaces and markings falls to HCC. Recent surface improvements have been well received and SBC and HCC are currently producing a Local Cycling and Walking Infrastructure Plan for Stevenage. This will identify the areas on the network in greatest need of improvements based on the key routes that are used by residents and the workforce.

9.41 Additional improvements such as new signage, better lighting and planting would make the network more convenient, attractive and safe for users. Along with the general maintenance, such as sweeping and litter picking, this would be implemented by SBC as part of future Engineering or Communities and Neighbourhood Management works programmes.

Action	Deadline	Who?	Potential funding sources
Continued resurfacing and marking of cycleway	Ongoing	HCC	Future budget
Improvements to lighting, signage and streetscene	Ongoing	SBC - Engineers, CNM	Future SBC Engineers and CNM budgets

Removal of mopeds from Stevenage cycleways, HCC

9.42 When the Stevenage cycle network was first created the mopeds of the time, which were much lower powered than now, were permitted to use them. This was seen as safer than mopeds using the dual carriageways, in particular. More powerful modern mopeds continue to use the cycleway network, which because of changes to vehicle types is not strictly lawful, but cannot be prevented given the wording of the tertiary legislation for the cycleways. Mopeds using the cycleways are reported to be intimidating and deter their use both by cyclists and by pedestrians.

9.43 HCC are working to bring the tertiary legislation up to date, in order to remove mopeds from the cycleways. This depends on both the making of appropriate Orders, and replacement or renewal of signage at entry points that will both clearly exclude mopeds and improve the profile of the cycleways (HCC are in the process of undertaking surveys to determine what is needed). Media engagement will be required to help publicise the change and encourage mopeds to comply; enforcement will then be down to the Police.

Action	Deadline	Who?	Potential funding sources
Scope of work to be considered and agreed	End 2019	HCC	Future HCC budgets SBC – future Engineers budget
Update of legislation and signage	End 2020	HCC	Future HCC budgets SBC – future Engineers budget
Media campaign	End 2020	HCC, SBC	Future HCC budgets SBC – future Engineers budget

Re-evaluate the use of powered vehicles on Stevenage cycleways, SBC & HCC



9.44 Modern transportation methods utilise powered vehicles such as electric bicycles, e-scooters and mobility scooters. Non-motorised equipment such as scooters are also used as an alternative to more traditional bicycles. Future transport could involve driverless pods and vehicles.

9.45 The current regulation related to the use of roads and/or paths is not considered up to date and certainly not future-proof. For example, e-scooters are categorised by law as Personal Light Electric Vehicles and are treated as motor vehicles. This prevents their use on roads unless they have an MOT, vehicle tax, registration plates and other such requirements more relevant to cars, and also means they cannot be used on pavements.

9.46 Whilst legislation regarding the use of roads and/or paths is not under control of the Council, the Council could investigate the current and/or desired use of Stevenage's cycleways and provide support for appropriate legislative change. It could also offer the Department for Transport an opportunity to trial future regulations on Stevenage's unique cycleway network as a segregated, and potentially safer, environment for trials to occur. This would help ensure that appropriate regulations are put in place that do not create barriers to sustainable transport but ensure a suitable level of safety regulation to network users.

Action	Deadline	Who?	Potential funding sources
Investigate use of Stevenage cycleways	Mar 2020	SBC - Planning, Engineers HCC	Cost-neutral May require staff time
Contact with Department for Transport	Summer 2020	SBC, HCC	
Host regulation-change trial	End 2020	DfT, SBC, HCC	
Media campaign	End 2020	SBC, HCC	

Part 2: Following 2 years (2020 – 2022)

5th platform at Stevenage station, Network Rail



9.47 Construction of a dedicated platform for services around the Hertford Loop, which terminate at Stevenage, is essential to ensuring accessibility between north London, East Herts and Stevenage is improved in the future. At present these services depart from Platform 4, which also accommodates an increasing number of stopping mainline services. The new train timetables, with faster mainline trains, mean there is no room in the schedule for trains to branch off to Hertford. This problem will only be solved when a fifth platform is built at Stevenage railway station to accommodate these services. Construction is currently ongoing.

Action	Deadline	Who?	Potential funding sources
Agree Design of 5 th Platform	March 2019	Network Rail, SBC - Regen	Existing Network Rail transformation budget
Commence construction	2019	Network Rail	
Completion	Summer 2021	Network Rail	

Railway Station improvements, Network Rail, SBC



9.48 In addition to adding a fifth platform and improving connections to the station, improvements to the station to enhance the user experience will include better cover for those waiting for trains, an improved range of services for passengers, and an improved footbridge to the town centre. Together, the improvements to the bus and rail stations will play an important role in the regeneration of Stevenage Central.

Action	Deadline	Who?	Potential funding sources
Consider scope of improvements	End 2019	SBC-Planning, Regen, Network Rail, HCC	SBC – Future Regen budgets LEP Board funding agreed in principle in 2016
Consult on project details, and likely disruption	Feb 2020	SBC-Planning, Regen, Network Rail, HCC	
Commence improvements	2021	Network Rail	
Completion	2022	Network Rail	DfT funding opportunities

			Future Network Rail and Rail operator funding
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Extend contactless payment to Stevenage, DfT, Rail Operator



9.49 Approximately 12% of Stevenage's residents travel to work in London, with most of them doing so by rail. Ensuring that Stevenage is covered by London's contactless/Oyster card functionality will help to ensure that their journeys are as frictionless as possible. It will also help local businesses to attract workers from London as they will not need to buy separate tickets. Stevenage station already has the infrastructure to handle contactless ticketing, but at present the TfL pricing structure doesn't extend to Stevenage.

9.50 The Department for Transport, in conjunction with the train operator, would be responsible for implementing a change such as this. However, SBC, and particularly SBC Councillors, can also be involved in pushing this agenda via a lobbying role. The current rail franchise ends in September, and the renewal process will provide the opportunity for lobbying for Oyster if it is not in place by then.

Action	Deadline	Who?	Potential funding sources
Lobbying	End 2019	SBC – Members	None required
Introduce contactless	End 2021	DfT, Rail operator	Future DfT/Rail operator budgets

Stevenage Gateway – Improve intermodal connections at Stevenage Station, SBC/HCC



9.51 At present Stevenage station lacks good quality connections from the rail station into the town centre and surrounding residential and employment areas. The relocation of the bus station to create improved links between bus and rail will be an important change, but opportunities to reconfigure Lytton Way and redevelop the leisure park will create improved pedestrian and cycle-friendly environments, which will better serve as gateways for rail users into the jobs and services Stevenage has to offer.

9.52 The addition of a bike hire offer at the station will further benefit rail users who wish to complete their journey by bike, without having to carry their own vehicle on the train. A cycle hub, including secure cycle parking and other facilities will be provided at the station to ensure those cycling from near and far are able to confidently and easily switch between modes.

9.53 The Council, in partnership with relevant stakeholders, will consider the preparation of a planning document for the Stevenage Gateway area.

Action	Deadline	Who?	Potential funding sources
Agree scope of planning document	End 2019	SBC – Planning	Future SBC departmental budgets
Draft plan	End 2019		
Consultation on draft plan	End 2020		
Finalise plan	End 2022		

A1(M) Smart Motorway, Highways England



9.54 The A1(M) is a route of strategic importance linking London and the South-East with the East Midlands, Yorkshire and the North-East. The A1(M) between Junction 5 and 9 is in the top ten busiest sections of the entire London to Leeds (East) route with existing capacity problems. The implementation of a SMART Motorway on this section of the A1(M), to include the use of the hard shoulder to enable “all lane running”, will increase capacity on this part of the network. The scheme aims to reduce congestion and delays, improve journey time reliability, maintain a high standard of safety, and support economic growth and job creation. It will also create opportunities within Stevenage by moving through traffic back onto the strategic road network, thus freeing up capacity on local roads which should be safeguarded for alternative, sustainable transport measures.

9.55 This project is already funded via the Roads Investment Strategy funding stream, and work is scheduled to begin in 2020. Further lobbying is likely to be required to push for full widening to deal with safety and congestion concerns.

Action	Deadline	Who?	Potential funding sources
Design stage	2019	Highways England	Highways England – already funded through Roads Investment Strategy funding stream
Work to begin	2020	Highways England	
Work to be completed	TBC	Highways England	

Promote Electric Vehicle use, SBC



9.56 Consideration will be given to the development of an electric vehicle (EV) policy for the Borough. Whilst the revised Parking Provision SPD will set standards for EV provision in new developments, there are often difficulties associated with retrofitting charging points into existing properties. Providing charging points within public parking areas at neighbourhood centres and the town centre (destination charging) can offer a more practical solution. The development of an EV policy will provide the opportunity for a solution for existing neighbourhoods to be fully considered.

9.57 At present, the Council offers four electric car club vehicles for public hire around the town. The Council will seek to expand and promote its offer to encourage its use. This will be complemented with an increased provision of rapid charging points around the town to enable users to keep moving.

Action	Deadline	Who?	Potential funding sources
Implementation of more charging points	From 2019 (ongoing)	HCC, SBC – Engineers	Future SBC departmental budgets
Consideration of the need for an EV policy document (further timescales will depend on outcome of initial scoping work)	2020		

Parking Strategy, SBC



9.58 An update to the 2004 Parking Strategy will be produced, setting out how public parking will be managed across Stevenage. This will be a key tool in managing overall demand for the private car in Stevenage and should tie in with the other projects set out in this strategy to seek a modal shift in transportation habits. This could involve reducing the dominance of on-street car parking in Stevenage, thereby creating space for liveable streets, or setting reduced levels and increased charges for public car parking to promote alternative forms of travel. It should also consider the implementation of EV charging points and whether there are other ways to future proof the infrastructure.

9.59 Car sharing, car-pooling, and car clubs are methods which promote the use of the car as a communal vehicle rather than a private vehicle. Incentives to encourage this should be considered, for example, designated car parking spaces at places of work for those who are car sharing.

Action	Deadline	Who?	Potential funding sources
Scope of work for Transport Strategy	End 2019	SBC – Engineers	SBC Engineers future departmental budgets
Draft prepared	July 2020		
Consultation	Nov 2020		
Adoption	March 2021		

Stevenage Travel Choice Business endorsement, SBC



9.60 Employers can have a significant role to play in encouraging their employees to consider behaviour change. Introducing a Stevenage Borough Council endorsement in the form of a logo/stamp of approval for employers who actively promote sustainable and active travel, could encourage businesses to get involved in meeting our objectives. The endorsement would be given to businesses who implement a set number of the included initiatives.

9.61 This could include initiatives such as:

- Offering incentives to encourage active travel
- Rail and bus discount cards
- Reducing on-site parking provision
- Promotion of car sharing and car clubs
- Improved cycle parking and facilities
- Implementing home working opportunities
- Introducing electric vehicle charging points

9.62 This has strong links to the SmartGo scheme (discussed under para 8.14), which many employers in Stevenage already sign up to, with the potential to use this existing communication network to promote such a scheme.

Action	Deadline	Who?	Potential funding sources
Liaise with SmartGo Stevenage consultants and business network – understand links and scope of employers involved	Jan 2020	SBC – Planning, Engineers	Costs would largely be staff time.
Scope of scheme – initiatives to be put forward, practical arrangements. Identify examples from elsewhere.	Mar 2020	SBC - Planning	

Design of logo/stamp	Apr 2020	SBC - Communications, Planning	
Promotional activities	Apr 2020	SBC – Communications, Planning	
Expand to more businesses	May 2020	SBC – Planning, Communications	

Cycle training and education, SBC



9.63 The Stevenage Cycle Strategy Action Plan recommends training and education as a way to encourage increased cycling across the town, to ensure that residents feel confident, and are capable of accessing the cycle network. This can include on-bike training to familiarise people with cycling, maintenance courses, and more specific initiatives such as education on cycle locks to help reduce theft.

9.64 Engagement with schools and workplaces will be key in enabling this. Cycle training in schools, particularly, can help make an important step change in terms of travel behaviour early on. HCC already lead on the Bikeability programme (www.bikeability.org.uk) within some primary schools, which is part subsidised by DfT. Work should be undertaken to encourage the programme to be taken up in all schools. Stevenage Cycle Hub can also offer Bikeability courses to children that fall outside of the school offer.

9.65 Public events can also help promote cycling and other forms of active transport. The Council will continue to support events such as the Stevenage Cycling Festival to promote changes in habits and attitudes for all residents, not just students and employees in the town.

Action	Deadline	Who?	Potential funding sources
Create/extend “offer” to schools, and advertise	Sep 2020	SBC – Planning, HCC	Will require external bids for funding
Advertise potential offer to schools	Sep 2020		
Phased implementation	Mar 2021		
Fully operational	Sep 2021		

London Luton Airport expansion



9.66 Luton Airport has recently set out plans to increase its capacity again from 18 million passengers per annum to 36-38 million. Whilst the positive impacts of airport growth must be recognised, there are significant noise impacts from planes taking off and landing at Luton airport on the resident of Stevenage. The Borough Council will continue to lobby LLA to minimise the impacts of this growth on its residents, and seek the best outcomes for local residents.

9.67 Additionally, the Council is keen to see the economic benefits of the growth of the airport being shared with those it impacts, including the residents of Stevenage. Key to this, will be ensuring better links are provided between London Luton Airport and Stevenage for people to access the airport using public transport. Responses to the public consultation on airport expansion will be made, to ensure noise and surface access implications are fully considered.

Action	Deadline	Who?	Potential funding sources
Initial (non-statutory) consultation	Aug 2018	SBC – Planning	None
Formal consultation period – may require commissioning of noise consultant (by Herts authorities) to assess proposals relating to noise	Mid 2019	SBC – Planning HCC	Future SBC departmental budgets
Engagement and feedback	Late 2019	SBC – Planning, HCC, LLA	
Submission of DCO application and Examination	Late 2020	LLA	
Decision made by SoS for Transport	Early 2021	LLA, SoS	

10 Medium Term Action Plan

10.1 The Stevenage Local Plan and HCC Local Transport Plan both have timeframes running until 2031 and the following projects and plans will be implemented during the period 2022-2031. These projects are generally not yet funded, but through being identified in this strategy, will become priority projects that the Council will seek to secure funding from a wide range of sources to ensure delivery.

Promote Stevenage as a destination for innovation in sustainable transport, SBC



10.2 Stevenage's unique and extensive infrastructure network offers an ideal location, within which the testing of new transport technologies could take place. Driverless car technology is advancing quickly, with cars currently being tested across the world. New ideas will need to be tested in a safe environment and Stevenage provides an ideal opportunity to promote itself as a location that encourages this type of innovation. With many high-tech companies already located within the town, businesses should be encouraged to get involved in these schemes and to make use of the town's infrastructure. This could be initiated by Stevenage's inclusion in the HCC Sustainable Travel Town programme.

Action	Deadline	Who?	Potential funding sources
Consult with local businesses	Apr 2022	HCC	Unknown
Advertise Stevenage as a potential destination for trial projects more widely	Apr 2022	SBC – Planning	
Consult on any potential trial projects	Jun 2022		
Implement trial projects	Dec 2022		

Stevenage Outer Orbital Path (STOOP) Improvements, SBC/HCC



10.3 Stevenage has a community-identified orbital walking route (STOOP), which uses established rights of way to establish an informal, circular route around the town. This provides a great leisure facility for residents and the route is generally well maintained and signed.

10.4 The Council will work with communities and surrounding authorities to promote this route to residents and visitors and ensure routes to and from the STOOP are well maintained and accessible to all.

10.5 There is some further potential to investigate opportunities to improve and expand the existing Rights of Way network across the town, and to investigate whether some pony tracks should be upgraded to bridleways so that they could be used for cycling as well.

Action	Deadline	Who?	Potential funding sources
Consult with STOOP to discover potential improvements	June 2022	HCC, SBC – Planning, North Herts, East Herts	Future S106 / CIL income
Consult on potential improvements with general public	Sept 2022		
Implement potential improvements	Jan 2023		

Underpass improvements, SBC/HCC



10.6 At present the underpasses which link Stevenage's segregated walking and cycling networks suffer from a perception of antisocial behaviour and crime. They form a crucial part of the transport network, and their increased use will over time help to improve their status. Many of the projects listed above will contribute to the improvement of the underpasses in Stevenage. However, it may also be appropriate to consider some specific exemplar projects to demonstrate what could be achieved with more innovative design solutions. Links with the Council's Stevenage Re-Imagined: A Ten-Year Arts and Heritage (Cultural) Strategy should be made, as improvements have the potential to look back to Stevenage's heritage, particularly around public art and architecture, for inspiration.



Picture 3



Action	Deadline	Who?	Potential funding sources
Create report setting out the issues and challenges of Stevenage's underpasses	Mar 2022	HCC, SBC – Planning, Regen, Engineers, Communities	Future Regen budgets
Consultation on the suite of potential improvements that could be made to them	Apr 2022		External bids i.e. to Arts Council
Identify pilot improvements	Aug 2022		Potential future CIL/ S106 monies
Implement pilot improvements	Sep 2022		
Roll out upgrades across the network	Sep 2024		Potential bid to the LEP in the future

Park and Ride schemes, HCC



10.7 There may be an opportunity to establish a network of park and rides, to intercept private vehicle trips between Hitchin, Letchworth and Stevenage, to maximise the public transport trips made into these centres. Demand would need to be tested with local bus operators and significant bus priority measures would be required to incentivise the use of such a service, alongside a potential reduction of parking availability within the town centre. Demand is vital for a park and ride project to be commercially viable; it is unlikely a project would be viable unless current levels of car use are significantly reduced, thus ensuring sufficient potential future customers.

10.8 A park and ride scheme has the potential to provide cheaper parking for visitors, and reduce congestion in the town centre. Electric buses should be used to maximise carbon efficiency. Route must be quick and comfortable to provide an attractive alternative for car users.

10.9 It should be noted that a park and ride scheme should only be promoted if it will reduce congestion both in the town and on the surrounding roads. If a scheme was only designed to reduce car trips in the town, it might inadvertently have the converse impact of increasing car trips into and out of the town.

Action	Deadline	Who?	Potential funding sources
Identify potential Park & Ride locations in/ around Stevenage	Tbc	HCC, SBC – Planning	HCC budgets
Consultation on the new facilities and range of destinations	Tbc		Future S106/CIL income
Implement the Park & Ride scheme	Tbc		

Bus priority measures, HCC, SBC



10.10 Bus priority measures, to ensure buses are not held up in traffic congestion, can be key to improving the punctuality of buses, which is a priority for bus users. Making travel times quicker and more reliable by bus than by private car can make a significant impact in terms of encouraging their use. Stevenage does not currently have many dedicated bus lanes, or junctions where buses have priority over other road users (only one along Lytton Way, south-bound). There may be opportunities to make improvements to public transport efficiency in Stevenage, particularly along an enhanced North - South bus corridor, linking the town's employment uses and Stevenage Central.

10.11 Bus priority measures can include bus only links, signal prioritisation and bus lanes, and would need to be brought forward by HCC, as the Highway Authority, in partnership with the bus operators.

Action	Deadline	Who?	Potential funding sources
Consider outcomes of studies (Growth and Transport Plan and Intalink Bus Strategy particularly) that might recommend options for routes or other measures	2021	HCC, SBC – Planning, Regen	HCC future budgets Future S106/CIL income
Detailed design of priority measures on a sample scheme	2022		
Completion of works	2025		

Electric bike hire scheme, HCC/SBC



10.12 Electric bikes allow a much greater range than traditional “push” bicycles. They do not offer the same health or environmental benefits, but will be a useful tool in getting some people onto bicycles who may not normally consider doing so. As such they have the potential to be a part of Stevenage's transport ecosystem, and we envisage an electric bike hire program being be trialled at the upgraded Stevenage railway station.

10.13 Electric scooter hire schemes are also becoming more common and could be investigated for Stevenage in the future.

Action	Deadline	Who?	Potential funding sources
Identify potential provider for a scheme	2022	SBC – Planning	Unknown
Ensure delivery of necessary infrastructure	2023		
Implement delivery of the electric bike schemes	2024		

Route change proposals at Luton Airport, LLA



10.14 As part of the national airspace modernisation programme, London Luton Airport (LLA) is required to update all of its flight procedures in a move towards improved satellite based technology. London Luton Airport (LLA) is using this opportunity to identify the most environmentally efficient way of managing airspace, with the main focus being on reducing the noise impact associated with aircraft operations. The key objectives will be to ensure aircraft reach higher altitudes sooner and stay higher for longer whilst looking at how flights can be moved away from areas of population to reduce the noise in those communities.

10.15 Accordingly, LLA is formulating a plan to re-design its flight paths and the way it manages its airspace. The current routes affecting Stevenage residents are departures off runway 08 using the Match/Detling' flight path and arrivals for runway 26. The stakeholder engagement process for this programme should begin in early 2019 although completion is not expected for a number of years as it involves coordination between 16 airports.

Action	Deadline	Who?	Potential funding sources
Trial new departure arrival routes	2020/21	LLA	London Luton Airport
Analyse implications of modified routes	Unknown		
Update flight paths	Unknown		

London Luton Airport rail link



10.16 The Borough Council will work with neighbouring authorities and HCC to consider how access between the airport and Stevenage could be improved. Developer contributions to improve and enhance public transport to and from the airport will be sought. This might include more frequent bus services in the shorter term, and the consideration of a Stevenage to Luton Airport rail light link in the future.

10.17 It is envisaged that in the longer term, work could be undertaken in partnership with neighbouring local authorities and London Luton Airport (LLA), to investigate the potential for such a link in the future.

Action	Deadline	Who?	Potential funding sources
Respond to LLA consultations on airport expansion	End 2020	SBC – Planning, HCC	None
Consideration of Luton – Stevenage rail link	2031	LLA, SBC, NHDC, HCC, LBC	Unknown

11 Looking into the Future

11.1 Technological change in transport is moving at an ever increasing rate, and beyond the Local Plan period (post 2031), it is difficult to imagine potentially revolutionary changes in transport modes and functions. Whilst the National Transport Model predicts that car miles will continue to grow, certain academic research suggests that the average number of miles driven by car per person per year has reached a peak ('peak car'), and will remain static in the future or begin to decline.



11.2 With big investments being made by many high tech players in the communications and transport industries particularly, it is nearly impossible to consider the technologies that might need to be accommodated in the future.

11.3 Whilst it is not appropriate to attempt to prepare an Action Plan for post 2031, it is possible to suggest some longer term directions for transport policy which the Council and its partners might seek to maintain progress towards to achieve sustainable transport outcomes. Potential directions for policy may take account of a number of technological advances and institutional responses to issues such as major congestion, air pollution, climate change and so on.

Electric and autonomous vehicles

11.4 With the continuation of the transfer of automotive power to electricity as opposed to fossil fuels, it is likely that public infrastructure provision for electric vehicles will need to make a step change in the future. Will all vehicles eventually become electric? All modes will be affected, including cars, public transport, commercial vehicles, bikes and pedestrian assistance such as skateboards and scooters.

11.5 Trials of autonomous vehicles are underway across the globe. Opportunities for major change will arise through the increased use of automated driver assistance, leading to completely driverless vehicles eventually becoming common place. This may permit more efficient use of existing infrastructure, especially road space. Fleets of driverless vehicles could enable considerable reductions in the numbers of cars in use, through car sharing opportunities and reduced congestion offering journey time efficiencies. However, it could also result in more users taking to the roads, due to opportunities to make use of private cars opening up to those who currently don't drive (particularly the elderly and younger population).

Technological advances

11.6 Another element in this changing scene relates to technological advances, which will enable many of the new developments to take place. The Borough Council and its partners will need to keep abreast of these innovations to make the best use of resources. Technologies such as 3D printing, the 'Internet of Things' and Blockchain advances, for example, may offer unforeseen opportunities to increase convenience, reduce resource use and improve environmental conditions.

11.7 Delivery companies are already investigating the use of drones and robots for homes deliveries, with the world's first commercial offering of autonomous package delivery on the ground recently being launched in Milton Keynes. These technologies are predicated to become more widespread.

Public transport advances

11.8 As well as the technologies relating to vehicles themselves, public transport is set to change as customers become more able to tailor their requirements to the more responsive transport which will be available. Demand Responsive Transit, using portable apps like Citymapper, may not need timetables and be able to seek passengers and respond more directly to their needs.

11.9 New technologies could also enable public transport to become faster and more convenient than other modes. Superfast trains could become reality in the future. The previously tested Hyperloop uses a combination of technologies to enable passengers and/or freight to travel at velocities approaching the speed of sound.

Large scale public transport schemes

11.10 After the successful implication of the short term action plans in this Transport Strategy, a wide range of viable options will be available as alternatives to the use of privately-owned vehicles for many of the journeys undertaken in Stevenage. The next phase of promoting sustainable transport could be the installation and implementation of a large scale public transport scheme such as a Park and Ride, Light Rail Transit, or Mass Transit option. This would have the potential to prompt a modal shift in transportation behaviour on a significant scale.

11.11 Due to the expense and large land-take of these kinds of scheme, a critical mass of users is needed to make potential schemes financially viable. To ensure there are sufficient potential users to make such a scheme financially viable, measures are likely to be required to disincentivise car-use on a more significant scale than is included in this version of Transport Strategy. This could involve reducing levels of car parking in the town, increasing parking charges, or even restricting access for cars to particular routes.

11.12 The new public transport would not be an appropriate replacement for all of the original privately-owned car trips so a full range of viable alternatives to car-use are needed before a large scale scheme can be introduced. Therefore, a large scale public transport project is unlikely to be a feasible option until significant progress has been made with the short term action plans in this Strategy, enabling a full range of alternatives to car-use.

11.13 Depending on the successful implementation of the short term action plans in this version of the Transport Strategy, the implementation of a large scale public transport project, or the investigation of such a scheme, could be included as a short/medium term action plan in future versions of the Transport Strategy

A non-transport future?

11.14 Improved communications technologies are already offering opportunities to reduce the need to travel altogether. Increasingly workplaces are making use of virtual communications such as Skype and videoconferencing in place of physical meetings, offering cost and time savings. This trend is expected to increase as technologies improve and progress. Reductions in peak hour travel may arise from more working from home and flexible working hours.

11.15 The emphasis for travel may well move away from work towards recreation and leisure activities which will have a major impact on the use of networks and modes.

11.16 Stevenage is particularly well placed to benefit from such innovation; both by virtue of its physical form as well as the presence of high end technology establishments which may be involved in research and development in new modes, propulsion fuels, guidance systems and so on. Future transport strategies will be concerned with a vastly different context in which Stevenage should aim to contribute to pioneering new solutions for as yet unknowable travel requirements.

11.17 All of these potential changes will have impacts on the way people and things connect and are moved around. As these technologies continue to develop, steps will need to be taken to ensure infrastructure is designed with future use in mind.

12 Implementation and Delivery

Implementation

12.1 This is a strategy document, which contains the Council's aspirations to achieve an integrated, efficient transport network for Stevenage. Detailed estimates of costs, benefits, and time-scales for projects are presented in the Council's Infrastructure Delivery Plan (IDP).

12.2 There will be several sources of funding for the projects and plans included in this strategy and while some projects have identified funding, many are the subject to future budget decisions.

12.3 The Borough Council will seek to use its own resources to maximise the benefits that projects can deliver against the objectives of this Strategy including acting in partnership with other stakeholders.

12.4 The Council will use this strategy to negotiate with partners at HCC and elsewhere on budget prioritisation.

12.5 The Council is currently taking steps towards the adoption of a Community Infrastructure Levy (CIL) charging schedule which will secure a new funding stream for new infrastructure associated with new development. CIL is expected to be implemented in late 2019, and will capture money from developments granted planning consent after this date.

12.6 Whilst the majority of CIL income can be used to deliver any infrastructure schemes across the town, 15% of CIL revenue is required to be spent within the area in which development takes place. This will potentially be allocated through the Community Neighbourhood Management (CNM) programme, as this identifies local improvements rather than those which are more strategic in scale.

Delivery

12.7 As noted previously, the Borough Council is not the sole provider of local transport projects. Hertfordshire County Council is the Highway Authority, and has been involved in the preparation of this Strategy. The County Council, alongside other stakeholders such as Network Rail, public transport operators and Highways England, will be crucial to delivering on the objectives of this Strategy.

12.8 Parts of the growth areas on the edge of Stevenage lie in East Herts and North Herts District Councils. Stevenage Borough Council is working closely with our cross-boundary neighbours to ensure that the extensions to Stevenage have sustainable transport connections that will serve both future new residents and also benefit existing Stevenage residents.

12.9 In many instances, developers will be responsible for implementing sustainable transport measures as part of new projects within Stevenage. We will work with development partners to ensure that concepts and designs of appropriate and help to deliver the content of this Strategy

12.10 Network Rail has overall responsibility for ensuring that the rail network is maintained, while the operation of services is the responsibility of the local franchisee. The Council will work with both of these bodies to ensure the best possible services are delivered, and the council's aspirations for an enhanced network and station facility are delivered.

12.11 Highways England has responsibility for maintaining and improving the strategic road network. This consists of the A1(M) through Stevenage, but it is recognised that other changes to the network could impact on Stevenage.

12.12 Luton Airport Ltd owns and operates Luton Airport, and the Council will be making representations about how the impacts of expansion there will impact on Stevenage. The Council will aim to secure the most beneficial outcome for Stevenage in terms of noise and other environmental impacts, transport benefits, and economic growth benefits.

13 Monitoring and Review

13.1 Monitoring is important to record what has been implemented and whether the aims of each strategy are being delivered. This will inform what changes and new projects may be required in the future.

13.2 It is intended that a monitoring document will be published every 12 months to review the progress of the schemes within Future Town, Future Transport. This report will give an overview of the progress of any schemes and stages, and will explain the reasons for changes to delivery and/or scope of schemes.

13.3 The document will be used to hold the Council and its delivery partners to account regarding progress implementing the Strategy's schemes. It will also determine whether the Transport Strategy requires amending. This could either be because of successful progress enabling additional projects to be added to the Strategy, or conversely, because of delays/cancellations which necessitate the removal or re-timetabling of schemes.

13.4 To help determine whether delivery of Future Town, Future Transport is causing the sought modal-shift in transportation habits, the following existing Annual Monitoring Report (AMR) indicators will also be investigated:

1. To reduce the distance travelled to work
2. To increase the use of passenger transport
3. For 100% of residential completions to be within a 30 minute walk of key services
4. For all major applications to include a Travel Plan



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Meeting Executive
Portfolio Area Housing and Older People.
Date 9 October 2019



DOMESTIC AND COMMUNAL GAS CONTRACT

KEY DECISION

Authors Dennis Panter | 2893
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1. PURPOSE

- 1.1. To seek approval to commence the procurement process for new Domestic and Communal Gas Servicing and Repairs Contract(s) with options to include a bundle of other related services for the period 2020 to 2024 with an optional extension of two years to 2026 and a further two year option to extend to 2028.

2. RECOMMENDATIONS

- 2.1. That the procurement approach outlined in this report be agreed.
- 2.2. That the procurement process be commenced.
- 2.3. That a third-party procurement consultant be procured and appointed to support the procurement process.
- 2.4. That the current contracts are extended to July 2020 to allow the incoming contractors to mobilise effectively, paid for from within the existing HRA budget.

- 2.5. That the services are procured as two lots within the same open OJEU procurement, with bidders being permitted to bid for either or both, with the lots to be evaluated separately.
- 2.6. That the Strategic Director RP be given delegated authority to award and finalise the terms of the contract(s) with the winning bidders after an officer panel has concluded an evaluation of tenders received and having consulted the Portfolio Holder: Housing, Health and Older People.

3. BACKGROUND

3.1. General

- 3.1.1. Stevenage Borough Council has a housing stock of circa 8100 homes of which 7300 are classed as domestic for the purpose of this contract and have their own gas supply. The majority of the remainder are classed as communal, forming part of one of the 21 larger buildings included in these contracts and receiving their heating and hot water from a communal boiler.
- 3.1.2. Stevenage Borough Council, under the regulation 36 (Duties of a Landlord) of the Gas Safety Use and Installations Regulations 1998, has a statutory obligation to inspect and maintain its gas appliances and services to a safe standard and keep records of such inspections.
- 3.1.3. The council has met its obligations for the past three decades by employing Gas Safe registered contractors. The council has procured a number of contracts by different means over time with varying degrees of success. The current contracts are due to expire on 31st October 2019.
- 3.1.4. The council has been an early adopter of the new MOT style service and certification giving greater clarity to its tenants of due dates and is now able to make savings as a result.
- 3.1.5. The proposed procurement has been presented to the Housing Management Advisory Board their questions and concerns answered.

3.2. Domestic

- 3.2.1. Following the extreme winter of 2017/18 the council worked cooperatively with the contractor to improve and consolidate the gas repairs offered to its tenants and has reduced the number of complaints significantly when compared to previous years.
- 3.2.2. During this period the incumbent contractor offered an opportunity to partner with them and their parent company ForViva Housing Association in developing a number of enhancements to the existing service, using artificial intelligence that would have resulted in the council being able to carry out a full "Home MOT" in a single visit.
- 3.2.3. Utilising current technology, these MOT visits would have enabled gas engineers to carry out multiple checks and inspections in addition to gas safety inspections. Resulting in a reduced number of visits and allowing the Council to concentrate its efforts where needed most.

- 3.2.4. Whilst the merits of the collaborative offer were noted along with the benefits of the proposed working style, to pursue this option would have been in breach of procurement legislation and in any event it was felt at that time that the focus should be on the improvement of the gas repairs service.
- 3.2.5. It is now proposed to include the “Home MOT” service in the specification for the new contract.

3.3. Communal

- 3.3.1. The council has received a good service from the incumbent contractor, all sites have remained compliant throughout the contract and all assets have been maintained to a good standard.
- 3.3.2. The contract has operated within budget year on year and the council has been able to increase the service in line with good practice, making minor improvements to the equipment in line with current safety standards.
- 3.3.3. It is proposed that the core gas elements of the current contract remain unchanged with additional inspection schedules added to bring it in line with modern standards.

3.4. Additional Assets

- 3.4.1. The council owns and operates a number of assets in its larger housing blocks for which it does not have any servicing, repairs or inspection contracts. These include Water boost sets, Air movement and extract systems, Water softeners and filters, Water temperature control systems and Water temperature blending valves. These assets are currently maintained as extras to the communal gas contract. It is proposed that they are added to the service, inspection and maintenance specification in line with current regulations.

3.5. Legionella

- 3.5.1. The council owns and operates 25 Housing and Investment properties that require Bi-Annual Legionella Risk Assessments and Mitigating Regimes including descaling of showers, flushing, monthly and weekly temperature checks, many of which are conducted by supported housing and caretaker staff.
- 3.5.2. The current Legionella contract expires in August 2020 and will need to be re-procured.
- 3.5.3. It is proposed to include all legionella checks within the new contract(s) to give a single point of responsibility, clearer record keeping and freeing staff to concentrate on their core duties.
- 3.5.4. From the council’s pre-market engagement with Communal Gas contractors, it is understood that many of them prefer contracts with bundled services with similar skill sets as they give larger overall values and lead to efficiencies, with multiple tasks carried out in a single visit.
- 3.5.5. The bundling of services will also give the council efficiencies in contract management, reduce the need for staff to accommodate site visits and reduce procurement.

3.6. New Proposals

- 3.6.1. Utilising previously explored ways of working, the procurement of a new contract allows for the innovative use of IT and the new MOT style of working to be implemented.
- 3.6.2. Optimal use of gas operatives to complete a number of checks and inspections whilst carrying out the gas safety inspection.
- 3.6.3. A back office artificial intelligence system to process the data, collate and send reports, flagging exceptions and concerns.
- 3.6.4. Use of gas operatives to test Smoke and CO alarms, check the presence and condition of fire doors in appropriate properties, complete L8 (domestic legionella) inspections and risk assessments. It also offers the tenants an opportunity to report repairs to them or for operatives to report them on their behalf.
- 3.6.5. The operatives will be able to take photographs of the key elements of the property. Using this information, the artificial intelligence systems can generate asset appraisals leading to an intelligence led decent homes program and early warnings of damage.
- 3.6.6. The operatives could also conduct a series of tenancy checks including tenant I.D. and contact details, safeguarding and subletting flags, as well as giving the tenant the opportunity to arrange a tenancy officer visit.

3.7. Mobilisation

- 3.7.1. Domestic: To mitigate the risks of poor mobilisation during the winter period it is proposed the current contract is extended from October 2019 to July 2020.
- 3.7.2. Communal: For the same reasons it is proposed this contract is extended to July 2020 to avoid mobilising in winter.
- 3.7.3. Legionella: It is proposed that the legionella specification is added to the communal gas contract along with the inspection of other Mechanical and Electrical assets that are currently not contracted in order to add value making the new contract more commercially attractive. This approach will also reducing the amount of procurement to be carried out as well as reducing the need for contractor management.

3.8. Corporate and Commercial properties

- 3.8.1. The council owns and operates a number of corporate and commercial properties that are currently serviced and maintained under other contracts. The council may wish to add some or all of these properties to the contract and it is therefore proposed to include sufficient scope and value to the new contract to enable these to be added.

4. REASONS FOR RECOMMENDED COURSE OF ACTION

- 4.1. A consultation exercise was undertaken to gauge current market trends and thinking. The Compliance team met with a number of contractors, framework

providers, colleagues from other local authorities and members of the Association of Gas Safety Managers (AGSM, of which the council is a member). This consultation has resulted in the following recommendations and proposals.

- 4.2. The consensus is that longer term contracts and more all-inclusive specifications attract more competitive prices. Set up costs can be spread over a longer term and higher values support fixed overhead costs. It is recommended that the contract is awarded on a fixed four year term plus two, plus two, giving the council the option to reward good performance with extensions or re-procure if the service does to not meet expectations.
- 4.3. Confirmation that many recent contracts include performance related pay, often linked to KPIs. Whilst it is not possible to include penalties under current contract law, it is proposed to include incentives and that the new contract(s) will include performance related payments.
- 4.4. Feedback indicates that contractors prefer whole service specifications giving them responsibility for all aspects of the service, including; servicing scheduling, access and compliance, first time fix rates, complaints responses, replacement boilers. It is proposed the new contract(s) will include all processes being carried out by the contractor, with the compliance team providing scrutiny.
- 4.5. The team explored the possibility of an award within a framework, either by direct award or mini competition. None of the frameworks the council has membership of provide a strong enough contract and specification to give the assurance that the council can manage and remove a poor performing contractor. None have sufficient scope to add the additional services the council may wish to develop.
- 4.6. Contractors confirmed they add back framework costs to the client negating any saving made by scale of purchasing through a framework.
- 4.7. The compliance team also investigated the possibility of bringing gas servicing in house, reviewing case studies of other authorities that have done so both successfully and unsuccessfully. Due to the specialist skills required for this servicing, it is not included in the services that are currently on the road map for insourcing.
- 4.8. Due to the size and complexity of the procurement it is believed that the team will need support of a third party consultant with specialist skills and knowledge that does not exist within the current team.
- 4.9. Lessons learnt from pervious contracts
 - 4.9.1. Mobilising the contract in winter has led to service failures; it has been proposed the current contract term be extended to avoid repeating this.
 - 4.9.2. The current and three previous contracts have all been mobilised in winter (October – November), a time of high demand on the repairs service, giving the incoming contractor the poorest of starts. It is therefore proposed that the new contracts will start in the summer so that the incoming contractor(s) can mobilise and be ready for winter

- 4.9.3. There has been no requirement for the contractors to produce a mobilisation or de-mobilisation plan in previous contracts. It is proposed that a mobilisation plan be included in the quality submission at tender and a de-mobilisation plan be a contractual requirement.
- 4.9.4. First time fix definitions have been weak, allowing contractors to close jobs as complete and open new jobs for follow on works or fitting parts etc. This has resulted in the reporting of high rates of first time fix, whilst tenants are left without heating and hot water. It is proposed to replace “First time fix” with “Satisfactory Repair” defined as ‘the number of days a tenant is without fully functioning heating and hot water, with no further visits within 30 days’. The number of jobs completed as satisfactory will form a KPI and have performance related payments.
- 4.9.5. It is not permitted to write penalties into a contract. It is however possible to reduce the amount of work given to contractor in cases of poor performance. It is proposed (subject to legal advice) to include such a clause in the new contract allowing the council to take work from a badly performing contractor and give it to another.
- 4.9.6. Tenants have largely benefitted from being able to contact the Contractor directly, but there has been no requirement for a backup system. It is proposed that the tenants shall have direct contact with the contractors by a Free-phone number (including calls from mobiles), a call back option at times of peak demand, text, email, and letter and Facebook messenger. Also that the contractor system notes tenants’ preferred means of contact. It is proposed that the contract includes an escalation procedure should the phones fail and that contact statistics are reported and scored as a KPI.
- 4.9.7. There has been no contractual requirement for contractor(s) to develop IT links or give access to their systems. It is proposed that the new contract(s) will include a requirement to provide a portal giving live access to jobs status, appointments, repairs and service records as well as Landlords Gas Safety Records (CP12s). There will also be a requirement to provide bespoke reports and cloud based data sharing.

5. IMPLICATIONS

5.1. Financial Implications

- 5.1.1. If the procurement strategy is successful, the efficiencies generated by bundling services together, along with economies of scale will offset the cost of servicing the additional equipment and provide a better service to tenants.
- 5.1.2. It is likely that the cost of gas maintenance will peak in the first year as the incoming contractor seeks to charge to correct existing defects.
- 5.1.3. Should the council take up the option to develop the additional services within the domestic gas servicing contract there may be considerable upfront costs which will be recovered across the life of the contract.

Each of the additional services will be subject to a business case review.

- 5.1.4. The cost of procuring a specialist consultant can be met from the existing HRA budget.

5.2. Legal Implications

- 5.2.1. As set out in the report, the Council has statutory duties in respect of its gas appliances.
- 5.2.2. The procurement of the new contracts will be in accordance with OJEU requirements.

5.3. Risk Implications

- 5.3.1. Without a robust contract in place the council risks failing in its statutory duties and potential prosecution, both as an organisation and of individual duty holders.
- 5.3.2. Failure to remain Gas Safe compliant risks damage to reputation.

5.4. Policy Implications

- 5.4.1. The council's Gas safety policy will be updated to support the contract(s) and reflect current safety practises.
- 5.4.2. The new contract(s) will ensure that all data is held and processed in a manner which satisfies the council's requirements under GDPR and other relevant regulations and policies.

5.5. Leaseholder Considerations

- 5.5.1. The value of the communal contract per household / leasehold property is such that section 20 procedures do not apply to this procurement.
- 5.5.2. It is proposed that the new contract(s) will ensure the contractor(s) offers the same services to leaseholders as it does to the council, at the same cost and puts in place an easy payment method.

5.6. Information Technology Implications

- 5.6.1. The new gas contracts specifications will include a number of measures to ensure the council retains ownership of its records as well as having portal access to the contractor's records.
- 5.6.2. The specification will include an 'uploader' to the Keystone Asset Management System (service and inspection) and links to the Northgate property management system. This will require some additional capacity and further development of existing facilities to form part of the digital transformation of housing.
- 5.6.3. The Specification will also include a requirement for the contractor to provide a digital offer to the tenants, including a portal with the facility to download their own certificate, report a repair, web chat, request a call, make a complaint, change an appointment, and update their contact details.
- 5.6.4. It is not possible to determine the full scope of IT requirements for developing all the additional services outlined in this report. It is

therefore proposed that a business case is made for each that will be appraised on a cost to benefit basis and each commissioned individually.

5.7. Climate Change Implications

- 5.7.1. It is proposed the new contracts will support the council's commitment on climate change by promoting energy efficient heating systems and best practices to reduce the contractors' carbon foot print.

Meeting: EXECUTIVE

Portfolio Area: Neighbourhoods and Cooperative Working



Date: 9 October 2019

INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) JOINT STRATEGY

KEY DECISION

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1 PURPOSE

- 1.1 To seek Executive approval for Stevenage Borough Council (SBC) and East Herts Council's (EHC) Joint ICT Strategy 2019-2022.
- 1.2 For delegated authority to be granted to a Strategic Director to negotiate and agree a new ICT Shared Service Agreement with East Herts Council.

2 RECOMMENDATIONS

- 2.1 That Executive approves the ICT Partnership's ICT Strategy 2019 – 2022 attached at Appendix A to this report.
- 2.2 That delegated authority be granted to the Strategic Director [RP] having consulted the Portfolio Holder for Neighbourhoods and Co-operative Working, to make any further amendments to the ICT Strategy.
- 2.3 That Executive notes the ICT funding challenges and agrees to prioritise the currently known ICT capital investments as summarised in Table 2 at paragraph 5.1.7 subject to available funds and Council's agreement to their inclusion in the Capital Strategy 2020/21
- 2.4 That Executive agrees to recommend to Council the re-profiling of the ICT Capital Programme over the next five years as summarised in Table two, paragraph 5.1.7 as part of the Capital Strategy for 2020/21.
- 2.5 That Executive notes and agrees to recommend to Council that it prioritise the currently known revenue pressures relating to the ICT Strategy (subject to available funds) through the General Fund and Housing Revenue Account annual budget setting process for 2020/21.

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- 2.6 That delegated authority is given to the Strategic Director (TP), having consulted the Portfolio Holders for Neighbourhoods and Co-operative Working, and Resources, to negotiate and agree a new ICT Shared Service Agreement with East Herts Council.

3 BACKGROUND

(A glossary of ICT Terms can be seen on page 4 of ICT Strategy Document (Appendix A)).

- 3.1 The Council's ICT Strategy was last published in 2015. The majority of recommendations and actions in the strategy have now been completed or superseded.
- 3.2 Following a series of independent reviews an ICT Improvement Plan was approved by the Executive in November 2017 to enable the ICT Partnership to take immediate action to improve the foundations of the ICT service with a primary focus on strengthening the resilience and security of the ICT infrastructure and to enhance ICT governance and service management.
- 3.3 Key outcomes achieved since the adoption of the plan include:
- Decommissioning of legacy business applications and servers to improve the security of the Council's systems
 - Closure of the Hertford Data Centre
 - Improved power resilience through the installation of a new power generator at Daneshill House and new uninterruptible power supply units that contain batteries to maintain power to the Daneshill data centre in the event of a power surge or outage.
 - Completion of the Microsoft Exchange 2013 Migration Project
 - Implementation of mobile device management
 - Public Sector Network Accreditation in May 2019 following over 100 actions being completed over the preceding 9 month period.
 - Award of a packaged software contract to enable direct purchase of 'off the shelf' software products
 - Appointment of an ICT Strategic Partnership Manager with the right level of technical ICT knowledge
 - Establishment of a New Security and Networking Team to look after the security and performance of ICT systems and network
 - Creation of a Programme Management Office (PMO) to drive forward key ICT projects
 - Procurement of Microsoft 365 and Hosted Desktop licences (to be implemented and rolled out during 2019/20)
 - Installation of enhanced telephony technology
- 3.4 Despite this progress being made the adoption of a new ICT Strategy for the ICT Partnership is critical and will ensure that the operational services across SBC and EHC are provided with the appropriate technology, and that the technology is supportable, updated when needed, and that users are assisted in making the best use of it.
- 3.5 The Council's Corporate Plan relies on the efficient and effective operation of some 120 services of a diverse nature. One factor that unites them all is a reliance on information technology. Technology continues to evolve at pace, and that means that user expectations are constantly changing, and so continual investment is

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required. The technology must not only be actively maintained, to keep it secure and fully operational, but regularly updated as older solutions become obsolete and unsupportable. It is important that this is done in a planned and coordinated way.

- 3.6 This approach extends beyond staff and Members to residents, who will need to be provided with the means to obtain many of their services online that is simpler, quicker and easier for them to use and cheaper for both authorities. This aligns closely with the Corporate Plans of SBC and EHC.
- 3.7 It has been necessary in developing the ICT Strategy to take an incisive and realistic view of the current state of ICT across both SBC and EHC. This has helped determine how fit for purpose the existing infrastructure, applications and end user equipment is, how well the ICT Team serves the two organisations currently in terms of its structure, processes and relationships, and what shape the team is in to move things forward. Many ICT strategies focus only on the new and exciting projects to be done to move the organisation forward, but these must be built on a sound base if they are not to fail in the future, and an honest appraisal must be undertaken to understand what must be remedied, to underpin future success.
- 3.8 The relevant key ICT issues and challenges faced by the Council that have helped to inform the development of the new ICT strategy include:
- 3.9 **Changing customer expectations:** The last decade has seen major changes to how customers engage with business, public services and each other, and the pace of change is increasing. It is vital that the Council exploits these channels to provide responsive engagement with its customers.
- 3.10 Digital Technology is now of even greater importance than 'traditional' ICT. Digital is disrupting everything and providing unprecedented opportunities, and we are living in a time of enormous change. It has been said that change is happening 10 times faster and at 300 times the scale of the first Industrial Revolution—and thus is having a major impact.
- 3.11 As Digital becomes ubiquitous, it is rewriting the way local authorities are delivering their corporate priorities and meeting business challenges. As local authorities continue to face austere times, the need for change has never been more important and the need for Digital transformation more relevant. It provides the opportunity to redesign the way in which the Council delivers services, to allow residents to have more control over how and when they access their services, to collaborate efficiently with communities and partners, and to support a culture of innovation.
- 3.12 A Digital Strategy will need to be developed to demonstrate how the Council will effectively use new digital platforms and web based digital technologies to improve service delivery and help drive efficiencies.
- 3.13 **An ageing Infrastructure:** Following the creation of the ICT Shared Service in July 2013 between Stevenage Borough Council and East Herts Council, significant effort in the first couple of years went into the creation of ICT services that met the needs of both councils and delivered savings in the region of £400,000.
- 3.14 To this end the ICT Shared Service delivered a shared network, data centres, corporate Wi-Fi, an ICT Service Desk and hosted desktops and delivered a range of projects from mobile working to customer payments. However over a period of years, primarily due to austerity in the Public Sector, much of the technical infrastructure that supports the Council's ICT has been under-invested in, and become aged,

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unreliable, difficult to support operationally, and hard to maintain in a secure state. A substantial 'catch up' programme of work is now essential and needs to be built around sound strategic and architectural principles.

- 3.15 **Cyber Security:** the changing nature of cyber-attacks means that the ICT Partnership must manage the risk exposure of both councils and ensure that appropriate controls are in place to protect the information and data that is held.
- 3.16 **ICT skills gap:** Similarly to the ICT infrastructure until recently there has been a lack of investment in staff skills which has meant that the service has been lacking key technical capabilities to support the current infrastructure and the adoption of new technology. This has been addressed in part through the ICT Improvement Plan, however, there will be a need to permanently fund the additional capabilities and skills that have been recently recruited into the ICT Service.
- 3.17 **A complex and inefficient business application landscape:** Until recently ICT investments have been based on a bottom-up tactical approach, whereby operational teams within both councils have selected the technology solutions for their local area and presented these to the ICT team to implement. This approach has created a complex variety of systems, a lengthening list of outstanding requirements for new business applications, and a burgeoning need to update the supporting infrastructure technology.
- 3.18 This has resulted in both a complex and inefficient application landscape (143+ applications across the ICT Partnership), a heavy burden on the ICT team to maintain them, heightened security risks (as keeping them all fully patched and updated is a huge challenge), and insufficient free effort to address the ever-growing list of requested projects. Thus, the ICT Service has become a service that is both overloaded and often too busy to help, despite the best efforts of its dedicated staff, leading to reduced user satisfaction of services, the infrastructure receiving insufficient attention, and a significant degree of 'technical debt' accumulating.
- 3.19 The key considerations is that the underlying technical debt must be addressed, applications must be rationalised, the journey to the cloud must accelerate, governance must be further strengthened, and an overall strategic approach (as opposed to a reactive approach), in line with mandated principles of a new enterprise architecture that determines the type and number of business applications and systems, must be adopted.
- 3.20 It is important that this is done in a strategically planned and co-ordinated way, to avoid unwise tactical investments in short term fixes, duplicated solutions, and the procurement of hard to manage systems. In addition the digital revolution is changing both the way that customers want to engage with council services and the consequent efficiencies and increases in productivity with which the council can achieve through the adoption and deployment of ICT and digital solutions.
- 3.21 **The need for a strategic ICT approach:** For the ICT Service to properly support both organisations, the ICT Partnership needs a sound ICT Strategy that matches and supports its strategic aims and enables both councils to keep in step with developing technology.
- 3.22 The Council is facing challenging financial circumstances over the next three financial years and one of the main challenges for the ICT Partnership will be how to harness the potential of ICT to help maintain priority services and enable changes to service

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delivery all within the context of reducing financial and staffing resources. The contribution ICT will make to these endeavours is must be set out in future.

4 REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS

ICT Partnership Strategy 2019/20-2022/23

- 4.1 As part of the Council's integrated planning activities, a revised ICT Strategy in partnership with East Herts Council (EHC) has been prepared to cover the period 2019 to 2022. The ICT Partnership strategy is contained in Appendix A.
- 4.2 Best practice, as encapsulated in the new ICT Strategy, requires that SBC and EHC jointly take a strategically-planned, top-down, approach to technology, which will represent a change to past practice.
- 4.3 The strategy has been developed in consultation with the ICT Team, Business Transformation teams, service teams and with Members through business interviews, collaborative workshops, technological reviews, IT and service capability assessments, a Portfolio Holder Advisory Group Meeting and through an Informal Executive session.
- 4.4 A series of independent reviews of the ICT service have also been undertaken over the last two financial years to help inform the new strategy, these have included:
 - Socitm (Society of IT Practitioners in the Public Sector) Review and Security Assessment - 2018
 - SIAS Disaster Recovery Audit - 2018
 - Annual Public Sector Network Assessment (and associated independent health check)
 - Microsoft Navigator Discovery and Planning Sessions - 2018/19
 - Service Governance Review completed in May 2018
- 4.5 Socitm and Microsoft and other external partners have helped to also validate the strategic approach outlined within the strategy to delivering a resilient and secure ICT offer that meets the future requirements of both SBC and EHC.
- 4.6 An examination of best practice in the sector, based on recently published ICT and digital strategies of other councils, along with advice from Central Government, shows that the Council is strategically aligned with others. The vital importance of a sound ICT infrastructure is universally recognised and the technical approaches (Enterprise Architecture, Digital Strategy, Software as a Service, a focus on cyber security, etc.) have been widely adopted.

Aim and Vision

- 4.7 The ICT Strategy articulates the ICT vision and objectives now and in the future. The Partnership vision is to create a modern and transformational ICT service that drives and supports delivery of joined up services to customers through the effective use of technology.
- 4.8 The strategy comprises the following:

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- An introduction to the ICT Strategy, including reference to how the strategy aims to build on existing technologies and investments, support organisational transformation programmes, accelerate customer digital self-service and increase staff productivity.
 - The ICT Partnership vision and the benefits of the Shared ICT Service
 - The strategic ICT ambitions and strategic technology objectives and outcomes
 - A clear commitment to green ICT and a set of ICT Guiding Principles
 - The impact, benefits and strategic actions/deliverables for each strategic ambition
 - The future profile of the ICT Service, describing the structure, operating model and the governance and monitoring arrangements
 - The appendices to the strategy include further information of the investment priorities and the roadmap for delivery.
- 4.9 The Strategy sets out a framework for technological change and adoption. A series of four ambitions have been identified that capture the underpinning strategies, plans, and actions that will be required in order to deliver the ICT vision.

Ambition 1: Empowered Customers.

- 4.10 The Council will invest and deliver new digital customer facing services through its Connected to Our Customers Programme. In providing this the Council will improve the responsiveness, availability and usability of services. This will accelerate the take up of online services by customers. As a Co-operative Council user experience and customer focus will be at the heart of the design and evolution of council services. The Council as a result will deliver end to end solutions that provide a more responsive and cost effective service offer to its customers.
- 4.11 **Digital by Choice:** It is the ambition of the Council to be 'Digital by Choice', so that customers will choose to interact with services through digital channels, rather than by phone, email, letters or face-to-face, because digital interaction will be compellingly easier, quicker, and more convenient.
- 4.12 Ensuring residents and businesses can access key transactional services and information 24 hours, 7 days a week is a key priority of the Council as outlined within the Future Town, Future Council Connected to our Customer Programme.
- 4.13 **New Corporate Website and Customer Experience Platform:** The Council will be launching a new website during 2019/20 and have recently procured a 'Customer Experience Platform' called Firmstep which will both form a central point of information and will in part enable 24/7 self-service channels for customers. The value of the new customer platform is that it will integrate with back office systems and enable systems to work seamlessly together and processes to be automated to the benefit of customers. The adoption of more responsive and flexible service delivery methods will achieve costs reductions (for example in Customer Services, premises and transport). How the new Customer Experience Platform is to be fully integrated will be captured as part of a future Digital Strategy.
- 4.14 **Digital Strategy:** The Council is committed to develop and published a Digital Strategy during 2020 and to launch a major Digital Programme in future years, aimed primarily at streamlining the way customers interact with the Council, but also seeking to achieve internal efficiency improvements. There is an opportunity to do this in

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partnership with EHC and/or align digital programmes and projects in the future that benefit both councils.

- 4.15 Digital technology is developing at a significant pace. Through a new Digital Strategy the Council will be seeking to be at the leading edge in its adoption, and see its importance in meeting strategic aims such as the delivery of a new Co-operative Neighbourhood Management working model. The ICT Strategy investment plans will fund the necessary improvements to the ICT infrastructure and network, corporate applications and project and change management capacity, but we will need to look at other digital costs and possible savings as part of a new Digital Strategy.
- 4.16 The future Digital Programme will exploit developments in Artificial Intelligence (including 'robotic process automation') and Business Intelligence to improve the efficiency and effectiveness of the council's operations. As Artificial Intelligence develops further, with self-learning systems emerging that can perform more of the work currently done by people (but faster, cheaper and more accurately), the ICT Partnership will look to adopt this technology.
- 4.17 **Digital enablement:** will be important to this and helping and empowering those users (mostly but not exclusively older people) who currently lack digital skills.
- 4.18 There will be support at the local community level, helping people to use information and communications systems, including where appropriate the Council's systems, to connect, communicate and share information, thereby assisting and empowering them in their self-support, and contributing further to the development of strong communities. These and other initiatives will also help the Council to meet the looming challenges of supporting vulnerable customers and an ageing population that is living longer but not always in good health, and sometimes with the added burden of isolation and loneliness.
- 4.19 Other digitally-related technologies will come to the fore over the timescale of this strategy, and it is likely that the 'Internet of Things' will start to figure not only in our work on smarter workplaces but also in relation to smart homes.

Ambition 2: Consolidation, simplification and standardisation of the ICT and digital estate.

- 4.20 The ICT Partnership has a real opportunity to consolidate, standardise and simplify its current technology estate. Through the design and adoption of a new Enterprise Architecture the Council will improve the integration and connectivity between services and more streamlined processes will unlock significant efficiencies and direct funds to frontline service delivery.
- 4.21 **A new Enterprise Architecture:** will lay out the fundamental design of ICT and digital services going forward. The strategy defines the architectural principles that the ICT Partnership will apply.
- 4.22 As previously mentioned the ICT Partnership is currently running a significant number of business software applications. Adopting a new Enterprise Architecture will enable the standardisation, simplification and rationalisation of existing applications to achieve cost savings, simplify support and aid cross organisational working. Where practical the ICT Service in future will seek to work with service teams to standardise similar business processes, simplifying the requirements for supporting information systems.

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- 4.23 SBC in partnership with EHC will develop and execute an application rationalisation roadmap that allows both councils to achieve the desired Enterprise Architecture. It is not thought practical to source one solution that meets the needs of the ICT Partnership therefore the best of breed business solutions will be sourced, interfaced and shared as required.
- 4.24 A new Enterprise Architecture will ensure that the Council has the right corporate and business systems in place to support future partnership wide transformation programmes and initiatives, accelerate self-service digital delivery for customers and increase staff productivity through opportunities for more flexible and mobile working.
- 4.25 It will be important that all service related ICT needs are interpreted in the context of the organisation and the ICT Partnership as a whole, its existing and planned infrastructure, and the architectural principles it has adopted. Under the proposed strategy the ICT Service will actively engage with services to understand departmental strategies and priorities, and translate them into ICT solutions in an organisational wide context. This will help to minimise the proliferation of spot solutions, helps avoid investment in technology that is incompatible with other council systems or dead end technologies and will help leverage the use of solutions that already exist across the ICT Partnership.
- 4.26 The current estate of 143+ applications is extreme and best practice elsewhere indicates that an estate across SBC and EHC of 100 or so applications is a realistic goal to aim for. This may require some compromises, but will be overall far more efficient and cost effective for the ICT Partnership as a whole, will allow applications to be properly supported, and will assist in the provision of training and recruitment of local super users. Any future investments in business applications must be based on full business cases, approved through the ICT governance structure, and incorporating planned benefits realisation, metrics and the recouping of planned financial savings.
- 4.27 **A resilient and secure infrastructure:** A key element of the strategy is how the ICT Partnership will continue to maintain, support and develop resilient infrastructure and systems to meet the changing environment within which the Council operates. Actions in this area reflect the Council's desire to invest in ICT where it is appropriate to do so.
- 4.28 An up to date infrastructure is at the heart of any good ICT Strategy providing a secure, stable and reliable platform for both virtual and physical systems that provide storage, data flow, analysis and processing of data.
- 4.29 The ICT Strategy aims to build on existing technologies and investments and will deliver a high performing, resilient and secure infrastructure that will give both councils the confidence to take forward their digital delivery ambitions to the benefit of local residents.
- 4.30 The strategy and supporting roadmaps details the essential improvements to the underpinning infrastructure (servers, Wi-Fi and cabling, databases and information storage and explains how security improvements (of which many are in hand) must continue. The need to better address disaster recovery is also outlined including the current procurement of a microwave solution that will remove the single point of failure between Daneshill House and Cavendish Road sites.

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- 4.31 **Network devices:** the current network devices are ageing in most areas, with some elements such as switches being 13 years old (8 years beyond its expected life span). This is unsustainable and is seriously affecting the performance of core systems. The benefits of constructing a new network will be an improvement in the speed of business applications, improve availability of systems and the reduced chance of security breaches.
- 4.32 Dependent upon the Enterprise Architecture that is adopted there may be a future requirement to put in place web acceleration technology that allows the prioritisation of data flow to cloud based services.
- 4.33 **Technology lifecycles:** The introduction of technology lifecycles and rolling change programmes will ensure every component of the ICT infrastructure has a defined usable lifespan, which will be determined by a range of factors, the speed at which it runs, supportability, reliability and compatibility with new systems.
- 4.34 Financial forecasting must take into account these life cycles to ensure systems are and continue to be 'fit for purpose' and the ICT Partnership in future avoids a future technology debt. An infrastructure replacement programme will be established by the ICT Programme Management Office to enable good financial planning.
- 4.35 **Cloud Strategy:** The Council will look at cloud based solutions when applications and systems need to be replaced or during the implementation of new solutions. If a cloud solution is the only available solution, is cost neutral or brings considerable other benefits then it should be considered. However where there are also self-hosted solutions these will also be appraised in light of the restricted finances of the Council and the significant increase in revenue costs that most clouds solutions bring.
- 4.36 **Microsoft Office 365:** A key deliverable of the strategy will be the provisioning of Microsoft Office 365 which will move email, word, excel and unstructured data into the cloud during 2019-20. The benefit of Microsoft Office 365 is that it provides a wide range of additional Microsoft services such as Intune, Teams and many others. Being a cloud hosted solution it will bring improved system resilience and performance. As an evergreen product the ICT Partnership will benefit from timely upgrades and patching as this will be automatically delivered by Microsoft.
- 4.37 **New Virtual Desktop Infrastructure (VDI):** The ICT Partnership is at present using end of life VMWare software to host business applications. New VDI technology has been procured and through rolling out the proposed strategy the ICT Service will implement new hosted (VMWare) desktops during 2019/20. New Virtual Desktop Infrastructure will be a core component of the ICT Service with the benefits of increased flexible working, reduced process and file sharing, improved security, centralised backups and reduced costs as it is much easier to support and maintain.

Ambition 3: Working Smarter.

- 4.38 The ICT Partnership will build a culture of innovation where SBC and EHC make the best use of the creative talents of staff, Members, partners and customers to improve working practices and processes. The ICT Partnership will provide mobile ICT and digital services and tools that allow staff and Members to work anywhere at any time.
- 4.39 **Service Transformation and Modern Working Practices:** The ICT Partnership will use ICT to allow each council to embrace modern working practice, rationalising office accommodation requirements, eliminating unnecessary bureaucracy and

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administration, and supporting community based service delivery. Change is difficult to achieve and requires input, direction and support from the leadership team to deliver the ICT vision and ambitions set out in the ICT Strategy. Both SBC and EHC have aspirations to deliver service transformation through ICT and digital solution enablement.

- 4.40 The Council will develop new digital transformation strategies that set out how the organisation will use digital platforms, hosted desktops, Office 365, business applications and innovative technology to redesign service delivery models and supporting processes.
- 4.41 **Innovation Board and Forum:** The Partnership will create an Innovation Board where staff can present ideas on how existing and new technology could be used to improve service delivery and remove inefficiencies in the way that they work.
- 4.42 An Innovation Forum to discuss emerging industry trends and technology will promote idea generation across the Partnership. This will help embed a change culture across the Partnership, limiting duplication of effort and investment and increasing knowledge sharing.
- 4.43 **Digital enablement of council staff and Members:** An internal culture change and training programme will need to be a significant part of the future Digital Programme. This is an area that has had insufficient attention in the past, when it has been apparent that simply introducing a technology into the business has not always led to its successful adoption, or the realisation of anticipated benefits.
- 4.44 **Technology Advisory Partner(s):** Given the potential volume and complexity of transformation required, the ICT Partnership through the ICT Strategy will appoint a Technology Advisory Partner(s) to help fully adopt and deploy Microsoft Office 365 applications and fully exploit their benefits. They will also support the development of a Digital Strategy(ies) and provide a realistic roadmap to aid delivery. Finally they will enable both SBC and EHC to drive and accelerate the adoption of change by engaging end users and ICT Professionals to understand new ways of working and the impact and benefits of those changes. New approaches to adoption and change management and modern service management will enable managers and employees to maximise the benefit from new digital services and tool, facilitating their tasks and increasing their productivity. Ultimately it will allow the ICT Partnership to realise business value from its technology investment.
- 4.45 **Hardware Devices:** The ICT Strategy makes specific proposals in terms of end-user devices, service desk support, and the need to rationalise the number and type of devices (2000+ devices) and the number of operating systems (20+) that need supporting across the ICT Partnership.
- 4.46 The move to a more flexible and digital workforce where staff are empowered to work in the community, at home and via hot desking will be facilitated through the effective provisioning of hardware such as laptops, tablets and smart phones.
- 4.47 Currently there are no budgets in place for device replacement for Officers or Members. In future it is proposed that the Council will correct this by allocating an annual capital budget to ensure the timely provisioning of new devices for staff and Members. Members should receive new devices during 2020/21 as part of the programme.

Ambition 4: Improved ICT Governance and Security .

- 4.48 The ICT strategy sets out the actions that will be taken to ensure the effective and efficient management and delivery of ICT services. These actions reflect the need to improvement ICT governance and the need to ensure that the appropriate ICT skills, training and associated project and performance management processes are in place. Action has and will continue to be taken to ensure the most effective and sustainable operating model is adopted that meets the changing needs of the ICT Partnership.
- 4.49 **Good Governance:** The importance of good governance is outline in the strategy, covering both the business as usual operations, but also projects for new ICT systems. Strong governance through the ICT Partnership Board, ICT Steering Group and a new Member ICT Group will allow progression from the current era of order-taking, with a long list of projects to be done, into a new era of strategic planning, robust business cases with future savings factored into budgets, and a strong focus on benefit realisation.
- 4.50 A standardised policy framework will ensure a high level of security is met across the entire ICT Partnership's network. To continue to have differing ICT policies applied across SBC and EHC is not only technically difficult but will cause problems when it comes to enforcement, so in future where applicable all policies will be universal to the two councils.
- 4.51 **Information Security:** is a critical focus within the strategy given the increase in the amount of cyber threats faced by the ICT Partnership and the diverse ways that information can now be shared. The strategy places a great emphasis on protecting ICT systems against threats and maintaining constant vigilance to protect both councils against any new threat.
- 4.52 Creation of the new Security and Networking team has already focused work on new security arrangements. Projects have been identified and are captured in the ICT roadmap which are high on the security radar such as a new firewall and switch replacements.
- 4.53 The ICT Partnership is committed to deploying the latest anti-virus, malware, and email filtering and encryption software to protect both councils' systems and data across the ICT network. The achievement of the Public Services Network (PSN) Code of Compliance will continue to be an annual objective along with Cyber Essentials Plus accreditation.
- 4.54 Cyber security risk assessments will be carried out when selecting new systems, online services or implementing digital processes.
- 4.55 The strategy highlights the continued requirement for staff and Members to be trained on data protection requirements relating to their positions.
- 4.56 **ICT Team:** The functions of the ICT Service are described within the strategy, and it is proposed that a future permanent structure be formed along these functional lines. These include the permanent funding of a new Security and Networking, ICT

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Programme Management Office and strengthening the Service Desk and Business Information Systems Team.

- 4.57 A proposal is being developed on how a new joint Information Governance Team could be established for SBC and EHC to cover the ICT Partnership's data protections statutory requirements.
- 4.58 **Sourcing Strategy:** The adoption of a single ICT Strategy for SBC and EHC and an associated ICT roadmap will enable the Council to make better strategic investment decisions, based on agreed objectives and outcomes as opposed to short term tactical business priorities. In future technology purchases will need to conform to the new Enterprise Architecture and the associated ICT design and guiding principles within the strategy. Making technology purchases in line with the strategy will be an important discipline. Failure to do so could impact the business and affect the ICT Services ability to execute the ICT Implementation Plan.
- 4.59 **ICT Implementation Plan:** The gap between ICT as it is, and ICT as determined by the vision, forms the basis of the plan of action. The ICT Implementation Plan (as it currently stands) that captures the key deliverables across the four strategic ambitions can be seen in Appendix B. The implementation plan has been stress tested and will continue to be done so quarterly by the ICT Partnership Board to ensure delivery focus is maintained and realistic.
- 4.60 A strong project management approach is to be taken to ensure the delivery of the plan. The intention of the ICT Partnership Board is for iterations of work programmes to be developed, each of which will be published with a corresponding implementation plan or roadmap. The plans will be submitted for approval in line with the ICT Partnership governance arrangements, culminating in an evolving ICT Strategy. These plans in future will include, a new Enterprise Architecture that incorporates the consolidation, simplification and standardisation of business systems, the Digital Strategy and finally business priority led delivery projects such as the replacement of Geographical Information Systems.
- 4.61 **Performance Monitoring and Progress Reporting:** The ICT Partnership Board will receive a monthly performance report that will monitor progress against the ICT roadmap and ICT management KPIs.
- 4.62 A Members ICT Group led by the Portfolio Holder for Neighbourhoods and Co-operative Working is also to be established and will receive quarterly ICT reports to provide full transparency over the state of all ICT projects and programmes. Regular progress updates will also be provided to the Council's Executive and Audit Committee.
- 4.63 **ICT Shared Service Agreement:** The Council entered into an ICT Shared Service Agreement for an initial five years with East Herts Council in 2013. The recommendation is that the Council should enter into a further 3 year partnership agreement to coincide with the lifespan of the proposed ICT Partnership Strategy. Both council's through the delivery of the strategy will continually look to achieve maximum value for money from their ICT investments.
- 4.64 The success of the shared ICT Strategy depends on close working between SBC and EHC. This includes exploiting and promoting common software and hardware solutions across organisations.

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- 4.65 It is therefore recommended that delegated authority should be given to the Strategic Director (TP) who is the appointed representative on the ICT Partnership Board to negotiate and agree a new 3 year Partnership Agreement and funding model having consulted the Portfolio Holder for Communities and Neighbourhoods and the Portfolio Holder for Resources.

All Options Considered

- 4.66 **Do Nothing:** Failure to adopt the ICT Strategy will result in increasingly poor levels of service, and the risk that the Council will not be able to deliver its services effectively.
- 4.67 **Propose spot fixes and short term extra resource:** Spending additional funds by increasing the size of the ICT team short term, and adopting solutions that have been proposed to meet limited local needs would be an expensive way of propping up a fundamentally flawed ICT landscape, and would lead to spiralling costs and further declines in service quality. Such an approach would not be sustainable and would likely lead to the growth of 'shadow IT', with departments seeking their own solutions from external providers without the involvement of the ICT team, thereby risking overall security, achieving poor value for money for the Council, and limiting the Council's ability to make best use of its data.
- 4.68 **Adopt a strategic approach: recommended.** ICT exists only to support the needs and successful operation of organisation, and an ICT Strategy must operate top down if it is to achieve this. The approach recommended provides a logical flow from corporate to operational needs, examines relevant technology trends and best practice, examines where the ICT Partnership's current provision is and where it falls short, paints a vision of a desirable and achievable future state, and proposes how to get there, in the context of improved organisational governance. It is recommended that this approach is adopted. The ICT strategy and to follow a Digital Strategy will be significant enablers for the Council to meet its strategic needs, both will ensure that the present 'log jam' of poor service, frustrated users and a difficult to maintain ICT landscape is resolved.
- 4.69 The draft ICT Strategy will be presented and considered by Members at East Herts Council in December 2019.
- 4.70 Upon approval of the ICT Strategy a public facing digital document summarising the key ambitions and ICT projects will be produced and placed onto the Council's website. The ICT Strategy has also been captured as a 'plan on a page' as an easy reference document for staff and Members and can be seen in Appendix D.

5 IMPLICATIONS

5.1 Financial Implications

ICT Strategy Revenue Pressures

- 5.1.1 Members will be aware that at budget setting for 2019/20 there was identification of some potential future years' pressures and consequently an ICT Revenue Reserve was established.
- 5.1.2 During 2019/20 this has helped to fund additional staffing costs pending the adoption of the ICT Strategy and then a further £70k of ICT pressures in year. This has left an in year pressure of £65k (reported in the Q1 revenue report, General Fund Medium

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Term Financial Strategy and now incorporated in the 2019/20 working budget). In addition there are future costs (2020/21 to 2022/23) estimated at £926,578k as shown in the table below. These costs relate to the Technical Advisory Partner for Office 365, storage, a microwave solution and one off consultancy for digital innovation. A breakdown of these pressures can be seen below

Table One: ICT Revenue Pressures (indicative)	2019/20 £	2020/21 £	2021/22 £	2022/23 £
VM Ware Licences – (Hosted desktop)	45,000	45,000	45,000	45,000
Additional ICT Posts		137,926	137,926	137,926
Storage Support	9,600	9,600	9,600	9,600
Cyber Security Incident Management Procedure and Disaster Recovery		5,000		
Microwave Solution Support	3,500	5,000	5,000	5,000
Enterprise Architecture	43,000			
Technology Advisory Partner(s)	100,000	334,000		
General Fund ICT Pressure	64,920	356,253	131,157	131,157
HRA ICT Pressure	66,500	180,273	66,369	66,369
ICT Revenue Funding:	2019/20 £	2020/21 £	2021/22 £	2022/23 £
General Fund:				
General Fund Medium Term Financial Strategy ICT Funding Assumption	64,920	353,440	129,960	129,960
Total funded	64,920	353,440	129,960	129,960
(Unfunded)/over funded growth	0	(£2,813)	(£1,197)	(£1,197)
HRA:				
HRA Business Plan Funding Assumption	66,500	174,090	63,870	63,870
Total funded	66,500	174,090	63,870	63,870
(Unfunded)/over funded growth	0	(£6,183)	(£2,499)	(£2,499)
Total under funded	0	(£8,996)	(£3,696)	(£3,696)

*the total pressure figure takes into account the use of the ICT Reserve Budget during 2019/20

- 5.1.3 The majority of the increased ICT revenue costs have been assumed for General Fund and HRA MTFS modelling purposes and 2019/20 pressures were outlined within the Quarter 1 Revenue Monitoring Report for the General Fund and Housing Revenue Account.
- 5.1.4 It is recommended that the Executive note and support the funding of future years known pressures (subject to available funds). Council will be asked to approve the additional resourcing requirements through the General Fund and Housing Revenue Account annual budget setting process for 2020/21.
- 5.1.5 As the ICT Strategy progresses, the ICT Partnership will increasingly reduce its estate of business applications and will purchase more software as a service (cloud based applications) where there is a clear business case to do so. This will replace what were capital costs in the past with revenue costs. It has not yet been possible to map these out in detail, in part because the Enterprise Architecture needs to be

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designed and approved and in part because the application rationalisation project (a planned project within the strategy) will potentially cull the number of existing business applications, and remove their annual maintenance charges. There should also be other savings associated with the reduction in effort to support a large estate of business applications. These specific revenue implications of the strategy cannot therefore be detailed at this time, but will become apparent by the end of the first of its three years.

- 5.1.6 The core annual revenue budgets of the ICT Service have recently been reviewed in conjunction with East Herts and the new financing model will be incorporated into the new ICT Partnership Agreement. Council will be asked to approve any increase in core ICT revenue costs through the General Fund and HRA budget setting process for 2020/21.

ICT Strategy Capital Requirements

- 5.1.7 The ICT capital requirements and timing of investment has been updated based on the currently known programme. Over the next five years the programme has been brought forward requiring budgets to be re-profiled to match the revised plans as shown in the table below.

Table Two: ICT Capital Requirements	2018/19 actual £	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £	Total £
ICT General Fund Capital Requirement	218,149	554,733	449,886	218,392	60,892	tbc	1,502,052
ICT General Fund Capital TA	0	38,333	38,333	38,333	38,333	0	153,332
Total General Fund ICT Capital Requirement	218,149	593,066	488,219	256,725	99,225	tbc	1,655,384
ICT Capital Budget based on Feb 2019 Capital Strategy	282,690	421,100	300,000	300,000	300,000	300,000	1,903,790
Profile of General Fund ICT budget as per Q1 2019/20 Capital Monitoring Report	282,690	579,890	87,100	50,250	300,000	600,000	1,899,930
ICT General Fund Capital re-profile required		13,176	401,119	206,475	(200,775)	(600,000)	
ICT General Fund cumulative (surplus)/shortfall							(180,005)
ICT HRA Capital Requirement	105,772	329,142	267,564	131,606	39,105	tbc	873,188
ICT HRA Capital TA	0	19,167	19,168	19,169	19,170	0	76,674
Total HRA ICT Capital Requirement	105,772	348,309	286,732	150,775	58,275	tbc	949,862
ICT HRA Capital Budget based on Feb 2019 Capital Strategy	262,920	191,970	151,890	156,890	156,980	306,980	1,227,630
Profile of HRA ICT budget as per Q1 2019/20 Capital Monitoring Report	105,772	301,350	42,900	24,750	156,980	306,980	938,732
ICT HRA Capital re-profile required		46,959	243,832	126,025	(98,705)	(306,980)	
ICT HRA cumulative (surplus)/shortfall							11,130
Total Capital Requirement	323,921	941,375	774,950	407,500	157,500	tbc	2,605,246
Total ICT Capital Budget as per Q1 Capital Strategy Report (Sept 2019)		881,240	130,000	75,000	456,980	906,980	2,754,890

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Table Two: ICT Capital Requirements	2018/19 actual	2019/20	2020/21	2021/22	2022/23	2023/24	Total
ICT Capital re-profile required		60,135	644,950	332,500	(299,480)	(906,980)	
ICT Shortfall/(Surplus)based on Capital Strategy Report Feb 2019 Figures							(168,875)

5.1.8 Over the five year programme there is a projected saving of £168k from the initial proposals approved in February as part of the capital strategy. However, Members are asked to note that this strategy brings the Council's ICT infrastructure and systems to a level fit for purpose. With the design and adoption of a new Enterprise Architecture, a new Digital Strategy and Supporting Programme there are likely to be significant additional revenue and capital investment requirements that will need to be addressed through future annual budget setting processes and future ICT capital bids will be required to maintain this level. These future bids and the funding requirements for 2023/24 which are currently unknown have not been included within this strategy document.

5.1.9 An itemised breakdown of the capital requirements can be seen in Appendix C.

5.1.10 It is recommended that the Executive note and prioritise the currently known ICT capital funding requirements. The re-profiling of future years ICT Capital Programme allocations will be reported to the Council through the General Fund and Housing Revenue Account Capital Programme budget setting process for 2020/21.

5.1.11 As already highlighted East Herts Council Members will be considering the draft strategy in December and will be equally asked to match fund the ICT capital and revenue investment programme.

5.2 Legal Implications

5.2.1 There are no direct legal implications relating to the ICT Strategy.

5.2.2 The ICT Shared Service is currently governed by a partnership agreement with East Herts Council. The original 5 year agreement between the two councils ended in August 2018 and has been extended temporarily whilst the ICT Strategy is being developed.

5.2.3 There is now a need for a new agreement to be drafted and entered into and delegated authority is sought for the Strategic Director (TP) to negotiate and approve a new partnership agreement with EHC.

5.2.4 The General Data Protection Regulations and Data Protection Act 2018 came into effect in May 2018. This legislation has repercussions for the access to, and use, of personal and sensitive information. Whilst this is not directly technology legislation, the ICT Service has an important role to ensure that all electronically stored data and information is managed effectively and stored securely. The implementation of new firewalls and security components and software will help the Council to meet its data protection legal obligations.

5.3 Equalities and Diversity Implications

5.3.1 Officers have considered the proposals set out in the report and the ICT Strategy in light of the various Public Sector equalities duties imposed on the Council. An

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Equalities Impact Assessment has been completed and is a background document to this report – BD1.

- 5.3.2 At this stage the proposals impact on staff and customers is either neutral (in that there are no discernible equalities impacts) or positive. In the main the proposals make an indirect, but positive contribution to equality and diversity as the proposals will help enable the delivery of new digital channels that may be easier for people with certain kinds of disability to use than existing channels. The proposed new business tools for staff and Members will also improve people's ability to work remotely and more effectively out in the community to the benefit of residents.

5.4 Risk Implications

- 5.4.1 The key risk, if the Council does not approve the approach recommended in the strategy, is that the quality of ICT services provided will continue to decline, as the technical debt grows, and the increasingly overloaded ICT team have progressively less time to modernise the ICT estate or attend to service requests.

- 5.4.2 A summary of the main risks relating to failure to adopt the ICT Strategy can be seen below:

- Technical Debt not addressed: If the existing infrastructure is not updated, the effort and cost to maintain the existing infrastructure will continue to grow, and the security risks will rise.
- Bottom up approach to business unit/service needs continues: If a strategic approach to service needs is not adopted, the Balkanisation of the estate will grow and the overall value for money achieved will diminish. Interoperability will also suffer, and the ICT Partnership's ability to make best use of its data assets will diminish.
- Failure to attend to service and customer needs: If the current approach continues of having services determine their technical solutions, then adding their proposed implementation projects to the ICT team's backlog, then not only their frustration grow but they will be increasingly tempted to adopt a 'shadow IT' approach, commissioning solutions without going via ICT, this will have multiple disadvantages, in terms of potential security risks, poor value for money, interoperability challenges, and reduced ability to coalesce and analyse data at a strategic level.
- Failure to deliver a secure and resilient 'hybrid' (on premise and cloud based) infrastructure: The current infrastructure is ageing and most components need replacing. Failure to replace hardware and software will mean that the ICT Partnership will continue to experience poor systems performance and will be greater exposed to security risks and significant technical failures including potential loss of business data.
- Overall if the ICT Strategy is not adopted the existing service will continue to decline, and there will be almost irresistible pressures to increase the ICT Service further than proposed in the strategy, simply to 'keep the infrastructure lights on', and avoid what could be increasingly common system outages. This will then represent poor value for money for a poor service.

5.5 Asset Management Implications

- 5.5.1 An audit of all software and hardware is currently underway which will help to inform a new ICT applications and hardware asset register. This will ensure that there is improved management and disposal of ICT assets across the Council.

5.6 A Commitment to Green ICT

- 5.6.1 The progressive move to smarter technology and cloud based solutions will reduce energy costs for the Council and will be a more environmentally appropriate way of delivering ICT.
- 5.6.2 The ICT Partnership is committed to ensuring where possible it reduces its carbon footprint. As stated within the ICT Strategy this will be achieved through:
- Continuing to optimise the ICT Partnership's application portfolio. Only those applications that are essential to the running of the organisation will be maintained. We will apply application lifecycle management to ensure that for all systems there are reviews in place to identify future development, replacement or cessation requirements.
 - Maximising the use of existing applications and hardware including the reuse of devices where possible and equipment disposal will meet WEEE requirements. Where possible, third sector organisations will be used for recycling of legacy equipment.
 - We will take into account the total cost of ownership, including energy and disposal costs, over the lifecycle of a device or system, not just the procurement costs.
 - Environmental criteria will be specified for all new devices including energy consumption and robust energy management facilities.
 - Developing and promote 'paper-light' environments in which documents are stored and shared electronically.
 - The introduction of new Hosted Desktops and software such as Office 365 we will deliver targeted benefits include a reduction in travel costs and other environmental benefits including reductions in CO2 emissions.
 - Improving the efficiency of servers to ensure resilience and performance, deploying desktop and server virtualisation which can extend the life of devices.
 - The development of print strategies that gradually reduce the need for print through the adoption of electronic only media and the use of multi-function networked devices.
 - Integrating the cost of technology into the design of new public buildings to minimise energy consumption and other running costs.

5.7 Staffing Implications

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- 5.7.1 During 2019/20 the Council temporarily funded with EHC the creation of an ICT Programme Management Office, a Security and Networking Team and also allocated resources to strengthen the ICT Information Systems Team and Service Desk. Under the new ICT Service proposals these additional staffing resources will be incorporated permanent within the service and will be captured through the 2020/21 budget setting process.

BACKGROUND PAPERS

- BD1 Equalities Impact Assessment

APPENDICES

- Appendix A: ICT Partnership ICT Strategy 2019-2022
- Appendix B: ICT Strategy Implementation Plan
- Appendix C: ICT Strategy Plan on a Page
- Appendix D: ICT Investment Projects and Funding Requirements

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ICT Partnership Strategy

2019/20 – 2021/22

(East Herts Council and Stevenage Borough Council)

DRAFT

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Glossary

ACM	A doption and C hange M anagement, a Microsoft service to help the Partnership to prepare for and manage change, therefore help ensure adoption. The service focuses on achieve more value from investments by carrying out plans for communicating changes, readiness and training, and support.
API	A pplication P rogramme I nterface is a gateway that allows software to talk to other software and also defines how that conversation takes place.
BDO	B inder D ijker O tte a company that provide audit and assurance services
Cloud	Cloud computing is storing and accessing data and applications over the Internet instead of your computer's hard drive, Cloud can be used for storing just data but can also be used for run applications sometimes known as SaaS.
Critical Path	Longest sequence of activities in a project plan which must be completed on time for the project to complete on due date. An activity on the critical path cannot be started until its predecessor activity is complete; if it is delayed for a day, the entire project will be delayed for a day unless the activity following the delayed activity is completed a day earlier.
CRM	C ustomer R elationship M anagement is a technology for managing all Partnership's relationships and interactions with citizens and businesses. It provides a history of previous engagements with citizens and business making interactions much easier.
DPA	D ata P rotection A ct
Firewall	A Firewall is a network security device that establishes a barrier between a trusted internal network and an untrusted external network such as the internet. The Firewall acts as a filter and therefore is crucial to the security of the internal network it protects. The general life span of a Firewall is 5 years, out of date firewalls risk being "hacked" and the network becoming vulnerable to attack.
GDPR	G eneral D ata P rotection R egulation
Hosted Desktop	Technology that hosts a desktop operating system and its applications/data on a centralized server which is then accessed remotely, also known as a Virtual Desktop.
Hybrid Infrastructure	Is composed of a combination of on-premises data centers, private clouds and/or public clouds. Enterprise systems and

applications can be deployed on any of these environments, depending on the strategic business need, the tactical requirements and the required outcome

ICT	I nformation and C ommunications T echnology is a term for information technology (IT) that stresses the role of unified communications and the integration of telecommunications (telephone lines and wireless signals) and computers, as well as necessary enterprise software, middleware, storage, and audiovisual systems, that enable users to access, store, transmit, and manipulate information.
Latency	Network Latency is either “one-way”, the time from source to destination, or more commonly “round-trip delay time”, the time it takes between a requests and a response (excluding destination processing time). From a user’s perspective, for example on a VDI device, if I start typing, what the delay from when a key is pressed to when I see it appears on the screen.
Malware	Short for “Malicious Software”, it is code specifically designed to gain access to or damage IT systems. There are various types of malware, including spyware, ransomware, viruses, worms, Trojan horses and adware.
MSM	M odern S ervice M anagement is designed around ITIL practices, but with the additional speed, agility and automation required to support rapidly changing business needs. Through the use of data-driven analytics and advanced algorithms, modern service management seeks to systematically remove waste, improve efficiencies, cut costs and delight end users.
On Premises	Technology (including Software and hardware) that is located within the physical confines of the Partnerships offices / data center – as opposed to running remotely on hosted servers or in the cloud.
OSS	O pen S ource S oftware is software with its source code made available with a license in which the copyright holder provides the rights to study, change, and distribute the software to anyone and for any purpose. Open-source software may be developed in a collaborative public manner.
PSN	P ublic S ervices N etwork compliance enables access to Internet content and shared services to be controlled.
SaaS	S oftware a s a S ervice is a software licensing and delivery model in which software is licensed on a subscription basis and is centrally hosted. It is sometimes referred to as "on-demand software". SaaS is typically accessed by users using a thin client, e.g. via a web browser

SOA	Service Oriented Architecture is an architectural methodology/ best practice around specifying separation of responsibility from a business oriented view into independent services which is communicated by an API. This applications to be less isolated and fosters service re-use.
Socitm	Is the operating name of the Society of Information Technology Management, a professional body based in the United Kingdom representing people involved in the leadership and management of IT and digitally enabled services delivered for public benefit.
Softphones	A softphone (software telephone) is an application program that enables voice over Internet Protocol (VoIP) telephone calls from computing devices. Most softphone applications work in conjunction with a headset and microphone, a specialized VoIP phone. Although softphones are most often associated with mobile or home users, office workers are also choosing to use softphones as a convenient replacement for traditional desk phones.
Switch	A Switch is a key hardware component of the network; it has a number of ports, normally 50 for a large network, which Ethernet cables are plugged into. The switch links devices together, everything from Servers, printers, laptops, desktops to IP Phones. Switches, you will normally find a “rack” of switches together, manage the flow of data across the network, transmitting data only to the one or more devices for which the data is intended. Each networked device (such as a laptop) can be identified by its network address, allowing the switch to direct the flow of data maximizing the security and efficiency of the network. Therefore it is critical for the stability, reliability, security and speed of the network, that switches are keep up to date, maintained and within their lifespan, normally 6 years. Older switches are vulnerable to hardware failures and
VDI	Virtual Desktop Infrastructure is a technology that hosts a desktop operating system and its applications/data on a centralized server which is then accessed remotely.
WEEE	Waste Electrical and Electronic Equipment recycling European Community Directive 2012/19 become European Law in February 2003
Zero Client	Zero Client is a small device that serves to connect a keyboard, mouse, monitor and Ethernet connection to a remote server. The Partnership use these devices on “Hot Desks” to give access to the VDI environment, therefore any Partnership users can go to any “Hot Desk” or work from a remote location and log on to their desktop and access their applications/data. The Benefits over a traditional desktop PC or laptop include, 1/50 th power usage,

much cheaper to purchase / support and secure way of
delivering applications/data

Foreword

The next three years will witness significant changes across the public sector. The shape and size of councils are likely to change but the need to provide high levels of service to residents will remain and be set against a backdrop of further reduced budgets.

With these challenges will come new opportunities; using ICT to enable both councils to achieve efficiencies, providing the infrastructure to front line and shared services and most importantly, keeping pace with customers' changing needs and expectations.

Throughout the period of this strategy, ICT will underpin and support the strategic objectives of both East Herts Council and Stevenage Borough Council. ICT is no longer just a support service; it has become a critical service. If it is unavailable, organisations cannot operate. It has the ability to transform the way services are organised and delivered. It has a fundamental role to play in improving efficiency, reducing cost across the organisation and underpinning the organisational change programme. This strategy sets out how we will ensure that ICT will support services in responding to these challenges.

We will begin the process of standardisation and simplification of our ICT systems and applications based on the premise of a common resilient and secure infrastructure and a new Enterprise Architecture designed to enable local service delivery suited to local needs.

Demand for public services and expectations of levels of service are ever increasing. Residents and businesses expect the same levels of access and personalisation that they see online from large private sector organisations such as Amazon. They expect to be able to access their services from multiple locations and in ways that suit them. Our strategy will place a strong emphasis on providing choice in the way people access services, by utilising digital platforms and applications. This will ensure maximum choice to respond to individuals' circumstances and preferences, and the provision of quick and effective responses.

We will use ICT to allow each council to embrace modern working practices, rationalising office accommodation, eliminating unnecessary bureaucracy and administration, and supporting community based service delivery.

Investing in our people is a high priority. We will continue to improve the ICT skills of our workforces and our communities, equipping them with the skills they need to enhance their lives and their neighbourhoods. At the same time we will continually review the replacement and upgrading of ICT hardware and systems to ensure that our workforces have the right solutions for their work.

Where possible, the use of ICT will contribute to the economic success of both districts, and facilitate the delivery of key service initiatives.

Information security is a critical focal point within the strategy given the increase in the amount of malware and the diverse ways that information can be shared. We

place great emphasis on protecting our systems against threats and maintain constant vigilance to protect against any new threat. We will continue to invest in training and education for our users, to raise awareness of security risks and to promote good data security practice both at work and at home in their private lives.

Images of ICT Portfolio Holders to be inserted at design stage

Introduction

The term “ICT Partnership” used throughout the document, refers to both East Herts Council and Stevenage Borough Council.

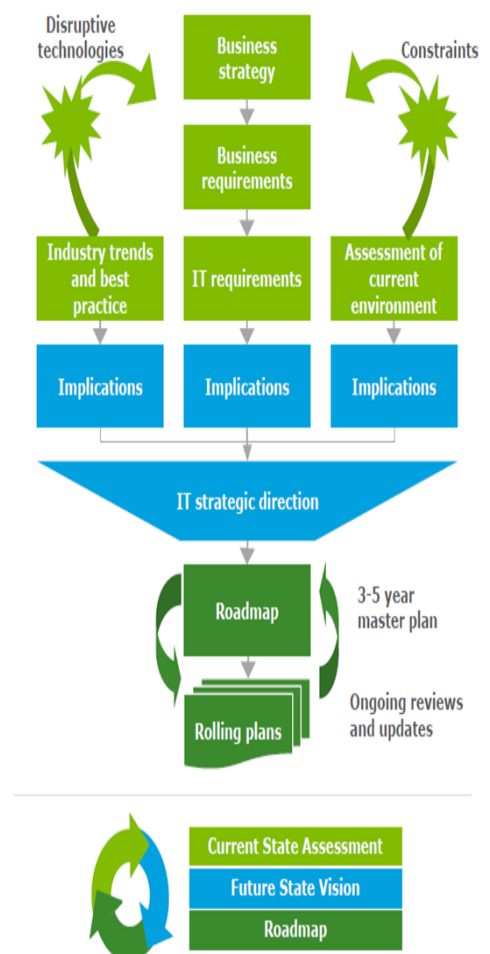
ICT Policies and statements are universal to both councils. The Partnership was established in July 2013 with the purpose of; determining the strategic direction, overseeing the preparation / implementation of this ICT Strategy, monitoring service performance, review customer feedback and setting ICT budgets.

This document sets out the Partnership’s joint strategy for Information, Communication, Technology and Digital (ICT) over the period 2019-2022. The ICT strategy reflects the corporate plans of both councils in promoting cost effectiveness and high quality front line service delivery.

This strategy has been developed in consultation with ICT, Business Transformation Teams, Leadership Teams and with Members. A number of external partners including BDO, Microsoft and Socitm were also engaged to help inform and validate the Partnerships approach to deliver a resilient and secure ICT offer that meets the future requirements of both councils.

Some of the key features in developing this ICT Strategy for the Partnership have included:

- **Business interviews:** the ICT Team, Socitm and Microsoft conducted a number of interviews with senior stakeholders from across the Partnership to understand the perspectives on technology provision and to understand business strategy and technology requirements;
- **Collaborative workshops** – several current state assessment and target stated development workshops were held to challenge and shape the specific focus areas for the strategy;
- **Technology review** – the ICT team with Microsoft assistance have undertaken a high level review of core business applications to understand key challenges that will help influence a new Enterprise Architecture;
- **IT and Service Capability Assessments** – to improve the quality of analysis, and accelerate delivery, an assessment of the ICT Service and capability was carried out; and
- **Desktop and research analysis** – Socitm and Microsoft along with the ICT Team reviewed a wide range of documentation, including current business and past IT strategies and the emerging digital transformation programmes of both councils, alongside broader research into technology solutions and leading practice.



The diagram above illustrates the approach used to develop the ICT Strategy.

In seeking to define how best to develop a new approach to ICT it was identified that the focus should not be on technology, but on the customer and other business drivers. Enabling and innovative ICT will provide the Partnership with an effective, efficient and reliable set of services, in support of the business plans of both councils.

Our ICT Strategy is business driven and action orientated. By defining our approach on the benefit that different customers will gain through the use of ICT and digital services, we will maximise the value that can be delivered by our reducing resources. This will help us to deliver a partnership focus to designing and sourcing ICT and digital platforms/ applications whilst allowing a customer driven delivery; what each council needs in order to deliver services where the customer needs them.

The strategy aims to build on existing technologies and investments, support Partnership wide transformation programmes and initiatives, accelerate self -service digital delivery for our customers and increase staff productivity through opportunities for more agile, flexible and mobile workforces.

The principles within this strategy provide a framework for how ICT services will be designed, sourced and delivered and how ICT and Digital services can support ways of working and ways of doing things where the customer experiences real benefits.

The strategy sets out the necessary detail, the guiding principles and objectives of the ICT Partnership. It contains the key achievements the Partnership will meet, ensuring critically important milestones are managed to completion. These include a more strategic approach – to what we do, the services we provide, who we work with and what technology we will source.

This document also underpins the governance and culture needed to ensure government's legislation / guidance are followed and creating a culture of data security which is essential to protect the Partnership systems and the public's data.

Latter parts of the document provide a plan for 2019/20 to 2021/22, due to the fast moving nature of the ICT environment this is by necessity a front loaded strategy and will be a 'living' document requiring annual adjustment due to priorities, hardware / software "life cycles" and changes either internally or externally. It is critical that ICT investment is not seen as one off or periodic, it has to be a "rolling change programme", refining and replacing as elements of the ICT environment become out of date, non-supportable or just not fit for purpose.

Our ICT Partnership Vision

Our vision is:

To create a modern and transformational ICT service that drives and supports delivery of joined-up services to Customers through the effective use of technology.

Both Councils entered into an ICT Shared Service Agreement in July 2013 and are committed to the ICT Partnership over the lifetime of this strategy. A new 3 Year Partnership Agreement will be entered into during 2019/20.

The ICT Partnership is continually looking to achieve maximum value for money from its ICT investments. Connectivity solutions are key in supporting greater accessibility, flexibility and information provision. The increasing complexity of ICT solutions, their rapid evolution and the need to be agile in responding to organisational and customer needs and to partnership opportunities that reduce cost, increase resilience and improve quality requires a less traditional approach to ICT strategy moving forward.

Reliance on ICT infrastructure and solutions to support an agile and flexible working culture is a significant part of the overall transformation of both councils.

The success of this shared strategy depends on close partnership working. We will look for new partners where there is a business case to do so. We will continue to explore, exploit and promote common software and hardware solutions and consequently deliver platforms that can be utilised across both councils.

Benefits of the Shared ICT Service

Why bother?	What this means ...	But it doesn't apply
Economies of Scale /reduce duplication	Buying and caring for one system is cheaper than doing so for two	If you run different systems / applications
Improved quality / breadth of skills	A bigger ICT service offers more career opportunities and affordability for better technology	If you choose to have different objectives
Resilience / risk taking	You have more people, can take more risks and absorb more shocks	If you manage risks and shocks separately
Critical friend / shared ideas	You have a wider variety of experiences to draw on and can use each other as a benchmark	If your relationship is not trusted

The Partnership's Vision will be delivered through four Strategic Ambitions

Ambition	What does this mean?	Why is this important for the Partnership?
Empowered Customers	We will investment and deliver new digital customer facing services. In providing this we will improve the responsiveness, availability and usability of services. This will accelerate of take up of online services by customers. We will put user experience and customer focus at the heart of the design and evolution of our services. We will deliver end to end solutions that provide a more responsive and cost effective service offer.	Customer demand – Technology has increase the expectations of the customer and therefore business
Consolidation, simplification and standardisation of the ICT and digital estate	We have a real opportunity to consolidate, standardise and simplify our current technology estate. Through the design and adoption of a new Enterprise Architecture we will improve the integration and connectivity between services and more streamlined processes will unlock significant efficiencies and direct funds to frontline service delivery.	Duplicate functionality – over time both councils have deployed a large number of line of business solutions across the business to meet demand. Complexity – The Partnership has an application landscape with limited integration and automation, which inhibits the ability to gain insight from data.
Working Smarter	The Partnership wishes to build a culture of innovation where we make the best use of the creative talents of our staff, our partners and our customers to improve working practices and processes. We will provide mobile ICT and digital services and tools that allow staff and Members to work anywhere at any time.	Business Demand – Appetite from within the Partnership for technology enabled solutions will require Digital Services to deliver innovation within both councils. Operational efficiency – By utilising certain emerging technologies the Partnership will be able to make efficiency gains in cost reduction and resource demand. Corporate approach – Data should be integrated and shared across the relevant organisation.
Improved ICT governance and security	We will upskill our ICT and digital transformation teams in new technologies and ways of working.	Organisational governance – improving the decision making process and transparency around demand and prioritisation will enable the ICT Service and the Partnership to forecast and plan more accurately. Impact of new technology on ICT Service – To adapt and flex the ICT resource profile with the emergence of new technology, will become increasingly important in embracing new capabilities such as cloud.

Our Strategic Technology Objectives

The overall strategic technology objectives of the Partnership:

- ✓ Digital services become the primary means of better serving and understanding customer needs
- ✓ The design of an Enterprise Architecture that enables the provision of 24x7 public services, available to customers whenever and wherever
- ✓ To create a secure and resilient infrastructure that enables the Enterprise Architecture to be delivered
- ✓ To position ICT as a key business enabler in delivering the strategic objectives of the Partnership
- ✓ Technology is maximised to meet the commercial needs of the Partnership

Our Commitment to Green ICT

The partnership is committed to ensure that where possible it reduces its carbon footprint.

This will be achieved through:

- ✓ Continuing to optimise our application portfolio. Only those applications that are essential to the running of the organisation will be maintained. We will apply application lifecycle management to ensure that for all systems there are reviews in place to identify future development, replacement or cessation requirements.
- ✓ Maximising the use of existing applications and hardware including the reuse of devices where possible and equipment disposal will meet WEEE requirements. Where possible, third sector organisations will be used for recycling of legacy equipment.
- ✓ We will take into account the total cost of ownership, including energy and disposal costs, over the lifecycle of a device or system, not just the procurement costs.
- ✓ Environmental criteria will be specified for all new devices including energy consumption and robust energy management facilities.
- ✓ Developing and promote 'paper-light' environments in which documents are stored and shared electronically.
- ✓ The introduction of new Hosted Desktops and software such as Office 365 we will deliver targeted benefits include a reduction in travel costs and other environmental benefits including reductions in CO2 emissions.
- ✓ Improving the efficiency of servers to ensure resilience and performance, deploying desktop and server virtualisation which can extend the life of devices.
- ✓ The development of print strategies that gradually reduce the need for print through the adoption of electronic only media and the use of multi-function networked devices.
- ✓ Integrating the cost of technology into the design of new public buildings to minimise energy consumption and other running costs.

Our Key Technology Outcomes

The following benefits have been identified based on this current strategy, but as the plans of the Partnership develop further more benefits will be identified:

Customers

Digitise online services to enable customers to self-services 24/7

A leaner, better and more unified customer experience

Create opportunities to interface with the Partnership with new technologies such as smart devices (IoT)

Single identities and authentication management

Members / Staff

Increase productivity by improving the reliability of the infrastructure to reduce downtime from aging equipment failures

Enabling staff to work flexibly and increase productivity through effective use of technology, allowing more flexible working with secure access to corporate systems from a choice of device and locations

Increase productivity through improved collaboration and “paperless office” through screen sharing, real time document sharing, instant messaging and desktop video conferencing

Improved access to information, enabling better and faster decision making for all

Significant reduction in the use of email through the use of new modern messaging and collaboration applications

An organisation wide strategic technology awareness programme

Partnership

An enhanced, resilient and secure infrastructure

Improved financial planning and control by understanding the “Technology Life Cycle” and introducing rolling change programme

Reduction of annual cost by reducing duplication of systems through rationalisation and consolidation of software products

A reduction in the number of ‘suppliers’ and an increase in partners

Practising strategic partner management and recruiting the staff it requires

Retiring the use of ageing server operating systems and the introduction of a new Active Directory

Reduced risk of litigation by introducing standardised policy framework

Improved governance and benefit realisation

Guiding Principles

Our ICTD guiding principles underpin our three 'Simplify, Standardise and Share' design principles and are used as the framework that governs the development of the strategy and the subsequent Design, Build and Running of ICT.

Principle 1 – secure by design

The security of our systems and data is of overriding importance. Information security will be designed in to all our systems, changes and processes right from the start.

Principle 2 – cloud where appropriate

We will reduce our local infrastructure through a preference that systems will be vendor or cloud hosted where it is cost effective to do so.

Principle 3 – information-led design

We will better use the data we hold to allow us to design and provide more tailored services.

Principle 4 – share and reuse

We will seek to join up with others and share services, capacity and capability. We will learn from others and reuse existing software, processes and ideas.

Principle 5 – using open data

Wherever it is possible we will publish our data openly and online, for reuse by citizens, our partners, researchers and investors.

Principle 6 – using open source software

We will always consider the use of open source software.

Principle 7 – any device, anywhere, anytime computing

Our staff and citizens will be able securely use our platform and services at any time and from any location using appropriate devices.

Principle 8 – integration

Regardless of where our systems are hosted we will always work to ensure that the systems can talk to each other and are integrated with our partners where necessary.

Principle 9 – a digitally capable workforce

To realise maximum benefit from new technology we will create a skilled and technology confident workforce through investing in learning and development

Strategic Ambition 1: Empowered Customers

Responding flexibly and with agility to customer needs

IMPACT	BENEFITS	DELIVERABLES
Improving responsiveness to ensure that customers experience consistent service through appropriate and modern service channels	Improve customer experience with greater first line resolution and provide a consistent customer experience across services. Making services more accessible and offering the customer greater choice in how they contact us at what time and on what device.	<ul style="list-style-type: none"> Expand access channels through new websites and customer facing digital platforms allow for 24/7 access to key services Citizens Identification to encourage service take up Promote and encourage community engagement through modern technologies Digital East Herts and Digital Stevenage Strategies and supporting roadmaps Provide an assisted digital offer that helps address the issue of digital exclusion.

ICT is key to the transformation of both councils and developing a smart approach will enhance the quality and performance of services, encourage innovation and increase customer participation.

Ensuring residents and businesses can access and use digital services has the potential to transform the way both council's work – increasing productivity, connecting individuals and communities and reshaping how services are provided.

The Partnership is committed to doing this in a fair and equitable way that puts customers at the heart of how we design and deliver public services working in collaboration with partners and communities to do things differently and revitalise how local services are delivered.

The current digital aspirations of the Partnership can deliver significant benefits to both councils and stakeholders through enhancing capabilities to:

- ✓ Co-design services based on customer need and to deliver better outcomes
- ✓ Develop end to end digital services that enable citizens to take control of how and when they consume services (24/7)
- ✓ Provide customers and businesses with the confidence and skills to assess their needs and determine the right solutions for themselves
- ✓ Deliver better 'Value for Money' services and increase efficiencies and provide easier ways
- ✓ Stimulate service transformation, through innovation and new ways of working
- ✓ Create and release data that enables both councils to have business insight to drive forward service improvements

In order to leverage these benefits, the Partnership in conjunction with its Technology Advisory Partner(s) (page 28) will be reviewing existing digital programmes that have already started and will be aligning them going forward to get the optimal benefits, cost and efficiencies for its stakeholders.

Digital Services

We want to make it easier for customers to access more services online, and to meet the growing demand. Our aim is to enhance the user experience through improving the range of services offered through a variety of digital channels. This will mean building our technology platforms to deliver intuitive end to end public services that enable simple, swift, personalised and secure access using single sign on and authentication solutions that remember and relate to users intelligently, so each council interact as a single organisation. Both partners will enable the sharing of data across their organisations and those of providers to track service requests and deliver an enhanced service that over time will remove administrative inefficiencies that don't add value to customers or staff.

The Partnership is committed to delivering all services in a fair and equitable manner so as to ensure individuals and/or groups are not unfairly disadvantaged by the 'Digital Divide' created by technology. Through the development of new digital strategies each council will look to address this challenge through the creation of digital platforms that will simplify and connect people to the services and support they need, far more effectively. This will include an assisted digital service offer to help people who are digitally excluded to access our online services.

Customer Experience Platforms

A "Customer Experience Platform" is fundamental for each council's connection to the wider community; it forms a central point of information, services and their relationships to our customers. The term platform in this context means a range of software solutions, which will be evaluated by the IT Partnership and integrated with the assistance of technology and transformation partners.

Alongside connectivity to backend systems, this platform will provide the ability to offer services via the web to enable 24/7 self-service for customers. The platform value is enabled by the ability of all systems to work seamlessly together, ease of access, ease of use and continuous improvement.

Efforts will be focused on the ever present need to automate business processes.

Future platform(s) will span entire organisations and will have the potential to be extended to partners where necessary.

Citizen Identity

Allowing citizens to have one log-in to all web based Partnership's services is vital to encourage take-up and provide a smooth and simple service. This will also allow us to make sure the user data we keep on our citizens is correct across our many systems.

Strategic Ambition 2: Consolidation, Simplification and Standardisation of the ICT and Digital Estate

Ongoing sustainability of the ICT infrastructure and systems to support the use technology solutions which improve efficiency and effectiveness.

IMPACT	BENEFITS	DELIVERABLES
Enabling the greater flexibility and agility of both employees and Members through a resilient and secure infrastructure and the deployment of appropriate technology including effective collaboration systems and tools. Support decision making through business intelligence by utilising the Partnership's information asset	Ensures a modern workplace that is flexible and agile to enable the Partnership to be responsive to organisational and customer needs. Provides relevant communications and collaboration tools to enable an efficient work place and one that is attractive to employees and partner organisations. Reduces the Partnership's environmental impact.	<ul style="list-style-type: none"> • Complete a hardware and software audit • A new Enterprise Architecture that enables the Partnership to make the best use of existing and new technology • The introduction of new hosted desktops and Microsoft Office 365 • A resilient and secure 'hybrid' infrastructure that support both on premise and cloud based applications and systems • A Cloud Strategy for software as a service • Enhance systems to design in agility and flexibility • Applications and Hardware Asset Register • Execution of an Application Rationalisation Roadmap that creates a smaller ICT estate that may deliver efficiencies

The future of the Partnerships' ICT Operating Model is at a critical point of evolution. Major changes need to be implemented to enable both councils to take control of the design, build and operational aspects of software applications.

Since the Partnership was established there has been limited investment based on tactical business decisions. The net effect is that opportunities to leverage the potential of the digital revolution have started to be missed and a significant proportion of the software and hardware is now in need of refreshing and enhanced to meet the current and future needs of the Partnership.

The ICT Strategy has created the opportunity to radically reinvent the ICT Operating Model and landscape. Based on current developments, professional advice from Socitm, BDO and Microsoft the Partnership will appoint a Technology Advisory Partner(s) to help develop the Enterprise Architecture required across the Partnership.

Enterprise Architecture

At the heart of the Partnership's future ICT and digital strategies will be an Enterprise Architecture that will lay out the fundamental design of the Partnership's ICT and digital services going forward.

The Enterprise Architecture will have a number of layers, each designed to play their own unique role in supporting the Partnership's key customers:

- **Core Components** – the core components of the architecture that are designed to underpin multiple business processes. They will be implemented once and used often. Examples include citizen authentication, master citizen record, document management, geographical information systems and single payment engine.
- **Business Solutions** – Business solutions are the solutions designed to drive operational efficiency. These solutions are normally designed for the professional user and therefore require a high level of knowledge to use effectively. Examples include finance system, council tax system and asset management systems.
- **Engagement** – This layer ensures that causal users can interact with the Council in an easy-to-use and preferably personalised way. This layer must remove the complexities of underlying core components and business solutions and present required parts of both these in a simple and appealing way. Examples include websites, mobile applications and performance dashboards.

Each of the three layers is vitally important to the Partnership achieving an accessible, scalable, flexible and functional architecture at a minimised cost of ownership.

It is not thought practical to source one solution that meets all the needs of the Partnership, therefore 'best of breed' business solutions will be sourced and interfaced as required.

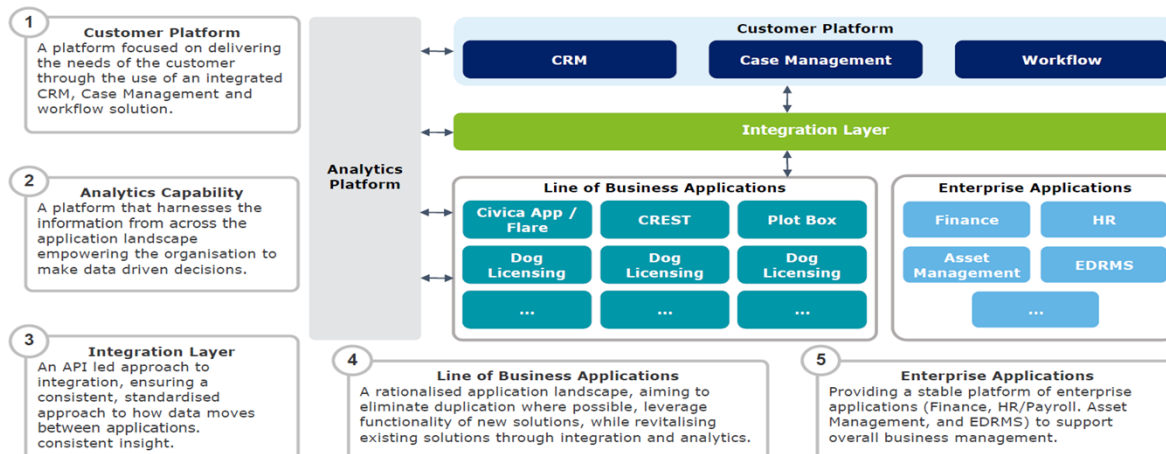
An investment plan and associated programme of work will be developed with the assistance of an Enterprise Architect to implement the agreed 'to-be' Enterprise Architecture.

High Level Solution Architecture

An indicative view of an application landscape

Evolving the application landscape can support the Council to reduce costs alongside improving data quality and operational efficiency. The proposed customer platform can be a key component and enabler of a streamlined application landscape.

The following diagram provides a high level overview of a potential solution architecture for the Council, with a summary of its key components.



Enterprise Architecture Principles

In developing the required Enterprise Architecture the Partnership will apply the following principles:

Enterprise Principles

Improve the customer experience

Use the organisation's collective knowledge of individual stakeholders to ensure that all engagements are as personalised and customer-centric as possible.

Fit for Purpose Core Components

Invest in delivering fit-for-purpose core components, and then ensure 100% use wherever the function they perform is required. For example, the Partnership will aim to have one solution to authenticating a customer and will always use this where a customer is required to prove their identity to complete a transaction.

Proactively share core components and business solutions

Proactively seek to share its core components and business solution with other local authorities or wider parts of the public sector. Ideally, the Partnership would not own or manage any of these; instead it would consume the services from across public sector shared services or directly from a commercial source. The Partnership acknowledges that to achieve this it may be necessary to adjust its business processes to comply with the standard processes provided.

Minimise the number of business solutions

Strive to minimise the number of business solutions used with the aim of delivering best-in-class, joined up, efficient processes, whilst minimising the requirement to interface between business solutions.

Interface/Integrate

Where interfacing/integration is required between any elements of the architecture, the Council will require the solution provider to support an SOA/API approach therefore minimising the Council's total cost of ownership.

Business Solution will have vendor supported APIs

Ensure that, where required, the business solutions or core components will make their processes available to the engagement layer via a fully supported presentation layer and

independent APIs.

Invest in Engagement Layer

Invest to make the engagement layer robust, responsive, scalable, flexible and channel independent. This will allow the Partnership to react quickly to the changing behaviours and needs of our customers, local businesses and other key stakeholders. The objective will be to attract people to use on-line channels wherever possible, striving for 'digital by desire'.

Consistent user experience through engagement layer

Use the engagement layer to ensure that our stakeholders receive a consistent and high quality service regardless of their channel of choice, including face-to-face, phone, email, and on-line.

Make our services available on other channels

Make its high volume services available to authorised non-council channels and work with these channels to ensure that these services are available where our citizens and local businesses find most useful. Such an approach will maximise the adoption of our on-line services by targeted stakeholders.

Business Applications

Business Functions – Solution Requirements

The core component and business solution elements of the Enterprise Architecture are vital to the smooth running of ICT and Digital Services. In order to understand our ICT estate a full audit of software and licences is being undertaken.

A 'Current State' analysis will identify how up-to-date our systems are, what improvements in functionality service areas would like, and how the systems are being supported to enable the proactive management of systems towards the future Enterprise Architecture.

Information on core components and business solutions across the Partnership will be maintained in an Information Asset Register. This will enable the Partnership to have a clear view of the cost incurred by each service area or individual member of staff, enabling us to ensure we are only purchasing the licenses required and stop paying for any software which is not required.

We will use this information to wherever possible replace legacy and/or consolidate applications.

We will utilise existing systems wherever possible rather than buying and developing new service specific solutions and this will offer clear savings by reduced licence costs, utilising existing support skills and cover, as well as reducing the requirement for underlying hardware, hosting and database management resources.

To achieve this the Partnership will maintain and publicise an applications register outlining modules and capabilities of existing systems. This systems portfolio will support the rationalisation of systems in use across the two councils and support improved systems integration.

We will make use of training to make more efficient use of applications that we already use and to create a deeper understanding of the applications to promote ideas to improve the systems and processes.

Standardise and Consolidate

Where new business processes require support from information systems the capabilities and sustainability of existing systems will be examined prior to the consideration of new software.

It is important that core components and business solutions remain up-to-date, reliable and fit for purpose. Where practical, any duplication in solutions will be removed and where gaps are identified, suitable solutions will be implemented.

We will seek through the new Enterprise Architecture to standardise and consolidate our existing applications to achieve cost savings, simplify support and aid cross-organisational working. Where practical the ICT Service will seek to work with service teams to standardise similar business processes, simplifying the requirements for supporting information systems.

We will develop and execute an application rationalisation roadmap that allows us to achieve the Enterprise Architecture. Also we will replace key systems as they approach end of life with systems that provide the functionality required and that exploit digital technologies to support the ICT Partnership's future Digital Strategies.

It is not thought practical to source one solution that meets the needs of the Partnership therefore the best of breed business solutions will be sourced and interfaced as required.

Business Solutions will be sourced in logical groupings designed to minimise their number and interfaces whilst not compromising the desire to deliver best in breed solutions.

Cloud Strategy

The Partnership has agreed a strategy to look at cloud-based solutions when applications and systems come up for replacement or during the implementation of new solutions.

This is not to be confused with the governments suggested 'Cloud First Strategy', which states:

"When procuring new or existing services, public sector organisations should consider and fully evaluate potential cloud solutions first before considering any other option. This approach is mandatory for central government and strongly recommended to the wider public sector."

This fails to accept the increase in cost that most clouds solutions bring. If a cloud solution is the only available solution, is cost neutral or brings considerable other benefits then it should be considered but to ignore self-hosted solutions in the initial evaluation is not a feasible solution for our restricted finances.

Applications Programme Interfaces (APIs)

The interface between systems is essential to support current and future digital transformation ambitions. To enable this we will make sure that Application Programme Interfaces are open and accessible.

Geographic Information Systems

The use of geographically referenced information is changing the face of the internet and the way we interpret and view data. For our services to deliver insight capability we must start to exploit the use of GIS more effectively. The procurement of new GIS service software will provide geographical insight through the use of digitally mapped information, based on location and demographics. For example: planning and licensing applications and fly-tipping incident analysis can all be enhanced by mapping the transactions and relationships between the incidents and services. A business case for new GIS Software is to be produced during 2019/20.

Corporate Applications

Microsoft Office 365

We currently use Microsoft Office 2007 but the Partnership is planning to move to a Microsoft Windows 10 Operating System and Office 365 which will move its email, word, excel and unstructured data into the cloud during 2019-20. Office 365 will empower all users of the ICT systems, now and into the future. Outside of the 'basic' offers of past Office versions such as Word, Excel, PowerPoint and Outlook, there is now an increasing offering included at no extra cost. These include Intune, Teams (originally Skype) and many others.



The continued use of Microsoft tools carries considerable advantages including:

- Local Authority line-of-business applications are heavily integrated with Microsoft tools as standard.
- Financial applications have export routines to Microsoft Excel where the information is modelled for the purposes of making key financial decisions.
- Key business systems such housing systems and revenue and benefit systems are integrated with Microsoft Word for the purpose of producing written letters.

If we were to use open source software as an alternative, the integration would have to be re-written from scratch, and may not even be possible.

The benefit of Microsoft Office 365 is that it is a cloud hosted solution that brings improved system resilience and performance. As an evergreen product the Partnership will benefit from timely upgrades and patching as this will be automatically delivered by Microsoft.

Hosted Desktops

The ICT Partnership's aim is to provide a high performance network connectivity that supports mobile working, enables system interfaces, electronic communication, access to the internet and the support of digital services.

In future new and legacy applications will be presented to users via new hosted (VMWare) desktops.

The Partnership at present uses a Virtual Desktop Infrastructure (VDI) called VMWare Horizon 5 which is becoming end of life. VDI enables the provision of the same desktop to HP Zero Clients installed on all desks in every building allowing for great flexibility for staff as well as ease of hot-desking. VDI also allows for the same desktop on any windows-based hardware be it a tablet or laptop.

There is a limitation on Apple operating system which at present fails to work with Horizon version 5. A project is in place to upgrade to VMWare Horizon 7, which will increase speed and stability and is a legislative compliance requirement.

VDI will continue to be a core component with the following benefits;

- **Flexible working** Users can work from the office, at home or in the community. For example, a user can use Zero Client devices in the office, then go home and continue to access the same applications with the same data on their own laptops or Tablets at home
- **Reduce bandwidth** All the processing and file sharing is done on the Server, only information to update the screen is transmitted across the network to the user's device and only mouse and keyboard inputs are transmitted back.
- **Improved Security** Data is only kept on the server therefore isn't lost or taken if a laptop is lost.

- **Centralised Backup** Data is on the server not on the user's devices so data can easily be backed up
- **Reduced Cost** VDI is much easier to support and maintain

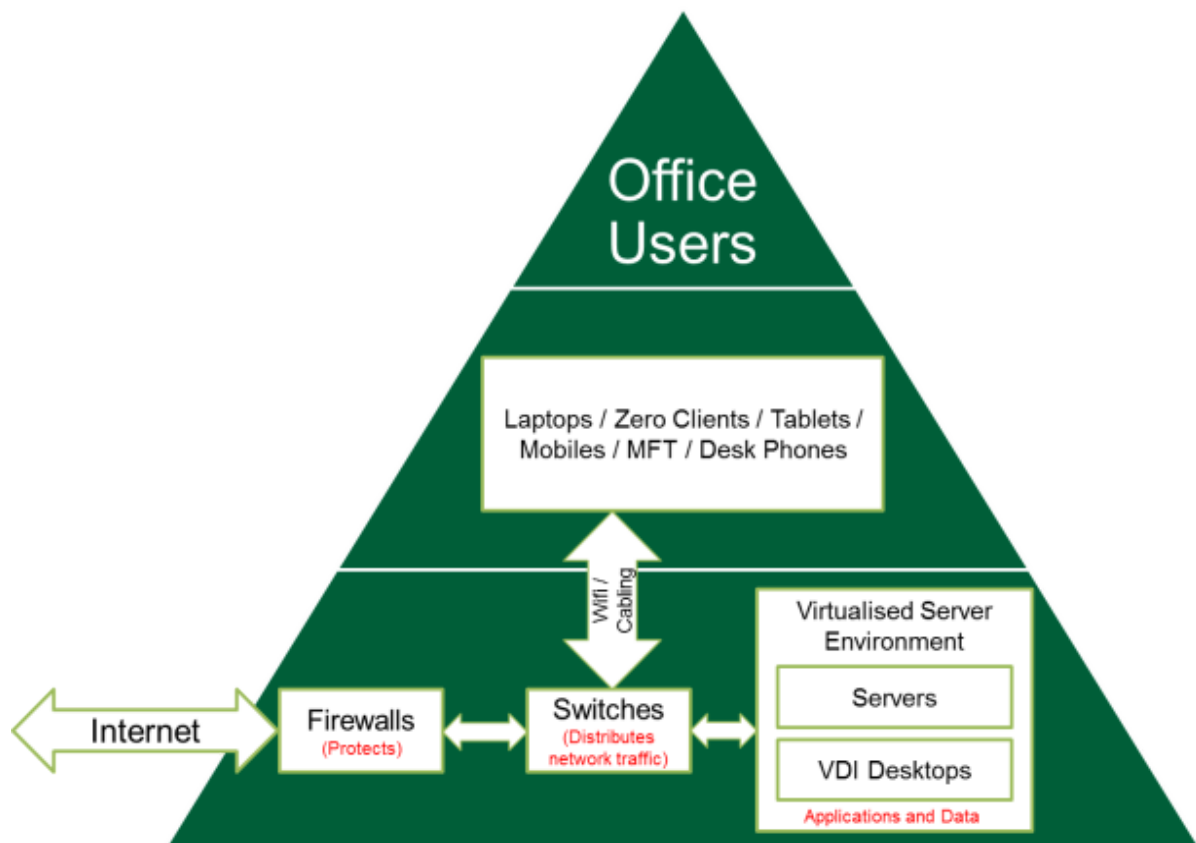
A Secure and Resilient Infrastructure

Up to date infrastructure is at the heart of any good ICT Strategy providing secure, stable, reliable platform for both virtual and physical systems that provide storage, data flow, analysis and processing of data.

It is important that the lifespan for each element of the infrastructure is planned in to ensure future investment is available to keep the benefits and systems running effectively.

It is important to understand the relationship between the different layers of technology; security or reliability issues in one area will effective the resilient, speed, security and stability of the whole system.

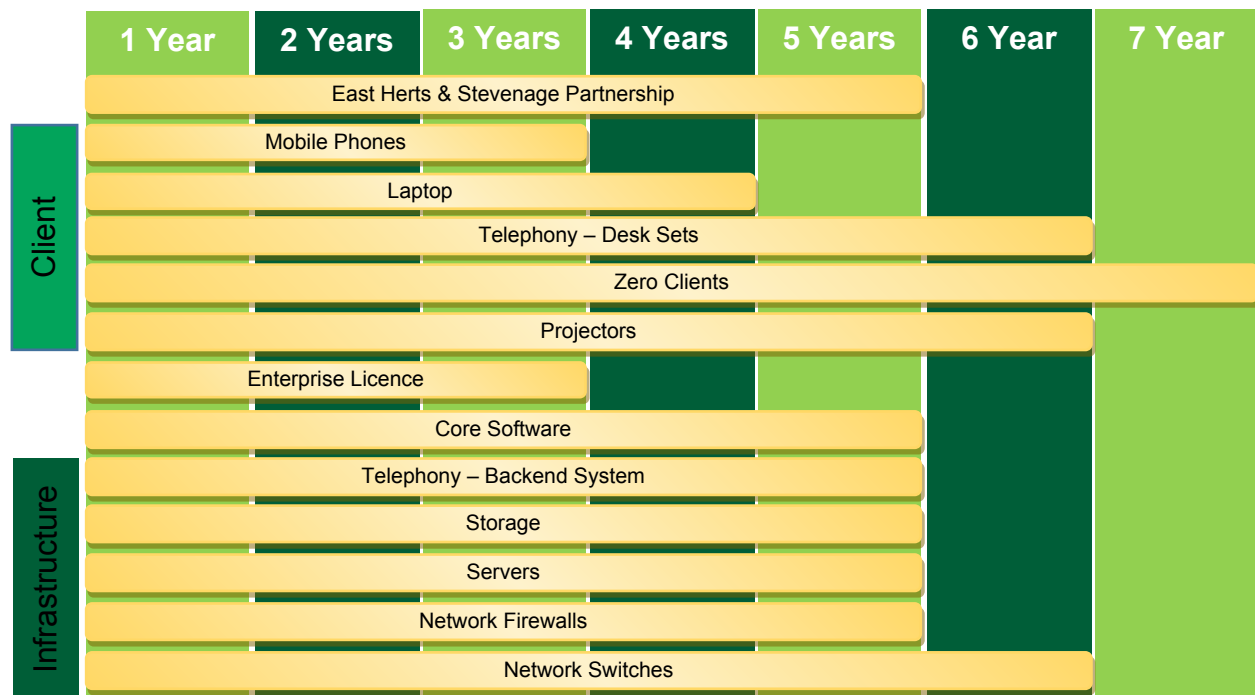
Lack of investment in one area means other investments aren't fully realised or worse put at risk.



Technology Life Cycle / Rolling Change Programme

Every component of the ICT platform has usable life span; some are determined by the support a supplier is willing to provide, the speed at which it runs, supportability, reliability, compatibility with new systems and many more.

The diagram below gives an indication of the life span of the key components which make up the ICT platform:



Investment in the corporate ICT networks, central servers and storage equipment, mobile computing and desktop device refresh will be phased in accordance with the above lifecycles. This will ensure the ICT infrastructure continues to be “fit for purpose”. To support this approach a replacement plan will be established by the PMO to enable good financial planning and effective hardware and software replacement.

Network

The present network devices are aging in most areas, with some elements such as switches being as old as 13 years (at least 8 years beyond its expected life span). This is unsustainable with the average hardware life being 5 years before support from supplier’s ends and physical failure start to become regular.

The core cabling will be replaced as part of the Partnership Accommodation Strategy, which is currently under development.

The benefits of a new Network (made up of cabling, switches, Wifi routers and firewalls) include;

- **Reduced Latency** Improve speed of responses

- **Increased Reliability** Improved availability
- **Improved Security** Reduce chance of security breaches

Several projects have been commissioned to replace the existing network hardware across the board.. Alongside this a 5-year hardware replacement plan will be established by the PMO to enable good financial planning but also a structure for known future projects.

The overall network control is in the hands of the Security and Network Team who will rationalise the network and ensure security as a core function.

Dependent on the Enterprise Architecture there may be a future requirement to put in place web acceleration technology that allows the prioritisation of data flow to cloud based services.

Server Provision

At present 95% of our servers are hosted on a virtualised VMWare environment at two locations Daneshill House and Cavendish.

Virtualisation lets us host much of our service on a limited number of physical servers allowing cost savings as well as supporting our disaster recovery plans and provisioning abilities, not offered by physical servers.

As we gradually move systems to cloud based solutions the requirement may fall. However, our major solution providers are not moving quickly in that direction and is anticipated that with the move to new offices will require a data centre on premise.

Data Centres

The current data centres at Daneshill House and Cavendish will need to be replaced as part of future accommodation strategies being developed by each council the timing of this is still to be determined.

The option of potentially moving to a single data centre has been considered by the ICT Partnership Board, but due to significant disaster recovery implications it is not recommended at this stage. Currently if one Data Centre stopped working, we have sufficient resilience to continue working from the other.

Multi-Function Devices

The Partnership has recently replaced its' entire Multi-Function Devices (MFD) fleet with devices from Konica Minolta, reducing the number across all sites with fast speed colour machines. The project includes software which monitors all printing allowing controls to limit large print runs and report on which departments are printing and drive down the overall cost of printing. Reduction in machine numbers already brings considerable savings. These machines will be replaced when the contract ends in 2024.

Aligned with the Digital Post project we should see a major reduction in printing within the organisations and the 'appearance' of paper files in the buildings.

Reduction of printing is also part of any data protection strategy, as the move away from any paper-based data to electronic allows greater control and protection. Around 70% of data breaches come from paper documents so any reduction lowers the overall risk vectors.

Strategic Ambition 3: Working Smarter

Enabling Efficiency by ensuring Staff have the digital tools, processes and skills to deliver services effectively

IMPACT	BENEFITS	KEY DELIVERABLES
Enabling the partnership to redesign processes/services to be more accessible and efficient, producing better, quicker and more consistent outcomes for customers. Using Digital by Design principles to automate business processes. Recognising employees as a key organisational resource and ensuring access to appropriate technology and information to promote efficient and effective working. Enabling financial stability and the promotion of environmental good practice.	Operational efficiency through the effective use of existing or new technologies. Reduced waste through automated processing and streamlined manual procedures taking opportunities to remove bureaucracy. Improved service delivery through operational consistency.	<ul style="list-style-type: none"> Standardise the mobile devices and operating systems to be supported by the ICT Service to ensure effective support. Service catalogue that captures the range of hardware on offer to support efficient working Promote Digital by Design principles throughout the organisations Develop a new approach to adoption and change management and modern service management to enable services to accelerate the adoption of change Develop Digital Transformation Strategies and Programmes that review and exploit technology to ensure the greatest operational benefit being gained Capture efficiencies and lessons learned to avoid cost and effort Design and Implement ICT profiles, competencies and a supporting ICT learning offer

The Partnership must have workforces that possess the right skills to make sure both organisations can provide customer focused services and deliver improved outcomes through collaboration, innovation and integration.

Therefore staff in future will have access to the devices and software they need to deliver a high level of service and will be equipped to use them.

Mobile ICT (Hardware)

The move to a more flexible and digital workforce where employees will be able to work in the community, at home and via hot desking will be facilitated through the effective provisioning of hardware such as laptops, tablets and smart phones.

The Partnership will be looking to minimise the number of hardware and operating systems we support to enable the ICT Service to offer a higher level of support.

Currently the service is having to support over 2,000 devices which use a range of different operating systems. This is unsustainable in the future therefore we will only supply Partnership owned hardware on the following operating systems:

- Android OS
- Windows 10 Mobile

Due to the flexibility of our VDI solution staff and Members may be able to install and access their hosted desktops on their privately owned devices and with the advent of Office 365 will give them the option to access email via their web browser. Security restrictions will be required and enforced on devices to meet data protection requirements.

During 2019 the Partnership will be moving to a Microsoft Windows 10 Operating System which will mean that a large number of mobile devices such as laptops will need to be replaced as they are compatible with the new operating software.

Currently there are no annual budgets in place for device replacement. In future the Partnership will correct this by allocating capital budgets to ensure the timely provisioning of new devices.

A service catalogue will be created that enables staff and Members to understand the range of hardware on offer and that can be supported by the ICT Service.

Building Digital Capabilities

As technology increasingly supports how the Partnership delivers services, then to engage in, and contribute to tech-driven business environments. To be able to quickly learn the next big emerging technology functions, and to grow professionally, all employees from senior management to apprentices will need to learn much more about the Partnership's critical business systems and applications; their capabilities and adjacencies, their strategic and operational value, and the particular possibilities they enable. This means individuals must become tech fluent.

The three layers of tech fluency are:

- **Basic** – a basic understanding of enterprise technology principles and systems makes it possible for employees to understand technology concepts, enabling them to follow technology trends, differentiate between tech “myth” and fact, and understand how the tools they use each day contribute, directly or indirectly, to business success.
- **Intermediate** – tech fluency becomes more role and business function specific consisting of a detailed working knowledge of how technology capabilities and their adjacencies can drive new revenue and open fresh opportunities in the near term. At this intermediate level, employees may be able to understand the possibilities of technology more broadly and harness system capabilities to create efficiencies and revenue, drive strategy and enhance the customer experience.
- **Advanced** – individuals can sense further disruptive opportunities that emerging innovation may make possible three or five years down the line – and use that

foresight to help councils to transform and take full advantage of commercial opportunities.

For most employees across the Partnership the level of tech fluency should move towards the basis and intermediate levels; while the Digital Delivery Teams should be at least at an intermediate or ideally at an advanced level.

As the trusted adviser to the Partnership the ICT Service must build upon its knowledge to possess an advanced level of tech fluency on emerging technologies. In addition to learning programmes, this will require capacity among the team to research, understand and develop use cases to be able to be aware of the possibilities, test viability and to advice the Partnership effectively.

ICT has to be seen as a core competency for staff. The Partnership will undertake workstyle assessments and establish a set of ICT profiles that can be applied to different job roles across both organisations. The profiles will help to determine the ICT competency levels, services and tools required to perform roles in the most cost effective way.

The Partnership will build a culture of continuous learning through learning programmes that help employees to develop technology skills and knowledge quickly. To meet this need the Partnership will adopt the following strategies:

- **Make technology learning programmes self -directed, digital and dynamic.** Traditional learning management programmes are being replaced by new technologies for curation, delivery and mobile use that put learners in the driver's seat. Moreover, a wide variety of low-cost learning opportunities are emerging in various online and video channels and will be used to target improvements in tech fluency.
- **Tie –learning to professional development.** The Partnership will offer a curriculum focused on the baseline learning requirements of given roles. This will help people to develop their knowledge and skills to fulfil their current roles and also to prepare for other jobs within the organisations.
- **Make continuous learning opportunities part of the corporate brand for both councils.** The employment brands of both councils need to be visible and attractive and learning including tech fluency – needs to be part of the brands.

Service Transformation through effective Adoption and Change Management

Change is difficult to achieve and requires input, direction and support from the leadership of both councils to deliver the ICT vision and ambitions set out in this strategy.

Both councils have aspirations to deliver service transformation through ICT and digital enablement. As already stated both councils will be developing digital transformation strategies that will help set out how they will use digital platforms, hosted desktops, Office 365, business applications and innovative technology to redesign their service delivery models and supporting processes. This will potential

include the development of channel shift strategies and new approaches to service redesign that optimise technology and new ways of working.

The Partnership will develop a new approach to adoption and change management (ACM) and modern service management (MSM). This will help enable both councils to drive and accelerate the adoption of change, by engaging and guiding end users and ICT professionals to understand the new ways of working and the impact and benefits of those changes. ACM and MSM will work to enable both workforces to maximise the benefit from new ICT and digital services and tools, facilitating their tasks and increasing their productivity. Empowering ICT staff and end users to deliver and adopt these new tools will help the Partnership to realise business value from its technology investments such as Microsoft Office 365.

The Digital Transformation Teams within both councils are currently sized for delivery of known digital delivery solution demands such as the creation of new websites. As both councils establish their transformation programmes, they must define the resource requirements to provide digital services support.

Both councils will need to review their planned and in-flight digital initiatives as an immediate priority to determine how to meet current commitments against their transformation programmes.

Given the potential volume and complexity of transformation required, the Partnership will look to using a combination of internal and external sourcing strategies to meet future demand. This includes the appointment of a Technology Advisory Partner(s).

Technology Advisory Partner(s)

The ICT Partnership will appoint a Technology Advisory Partner (s) that will initially help to deliver the following three workstreams:

1. Modern Workplace - Office 365 Enablement and Adoption

- To enable Office 365 and on-board SBC/EHC to a new technology platform
- To empower SBC/EHC users with the knowledge and technical tooling to use, manage and extend the Office 365 platform, including Exchange Online, Teams, SharePoint Online, One Drive – and maximise investment through the full suite of Office 365 applications.
- To deliver an agreed compliant platform that meets the needs of the Partnership and users' needs.

2. Digital Strategy and Roadmap

- To work with SBC and EHC leadership teams to develop a joint digital strategy which :
 - Aligns to the realisation of the councils' business strategies and objectives
 - Provides a realistic roadmap to the delivery of new digital capabilities
 - Shows how new digital services will enable sustained improvements in customer outcomes and employee empowerment

3. New Ways of Working – Adoption and Change Management // Modern Service Management

- To enable SBC and EHC to drive and accelerate adoption of change, by engaging and guiding end users and IT professionals to understand the new ways of working and the impact and benefits of those changes
- Adoption and change management and modern service management will work to enable managers and employees to maximise the benefit from new services and tools, facilitating their tasks and increasing their productivity. Empowering IT staff and end-users to deliver and adopt these new tools will help SBC and EHC to realise business value from its technology investment

Encouraging Innovation

The ICT Partnership will focus on innovative technologies to reduce costs, such as the use of business intelligence to improve decision making and artificial intelligence to manage automated workflows. Business Intelligence (BI) and Artificial Intelligence (AI) require access to information across disparate systems to use this data to continuously improve its processes to be more efficient and effective. New systems capitalising on these extensive data sets, known as Big Data, and designed to reflect the structure of data have entered the software market and the ICT Partnership will look to maximise the potential use of Business Intelligence.

The ICT Partnership will use existing tools such as Business Objects, Excel and specialised open source software to provide business intelligence capabilities. System interfaces, web services and electronic forms will continue to be developed to support the delivery of digital transformation.

A key enabler of innovation is emerging technologies which provide new ways of completing processes or tasks, provide new insight, or deliver services that were not simply not possible before. Both councils as part of their digital transformation strategies will therefore look to utilise innovative technologies such as:

- **Chat Bots or Virtual Assistants** - There is an increasing take-up of the use of chat-bots, even in the home they are becoming common place in devices such as Google Home and Amazon Echo. Commercial use of “Virtual Agents” powered by Artificial Intelligence (AI) allows a relatively cheap way of responding to customers with simple requests or need of documentation.
- **Internet of Things (IoT) / Smart Devices** - There are opportunities to use emerging technology that now being built into electronic devices or can be added, such as sensors. This can both help manage office spaces, housing stock and even help in day to day life. Although it still early days for IoT, it is fast becoming an important part of people’s lives and integration/interaction between Smart Devices such as Chat Bot’s, smart phones/watches can provide all sorts of benefits, one device triggering an action on another device is already common place.

Innovation Board

The Partnership will create an Innovation Board where staff can present ideas on how existing and new technology could be used to improve service delivery and remove inefficiencies in the way that they work.

Innovation Forum

An Innovation Forum to discuss emerging industry trends and technology will promote idea generation across the Partnership. For example the Forum will investigate how to increase the use of cloud services and technology, how the customer and user experience can be enhanced through digital, or how to use emerging technologies such as the Internet of Things and Robotics to improve business processes and service delivery. This will help embed a change culture across the Partnership, limiting duplication of effort and investment and increasing knowledge sharing.

Innovation Governance Framework

Innovation is increasingly important for the Council as it targets improved outcomes for residents. However, risks associated with innovation must be correctly managed. A Partnership wide innovation governance framework will define processes for generating, exploring, prototyping and piloting ideas in a sustainable manner.

This framework will become a common mechanism for governing innovation that is being driven from internal initiatives. The governance framework will be aligned with the transformation programmes of each council.

Business Cases and supporting Digital Transformation Roadmaps will be required where technology is being used to deliver business transformation or improvements in service delivery.

Strategic Ambition 4: Improved ICT Governance and Security

Business continuity, Information Management and Governance and Security

IMPACT	BENEFITS	DELIVERABLES
Delivering robust and resilient safeguards ensuring ongoing availability of priority services and a means of recovery in the event of a disaster. Safeguarding the Partnership's data by ensuring compliance with all relevant legislation and security standards. Improving the maturity of the management and governance of information assets and delivering appropriate arrangements to ensure compliance with for example General Data Protection Regulations (GDPR). Enhancing security to better address cyber security threat vectors. Ensuring our information assets are effectively managed in line with relevant legislation through the deployment of appropriate technology standards and solutions	Ensures availability and continuity of services to our customers and the management of risk related to the Partnership's ICT assets. Ensure compliance with relevant legislation and good practice standards.	<ul style="list-style-type: none"> • Maintain compliance with legislative and agreed security standards (e.g. PSN and GDPR) ensuring standards are applied in proportionate way so as not to stifle our ability to deliver effective services. • Enhance arrangements for business continuity utilising mobile devices and remote-working arrangements. • Achieve compliance with Cyber Essential and enhance the Partnership's awareness in relation to the growing cyber threat vectors • Implement appropriate software/procedures to support archiving and retention in support of Information Management Strategies • Establish effective ICT and Digital delivery teams • Creation of a Members Computer Working Group • The appointment of a Technology Advisory Partner(s) • Technology and governance implementation plans

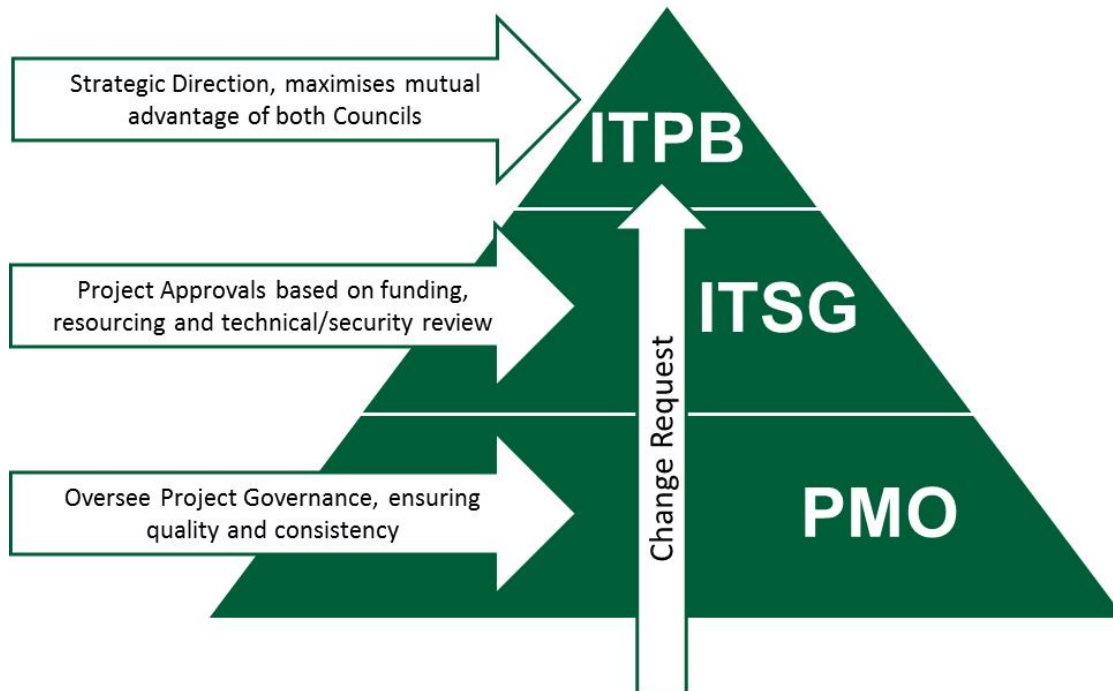
Working in a disjointed and silo manner and without an Enterprise Architecture causes a cacophony of duplicate processes and technologies, architecture in a distributed way. Because of this approach projects have taken longer to deliver and failed to deliver a good return on investment in the form of increased productivity, cost reduction and/or improved user experience.

A lack of effective ICT governance in the past has encouraged a silo mentality to the design and delivery of ICT. If this were to continue without proper co-ordination architectural disorder will continue to occur.

ICT is a key enabler for both councils and therefore in future the Partnership will take a more disciplined approach to commissioning of services, driven by strategic objectives and managed via a strong business and ICT aligned governance framework.

Governance Framework

Recent enhancements include the creation of the ICT Partnership Board (ITPB) and the ICT Steering Group (ITSG), which control and manage the governance of ICT for the Partnership. In addition a Member ICT Working Group that represents all political parties will be created across the Partnership to help ensure the effective governance and delivery of this strategy and ICT services.



Benefits of good ICT governance include:

- **Benefit Realisation**
 - Ongoing and future initiatives meet Partnership goals and aspirations
 - Partnership benefit from the synergy of merging systems, gaining efficiencies and cost reductions
 - Business Cases are well defined with realistic benefits defined and have been approved by appropriate authority
- **Change Management**
 - Targeted investment on priorities based on available funding, resources, Policies/Legislation/Security, Partnership needs, to increase productivity and deliver efficiency processes
 - Change Champions to ensure adoption of new systems across the Partnership and wider community
- **Risk Management**
 - Ensuring stakeholders are aware of the risks associated with ongoing and future initiatives

ICT Quality and Standards

Digital leadership is needed if we are to nurture a digital culture. To enable the ICT Partnership to do this we are adopting Government Digital Services and Local Government Digital Service Standards, which will ensure we deliver and design high quality end to end digital services that use open standards and make data open by default, accessible and secure.

The ICT Partnership is focused on the outcomes delivered by ICT and Digital Services and therefore has focused on prescribing what standards are required to ensure high quality, scalable and flexible ICT services.

Quality and Standards	Description
Vendor supported APIs	Ensure that, where required, the business solutions will make their processes available via a fully supported presentation layer and independent APIs built to the Representational State Transfer (REST) Standard.
Security Rules	Adopting best practice approaches for security management to protect users, customers, partner organisations and the Council drawing on best practice from the Government Digital Service and other associated bodies.
Information Management	Adopting best practice approaches for information management and working towards information security (ISO 27001 and ISO 27002) and records management standards (ISO 14589).
Identity Access Management	Framework of policies and technologies for ensuring that the approved people have the appropriate access to technology resources.
Website Management	Our preferred approach to websites will be responsive in order ensure that content can be displayed on the customer's choice of device.
Agile	Our preferred approach to manage business change in ICT is through agile project management and delivery techniques.
Cloud computing	To support a more cohesive infrastructure as well as the sharing and re-use of services/solutions, we will explore cloud computing with the aim of increasing our agility and reducing the cost of ICT.
End user device	The Council's aim is that, as much as possible, the workforce will be able to work from any location on any suitable Council or non-Council end-user device through a defined Mobile Device Policy.
Green ICT	ICT will be used to maximise efficiency, minimise environmental impact and support the wider carbon reduction policies, of the Partnership.
Information strategy	To recognise the value of information that it holds, the Council will optimise secure, efficient, open and safe creation and the use and re-use of information assets.
Channel of Choice	The Partnership is committed to providing easy-to-use, trusted and flexible information and transactional services that support our 'digital by desire' approach. For those for whom digital channels are less accessible we will ensure access is maintained through a network of 'assisted digital' service provision.
Social Media	Social media enables greater dialogue and collaboration between the Partnership and its stakeholders. It also provides benefits in terms of its reach, accessibility, immediacy and ease with which content can be disseminated.

Securing the ICT Infrastructure, Systems and Data

The ICT Partnership recognises the increased reliance and dependency on ICT systems to support the redesign of council services, enable the delivery of efficiency savings and meet the needs of our customers means that these systems have to be protected from cyber-attacks.

At its heart the storing, processing and delivery of data is what the ICT systems deliver. As part of that work we need to protect the data under our control and ensure it only gets delivered to the correct parties, internally and externally. Therefore we are required to adhere to legislation and ensure an ICT infrastructure which is designed with security built in.

In accordance with the National Cyber Security Strategy 2016-2021 the ICT Partnership will take the necessary “DEFEND” measures for the protection of information systems (hardware, software and associated infrastructure), the data on them and the services they provide, from unauthorised access, harm or misuse.

Creation of a Security and Network Team has enabled focused work on security requirements. The ageing hardware is not conducive to good security and considerable work is required to get us to an acceptable standard. This will need to be in co-ordination with the Information Governance Team.

Projects have been identified which are high on the security radar such as firewall and switch replacement. There is also the requirement for network and security monitoring tools to enable active protection measures. These areas have been identified in several cyber security audits as areas of high concern.

There is also a continued requirement for all staff and members to be trained on data protection requirements of their position.

In summary the main security activities planned during the lifetime of the strategy will be:

- The deployment of the latest antivirus, malware, email filtering and encryption software to protect the ICT Partnership’s systems and data across all networks. The achievement of the Public Services Network (PSN) Code of Compliance will continue to be an annual objective.
- The ICT Partnership will annually achieve Cyber Essentials Accreditation from 2020/21 onwards
- The ICT Service will implement effective defences to the network, data and system and have in place cyber incident reporting measures and be able to respond effectively to cyber-attack, maintain functions and recovering quickly through appropriate service and business continuity arrangements.
- Implement “Security by Design” by carrying out cyber risk assessments when selecting new systems, online services or implementing digital processes.
- Ensure that cyber security skills and awareness within the Council are maintained to mitigate the cyber security threats including the monitoring and reporting of incidents.

ICT Policies

The policies the Partnership create and work to, are the bedrock of any ICT security culture. They must be universal to all staff and members regardless of the seniority of the individuals involved.

A standardised policy framework ensures that a high level of security is met across the entire Partnership's network. To have differing ICT policies applied across both councils is not only technically difficult but will cause problems when it comes to enforcement, so the policies need to be universal.

Policies need to be relevant to the work of the Partnership and should not be used as way to solve a data protection problem that can be prevented by a software solution. The first stance should always be a technical response to any issues and policies should only be used when human interaction needs to be defined and limited in its scope.

All staff must be aware of the policies the Partnership has in place and to aid adherence they need to be written in a concise and plain language template. In the event of a non-adherence of any policy there needs to be a robust response including where the circumstances require disciplinary sanctions to enforce the seriousness of the policy in questions.

Policies required include:

ICT Related Policies	
Policies	Status
Acceptable Usage Policy	Written and gone to HR for consultation
Data Protection Policy	Completed and on intranet
Mobile Device Policy	In draft Security Team to approve
ICT Monitoring Policy	Security Team to write
ICT Remote Working Policy	Security Team/MGT Team to write
Social Media Policy	Completed and on intranet
Data sharing Policy (Contractors)	Security Team to write

Protocols	
Policies	Status
Security Breach Response Protocol	Security Team to write
Change Control Protocol	In draft

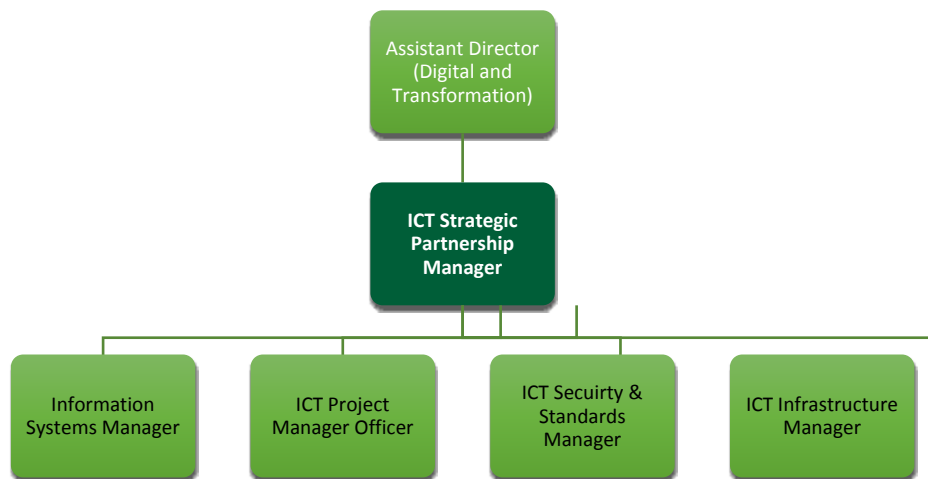
ICT Service

The ICT department supplies the ICT infrastructure, support, hardware and software for the Partnership.

The Partnership must create ICT and Digital teams, roles and make data driven decisions that reflect the aims of both councils.

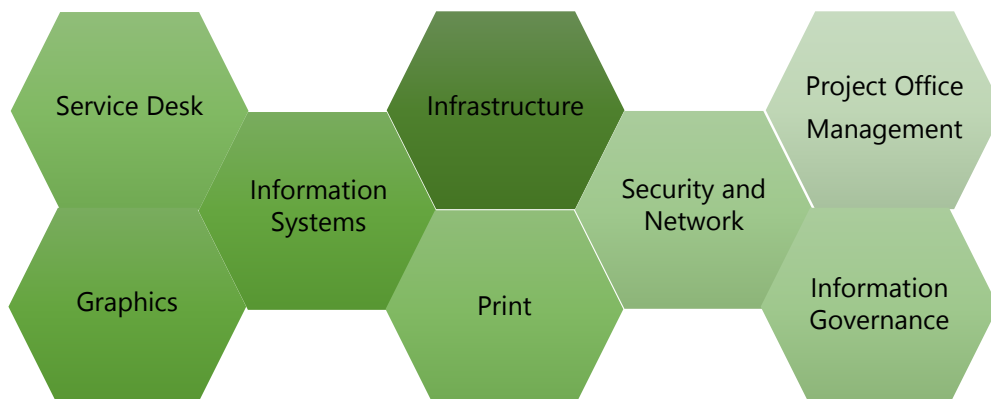
The Partnership will gradually reorganise the ICT and Digital delivery teams as related roadmap milestone items are achieved. This has already involved the creation of a dedicated Programme Management Office and the introduction of security and networking capabilities.

Stevenage Borough Council's Assistant Director for Digital and Transformation will oversee the execution of the strategy and will report to the ICT Partnership Board and ICT Portfolio Holders.



ICT Service Teams

The ICT Service has 8 sub-service teams:



Service Desk

As part of the recent ICT restructure the Service Desk has been increased to 5 staff plus a Team Leader and a Support Manager.

The Service Desk is the portal for all request of the department, which if not resolved are then handed over to the Second Line Support depending on the nature of the work required. Statistics are collected on the volume and resolution of requests and presented to the governance boards for review.

Information Systems

The Information Systems department supports and resolves issues with the software and databases the Partnership requires to run its business, this is separated into three categories:

- **Corporate Software** Software required for all users of the Partnership such as Office, PDF readers etc.
- **Business Software** Software specific to a department such as Housing department requiring Northgate Housing to run its operations.
- **Databases** The Partnership runs several data bases predominantly SQL and one instance of Oracle. It is not envisaged that this will change as focusing on one database type allows for easier support from the departments regardless of the overreaching software.

Infrastructure

The Infrastructure Team is responsible for running the core infrastructure providing a reliable, resilient, secure platform for the networking, telephony and servers.

At present this team deals with all invoices with an ICT component, which creates a large admin overhead for ICT managers. This is to be reviewed to see where those invoices with a single department focus can be dealt with locally to reduce this overhead.

Security & Network Team

As of April 2019, the Partnership has a Security & Network Team consisting of two posts, managed by the ICT Services Security & Standard Manager. These roles ensure the security standards are set and adhered. They also ensure that all ICT provision and planned projects meets or exceed security requirements.

Project Management Office (PMO)

The Partnership has created and ICT Project Management Office (PMO) which will consist of one PMO Manager and two Project Managers.

The purpose of the PMO is to oversee all ICT related projects from inception, guide them through the Governance Boards (ITSG, ITPB) and if approved to final delivery. As part of this work they will engage with the business to identify future projects and help the departments.

Risks associated with the implementation of any programme will be reduced through the use of structure techniques for programme and project management.

Alongside the project work the PMO will oversee the internal auditing for software, hardware and licensing to ensure compliance and control.

In order to maintain a close working relationship between the ICT function and services across the Partnership, regular account management meetings will be organised. These include annual meetings between the ICT Strategic Partnership Manager, the ICT Programme Management Officer and Assistant Directors and Heads of Service.

Information Governance

A proposal is being writing to create an Information Governance Team to cover the Partnership's DPA, GDPR and FOIO requirements. This team will work closely with the Security & Network Team to ensure full legislative compliance.

At present there is a single Data Protection role in the Information & Governance management. A business case is being proposed to create a team of staff to deal with all data protection regarding data process including adherence by the Partnership, departments and staff to required legislations, with a focus on the data protection act (DPA 2018) and general data protection regulation (GDPR 2016). The two acts constitute most requirements that the Partnership must adhere to in the realms of data security.

If a team is not created to adhere to these acts, then the work will have to be undertaken by the individual department's staff.

At present the Partnership is failing to adhere to this legislation, but several projects have been commissioned to address this issue alongside the creation of Information Governance Team.

Print Room

The Print Room Team is currently under review and maybe relocated away from ICT, therefore it outside the scope of this strategy.

Graphics

The Graphics Team is currently under review and may be relocated away from ICT, therefore it outside the scope of this strategy.

Sourcing Strategy

The convergence to a single ICT strategy for the Partnership and associated ICT and Digital Technology roadmaps will enable us to make strategic investment decisions, based on agreed objectives and outcomes as opposed to short term tactical business priorities and decisions.

The Partnerships approach to sourcing ICT products and services is an important aspect of how it will deliver its ICT vision and ensure value for money is achieved.

Based on current ICT market trends such as cloud computing mean that it is not practical to think that a single supplier approach will deliver the best results for the Partnership. Making use of the market will allow the Partnership to take advantage of 'best of breed' services and harness external capabilities and innovation.

The Partnership will commission the most suitable ICT that provides flexibility of service, performance and cost that makes the best of the ICT market.

We will conform to our future Enterprise Architecture and the associated design and guiding principles to deliver clear and measured ICT. We must avoid poor decision making around the choice of new systems, whilst supporting the future consolidation and rationalisation of our existing 'as-is' ICT estate.

As part of the new operating model the partnership will develop a commissioning framework for business as usual and steady state ICT.

Making technology purchases in line with this strategy is an important discipline. Straying from what this strategy defines will have a long term impact on the businesses ability to execute the roadmap in a timely way.

1. Purchasing criteria will stipulate minimum levels that each technology purchase should conform to. This criteria is being formulated.
2. All technology purchases will be reviewed by the ICT Steering Group and the technology strategy owner.
3. All existing purchases will be reviewed against this new criteria to help understand our digital landscape and if it is in keeping with this strategy
4. Tracking adherence to this standard (and the gaps, if any) will be the responsibility of the ICT Service

Strategic technology purchases will each be successful when a virtual team is formed, comprising of stakeholders across the Partnership which will include:

- Procurement
- Partner Management
- Data and Architecture
- Project Management
- Information Management and Governance

Purchases will follow the summarised pattern below, as well as the principles set out above.

Business and financial needs being met

- Having a champion who understands the business need
- Pricing model (i.e. a transparent pricing model in keeping with cost visibility)
- Contracts compliant to the new contract clauses relating to data and intellectual property ownership)
- Meets service level minimums (availability, performance, modes of support)

Strategic

- Complies with principles
- Is purchased with our customers in mind
- Can't be done with existing tools
- Enables us to consolidate other tools into it
- Doesn't require tailoring such that the real cost of ownership defeats the business case

Technical needs being met

- Product is in line with reference architecture and strategic design principles
- Browser based as required
- Use of well documented APIs
- Compatibility of APIs with our digital platforms
- No code or low code, absolute clarity on skill requirements
- Compatibility with our chosen identity and authentication providers
- Assurance level and controls in place proportionate to its use
- General Data Protection Regulation impact

With criteria in place the ICT Partnership can ensure business decisions are made based on data. Even where a system does not meet some of the criteria, it may still be chosen, but it is done so based on the Partnership being aware of and accepting its shortcomings.

This practical process of evaluation being followed ensures record keeping and continuity at important times, such as contract renewal points.

Supporting Capabilities

Each council requires easy access to ICT and Digital resources, with the appropriate capability and experience, which are committed to meeting and exceeding the needs of the Partnership and its customers.

Our Sourcing strategy will enable the Partnership to have access to external expertise to ensure our services continually and sustainably develop and keep up with the constantly changing technology landscape.

The objective is to have the correct skills that the Partnership can access to ensure ICT solutions meet the needs of its customers.

ICT and Digital Implementation Plans

The Partnership is taking a medium to longer term strategic view of the development and deployment of ICT and digital services. To support this we have produced a Strategic ICT Plan which can be seen in Appendix B it captures the known projects associated to each of the four strategic ICT ambitions.

Further roadmaps will be produced to stimulate discussion about the longer term direction of travel. The intention is for iterations of work programmes to be developed, each of which will be published with a corresponding implementation roadmap. The plans will be submitted for approval in line with the governance arrangements of the Partnership, culminating in an evolving ICT Strategy programme being presented to the ICT Partnership Board on annual basis.

The first two of these will be:

- **Enterprise Architecture** – this will be an all domains roadmap, incorporating the Partnership's consolidation, simplification and standardisation of business systems. It will detail the required Architecture building blocks for the creation of our future architecture and ICT operating model. It will ensure projects are aligned strategically, as part of the Enterprise Architecture.
- **Digital Strategy** – following the development of a new digital strategy (ies) a digital transformation roadmap will be produced that sets out how each council is going to enhance its online service offer and use digital solutions to improve staff productivity and achieve process automation.

ICT and Digital Investment

As the Partnership moves more services into Cloud, funding will move away from Capital to Revenue funding.

If we are to become a true 'Intelligence Led' Partnership, then ICT will need to be as flexible as our business functions, utilising capacity on demand methods and delivering 'Utility Based' or 'Pay and Use' ICT – designing our ICT by using our design and guiding principles to balance Value for Money against security and risk compliance.

To do so we will need over the next five years to rebalance capital investment (CAPEX) on bought and paid for ICT technology with an operating expenditures (OPEX or revenue) Pay and Use model removing the inevitable stranded investment in technology that rapidly becomes out-dated – this will need to be factored into the Medium Term Financial Strategies of both councils.

As an example; new servers run faster, use less energy and provide more computing power every year. It doesn't make sense to invest in equipment that's surpassed by the very next model.

The rapid use of Cloud computing, commissioning and managed services shows that many things that were on-premise are now provided by external Cloud based service providers such as Microsoft Azure, Amazon and Google. By utilising Cloud computing in the future it is anticipated that we will reduce long term ICT costs.

SBC's Capital requirements for the project deliverables currently known at the time of writing the strategy can be seen in Appendix C and the Revenue requirements have been captured within the ICT Strategy covering Executive Report date 9 October 2019.

The Software Audit and the Enterprise Architecture once designed will help to determine what software investment is required and where software and hardware can potentially be rationalised which in turn could deliver revenue savings for the Partnership. These additional requirements along with future digital transformation resourcing demands will need to be captured within both council's Medium Term Financial Strategies and Plans.

Value Delivery

Once solutions have been delivered, ensuring the Partnership is realising the improvements and efficiencies that are highlighted within business cases will be essential. Benefits realisation therefore will be reported monthly or quarterly through to the ICT Partnership Board.

Measuring Success

There are four key measures of success for this strategy:

1. Empowered customers through the increased take up of digital services and evidenced through outstanding customer feedback
2. The development and implementation of an agreed Enterprise Architecture that enables the rationalisation and consolidation of business systems
3. Significant improvements in the performance of core ICT services including the adoption and deployment of the likes of Office 365 and new hosted desktop technology
4. A resilient and secure ICT infrastructure that provides the required foundation to build front facing digital services

Other measures include:

- ✓ Our ability to execute high priority aspects of the published roadmaps
- ✓ The positive use of data to create and successfully launch new services and measurable improvements to existing services

- ✓ Presentation of actionable information to internal and external audiences
- ✓ Increased registrations and voluntary enrolment onto digital services by customers

Performance Management and Progress Reporting

A number of measures are to be put in place as part of an ICT Strategy Scorecard to ensure that the regular performance management and progress monitoring is carried out.

An ICT management KPIs report will be produced monthly for consideration of the ICT Partnership Board. This document will contain details of security incidents, the number of calls received by the service desk, the percentage of responses achieved within the service level targets, the percentage of time the systems are available and customer satisfaction survey results.

In addition a monthly highlight report will be produced by the Programme Management Office that will be used to monitor progress against the ICT roadmaps, giving full transparency to the state of all projects and programmes.

The new Members ICT Group will receive quarterly reports covering performance against the performance indicators in the ICT scorecard and also a progress update against the ICT roadmap and a summary of the benefits realised.

ICT Strategy Scorecard

The ICT Service will report on the following key measures of success throughout the lifetime of the ICT Strategy, targeting performance improvement against the baseline year of 2018/19 where applicable. The scorecard will be reviewed annually to reflect the changes needs of the ICT Partnership and also to take into account the new Enterprise Architecture and Digital Strategy (ies).

Indicators	Baseline Performance 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
Website availability		99.9%	99.9%	99.9%
Maintain Optimum server process capacity		75%	75%	75%
Percentage availability of the data network across the ICT Partnership		99.9%	99.9%	99.9%
Reduction in email storage requirements following introduction of Microsoft Office 365				
Percentage annual Service Continuity Test that support business continuity plans	N/A	N/A	100%	100%
Percentage of cyber risk assessments	N/A	100%	100%	100%
Percentage of cyber protection software deployed on mobile devices e.g. laptops and tablets	N/A	100%	100%	100%
Annual PSN Compliance Certification	100%	100%	100%	100%
Annual Cyber Security Essentials Accreditation	N/A	N/A	100%	100%
Percentage of staff with an email account who have completed the ICT Partnership's mandatory information management and data protection online training	N/A	80%	100%	100%
ICT User satisfaction with ICT Services			80%	90%
Customer satisfaction with ICT Service Desk			80%	90%
Reduction in ICT Service Desk enquiries	N/A	3%	10%	20%
Percentage of customers who rated the overall performance in ICT Project Management as good or excellent	N/A	N/A	80%	80%
Capital to Revenue funding ratio	N/A			
Percentage reduction in internal print costs		5%	10%	30%

Appendix A: Governance Board Terms of References

ICT Partnership Board (ITPB)

The Partnership Board is responsible for the strategic direction of the Service ensuring that the benefits of partnership are maximised to the mutual advantage of both Councils.

Members

Tom Pike Strategic Director and Deputy CEO (SBC)	Helen Standen Deputy Chief Executive (EHDC)
Matthew Partridge Chief Executive (Interim) (SBC)	Simon Russell Strategic ICT & Partnership Manager CTO (Partnership)
Richard Protheroe Interim Strategic Director (SBC)	Katia Cousins Finance Business Partner (SBC)

Mandate (including but not limited to)

Determining the strategic direction of the Shared Services

Overseeing the preparation of separate ICT Strategy for each Authority, including ensuring that the benefits of partnership are maximised to the mutual advantage of both Councils

Resolving conflicts between competing interests amongst the Authorities collectively and individually relating to the shared Services, the Shared Services Board and / or the Service

Setting, monitoring and reviewing service performance

Reviewing customer satisfaction and feedback

Determining the Partnership Budget and contribution from each Authority, on the basis of reasonable information provided by the Head of Shared Services

ICT Steering Group (ITSG)

The ITSG approves upcoming projects with an ICT element. This is to ensure that there are the correct ICT resources available to the project and that the correct process has been followed to ensure that financial, joint working and data protection elements have been satisfied before project approval. The PMO will work with departments to ensure that the correct processes are being followed.

Members

Helen Standen Deputy Chief Executive (EHDC)	Benjamin Wood Head of Communications Strategy & Policy (EHDC)
Craig Miller Assistant Director - Stevenage Direct Services (SBC)	Hannah Brunt Digital Transformation Manager (SBC)
Isabel Brittain Head of Strategic Finance & Property (EHDC)	Jaine Cresser Assistant Director - Housing and Investment (SBC)
Richard Protheroe Interim Strategic Director (SBC)	Simon Russell Strategic ICT & Partnership Manager CTO (Partnership)
Su Tarran Head of Revenues & Benefits Shared Service (Partnership)	Carol Bulloch Shared Services Manager, Systems Support & Control (Partnership)

Mandate (including but not limited to)

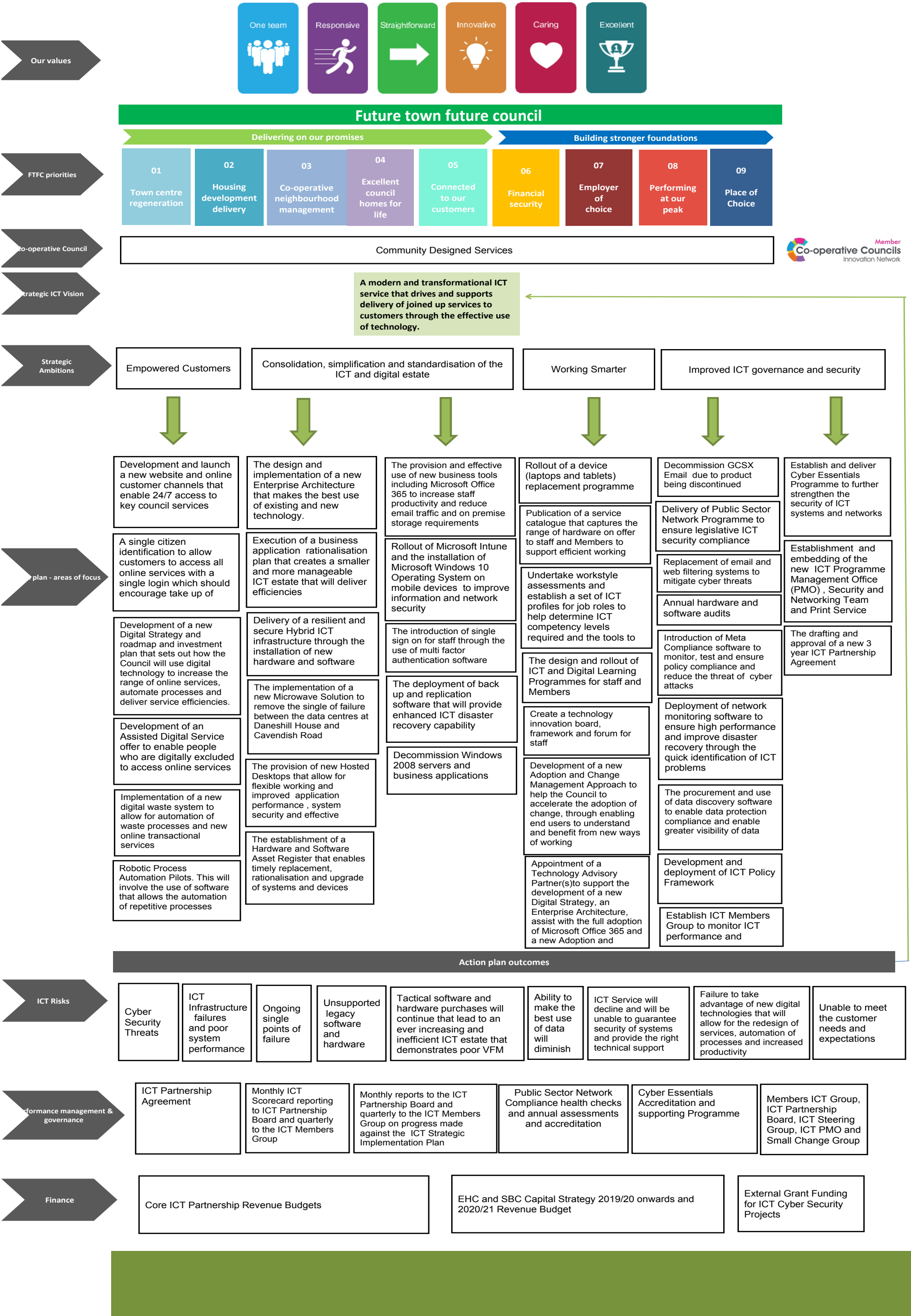
Develop and sustain the ICT plan for the SCB-EHC Group (referred to as the Partnership Group) and approval Partnership Board. In order to accomplish its activities IT Steering Group will	Collect ICT related information from any business area of the Partnership Group as required;
	Coordinate the ICT components of the ICT plans from all units across the Partnership Group
Coordinate the IT components of the ICT plans from all units across the Partnership Group	
Develop and recommend Partnership Group policy with relation to IT.	
In line with SIAS recommendations, IT Steering Group will perform the function of Solutions Design Authority within the Shared ICT Service, the responsibilities of which should include, but not be limited to:	Identifying appropriate technologies in response to the challenges faced by the Councils
	Identifying appropriate technologies in response to the challenges faced by the Councils
	Promoting the use of common technologies across both Councils
	Assessing the impact of new technologies on the Councils
Review and recommend on IT project development plans within the context of IT plans.	
Create ad hoc Groups to address strategic IT issues, as required.	
Review, coordinate and arbitrate major IT activities across the Partnership Group	
Provide an annual report to Partnership Board that details ICT activities.	
Report to Partnership Board at each necessary	

Appendix B: ICT Joint Strategy Implementation Plan 2019/20 to 2021/22

ICT Strategic Ambition	Project Ref.		Project Description	Lead Officer	Project Status	2019/20				2020/21				2021/22			
	No.	Project Title				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Empowered Customers	EC1	Digital Strategy	Creation of Digital strategy to compliment ICT strategy and provide a digital vision.	AD Digital and Transformation													
	EC2	Website	The procurement, design, development and launch of a new corporate website.	Hannah Brunt	Active												
	EC3	SBC Specific - Customer Experience Platform CSC-	SBC CTOC funded project Replacement of current Customer relationship management (CRM) software with digital platform Firmstep	Hannah Brunt													
	EC4	Customer Experience Platform - Customer Portal	CTOC funded project. Exploitation of digital platform Firmstep to allow more automation of web based services for all departments	Hannah Brunt	Active												
	EC5	Assisted Digital	Software assistance to aid customer to access systems simply and 24/7, for example chat bots and online payments.	Hannah Brunt													
	EC6	Citizens Identification	Single Citizen ID to allow access to all online services with a single login	Information Systems Manager													
	EC7	Waste Department solution	New software solution to allow greater productivity and digital inclusion to waste solution.	Carig Miller	Active												
	EC8	Robotic Process Automation Pilots	Software, which allows automation of repetitive processes to improve productivity and reduce error in data entry.	Information Systems Manager													
Consolidation, Simplification and Standardisation of the ICT and Digital Estate	CSS1	Enterprise Architecture	Evolution of network and systems to improve data quality, security and performance to streamline processes and increase overall productivity of systems and staff.	Simon Russell													
	CSS2	Application Rationalisation Roadmap	Reduce number of duplicate applications, applications not used and or licenses where possible.	Simon Russell	Active												
	CSS3	Azure Active Directory Exploitation	Single sign on (SSO) and Multi factor authentication (MFA) setup and deployment	Chris Day	Active												
	CSS4	Horizon Virtual Desktop Infrastructure	Upgrade to Windows 10	Chris Day	Active												
	CSS5	VMWare ESX Upgrade	To implement new hosted desktop hardware and software to improve performance and stability. Required for Window 10 Operating System and Microsoft Office 365.	Chris Day	Active												
	CSS6	VEEAM Back Software Upgrade	VEEAM Back up and Replication Software will provide the ICT Partnership with backup, restore and replication functionality for the new Virtual Desktops.	Chris Day													
	CSS7	Microsoft Windows Version 7 to 10 upgrade	Desktop/Laptop Upgrades	Peter Wain													
	CSS8	Intune Project	Mobile device management software (part of O365) for mobiles and laptops	Peter Wain	Active												
	CSS9	Auto Pilot	Operating System automation software (part of O365) to ease deployment of upgrades.	Peter Wain	Active												
	CSS10	Microwave Link	Procurement and installation of a Microwave Solution to provide a secondary link between the data centres at Dane shill House and Cavendish Road. Will remove the single point of failure that exists between the two sites.	Chris Day	Active												
	CSS11	Storage Replacement	Replacement of aging storage	Chris Day	Active												
	CSS12	Pre-Office 365 Configuration	Office 365 Pilot (if approved)	Information Systems Manager													
	CSS13	Microsoft Office 365 Deployment	O365 deployment and staff training	Information Systems Manager													
	CSS14	Microsoft Office 365 Exploitation	Exploitation of O365 to reduce software estate and increase productivity	Information Systems Manager													
	CSS15	Microsoft Windows 2008 Upgrade Programme	Remove all instance of Win 2008 to achieve security compliance	Chris Day	Active												
	CSS16	Switch Replacement	Replace switches to improve ICT Infrastructure performance. e.g. speed of data transfer.	Chris Day													
	CSS17	Telephony Upgrade	Upgrade Mitel telephony solution.	Paul Edwards													
	CSS18	Cloud Network Acceleration	If required as move to Cloud solutions increases.	Chris Day													
Working Smarter	CSS19	Hardware Replacement Programme	3-7 Year replacement programme depending on device	Simon Russell													
	WS2	Service Catalogue	A standard catalogue of available IT services to advice the wider organisation as to what is available from ICT.	Peter Wain													
	WS3	Promotion of ICT Design Principles	Communication to wider organisation of reason and purpose of design structure.	Peter Wain													
	WS4	ICT Profiles, Competencies and Supported Learning Programme	Staff work profiles to determine services required	Simon Russell													
	WS5	Adoption and Change Management Approach	Develop a new approach to adoption and change management and modern service management to enable services to accelerate the adoption of change	AD Digital and Transformation	Active												
	WS6	Innovation Board, Governance Framework and Forum	Forum to explore digital improvements across the council	AD Digital and Transformation													
	WS7	Audio Video Conferencing	Software and hardware implementation	Denis kalema													
Improved ICT Governance and Security	GS1	GCSX- Security and end of use	End of GCSX email use due to solution being discontinued	Peter Wain	Active												
	GS2	PSN Security Programme	Security changes to ensure legislative security compliance	Peter Wain	Active												
	GS3	Email Filtering Replacement	Replacement of current system	Peter Wain	Active												
	GS4	Web Filtering Replacement	Replacement of current system	Peter Wain	Active												
	GS5	Fire wall replacement	Replace firewalls to improve ICT & Cyber security	Peter Wain													
	GS6	Hardware and Software Audit	Audit of all software and hardware	Simon Russell	Active												
	GS7	Meta-Compliance	Deployment of Policies software	Peter Wain	Active												
	GS8	Meta Compliance Security Model	Software to deploy test phising campaigns	Peter Wain	Active												
	GS9	Network Monitoring Solution (SIEM)	Solution to enable network monitoring	Chris Day													
	GS10	Data Discovery Software	Software to enable GDPR compliance and greater visibility of data	Dumi Williams													
	GS12	Members ICT Group	Creation of Members group	Richard Protheroe													
	GS13	Print Service	Restructure of Print service - subject to staff consultation	Simon Russell	Active												
	GS14	Information Governance - Joint Proposals SBC/EH	Creation of Joint Information Governance department	Simon Russell	Active												
	GS15	Cyber Essential Programme	Security changes to ensure enhanced security compliance	Peter Wain	Active												

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ICT Joint Strategy - PLAN ON A PAGE



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Appendix C: ICT Strategy – SBC’s known ICT capital projects and funding requirements 2019/20 to 2022/23

ICT Strategy Capital Requirements	Project Ref No.	Capital in 2019/20	Capital in 2020/21 £	Capital in 2021/22 £	Capital in 2022/23 £	GF 67% HRA 33% Yes/No	Reason for Spend
VMWare ESX and Horizon Upgrade	CSS4, CSS5	250,000				Y	To implement new hosted desktop hardware and software to improve performance and stability. Required for Window 10 Operating System and Office 365.
Hosted Desktop Refresh	CSS4	40,000				Y	To migrate hosted desktop Gold image from Windows 7 to windows 10 and also implement MS software to control Windows 10 on laptops/PCS
Intune Implementation	CSS8	20,000				Y	Device Management Software for mobile device such as laptops & mobiles.
OS/Database Upgrades (Windows 2008 and 2008 SQL)	CSS15	75,000				Y	Upgrade of all systems on Windows 2008, which will be end of life in January 2020. Removal required if we are to meet PSN security requirements.
Web and email filtering software	GS3 GS4	6,000				Y	Security software to replace present ageing solution
Storage replacement	CSS11	180,000				Y	Replacement of present aging storage
Secondary Link - Microwave Solution	CSS10	50,000				Y	Secondary link between data centres to give greater resilience to network
Microsoft Office 365 On-boarding	CSS13, CSS14	51,875				Y	Office 365 configuration: planning and enabled (Exchange Online, SharePoint, OneDrive, Teams etc) Migrate all mail content from Exchange 2013 into Exchange Online.
Microsoft Office 365 Productivity Governance and Compliance	CSS12	63,000				Y	Implement Governance and compliance requirements around usage of Office 365 (SharePoint Online and Teams) Develop a Governance and compliance plan specific to EH&SBC’s use of the productivity platform. Technical and operational directives are produced that control, administer, and manage O365 collaboration services.
Microsoft Office 365 Modern Work Place Security Essentials	CSS12	65,000				Y	Solution architecture planning, team collaboration planning, business process management and implementing a production deployment that will support the cloud solution enablement. Protect employee corporate credentials and allow employees to securely share data with external partners and vendors. Provide employees with the capabilities to communicate and collaborate with internal and external contacts in a secure manner.
Next Generation Telephony	CSS17	25,000				Y	Upgrade Mitel telephony solution.
Modern Devices And Devices in Intune	CSS8	58,000				Y	Modern Desktop & Devices (Intune and System Center Configuration Manager) deployment planning and implementation -to provide an increased user experience and address security concerns.
Firewall Replacement Programme including management	GS5		74,950			Y	Replace ageing hardware and strengthen ICT security.
Switch Replacement Programme	CSS16		125,000			Y	Replace switches to improve ICT Infrastructure performance and security e.g. speed of data transfer.
Network Monitoring Solution (SIEM)	GS9		40,000			Y	Allows Security and Networking Team to monitor security of systems and network performance. Audit related requirement.
Data Discovery Software	GS10		35,000			Y	Allows us to identify and monitor structured and unstructured data on our network. GDPR enforcement tool.
Robotic Process Automation Pilot Projects	EC8		90,000			Y	Software, which allows automation of repetitive processes to improve productivity and reduce error in data entry.
Technology Advisory Partner	CSS1,CSS2, CSS12, CSS13,CSS14, CSS17 EC1, EC8,WS5		55,000			Y	Programme Capital Costs - associated to Office 365, Cloud Operating System
VEEAM Back up Software Upgrade	CSS6		7,500			Y	Upgrade and improve of backup software.
Ongoing hardware devices - for staff and Members and organisation	CSS19		150,000	100,000	100,000	Y	To fund hardware replacement programme as per Technology Roadmap e.g. laptops, tablets, mobile phones etc. and replace aging hardware running Windows 7
Telephony Hardware	CSS17		125,000			Y	Desk phone replacement programme that are compatible with new Mitel software
Audio Video Conferencing	WS7		15,000			Y	To equip meeting rooms with smart display screens, PCs and web cams to allow video conferencing and allow general display presentations.
Cloud network acceleration	CSS18			250,000		Y	Hardware - that priorities data flow to the cloud to improve data flow performance between user and cloud systems. Links to Cloud Operating Model.
Capital TA		57,500	57,500	57,500	57,500	Y	
Total		941,375	774,950	407,500	157,500		

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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