



EXECUTIVE

Date: Wednesday, 8 July 2020

Time: 2.00pm

Location: Virtual (via Zoom)

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 - 10 JUNE 2020

To approve as a correct record the Minutes of the meeting of the Executive held on 10 June 2020 for signature by the Chair.

Pages 5 – 12

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

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

Overview & Scrutiny Committee – 17 June 2020

Pages 13 – 20

4. CORONAVIRUS (COVID-19) INCIDENT UPDATE REPORT AND RECOVERY PLAN

To update the Executive on the COVID-19 crisis and the Council's response, and to seek approval to a proposed Recovery Plan.

Pages 21 – 104

5. HOUSING FIRST APPROACH AT STEVENAGE BOROUGH COUNCIL IN RESPONSE TO THE ROUGH SLEEPING CRISIS

To update the Executive on Housing First, a multi-agency approach that can be adopted to re-house the rough sleepers accommodated under the COVID-19 provision.

[REPORT TO FOLLOW]

6. A CO-OPERATIVE INCLUSIVE ECONOMY CHARTER

To launch a Co-operative Inclusive Economy Charter in support of the Council's approach to Community Wealth Building.
Pages 105 – 116

7. 2019/20 ANNUAL REPORT AND PERFORMANCE OVERVIEW

To consider the Council's draft Annual Report 2019/20 and to consider the focus for the Future Town Future Council programme for 2020/21.
Pages 117 – 146

8. 4TH QUARTER REVENUE MONITORING REPORT 2019/20 - GENERAL FUND AND HOUSING REVENUE ACCOUNT

To update Members on the outturn position of the 2019/20 General Fund and Housing Revenue Account revenue budgets, and to seek approval for revisions to the 2020/21 revenue budgets.
Pages 147 – 166

9. CAPITAL EXPENDITURE OUTTURN 2019/20

To update Members on the outturn position of the 2019/20 Capital Programme and any changes to the 2020/21 and future years' capital programmes.
Pages 167 – 192

10. URGENT PART I BUSINESS

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

11. 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.

12. PART II MINUTES - EXECUTIVE - 10 JUNE 2020

To approve as a correct record the Part II Minutes of the meeting of the Executive held on 10 June 2020 for signature by the Chair.
Pages 193 - 194

13. 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, 8 July 2020 – <http://www.stevenage.gov.uk/have-your-say/council-meetings/161153/>

Agenda Published 30 June 2020

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STEVENAGE BOROUGH COUNCIL

EXECUTIVE MINUTES

Date: Wednesday, 10 June 2020

Time: 2.00pm

Place: Virtual (via Zoom)

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.

Also Present: Councillors Phil Bibby CC, Sandra Barr, Jim Brown, Laurie Chester, Michelle Gardner, Maureen McKay, Lin Martin-Haugh, Robin Parker CC and Simon Speller.

Start / End Time: Start Time: 2.00pm
End Time: 4.53pm

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

There were no apologies for absence.

There were no declarations of interest.

The Leader invited attendees to “take the knee” in silence for 8 minutes and 49 seconds, the length of time the Minneapolis Police Officer had his knee on George Floyd’s neck prior to his death from asphyxiation. As well as an act of remembrance for George Floyd, the gesture was also in support of the “Black Lives Matter” movement.

Following the conclusion of the gesture, the Leader read out the following statement produced by the Local Government Association:

“Fairness, equality and social justice flows through everything Local Government does. The diversity of our country is what brings the richness to all of our communities. Local Government stands with all of our Councils across the UK and across the world in their work to tackle racism. Local Government is wholly committed to the equality, diversity and inclusion reflecting the communities we serve, and we will do all we can to ensure we continue to be at the forefront in confronting racism and discrimination in whatever form it shows itself. It is vital that we are all part of a much-needed conversation on how we can all confront and end racism. Local Government is listening. Racism has no place in our communities. Racism has no place in our lives.”

2 **MINUTES - 13 MAY 2020**

It was **RESOLVED** that the Minutes of the meeting of the Executive held on 13 May 2020 be approved as a correct record for signature by the Chair.

3 **CORONAVIRUS RECOVERY PLAN - REVIEW OF THE MEDIUM TERM FINANCIAL STRATEGY AND IMPACT OF COVID-19 ON THE COUNCIL'S GENERAL FUND REVENUE BUDGET**

The Portfolio Holder for Resources presented a report regarding a review of the Council's Medium Term Financial Strategy in the light of the impact of Covid-19 on its General Fund Revenue Budget.

The Portfolio Holder for Resources advised that the report identified the level of savings the General Fund already had to find of £1.7Million for the period 2021/22 - 2024/25 and the level of projected balances before any impact of Covid-19. The level of reserves was above the minimum risk assessed levels of £2.9Million, but required Financial Security savings to be found, and so doing nothing was not an option as this would use up the General Fund balances. The report did identify potential Business Rate pilot gains of £477,000 from 2019/20 as the pooling gains were being finalised.

The Portfolio Holder for Resources stated that the report also outlined the Council's proposed response to the financial impact of the Covid-19 pandemic on the General Fund. Section 4.8 of the report identified the 2020/21 loss of income and increased costs from a best, central and worst case scenario that projected a £1.88M, £4.85M or £6M loss to the General Fund. These projections far exceeded the level of funding received to date. The areas considered in the report were income losses, increased costs, business rates and council tax.

The Portfolio Holder for Resources referred to the measures the Government had taken to support businesses and councils, which included the grant schemes the Council had administered. The total funding received by the Council at the time of writing the report was £928,000 for Covid-19 related losses; £32.7M in Business Rate reliefs and grants; and £779,000 for council tax payers.

The Executive noted that, to address the shortfall between losses and grant and to ensure the General Fund balances remained resilient for any future impacts during any recovery period, a number of options to be considered for recommendation had been identified. The options were:

- (i) Reduce Revenue Contribution to Capital (RCCO) from General Fund - £1.726Million;
- (ii) Stop part of Capital Programme (and reduce RCCO) - £125,000;
- (iii) Hold a number of vacant posts - £152,000;
- (iv) Reduce the growth bids approved by utilising other resources - £49,000;
- (v) Hold expenditure budgets for some projects and utilise projected underspends on print and post £463,800;
- (vi) Use allocated reserve for Business Rates - held for funding future regeneration and FTFC bids - £455,000;
- (vii) Use 2019/20 underspends - £812,000; and
- (viii) Hold Community Neighbourhood Management (CNM) 2020/21 budget - £75,000.

The Portfolio Holder for Resources advised that the report recommended that the measures be put in place until 30 September 2020 when they would be reviewed. If the financial position improved, there was a recommended order of release of budgets, as set out in Paragraph 4.12.12 of the report. It was further recommended that the Members considered a priority order of services over the summer as a precautionary measure, in order to mitigate any risk of bringing a Section 114 Notice forward, and so as to maintain control over the services provided by the Council.

The Chair referred to the national picture regarding the finances of Local Authorities. The Government had provided £3.2Billion financial aid to the sector, although only 12% of this had been allocated to Borough/District councils. She was concerned that, despite initial Government assurances that local authorities would be fully supported financially throughout the pandemic, recent statements had revealed that there would be no reimbursement of income losses suffered by local authorities. She would continue lobbying the Government for this to be rectified.

The Chair wished to put on record the Executive's thanks to all SBC staff for the work they had carried out throughout the Covid-19 pandemic thus far and to the Finance Team for the outstanding way they had worked with officer colleagues and Elected Members to develop the package of measures which would enable the Council to respond to the financial challenges posed by the pandemic during the course of this year.

It was **RESOLVED**:

1. That the use of earmarked Regeneration capital receipts of £1.726Million, as outlined in Paragraph 4.9.8 of the report, be approved.
2. That the changes to the Capital Programme totalling £125,000, as summarised in Paragraph 4.9.10 of the report, be approved.
3. That the holding of vacant posts totalling £152,110, as set out in Paragraph 4.9.12 of the report, be approved.
4. That the changes to the 2020/21 General Fund budget totalling £463,820, as set out in Paragraph 4.9.13 of the report, be approved.
5. That the changes to the approved growth budgets totalling £49,940, as set out in Paragraph 4.9.15 of the report, be approved.
6. That the holding of the Business Rates allocated reserve totalling £455,000, as set out in Paragraph 4.9.16 of the report, be approved.
7. That the measures set out in Paragraph 4.10.3 of the report be approved.
8. That the measures set out in Section 4.11 of the report be approved.
9. That the development of a priority list of services, as set out in Paragraph 4.12.11 of the report, be approved.

Reason for Decision: As contained in report.

Other options considered: As contained in report.

4 CORPORATE PERFORMANCE - QUARTER FOUR 2019/20

The Chief Executive introduced a report regarding the Council's Corporate Performance for Quarter Four of 2019/20 (January to March 2020) and advised that, of the 57 Performance Indicators monitored, 44 were at green status; 3 were at amber status; 9 were at red status; and one was not available (Health and Safety compliance).

The Chief Executive explained the reasons for the amber, red and not available items, and the improvement proposals for each item.

The Chief Executive summarised a number of Future Town, Future Council (FTFC) Programme performance highlights during Quarter Four.

The Leader commended the report, which would form the basis of the Council's Annual Report for 2019/20, scheduled for consideration at the July 2020 Executive meeting. During Quarter One of 2020/21, which had been affected by the Covid-19 pandemic, the Council had continued to progress its schemes and delivered on its priorities.

In terms of sickness absence, the Portfolio Holder for Resources was pleased to see the separation of long-term and short-term sickness statistics. She commented that one SBC staff member had been hospitalised during the Covid-19 outbreak, but they had recovered and were now back home. In relation to homeworking during the pandemic, she explained that a staff survey was about to be completed, with the results informing any necessary changes to homeworking practices.

In response to a Member's question, the Chief Executive undertook to supply Members with further details of the 9 performance indicators shown at red status in the report.

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 Four 2019/20, together with the latest achievements, be noted.
2. That actions to commence implementation of the Corporate Landlord Review, and to ensure the new approach to certification of health and safety compliance of non-domestic/non-commercial Council buildings in accordance with the compliance contract, be noted and endorsed (as set out in Paragraphs 3.55 to 3.58 of the report).
3. That the impacts of the Government directive on housing rough sleepers during Covid-19 be noted, and that improvements with non-secure tenancies be noted and endorsed (as set out in Paragraphs 3.62 to 3.67 of the report).

4. That further improvement plans for the Customer Service Centre be noted and endorsed (as set out in Paragraphs 3.92 to 3.103 of the report).
5. That the ongoing implementation of improved practices to support sickness absence management be endorsed (as set out in Paragraphs 3.116 to 3.123 of the report).
6. That issues with the letting of Council garages due to Covid-19 be recognised, and plans to improve the process of garages lettings be noted (as set out in Paragraphs 3.86 to 3.90 of the report).
7. That issues with the current relet process for sheltered voids be noted, and plans to improve be endorsed (as set out in Paragraphs 3.83 to 3.85 of the report).

Reason for Decision: As contained in report.

Other Options considered: As contained in report.

5 URGENT PART I BUSINESS

The Chair accepted the following 3 items of urgent Part I business:

(1) Coronavirus Update

The Strategic Director (TP) presented a Coronavirus update to Members which included a focus on the emerging recovery plans for the Town and the Council. He provided some key national updates, information regarding the SBC incident management structure, the Government's Recovery Plan, and the Test and Trace proposals.

The Strategic Director (TP) drew attention to the request by the Government for each area to develop a Covid-19 Local Outbreak Plan, to be finalised by the end of June 2020. Hertfordshire's Plan was to be produced by the County Council, in conjunction with local partners, including Borough/District councils.

In respect of Stevenage recovery activities, Phase 1 related to the Emergency response; Phase 2 concerned transitioning; and Phase 3 would address the beginning of recovery. He explained the various stages of each phase.

The Executive noted that the Stevenage Recovery Taskforce would be chaired by the Leader, via the "Stevenage Together Partnership", and would develop a recovery plan for the town, working with residents, businesses and crucial public service partners. An Officer Group would be established to support the Council and the Taskforce, and would provide day to day support to manage a co-ordinated Stevenage recovery response to Covid-19, both internally at SBC and externally with other partners across the town.

In response to various issues raised by Members, officers undertook to carry out the following actions:

- The Chief Executive to provide the Portfolio Holder for Children, Young People, Leisure & Culture with the District Councils Network survey results revealing the parlous financial state of Local Authority Leisure Providers nationally, in advance of his imminent LGA Culture, Tourism & Sport Board meeting;
- The Strategic Director (TP) to ascertain from the local bus companies their plans regarding services and passenger capacity now that lockdown restrictions were being eased, and to supply his findings to Members;
- The Chief Executive to ensure that the Council works with the local Stevenage BAME Group to consider how the findings of the Public Health England (PHE) report on the impact of Covid-19 on the BAME community was reflected in Stevenage; and, in connection with this, the Chief Executive would check with the Hertfordshire Director of Public Health that the PHE report could be released to SBC Members;
- The Strategic Director (RP) to review the street cleansing regime with regard to the removal of glass and other debris from the Borough's cycleways; and
- The Chief Executive would notify Members when the date of the first Stevenage Recovery Taskforce meeting was agreed.

(2) Housing First Project

The Assistant Director (Housing & Investment) gave a presentation on the Housing First Project, in the light of the MHCLG's request to all local authorities for the completion and return of a proforma by 11 June 2020 detailing their plans and proposals for supporting rough sleepers during and after the Covid-19 pandemic.

The Assistant Director (Housing & Investment) advised that the MHCLG had requested councils to consider the options available; the level of support provided; and to complete housing and health care plans.

In terms of resource requirements, the Assistant Director (Housing & Investment) explained that SBC had 3 Rough Sleeper Workers, with a fourth about to join. A Flexible Housing Support Grant was available and could be directed to the Housing First project. Any accommodation would need to be supplied with provisions and fittings so that it could be used immediately on occupation. Funding would be required to support Assured Shorthold Tenancies, including a deposit and rent in advance. A Housing First Support Worker(s) to support any schemes put in place if it was chosen to not use a support provider.

The Assistant Director (Housing & Investment) stated that accommodation options included the leasing of housing stock in the Private Rented Sector; the leasing of modular homes for a fixed term period (including the identification of a suitable site for these to be located); the re-purposing of existing stock; Open Market acquisitions for conversion into Houses in Multiple Occupation (HMOs); supporting clients into PRS Assured Shorthold Tenancies (with appropriate support); and the building of new accommodation for the use of Housing First (thereby providing a lasting legacy).

The Assistant Director (Housing & Investment) confirmed that she would be submitting a report on Housing First to the July 2020 meeting of the Executive.

In reply to a Member's query, the Assistant Director confirmed that, in the coming weeks, the hotel facilities in Stevenage currently being used to house rough sleepers would contain only those provided with temporary accommodation by Stevenage Borough Council.

Members supported the Assistant Director's request for the extension of the block booking at the Stevenage Holiday Inn Express for a further 6 weeks for the continued provision of temporary accommodation for rough sleepers and/or those at risk of rough sleeping.

(3) North of Stevenage Planning Application

The Chief Executive updated Members on recent developments in respect of the North of Stevenage planning application.

The Chief Executive advised that, following the Planning & Development Committee's consideration of the North of Stevenage planning application in February 2020, and the subsequent holding direction from the Secretary of State, the hold had now been lifted and the application was back with SBC for determination. This meant that both the allocation of this site for housing in the Local Plan and the application itself having been reviewed by the Secretary of State, he was now happy to let SBC determine it.

The Chief Executive stated that, in making this decision, the Secretary of State was aware of the Planning & Development Committee's resolution to grant permission. This recognition of the Local Plan allocation was very welcome, but the holding direction had delayed the process.

The Chief Executive reminded Members that, since 1 April 2020, new major developments in Stevenage were subject to the Community Infrastructure Levy (CIL). As this was a mandatory charge, the Section 106 Agreement previously agreed by the Planning & Development Committee would need to be adjusted to reflect the CIL contribution. The Committee would therefore be required to re-consider the application. Officers had been briefing Members on the application and the expected next steps.

At the Leader's invitation, the Chair of the Planning & Development Committee (Councillor Simon Speller) commented that he was concerned that all Committee Members understood their obligations in respect of this application. A letter had been sent to them regarding the current situation. He asked that if any Members of the Committee had any doubts or misgivings then they should speak to the Planning Officers or come to him directly.

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 involve the likely disclosure of exempt information as

described in paragraphs 1 – 7 of Part 1 of Schedule 12A of the Act as amended by Local Government (Access to Information) (Variation) Order 2006.

2. That the reasons for the following report being in Part II were accepted, and that the exemption from disclosure of the information contained therein outweighs the public interest in disclosure.

7 ON-SITE BUILDING MATERIAL MANAGEMENT CONTRACT 2020-2025

The Executive considered a Part II report seeking approval of a new contractual agreement for five years for the provision of building materials and a managed stores solution.

It was **RESOLVED** that the recommendation set out in the report be approved.

Reason for Decision: As contained in report.

Other Options considered: As contained in report.

8 URGENT PART II BUSINESS

None.

CHAIR

STEVENAGE BOROUGH COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE MINUTES

Date: Wednesday, 17 June 2020

Time: 6.00pm

Place: Virtual (via Zoom)

Present: Councillors: Lin Martin-Haugh (Chair), Philip Bibby CC (Vice-Chair), Sandra Barr, Laurie Chester, Michael Downing, Michelle Gardner, Andy McGuinness, John Mead, Sarah Mead, Adam Mitchell CC, Robin Parker CC, Claire Parris and Simon Speller.

Start / End Time: Start Time: 6.00pm
End Time: 7.37pm

1 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies for absence were received on behalf of Councillor Sarah-Jane McDonough.

There were no declarations of interest.

2 MINUTES - OVERVIEW AND SCRUTINY COMMITTEE - 16 MARCH 2020

It was **RESOLVED** that the Minutes of the meeting of the Overview and Scrutiny Committee held on 16 March 2020 be approved as a correct record for signature by the Chair.

3 PART 1 DECISIONS OF THE EXECUTIVE

The Committee considered the decisions on the following matters arising from the Executive meeting held on 10 June 2020.

Minutes of the Executive – 13 May 2020

Noted.

Coronavirus Recovery Plan – Review of the Medium Term Financial Strategy and Impact of Covid-19 on the Council’s General Fund Revenue Budget

1. Theme: Financial position including consideration of Section 114 Notice

Response – The report to the June 2020 Executive set out a number of measures that were recommended to improve the resilience of the General Fund balances that were agreed by the Executive. This held or stopped some spend and diverted the use of receipts to ensure that if there was no more funding to be given by the Government, the General Fund could, after taking

these measures absorb that cost. These measures, whilst not ideal, mean the General Fund could meet a £4.8Million cost of COVID in 2020/21. These measures were to be reviewed at the end of September, thus negating the need to issue a S114 notice, as balances would be sufficient on the central scenario.

The report also set out further measures which would further improve the Council's financial position and this included:

- a future report on the disposal of land and assets identified as part of the Locality reviews to minimise the use of revenue contributions to capital;
- to commence the transformation agenda to help identify savings through new ways of working;
- setting aside any 2019/20 pilot gains up to the level of 2020/21 NDR gains of £1Million which may be lost as a result of the impact of COVID-19 and assumed in the current year to be realised; and
- approve the development of a priority list of services over the summer as a further precautionary measure, if losses and the impact of COVID-19 is financially greater than modelled.

These further measures should help the future resilience of the General Fund but it is very much going to be dependent on the depth of any recession, support from central government, changes to future LG funding models and the impact of the pandemic is monitored on a monthly basis.

In reply to supplementary questions, the Strategic Director (CF) stated:

- it would be her duty (as Section 151 Officer) to raise the issue of a potential Section 114 Notice should the Council reach a position where it had insufficient resources to meet its in-year financial commitments;
- there was now an additional step in the process, whereby the Section 151 Officer was required to inform the Government if the above situation occurred;
- should a Section 114 Notice be issued, then the Council would only be able to fund essential spend. There was also the possibility that the Government would appoint commissioners to oversee the running of the Council (as happened recently in the case of Northamptonshire County Council); and
- the issue of a Section 114 Notice was seen as an action of last resort.

2. Theme: Service prioritisation

Response - The report contained a number of resilience measures which should be considered by the Executive, these included holding budgets, as outlined in the body of the June report. A further measure recommended was the prioritisation of services, and the data to allow Members to do this needs to be collated and then the method of review to be agreed by the Executive. There are various groups, such as Leader's Financial Security Group and the Overview & Scrutiny Committee that could do this piece of work. No decisions have been taken yet, but the data is being collated to aid decision making.

The Member questioner commented that the Council's staffing structure may need to reflect the flexibility and agility of staff to be redeployed into prioritised areas of work. As well as the LFSG and Overview & Scrutiny Committee, he felt that the possible involvement of a citizens' jury in the prioritisation of services could prove to be useful.

3. Theme: Availability of data on the COVID-19 pandemic at Stevenage level to inform residents' own decision making

Response - The rate of transmission is calculated by the Government at the regional level i.e. East of England. Officers will share local data once available and recognise the importance of this to inform the community of the current position. Overall Incident Management arrangements are managed across partners at the Hertfordshire level, with the production of the Local Outbreak Plan being co-ordinated for the County as a whole, which is reflected in data sets.

The Strategic Director (TP) undertook to liaise with the SBC Communications Team regarding public messages, together with social distancing reminders, to be made available now that lockdown measures were being eased.

4. Theme: Implications of accommodating rough sleepers, and the availability of the council to continue to meet the needs of those currently in crowded situations or already awaiting rehousing

Response – The Government asked for information on all those rough sleeping accommodated by SBC during this crisis. SBC had a block booking in some local hotels to house all rough sleepers and those at risk of rough sleeping. This provision comes to an end on 19 June 2020. However it was agreed at the 10 June Executive, that SBC will continue with the booking at the Holiday Inn Express for a further 6 weeks.

A further report is being worked on by officers to bring to the July Executive outlining the Council's approach to supporting these 48 households once the hotel provision finishes. Each of the households are being assessed to determine their support needs so SBC can secure some more permanent accommodation to suit their needs. SBC has accommodated a number of families, including some with no fixed abode, into the private rented sector during this time. Subject to Member approval a Housing First approach would be considered to provide supported and move-on accommodation for this client group.

This client group will not affect those on the housing register and their ability to bid for existing accommodation. It is likely that SBC will look to purchase property on the open market and work up some shared accommodation solutions.

In response to follow-up questions, the Assistant Director (Housing & Investment) advised:

- it was not always possible to gauge when properties might become available for use as homeless/rough sleeper accommodation. The method(s) used would, in many ways, be determined by funding levels available;
- the Government had not yet indicated any plans/support funding for rough sleeper accommodation beyond 19 June 2020, although there could be information forthcoming from the National Task force set up to consider the issue; and
- that she would provide Members with a breakdown of the ward locations of the 13 homeless households in Stevenage who had recently been found accommodation via the Private Rented Sector.

In reply to financial questions, the Strategic Director (CF) stated:

- she had estimated the net cost to SBC of rough sleeper temporary accommodation so far to be £135,000, against Government support funding of £11,500;
- there was likely to be a limited impact on the Housing Revenue Account 30 year Business Plan, as the costs of emergency accommodation were attributable to the General Fund; and
- the 2020/21 allocated reserve of £455,000 relating to Business Rates gains, which it had been agreed to put on hold, would have been used to carry on the Council's transformation, digital work or regeneration pump priming.

Corporate Performance – Quarter Four 2019/20

1. Theme: Corporate Performance – website performance

General Response - The Council is investing in a new website, which will go live in September 2020. The new website will address many current issues and aims to be more accessible and user-friendly and modern. During the Covid-19 crisis, the Customer Service team and Digital Team have been working hard to rapidly adapt the offer to protect service delivery, with the website playing a key role in providing information and services to residents.

(i) Please would you explain the rating system used here?

Response - The website rating is provided through GovMetrics, a service which measures website effectiveness on a scale from -1 (worst) to +1 (best), with a score of 0 being in the middle. The score is based on website visitor feedback. Using this indicator enables SBC to benchmark with around 70 other local authorities.

(ii) Why is the target so low? It appears that we are targeting customer dissatisfaction?

Response - The average benchmark score for website satisfaction across Councils is around 0.1, so a target score of 0.2 is a good score.

(iii) Was sufficient priority given to fixing the search issues with the website?

Response - The poor performance in Q4 2019/20 was due to particular search functionality including “find my bin day” not working on 5 and 6 January 2020. The timing of this was particularly unfortunate as many people wanted to check their collection schedule with the end of the holidays, and changes due to bank holidays. Satisfaction quickly recovered to be above the target of 0.2 in February and March. The technology that provides “find my bin day” is being modernised and replaced in the new website which is due to launch in September 2020.

(iv) Are we expecting this to return to green in Q1?

Response - While this specific issue is now resolved, Q1 performance may be impacted by the changing way residents have needed to interact with the website due to Coronavirus. We’re asking our customers to do more online than ever before which may impact on satisfaction. Officers will continue to look for opportunities to develop and improve the online offer.

In reply to a supplementary question, the Strategic Director (TP) confirmed that a significant amount of work had been carried out, particularly in respect of compliance with new Government accessibility standards, to get the new SBC website project back on track. He hoped that testing of the new website would commence in the near future.

Urgent Part I Business

(1) Coronavirus Update

1. Theme: Mental health support for staff members

Response – SBC has promoted a range of mental health support packages to staff. Officers will continue to make available to staff the Employee Assistance Programme 24/7 together with our Occupational Health Service. Officers have also put in place local interventions such as virtual coffee breaks, video meetings and intranet blog posts to try and respond to some of the isolation concerns. The HR Team have also instigated virtual training on Mindfulness and Resilience and 166 employees have joined these sessions, and the feedback has been very positive. Officers have also signposted to national and local organisations who are also able to provide support, such as Mind and others.

The Employee Assistance Programme is completely confidential and provided by an external third party provider. The Council receives quarterly usage figures, due in August, and can share this information when available.

2. Theme: Risk assessments and support to vulnerable employees

Response – Individual Services have completed their own risk assessments based on a generic Covid 19 risk assessment that services have adapted to suit their needs. This includes the advice to work from home wherever possible, especially those who are classed as at risk. A staff and member welfare cell has been created to review the actions for all staff and elected members to ensure we are protecting their wellbeing. Via the group there has been communicated via blogs and through guidance to managers. Officers have captured the data on who is in both the vulnerable and shielding categories and these staff are working from home. Managers are being reminded that they should have regular contact with their teams and the feedback from the staff survey suggested that this was the case for the majority of staff. Further guidance to managers and staff will be sent out.

In response to a follow-on question, the Strategic Director (TP) confirmed that he would ensure that the Assistant Director (Neighbourhoods & Communities) makes contact with a wide selection of BAME groups across the town. In respect of Council employees, services have risk assessments in place for their operation, and ensure that support is in place such as training, guidance and PPE equipment. One to one conversations can take place with a manager or with Human Resources if any individual has concerns or would like further support in place.

(2) Housing First Project

Questions covered under the Coronavirus Recovery Plan – Review of the Medium Term Financial Strategy and Impact of Covid-19 on the Council's General Fund Revenue Budget item above.

(3) North of Stevenage Planning Application

Following the lifting of the Secretary of State's holding of this application, a Member asked if a date had been earmarked for it to be re-considered by the Planning & Development Committee, and if the Committee would be required to determine the application afresh, or would Members only be deciding on the level Community Infrastructure Levy (CIL) to be applied in place of the previously agreed Section 106 Agreement.

The Chair of the Planning & Development Committee commented that Members would need to consider the whole application afresh, with an open mind. Clear officer advice to Committee Members would be provided. No firm date had been agreed for when the application would be re-considered, although it was likely that it would be in September/October 2020.

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

Members noted the list of urgent Part I decisions set out in the agenda authorised by the Chair of the Committee during the Coronavirus (Covid-19) pandemic.

5 URGENT PART 1 BUSINESS

None.

6 EXCLUSION OF PUBLIC AND PRESS

It was **RESOLVED**:

1. That, under Section 100(A) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as described in paragraphs 1 to 7 of Part 1 of Schedule 12A of the Act, as amended by 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 DECISIONS OF THE EXECUTIVE

It was **RESOLVED** that the Part II decision of the Executive held on 10 June 2020 concerning the On-site Building Material Management Contract 2020-2025 be noted.

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

None.

9 URGENT PART II BUSINESS

The Committee noted the officer response to a Member's question in respect of the Council's Strategic Risk Register.

CHAIR

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Meeting EXECUTIVE
Portfolio Area All
Date 8 JULY 2020



CORONAVIRUS (COVID-19) INCIDENT UPDATE REPORT & RECOVERY PLAN

KEY DECISION

Authors Suzanne Brightwell/Richard Protheroe | 2966/2938
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Contact Officer Richard Protheroe | 2938

1 PURPOSE

1.1 To update the Executive on the Covid-19 crisis, the Council's response and proposed Recovery Plans for the town and the Council.

2 RECOMMENDATIONS

- 2.1 That the current position and the Council's response to the Covid-19 pandemic since the last report to the May 2020 Executive meeting be noted.
- 2.2 That the recovery phase approach, as set out in Section 4.13 of this report, and the town and council recovery plans attached at Appendices 4 and Appendix 5 to this report respectively, be approved.
- 2.3 That delegated authority be granted to the Strategic Director (TP), after consultation with the Leader, to make revisions to the Recovery Plan as required during the recovery phase.

3 BACKGROUND

- 3.1 This report provides an update in relation to the Covid-19 crisis, outlining the Government's response and the measures the government is now taking to ease the lockdown.
- 3.2 It also provides an update on the Council's emergency response since the last Covid-19 report to the May Executive meeting and outlines the measures the Council is taking in response to the Government's easing of the lockdown.

3.3 Finally, the report outlines Hertfordshire’s and Stevenage Borough Council’s recovery structures and plans to enable the town and Council to recover from the effects of the Coronavirus pandemic.

3.4 The Government’s five tests for easing lockdown measures:

- 3.4.1 On 16th April, the Government presented five tests for easing lockdown measures. These were:
1. Protect the NHS’s ability to cope. The government must be confident that the NHS is able to provide sufficient critical care and specialist treatment right across the UK.
 2. See a sustained and consistent fall in the daily death rates from Covid-19 so the government is confident that the country has moved beyond the peak.
 3. Reliable data from SAGE showing that the rate of infection is decreasing to manageable levels across the board.
 4. Be confident that the range of operational challenges, including testing capacity and PPE, are in hand, with supply able to meet future demand.
 5. Be confident that any adjustments to the current measures will not risk a second peak of infections that overwhelms the NHS.

3.5 COVID-19 Alert Levels

3.5.1 On 10th May, the Prime Minister announced five Covid Alert levels, as shown below, which are now being used to inform the easing of lockdown restrictions. The alert level status for England is based primarily on the R (reproduction rate) value and the number of coronavirus cases and in turn that alert level determines the level of social distancing measures in place. Throughout the period of lockdown the country has been at Level 4. As a result of the number of Covid-19 cases decreasing and the R rate remaining under 1, the Government reduced the alert level to Level 3 on 19^h June which has led to further easing of lockdown measures being announced. .

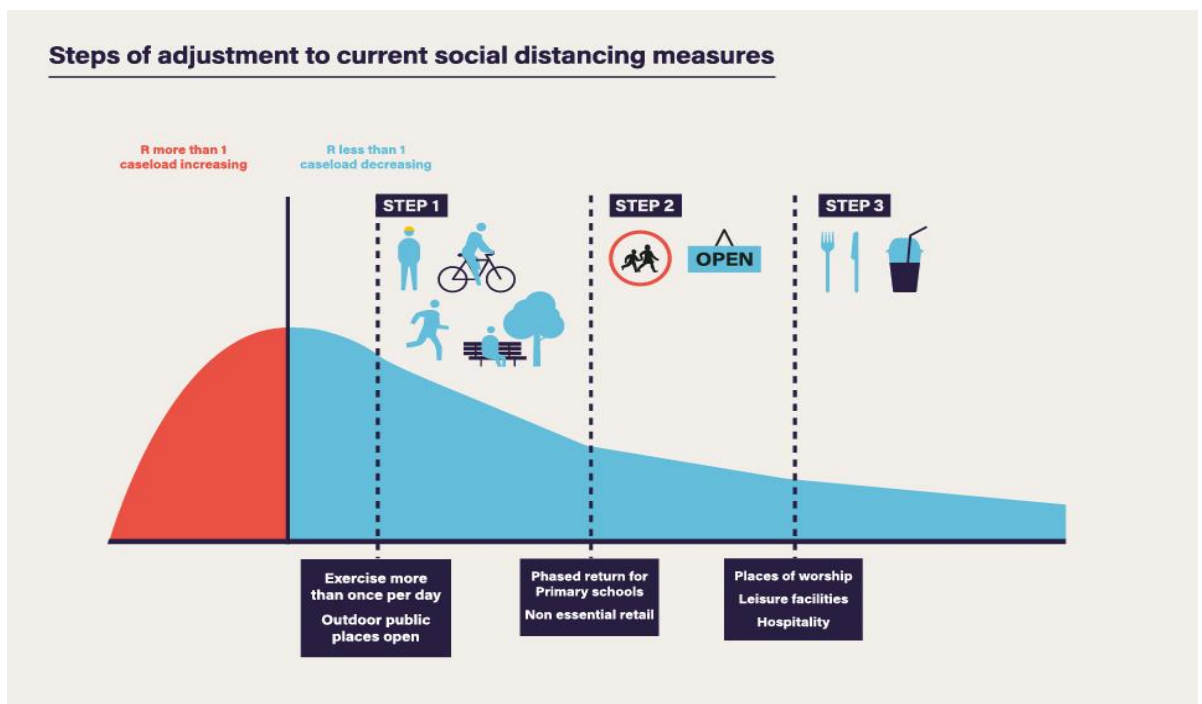
Coronavirus alert levels in UK

Stage of outbreak	Alert Level	Measures in place
Risk of healthcare services being overwhelmed	5	Lockdown begins
Transmission is high or rising exponentially	4	Social distancing continues
Virus is in general circulation	3	Gradual relaxation of restrictions
Number of cases and transmission is low	2	Minimal social distancing, enhanced tracing
Covid-19 no longer present in UK	1	Routine international monitoring

3.5.2 A Joint Biosecurity Centre is now up and running. The Centre will identify changes in infection rates across England using testing, environmental and workplace data and will monitor local spikes of Covid-19 and advise health officials and local authorities and this will help inform the alert level status.

3.6 The Government's 3 Step Recovery Plan

3.6.1 The Government's 50 page document called "Our Plan to Rebuild - The UK Government's Covid-19 Recovery Strategy" was published on 11th May and is split into three steps of lifting restrictions. The Plan is conditional and dependent on the alert level as shown in Paragraph 3.5.1. If the alert level rises then the action plan may need to be delayed or measures reintroduced locally, regionally or nationally.



3.7 Government announcements to ease the lockdown in England

3.7.1 As the number of cases and deaths in the country decreases and the reproduction rate remains below one, the Government has made a number of announcements to ease the lockdown as follows:

3.7.2 On 10th May the Prime Minister announced that from 13th May people are allowed to sit in their local park, drive to other destinations and play sports with members of their own household or one other person not from their household. Whilst doing this, people must continue to obey rules on social distancing.

3.7.3 Garden centres, golf courses, and tennis courts were allowed to reopen in England from Wednesday 13th May as long as they have adequate social distancing arrangements in place. Angling could also recommence.

3.7.4 From 1st June children in early years (age 0-5), reception, year 1 and year 6 can return to childcare or school in line with the arrangements made by their

school. In addition outdoor markets and car showrooms can reopen as soon as they are able to meet the Covid-19 secure guidelines to protect shoppers and workers.

- 3.7.5 Also from 1st June people can exercise alone, with members of their household, or with up to, but no more than 5 other people from outside their household while keeping 2 metres apart at all times. Competitive sport was also allowed to resume behind closed doors from 1st June.
- 3.7.6 The Prime Minister also announced that from 1st June, people can spend time outdoors, including private gardens and other outdoor spaces, in groups of up to six people from different households, following social distancing guidelines.
- 3.7.7 On 5th June, the Government updated its guidance for people who are shielding. People who are shielding can now leave their home if they wish, as long as they are able to maintain strict social distancing. They can spend time outdoors with members of their own household or if they live alone they can spend time outdoors with one person from another household. Ideally, this should be the same person each time.
- 3.7.8 On 22nd June, the government set out a series of steps for further relaxing shielding guidance:
- From 6th July those who are shielding may, if they wish, meet in a group of up to 6 people outdoors, including people from different households whilst maintaining strict social distancing. They will also not be required to observe social distancing with other members of their household. In line with the wider guidance for single adult households, they may also form a 'support bubble' with one other household.
 - From 1st August, the government will be advising that shielding will be paused. From this date, the government is advising that people who were shielding should adopt strict social distancing rather than full shielding measures.
- 3.7.9 From 8th June new arrivals to the UK are required to quarantine for two weeks with some exemptions as outlined in the government's guidance.
- 3.7.10 Dentists could reopen from 8th June 2020.
- 3.7.11 From 13th June single adult households have been able to form a "support bubble" with one other household.
- 3.7.12 From 15th June further easing of the lockdown continued with:
- All non-essential retail including shops could reopen. Businesses are only able to open once they have completed a risk assessment, in consultation with trade union representatives or workers, and are confident they are managing the risks. They must have taken the necessary steps to become Covid-19 secure in line with the current Health and Safety legislation

- All staff in hospitals in England are expected to wear surgical masks. . All hospital visitors and outpatients must wear face coverings at all times.
- Face coverings are mandatory on all public transport. Anyone without a face covering can expect to be fined or stopped from boarding buses, trains, tubes, trams, aeroplanes or ferries.
- Outdoor attractions where people can stay in their cars such as safari parks and drive-in cinemas are allowed to open. Zoos can also reopen, provided visitor numbers are managed and safeguards put in place.

3.7.13 On 23rd June, the Prime Minister announced a series of measures to take effect from 4th July which will further ease the lockdown in England:

- The 2 metre social distancing guidance will change in England. Where it is not possible to stay 2 metres apart, people should keep a distance of 'one metre plus' (this means staying one metre apart, while observing precautions to reduce the risk of transmission).
- Restaurants, pubs and cafes will be allowed to reopen providing they follow the government's safety guidelines.
- Holiday accommodation, including hotels, B&Bs, cottages, campsites and caravan parks can also reopen and people in England will be able to stay away from home overnight.
- Two households of any size will be able to meet indoors or outside. It will be possible to stay overnight. This does not have to be the same set of households each time. The two households must however maintain social distancing.
- Hairdressers will be able to reopen as long as they take precautions to prevent spreading the virus.
- Libraries, community centres, bingo halls, cinemas, museums and galleries will be able to open along with funfairs and theme parks, amusement arcades, outdoor skating rinks, social clubs and model villages.
- Places of worship will be able to open for prayers and services including weddings with up to 30 guests – subject to social distancing.

3.7.14 There has been a great deal of guidance/information sent to Councils from the Ministry of Housing, Communities and Local Government (MHCLG), Local Government Association (LGA), District Councils Network (DCN), and other Government departments and agencies and the Policy Team have been distributing this information to Response Cell Leads to assist them in their responses. A chronological list of this information is attached at Appendix One for information.

3.8 Local Government Sector Response

3.8.1 District Councils' Network

3.8.1.1 The DCN has been running weekly calls for Leaders and Chief Executives chaired by Councillor John Fuller, to provide a direct voice into Government through the ministers and senior officials who have joined the group. A DCN Chief Executive Group is meeting most weeks to discuss priority issues. This is helping to inform the DCN's contributions to the MHCLG's Local Economic Recovery taskforce, and the DCN's influence on other Whitehall working groups from BEIS Business Grants group to DEFRA's waste working group to MHCLG's Finance working group.

3.8.1.2 The DCN has also been taking its message into parliament and held its first ever online All-Party Parliamentary Group meeting in May which was attended by over 150 people with positive feedback from parliamentarians. The DCN launched its five point manifesto for recovery at this meeting called "Power in Place". The five points in the manifesto are:

1. Clean, safe spaces and places
2. Stabilising employment, helping business pivot with jobs-positive help
3. Revitalising health in the community, keeping people out of the health and care system
4. Taking the opportunity to grow a new future
5. Leading our place at pace

The DCN's five point manifesto has been used to inform the Council's recovery plans.

3.8.1.3 The DCN is also working hard on building relationships with the Association of County Council Chief Executives and the County Council Network, which has led to joint waste work and sessions on Test and Trace.

3.8.2 Local Government Association (LGA)

3.8.2.1 The LGA is working with the Government to ensure that all councils have the funding they need to do whatever it takes to keep supporting communities, local economies, the care sectors and health service during the Covid-19 crisis. The LGA's analysis of the latest returns provided by Councils to the MHCLG shows that:

- In addition to the grant funding announced so far, Councils could need as much as £6 billion more to cover the costs of coping with the coronavirus pandemic during this financial year. This figure will need to be kept under review. The MHCLG survey asked council's to assume things return to normal from the end of July. If Councils have used this assumption in their returns, then this figure could rise.
- Around 60% of the financial challenge related to lost tax income (council tax and business rates) and non-tax income (mostly sales, fees and charges). The rest would need to cover extra cost pressures as a result of the pandemic.

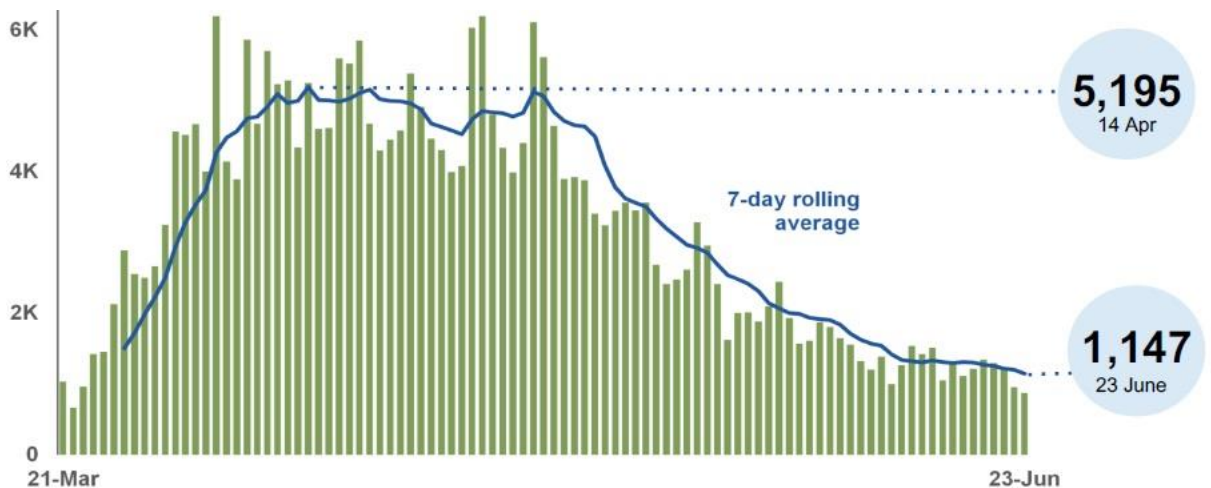
- Different councils will face a different mix of pressures, but overall the majority of the cost presumes (and the largest part of the spending of the £3.2 billion grant) is related to adult social care.

3.8.2.2 The LGA remains clear that all councils will need further funding and financial flexibilities in the weeks and months ahead to meet ongoing COVID-19 pressures and to keep services running normally and compensate for lost income.

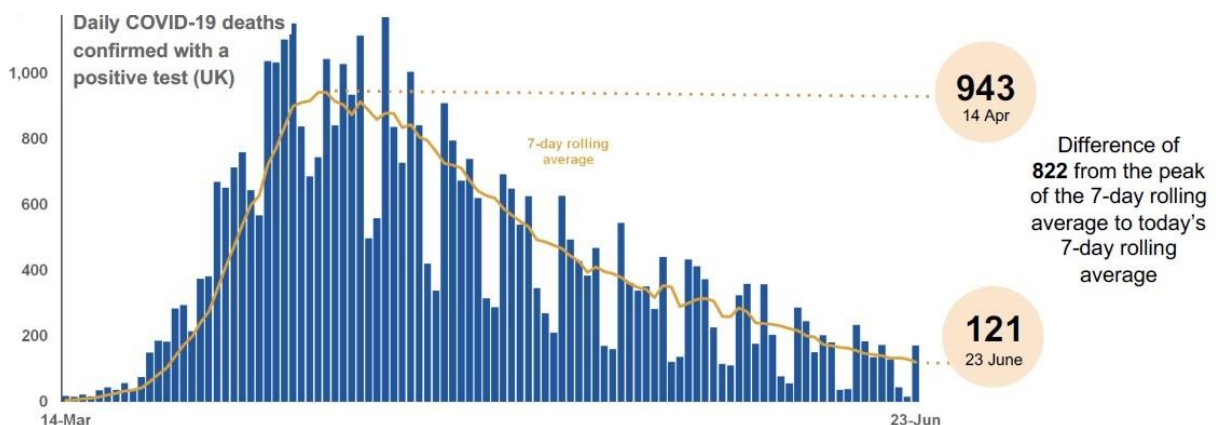
3.8.2.3 The full report is available via the link in the background documents.

3.9 National Picture

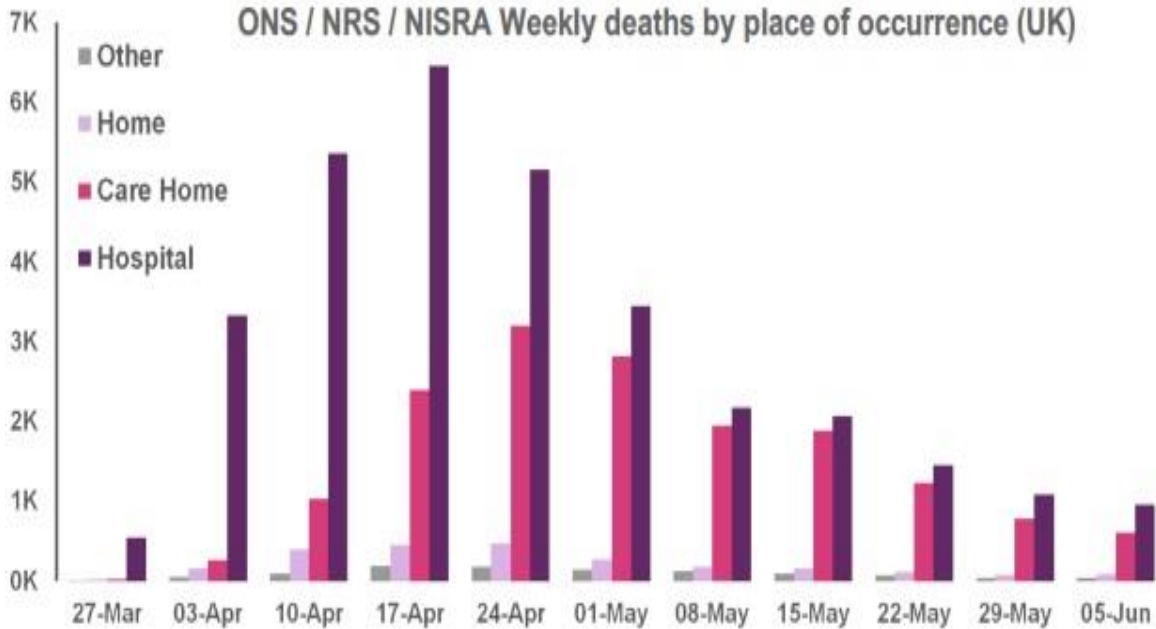
3.9.1 Below is the COBRA data graph on confirmed coronavirus cases from 21st March to Tuesday 23rd June 2020. There has been a continued steady decline, with a flattening out at around 1,200 new confirmed cases a day.



3.9.2 Similarly there has been a continued reduction of confirmed Covid-19 related deaths over the last four weeks, with the rolling average coming down from a height of around 900 a day, to around 120 per day as at 23rd June.



3.9.3 The graph below reflects ONS data on Covid-19 related deaths by place of occurrence by week. This shows that both deaths occurring in hospital (purple bar) and in care homes (pink bar) have reduced in similar proportion over the four weeks up until 5th June.



3.9.4 The table below reflects data from Public Health England and academic partners released on 12th June which puts the **R number range for the UK at between 0.7-0.9, and England between 0.8-1.0**. They also provide a regional breakdown – with the East of England being estimated at between 0.7-0.9.

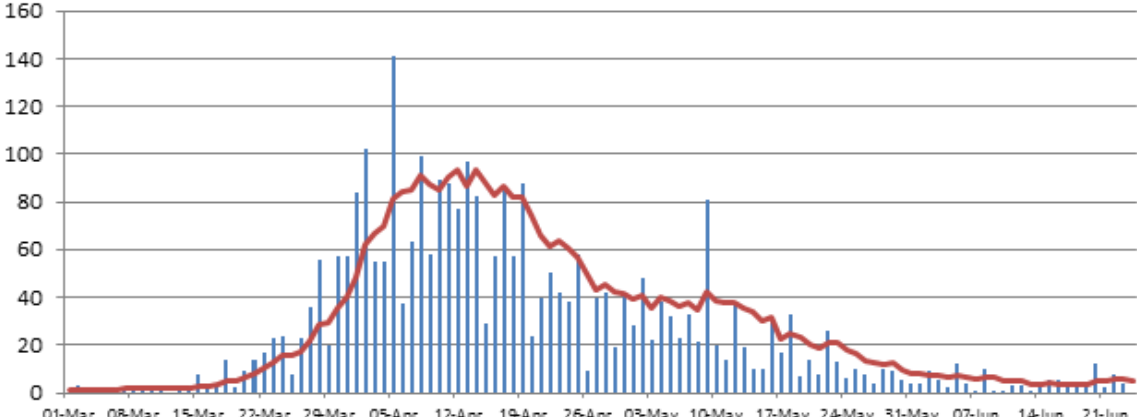
Region	R
England	0.8-1.0
East of England	0.7-0.9
London	0.8-1.0
Midlands	0.8-1.0
North East and Yorkshire	0.7-1.0
North West	0.8-1.0
South East	0.8-1.0
South West	0.8-1.1

3.10. Local Summary

- 3.10.1 As at the time of writing this report there were generally low rates for Stevenage compared to the Hertfordshire average. As at 25th June, there had been no increase in confirmed cases in the town over the last fortnight.
- 3.10.2 There have been no new outbreaks in any of the town’s unaffected care homes since the last week of April. There have been cases in four out of thirteen care homes in the town.
- 3.10.3 New confirmed cases of coronavirus over the past three weeks have been lower in North East Hertfordshire, less than half (34) compared to South West Hertfordshire (78).
- 3.10.4 As at 12th June, Stevenage had the lowest number of all districts/boroughs, with 57 deaths from a total of 1,048 in all of Hertfordshire.
- 3.10.5 Just over half (53%) of the Stevenage Covid-19 related deaths have occurred in hospital with 42% occurring in care homes.
- 3.10.6 Of the 57 Covid-19 related deaths in Stevenage that had occurred by the end of May, there had been at least one death in every ward in the town, with most wards (10/12) having had 4 or less Covid-19 related deaths. Whilst eight deaths had occurred in Pin Green, a third of the 57 Covid-19 related deaths occurred in Woodfield and Old Town in April, linked to one particular outbreak in a single care home in Woodfield

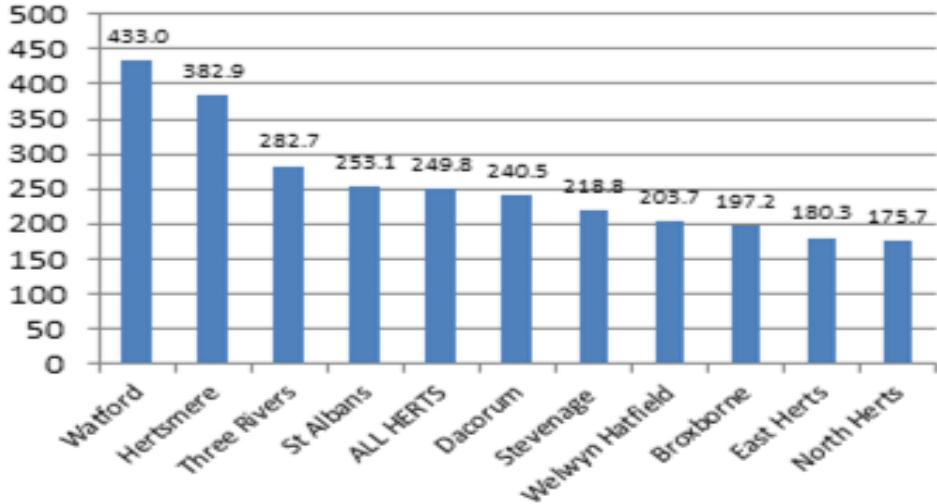
3.11 Confirmed Covid-19 Cases in Hertfordshire

- 3.11.1 In Hertfordshire, by 24th June there had been 2,993 confirmed cases of coronavirus.
- 3.11.2 The average new daily cases have dropped since the beginning of June to around less than 5 a day, from around 40 a day just over a month ago and a high of around 90 per day at the peak over the Easter weekend, with all evidence pointing towards an R value consistently below 1 for the past three months. The data presented is only the confirmed cases, and cases are estimated to be around five times those confirmed.
- 3.11.3 The graph below shows the daily confirmed cases of Covid-19 in Hertfordshire (blue bars) with the rolling seven-day average (red line) since the first confirmed case at the start of March until 24th June. For the 24 hour period from 23rd to 24th June there were no new confirmed cases of Covid-19 in Hertfordshire. This is the first time this has happened since 12th March 2020.



3.12. Analysis by Lower Level Authority

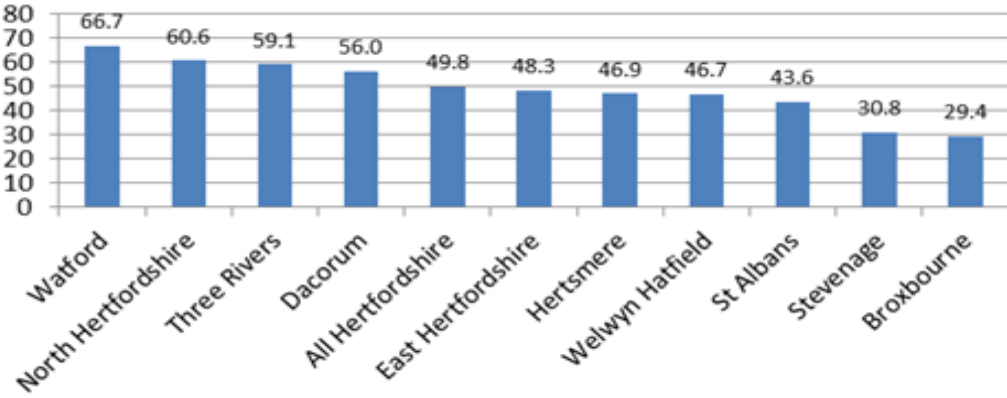
3.12.1 Below is the overall rate of confirmed cases since the start of the pandemic normalised by population (per 100,000) on 16th June



3.13 Outbreaks in Care Homes in Hertfordshire

3.13.2 The graph below starts from the first case in a care home in Three Rivers the week ending 9 March, up to 1st June. Whilst across England the average proportion of care homes affected is just over 40.8%, it is significantly higher across Hertfordshire at 47.1%. This ranges from two thirds of care homes in Watford (14/21) to less than a third of care homes in Broxbourne 29.4% (5/17) and Stevenage 30.8% (4/13) with no new outbreaks in any of the town’s unaffected care homes since the last week of April.

Percentage of care homes that have reported an outbreak



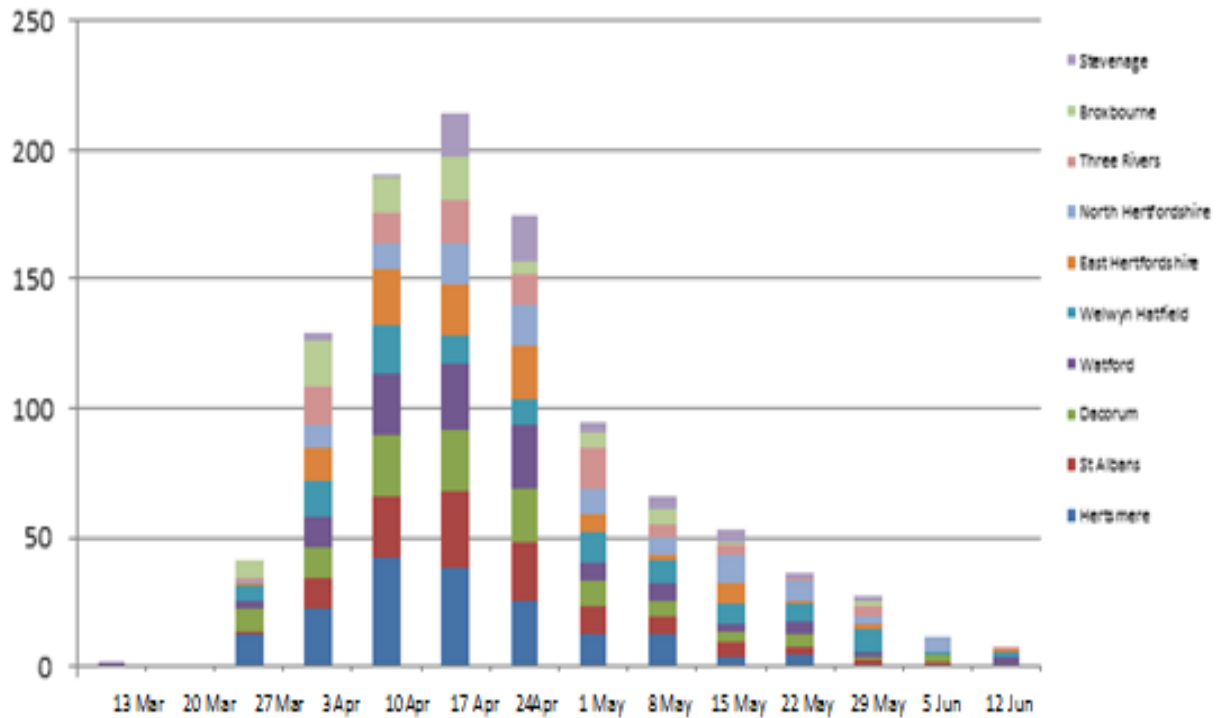
3.14 Deaths in Hertfordshire

3.14.1 The updated ONS data on test-confirmed Covid-19 related deaths in the county released on 16th June shows a total of 1048 deaths, up to 12th June.

3.14.2 Two thirds of the Covid-19 related deaths in Hertfordshire took place in hospital and just over a quarter in care homes

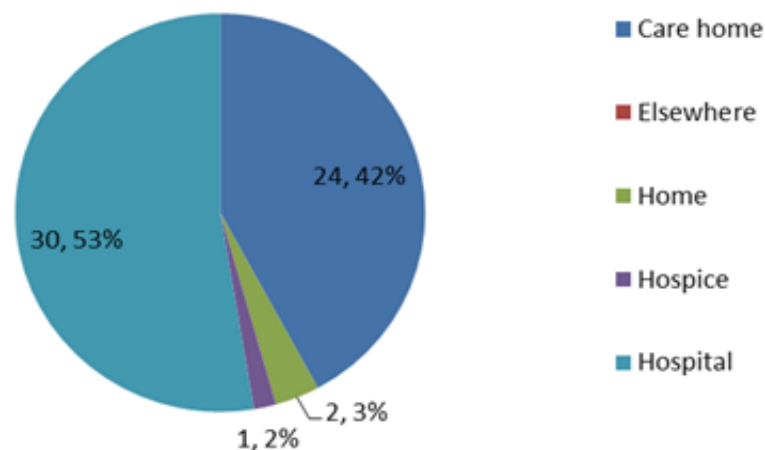
3.14.3 Of the 1048 Covid-19 related Hertfordshire deaths up until 12th June, 57 (5.5%) were Stevenage residents.

3.14.4 The graph below reflects deaths in Hertfordshire by week ordered by district/borough up to 12th June 2020



3.14.5 The data for Stevenage residents show that just over half (53%) of the Covid-19 related deaths have occurred in hospital with 42% occurring in care homes.

Covid-19 related deaths of Stevenage residents



3.14.6 The table below shows Covid-19 related deaths by Stevenage ward

House of Commons Library MSOA Names	SBC ward name	March	April	May	June	Total March to June
St Nicholas	St Nicolas	0	2	0	0	2
Woodfield & Old Town	Woodfield	0	19	3	0	22
	Old Town					
Martins Wood	Martins Wood	0	2	2	0	4
Chells North	Manor	0	1	1	0	2
Symonds Green	Symonds Green	0	2	1	0	3
Pin Green	Pin Green	1	5	2	0	8
Chells South	Chells	0	1	2	0	3
Bedwell	Bedwell	1	3	0	0	4
Poplars	Bandley Hill	0	1	1	0	2
Shephall	Shephall	0	1	1	0	2
Roebuck	Roebuck	0	2	2	0	4
Broadwater & Bragbury End	Longmeadow	0	1	0	0	1
Stevenage	Stevenage	2	40	15	0	57

3.15 Health Inequalities and coronavirus

3.15.1 Following on from the Public Health England Report into Covid-19 Inequalities published a fortnight ago, the Government published the redacted section analysing the reasons for the negative equality impact on Black, Asian and Minority Ethnic (BAME) communities. Below is an extract from the report:

*Beyond the data: Understanding the impact of Covid-19 on BAME groups
Racism, discrimination, stigma, fear and trust: Stakeholders pointed to racism and discrimination experienced by communities and more specifically by BAME key workers as a root cause affecting health, and exposure risk and disease progression risk.*

Racial discrimination affects people's life chances and the stress associated with being discriminated against based on race/ethnicity affects mental and physical health. Issues of stigma with Covid-19 were identified as negatively impacting health seeking behaviours. Fear of diagnosis and death from

Covid-19 was identified as negatively impacting how BAME groups took up opportunities to get tested and their likelihood of presenting early for treatment and care.

For many BAME groups lack of trust of NHS services and health care treatment resulted in their reluctance to seek care on a timely basis, and late presentation with disease. Despite these challenges, stakeholders reinforced the importance and need for communities to work with government and anchor institutions to create solutions. Faith communities played a vital role in engaging with communities and were a trusted source of information, leadership and engagement with many BAME groups and needed to be better engaged in future efforts to build community resilience and prepare communities for the immediate and long-term challenges of Covid-19.

National and local government officials (including public health teams) have a unique opportunity to provide advocacy for vulnerable groups. Work to tackle racism and discrimination within the health and care system must continue at pace with a clear commitment for increasing diverse leadership at all levels in health and care system, reflecting the communities being served.

3.15.2 The following recommendations have been identified by the Government following a range of requests for action from stakeholders and point to the areas where commitment, focus, and delivery at scale could make a significant difference in improving the lives and experiences of BAME communities. This is crucially important as the UK emerges from the first phase of the Covid-19 pandemic and looks toward rebuilding communities, restarting services and local economies, and creating resilient, engaged and cohesive communities capable of withstanding and thriving despite the upcoming challenges.

1. Mandate comprehensive and quality ethnicity data collection and recording as part of routine NHS and social care data collection systems, including the mandatory collection of ethnicity data at death certification, and ensure that data are readily available to local health and care partners to inform actions to mitigate the impact of Covid-19 on BAME communities.
2. Support community participatory research, in which researchers and community stakeholders engage as equal partners in all steps of the research process, to understand the social, cultural, structural, economic, religious, and commercial determinants of Covid-19 in BAME communities, and to develop readily implementable and scalable programmes to reduce risk and improve health outcomes.
3. Improve access, experiences and outcomes of NHS, local government and integrated care systems commissioned services by BAME communities including: regular equity audits; use of health impact assessments; integration of equality into quality systems; good representation of black and minority ethnic communities among staff at all levels; sustained workforce development and employment practices; trust-building dialogue with service users.
4. Accelerate the development of culturally competent occupational risk assessment tools that can be employed in a variety of occupational

settings and used to reduce the risk of employee's exposure to and acquisition of Covid-19, especially for key workers working with a large cross section of the general public or in contact with those infected with Covid-19.

5. Fund, develop and implement culturally competent Covid-19 education and prevention campaigns, working in partnership with local BAME and faith communities to reinforce individual and household risk reduction strategies; rebuild trust with and uptake of routine clinical services; reinforce messages on early identification, testing and diagnosis; and prepare communities to take full advantage of interventions including contact tracing, antibody testing and ultimately vaccine availability.
6. Accelerate efforts to target culturally competent health promotion and disease prevention programmes for non-communicable diseases promoting healthy weight, physical activity, smoking cessation, mental wellbeing and effective management of chronic conditions including diabetes, hypertension and asthma.
7. Ensure that Covid-19 recovery strategies actively reduce inequalities caused by the wider determinants of health to create long term sustainable change. Fully funded, sustained and meaningful approaches to tackling ethnic inequalities must be prioritised.

3.15.3 A copy of the full report can be found via the link in the background documents.

3.16 East and North Herts Health Trust

3.16.1 East and North Hertfordshire NHS Trust is continuing to work on measures to maintain social distancing within the Lister Hospital and from 15th June visitors will see extra floor markings and other measures designed to manage the flow of people around hospital premises.

3.17 Government help for Individuals and Households

3.17.1 The May Executive report provided information on the temporary measures the Government had put in place for those who were financially affected by Covid-19.

3.17.2 Since then the Government has extended its mortgage payment holiday scheme (which had been due to end in June) for homeowners in financial difficulty during the pandemic for another three months. The application period for a payment holiday has been extended to 31st October 2020. This also includes landlords whose tenants are experiencing financial difficulties to ensure that tenants do not face the threat of eviction.

3.18 Government help for Businesses

3.18.1 The May Executive report outlined the Government's package of temporary and targeted measures to support businesses through the disruption caused by Covid-19.

- 3.18.2 Since then, the Chancellor has announced changes to the Government's Job Retention Scheme. From Wednesday 1st July, businesses using the scheme will be able to bring furloughed employees back part-time. The Government will continue to pay 80% of furloughed staff salaries during June and July. From August to October, while employees on furlough will continue to get 80% of their salary, the amount the state pays will be reduced each month with employers expected to contribute towards furloughed employees' employment costs. The scheme will come to an end on 31st October 2020.
- 3.18.3 On 13th May 2020 self-employed individuals or members of partnerships whose business has been adversely affected by coronavirus were able to apply for a Self-Employment Income Support Scheme grant worth 80% of their average monthly trading profits. The payment, which is to be paid in a single instalment covering three months, is capped at £7,500.
- 3.18.4 On 24th May the Government announced a £50 million fund (Reopening High Streets Safely Fund) for Councils across England to prepare for the safe reopening of high streets and other retail spaces. The fund is to be used to support practical measures to businesses to reopen safely when they are allowed. The allocation for Stevenage was approximately £77K.
- 3.18.5 The Government also announced its Discretionary Grant Fund, to ensure small businesses have access to grant funding, to mitigate against the impact of Covid-19 on their business. As part of the £1.5 Million allocation for Stevenage, the Council will be providing grants of up to £10,000 to eligible businesses.
- 3.19 **Assistance for Business by Hertfordshire Local Enterprise Partnership**

Hertfordshire LEP has launched a £3.28 million package of measures to support local businesses affected by Covid-19 and help mitigate the economic impact of the pandemic within the county. This includes:

- **Hertfordshire Business Expansion Grant Scheme:** The scheme is open to all SMEs that are eligible to receive funding from the European Regional Development Fund. It provides grants for capital expenditure ranging from £10K – £100K and will require a minimum £1 for £1 match and the creation of at least one new job.
- **Crowdfund Hertfordshire: Small Business Innovation Fund:** This scheme will support small and micro businesses within the tourism, leisure, hospitality, retail, arts and cultural sectors. Hertfordshire LEP has set aside £200K to support the scheme, which will be administered by Visit Herts and offers grant funding up to a maximum of £5,000 on a £1 for £1 match basis.
- **Volunteer Business Support Scheme:** This Hertfordshire Growth Hub branded service will be established and managed by the University of Hertfordshire and will provide additional advice and support from business mentors to firms adversely affected by Covid-19. Up to 50 volunteers will

each offer their expertise to up to four businesses, providing support to around 200 businesses in total over a six month period.

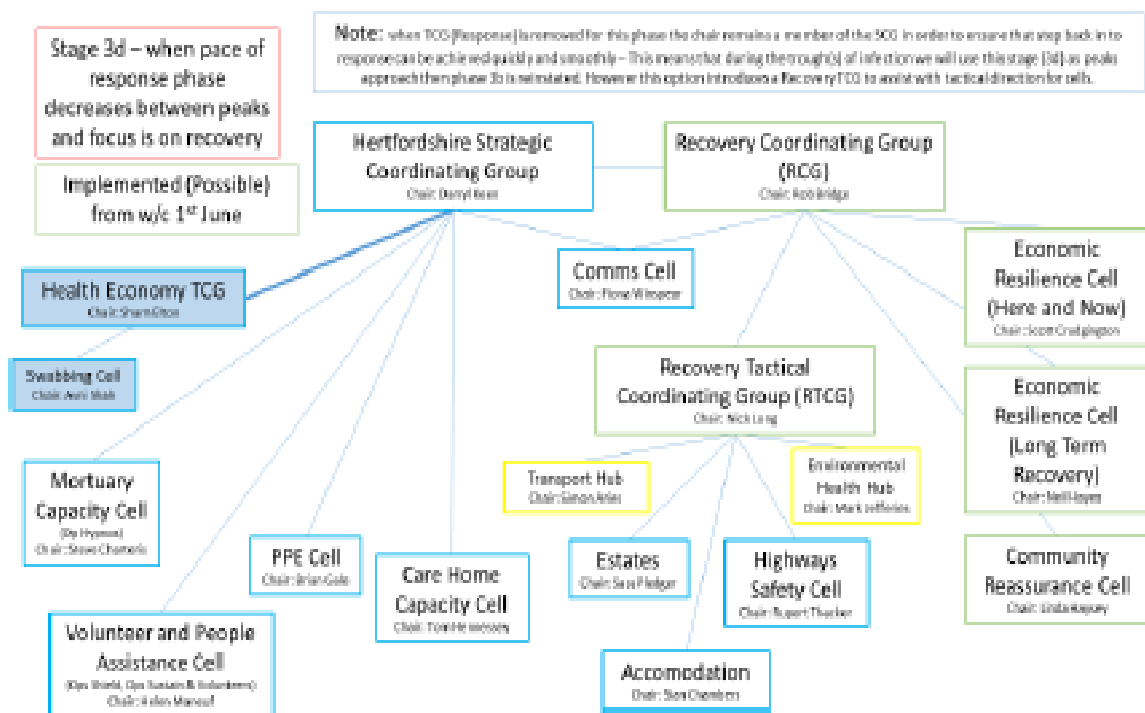
3.20 Hertfordshire Local Resilience Forum arrangements

3.20.1 The Local Resilience Forum (LRF) is a multi-agency partnership, made up of representatives from local public services, including the emergency services, local authorities, the NHS, the Environment Agency and the Highways Agency as well as other partners in the military and voluntary sector.

3.20.2 As the County moves from responding to the immediate impact of Covid-19 to planning the county's recovery from that impact, the Strategic Coordination Group will continue to meet weekly to keep abreast of the local picture and prepare to respond to any urgent calls for action.

3.20.3 The Hertfordshire Local Resilience Forum has reviewed its Strategic Coordination Group strategy to account for moving into recovery with the ability to move rapidly back to response as the need arises. The structure is reflected below:

Command structure



3.21 Recovery Co-ordinating Group (RCG)

3.21.1 A Hertfordshire Recovery Co-ordinating Group (RCG) has been meeting weekly since the end of April. It is the intention of this group to:

- Deliver a safe and coordinated recovery for the whole County, linking, where appropriate, to regional or national aspects.
- Maintain an agreed situational awareness of the incident

- To plan for a second peak of infections, which may be worse than the first peak
- To consider and plan for a new normality, post incident

The RCG reports to the Strategic Co-ordinating Group and works in partnership with Hertfordshire local authorities and other organisations, to coordinate the strategic activities needed to promote a return to normality to the enable the restoration of disrupted services at the earliest opportunity. This includes engaging the business community to support economic resilience and community leaders to provide public leadership and reassurance.

3.22 **Recovery Tactical Co-ordination Group (RTCG)**

3.22.1 A Hertfordshire Recovery Covid-19 Tactical Co-ordination Group has also been set up. The purpose of this Group is to work in partnership, reporting into the Recovery Coordinating Group to assist with the coordination of the recovery process from the Covid-19 pandemic and to promote a return to normality. The RTCG is responsible for interpreting strategic direction as regards to recovery provided by the RCG/recovery strategy and helps coordinate recovery activities. The cells that are currently reporting to the RTCG are:

- Accommodation Cell – dealing with those who have housing issues
- Highways Safety Cell – enabling social distancing in town centres
- Environmental Health Cell – dealing with environmental health issues
- Transport Cell – ensuring transport is in place for those who may rely on it
- Estates Cell – enabling suitable buildings for Covid-19 related requirements
- Communications Cell – managing the communications for the above-mentioned cells

3.23 **Economic Resilience Group (ERG)**

3.23.1 Hertfordshire County Council and the LEP have also set up the Hertfordshire Economic Resilience Cell to assess the needs of and to aid and coordinate the recovery of the Hertfordshire economy during and after the pandemic. This cell has two groups so that it can focus on both:

- the ‘here and now’ by collating business intelligence and analysis and feeding this back to the Department of Business, Energy and Industrial Strategy each week
- wider strategic issues focusing on Hertfordshire’s longer-term economic recovery.

3.23.2 Both of these groups are multi-agency and include business support, membership organisations, local government as well as higher education and social enterprise sectors.

The Group’s key themes are:

- Targeted support and training for those out of work to help them return to employment
- Discretionary Relief – grants for businesses affected by COVID-19
- Business priority

- Objective Assessment Criteria for help to businesses
- Economic losses/insurance issues
- Investigate potential income generating opportunities for the local economy

3.24 **Community Reassurance Cell (CRC)**

- 3.24.1 This Cell is chaired by the Leader of East Herts Council, alongside Leaders and representatives from Hertfordshire County Council, St Albans District Council, Stevenage Borough Council and Welwyn Hatfield Council.
- 3.24.2 This Cell reports to the RCG and provides leadership and reassurance for a community led recovery with Hertfordshire residents through engagement of key groups, plus factual and evidence-based shared information to ensure that all Hertfordshire residents receive relevant information in a timely fashion.
- 3.24.3 The Group's key themes are:
- Engaging positively with the community and feeding intelligence back into the organisation
 - Engendering trust by delivering promised actions
 - Practical and emotional support for the bereaved
 - Improving support and empathy: providing empathic innovative support to residents with sensitivity to colour and faith
 - Working closely with Education to provide additional support for children in schools due to lost term time

3.25 **Political Involvement**

- 3.25.1 There is political ownership through the Herts Leaders Group and individual authorities will have their own arrangements in place for ensuring member engagement.
- 3.25.2 The Community Reassurance Cell is a member led cell with cross party representation from district and county elected members.

3.26 **Community Impact Assessment**

- 3.26.1 The Community Reassurance Cell, on behalf of the RCG, is carrying out a Community Impact Assessment to identify any impacts on the economy, individuals/families, community and health.
- 3.26.2 Impacts identified will be addressed and will form the basis of action plans for the ERG, CRC and the Communications Cell.
- 3.26.3 The Community Impact Assessment will be reissued to refresh the data at a future point in time. Timing will be dependent on the occurrence and timing of a second or third infection peak. The Action Plans will be revised in light of any new data received.
- 3.26.4 Following the Community Impact Assessment, the ERG/CRC will form its own action plan which will be agreed by the RCG. If task and finish groups are set up, work in progress reporting will be to the parent ERG/CRC who will feed into the RCG.

3.26.5 The results of the Community Impact Assessment will also be used to inform the Stevenage Borough Council's recovery planning.

3.27 **Growth and Recovery Prospectus**

3.27.1 The Hertfordshire Growth Board is developing a Growth and Recovery Prospectus for submission to the MHCLG.

3.28 **Stay Safe Hertfordshire Campaign**

3.28.1 Hertfordshire County Council, district and borough councils and other organisations across the county are launching a new Stay Safe Hertfordshire campaign, to support the safe re-opening of town centres. As part of the campaign, the County Council has developed a toolkit for businesses, providing advice and resources which is designed to help them reopen their premises safely.

3.29 **Covid-19 Testing in Hertfordshire**

3.29.1 On 13th June, a new, seven day a week testing site opened in Welwyn Garden City, adding to the mobile 'pop-up' sites being run by the military across Hertfordshire.

3.30 **Re-opening of schools**

3.30.1 School communities have been working with the County Council to facilitate a safe and welcoming return to school for Nursery, Reception, Year 1 and Year 6 pupils. At 12th June at least 75% of all Hertfordshire primary schools were open for one or more of the priority year groups identified by the government, as well as for children of key workers and vulnerable children, while also supporting distance learning for their other pupils. This compares favourably to the national picture of 51% of schools opened to these groups. Where schools were open in Hertfordshire, 35% of Reception, Year 1 and Year 6 pupils on average attended school.

3.31 **Residential and Nursing Homes**

3.31.1 At the time of writing this report, there has been no increase in the number of deaths in care homes over the preceding week. However, the Adult Care Services team at HCC is starting to see an increase in infections in people in receipt of care at home. To tackle this issue, the team is continuing to support home care agencies with training in infection control. Staff are also being offered support to help them to follow PPE guidance and safe practices. The cost of this support is being funded by the County Council, as part of its commitment to using 25% of the Infection Control Fund to bolster home care agencies' ability to respond to the challenges posed by the pandemic. Hertfordshire is the only council in the country that has made such a commitment.

3.32 Operation Shield

- 3.32.1 Operation Shield is a Government initiative where around 2.2 million people across the UK have been identified as being at most risk from Covid-19 mainly because of an underlying health condition.
- 3.32.2 Operation Shield was devised with the aim of supporting these people to self-isolate at home through the provision of essential food and medical supplies.
- 3.32.3 Following further updates from Government, as of 7th June there were known to be 41,853 names on the extremely vulnerable list for the county and therefore within the scope of Operation Shield.
- 3.32.4 As at 10th June 2020, over 100,000 deliveries of food parcels and household essentials for residents most in need have been achieved since this work began. This includes over 9,000 parcels delivered to Foodbanks, districts and boroughs and other agencies. As of 10th June, 1,741 prescription deliveries had also been made.
- 3.32.5 The work by District and Borough Councils continues to contact those residents that are identified as needing shielding but have not responded to any communications from either Government or local agencies. Hertfordshire Fire and Rescue Service are undertaking follow up visits with those individuals on the non-responder list that could not be reached by districts. The visits are incorporating fitting smoke alarms and providing advice where necessary.
- 3.32.6 The process to reduce the level of demand for the food service provided by Herts Helps continues as the team works to exit from direct provision of food during July. Residents will be carefully supported during this process to ensure safe transfer to other ways of accessing food. The information leaflets included in the food boxes have been revised to reflect the need for residents to seek alternative arrangements where possible and will in future highlight the new webpage detailing the supermarket services offered in Hertfordshire. Demand for deliveries to districts and Foodbanks are reducing and these will cease in the next few weeks.
- 3.32.7 A customer satisfaction survey has been launched for Herts Help to capture service users' feedback of the support they have received. The feedback has been overwhelmingly positive; as of 9th June, 210 responses had been received, 94% of responders rated the service as excellent.
- 3.32.8 As part of the process to close Operation Shield, any remaining duties after July will pass onto Operation Sustain. This operation will continue to support residents by mobilising the voluntary sector and the newly registered volunteers drawing its work to a close by Christmas. From January 2021 onwards the existing 'business as usual structures' for Voluntary and Community Sector (VCS) engagement and activity will then resume, working to build on the legacy created by this period and take forward opportunities to work together in partnership.

3.33 Operation Sustain

- 3.33.1 The aim of Operation Sustain, which is being led by HCC within Hertfordshire, was to seek to provide a co-ordinated means of gathering the details of those requiring support and those wishing to provide support.
- 3.33.2 Over 10,000 volunteers remain registered to the three organisations working collaboratively on this: #TeamHerts, Watford3RT and Communities 1st. To date 4289 volunteers have been deployed. The recovery and rebuild legacy continues to be developed by #TeamHerts and the Hertfordshire based CVS organisations.
- 3.33.3 Around 60% of the volunteers available have not yet been required. All requests for volunteers have been met and there is no waiting list of people who require them. Support continues to the volunteers who have not yet been deployed to maintain their readiness and enthusiasm. The Councils for Voluntary Services including #TeamHerts, Communities 1st and Watford3RT have communicated regularly and provided training, completed security checks and references and supported local pop-up groups of volunteers. Whilst not formally deployed, the volunteers have been receiving helpful advice about how they can help their neighbours, local communities and local organisations.
- 3.33.4 A survey has been developed for volunteers to understand their motivations and levels of interest in continuing to volunteer and support their community post-pandemic and this information will be used to inform a County volunteering legacy across Hertfordshire. Hertfordshire County Council are developing a model of stand-by episodic volunteering to respond to the changing situation, alongside traditional regular giving of time. Through the TeamHerts Volunteering service wider non-Covid related volunteering opportunities are being offered, although as the peak passes and some volunteers return to work, County have seen 6% of registered volunteers indicating they are no longer available.

4 REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS

4.1 Stevenage Borough Council's Emergency Response Arrangements

- 4.1.1 In response to the Coronavirus outbreak and the enactment of the Covid-19 Action Plan, the Council instigated an Incident Management Team to ensure continuation of essential services and provide support to the community during the pandemic.
- 4.1.2 Eight response cells were established each led by an Assistant Director or senior manager. The focus of these cells is now starting to divert to preparations for the easing of lockdown and to safely provide services for the Community and support staff.
- 4.1.3 Officers are establishing a recovery structure and forming recovery plans to enable the town and council to recover from the effects of the pandemic. These are described later in section 4.13.

4.1.4 The incident management response for the county is continuing to be led by the Hertfordshire Local Resilience Forum. The Council is actively engaged in helping to shape the countywide plans associated to the easing of the lockdown and the recovery phase and is collaboratively working with the Groups highlighted in section 3.20 of this report.

4.1.5 Sections 4.2 to 4.9 below provide an update from the Incident Management Team and the eight Stevenage Borough Council incident response cells of activity undertaken since the last Covid-19 report to Executive in May:

4.2 Incident Management Team (IMT)

4.2.1 Now that the main focus of the Covid-19 response is on easing of the lockdown and recovery, the Council's Incident Management Team (IMT) which is chaired by Strategic Director Richard Protheroe is now meeting monthly. The IMT comprises senior managers representing each of the Stevenage Incident Response Cells. The Incident Manager is responsible for maintaining a strategic overview of the Council's response to the incident, receiving updates from the response cells and the allocation of actions to the cells. The IMT also gathers intelligence to help inform decisions that need to be taken. Representatives from the Police and Citizens Advice Stevenage also attend IMT meetings which has proved to be extremely beneficial.

4.3 Business Continuity Cell and Staff and Member Welfare Cell

4.3.1 These two cells have continued to meet three times a week. Over the past three months, the Council has taken significant steps to enable essential services to continue to operate. This has included:

- a rapid programme to enable over 500 colleagues (in both Stevenage and East Herts Councils) to work from home,
- establishment of different forms of video and audio solutions,
- new ways of working being introduced across service management teams to provide resilience,
- redeployed a number of staff to help strengthen crucial front line services including housing and waste services, and to support the Stevenage Helps initiative,
- additional capacity to support the cemeteries service, and
- ensuring other customer access routes including online and phone based, as well as safely suspending other services in line with lockdown requirements.

4.3.2 Following the easing of the lockdown measures, these cells are now focusing on reinstatement of services in accordance with government guidance and implementing arrangements to ensure Council buildings and ways of working are 'Covid-19 Secure'.

4.3.3 Stevenage Direct Services are now carrying out highway verge maintenance and grass cutting near link roads and green areas within estates in accordance with national guidelines to maintain a practicable level of maintenance and carrying out general maintenance on closed play areas.

- 4.3.4 Stevenage Leisure Limited has reopened Stevenage Golf Course and fishing on Fairlands Valley Lake has recommenced; the kiosk there has also reopened with social distancing guidelines in place.
- 4.3.5 During April there was a marked increase in fly tipping in the town. The Environmental Services team responded to 89 fly tipping reports. The team also responded to a 23% increase in refuse and a 53% increase in recycling waste in April compared to February. Hertfordshire County Council reopened its Waste Recycling Centres on 11th May and the Council has reinstated skip hire and bulky waste collections. The Repairs Service has also recommenced routine works following a period of emergency/essential works only, using appropriate social distancing arrangements.
- 4.3.6 All car parks in the town are now open again. The car park payment machines will remain cashless and there is an increased hygiene regime which includes regular cleaning of chip coins and payment machines. The Council is continuing to provide parking for key emergency service users such as NHS colleagues.
- 4.3.7 The Council is continuing to drive forward its key Cooperative Corporate Plan Future Town, Future Council programmes. This includes progressing the regeneration schemes at Queensway and in the Town Square. The Housing Development programme is also advancing as works are continuing on numerous residential development sites.
- 4.3.8 The Customer Service Centre is now open for urgent face to face meetings via appointment if the Customer Service Advisor feels it will help. During the lockdown, face to face appointments were carried out for extremely urgent cases such as domestic violence and on the day homelessness cases. Work-arounds to face to face appointments have worked well and appointments have therefore been able to be kept to a minimum.
- 4.3.9 Council Member meetings are now being held as virtual meetings and are being live streamed via YouTube.
- 4.3.10 The Council is preparing to ensure its operations are Covid-19 secure. Officers continue to make extensive use of homeworking and will do so in the months ahead. A range of support is being provided to staff through this challenging period, including access to mental health support, providing management advice and many ways to keep staff engaged across the services provided in the community.

4.4 Community Response Cell

- 4.4.1 This Response Cell continues to work closely with the Police, Stevenage Citizens Advice, British Red Cross, Foodbanks and other voluntary services in Stevenage.
- 4.4.2 On 6th April the Council launched its Stevenage Helps Community Response Team and a helpline which is open 6 days a week to provide support to vulnerable residents to provide help with food supplies, accessing essential

services and also assistance in other ways, such as posting mail and telephone support.

- 4.4.3 Stevenage Helps is an alliance between the Council and a large number of voluntary and community organisations, including Stevenage Citizens Advice, local foodbanks, HertsHelps along with a huge number of offers of support from local businesses, volunteers and support organisations. Stevenage Football Club's Coronavirus Community Careline has assisted with prescription medicine deliveries.
- 4.4.4 The Stevenage Helps Community Response Team have now received over 600 requests for support and the response team has delivered over 500 food parcels and referred people to other support agencies, such as Citizens Advice, Food Banks, Herts Help, supermarket helplines and Stevenage Football Club Coronavirus Community Careline who have assisted with a prescription delivery service.
- 4.4.5 Postcards promoting Stevenage Helps have been delivered to 2000 residents who receive assisted bin and medical collections as well as targeted families through the Council's Play Team.
- 4.4.6 The plan is to continue with Stevenage Helps for some time, assessing the situation regularly based on referral information. The Council is working with its partners to support customers if they need further, more specific support including debt management and benefit advice.
- 4.4.7 Hertfordshire County Council is likely to reduce the donations of food parcels they are supplying to the Council over the coming weeks. Approximately £3,000 has however been secured through donations, Local Community Budgets and a grant from Tesco which, along with current stock, will provide adequate resources for the foreseeable future.
- 4.4.8 The Council has supported Herts Help by contacting 538 people on the Shielded List who did not respond to the Government's shielding letter, to ascertain whether they required food parcels or any other assistance. As a result of this, 55 residents were immediately referred for support.
- 4.4.9 Council Officers also worked with Stevenage Community Trust to launch an online giving platform to support vulnerable people and groups. The Trust has so far raised over £46,000 and this has enabled residents in financial distress because of the virus to receive support.
- 4.4.10 Officers have also been working with Community Associations as a result of community centres closing on 23 March to assess how the Council can support them through this difficult period and will be working with them to assist them to reopen.
- 4.4.11 The Assistant Director (Communities and Neighbourhoods) has met with the Managing Director from Stevenage Leisure Limited to discuss the company's situation and how the Council can support them. The Council has also

flagged the financial difficulties being experienced by leisure trusts due to Covid-19 to the MHCLG and the DCN.

- 4.4.12 The Council has worked on a joint bid by local frontline charities for funding as a result of the Government's proposed funding package for charities.
- 4.4.13 There has been a significant increase in SADA and No More Service referrals and the Council has been raising the profile of both these services via social media, the Council's website and on SG1 radio. There have also been increasing calls around neighbour disputes and anti-social behaviour and Officers from the Council's Community Safety team have been working with the police in relation to a number of ASB neighbour disputes. The demand for the No More Service has increased by over 250%.
- 4.4.14 An Emergency Domestic Abuse Partnership has also been established, with partners from across the County Council, the police, NHS, the voluntary and community sector, and District and Borough Councils to monitor and respond to domestic abuse during the coronavirus pandemic.
- 4.4.15 A joint Stevenage Borough Council/Citizens Advice Stevenage bid to the MHCLG for Domestic Abuse Covid-19 funding has led to £70,433 of funding being received. This funding has helped to pay towards accommodation for victims of domestic abuse. The Council now has 12 Safe Spaces/Move On Accommodation units, which are at the time of writing this report full.
- 4.4.16 Since April, the Council has secured approximately £170K for SADA. This includes payment for services from North Hertfordshire, East Herts and Welwyn and Hatfield Councils, £23K from the Big Lottery and £5,600 from Letchworth Heritage. There are also currently bids with the PCC and the result of these bids should be known in July.
- 4.4.17 Unfortunately Stevenage Day could not take place this year. A virtual social media Stevenage Day was held instead where memories and highlights from previous Stevenage Days were captured and shared with the community.

4.5 Housing Response Cell

- 4.5.1 The Specialist Support Services team have contacted all tenants over the age of 70, including Careline customers. The team are making sure that they have the support they need and make referrals as required.
- 4.5.2 The Resident and Estates Services team are continuing to inspect flat blocks and make emergency visits to tenants. In addition, with the support of colleagues from other teams, they are contacting all vulnerable tenants age 69 and below and resident leaseholders to provide support, information and guidance; making referrals where necessary. The team have also visited our high rise blocks to deliver guidance on social distancing whilst in communal areas.
- 4.5.3 In response to the Government's instruction to accommodate rough sleepers and those at risk of rough sleeping, Housing Officers arranged additional accommodation at the Holiday Inn Express, the Gate Hotel and Novotel in

Stevenage as well as a hotel in Stansted. To support this provision the Council has arranged floating support from the Council's No More Service, Rough Sleeper Outreach workers, cold and hot food provision, security and access to the Haven's concierge services. The Police have also been carrying out regular patrols of the hotels.

- 4.5.4 The Housing Options Team is continuing to work with these people in line with the Homelessness Reduction Act 2017 in order to help applicants source alternative move on accommodation after this period. The Council has reserved six properties that can be used to accommodate anyone in hotel accommodation who tests positive and therefore needs to self-isolate. The Local Resilience Forum Accommodation Cell is meeting every Thursday to plan post-lockdown arrangements for rough sleepers.
- 4.5.5 The twelve weeks the Government expected local authorities to accommodate rough sleepers has now passed. Executive at its meeting on 10th June 2020, approved the extension of hotel provision for a further six weeks. This provision will be for Stevenage residents only (previously included residents from East and North Herts too). The Housing Options Team will be ending the contract with the hotel in Stansted and moving clients back to Stevenage where the Council will continue to support them in partnership with the Police and the No More Service.
- 4.5.6 Whilst continuing to support their landlords and tenants, the Housing Supply team are also working to secure new assured shorthold tenancies in the private rented sector where possible to relieve the demand on temporary accommodation. Thirteen households have been placed into this sector during this period which really highlights the Council's great relationship with private sector landlords and their trust in the Council to support these customers.
- 4.5.7 The Compliance Team and Liberty Gas are continuing to carry out gas servicing and maintenance visits to ensure health and safety compliance. Engineers wear PPE and follow strict social distancing measures whilst working in tenants' homes. The team are accommodating tenants who are 'shielding' or self-isolating by delaying appointments and offering to deliver carbon monoxide detectors. Key workers are being prioritised and have the option of a Saturday appointment. The Council remains 100% compliant in relation to gas servicing.
- 4.5.8 The Income Services team are working hard to balance supporting those who had financial difficulties prior to the pandemic and those who now find themselves struggling. They are negotiating realistic payment plans for most and putting accounts on hold where necessary. The Council has seen a significant increase in rent arrears which now total more than £1M. There has been a considerable increase in the take up of Universal Credit and officers have been working with Citizens Advice Stevenage to help respond to the increase in these enquiries.
- 4.5.9 Investment works are continuing where possible, with an initial focus on completing external and communal works. We are also putting in place plans that will enable us to undertake internal works in line with Government

guidance and industry best practice. There has been a communications strategy running alongside this, including Member and press updates.

4.6 Business Liaison Cell

- 4.6.1 This Cell has continued to work closely with Hertfordshire LEP, Chamber of Commerce and the Hertfordshire Growth Board to provide assistance and advice to local business.
- 4.6.2 Council Officers have continued to engage with local businesses and self-employed residents to promote and signpost them to the Government's package of measures for businesses. Weekly updates and bulletins on business support are being emailed to all businesses on the Council's business mailing list. We have also placed information and links for businesses on our website and have been publicising these through our social media channels.
- 4.6.3 The Council has shared Government guidance on social distancing for employers during Covid-19 with its business contacts. The Council has also been contacted by businesses who have ambitions to innovate and diversify their businesses, as a result of Covid-19, and have provided support to these companies, as well as signposting them to stakeholder partners for specialist support.
- 4.6.4 Officers have been contacting eligible businesses for the Small Business Grant and Retail, Hospitality and Leisure Grants to ensure they claim the funding. The Council has now delivered £11 million of Government grants to 470 businesses and provided support to enable them to carry on trading where possible.
- 4.6.7 The Council has promoted the Government's Discretionary Grant Fund, to ensure small businesses have access to grant funding to mitigate against the impact of Covid-19 on their business. As part of the £1.5 Million allocation to Stevenage Borough Council, the Council will be providing grants of up to £10,000 to eligible businesses.
- 4.6.8 On 24th May the Government announced a £50 million fund (Reopening High Streets Safely Fund) for Councils across England to prepare for the safe reopening of high streets and other retail spaces. The fund is to be used to support practical measures to businesses to reopen safely when they are allowed. The allocation for Stevenage was approximately £77K.
- 4.6.9 Environmental Health officers at Stevenage Borough Council are working in partnership with Hertfordshire's Better Business for All partnership to assist businesses in opening safely. Guides, checklists and frequently asked questions are available within a toolkit to support businesses to complete their risk assessment and put new processes and procedures in place to welcome customers when re-opening and trading safely. The Council's Commercial and Licensing Manager has been working with Town Centre Management and Engineers on preparations and launching a Covid-19 assurance scheme for

businesses to assist them in implementing social distancing, cleaning and hygiene measures as they reopen.

4.6.10 Local business leaders from across Hertfordshire's key sectors have also put their views to government ministers on how they are implementing a safe return to work for their employees and helping to build the County's economic recovery. The majority of businesses that took part were from small or medium-sized enterprises from life sciences, construction and the film and television industry.

4.6.11 The Department of Transport has issued new statutory guidance saying that local authorities should act quickly to re-allocate space on our high streets to people walking and cycling. Hertfordshire County Council has focused on providing space for pedestrians, so that people can queue outside shops and pass each other at a safe distance. So far, measures have been put in place in the following locations: Bishop's Stortford, Borehamwood, Harpenden, Hertford, Hitchin, Knebworth, Radlett, Royston, St Albans, Ware, Watford and Welwyn. Further locations including Stevenage Old Town are in the second tranche of works, and Council officers are actively engaging with Hertfordshire County Council to maximise the improvements for the High Street.

4.6.12 The Council has marked up the town centre and put signage in place to guide people to assist with social distancing in its public spaces and town centre. Temporary signage has been erected reminding the public to social distance. The indoor market reopened on 17 June 2020.

4.7 Finance and Resources Cell

4.7.1 This Cell has continued to assist residents and businesses in the town to access the grants and financial assistance which is being provided by the government in response to Covid-19. The Revenues and Benefits team have been dealing with a large number of enquiries relating to these grants and financial assistance.

4.7.2 During April to June, an estimated 2400 customers contacted the Council to make new Council Tax payment arrangements and 18% made no payment at all during April and an estimated £1.2Million is outstanding for April to June. In addition there were 290 businesses that had not paid any business rates as at the time of writing the report.

4.7.3 The Council has given 486 local companies business rate relief totalling £21.5 Million and distributed £11 Million in cash grants to 96% of eligible local businesses.

4.7.4 A Commercial Rent Policy has been developed to deal with commercial tenants who may be unable to pay their rent. While the rent is still due, tenants are encouraged to contact the Council if they are experiencing financial difficulties to set up arrangements within the parameters set out in the policy.

4.7.5 Officers have been assessing the financial impact of Covid-19 on the Council's finances. Information in relation to the impact on the Council's finances are

highlighted in the Financial Implications section of this report (paragraphs 5.1.1 to 5.1.7).

4.8 Burials and Cemeteries Cell

- 4.8.1. Cemeteries in the town continue to operate in line with Government guidance. Burials are continuing with recommended attendance of not more than 10 immediate family members or close friends. Venues are carrying out risk assessments to accommodate more mourners wherever possible.
- 4.8.2 Officers have worked with local funeral directors to ensure that there is a common understanding and agreement with the new arrangements. This information has been communicated to local faith groups. Guidance for the bereaved has been updated on the Council's website, which includes comprehensive FAQs relating to funeral arrangements during the pandemic and the support that is available.
- 4.8.3 This Cell has now been suspended as the UK is over the peak and seeing a decline nationally and locally regarding both infections and deaths. This can be reinstated as required to ensure the focus on capacity and communications are in place if a second wave was to occur. We have not seen any increase to the normal amount of deaths through the cemeteries in Stevenage, noting that any increase was picked up by the Crematorium. It is the same situation across Hertfordshire with levels operating as expected even for those districts that initially saw an increase.
- 4.8.4 The Council is represented on the Local Resilience Forum's Mortuary Capacity Cell (Operation Hypnos) which initially was set up to ensure there is sufficient mortuary capacity within Hertfordshire and subsequently broadened its remit to ensure capacity, effective process and dignity in the management of the deceased from death to funeral. The provision of additional mortuary storage capacity has risen from 256 to 1207 spaces in Hertfordshire. This has been achieved by significantly expanding the provision of all three acute hospital sites (Watford, Hemel Hempstead and Lister) and supplementing this with two discreet community funeral director led mortuary storage provisions in Stevenage and Watford.

4.9 Communications Cell

- 4.9.1 The dedicated Coronavirus section on the Council's website, which includes Frequently Asked Questions, Government advice, information about changes we have made to Council services, support available for businesses and advice to landlords and tenants is regularly updated to reflect the latest governance advice and guidance.
- 4.9.2 A special Coronavirus edition of Chronicle was sent to over 36,000 households and is available online. The publication was well received by resident, staff and councillors. A further Recovery focused edition is now in development.
- 4.9.3 The Communications Team have continued to use social media to promote Stevenage Helps and HertsHelp, 'Clap for Carers', government campaigns

and guidelines on: Covid-19 advice and assistance, social distancing and handwashing guidance, Covid-19 testing sites, SADA and No More community safety programmes, financial assistance available to businesses, job retention scheme, hardship fund and Universal Credit changes as well as many others.

4.9.4 The Communications Team are now preparing messages in relation to the easing of lockdown and the return of retail, promoting regeneration and other recovery activities.

4.9.5 On Thursday evenings, the council lit the clock tower blue and also projected the NHS logos in blue on the Arts and Leisure Centre to recognise the hard work of carers and keyworkers.

4.10 Test and Trace

4.10.1 The NHS test and trace service is designed to help to control the rate of reproduction, reduce the spread of the infection and save lives. The service:

- Ensures that anyone who develops symptoms of coronavirus can quickly be tested to find out if they have the virus, and also includes targeted asymptomatic testing of NHS and social care staff and care home residents.
- Helps trace close recent contacts of anyone who tests positive for coronavirus and, if necessary, notifies them that they must self-isolate at home to help stop the spread of the virus.

4.10.2 The role for district councils in relation to test and trace is expected to extend to investigation of complex institutional outbreaks including implementation of enforcement powers. The Hertfordshire Outbreak Plan will confirm roles and is scheduled to go live by the end of June.

4.10.3 The Minister of State for the Department of Health and Social Care confirmed on 10th June that £300 Million of funding to support test and trace services will be allocated to Councils across England. The funding will help local communities to develop and implement plans to reduce the spread of coronavirus in their area and has been allocated to councils based on need. This includes additional funding for communities with lower incomes and higher demand for local healthcare settings. The grant will be payable in one instalment in June 2020. Hertfordshire will receive £4.5 Million.

4.10.4 Data on the spread of the virus will be shared with Councils through the Joint Biosecurity Centre to inform local outbreak planning, so teams understand how the virus is moving.

4.10.5 A new National Local Government Advisory Board has been established to work with NHS Test and Trace. This will include sharing best practice between communities across the country.

4.10.6 Work to share lessons learned is being led by a group of 11 councils from across the UK, representing rural and urban areas, who have volunteered to help localise planning.

4.11 Local Outbreak Plans for Covid-19

4.11.1 The Government has asked every Local Resilience Forum to develop a Covid-19 Local Outbreak Plan for their area which is expected to be finalised by the end of June 2020. This work is being led by the Director of Public Health for Hertfordshire in liaison with other agencies, including district and borough councils. There are three principal parts to this:

- A Member-Led Engagement Board which will focus on public engagement and assurance. David Williams, Leader of the County Council, has written to District Leaders and the Police and Crime Commissioner to convene that Board.
- An Officer-led Covid-19 Health Protection Board (Outbreak Control Board), convened by the Director of Public Health which will consist of a range of local partners including Strategic Co-ordinating Group Chair, Police, NHS, CCGs, District and Borough Councils and Public Health England.
- The development of a plan led by a small project development team, supporting the Boards.

4.11.2 While the duty is placed at Upper Tier, it is explicitly recognised that Public Health at County and Environmental Health in districts and boroughs have essential and complementary roles. Capacity will be needed across organisations and this will be funded by the £4.5Million allocation for test and trace/outbreak planning for Hertfordshire.

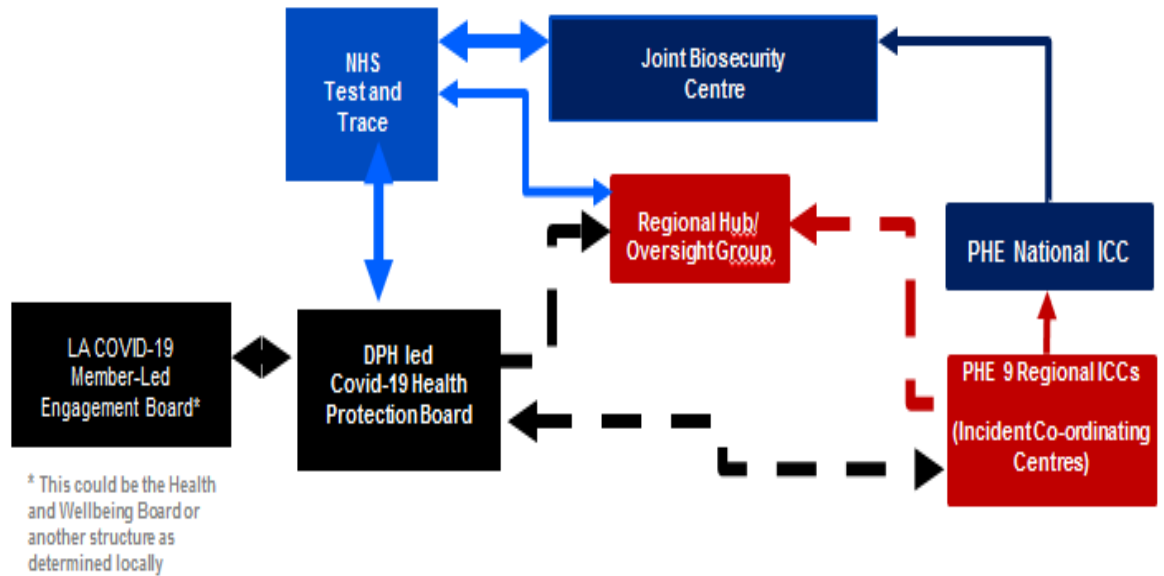
4.11.3 The aims of the Local Outbreak Plan are to protect the health and the population of Hertfordshire by:

- Prevention of the spread of Covid-19 and associated disease
- Early identification and proactive management of local outbreaks
- Co-ordination of capabilities across agencies and stakeholders
- Assuring the public and stakeholders that this is being effectively delivered

4.11.4 The Government has set seven key themes:

- Care Homes and Schools
- High Risk Places, Locations and Communities
- Local Testing Capacity
- Contact Tracing in Complex Settings
- Data Integration
- Vulnerable People
- Local Boards

4.11.5 The National Government specification for NHS Test and Trace and Local Outbreak response is shown below.



4.11.6 The NHS Test, Track and Trace and Local Outbreak Plans are different but have overlapping responses as can be seen from the table below and are reliant on each other.

NHS Test, Track and Trace	Local Outbreak Plans
<ul style="list-style-type: none"> National Programme run from National down to local 	<ul style="list-style-type: none"> Local Programme run by local areas with regional and national data
<ul style="list-style-type: none"> Tracks individuals and their contacts 	<ul style="list-style-type: none"> Addresses outbreaks in communities
<ul style="list-style-type: none"> Leads contact tracing for those testing positive via call centres 	<ul style="list-style-type: none"> contact tracing only for complex cases handed down from national/regional
<ul style="list-style-type: none"> Only works on individuals 	<ul style="list-style-type: none"> Works on situations, premises, localities and populations
<ul style="list-style-type: none"> System recently implemented and is still in early stages 	<ul style="list-style-type: none"> Eight years experience of managing outbreaks large and small. Protocols in place
<ul style="list-style-type: none"> Commissions national testing capability to test individuals at scale 	<ul style="list-style-type: none"> Deploys local testing capability to test and manage outbreaks
<ul style="list-style-type: none"> Outbreak plans need test and trace to work fully and share data 	<ul style="list-style-type: none"> Test and Trace should alert local areas when they identify potential or actual outbreaks from their contact tracing

4.12 Local Growth programmes

4.12.1 The Secretary of State for Housing, Communities and Local Government sent a letter to all Mayors and LEP Chairs advising that the Government is committed to working with each LEP to review their local growth fund programme to get a shared understanding of how delivery will be managed, and what support Council's may need from Government.

4.12.2 The Government is also exploring how acceleration of Departmental funds could be used to support the delivery of capital projects in order to stimulate the economy over the next 18 months. Local Authorities are being invited to come forward with ideas for accelerating existing Government funded capital projects, to generate new activity within 18 months, to help create jobs and raise overall demand in the economy.

4.12.3 In addition the government is willing to consider exceptional, additional shovel-ready capital projects which can be delivered within 18 months. Any new proposals must meet value for money standards agreed through local assurance frameworks and longer-running projects, these must deliver on two overarching objectives – driving up economic growth and jobs and supporting green recovery.

4.13 Stevenage Borough Council Recovery Plans

4.13.1 The Covid-19 crisis has had a significant impact across the town and the focus to date has been on the immediate coordinated response to support residents and local businesses during the lockdown period. Although this work will continue for some time, the Council's focus has turned to how it will aid recovery of the town and the Council taking into account the next two phases (whilst recognising that these may not be linear):

- Living with the virus in the population as lockdown is eased and where social distancing is maintained.
- Establishing a new normal for community and businesses.

4.13.2 Recovery will be a complex and long running process that will involve many agencies and participants from across the borough, it will be costly in terms of resources, and it will undoubtedly be subject to scrutiny from the community, the media and politicians alike. It is therefore, essential for the process to be based on well thought out and tested structures and procedures for it to work in an efficient and orderly manner.

4.13.3 Recovery from a major incident is defined as the process of rebuilding, restoring and rehabilitating the community following an emergency, but it is more than simply the replacement of what has been affected or destroyed and the rehabilitation of those affected. It is a complex social and developmental process rather than just a remedial process. The broad, interlinked categories of impact that individuals, communities and businesses will need to recover from include:

- Humanitarian (including health and housing)
- Economic and business recovery

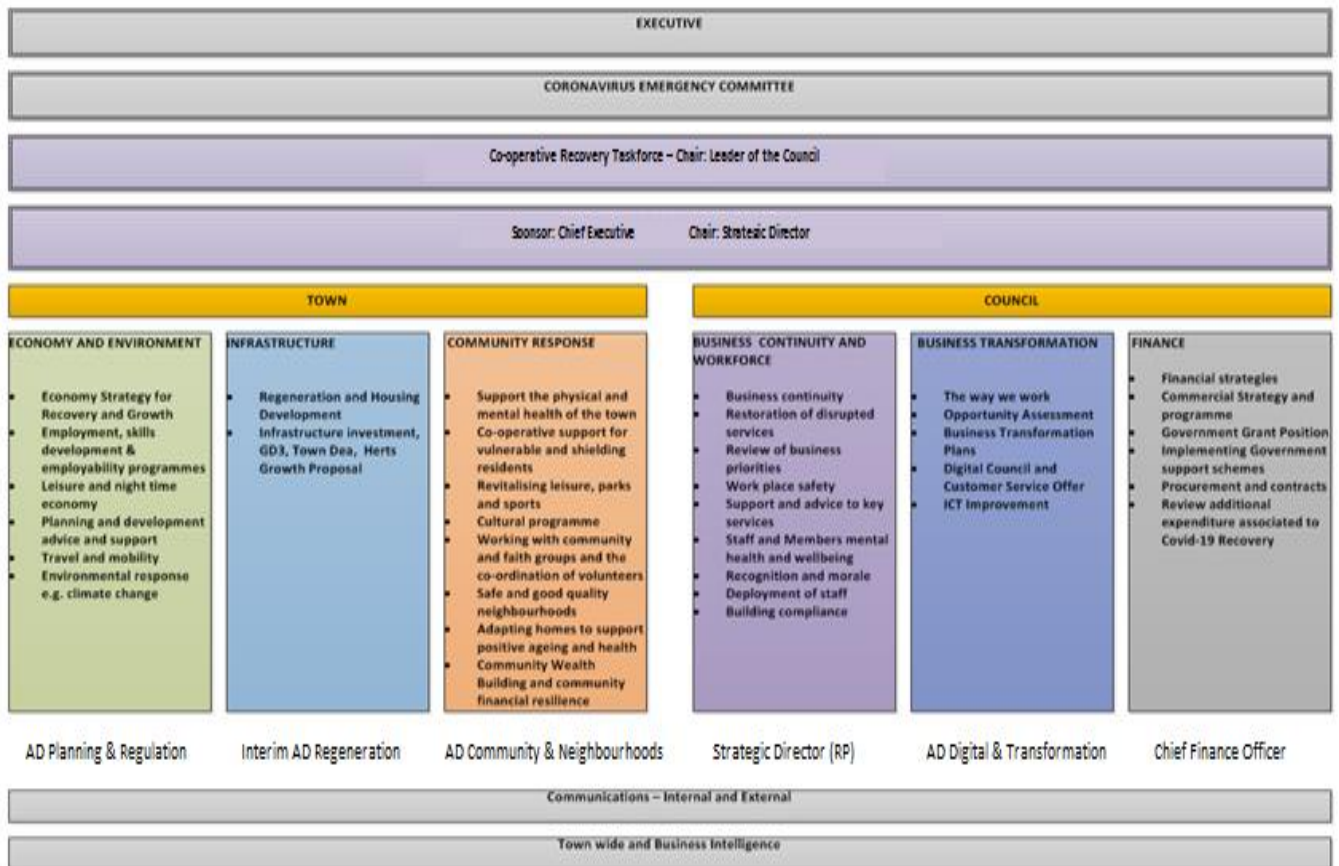
- Environment and infrastructure.

4.14 Recovery Governance and oversight of town's recovery

4.14.1 The impact of Covid-19 requires a comprehensive response beyond the remit of the Council alone. In the context of a partnership approach to the town's recovery, the Council has a key role to convene stakeholders and articulate a shared vision for the town.

4.14.2 Work over the last five years on the Co-operative Future Town and Future Council (FTFC) vision has enhanced the Council's network of partners. The FTFC vision provides a strong platform to build the town's recovery.

4.14.3 The diagram below outlines the governance and delivery structures that will facilitate the recovery within Stevenage.



4.14.4 During the emergency, the recovery co-ordinating and management structures shall compliment the Council's incident management structures and the Herts multi-agency response and recovery structures of the Herts Local Resilience Forum.

4.15 Stevenage Co-operative Recovery Taskforce

4.15.1 The following strategic aim has been developed to guide the Stevenage Co-operative Recovery Taskforce (SCRT):

To co-operatively restore the social, economic, environmental well-being of residents of Stevenage, and ensure that the whole borough recovers from the Covid-19 outbreak stronger, more resilient and with a renewed community purpose.

4.15.2 The town's and Council's recovery will be taken forward through adopting a co-operative partnership approach, through working with other public sector partners, with local business and commerce representative groups, faith groups, community and voluntary organisations and with academic institutions. Ultimately, the future prosperity and wellbeing of the town in the aftermath of Covid-19 will depend on the Council and its strategic partners continuing to take actions to keep people safe and working towards the Future Town, Future Council vision for the future.

4.15.3 The Council will engage with key partners through the 'Stevenage Together' forum for an initial recovery summit meeting later in July.

4.15.4 The taskforce will be chaired by the Leader of the Council. The SCRT will operate on a subsidiarity basis with regard to the partner agencies represented on the taskforce. The multi-agency approach is intended to add value and support, not undermine, the sovereignty of the individual agencies. The taskforce will not replace internal governance procedures of each partner and, as such, the group would only have the power to make recommendations. Consequently, any impacts on the Council would be subject to normal internal policy development and decision making through the Executive or Council.

4.15.5 However, it will be important that the partners in the SCRT collaborate to ensure coordination of effort, shared learning and exchange of best practice, management of interdependencies and overlaps, and maintaining the ability to present a coherent and monitored picture of progress and barriers to recovery across the whole of the borough.

4.15.6 The SCRT will develop recovery plans for the town working with residents, businesses and crucial public service partners and will likely focus on areas such as:

- Economic support and recovery
- Infrastructure projects including regeneration and new council homes
- Community wealth building, support for jobs and skills
- Climate change
- Safe spaces, safe places
- Supporting vulnerable people – including rough sleepers and those suffering from domestic abuse
- Revitalising health and increasing community cohesion and resilience

- Engagement and communication – to undertake appropriate engagement with residents, communities and businesses to inform thinking on the recovery response.

4.15.7 Draft terms of reference have been developed for the SCRT. Membership of the taskforce is still to be determined but will be selected to be representative of the breadth of interest and expertise across all sectors. The SCRT will remain in operation as long as there is a need for a recovery response to Covid-19.

4.16 Recovery Co-ordination Board

4.16.1 A Recovery Co-ordination Board (RCB) will support the Council and Executive with day to day management of recovery activities.

4.16.2 The following objectives have been developed to guide the work of the board:

- Provide strategic officer leadership to determine Stevenage’s recovery response
- Play a significant role in ensuring the co-ordinated delivery of the recovery response, both internally within the Council and externally through the Stevenage Recovery Taskforce and other relevant organisations across the town
- Oversee the development and delivery of Future Town and Future Council recovery priorities
- Ensure the Council’s financial resilience – both revenue and capital
- Shape the Council’s future transformation plans – including the sustainability of new ways of working developed during the response to Covid-19; how the Council may adapt to future Government measures and what this means for future service delivery and how the Council operates;
- Influence, inform and where relevant reflect Hertfordshire Recovery Coordinating Group, East of England, National and DCN recovery proposals within the Stevenage recovery plans; and
- Gather evidence and best practice to inform the response activities.

4.16.3 The work of the RCB will be sponsored by the Chief Executive and the board will be chaired by the Deputy Chief Executive. The membership of the board will also include the Recovery Workstream Lead Officers.

4.16.4 The draft terms of reference for the RCB can be seen at Appendix 3.

4.17 Recovery Workstreams

4.17.1 The SCRT and RCB will be supported initially by six Recovery Workstream Cells:

Town Recovery Workstreams	<ul style="list-style-type: none"> • Economy and Environment • Infrastructure • Community Response
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**Council Recovery
Workstreams**

- **Business Continuity and Workforce**
- **Business Transformation**
- **Financial Security**

4.17.2 Workstream lead officers will coordinate, collate and collaborate regarding the purpose, role, aim and objectives of the Workstream Cells. Workstream leads will be required to submit regular status reports including decisions taken prior to RCB meetings.

4.17.3 The cells will be supported as necessary by appropriate teams, including Communications, Legal, Risk and Resilience, Finance and Constitutional Services (and others as required) and lead Members where appropriate.

4.17.4 Where possible the Council will look to utilise existing partnership and delivery groups to deliver the identified workstream deliverables and outcomes. There may be a need to establish task and finish groups under each Workstream Cell. These will need co-ordination to avoid scope creep and duplication.

4.18 Recovery Plans

4.18.1 The aim of the emerging Town and Council Recovery Plans (as seen in Appendix 4 and Appendix 5) is to provide a formal and integrated structure for recovery following the Covid-19 pandemic within Stevenage.

4.18.2 The objectives of the recovery plans are to:

- meet the statutory requirements of the Civil Contingencies Act 2004 placed upon the Council and all category 1 and 2 partners;
- implement and manage an effective multi-agency recovery process;
- ensure a co-ordinated recovery process;
- identify representation, partners and stakeholders to assist in the delivery of the recovery process;
- ensure effective partnership working between the relevant organisations and agencies;
- address the short, medium and long term requirements of those affected.

4.18.3 During the initial stages of recovery, the Council's Strategic Leadership Team has acted as a shadow Recovery Co-ordination Board and has developed the recovery structures and the appended recovery plans.

4.18.4 The backbone of the recovery plan is the Council's existing Future Town, Future Council programme which is already being taken forward in partnership with other partner organisations. Some of the actions that the Council will take in conjunction with its strategic partners will be short term to support social distancing. Others such as regenerating the town centre and building new council homes will be longer term programmes. Together these actions will form part of the town's recovery.

4.18.5 Each theme within the recovery plan includes key actions which the Council and its partners will take to make progress. In shaping the recovery plans the Strategic Leadership Team has taken into account the fact that Covid-19 has

been suppressed but it has not disappeared and remains a major threat to individuals and the local economy.

4.18.6 The recovery plans are intended to be living documents, which will continue to evolve. Therefore the actions captured in the plan are not exhaustive and will change dependent upon the challenges and opportunities that arise.

4.18.7 It is recommended that the Executive approve the draft town and Council recovery plans and acknowledge these will be further developed during the recovery phase.

4.19 Town Recovery

4.19.1 The recovery plan for the town is currently set around four over-arching themes:

1. Supporting businesses and the local economy
2. Supporting local people and maintaining strong communities
3. Supporting the mental and physical health of the town
4. Travel and mobility

4.20 Theme 1: Supporting businesses, the local economy and infrastructure development

4.20.1 Supporting Objectives

- **A thriving and sustainable town; supporting a diverse economy that creates jobs and opportunities**
- **Engaging the business community to support economic resilience**
- **Promoting and delivering residential and commercial development**
- **Reskilling and upskilling Stevenage residents to be able to compete in the changed local economy**
- **A liveable and low carbon town; a destination of choice to live, visit and work**

4.20.2 Nationally, the Government announcements at the March Budget and subsequently, have resulted in a total support package of around £50 billion, more than 2% of GDP. This is a larger package than the Government deployed in the 2008/09 financial crisis. Despite this level of support, the Office for Budget Responsibility predicts an unprecedented national economic contraction of up to 35% during the current financial quarter, leaving an additional 2 million people unemployed. The National Institute of Economic and Social Research has estimated the total economic effects could be as high as £800 billion nationally over the next ten years.

4.20.3 National economic policy interventions will clearly continue to evolve in the coming weeks and months. Further action at a national level will certainly be needed, supported by fiscal boosts and possibly further monetary actions

4.20.4 Evidence suggests that those in deprived areas and in low skilled, low wage or unstable work have been disproportionately affected by the Covid-19 outbreak. Barriers to employability, low social inclusion and the quality of jobs have been identified as issues that need to be tackled to deliver an inclusive

economy. Covid-19 and the resulting recession will adversely impact these, already deep seated challenges.

- 4.20.5 The response to these issues will need to alter over time, from the recent focus on providing grants and business rates relief, to the current phase of supporting businesses to re-open in a safe way and be Covid-19 Secure, and then over the medium term, to consider how the local economy can adapt and create an inclusive economy where the benefits are to be shared by all.
- 4.20.6 Moving forward the Council's objective will be to support the local economy whilst trying to protect residents and visitors from Covid-19 and to avoid a second peak nationally or locally. Within Stevenage the focus will be on the development of a dynamic and responsive Stevenage Economic Recovery Plan.
- 4.20.7 A new Stevenage Industrial/Economic Development Recovery Strategy will be developed that sets out the priorities and steps to be taken during the recovery phase. Existing relationships with businesses and organisations such as the Herts Local Enterprise Partnership, Chamber of Commerce, Wenta and North Herts College will be critical in helping the Council to understand the issues in supporting businesses through the phases of recovery.
- 4.20.8 The Council and its partners will look to stimulate economic recovery through maximising growth. Delivering against the Council's FTFC Regeneration and Housing Development programme objectives will help aid the town's longer term recovery. Both programmes will not only be necessary to provide the homes and jobs that are needed but also the recovery of the construction sector which will provide important employment and training opportunities.
- 4.20.9 The planned regeneration of Stevenage Town Centre is one of the biggest development opportunities in the East of England. The Council will continue to work with its construction and delivery partners to deliver a range of regeneration schemes including the likes of the SG1 £350m regeneration scheme, the North Queensway £50m mixed use development and the construction of a new bus interchange etc.
- 4.20.10 Stevenage is well positioned to attract further infrastructure investment over and above the Growth Deal funding already secured. The Council will continue to contribute to the development of a Hertfordshire Growth Prospectus and a countywide Economic Recovery Strategy that will potentially help unlock additional Government resources to stimulate growth across the county and within Stevenage.
- 4.20.11 Work is continuing to progress, through the recently created Stevenage Development Board, on developing a Town Investment Plan for Stevenage – as part of the Government's Towns Fund Programme. Through this programme the Council, working alongside local partners, has an opportunity to secure up to £25m to support growth in the town.
- 4.20.12 Following the ending of the Government's Job Retention Scheme in November there is a risk that many Stevenage residents will become unemployed and those who work in retail and hospitality are at particular risk. Moving forward there will need to be an agile and flexible skills offer to retrain those local residents, working with employers where there are job

opportunities. Reskilling Stevenage residents to be able to compete in the changing economy will be a fundamental element of the recovery work. The Stevenage Works Board will continue to create employability and training programmes that will enable local residents to access and receive the right training to secure future job opportunities within the town and across Hertfordshire. This will include the creation of a new CITB Hub and a new Skills Strategy.

4.20.13 Through the FTFC Housing Development Programme the Council will progress the development of 240 new affordable homes and seek planning permission for an additional 300 homes during 2020/21. The Council will also set up a new Wholly Owned Housing Company to further deliver housing growth within the town.

4.21.14 The Covid-19 lockdown period has undoubtedly led to an unprecedented reduction in CO2 emissions and a huge improvement in air quality. The challenge for the recovery phase is how to urgently restart the local economy to protect the income and livelihoods of people whilst striving to capitalise on some of the positive environmental benefits enjoyed during the Covid-19 lockdown period and enable positive behavioural change that endures for the long term. The Council will take learning from this period about what elements can be sustained and could be incorporated in a new Climate Change Strategy and action plan. Implementation of the Council's Biodiversity Strategy will continue during the recovery period.

4.20.14 Key Actions

The Council will:

- **Develop and submit a Town Investment Plan**
- **Secure planning permission for the SG1 Regeneration Scheme and commence the first phase during 2020/21**
- **Complete the North Queensway Development Scheme with Reef,**
- **Complete the Town Square and North Block regeneration projects**
- **Progress development plans for other Opportunity Areas e.g. Marshgate**
- **Deliver new affordable and social homes through the Council's Housing Development Programme**
- **Set up a new Wholly Owned Housing Company to deliver additional homes for the town**
- **Develop a new Stevenage Industrial/Economic Development Strategy and action plan for the Old Town High Street**
- **Engage with business, representative groups and relevant public authorities and monitor relevant economic data and emerging national and local analysis, to understand the challenges facing businesses and the wider economic impact of Covid-19.**
- **Work in partnership to develop appropriate solutions to the challenges identified, including working with partners on issues including skills and pathways to work.**
- **Deliver the Stevenage Works and CITB initiatives.**
- **Develop a new Climate Change Strategy and action plan**
- **Implement its Biodiversity Strategy**

4.21 Theme 2: Supporting local people and maintaining strong communities

4.21.1 Supporting Objectives

- **A progressive and equitable town: making a positive contribution by unlocking the potential of our communities**
- **Building community resilience and relationships, including the delivery of a joint, holistic response to poverty, homelessness, shielding, domestic abuse and other social factors**
- **Increased independence in our communities and enabling residents and community groups to do more for themselves**
- **Continue to co-operatively support the local Voluntary, Community and Social Enterprise (VCSE) sector during the crisis and recovery phase**
- **Safe and good quality neighbourhoods;**
- **Adapting the public realm and market spaces to support visitors, retailers and traders**
- **Build upon our strong track record of social value through prioritising training and education opportunities for Stevenage residents**
- **Implement area based working to bring Council and community services close to the people they serve**

4.21.2 A core focus of the recovery plan will be how the Council and its partners will support the most vulnerable in the community through the Covid-19 outbreak and through the resulting recession.

4.21.3 Emerging analysis of the health and economic impact of Covid-19 suggests that socio-economic, health and other inequalities are being exacerbated. The pandemic has left many households being reliant on welfare benefits and also upon the likes of local food banks.

4.21.4 Those at greater risk include both residents on the NHS shielded list and those with wider risk factors – in terms of poverty and poor economic outcomes, those with social risk factors, those with a wider set of medical issues, and those with a combination of these factors. This includes factors such as social isolation, domestic abuse, benefit claimants, those in insecure, low paid work, those aged over 70, and those with life threatening conditions.

4.21.5 Although there will continue to be structural drivers of inequality that need to be addressed at a national level, the Council will be focused on developing local resilience to future economic shocks. This will require a strategic and collaborative approach involving key partners across all sectors. There is likely to be a long term need to develop and maintain holistic support for vulnerable residents who face particular disadvantage. Moving forward this will need to be a key focus area for the SCRT as a multi-agency approach will be needed to ensure timely advice and support is offered to vulnerable households. Further detailed planning work will need to be undertaken to ensure the Council moves effectively from the response phase into recovery.

4.21.6 Throughout the pandemic there have been emerging trends in equality impacts for minority and vulnerable groups. These trends have led to disproportionate and often disadvantageous outcomes for some groups of people, directly related to their health but also related to broader social determinants of equality such as access to information and economic stability.

- 4.21.7 The Council will establish a new task and finish Equalities Commission so that all concerned can better understand the equality impacts arising from Covid-19 and how adverse impacts can be minimised. Additionally the Commission will help ensure that equality impacts are used to inform the town's recovery planning; the work will be connected to the economic workstream of the recovery given the importance of the economic dimensions of inequality across the town.
- 4.21.8 The Council's attempts to reach those who might require support are already comprehensive through the establishment of the Stevenage Helps Initiative, No More Service and Stevenage Against Domestic Abuse Service. Moving forward the Council will need to give consideration on which elements of Stevenage Helps service will continue to be needed and what additional advice and support will need to be put in place to support vulnerable residents during the recovery phase.
- 4.21.9 As previously set out in this report, the Council has responded well to increased demand for emergency accommodation following a directive from the Government that all rough sleepers should be accommodated during the Covid-19 outbreak period. The provision of emergency accommodation is not a satisfactory solution in its own right as many rough sleepers have complex support needs that need to be addressed.
- 4.21.10 Working with partners such as Hertfordshire County Council and the Stevenage Haven the Council will put in place the right pathways so vulnerable individuals are provided with suitable accommodation and receive the right short term wrap around support such as drugs and alcohol treatment, medication, physical and mental health support etc. Such an approach will look at access to training and skills opportunities and measures that will help move people closer to the labour market and into employment. As part of the Council's response it will also look at using existing and new affordable homes to move clients effectively on which will allow hostels and specialist accommodation to be freed up to create capacity to support other vulnerable clients.
- 4.21.11 The Council is also appraising the option of introducing a Housing First Model and developing a business case for a new homeless hostel and the outcome of this review is being reported to July Executive.
- 4.21.12 Through the Council's Local Community Budget Scheme, Members will look to support community projects and outcomes across the town that will support and create opportunities for residents through the recovery phase. It will work with community associations to ensure they remain viable and are able to open community centres when it is safe to do so. The Council will also explore the potential of setting up an Inward Investment Partnership to attract funding and grants that support the delivery of key community outcomes.
- 4.21.13 The Council will work co-operatively with key partners across all sectors through existing and new networks including the SoSafe - Community Safety Partnership, Healthy Stevenage Partnership and Social Inclusion Partnership to help residents to receive the right advice and support and ensure Stevenage continues to remain a safe place to live.
- 4.21.14 The role of neighbours and local community support has become vital both in terms of providing support to the vulnerable and as a way to engage

residents in their community and make them feel safe and connected. The number of volunteers across Hertfordshire and Stevenage to support the most vulnerable has been a highlight of the response phase. The Council will look to harness this social capital through its community enabling role, the FTFC Co-operative Neighbourhoods Programme and its Engagement Framework and Programme. Officers will work with residents to understand the level of support needed from the Council without imposing unnecessary process and allowing communities to define their own local priorities and responses to local challenges.

- 4.21.15 The Council will implement a new Area Based Working model during 2020/21; including the establishment of 6 Cooperative Neighbourhood areas. Neighbourhood teams will form the basis of the Council's strategic approach to delivering localised, responsive, coordinated and collaborative services; working with partners; and engaging with the different communities of Stevenage.
- 4.21.16 The Council will continue to work with and support the Voluntary, Community and Social Enterprise sector. During the response phase, the support has included funding, advice and practical information for organisations and groups, communications and meetings. Going forward the Council will support the local VCSE sector to adapt and develop in order to be resilient and emerge effectively from the current crisis. This will include the rejuvenation of the Social Inclusion Partnership.
- 4.21.17 As the town emerges from the Covid-19 crisis, it is more important than ever that the Council builds upon its strong track record of social value. The Council is committed to move forward its community wealth building programme, having continued to invest in some of the essential infrastructure. Prioritising Stevenage residents for job, training and education opportunities through the Council and partners' supply chains will be more important than ever, as will be supporting our voluntary, community and social enterprise (VCSE) sector and local business base.
- 4.21.18 As part of the Council's community wealth building approach, work will continue with other anchor institutions and businesses in the town to share best practice and promote local employment and spend. Building on the good will and contributions that many have made during this period, the Council will continue this work at pace. This will include the launch of an Economy Charter. Underpinned by an action plan, the Charter will enable communities and stakeholders to pledge their support. As part of its community wealth building commitments the Council will: look to support the creation of social economy incubators that will create new training opportunities and level entry jobs for vulnerable adults; pilot a Community Balance Sheet in partnership with its Co-operative Neighbourhoods Programme; and introduce a new 'buy local' procurement strategy. A series of business cases will be required to demonstrate how projects will be delivered, to identify the estimated costs and the anticipated benefits to the community and local businesses.
- 4.21.19 Leisure, art, culture, and heritage are central to the Council's vision for the future. These sectors create jobs and are fundamental to the wellbeing of residents, to the town's attractiveness to invest or visit. The sector has been

significantly impacted by Covid-19 with the closure of businesses, charities and organisations during the lockdown and the cancellation of events.

4.21.20 These sectors will be integral to the recovery of the town, not only for its economic impact but as the opportunity to enjoy the cultural and community life of Stevenage.

4.21.21 The Council will review its Stevenage Re-imagined Strategy action plan in response to the pandemic. Officers and Members will also continue to engage with partners to understand the challenges they are facing and seek solutions together, including working with national sports, arts and culture organisations as required. It is likely that it will be some time before major events can restart, but, by working with partners across the sector to adapt to the social distancing requirements, the Council's aim is to ensure leisure, arts and culture to be available to all, safely, as soon as possible. At the appropriate time the Council will plan to deliver council run events, including events to celebrate the hard work of the town during the Covid-19 crisis. To immediately support this work the Council has extended the contract of the current Cultural Development Officer.

4.21.22 The Culture Committee of the Stevenage Development Board will be developing a series of options that will be considered as part of the Town Deal proposition to the Government.

4.21.23 Key Actions

The Council will:

- **Set up a task and finish Equalities Commission to assess the equality impacts of Covid-19 and to ensure that this influences the town's recovery plans**
- **Provide support to vulnerable residents through Stevenage Helps and its Housing, Stevenage Against Domestic Abuse and No More Services**
- **Implement the Homelessness and Rough Sleeper Strategy and Action Plan including the appraisal of a 'Housing First' Model and develop a business case for a new homelessness hostel within Stevenage**
- **Develop a Housing Older Persons Strategy in conjunction with Hertfordshire County Council**
- **Work with partners to ensure appropriate housing and support pathways are put in place for rough sleepers**
- **Maintain and improve the quality of its housing stock through its Major Works Programme e.g. Major Repairs Flat Block Contract, Decent Homes, Sprinkler and lift refurbishment etc**
- **Support local community groups and projects through Member's Local Community Budget Scheme, community development services and the use of Council premises**
- **Explore the option of setting up an Inward Investment Partnership to help attract inward investment for Stevenage based Community, Voluntary and Social Enterprise organisations and the Council**
- **Award a new Advice Services Contract to ensure residents can access good quality and timely advice during the recovery phase**
- **Continue to support key partnerships including SoSafe, Healthy Stevenage and the Social Inclusion Partnership to deliver positive socio economic, environmental and health related outcomes.**

- **Work in partnership with the Police and other agencies to deliver the Community Safety Strategy and action plan**
- **Implement a new Area Based Working Model during 2020/21 that will deliver more localised and responsive services**
- **Develop and implement a Community Wealth Building Strategy and programme to help address the financial inequalities that exist across the town; including the launch of a new Inclusive Economy Charter, 'Buy Local' Procurement Strategy and the development of new employability gateways and social economy incubators**
- **Support the delivery of the town's Cultural 'Stevenage Re-imagined' Strategy including the delivery of new arts heritage installations, creative use scheme pilots and facilitate arts and wellbeing activities**
- **Look to incorporate culture led regeneration projects as part of the Town Deal Proposition to Government**
- **Deliver a programme of events to support town-wide recovery.**

4.22 Theme 3: Supporting the mental and physical health of the town

4.22.1 Supporting Objectives

- **Revitalising health in the community and reduce health inequalities within the town**
- **Help protect Stevenage communities and visitors against the health and wider consequences of Covid-19 as far as possible**
- **Close working with health partners to align recovery plans**
- **Support NHS Partners to cope with the Covid-19 Pandemic**

4.22.2 The economic impacts of Covid-19 will affect the poorest families hardest, and the clear link between poverty and health conditions means the virus will also medically affect the poorest disproportionately. Also those who rely on care and those with serious medical conditions have been particularly affected.

4.22.3 Health and Local Authority leaders will need to work together to identify ways in which to improve population health, reduce health inequalities, and overcome system challenges through collaborative working. The Council will encourage key health partners including Hertfordshire County Council and the local Clinical Commission Group to seize the opportunities of change already being made through the response phase such as integrated discharge planning work, new and improved digital services for patients, an improved integrated care model, social care provider health checks

4.22.4 The Healthy Stevenage Partnership (HSP) will play an active role in aligning the efforts of partners to address shared priorities for health and wellbeing. It will ensure that the partnership maximise resources, skills, knowledge and evidence. It will deliver or commission local projects based on evidence such as the Youth Hub and the Diabetes Prevention Initiative to help improve the health and wellbeing of local residents. The HSP will review the priorities within the Healthy Stevenage Strategy in light of the pandemic and will deliver the associated priority actions.

4.22.5 Key Actions

The Council will

- Review and update the Healthy Stevenage Strategy and action plan to take into account Covid-19 recovery
- Launch the Diabetes Prevention and Youth Hub initiatives
- Support Hertfordshire Track and Trace arrangements and Local Outbreak Plans
- Maintain ICB Meetings and resume the Locality Board to ensure strong links with health partners
- Support the development and delivery of the Herts Integrated Care Model
- Help implement health interventions emerging as part of the recovery efforts

4.22.6 The Council will be looking to recruit a new Programme Manager to support programme and project delivery under this theme.

4.23 Theme 4: Travel and mobility

4.23.1 Supporting Objectives

- **A safe and connected town; and connectivity to drive growth**

4.23.2 The Council has a critical role in helping to enable safe movement during the recovery phase. The Council is working with the Police, local businesses and other partners to implement physical social distancing measures and signage within the town centre. The Council will use its licensing powers to support businesses, especially those in the hospitality sector to use outside space where practical, whilst also ensuring that disabled people can move around the town safely.

4.23.3 The Covid-19 recovery period will present a major opportunity to support continuing modal shift within the town to cycling and walking (active travel) and public transport. The Council has already put in place a range of measures to promote and support sustainable, active travel including walking and cycling. The Council through its Future Town, Future Transport Strategy will continue to promote the benefits and opportunities of sustainable travel throughout the recovery period. This includes looking for Stevenage to be designated as a Sustainable Transport Town. Officers are also appraising options for the introduction of a new cycle hire scheme.

4.23.4 The Council will also be developing a new version of its Workforce Travel Plan to support its own staff to choose and use sustainable forms of transport.

4.23.5 Whilst the Council will continue to encourage individuals to use sustainable forms of transport, the Council will ensure visitors and those who work in the town have access to Council operated car parks, particularly whilst the social distancing rules still comply.

4.23.6 Key Actions

The Council will:

- **Re-instate its car parks**
- **Implement social distancing measures to enable the safe movement of visitors to the town centre**
- **Deliver the Future Town, Future Transport Strategy and action plan**
- **Secure improvements to the town's cycle network from New Neighbourhoods and HCC**
- **Bid for resources from HCC and the Government to fund a new Cycle Hire Scheme in the town**
- **Introduce bus priority measures and continue to deliver the Council's Electric Car Scheme**
- **Secure the designation of Stevenage as a Sustainable Transport Town**
- **Develop a new Parking Strategy and update Parking SPDs**

4.24 Council Recovery Plan

4.24.1 The recovery plan for the Council is focused around the following five themes:

1. Ensuring staff and Member welfare
2. Operational services
3. Development and delivery of Future Town, Future Council corporate priorities
4. Transformation and lessons learnt
5. Financial security of the Council

4.24.2 For each theme a range of priorities programme, projects and deliverables have been captured.

4.25 Theme 1: Ensuring staff and Members welfare

4.25.1 Supporting Objectives

- **Proactively protect and improve the welfare and health of staff and Members**
- **Achieve Secure Covid-19 status**

4.25.2 Covid-19 has forced the Council to change how it operates and how it delivered services to residents. Whilst some of this change has been hard, the organisation now has the capability to work and deliver differently – to become a more modern and flexible organisation with the potential to change its culture and improve staff wellbeing. Covid-19 is likely to lead to a paradigm shift in how office based teams operate. It is vital that the Council grasps these opportunities in the best interests of staff and members and unlocks the potential efficiencies they can create.

- 4.25.3 Following the Prime Minister's lockdown announcements on 23rd March 2020 all staff except those in essential services have been asked and supported to work from home
- 4.25.4 Services will continue to take account of the guidance received from the Government. Service assessments have identified the services which would result in severe failure or interruption if unable to be undertaken. This could include breach of statutory duties, laws and regulations, risk to safety, welfare and life; wellbeing of the local population; and key support services that are essential to the delivery of frontline critical services to residents, businesses and the community. Ongoing assessments will be used to inform which services need to retain a minimal on-site presence in the delivery or support of critical services during the recovery phase.
- 4.25.5 Changes have been implemented and will continue to be made to the internal layout of the Council's offices alongside a number of other safety measures that support social distancing as more staff return to the office when it is appropriate to do so
- 4.25.6 The Council will continue to make available to staff the Employee Assistance Programme 24/7 together with our Occupational Health Service. Local interventions such as virtual coffee breaks, video meetings and intranet blog posts will continue to support staff whilst working remotely. The Council will also continue to instigate virtual training on Mindfulness and Resilience.
- 4.25.7 Officers will continue to provide support and provide ICT tools and systems to enable Members to fulfil their roles as community leaders throughout the recovery period and beyond.
- 4.25.8 The Council will develop a new Workforce strategy and supporting work programme to ensure that its workforce and workplace are developed and engaged to deliver our services now and in the future. The strategy will focus on ways of working, workforce communication, workforce inclusion and workforce development.

4.25.9 Key Actions

The Council will

- **Deliver its Employer of Choice FTFC Programme**
- **Develop a new Workforce Strategy and Action Plan as part of the Council's recovery response**
- **Work towards securing Wellbeing charter accreditation**
- **Continue to offer mental health and resilience support to staff**

4.26 Theme 2: Operational Services

4.26.1 Supporting Objectives

- **The continuity of essential services**
- **Promote a return to normality and the restoration of disrupted services at the earliest opportunity**
- **Ensure that all business continuity plans are operational and are ready to support the wider response and recovery plans of the Council**

4.26.2 A robust business continuity response will still be needed through the recovery phase to ensure the Council continues to provide essential key frontline services and also to respond to any future Government measures. To ensure this to happen the Strategic Director (RP) will continue to co-ordinate the Council's incident management efforts and will act as a Workstream Officer with responsibility for the Staff and Member Welfare, Operational Services and FTFC corporate priorities themes.

4.26.3 All services will continue to maintain their business continuity plans and will undertake risk/issue impact assessments during the recovery phase. These will include clear expectations about which services can be maintained, which need to change, and which services cannot be delivered. This process will allow services that operate to request additional support; whether staffing, Personal Protective Equipment, ICT or guidance on decision making that are then referred to Human Resources, ICT and other support services for assessment, prioritisation and action.

4.26.4 Weekly Business Continuity meetings will be held to review the plans and co-ordinate effort across services and to ensure a quick response to any future Government requirements, restrictions or a second peak in Covid-19 infections. Under this theme officers will also review and assess the impact of the pandemic and recovery on building compliance, key contracts, service plans and FTFC priority programmes.

4.26.5 Key Actions

The Council will:

- **Develop a performance suite to reflect revised programmes of activity and the recovery**
- **Review and update its business continuity plans to ensure risks are mitigated**
- **Develop an operational plan for Phase 2 of Covid-19, building management, assessment and plans to restore or revise services; including preparing for pent up or deferred demand planning & operations**
- **Suite for 2020/2021 to reflect revised programme of activity**

4.27 Theme 3: Development and delivery of Future Town, Future Council corporate priorities

4.27.1 Supporting Objectives

- **Prioritise and deliver an agreed set of Future Town, Future Council priority programmes and projects during 2020/21**
- **Development of a new corporate plan in response to the challenges Stevenage and the Council faces**

4.27.2 Reviewing the Council's overarching corporate plan will be a crucial part of the forward planning work. The corporate plan, Stevenage Local Plan and Healthy Stevenage and Future Town, Future Transport Strategy and other key policy and strategy documents will play a key role in shaping the future of Stevenage over the coming years as the Council responds to the challenges of recovering from the impacts of the pandemic.

4.27.3 This work will be undertaken in a way which involves stakeholders, including residents, businesses and the voluntary and community and social enterprise sector.

4.27.4 The Executive and the Future Town, Future Council Board will continue to oversee and monitor the delivery of the Council's key strategic programmes

4.27.4 Key Actions

The Council will:

- **Deliver the Future Town, Future Council priority programmes and projects for 2020/21**
- **Deliver a new Corporate Plan 2021-2026 that sets out the medium to longer term vision for the town and council.**

4.28 Theme 4: Transformation and Lessons Learnt

4.28.1 Supporting Objectives

- **Deliver a business case for a financially sustainable Council model, which delivers excellent, modern and efficient services for residents drawing on lessons from the Covid-19 emergency and SBC's response to it.**
- **Continuing to modernise working practices through adopting new ways of working and introduction of new business tools**
- **Deliver priority digital projects to enable an enhanced online offer and self-service, and to meet MTFS savings requirements**
- **Deliver the ICT Strategy including the deployment and adoption of Microsoft Office 365 to help modernise working practices and deliver service efficiencies**
- **Enable agile and effective decision making and bringing the learning into the development of our accountability framework**
- **Review and align partnerships to help deliver the Council's recovery plan**

- 4.28.2 In response to the Covid-19 outbreak the Council has significantly altered the way it operates and how it delivers services to its customers. Through fast tracking ICT system improvements, the majority of the Council's workforce now has the capability to work and deliver services differently.
- 4.28.3 There is the opportunity to build upon these positive service delivery changes in order to further modernise and change the culture of the organisation. This includes staff retaining the ability to work in a way that benefits customers and which better suits their personal circumstances and for managers to increase productivity through developing an empowered workforce which is trusted to deliver rather than just on whether someone is present in the office or not.
- 4.28.4 As well as benefits to staff and customers, increased flexibility and home working has the potential to create efficiencies and generate opportunities in terms of utilising space within the future Public Sector Hub, which will include co-location with other partners from the public and community sectors and the potential creation of space for a new museum and businesses.
- 4.28.5 There is the opportunity also to undertake further technological and service changes that will enable residents to transact and interact with the Council in different ways. Through the Future Town, Future Council programme and the Covid-19 lockdown period the Council has demonstrated the ability to deliver change at pace and it is important that the Council looks to continue this momentum. Through necessity, the Council has adapted services through the use of new and existing technology and supporting customers to use online service channels and therefore move away from face to face services. Whilst it is important to guard against digital exclusion, there is an opportunity to embed the learning from the Council's Covid-19 response to transform how services could be delivered in the future.
- 4.28.6 Building on the changes already made, the Council will look to refocus and accelerate its transformation programme in order to improve user experiences and create service efficiencies. In doing so, the Council will look to further exploit new and existing technology to deliver more accessible services and involve service users as it does so.
- 4.28.7 Adopting a new approach to customer service will help ensure that the Council can target its resources to support vulnerable people and communities through the recovery period and deliver services through its new Area Based Working Model.

4.28.8 Key Actions

The Council will:

- **Deliver the FTFC 'Connected to our Customer Programme projects to boost customer self-service and identify and implement accelerator process projects that unlock efficiencies.**
- **Complete an Opportunity Assessment that will take an organisation wide review of service delivery and help inform the business case for a new transformation plan.**
- **Deliver and build upon the current ICT Strategy that will help enable organisational and service transformation – unlocking efficiency savings and providing a better experience for staff and customers through technological and digital innovation.**
- **Develop new ways of working plan that will increase workforce productivity, improve service user experience and allow staff to work more flexibly.**
- **Review the decisions that have been taken as part of the crisis response to stop, start or amend service delivery – and the experience of working in different ways – to consider lessons learnt during the lockdown period and apply them to service areas over the longer term.**
- **Review the Council's Constitution and Officer Scheme of Delegation to ensure effective and timely decisions are taken.**
- **Implement virtual and paperless committees.**

4.29 Theme 5: Financial Security

4.29.1 Supporting Objectives

- **Ensure the financial security of the Council**
- **Work with key partners to continue to lobby Government not only for support to address the financial challenges faced by the Council but also to recognise that we can play an effective leadership role in the economic recovery of Stevenage and Hertfordshire**
- **Development of a Commercialisation Strategy and associated business cases**

4.29.2 The pandemic has had a significant impact on the Council's budget during the 2020/21 financial year and over the medium term. The impact of increased costs and reduced income has been felt across the Local Government Sector and although the Government has provided £928K to the Council, it is far from enough to offset the funding gap that has arisen.

4.29.3 Also looking beyond the immediate impacts of Covid-19, the financial environment for Local Government remains challenging for the foreseeable future. Although there is a significant degree of uncertainty at this stage the Council does expect that Covid-19 and the resulting recession will have a further impact on collection rates for council tax, business rates, commercial income and rents from council-housing. These factors will contribute to the level of financial impact over the medium-term.

- 4.29.4 The underlying assumptions which formed the basis of the Council's Medium Term Financial Strategy have had to be amended to reflect the impact of Covid-19. The Executive considered the Council's General Fund financial position and the impact of Covid-19 on the level of projected balances on 10th June. Executive approval has been given for a range of mitigating actions that may need to be implemented to avoid the risk of bringing forward a S114 Notice. This included the development over the summer of a priority list of services as a further precautionary measure, if losses and the impact of Covid-19 is financially greater than modelled.
- 4.29.5 The Council, in conjunction with the District Council Network and the Local Government Association, will continue to lobby the Government so the Council is fully compensated for the financial impacts of Covid-19.

4.29.6 Key Actions

The Council will:

- **Monitor Covid-19/recession related income loss and expenditure and regularly update the Strategic Leadership Team and Executive.**
- **Lobby the Government to ensure the Council is further compensated for the financial impacts of Covid-19 and to influence future Government Spending Reviews.**
- **Undertake regular MTFs reviews to understand the short to medium implications for savings requirements and the use of reserves.**
- **Implement the mitigation actions agreed by the Executive on 10th June 2020; including the prioritisation of services as a precautionary measure.**
- **Develop a new Commercialisation and Insourcing Strategy to identify new commercial opportunities and to increase existing income streams.**
- **Identify welfare and economic impacts**
- **Review the Council's capital programme and complete the area based locality reviews to ensure capital schemes and the Council's asset portfolio are affordable in the new financial landscape**

4.30 Monitoring the progress of recovery – key data and indicators

- 4.30.1 The use of appropriate data will be critical in identifying the key issues resulting from Covid-19, developing the right policy response and measuring the success of recovery.
- 4.30.2 In order to monitor progress the Council will develop with its partners a dashboard of measures to identify the impact of Covid-19 on the economy, people and communities. Through the SCRT and RCB outcome indicators will be created to show the knock on impact of Covid-19 and the Stevenage recovery effort. These will be monitored frequently and will be reported alongside a quarterly recovery progress update to the Executive.

4.31 Communication and engagement with residents, businesses and community groups

4.31.1 As the Council and its partners move towards recovery, it will be important to consult and engage with a broad range of partners, residents and businesses to ensure that the Council's plans are comprehensive and that the town feels connected to the recovery.

4.31.2 The Council will produce a recovery communications plan and will use a variety of communications, marketing and media channels to consult and engage with stakeholders, including for example:

- Social media surveys with residents
- Use of infographics to visual show the impacts of our programmes
- Resident consultations
- The Chronicle publication
- Ward Members to gather local views
- Clinics held through Zoom or Skype where questions can also be submitted in advance
- The create of local Focus groups to discuss local initiatives
- Video updates, messages or by Members with partner organisations to showcase recovery changes in Stevenage
- Online engagement tools.

5 IMPLICATIONS

5.1 Financial Implications

5.1.1 Officers have been assessing the financial impact of Covid-19 on the Council's finances. The impact of the pandemic on Local Authorities across the Country is difficult to gauge due to different demographics, resources and demands. There has been lobbying on behalf of Councils from the Local Government Association, the District Council Network, Society of District and Council Treasurers and the County Councils Network to ensure adequate funding is given to Councils to cover their losses, which were estimated at £10 Billion across the sector by the LGA.

5.1.2 The impact of Covid-19 across all the Council's income streams has been significant as buildings have been required to close to meet government requirements, tenants' income streams have stopped and some therefore are struggling to pay rents. Accordingly some businesses no longer require or cannot pay for services provided by the Council.

5.1.3 The actual impact will not be known for a number of months, because it is not currently clear whether deferred rent or other charges will become uncollectable. However, the impact on income streams such as parking has been immediate with a 95% reduction recorded as residents self-isolated. The Council also took the decision to offer free parking for NHS and key workers to support those working on the front line of the pandemic.

- 5.1.4 Further information is available in the Covid-19 Financial Dashboard at Appendix Six.
- 5.1.5 The Chief Finance Officer has sent detailed returns to the Government setting out the cost to the Council in response to Covid-19 and the loss of income and additional expenditure the Council has experienced. This means the Council would have a potential gap in funding of £4.8 million for 2020/21. So far the Government has provided £928,000 of additional funding. The Government is now considering whether any further funding will be allocated. The Chief Finance Officer has carried out an urgent review of the Medium Term Financial Strategy and report to the 10th June Executive on the General Fund's financial position and the impact of Covid-19 on the level of projected balances.
- 5.1.6 If the additional funding the Government provides is insufficient, the Council will need to take steps to ensure it can meet the costs itself. The Council is doing everything it can to protect vital services and jobs and continue delivery of its ambitious plans for the town.
- 5.1.7 Resourcing of the Recovery Plans in 2020/21 (including the costs associated in recruiting a new Programme Manager to deliver the community recovery response (Theme 3)) will be reported through the quarterly General Fund and Housing Revenue Account Revenue Monitoring Reports. Resourcing requirements in 2021/22 will be picked up through the budget setting process for the next financial year.

5.2 Legal Implications

- 5.2.1 The Coronavirus Act 2020 was given Royal Assent on 25 March 2020 and will be in force for 2 years unless extended by Regulations. The Act and Regulations made under it contain a wide range of provisions relevant to the Council including the postponement of elections; enabling virtual meetings and prohibiting the recovery of possession of both commercial and residential premises.
- 5.2.2 In addition the Health Protection (Coronavirus, Restrictions) (England) Regulations 2020 required most business premises to close and enable the Council's officers to enforce these provisions by the service of prohibition and fixed penalty notices.

5.3 Equalities and Diversity Implications

- 5.3.1 In carrying out or changing its functions the Council must comply with the Equality Act 2010 and in particular section 149 which is the Public Sector Equality Duty. The Council has a statutory obligation to comply with the requirements of the Act, demonstrating that as part of the decision-making process, due regard has been given to the needs described in the legislation.
- 5.3.2 In taking key decisions in response to Covid-19, Officers have had regard to equality implications, and these considerations have been recorded within the individual decision notices. All decisions have taken into account government advice and legislation, which is aimed at protecting the wider population and in

particular the most vulnerable people in society. However, it is acknowledged that in some cases, ceasing or reducing services has unfortunately had an adverse impact on particular protected groups and additional support has been put into place where possible to mitigate this.

- 5.3.3 The focus of the Council's response to Covid-19 has been on continuing to provide essential services to the public and on developing its Community and Housing Response, by supporting a range of vulnerable client groups and by responding effectively to changing and emerging needs (e.g. by increasing services provided through SADA and the No More Project and the homelessness and independent living teams).
- 5.3.4 In developing its recovery plans, the Council will continue to focus on supporting the vulnerable, ensuring services remain accessible and on assisting those on low incomes, taking into account emerging research which indicates disproportionate effects of the virus and of the lockdown on certain protected characteristic groups. This will include the establishment of an Equalities Commission to identify actions that can be taken forward to address inequalities and health concerns faced by BAME groups.

5.4 Risk Implications

- 5.4.1 The Council has an embedded approach to risk management that mitigates any adverse effect on delivery of the Council's objectives and internal control processes and also provides good governance assurance. A Covid-19 risk has been added to the Council's Strategic Risk Register and will be reported to the Audit Committee.
- 5.4.2 The Council will adjust its emergency planning and recovery approach in line with future Government Covid-19 measures.
- 5.4.3 A review of the Council's General Fund and Housing Revenue Account Medium Term Financial Strategy has helped to identify the financial risks faced by the Council and the outcome of this review was reported to the Executive on 10th June 2020.
- 5.4.4 The Council is taking measures to ensure that its services are Covid-19 Secure to ensure the health and safety of its staff and customers.

BACKGROUND PAPERS

- District Council's Five Point Manifesto for Recovery [Link to manifesto](#)
- LGA Report on financial analysis [Link to report](#)
- Review of the Medium Term Financial Strategy and Impact of Covid-19 on the Council's General Fund Revenue Budget [Link to Executive Report](#)
- Understanding the Impact on BAME Communities [Link to report](#)

APPENDICES

- Appendix One: Chronological List of Covid-19 Guidance and Information
- Appendix Two: Terms of Reference for the Stevenage Co-operative Recovery Taskforce

- Appendix Three: Terms of Reference for the Recovery Co-ordination Board
- Appendix Four: Town Recovery Plan
- Appendix Five: Council Recovery Plan
- Appendix Six: Covid-19 Financial Dashboard

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Area of activity	Government social distancing measures - chronological list of interventions	Date - published
Local government finance& funding	Letters: Business rates information - listed below	11 Oct 2012
Local government finance& funding	Guidance: Business rates: expanded retail discount 2020 to 2021	30 Nov 2018
Public health	Guidance: Infection prevention and control	10 Jan 2020
Business and charity support	Guidance for employees, employers and businesses	25 Feb 2020
Planning and building safety	Guidance from the Planning Inspectorate	12 March 2020
Local government finance& funding	3/2020: Budget 2020 Guidance - Business rates information	13 March 2020
Social care	Guidance: Residential care, supported living and home care	13 March 2020
Homelessness& rough sleeping	Guidance for hostel or day centres for people rough sleeping	16 March 2020
Homelessness& rough sleeping	Announcement: £3.2 million emergency support for rough sleepers during coronavirus outbreak	17 March 2020
Planning & building safety	Announcement: Government to grant permission for pubs and restaurants to operate as takeaways	17 March 2020
Housing	Announcement: Complete ban on evictions and additional protection for renters	18 March 2020
Other	Guidance: Public procurement regulations and responding to the coronavirus outbreak	18 March 2020
Legislation	Coronavirus Act 2020	19 March 2020
Social care	Guidance: Ethical framework for adult social care for local authorities and adult social care professionals	19 March 2020
Social care	Announcement: £2.9 billion funding to strengthen care for the vulnerable	19 March 2020
Local government finance& funding	Guidance: Business rates: nursery (childcare) discount 2020 to 2021	20 March 2020
Local government finance& funding	4/2020: Business rates information coronavirus response and guidance	20 March 2020
Other	Guidance: Procurement Policy Note, supplier relief due to COVID-19	20 March 2020
Shielding and volunteering	Guidance on shielding and protecting people defined on medical grounds as extremely vulnerable	21 March 2020
Social care	Guidance: Vulnerable children and young people	22 March 2020
Business and charity support	Announcement: Extra protection for businesses with ban on evictions for commercial tenants who miss rent payments	23 March 2020
Housing	Guidance: Domestic abuse safe accommodation provision	23 March 2020
Public health	Guidance: Closing certain businesses and venues in England	23 March 2020
Business and charity support	Guidance: Small Business Grants Fund, Retail, Hospitality and Leisure Grant Fund, and Local Authority Discretionary Fund	24 March 2020
Homelessness& rough sleeping	Guidance for accommodation providers	24 March 2020
Local government finance& funding	Guidance: Council tax: COVID-19 hardship fund 2020 to 2021	24 March 2020

Planning and building safety	Letter: Planning update from the Chief Planner (March 2020)	24 March 2020
Homelessness& rough sleeping	Letter from Minister Hall to hotels on providing accommodation to support vulnerable people	25 March 2020
Local government finance& funding	Business Rates: Expanded Retail Discount Guidance	25 March 2020
Housing	Guidance: Home moving during the coronavirus outbreak	26 March 2020
Local government finance& funding	5/2020: Business rates information coronavirus response and guidance	26 March 2020
Other	Guidance: Fraud control in emergency management	26 March 2020
Other	Guidance: European Structural and Investment Funds	26 March 2020
Homelessness& rough sleeping	Letter from Minister Hall to local authorities on plans to protect rough sleepers	27 March 2020
Homelessness& rough sleeping	Letter from Minister Hall to caravan and park home owners	27 March 2020
Planning & building safety	Guidance: Remediation and Building Safety	27 March 2020
Personal Protective Equipment PPE	Guidance: Office for Product Safety and Standards PPE guidance for business & local authorities	27 March 2020
Public health	Guidance for people with animals	27 March 2020
Housing	Government Guidance for Landlord Tenants and Local Authorities	28 March 2020
Public health	Guidance for the public on mental health and wellbeing	29 March 2020
Schools and education	Guidance hub: Schools and other educational settings	29 March 2020
Local government finance& funding	Announcement: Allocations of additional funding to local authorities	30 March
Funerals and care of the deceased	COVID-19: Guidance for Care of the Deceased	31 March 2020
Social care	Guidance: Changes to the Care Act 2014 to help local authorities prioritise care and support	31 March 2020
Other	Guidance: Notification of data controllers to share information	1 April 2020
Housing	Guidance: Meeting the regulatory requirement to secure valid Energy Performance Certificates	2 April 2020
Local government finance& funding	6/2020: Business rates information coronavirus response and updated guidance	2 April 2020
Social care	Guidance: Admission and care of people in care homes	2 April 2020
Other	Announcement: Councils given new powers to hold public meetings remotely	3 April 2020
Other	Guidance: Health, care and volunteer workers parking pass and concessions	3 April 2020
Testing	Policy paper: How the government intends to scale up testing programmes to provide a test to anyone who needs one	4 April 2020
Planning & building safety	Guidance: Changes to neighbourhood planning	6 April 2020
Other	Letter: Local authority meetings& postponement of elections	6 April 2020
Public health	Guidance: Social distancing in the workplace	7 April 2020

Public health	Guidance: Information leaflet on stopping the spread of coronavirus	7 April 2020
Waste	Guidance for local authorities on prioritising waste collections	7 April 2020
Social care	Guidance: Providing unpaid care	8 April 2020
Local government finance& funding	7/2020: Business rates information coronavirus response: monitoring	9 April 2020
Personal Protective Equipment PPE	Guidance: PPE plan	10 April 2020
Personal Protective Equipment PPE	Guidance: PPE hub	10 April 2020
Social care	Action plan for adult social care	15 April 2020
Social care	Guidance: Social care	15 April 2020
Testing	Guidance: Coronavirus testing for frontline workers	15 April 2020
Testing	Announcement: Testing for “everyone who needs one” in social care settings	15 April 2020
Waste	Letter: Thank you to waste sector workers	15 April 2020
Local government finance& funding	Announcement: Councils will be allowed to defer £2.6 billion in business rates payments to central government, and £850 million in social care grants will be paid up front this month	16 April 2020
Local government finance& funding	Letter: Council Tax information on the technical implementation of the £500 million hardship fund	16 April 2020
Planning & building safety	Announcement: Pledge to ensure necessary building safety improvements can continue	16 April 2020
Business& charity support	Guidance: Work out 80% of your employees’ wages to claim through the Coronavirus Job Retention Scheme	17 April 2020
Business& charity support	Guidance: Coronavirus Job Retention Scheme guide for employers	17 April 2020
Funerals and care of the deceased	Announcement: Government sets out plans to ensure bereaved families can attend funerals during pandemic	17 April 2020
Funerals and care of the deceased	Guidance: Local death management	17 April 2020
Social care	Guidance: Financial support for education, early years and children’s social care	17 April 2020
Testing	Announcement: Testing extended to more frontline workers	17 April 2020
Testing	Guidance: Privacy notice for testing for critical workers	17 April 2020
Local government finance& funding	Announcement: Government pledges extra £1.6 billion for councils	18 April 2020
Other	Letter: Secretary of State thanks the local government workforce	18 April 2020
Funerals and care of the deceased	Guidance: Managing a funeral	19 April 2020
Business& charity support	Announcement: New coronavirus ‘support finder’ tool for businesses and self-employed people	20 April 2020
Business& charity support	Announcement: Data on grant funding provided to businesses by local authorities in England	20 April 2020
Local government finance& funding	Letter: Outline of funding support to councils	20 April 2020

Public health	Guidance: Care of the deceased with suspected or confirmed coronavirus	20 April 2020
Planning& building safety	Guidance: Application of the building regulations	21 April 2020
Local government finance& funding	Announcement: Businesses to receive almost £10 billion in rates relief	22 April 2020
Other	Letter: Extension of statutory audit deadlines for 2019 to 2020	22 April 2020
Funerals and care of the deceased	Guidance: Support for the bereaved	23 April 2020
Parks and public spaces	Letter: Access to parks and public spaces, including burial grounds and cemeteries	23 April 2020
Parks and public spaces	Announcement: Communities Secretary welcomes response to his call for parks to open	25 April 2020
Shielding & volunteering	Announcement: Over half a million food packages delivered to those at risk	26 April 2020
Housing	Guidance for social landlords on essential moves	27 April 2020
Parks and public spaces	Guidance: Access to green spaces	27 April 2020
Personal Protective Equipment PPE	Guidance on PPE from Public Health England	27 April 2020
Testing	Announcement: Further expansion of access to coronavirus testing	28 April 2020
Business and charity support	Announcement: £6.1 million funding boost for Business Improvement Districts	1 May 2020
Testing	Letter: Testing for council workers	1 May 2020
Business and charity support	Announcement: Top up to local business grant fund scheme	2 May 2020
Homelessness&rough sleeping	Announcement: Rough sleeping taskforce created	2 May 2020
Waste	Letter: Opening household waste and recycling centres	5 May 2020
Business and charity support	Guidance: Apply for the Food Charities Grant Fund	6 May 2020
Local government finance&funding	Announcement: Business rates revaluation postponed	6 May 2020
Shielding and volunteering	Announcement: Over 1 million food boxes delivered to those most at risk from coronavirus	6 May 2020
Legislation	Guidance: Coronavirus Act 2020 status table	7 May 2020
Business and charity support	Announcement: Domestic abuse charities can apply for vital funds	7 May 2020
Testing	Announcement: Whole home testing rolled out to all care homes in England	8 May 2020
Public health	Guidance: Staying alert and safe	11 May 2020
Other	Roadmap: The UK Government's COVID-19 recovery strategy	11 May 2020
Housing	Announcement: new guidance on moving home	13 May 2020
Parks and public spaces	Guidance: Safer public spaces - urban centres and green spaces	13 May 2020
Parks and public spaces	Announcement: new guidance on spending time outdoors	13 May 2020
Planning & building safety	Guidance: coronavirus planning update	13 May 2020

Planning & building safety	Guidance: Coronavirus compulsory purchase	13 May 2020
Planning & building safety	Guidance: Coronavirus community infrastructure levy	13 May 2020
Planning & building safety	Guidance: construction site working hours Q&A	13 May 2020
Planning & building safety	Guidance: consultation and pre-decision matters	13 May 2020
Planning & building safety	Guidance: plan-making	13 May 2020
Local government finance& funding	Announcement: £600 million Infection Control Fund	15 May 2020
Social care	Guidance: Care home support package	15 May 2020
Housing	Letter: Measures in place to support social housing residents	18 May 2020
Testing	Announcement: Everyone with symptoms now eligible for coronavirus tests	18 May 2020
Social care	Guidance: Home care	22 May 2020
Homelessness& rough sleeping	Announcement: 6,000 new supported homes as part of plans to end rough sleeping	24 May 2020
Local government finance& funding	Guidance: £50 million fund to help the safe reopening of high streets	24 May 2020
Business& charity support	Announcement: Timeline for retail to reopen	25 May 2020
Testing	Announcement: Government launches NHS test and trace service	27 May 2020
Testing	Guidance: How NHS test and trace works	27 May 2020
Shielding & volunteering	Announcement: Those shielding to be able to spend time outdoors	31 May 2020
Public health	Announcement: Face coverings to be mandatory on public transport	4 June 2020
Housing	Announcement: Ban on evictions extended by 2 months	5 June 2020
Shielding & volunteering	Announcement: Frontline health and care staff able to access support NHS volunteers	6 June 2020
Local government finance& funding	Announcement: £63 million for councils to assist those struggling to afford food and other essentials	11 June 2020
Other	Guidance: Safe use of places of worship	12 June 2020
Business& charity support	Announcement: Measures extended to halt business evictions and support the high street	19 Jun 2020
Planning& building safety	Announcement: New measures to help the construction industry boost building and return to work safely	22 June 2020

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APPENDIX 2

COVID-19 STEVENAGE CO-OPERATIVE RECOVERY TASKFORCE

DRAFT TERMS OF REFERENCE

Purpose

To co-operatively restore the social economic, environmental well-being of residents of Stevenage and ensure that the whole borough recovers from the Covid-19 outbreak stronger, more resilient and with a renewed community purpose.

Objectives

The Taskforce will help shape and oversee the delivery of town wide recovery plans.

The Covid-19 Stevenage Co-Operative Recovery Taskforce will:

- Provide a co-operative partnership approach to determine Stevenage's recovery response to Covid-19;
- Play a significant role in ensuring the coordinated delivery of the recovery response ;
- Influence, inform and where relevant reflect Hertfordshire and Stevenage Recovery Coordinating Groups, East of England, National and DCN recovery proposals and
- Gather evidence and best practice to inform the response activities;

The town's recovery will be taken forward through adopting a co-operative partnership approach, through working with other public sector partners, with local business and commerce representatives groups, faith groups, community and voluntary organisations and with academic institutions. Ultimately, the future prosperity and wellbeing of the town in the aftermath of Covid-19 will depend on the Council and its strategic partners continuing to take actions to keep people safe and working towards the Future Town, Future Council vision for the future.

Priorities

The Covid-19 Stevenage Co-operative Recovery Task Force will develop recovery plans for the town working with residents, businesses and critical public service partners. The Taskforce will likely focus on areas such as:

- ***Economic impact, support and recovery*** - including stabilisation, stimulation, and development of a more resilient, inclusive and green economy;

- **Infrastructure projects** – including regeneration and new Council homes
- **Community wealth building** – including support for jobs and skills
- **Climate change** – delivering a low carbon town
- **Safe spaces, safe places** – ensuring safe and good quality neighbourhoods
- **Supporting vulnerable people** - including addressing family poverty and worklessness, rough sleepers and those suffering from domestic abuse;
- **Health and Wellbeing** – including revitalising health and increasing community cohesion and resilience
- **Engagement and communication** – undertaking appropriate engagement with residents, communities and businesses to inform thinking on the recovery response.
- **Relationships** - including with the Local Resilience Forum, Recovery Coordinating Group, Economic Recovery Cell, Community Reassurance Cell, development partners, the Local Enterprise Partnerships, Homes England, Hertfordshire County Council and other district/borough authorities, Herts Growth Board, Community and Voluntary Sector organisations and other strategic partners
- **Evidence base and analysis** - including closely monitoring impacts and the effectiveness of responses, and informing decision making on the above areas.
- **Communications and reassurance** – including the development of a clear communications strategy to share information, guidance and support with residents and businesses.

Governance

The Taskforce will operate on a subsidiarity basis with regard to the partner agencies represented on the taskforce. The multi-agency approach is intended to add value and support, not undermine the sovereignty of the individual agencies. The taskforce will not replace internal governance procedures of each partner and, as such, the group will only have the power to make recommendations. Consequently any impacts on the Council would be subject to normal internal policy development and decision making through the Executive or Council.

It will be important that the partners in the taskforce, collaborate to ensure co-ordination of effort, shared learning and exchange best practice, management of interdependencies and overlaps, and maintain the ability to present a coherent and monitored picture of progress on and barriers to recovery across the whole of the borough.

Further accountability and scrutiny arrangements will be determined as the recovery progresses.

Sponsorship

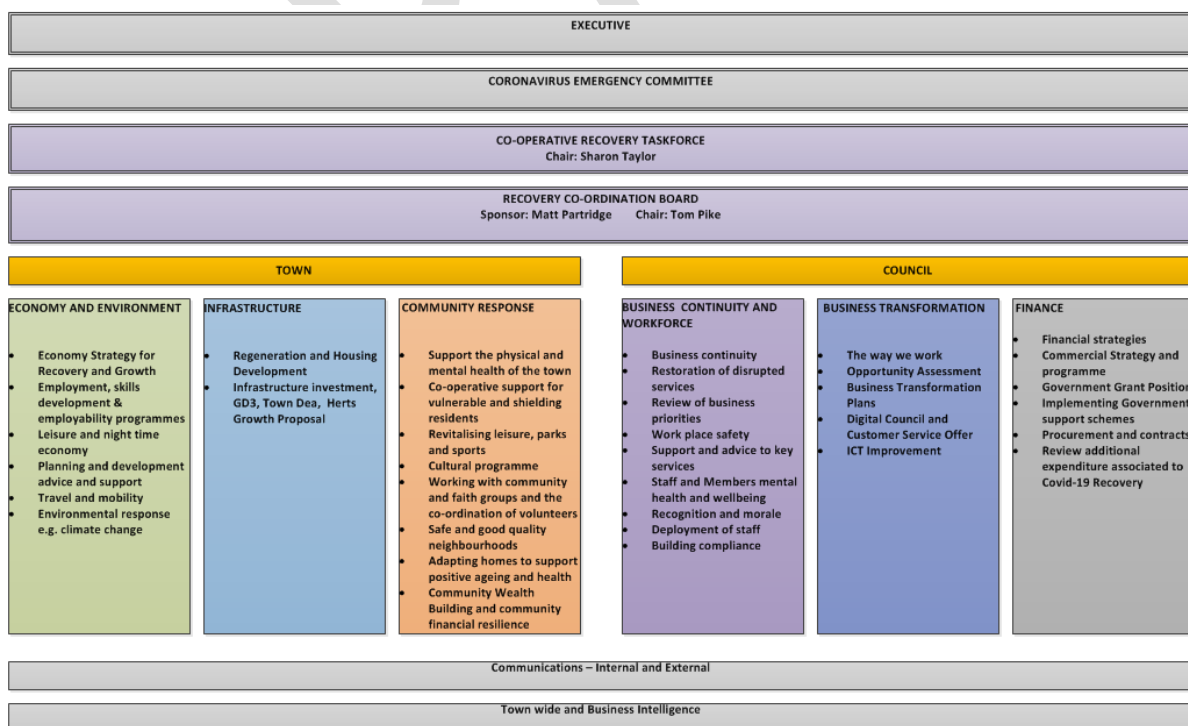
The Group will be chaired and sponsored by the Leader of the Council

Membership

The COVID-19 Co-operative Recovery Task Force will meet (tbc) to coordinate the recovery of the town. Meetings to take place virtually until such time that meeting in person is possible.

The Group will remain in operation as long as there is a need for a recovery taskforce. Meetings may become less frequent as the recovery progresses.

Recovery Governance Structure



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COVID-19 RECOVERY COORDINATION GROUP

DRAFT TERMS OF REFERENCE

Purpose

The Covid-19 Recovery Coordination Group provides officer leadership to the strategic coordination and delivery of Stevenage's recovery response to the global Covid-19 pandemic.

Objectives

The Covid-19 Recovery Coordination Group will support the Chief Executive and:

- Provide strategic officer leadership to determine Stevenage's recovery response to Covid-19;
- Play a significant role in ensuring the coordinated delivery of the recovery response, both internally at Stevenage Borough Council and externally through the Stevenage Together Recovery Task Force and other relevant organisations across the town;
- Influence, inform and where relevant reflect Hertfordshire Recovery Coordinating Group, East of England, National and DCN recovery proposals within the Stevenage's recovery plan; and
- Gather evidence and best practice to inform the response activities;

Priorities

The Covid-19 Recovery Coordination Group focuses on the following priority areas:

- **Economic impact, support and recovery** - including stabilisation, stimulation, and development of a more resilient, inclusive and green economy;
- **Support for vulnerable and shielded residents** - including addressing family poverty and worklessness;
- **Health and Wellbeing** - including transformation and integration to a 'new normal', working closely with NE and WE Clinical Commissioning Group and other partners and building on the work commissioned by the Health and Wellbeing Group;
- **Travel and mobility** – ensuring the safe and efficient movement of residents and visitors both across the town and to its central areas.
- **Relationships** - including with the Local Resilience Forum, Recovery Coordinating Group, Economic Recovery Cell, Community Reassurance Cell, development partners, the Local Enterprise Partnerships, Homes England, Hertfordshire County Council and other district/borough authorities, Herts

Growth Board, Community and Voluntary Sector organisations and other strategic partners

- **Development and delivery of Future Town and Future Council Priorities** – including a review of priorities for 2020/21 and implementation of projects
- **The Council's financial resilience** - both revenue and capital;
- **The Council's transformation** - including the sustainability of new ways of working developed during the response to COVID-19; how the Council may adapt to a phased release (and ramping up) of the lockdown and what this means for future service delivery and how the Council operates; and
- **The welfare of staff and Members** – through developing wellbeing plans including securing a Wellbeing Accreditation Charter
- **Evidence base and analysis** - including closely monitoring impacts and the effectiveness of responses, and informing decision making on the above areas.
- **Communications and reassurance** – including the development of a clear communications strategy to share information, guidance and support with residents and businesses.

Governance

The Covid-19 Recovery Coordination Group will report to the Strategic Leadership Team and provide regular updates to the Covid-19 Stevenage Co-operative Recovery Taskforce and the Executive both of which are chaired by the Leader of the Council.

Further accountability and scrutiny arrangements will be determined as the recovery progresses.

Membership

The Group's membership includes (but is not limited to) the following officers:

- Deputy Chief Executive
- All Strategic Directors
- Assistant Director (Regeneration)
- Assistant Director (Communities and Neighbourhoods)
- Assistant Director (Finance and Estates/Deputy S.151 Officer)
- Assistant Director (Planning and Regulatory Services)
- Assistant Director (Regeneration)
- Assistant Director (Digital Transformation)
- Assistant Director Strategic Lead – Corporate Policy and Business Support

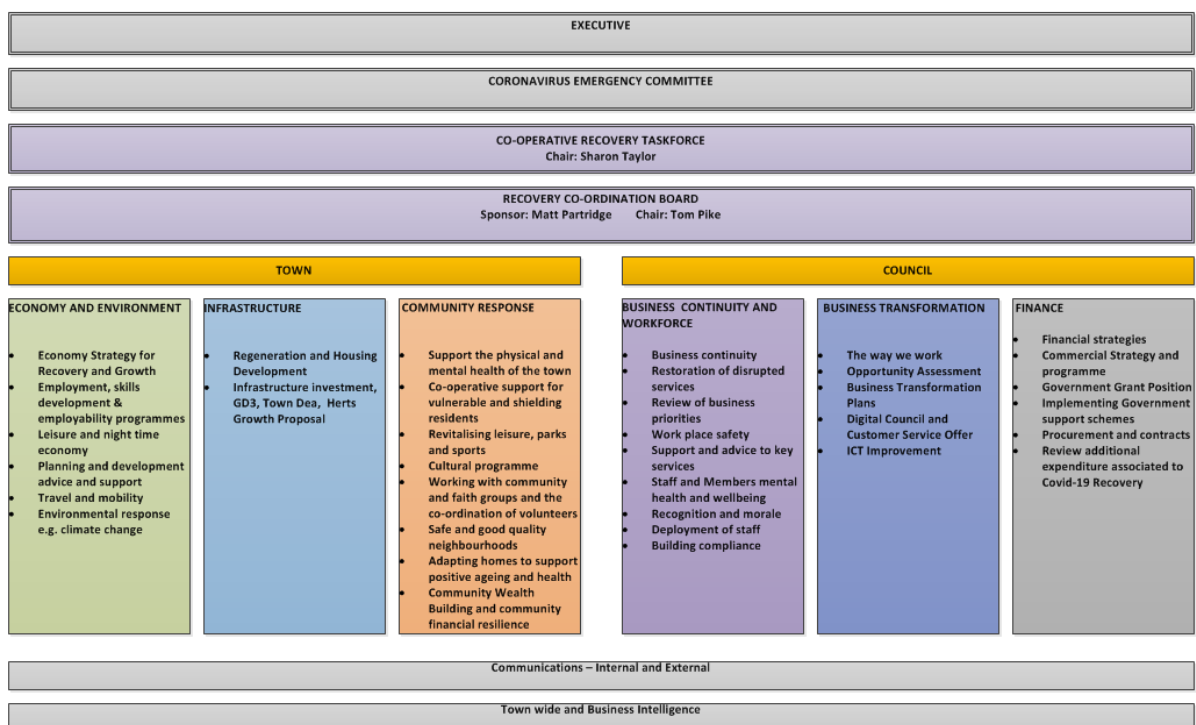
The Group is chaired by the Deputy Chief Executive. Support is provided by Strategic Directors and the Corporate Policy and Business Support Team.

Meetings

The Covid-19 Recovery Coordination Group meets on a weekly basis to coordinate and provide the read across with the work that is being undertaken in the main themes. Meetings take place virtually until such time that meeting in person is possible.

The Group will remain in operation as long as there is a need for a recovery response to Covid-19. Meetings may become less frequent as the recovery progresses.

Recovery Governance Structure



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APPENDIX 4: DRAFT COVID-19 TOWN RECOVERY PLAN

Theme 1: Supporting Businesses, the local economy and infrastructure development

Objectives:

- A thriving and sustainable town; supporting a diverse economy that creates jobs and opportunities
- Engaging the business community to support economic resilience
- Promoting and delivering residential and commercial development
- Reskilling and upskilling Stevenage residents to be able to compete in the changed local economy
- A liveable and low carbon town; a destination of choice to live, visit and work

Focus Area	Identifiable Programmes/ Projects/Schemes	Deliverables	Council role (i.e. control, regulate or influence)	Partners	Resourced (Yes or No)	Deadline
Planning & Development Support	<ul style="list-style-type: none"> ▪ SG1 planning determination ▪ Prioritisation of CIL Projects ▪ Support Oval Masterplan ▪ Station Area Action Plan ▪ North of Stevenage determination ▪ Support neighbourhood planning 	<ul style="list-style-type: none"> ▪ Applications determined for key sites such as SG1, West of Stevenage 	Control	Developers/ HCC HCC	Yes	March 2021
		<ul style="list-style-type: none"> ▪ Longer-term plans in place to support development around station gateway 	Control		Yes	Dec 2021
		<ul style="list-style-type: none"> ▪ Application advice for key sites 	Control		Yes	Ongoing
		<ul style="list-style-type: none"> ▪ Grassroots identification of development and improvement options for local areas. 	Control	Local community groups and development partners	Yes	TBC
Regeneration	<ul style="list-style-type: none"> ▪ SG1 Scheme ▪ Bus Interchange ▪ Multi-storey Car Park Business Case ▪ North Queensway (REEF) Scheme ▪ Marshgate ▪ GD3 Projects ▪ Town Deal ▪ Homes England Bid 	<ul style="list-style-type: none"> ▪ Town Square and North Block project completions 	Control	Ashe	Yes	November 2020
		<ul style="list-style-type: none"> ▪ Completing Queensway project 	Control	Reef	Yes	April 2021
		<ul style="list-style-type: none"> ▪ Start on the construction of a new bus and transport interchange 	Control	Wilmott Dixon Dev Board	Yes	November 2020
		<ul style="list-style-type: none"> ▪ Submitting a Town Investment Plan 	Control	Town Deal Board	No	October 2020
		<ul style="list-style-type: none"> • Initiating the Public Sector Hub to include designing and commissioning option for new Museum 	Control	Mace	Yes	October 2020
		<ul style="list-style-type: none"> ▪ Submit funding proposals to key external Partners 	Control / Influence		Yes	November 2020
		<ul style="list-style-type: none"> ▪ Commencing SG1 Phase 1 	Influence	Mace	Yes	March 2021

Delivery of new Council and affordable housing Interventions	<ul style="list-style-type: none"> Housing Development Programme Bespoke Supported Housing Schemes 	<ul style="list-style-type: none"> 550 homes by 2025 Completing on site schemes: Ditchmore Lane, North Rd, Kenilworth, Shephall Way, Symonds Green, Blackwell Close, Progressing options for new sites including the Oval 	Control Control	Developer Partners Local Supply Chain Architects/	Yes Yes	Annual targets Phased dates July 2020 – 23	
		<ul style="list-style-type: none"> Housing Development Strategy and Pipeline across Stevenage neighbourhoods Wholly Owned Housing Company 	Control Control		Partial Yes	Dec 2020 Sept 2020	
	Economic recovery through maximising growth	<ul style="list-style-type: none"> Local Stevenage Industrial/Economic Recovery Strategy Old Town High Street Plan BTC – Incubation hub Development of East West North Growth Corridor Proposals/Programme 	<ul style="list-style-type: none"> Stevenage Skills Plan / Stevenage LIS 	Control / Influence	LEP	No	Dec 2020
			<ul style="list-style-type: none"> Action / support plan for Old Town 	Control / Influence	STOBCP	No	Dec 2020
<ul style="list-style-type: none"> Partnership relationship with BTC including options to expand provision 			Control	Wenta	No	Jan 2021	
Employment, skills development & employability projects	<ul style="list-style-type: none"> Stevenage Works including evolution into a job brokerage service CITB Training Hub 	<ul style="list-style-type: none"> Stevenage Skills Strategy CITB scheme live Stevenage Works fund created via S106 and major contract contributions 	Control	JC+ and North Herts College	TBC	Jan 21	
		<ul style="list-style-type: none"> Leisure Strategy Projects identified through Town Deal 	Control Influence	SLC, Sports England Town Development Board	No No	July 2020 November 2020	
Leisure and the Night Time Economy	<ul style="list-style-type: none"> Leisure Strategy and Action Plan 	<ul style="list-style-type: none"> Leisure Strategy Projects identified through Town Deal 	Control Influence	SLC, Sports England Town Development Board	No No	July 2020 November 2020	
		<ul style="list-style-type: none"> Climate Change Strategy and Action Plan CNM Investment Programme Bio Diversity Strategy 	<ul style="list-style-type: none"> Agreeing then implementing climate change strategy action plan Implementing biodiversity projects 	Control/ Influence Control	Residents and local businesses and public sector partners Green Volunteers	Partial Yes	Sept 2020 March 2021
Environmental response	<ul style="list-style-type: none"> Climate Change Strategy and Action Plan CNM Investment Programme Bio Diversity Strategy 	<ul style="list-style-type: none"> Agreeing then implementing climate change strategy action plan Implementing biodiversity projects 	Control/ Influence Control	Residents and local businesses and public sector partners Green Volunteers	Partial Yes	Sept 2020 March 2021	

Theme 2: Supporting Local People and Maintaining Strong Communities

Objectives:

- A progressive and equitable town: making a positive contribution by unlocking the potential of our communities
- Building community resilience and relationships, including the delivery of a joint, holistic response to poverty, homelessness, shielding, domestic abuse and other social factors
- Increased independence in our communities and enabling residents and community groups to do more for themselves
- Continue to co-operatively support the local Voluntary, Community and Social Enterprise (VCSE) sector during the crisis and recovery phase
- Safe and good quality neighbourhoods;
- Adapting the public realm and market spaces to support visitors, retailers and traders
- Build upon our strong track record of social value through prioritising training and education opportunities for Stevenage residents
- Implement area based working

Focus Area	Identifiable Programmes/Projects/Schemes	Deliverables	Council role (i.e. control, regulate or influence)	Partners	Resourced (Yes or No)	Deadline
Community Wealth Building	<ul style="list-style-type: none"> ▪ CWB Strategy and Action Plan 	<ul style="list-style-type: none"> ▪ Inclusive Economy Charter 	Control	UoH, HCC, VCS	No	July 2020
		<ul style="list-style-type: none"> ▪ Herts Growth Board CWB Business Plan 	Influence	UoH, HCC, VCS	No	July 2020
		<ul style="list-style-type: none"> ▪ New Procurement Strategy – buy local 	Influence	Growth Board, NHDC, UoH	No	Sept 2020
Cooperative Neighbourhoods	<ul style="list-style-type: none"> ▪ Area Based Working ▪ Volunteering Scheme 	<ul style="list-style-type: none"> ▪ Implementation of area based working 	Control	SDS, Housing	Yes	Sept 2020
		<ul style="list-style-type: none"> ▪ Increase volunteering opportunities via the Cooperative ‘Stevenage Helps’ model 	Control	VCS, HCC	Yes	Jan 2021
Community and Voluntary Sector Support, equalities, social cohesion and addressing poverty	<ul style="list-style-type: none"> ▪ Community Impact Assessment ▪ Resurrection of the Social Inclusion Partnership ▪ Engagement Framework ▪ Stevenage Helps 	<ul style="list-style-type: none"> ▪ Equalities Commission and action plan 	Influence	Community	No	Sept 2020
		<ul style="list-style-type: none"> ▪ New advice services contract 2021-24 	Control	CA Stevenage	Yes	Oct 2020
		<ul style="list-style-type: none"> ▪ External funds secured for social inclusion initiatives 	Influence	CA, VCS	Partial	Dec 2020
		<ul style="list-style-type: none"> ▪ Neighbourhood hub model 				Dec 2020
		<ul style="list-style-type: none"> ▪ Support Stevenage Foodbanks 	Control			Ongoing
		<ul style="list-style-type: none"> ▪ SBC/CA Inward Investment Partnership 	Influence			Jan2020
		<ul style="list-style-type: none"> ▪ CA Contract 	Control			Aug 2020
		<ul style="list-style-type: none"> ▪ Community Centre Review 	Control	CAs	No	Aug 2020
	<ul style="list-style-type: none"> ▪ Local Community Budgets 	Control		Yes	Mar 2021	

Safe places	<ul style="list-style-type: none"> Community Safety Strategy Plan Stevenage Against Domestic Violence No More Service 	<ul style="list-style-type: none"> Community Safety Plan Actions 	Control and Influence	Police, CSP partners	Partial	As per action plan
		<ul style="list-style-type: none"> Support victims of Domestic Abuse through effective advice and support services and through the provision of safe houses 	Control and Influence	Police, CSP partners	Yes	Ongoing
Housing response	<ul style="list-style-type: none"> Homelessness and Rough Sleeper Strategy and Implementation Plan (to be revised) Housing Older Persons Strategy (require a resource for delivery of this) Better quality homes 	<ul style="list-style-type: none"> Housing First Business Case New Hostel Business Plan Decent Homes Programme Major Works Contract – Flat Block Planned Maintenance Programme Sprinkler Programme 	Control	Dev Ptnrs & HCC	Yes	Sept 2020
		<ul style="list-style-type: none"> Income Action Plan 	Control	TBA	Yes	Aug 2020
Cultural Programme Page 96	<ul style="list-style-type: none"> Cultural Strategy and Action Plan 	<ul style="list-style-type: none"> Arts heritage installations 	Control	ACE, A&H Forum	Part	Oct 2020
		<ul style="list-style-type: none"> Creative Use Scheme pilot 	Control	Junction 7 Creatives	Yes	Aug 2020
		<ul style="list-style-type: none"> Town Deal- Culture-led Regeneration activity 	Influence	MIND, Lister, Care Homes	Part	Oct 2020
		<ul style="list-style-type: none"> Needs analysis & commissioned delivery 	Control	VCS partners	Yes	TBD
		<ul style="list-style-type: none"> Arts and wellbeing activities 	Control and influence	Arts Provider and groups	Yes	TBD
		<ul style="list-style-type: none"> Pride Awards and Events 	Control		Yes	TBD

Theme 3: Supporting the Mental and Physical Health of the Town

Objectives:

- Revitalising health in the community and reduce health inequalities within the town
- Help protect Stevenage communities and visitors against the health and wider consequences of COVID-19 as far as possible
- Close working with health partners to align recovery plans
- Support NHS Partners to cope with the pandemic

Focus Area	Identifiable Programmes/Projects/Schemes	Deliverables	Council role (i.e. control, regulate or influence)	Partners	Resourced (Yes or No)	Deadline
Addressing health inequality and improve the wellbeing of residents	<ul style="list-style-type: none"> Review and update Healthy Stevenage Strategy and action plan Healthy Hub Diabetes Prevention Innovation Project Young Persons Healthy Hub 	<ul style="list-style-type: none"> Launch of Young Person's Hub 	Control	Marriots School, SLL	Yes	Sept 2020
		<ul style="list-style-type: none"> Diabetes Prevention Project 	Influence	UoH, Public Health, VCS	Yes	Mar 2021
		<ul style="list-style-type: none"> Health interventions emerging as part of recovery efforts 	Influence		No	Mar 2021

Links with and support for the Lister	<ul style="list-style-type: none"> Quarterly Meetings with N&E Herts Health Trust 	<ul style="list-style-type: none"> ICBD meetings maintained and locality board resumed 	Influence	Lister, E&NHCCG,ICO	Yes	June 2020
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Joined up work with health partners - CCG, NHS, Public Health	<ul style="list-style-type: none"> Herts & WE Strategic Collaboration / Integrated Care Model 	<ul style="list-style-type: none"> Support Hertfordshire Track and Trace arrangements and Local Outbreak Plans 	Influence and control	LRF Partners	No	June 2020
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Theme 4: Travel and Mobility

Objectives:

- A safe and connected town; and connectivity to drive growth

Focus Area	Identifiable Programmes/Projects/Schemes	Deliverables	Council role (i.e. control, regulate or influence)	Partners	Resourced (Yes or No)	Deadline
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Plans to enable safe movement within the central parts of the town and encourage the use of sustainable forms of transport	<ul style="list-style-type: none"> Reinstatement of Car Parks Social Distancing measures in place at the bus station and town centre Expansion and improvement of our cycle network Identify gaps in the network and areas for improvement Commission technical analysis of where cycle hire stations can go, then develop bid options Work on Cycle Hire Bids Future Town Future Transport strategy and action plan Designation of Stevenage as a Sustainable Transport Town Updated Parking SPD and Parking Strategy 	<ul style="list-style-type: none"> Car Parks re-opened 	Control	Westgate Town Centre Partnership	Yes	June 20
		<ul style="list-style-type: none"> Reopening programme for the old and new town centres - signage, line marking and public guidance for moving around the town centre. 	Control		Yes	June 20
		<ul style="list-style-type: none"> Advice and guidance to local businesses reopening. 	Influence	Town Centre Partnership	Yes	June 20
		<ul style="list-style-type: none"> Secure improvements to cycle network from new neighbourhoods and HCC 	Influence	HCC	No	
		<ul style="list-style-type: none"> Bid for Cycle hire funding to HCC or Central Government (town / growth deal) 	Influence	HCC	No	Dec 20
		<ul style="list-style-type: none"> Bus priority measures 	Influence	HCC	No	Dec 21
		<ul style="list-style-type: none"> Electric Car Scheme 	Control	TBC	Yes	Sept 20
		<ul style="list-style-type: none"> Adoption of Parking and SPD 	Control		Yes	Sept 20
		<ul style="list-style-type: none"> Adoption of Parking Standards 	Control		Yes	Mar 21
		<ul style="list-style-type: none"> Updated FT Future transport Strategy 	Control		Yes	Dec 20

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APPENDIX 5: DRAFT COVID-19 COUNCIL RECOVERY PLAN

Theme 1: Ensuring Staff / Member Welfare

Objectives:

- Proactively protect and improve the welfare and health of staff and Members
- Achieve Secure COVID-19 status

Focus Area	Identifiable Programmes/Projects/Schemes	Deliverables	Council role (i.e. control, regulate or influence)	Partners	Resourced (yes or no)	Deadline
Wellbeing and support through the next phases of disruption	<ul style="list-style-type: none"> Employer of Choice Programme Workforce Strategy and Action Plan Wellbeing charter accreditation 	Plans, guidance and training in place to support teams through prolonged disruption (e.g. mental health support)	Control		Yes	July 2020
		Provision of equipment to support operations, protocols, assessments and Covid Secure Status,	Control		Partial	Aug 2020
		Staff redeployment	Control		Yes	July 2020
		Shielding plans in place for vulnerable staff	Control		Yes	June 2020
		Delivery of emerging Workforce Strategy Action Plan	Control		Partial	Commence Sept 2020
		COVID-19 Service Risk Assessments	Control		Yes	July 2020

Theme 2: Operational Services

Objectives:

- The continuity of essential services
- Promote a return to normality and the restoration of disrupted services at the earliest opportunity
- Ensure that all business continuity plans are operational and are ready to support the wider response and recovery plans

Focus Area	Identifiable Programmes/Projects/Schemes	Deliverables	Council role (i.e. control, regulate or influence)	Partners	Resourced (yes or no)	Deadline
Status of 'Business As Usual' operational performance	Develop performance suite for 2020/2021 to reflect revised programme of activity	Revised performance dashboard for core services and recovery / FTFC interventions	Control		Yes	July 2020
		Update business continuity plans	Control		Yes	July 2020

Operational plans	<ul style="list-style-type: none"> Developing operational plan for Phase 2 of Covid-19, building management, assessment and plans to restore or revise services; including preparing for pent up or deferred demand planning & operations 	<ul style="list-style-type: none"> Operational plans in place to reinstate services, identifying demand and potential pressures on services and front-end 	Control		Yes	July 2020
		<ul style="list-style-type: none"> Securing Covid- Secure Status for key property assets 	Control	Occupiers of General Fund Assets	Partial	Aug 2020
		<ul style="list-style-type: none"> Enable and support partners that use Daneshill House and Cavendish Road to comply with Covid Secure requirements 	Control and influence	Citizens Advice, Police, Travis Perkins, CCTV Ops	Yes	July 2020

Theme 3: Development & Delivery of FTFC Corporate Priorities

- Objectives:
- Prioritise and deliver an agreed set of Future Town, Future Council priority programmes and projects during 2020/21
 - Development of a new corporate plan in response to the challenges Stevenage and the Council faces

Focus Area	Identifiable Programmes/Projects/Schemes	Deliverables	Council role (i.e. control, regulate or influence)	Partners	Resourced (yes or no)	Deadline
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Review of future corporate priorities for 2020/2021 and beyond and the implementation of projects	<ul style="list-style-type: none"> Annual Report – to include 2020/21 FTFC Priorities FTFC priorities beyond 2020/21 	<ul style="list-style-type: none"> Delivery of revised 2020/21 FTFC programme (note this needs its own log of deliverables – though most are captured in the recovery plans) 	Control		Partial	March 2020
		<ul style="list-style-type: none"> New Corporate Plan 2021-26 	Control		tbc	July 2021

Theme 4: Transformation and Lessons Learnt

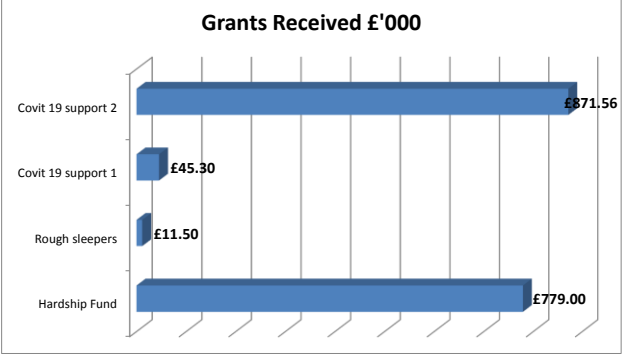
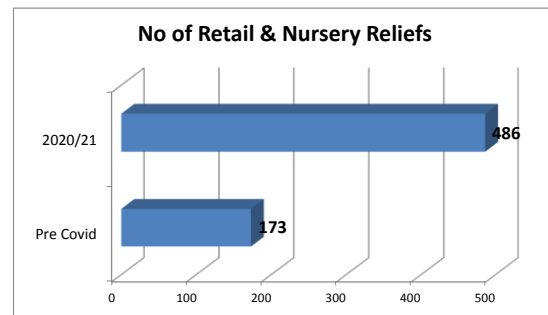
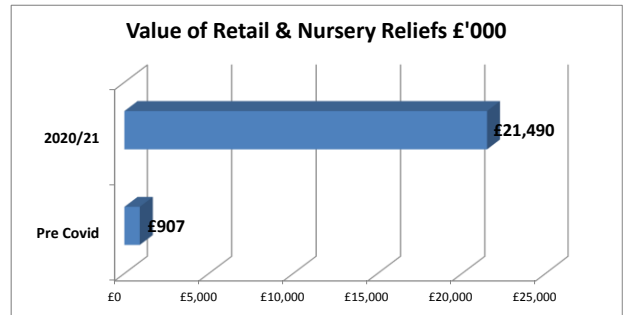
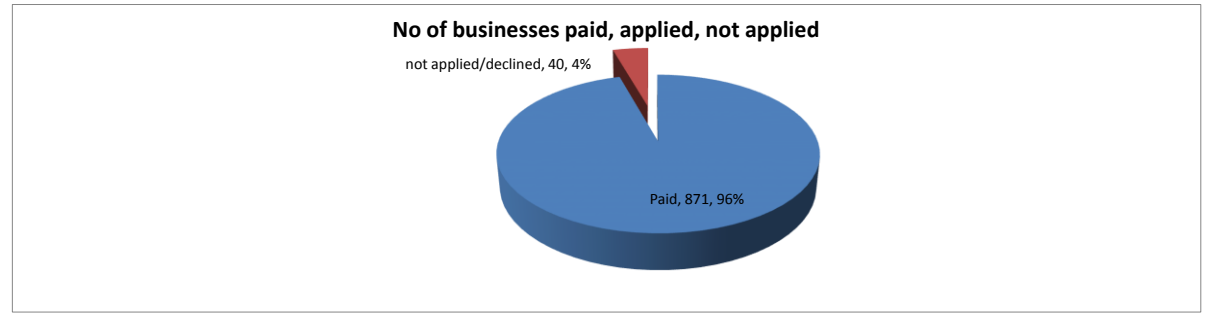
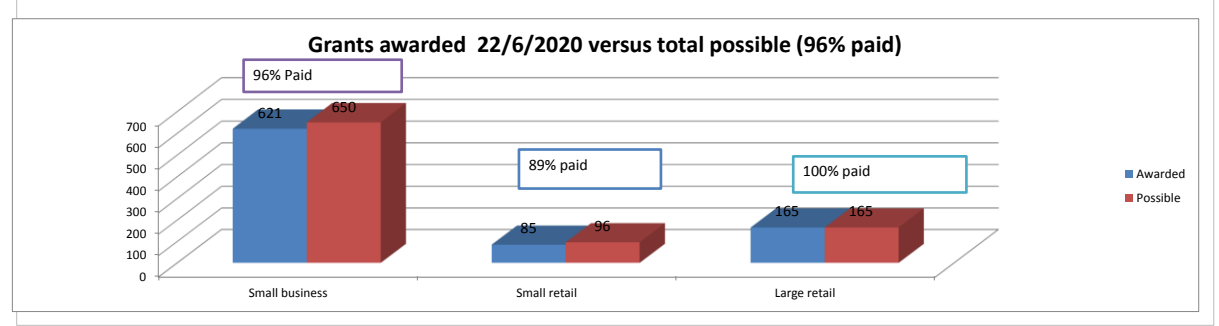
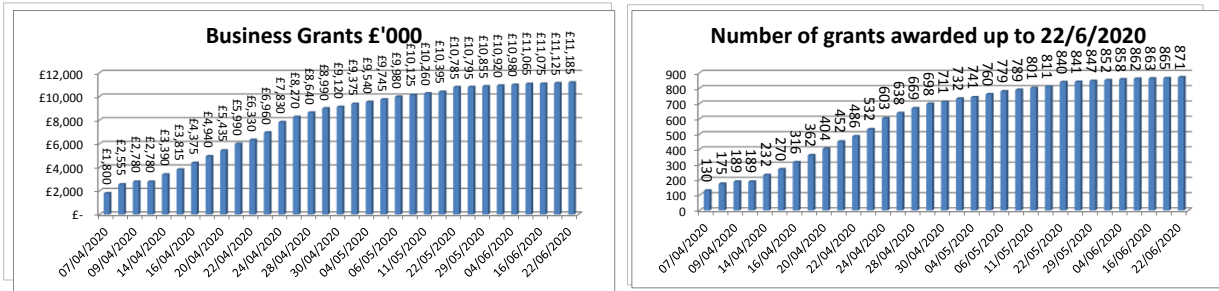
- Objectives:
- Deliver a business case for a financially sustainable Council model, which delivers excellent, modern and efficient services for residents drawing on lessons from the COVID emergency and SBC's response to it.
 - Continuing to modernise working practices through adopting new ways of working and introduction of new business tools
 - Deliver priority digital projects to enable an enhanced online offer and self-service, and to meet MTFS savings requirements
 - Deliver the ICT Strategy including the deployment and adoption of Microsoft Office 365 to help modernise working practices and deliver service efficiencies
 - Enable agile and effective decision making and bringing the learning into the development of our accountability framework
 - Review and align partnerships to help deliver the Council's recovery plan

Focus Area	Identifiable Programmes/Projects/Schemes	Deliverables	Council role (i.e. control, regulate or influence)	Partners	Resourced (yes or no)	Deadline
------------	--	--------------	--	----------	-----------------------	----------

			regulate or influence)			
Prioritisation of projects to support MTFS requirements	<ul style="list-style-type: none"> ▪ Delivery of CTOC projects/ priority digital projects to boost self-service ▪ Opportunity for 'accelerator' efficiency / process projects? (note this feels like a gap) 	CTOC Project including: <ul style="list-style-type: none"> ▪ Waste and Recycling (BarTec integration) ▪ Environmental Nuisance reporting (BarTec integration) ▪ Apply for Car Park Season ticket ▪ Rapid e-forms ▪ Housing Portal 	Control		No	July 2020
		<ul style="list-style-type: none"> ▪ New website go live 	Control		Yes	Sept 2020
	<ul style="list-style-type: none"> ▪ MTFS review 	<ul style="list-style-type: none"> ▪ Programmed MTFS budget option for 2021 	Control		No	Sept 2020
Transformation Plan and Resources	<ul style="list-style-type: none"> ▪ Complete Opportunity Assessment to identify efficiency and improvement opportunities 	<ul style="list-style-type: none"> ▪ Opportunity Assessment & outline business case(s) 	Control		Partial	Oct 2020
		<ul style="list-style-type: none"> ▪ Delivery of Phase 1 (pilots and quick wins) 	Control		No	Sept to Dec 2020
		<ul style="list-style-type: none"> ▪ Decision on Future Model 	Control		No	Q4, 2020-2021
Ways of working (positives and negatives) to inform changes to operating model and how we work	<ul style="list-style-type: none"> ▪ New ways of working plan produced and implemented prior to lockdown ending ▪ Digital and Customer Support 	<ul style="list-style-type: none"> ▪ New ways of working plan to support BC / operation 	Control		Yes	Aug 2020
		<ul style="list-style-type: none"> ▪ Digital Strategy 	Control		Partial	TBC
		<ul style="list-style-type: none"> ▪ Plans for the Customer Service Centre 	Control		Partial	TBC
Technology plan	<ul style="list-style-type: none"> ▪ Implementation of ICT Strategy (first tranche) 	<ul style="list-style-type: none"> ▪ New and enhanced desktop, security and Microsoft 365 to enable more efficient working 	Control	East Herts (shared service)	Yes	Q4, 2020-2021
(Digital) Democratic & Decision making	<ul style="list-style-type: none"> ▪ Implementing virtual Committees ▪ Plan to implement paperless Committees 	<ul style="list-style-type: none"> ▪ Virtual Committees operational 	Control		Yes	June 2020
		<ul style="list-style-type: none"> ▪ Paperless meetings savings 	Control		Yes	TBC
	<ul style="list-style-type: none"> ▪ Review Constitution and Officer Delegations 	<ul style="list-style-type: none"> • Officer Scheme of Delegation 	Control		Yes	

• Revised Constitution						
Partnerships	▪ Review of Partnership Framework	▪ Revised Partnership Framework	Control/ Influence	All	Yes	TBC
Theme 5: Financial Security of the Council						
Objectives:						
<ul style="list-style-type: none"> ▪ Ensure the financial security of the Council ▪ Work with key partners to continue to lobby Government not only for support to address the financial challenges faced by the Council but also to recognise that we can play an effective leadership role in the economic recovery of Stevenage and Hertfordshire ▪ Development of a Commercialisation Strategy and associated business cases 						
Focus Area	Identifiable Programmes/Projects/Schemes	Deliverables	Council role (i.e. control, regulate or influence)	Partners	Resourced (yes or no)	Deadline
Identification of Impacts of ongoing COVID-19 related recovery work	<ul style="list-style-type: none"> ▪ Monitoring of COVID related expenditure ▪ Monitoring of COVID related income loss ▪ Monitoring of CTAX and NDR COVID impacts ▪ Monitor impact on tax base (CTS/empty shops etc.) ▪ Review of need for S114 notice ▪ Priority service analysis 	<ul style="list-style-type: none"> ▪ Government Funding ask to meet the gap ▪ Trigger review of MTFS if losses greater ▪ Potential release of budgets held 30 September or require further action such as consideration of S114 notice 	Control		Yes	On-going throughout 2020/21
MTFS Review and potential for possible revised budget for 20/21	<ul style="list-style-type: none"> ▪ Monitoring of CTAX and Business rate income ▪ Identification of welfare and other economic impacts (including COVID) 	<ul style="list-style-type: none"> ▪ Revised GF/HRA MTFS ▪ Revised Financial Security targets ▪ Level of risk assessed ▪ Balances required 	Control		Yes	30 Sept 2020
Preparation for Spending Review 20 lobbying	<ul style="list-style-type: none"> ▪ Analysis of impact on GF ▪ Impact on capital for NHB funding ▪ Review changes to NDR 75% retained scheme for 2021/22 	<ul style="list-style-type: none"> ▪ Responses from MHCLG on funding, NHB resources and rent and RTB policy 	Control		Yes	Sept-Dec 2020
Commercialisation and Insourcing	<ul style="list-style-type: none"> ▪ Commercialisation and Insourcing Strategy 	<ul style="list-style-type: none"> • Contribution to Financial Security Target for 2021/22-2023/24 	Control		Yes	Sept 2020

COVID 19 RESOURCE CELL DASHBOARD



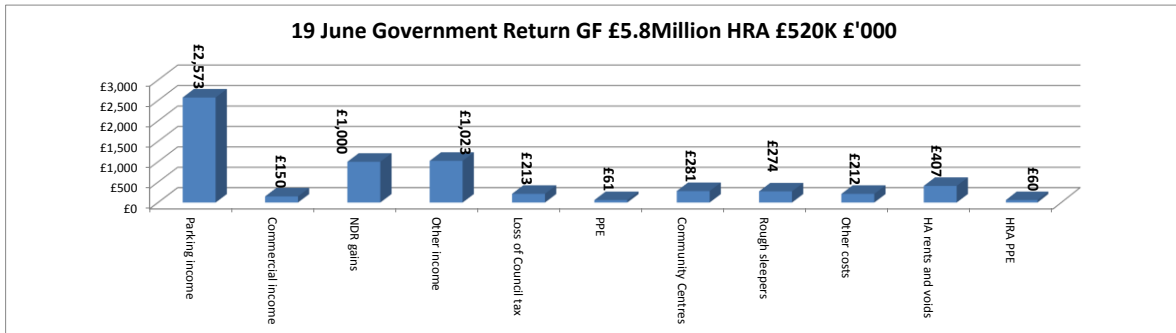
Funding:

- Co-vid19 support** -part of the £1.68billion support package announced, this was to fund additional costs and loss of income. **£0.53 per resident (0.61% of funding)**
- Rough Sleeper**- 17 March R. Jenrick announced £3.2M to support rough sleepers or those that are of risk who need to self isolate. Authorities able to claim costs up to a maximum per LA, amount based on number of rough sleepers in the Autumn 2019 snapshot. (Claim to be submitted June 2020)
- Hardship Fund**- This is to be paid through Council tax support and existing working aged claimants will be eligible to get up to £150. A Band D property is £155 and a Band C £138 so a Band D property claimant would pay just £5 and a Band C would pay £0. There were approx. 3,598 WAC which would equate to just over £500M of support (if not getting single person discount (SPD)) leaving about £279K for any hardship cases. (see caseload below)
- Covid 19 support tranche 2**- part of the £1.68billion published 28/4/2020 £87,1563 £10.66 per resident

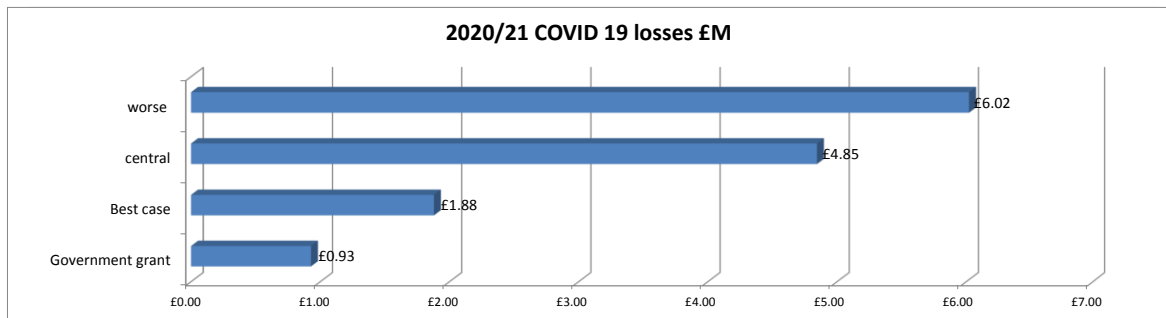
Other initiatives:

- Delay the payment to government of April-June of NDR 50% share- this equates to £6.168Million - S31 extended relief of £19.640Million paid from MAY onwards.

Information given to MHCLG by SBC 19 June 2020



Information published in the COVID Recovery report to the 10 June Executive



Meeting Executive

Portfolio Area Neighbourhoods and Co-operative Council

Date 8 July 2020



A CO-OPERATIVE INCLUSIVE ECONOMY CHARTER

KEY DECISION

1 PURPOSE

- 1.1 To seek approval of a Cooperative Inclusive Economy Charter in support of the Council's approach to Community Wealth Building.
- 1.2 To include this Charter within the wider action for Community Wealth Building.
- 1.3 To identify how this charter can support the local economy including recovery post the COVID-19.

2 RECOMMENDATIONS

- 2.1 That Executive approves the Co-operative Inclusive Economy Charter, as at Appendix A to the report, and agrees to its launch in July 2020, making an early contribution to the Council's plans for economic recovery.
- 2.2 That Executive approves the proposed action plan, as set out in Paragraph 4.6 of the report.
- 2.3 That Executive approves the content of the Council's pledge, as set out in Paragraph 4.8 of the report.
- 2.4 That the Charter is monitored by a single working group, reporting to a cross-party advisory Community Wealth Building Board, chaired by the Leader.

- 2.5 That the working group develops a set of metrics to help measure the impact of Community Wealth Building on the Stevenage economy.

3 BACKGROUND

- 3.1 At its meeting on 11 March Executive resolved:
1. That an Inclusive Economy Charter be developed and launched by the end of June 2020, underpinned by an action plan, this Charter to include a space for communities and stakeholders to pledge their support.
 2. That the Council pilots a Community Balance Sheet in partnership with its Cooperative Neighbourhoods Programme, and that this Balance Sheet be published alongside its annual statement of accounts.
 3. That the Council agrees a set of metrics to measure the impact of Community Wealth Building (CWB) on day-to-day business, and that this process be supported by a cross-departmental working group.
 4. That the Council facilitates a CWB Group to review progress and to validate findings of impact work, and to support the Council to share best practice at a regional and national level.
- 3.2 Since the meeting of the Executive on 11 March, the impacts of Covid-19 have resulted in a slight delay in the launch of the Inclusive Economy Charter and have further raised the profile of Community Wealth Building and the contribution it can make to building local economic resilience. Most commentators now expect the UK to enter a deep recession, with lockdown resulting in the furlough of more than six million employees and unprecedented demand for Universal Credit.
- 3.3 In Stevenage, the Council worked with partners to set-up Stevenage Helps, as a way of mitigating the immediate effects of lockdown. This showed the high level of need for emergency provision with over 600 emergency food parcels delivered. Services such as Citizens Advice Stevenage are already experiencing increased demands in money, debt and employment advice as payment holidays and the national furlough scheme comes to an end.
- 3.4 The Council is continuing to work with colleagues from the Business School at the University of Hertfordshire to support Community Wealth Building activities.
- 3.5 These activities include reviewing findings from a survey of Council suppliers, which had a response rate of 28%. The survey included questions on organisational size, supply chains, and number of local employees. In addition to the survey, the University has offered to co-facilitate the proposed working group and to support the development of indicators to track the impact of recession on local communities.
- 3.6 These indicators will provide an up-to-date evidence-base to measure the impact of the Charter, along with the other Community Wealth Building activities.
- 3.7 The indicators will be identified by a working group guided by the four foundations of Community Wealth Building, with an internal and external lead

attached to each foundation. This will help to engage other anchor institutions, which could potentially include the Lister Hospital and HCC.

- 3.8 Tracking the impact of any COVID-19 recession and the contribution made by the Charter to economic recovery will support the Council and its partner to respond quickly to funding opportunities.

4 REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS

- 4.1 Changes to the Government’s Furlough Scheme are scheduled to take place at the end of July and October. These bring with them the risk of higher unemployment. The proposed Charter is set out in Appendix A. Launching the Charter in July enables the Council to raise the profile of CWB at the earliest point.
- 4.2 Delaying the launch would risk losing momentum with other stakeholders, who by then, might be overwhelmed by rising demand for their services. There is also a risk that opportunities to feed into regional and national funding programmes will be missed.
- 4.3 At its meeting on 11 March 2020, Executive agreed an internal group to develop metrics and an external group to share best practice and validate findings. It is now proposed that these groups are merged into a single group, with objectives linked to the foundations of Community Wealth Building.
- 4.4 Merging the groups will help to keep the agenda moving forward, providing support for restart, and helping to build the types of partnerships that are needed for a sustainable rebuild.
- 4.5 The working group will be facilitated by the Council with the support of the University of Hertfordshire. The involvement of other stakeholders will help to demonstrate the partnerships needed to lever funding. The group will report to an advisory cross-party Community Wealth Building Board, chaired by the Leader of the Council.
- 4.6 In light of the pressures on all organisations since Covid-19, the Charter action plan only covers immediate milestones. This will help to convince stakeholders that the Charter has immediate relevance and isn’t something to be deferred until the current pandemic subsides. The Charter also provides space for residents to pledge their support, which builds upon the important role of volunteering during lockdown.

CWB Foundations	Actions	Initial Review Dates
1, Procurement and Social Value	1a, review findings of SME survey. 1b, produce initial community balance sheet.	1a, August 2020. 1b, October 2020.
2, Training and	2a, Stevenage Works fully engaged in first working group. 2b, Brief for Third Sector	2a, July 2020. 2b, October

Skills	Development Plan developed with University.	2020.
3, Cooperative and Social Economy Growth.	3a, Social Inclusion Partnership holds first recovery meeting. 3b, Council and University research options for joint delivery group with VCSE. *	3a, July 2020. 3b, October 2020.
4, Tackling Climate Change	4a, capture environmental impacts as part of community balance sheet. 4b, incorporate working sustainably within sector development plan.	4a, Oct 2020. 4b, Oct 2020.

**potential focus of this group shown in Appendix B, helping to create a more inclusive economy by creating entry level opportunities for people who experience barriers when trying to compete in a crowded labour market. Includes helping to mitigate the loss of apprenticeships for young people.*

4.7 To further engage stakeholders, the Charter includes examples of activities to support an inclusive economy, and space for signatories to make a personalised pledge. At launch, it is suggested that the Council publishes its own pledge statement comprising key activities already underway.

4.8 These early pledge activities are shown in the table below.

Pledge 1	Formally considering local supply chains as part of procurement exercises wherever possible.
Pledge 2	Accelerating Stevenage Works by working with major contractors to increase access to training and jobs.
Pledge 3	Working with local business support to develop provision of advice and support locally to build cooperative and social enterprise economy.
Pledge 4	Measuring social, economic and environmental impacts using community balance sheets.

5 IMPLICATIONS

Financial Implications

5.1 As stated in the Community Wealth building report to the Executive on 11 March 2020, there is no General Fund budget provision for this programme, however this work will require some dedicated programme management supported in order to accelerate at pace.

- 5.2 The Council continues to support the Community Wealth Building agenda through the Communities and Neighbourhoods Business Unit, which is supplemented by in-kind support from the University of Hertfordshire. The Council and University continue to monitor funding opportunities and are exploring opportunities for partnership working. These include the potential to approach funders in support of a Skills Plan for the Third Sector, helping it to navigate diminishing resources and rising demand.
- 5.3 The Council had already started to embed some Community Wealth Building activities within existing work. These include support to the relaunch of the Social Inclusion Partnership by the Communities and Neighbourhoods Team.
- 5.4 The Council has prepared an application to Herts Growth Board, although the outcome of this is not yet known, this is in addition to the launch of Charter.

Legal Implications

- 5.5 There are no direct legal considerations, however indirectly the Charter and wider Community Wealth Building work should be taken into consideration when the Procurement Strategy is revised later this financial year.
- 5.6 A data sharing agreement is in place with University of Hertfordshire to ensure compliance with data protection legislation.

Risk Implications

- 5.7 Where external funds are applied for, or received, a full risk register will need to be produced including provisions made for the council to manage the funds, and to assess proportionality of funds against outputs and results.
- 5.8 Where small scale pilot activities take place, a local risk register should be produced in partnership with relevant services, e.g. community development, in order to ensure there are no negative impacts on capacity to deliver existing services.
- 5.9 Where this pilot work includes engagement with external stakeholders, a risk register should take into account how the Council maintains a leadership role in order to ensure join-up.

Policy Implications

- 5.10 Where CWB is considered a cross cutting theme, there are potential implications on a number of policies. These include procurement, and the monitoring of the Charter will be supported by involving the Procurement Manager in the CWB Working Group.
- 5.11 Join-up across policy development is further supported by inviting the Corporate Policy and Research Officer onto the Working Group.

Climate Change Implications

- 5.12 Climate change is included as one of the key foundations of CWB. Therefore, impacts are expected to be positive. Cross referencing to emerging climate change strategy will be facilitated by the Working Group.

Equalities and Diversity Implications

- 5.13 These will be considered and monitored where any pilot work is undertaken and are expected to be positive. For example, a key reason for supporting cooperative and social economy growth is to reduce inequalities by supporting job creation for people who are disadvantaged in the labour market.

BACKGROUND DOCUMENTS

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

BD1 Executive Report March 11th 2020, Community Wealth Building

APPENDICES

- A Draft Inclusive Economy Charter
B CWB and Recovery Diagram

A Co-operative Inclusive Economy Charter

Proposed Layout and Content V1

On 29 January 2020, Stevenage Borough Council unanimously passed a motion in support of Community Wealth Building. This charter forms a key part of this commitment, helping to bring people and organisations together to create a more cooperative and inclusive economy.

What do we mean by community wealth building?

Community Wealth Building focusses on how much money is held and reinvested in an area for the benefit of local communities. Ways of stopping money leaking out of an area include making contracts accessible to small and medium sized businesses and connecting local people to well paid jobs.

What do we mean by a cooperative inclusive economy?

A cooperative inclusive economy is one that encourages communities, organisations and businesses to work together, helping to shape the economy and to share the benefits of growth.

How do we build a cooperative inclusive economy?

We have identified two key benefits, although we expect more to follow as the charter develops and new partnerships form.

- A fairer society, as people become more connected to their economy.
- A more resilient economy, as people cooperate to create sustainable growth.

Who should sign this charter?

This charter is for anyone who is committed to improving the lives of Stevenage residents, such as local residents who shop locally, community groups who support volunteers, and businesses who employ local people. Since Covid-19, it is also a Charter that will help us to monitor if the recovery is working for everyone.

What happens next?

Pages 2 and 3 provide ideas on how we can work together to create an inclusive economy in Stevenage. There is then a space for you make your commitment. Page 4 explains how we will measure and report on our progress.

Thank you for supporting a cooperative inclusive economy in Stevenage.

If you would like to know more about our approach email:

There are lots of way for you to support an inclusive economy in Stevenage. On this page, we have provided some examples, but please come up with your own ideas or tell us about the good work you are already doing. The next page provides you with a space for this.

A fairer society, as people become more connected to their economy.

This might include:

- Providing career advice in schools.
- Mentoring someone who wants to become self-employed.
- Offering work placements to people who need extra support.
- Supporting employers to become disability confident.
- Shopping locally or volunteering with a community group.

A more resilient economy, as people cooperate to create sustainable growth.

This might include:

- Working with communities to break down barriers to training.
- Purchasing goods or services from others in the local area.
- Becoming a trustee with a voluntary group or social enterprise
- Investing in local charities to provide wellbeing training for your staff.
- Pooling budgets and involving local people in how they are spent.
- Working with partners to develop local supply chains.

Please use this space to sign up to the Stevenage Cooperative Inclusive Economy Charter.

You need to tell us about the type of commitment you are making and how we can get in touch with you.

When we contact you, we will ask if we can include your name in our register of supporters. We might also ask if we can use your work as a case study, which will help to inspire other people and businesses.

I pledge my support to the Stevenage Cooperative Inclusive Economy Charter.

Name	
I am signing on behalf of myself	
I am signing on behalf of my organisation	
Telephone	
Email	
Yes, I am happy to be contacted by Stevenage Borough Council.	

Please tell us in no more than 50 words how you will support a Cooperative Inclusive Economy in Stevenage. You can choose from the list opposite or choose your own examples.

Example 1: my company will support a cooperative inclusive economy by working with a local charity to provide work placements for young people.

Example 2: I will pledge to "buy local" wherever possible.

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Action 1: official launch
Proposed by end of August 2020.

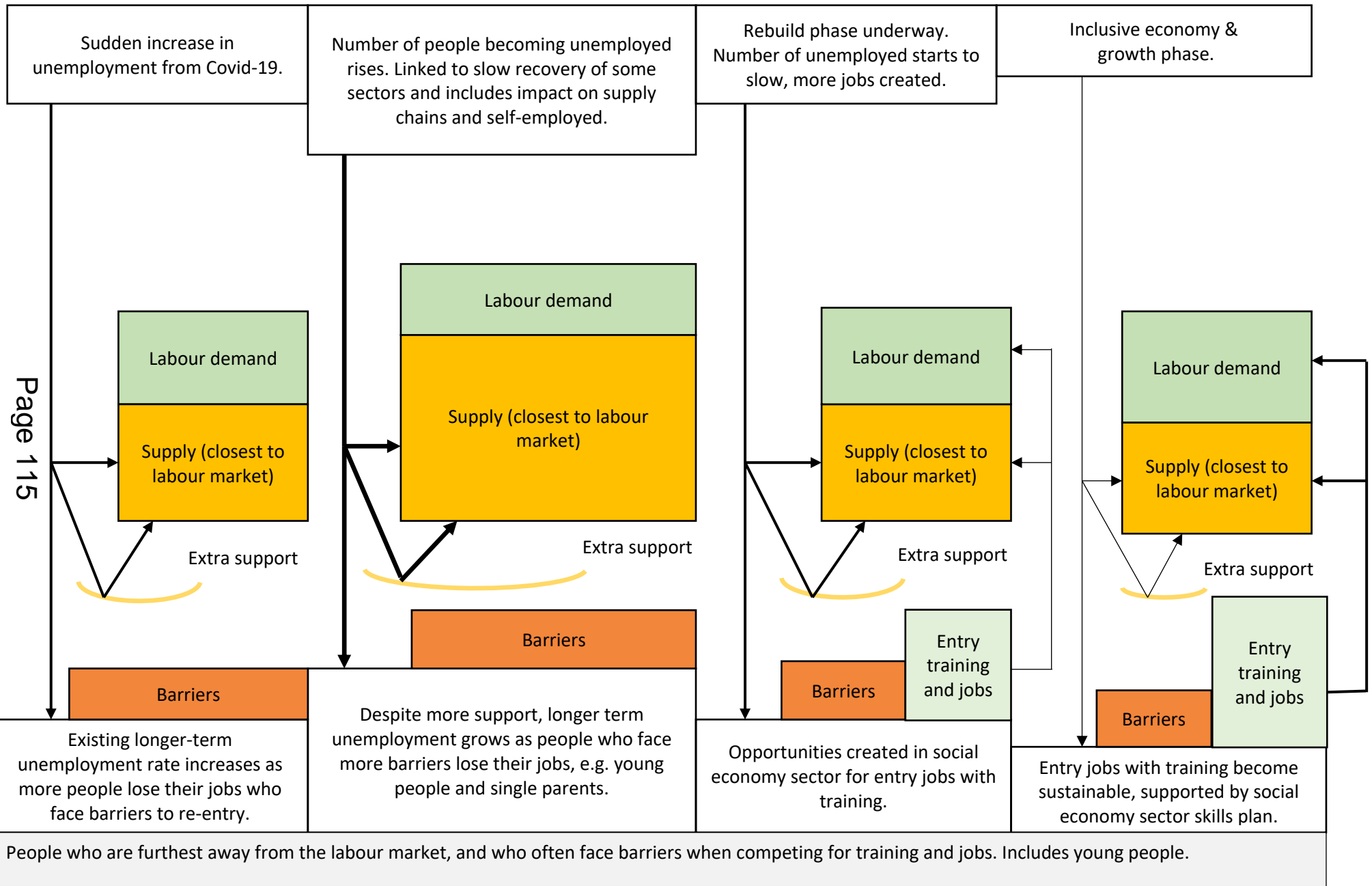
Action 2: 50 registered supporters
Proposed by end of September 2020.

Action 3: charter helps at least 3 new initiatives to form
Proposed by end of December 2020

Action 4: first review of progress made
Proposed by end of March 2021.

Community Wealth Building & Recovery

Developing an inclusive economy and growth



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Meeting EXECUTIVE
Portfolio Area The Leader
Date 8 July 2020



ANNUAL REPORT 2019/20

NON-KEY DECISION

Authors Charlie Smith/Katrina Shirley | 2457/2018
Contributors Gareth Wall | 2835, Assistant Directors
Lead Officer Matt Partridge | 2456
Contact Officer Richard Protheroe | 2938

1 PURPOSE

- 1.1 To consider the content of the Council's draft Annual Report 2019/20 at Appendix A, and to consider arrangements for final publication.
- 1.2 To highlight the Council's performance across a number of key themes and priorities during 2019/20.
- 1.3 To consider the focus for the Future Town Future Council programme for 2020/21, which will form the backbone of the Council's Covid-19 recovery plans.

2 RECOMMENDATIONS

- 2.1 That the Executive notes progress on the delivery of the Future Town Future Council (FTFC) programme and considers overall performance and achievements of the Council during 2019/20.
- 2.2 That the Executive agrees the content and publication of the Council’s draft Annual Report 2019/20, as set out at Appendix A to this report.
- 2.3 That delegated authority be given to the Strategic Director (RP) following consultation with the Leader to approve any final changes to the Annual Report prior to its publication.
- 2.4 That the Future Town Future Council deliverables for 2020/21 be noted.
- 2.5 That the suite of 2020/21 performance measures and targets, as set out at Appendix B to this report, be noted.

3 BACKGROUND

- 3.1 The Annual Report 2019/20 reviews, and informs the community of, our progress in delivering the Council’s Corporate Plan ‘Our Co-operative Council - Future Town Future Council’ during 2019/20.
- 3.2 Members approved the current Corporate Plan in December 2016. It reflects the Council’s continuing focus on co-operative working and outlines the key outcomes and priorities for the town over the period 2016-2021 through the flagship Future Town Future Council (FTFC) transformation programme, as seen in figure 1.



Figure 1: Future Town, Future Council Programme

- 3.3 At the Executive meeting on 11 March 2020, the Executive agreed the suite of strategies to be included within the scope of a new FTFC programme, 'Place of Choice'. Associated actions for 2020/21 have been identified within this report (see paragraph 3.41). The scope of this strand will develop further over time as new strategic priorities emerge.
- 3.4 Council services are organised into eight Business Units across three themes: Customer, Place and Transformation and Support. In addition to monitoring progress on the delivery of the FTFC Programme throughout the year, performance across these (Council Service) themes is monitored, to highlight achievements and identify any areas for improvement. Key performance results at Quarter 4 were reported at the Executive meeting on 9 June 2020, and Members were advised of the improvement plans identified for ongoing monitoring by the Senior Leadership Team into 2020/21.
- 3.5 The Annual Report 2019/20 outlines what has been delivered throughout the course of the year against the outcomes and aims within the FTFC Corporate Plan programme, as well as celebrating achievements across the range of Council services. It also summarises key activities that are planned for 2020/21.
- 3.6 Further details of these achievements and plans are also presented in the remainder of this Executive report, which should be read alongside the report entitled 'Coronavirus (Covid-19) Incident Update Report & Recovery Plan', which is also under consideration at this Executive meeting. Executive Members will note that there is a significant connection between the FTFC programme deliverables set out below and the key actions included against each theme within the Town and Council Recovery Plans. The Stevenage Cooperative Recovery Taskforce will most likely focus on the following areas, many of which will be delivered through the external facing strands of the FTFC Corporate Plan programme (specifically Regeneration, Housing Development, Excellent Council Homes, Co-operative Neighbourhood Management and Place of Choice):
- Economic support and recovery
 - Infrastructure projects including regeneration and new council homes
 - Community wealth building, support for jobs and skills
 - Climate change
 - Safe spaces, safe places
 - Supporting vulnerable people – including rough sleepers and those suffering from domestic abuse
 - Revitalising health and increasing community cohesion and resilience
 - Engagement and communication – to undertake appropriate engagement with residents, communities and businesses to inform thinking on the recovery response.

Future Town, Future Council Programme Annual Update

- 3.7 This section (paragraphs 3.10 to 3.61 below) outlines the programme outcomes, overview, 2019/20 successes and 2020/21 deliverables for each FTFC programme.
- 3.8 Officers have conducted a review of the FTFC programmes for the coming year and have engaged with Executive Members and the Opposition Group Leaders via informal briefings, to help shape the direction of this programme for the year ahead; to identify priorities; and to test the progress and deliverability of key projects in the context of Covid-19 and the Council's General Fund and Housing Revenue Account financial resources.
- 3.9 This review has been used to inform the FTFC deliverables that are set out below, many of which, as stated above, are also factored into the Council's Covid-19 recovery plans. It is acknowledged that the Stevenage recovery plans will need to remain flexible to adapt to changing circumstances and financial and other challenges over the coming months, and as such the FTFC programme itself is also subject to change. Any key changes to the FTFC deliverables for 2020/21 will be reported to the Executive through the Quarterly Corporate Performance Reports.

External Facing Programmes

Stevenage Town Centre Regeneration Programme

3.10 Programme Outcomes

- A new vibrant town centre delivered through a phased regeneration programme
- Two major regeneration schemes to advance

3.11 Programme Overview

3.12 Regeneration of the town centre is the Council's number one priority and was the priority most often placed in residents' 'top three' in the town-wide survey undertaken in 2017. The Council wants to make Stevenage a destination of choice through delivering a new vibrant town centre, with quality shopping, office and leisure facilities and new homes.

3.13 The Council officially announced the appointment of Mace as the development partner for the first phase of town centre regeneration (SG1) in February 2018. This ambitious scheme will bring £350million of private investment into the town centre. It will see the area covering the Council (Daneshill House) offices, the Plaza, bus station and some of the adjacent car parks redeveloped with new shops, bars and restaurants, homes, new public spaces, and a central public sector hub accommodating the Council offices, library, exhibition space, and health services.

3.14 Key programme successes during 2019/20 included the following:

- The visitor centre in the town opened and displays information about all of the planned regeneration programmes, scale models of the plans, exclusive video content including a 3D fly through, and a LEGO replica of Stevenage Town Centre. This provides a practical and physical platform for residents to put forward their views as schemes emerge, as well as to learn about the history of the town, its attractions and the development schemes.
- A public consultation was held by Mace to showcase plans for the town centre and seek public feedback. This event was well attended with over 500 people seeing the plans.
- Work is well underway on the Town Square and Town Square North Block where new paving, lighting and drainage are being introduced.
- The £50m Queensway North scheme, in partnership with Reef has been further progressed. The scheme will introduce a range of new retail, flexible working, conference facilities and bar and restaurant space into one of our town's most iconic areas.
- The first official meeting of the Stevenage Development board was held and the officer team has commissioned consultants to support the creation of the town investment plan. The Board has now met four times and is developing plans for the future, and supporting delivery of projects funded through the national 'Growth Deal' programme.

3.15 During 2020/21 the programme will focus on:

- Developing the Town Fund investment plan which will be overseen by the Stevenage Development board.
- Working with the LEP to ensure Growth Deal funding is secured for specific schemes.
- Supporting and enabling the start of Phase 1 of the £350m+ SG1 project in conjunction with Mace, including Swingate House and the former police station site. (This is subject to a determination first being made on the SG1 planning application.)
- Completing a business case for bringing forward the Public Sector hub development, to enable acceleration of the broader SG1 scheme.
- Completing works on the Town Square and Town Square North Block projects.
- The transformation of Queensway through the completion of the first phases of work as part of the Reef development.
- Beginning construction of the new Bus Interchange, subject to permission being granted.
- Developing long term plans to support development around the station area.

- Developing the funded CITB (Construction Industry Training Board) on-site Training Hub as part of the Stevenage Works initiative in conjunction with Job Centre Plus and North Herts College.
- Delivering the 2020/21 Marketing Strategy, focussing on inclusive engagement.

Housing Development Programme

3.16 Programme Outcomes

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

3.17 Programme Overview

3.18 Providing decent, social and affordable homes appropriate to the needs of our residents is one of the Council's key priorities and again was high on the agenda for many respondents to the 2017 town-wide Resident Survey. The Council is meeting this priority by delivering its own new build programme.

3.19 Key programme successes during 2019/20 included:

- 65 social and affordable homes were delivered, including schemes at Blackwell Close and Burwell Court, bringing the total to 238 homes since the programme began.
- Further schemes are under construction at Ditchmore Lane where 10 private sale homes will be made available, bringing in receipts that will enable re-investment elsewhere in the town.
- The contractor for the flagship independent living scheme at Kenilworth Close was appointed. The Kenilworth scheme as a whole will provide over 200 homes when completed.

3.20 Next year the programme will focus on:

- Completing work on 10 new homes at Ditchmore Lane and continuing to work on delivering a further 240 homes, including sites at Shephall Way, Kenilworth Close, North Road and Symonds Green.
- Seeking planning permission on future schemes for approximately 300 more new homes.
- Procuring the design team for the Oval scheme masterplan, undertaking consultation on the designs and setting out a timetable for the development.
- Exploring the viability of other potential areas of development across the town including opportunities to work in partnership with other providers.
- Continuing to work with partners to enable the delivery of additional affordable homes.

- Creating a Wholly Owned Company (WOC) to deliver homes outside the HRA.

Excellent Council Homes Programme

3.21 Programme Outcomes

- Transforming the Housing and Investment service to better meet the needs of its customers
- Effective investment in council homes through planned programmes of work

3.22 Programme Overview

3.23 The Council's aim is to provide high quality, efficient and effective housing services and to improve the quality of its council homes.

3.24 In 2017 the Council committed through the Excellent Council Homes programme to transform its housing services to better meet the needs of its customers. Members agreed to invest an additional £1.5m to enable the delivery of the associated transformation programme. Whilst the programme was set to conclude in March 2021 thought is being given to the ongoing transformation needs of the service.

3.25 The Excellent Council Homes programme includes a number of key workstreams, including:

- Major Investment in Flat Blocks: focused on delivery of the £45m Major Refurbishment Contract (MRC), sprinkler systems and lift replacements in council-owned flat blocks.
- Digital Housing: aimed at providing tenants with the opportunity to contact us at a time and in a way that suits them as well as improving back office processes.
- Knowing our Customers: aimed at understanding our customers' needs and prioritising them to provide bespoke services where possible.
- Strategic Development: ensuring priorities and plans are in place to provide housing and support to older people and to people who are homeless.
- Service and Personal Development: focused on delivery of a cohesive team provided with the right tools and skills to deliver excellent customer service.

3.26 Progress during 2019/20 included:

- Phase 1 of the 5 year MRC programme completed and preparations are now being made to commence Phase 2.
- Seven lifts have been refurbished as part of the lift refurbishment programme.
- The contract for the Sprinkler Programme was awarded.

- The Housing Online Service, which will provide housing customers with access to housing services online, was developed and ready for its 'soft launch'.
- Digital improvements linked to the Northgate Housing Management System were made, both to allow officers to spend more time on-site supporting tenants and to improve the correspondence between customers and the Council.
- Stevenage Borough Council's Homelessness and Rough Sleeper Strategy was launched.
- The Business Unit Review was completed ready to go live on 1 April 2020. The structure has been designed to support the co-operative neighbourhood working model and respond to changes in government legislation.

3.27 During 2020/21 the programme will primarily focus on:

- Finalising the Housing Older People's Strategy in partnership with Hertfordshire County Council.
- Delivering Phase 2 of the 5-year MRC programme.
- Refurbishing a further 4 lifts as part of the lift refurbishment programme.
- Consulting with residents about the sprinkler retro-fitting programme, mobilising the contract and commencing works.
- Continuing to improve services to the customer through the housing on-line application; a review of the end-to-end repairs process; building on the use of mobile working applications; and evaluating the outcome of the innovation labs.
- Supporting homeless people by delivering the Homeless and Rough Sleeper Action plan and responding to the Government's initiatives for rough sleepers in light of Covid-19.
- Completing recruitment to vacant posts within the new Business Unit structure and evaluating how successful the new structure has been in terms of the service delivery/customer satisfaction and staff satisfaction.
- Introducing a series of 'innovation labs' to involve staff in influencing further digitalisation of the housing offer.
- Assessing and evaluating the Housing All Under One Roof Transformation programme to inform further service improvement opportunities.

Co-operative & Neighbourhood Management Programme

3.28 **Programme Outcomes**

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

3.29 **Programme Overview**

3.30 The Co-operative Neighbourhood Management (CNM) programme sets out how the Council will work with communities to improve neighbourhoods. Through working together with residents and other partners the Council believes public spaces can be made more attractive and in turn help to give people pride in the place they live. The CNM programme was formally launched at Stevenage Day in June 2017 and is complemented by an 'Our Neighbourhood' area on the Council's website. Focused investment in neighbourhood improvements has continued to progress throughout the year. The programme has now been further re-purposed to provide FTFC oversight for the development of the Council's approach to area-based co-operative neighbourhood management.

3.31 Key successes during 2019/20 included:

- The majority of public realm enhancements across St Nicholas and Martins Wood have been completed – works have ranged from renewing footpaths to upgrading road signs and repairing/replacing fences, bollards and brick walls.
- Initial consultation for the roll out of CNM investment in Bedwell and Longmeadow began, with engagement from local businesses, community organisations and schools to assess where partnership working can be utilised.
- A review of the Council owned community centres in Stevenage was completed and approved and will form the basis of a future sustainable operating model. Extensive consultation took place to inform the review, with 340 responses recorded and 42 focus groups held.
- A Stevenage approach to Community Wealth Building was developed to include an inclusive economy charter, a community balance sheet and ways of working with the voluntary, community and social enterprise sector. Going forward, this programme of activity will fall within the scope of the Place of Choice Programme.
- The principles and direction of travel for the roll-out of the Co-operative Neighbourhoods working model were agreed. This will enable all services in one locality to work more closely together to engage with residents on what matters to them and to ensure a coordinated, efficient and effective response to local needs.

3.32 During 2020/21 the programme will focus on:

- Implementing the Co-operative Neighbourhood working model, to enhance co-operative working across council services in neighbourhoods.
- Beginning to roll out elements of the new sustainable model for the provision and management of community centres.
- Public realm investments in Bedwell and Longmeadow, which will be determined by the community and seek co-operation from local groups, businesses and partner agencies, subject to funding becoming available. *(Spend is currently on hold as part of the Covid-19 General Fund resilience measures, which are referenced in the Medium Term Financial Strategy review reported to the Executive in June 2020; these measures are in place until at least 30 September 2020, when a further review of the financial position will be undertaken).*
- Replacing and installing new litter bins across Roebuck and Old Town.
- Progressing the Garage Programme.

Connected to our Customers Programme

3.33 Programme Outcomes

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

3.34 Programme Overview

3.35 The 'Connected to our Customers' programme aims to improve the accessibility of the Council's services and the customer experience. It will enhance the way residents can access Council services through increasing the use of digital options, whilst ensuring that officers continue to spend time with those customers who require additional assistance.

3.36 The Council's digital aspirations will evolve as we co-operatively redesign services with our workforce and customers. This modernisation of service delivery will allow the Council to be more responsive to customer needs and flexible in order to adapt more quickly to changing demands or priorities.

3.37 Key successes during 2019/20 included:

- The launch of the new integrated digital solution, Firmstep, which will enable integrations between systems, to join up council service delivery and provide better customer facing online service channels.

- The launch of the new management system for Environmental Services, Bartec, which has enhanced the information available to Customer Services and online self-service when handling residential waste and recycling enquires.
- Work has commenced on describing a new customer offer for online, telephone and in-person interactions.

3.38 During 2020/21 the programme will focus on:

- Improving the online offer for residents and businesses by delivering a simple, clearer website and straightforward online self-service options for key council services.
- Developing and implementing the Council's channel management approach and enable people to use digital services.
- Supporting the overall customer service offer and efficiency by improving back office processes and technology within the Council.
- Developing the digital platform to support the Coronavirus response and those who are vulnerable.
- Ensuring the new website is compliant with digital accessibility regulations.
- Developing a new Digital Strategy that will set out how the Council will embrace digital change to support corporate priorities.

Place of Choice Programme

3.39 Programme Outcomes

- Working to reduce health inequalities and improve the health and wellbeing of Stevenage residents
- Building resilient communities, reducing crime and disorder and helping people feel safe
- Making Stevenage a 'destination creative' town
- Unlocking opportunities for the local economy and our residents, ensuring that future regeneration and growth in Stevenage works for everyone
- Achieving net zero Council emissions by 2030 and leading work to achieve this aim for the town, its businesses and residents
- Establishing Stevenage as a leader in sustainable transport
- Enhancing Stevenage's biodiversity by conserving, restoring, recreating and reconnecting wildlife habitats, whilst increasing awareness and appreciation of Stevenage's wildlife

3.40 Programme Overview

3.41 The new Place of Choice programme aims to improve the quality of life for Stevenage residents and enhance the experience for visitors to the town, through co-operative partnership working and community engagement. The

following existing and emerging strategies/plans are included in the scope of the programme:

- Healthy Stevenage Strategy 2018-22
- Community Safety Strategy 2018-21
- Stevenage Re-imagined 2018-22
- Community Wealth Building Strategy
- Climate Change Strategy
- Future Town Future Transport Strategy 2019-21
- Biodiversity Action plan 2017-22

3.42 Key priorities are well-established for the existing strategies and are in development for the emerging strategies and the scope of this strand will develop further over time as new priorities emerge. There are also synergies between this programme and other outward facing FTFC programmes, which will also contribute to place shaping in Stevenage (most notably the Cooperative Neighbourhood Management programme, the Town Centre Regeneration programme and the Housing Development programme).

3.43 Although the Place of Choice programme itself has only recently been established, successes were achieved in respect of all existing strategies in scope during 2019/20. For the purposes of this report, these successes are included within the 'Customer' and 'Place' Business Unit Theme Updates (see paragraphs 3.62-3.98 below). During 2020/21 monitoring and reporting against POC deliverables will move within the scope of the FTFC programme monitoring arrangements rather than through Business Unit Theme Updates.

3.44 Key areas of focus in 2020/21 will include:

Healthy Stevenage

- Launching a new Young People's Healthy Hub project to reduce physical inactivity, improve mental wellbeing, and provide advice and support for residents aged 11-16 years old.
- Improving the way we evidence and evaluate the impact of health and wellbeing projects and interventions working closely with the University of Hertfordshire.
- Communicating better with local residents and professionals to raise awareness of local health improvement projects and services via a wider variety of communication channels.
- Continuing to work with health and physical activity partners to deliver the Healthy Stevenage Strategy 2018-2022.
- Continuing to collaborate and integrate our work with other key health and wellbeing strategies across Hertfordshire.
- Improving the way we work with local communities in co-designing health and wellbeing projects and services.

Community Safety

- Working with partners to deliver initiatives to respond to the key Community Safety priorities of Violent Crime, Hate Crime and Community Reassurance.
- Cooperatively working to break the cycle of substance misuse and offending.
- Tackling perceptions of ASB through a media campaign highlighting how Stevenage is a safe place to live, visit and work in.
- Increased cooperative work in the community to tackle ASB.
- Improving awareness of safeguarding issues in our community.

Stevenage Re-Imagined

- Implementing arts and heritage installations in the planning phase.
- Implementing the Creative Use Scheme pilot in the town centre, giving local artists/artisans/creatives the opportunity to utilise underproductive/empty buildings in Stevenage town centre.
- Developing new cultural proposals and initiatives in the town centre and across neighbourhoods.
- Undertaking Hertfordshire Cultural Education Partnership needs analysis & early commissioned delivery.
- Piloting new heritage activities as we develop plans for a new museum for Stevenage.
- Working co-operatively with the newly formed Junction 7 Creatives and others in the local creative community on the above projects.
- Developing a series of options that could potentially form part of the Council's Town Deal Proposition to Government

Community Wealth Building

- Launching an Inclusive Economy Charter as part of the Council's commitment to Community Wealth Building, ensuring local people and businesses can benefit from opportunities created.
- Supporting Herts Growth Board to develop a policy statement and action plan for community wealth building across Hertfordshire.

Climate Change

- Adopting the new Climate Change Strategy and Action Plan, co-produced with the community, and supporting county-wide climate actions through the Herts Climate Change and Sustainability Partnership.

- Securing commitment from local businesses and residents through the Climate Change Business Charter and Community Pledge list.
- Developing and implementing the SBC Carbon Management Plan.

Sustainable Transport

- Refreshing the Future Town Future Transport Strategy.
- Working towards the designation of Stevenage as a 'Sustainable Transport town'.
- Delivery of sustainable transport projects included the Town Centre Regeneration Programme (permission for the bus interchange as referred to in paragraph 3.15; and scoping options for the multi-storey car park, cycle hub and cycleway improvements).
- Updating the Parking and Sustainable Transport Supplementary Planning Document and Strategy.
- Developing the options for the cycle hire scheme.

Biodiversity

- Developing Shackledell Grassland as a designated local nature reserve.
- Developing site specific hedgerow management plans.
- Protecting woodland sites through improved vertical structure in woodlands (subject to being able to work on-site in the autumn/winter months).
- Developing new orchard and grassland habitats (subject to being able to work on-site in the autumn/winter months).

Internal Facing Programmes

Financial Security Programme

3.45 Programme Outcomes

- To meet the Financial Security three year savings target
- To ensure that the General Fund expenditure equals income without the use of balances from 2022/23 onwards
- To ensure the Housing Revenue Account has sufficient funding to meet the capital needs of the Housing Asset Management Strategy and identified revenue needs
- To identify Financial Security options using the three revised workstreams (efficiency, commercial and improved processes), before recommending any service rationalisation options, as summarised below.

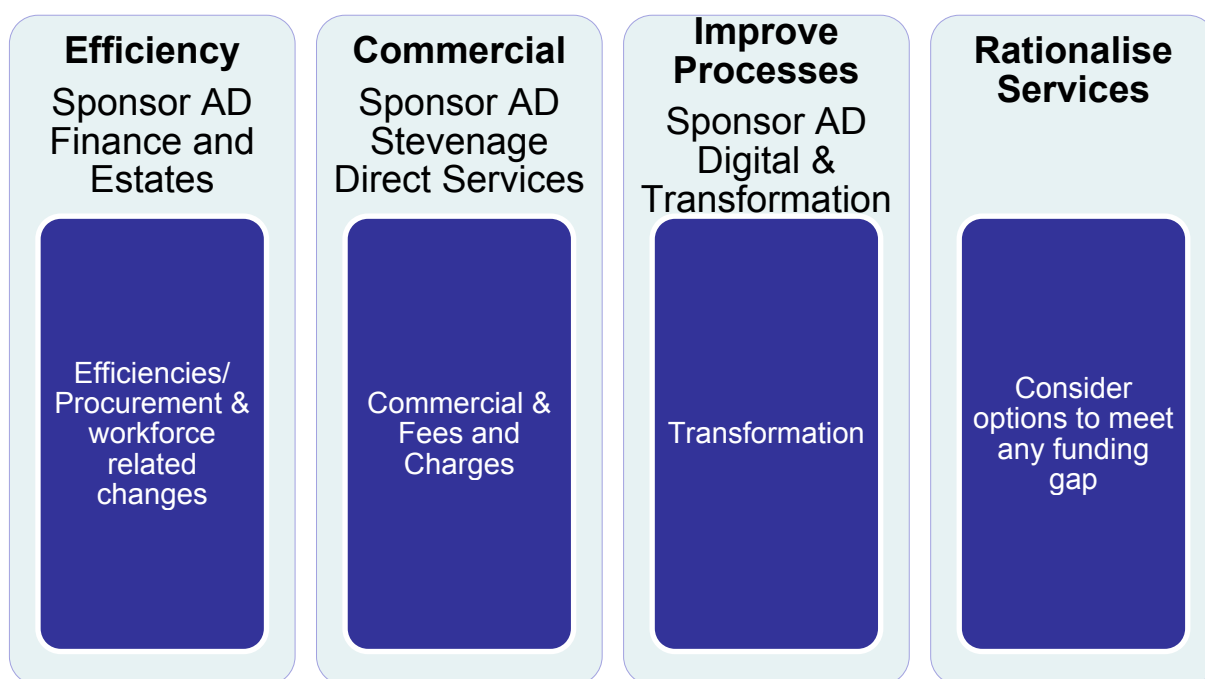


Figure 2: Financial Security workstreams

3.46 Programme Overview

3.47 This programme aims to ensure that the Council has sufficient funds available to deliver quality services that residents want and need. The Council aims to break away from the cycle of dependency on Government grant through becoming more efficient in its processes and developing new and innovative funding streams to ensure it has the resources it needs to be a Council fit for the future and build a vibrant town that residents deserve.

3.48 The Council has taken significant steps over recent years to balance its budget and one of the principle aims of the Medium Term Financial Strategy (MTFS) is to 'achieve an on-going balanced budget by 2022/23 by ensuring inflationary pressures are matched by increases in fees and income or reductions in expenditure'. The General Fund budget report to Council in February 2020 projected that there would be a £64,542 return to balances in 2022/23. However the report went on to state that there is a significant draw on balances through the MTFS period and a £1.4Million draw on balances between 2019/20 and 2021/22. This forecast is also reliant on identifying and delivering further savings of £778K currently unidentified for the period 2021/22-2022/23 and implementing identified savings options. Efficiency savings cannot be relied on to meet the funding gap and a transformational approach is required. The Senior Leadership Team is investigating options to meet this challenge.

3.49 Key successes during 2019/20 included:

- Approval of a Financial Security savings package for 2020/21 totalling £202,900 for the Housing Revenue Account (HRA) and £846,964 for the General Fund (GF), at the November Executive 2019.

- The 2020/21 HRA and General Fund (GF) budgets were agreed at Council in January and February respectively, incorporating the savings package referred to above.
- Work progressed on developing the Council's commercial and insourcing strategy and on recruiting a Commercial Manager, who has since started in post.

3.50 During 2020/21 the programme will focus on:

- Reviewing the Medium Term Financial Strategies, including assessments of the impact of Covid-19 on General Fund and HRA budgets and identification and implementation of mitigating actions.
- Identification of Financial Security options to meet the General Fund and HRA funding gap for the period 2021/22-2023/24 via the Financial Security workstreams.
- Further developing and implementing the Council's Commercial and Insourcing Strategy.
- Continuing to undertake an appraisal of the Council's assets across all Stevenage neighbourhoods, to meet the objectives of the General Fund Asset Management Strategy.
- Undertaking a Transformation Opportunity Assessment as a key first stage in the transformational approach to addressing the funding challenge.
- Identifying options to improve productivity via use of digital interventions.

Employer of Choice Programme

3.51 Programme Outcomes

- Improved employee engagement
- Right person, right place, right time - recruiting/retaining staff to hard to fill posts
- Improved managerial competency
- Improved reputation as a place to work
- Evidence of staff progressing to higher grades and new roles

3.52 Programme Overview

3.53 The Council aims to create a flexible, collaborative, creative and modern workforce to ensure it can deliver the priorities set out in the FTFC programme and give residents the standard of services they expect. This programme aims to transform the way the Council works, ensuring that staff have the skills, abilities and experience to deliver excellence. The Council must become an employer of choice so that it can compete in today's market place and attract and retain the best staff to build for the future.

- 3.54 Through Future Council Business Reviews, work has begun on shaping the next stage of the transformation programme to ensure the Council has the right structures, teams and people in place.
- 3.55 Key successes during 2019/20 included:
- Implementing the Council's Competency Framework for staff on grades 1-9.
 - Enhancing the functionality of the corporate intranet.
 - Launching an annual leave purchase scheme policy.
 - Undertaking a learning needs analysis across all staff which will feed in to the corporate learning and organisational development strategy.
 - Launching a third party sickness reporting facility for all staff to use.
- 3.56 During 2020/21 the programme will focus on:
- Developing a new Workforce strategy and supporting work programme to ensure that our workforce and workplace are developed and engaged to deliver our services now and in the future. The strategy will focus on ways of working, workforce communication, workforce inclusion and diversity and workforce development.
 - Working closely with the business to ensure that our workforce have the appropriate skills and knowledge to deliver now and in the future.
 - Preparing for new ways of working having learned from the experience of operating the services during the Covid-19 pandemic and also to prepare the council for its planned move to the public sector hub.
 - A renewed focus on branding of SBC as an employer through on-boarding and external recognition.
 - Continuing to support areas of the organisation as they go through business unit reviews.
 - Refresh of induction and introduction of on-boarding concepts.
 - Developing tools to enable staff self-service.
 - Reviewing the effectiveness of the Firstcare absence management system.

Performing at our Peak Programme

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

- 3.59 The Council aims to become an insightful Council with improved service performance and slimmed down decision-making processes. The programme will improve the organisation's insight, analysis and intelligence to help us to make better informed business decisions. This is being achieved through the adoption of tools to support ongoing strategic and operational analysis, along with progress towards more devolved decision making.
- 3.60 Key successes during 2019/20 included:
- Developing the Council's performance and governance system (InPhase). This included the reduction of manual data collection processes, enhancing the use of the risk management module and further developing business unit measures on the system.
 - Reviewing performance measures and targets for 2020/21 and appraising the proposed new measures from business units.
- 3.61 During 2020/21 the programme will focus on:
- Ongoing development of the use of the Inphase system
 - Reviewing the scheme of officer delegations in respect of Executive powers.

Key Business Unit Themes Update

- 3.62 A summary of highlights at the end of the financial year 2019/20 that are not already included in the FTFC programme successes above is set out in the following paragraphs across the three key delivery themes:
- Customer
 - Place
 - Transformation and Support

Customer Theme

- 3.63 The Customer Theme incorporates the following Business Units:
- Housing & Investment
 - Communities & Neighbourhoods

Housing & Investment

- 3.64 A successful event was held to celebrate 100 years of social housing. Visits were arranged with those council tenants who became 100 years old this year and also to the 100th letting. A time capsule was also buried at a new build scheme, which will be named after Christopher Addison, the minister responsible for the introduction of key housing legislation in 1919.
- 3.65 The Housing team, alongside colleagues in Stevenage Direct Services and Environmental Health, were finalists in the Chartered Institute of Housing's

“Housing Heroes” team of the year award. This was to recognise the collaborative approach taken to resolve issues at Brent Court earlier in the year.

- 3.66 The Homelessness and Housing Options team made a successful bid for the Rough Sleeper Initiative for £177,500.
- 3.67 At the end of 2019/20 the target for homelessness preventions was 360, however the team achieved 525 preventions; this is in comparison to 399 in 2018/19. This is a significant achievement but also shows increased pressure on the service.

Communities & Neighbourhoods

- 3.68 Stevenage Day marked its 60th anniversary in June 2019 and was a success, with an estimated 30,000 attendees over the course of the day. The Council’s presence was enhanced, with a central SBC village and associated Council sponsored activities.
- 3.69 The third Stevenage Cycle Festival was held in August, involving 10 different local organisations and over 50 volunteers. Over 300 participants took part in the led ride. As a consequence of the festival, Cycling UK Stevenage Branch ran an additional programme of family rides throughout the summer.
- 3.70 The play team had a successful summer, offering five weeks of playschemes at the three play centres and two holiday playschemes offering over 100 sessions for the children and young people to access. There were over 13,000 sessional attendances throughout this period.
- 3.71 The Healthy Stevenage Partnership has worked to shape the district offer with Public Health this year. The focus on young people and wellbeing has led to the formation of healthy hub proposals at a number of secondary schools in the town.
- 3.72 Stevenage Against Domestic Abuse launched its first “Safe Space” in North Hertfordshire, building on the success of the Stevenage model and further developing the Council’s partnership with North Hertfordshire District Council.
- 3.73 The Community Safety team launched a ‘Contactless Box Project’ in December in partnership with Stevenage Rotary Club. The contactless boxes allow members of the public to provide contactless donations to local homeless people, which in turn, are developed into resources for Stevenage Haven to support those accessing its services.
- 3.74 The official launch of the Cultural Strategy took place in the town square, supported by the Arts Council and coinciding with the 25th anniversary of Stevenage Festival.
- 3.75 The service secured a successful £15,000 bid to the Arts Council to develop an interactive installation on the cycle network/identified underpass.
- 3.76 Over £100k of external investment has been secured for the town since the launch of the Arts and Heritage Strategy and future plans for Arts and Heritage will feature in regeneration plans moving forwards.

Place Theme

3.77 The Place Theme incorporates the following Business Units:

- Planning and Regulation
- Stevenage Direct Services
- Regeneration
- Housing Development

(The Regeneration and Housing Development Business Units are primarily focused on delivery of the Stevenage Town Centre Regeneration and Housing Development Programmes of FTFC. Delivery updates for these programmes are summarised in paragraphs 3.14 and 3.19 respectively.)

Planning and Regulation

- 3.78 After over a decade in the making in May 2019, the Council adopted its new Local Plan for Stevenage. The Plan sets the planning policies up until 2031 for 7,600 new homes and space for over 2,000 new jobs; a revitalised town centre; 3 new sustainable neighbourhoods with the protection of our green infrastructure.
- 3.79 The Council agreed to introduce CIL (Community Infrastructure Levy) from the 1st of April 2020. The CIL will be a mandatory floor space charge on new development in the borough, which would be used to fund key infrastructure to support growth in Stevenage.
- 3.80 The Environmental Health and Licensing team supported businesses to comply with health, hygiene and safety regulations, protecting our residents and staff.
- 3.81 Planning applications continued to be determined within corporate and statutory targets.
- 3.82 At the Business Technology Centre, a total of 72 new jobs were created and there were 57 new business start-ups during the year.

Stevenage Direct Services (SDS)

- 3.83 Green Flag Awards were successfully retained for Fairlands Valley Park, Town Centre Gardens and Hampson Park. An award was also attained for Shephalbury Park for the first time.
- 3.84 The Green Space volunteers collectively gave over 1,100 hours to help with maintenance of the Town Centre Gardens and delivery of Biodiversity Action Plan activities.
- 3.85 A Recycling Bag Pilot was launched, where 270 households were invited to participate in a pilot for the use of recycling bags in place of the current plastic boxes provided. The new recycling bags are now being provided in place of the old boxes. Constructive feedback has been received, and will be used to inform future specifications.

- 3.86 A community orchard in Mobbsbury Park has been restored and extended following works by the SDS Management team and Green Space Volunteers. A new 'People's Orchard' has been created on open space in Symonds Green. With supervision from SDS staff, SLT helped to clear scrub from Poplars Meadow (a local wildlife site).
- 3.87 Repairs have been fixed promptly and time taken to complete them continues to be better than the target level. The team have placed major focus on a case management approach to each case dealt with. This, coupled with efforts to review and improve processes, has improved performance and productivity.

Transformation and Support Theme

- 3.88 The Transformation and Support Theme incorporates the following Business Units:
- Digital and Transformation
 - Corporate Services
 - Finance and Estates

Digital and Transformation

Customer Services

- 3.89 The new integrated digital solution Firmstep was implemented in Customer Services. It has also enabled the swift implementation of an appointment based service for face-to-face interactions.
- 3.90 Customer satisfaction with the CSC was 90% at the end of the year, up from 88.5% in 2018/19.

Technology

- 3.91 The joint ICT strategy has been given final approval from both councils (Stevenage Borough Council and East Herts Council). This will ensure a united vision for the IT service over the next three years.
- 3.92 A new email and website security software has been implemented. This has improved the Council's security regarding all email and web traffic.
- 3.93 Azure AD has been implemented, which is the first step to applying the Council's network for the 'Cloud'. This has enabled the IT team to start applying 'Single Sign On' (SSO) for a number of applications.
- 3.94 Laptops have been procured and deployed for Members. This will help enable Members to take advantage of the new video conferencing facilities in place as well as providing flexible working benefits.
- 3.95 Due to the impact of Coronavirus, IT enabled staff to work from home where they could do. On average 500 staff have been using remote access at any one time during the working day since lockdown came into effect.

Finance and Estates

- 3.96 The Revenues and Benefits service exceeded targets for Council Tax collection rates during 2019/20.
- 3.97 The percentage of non-domestic rates due for the financial year received by the authority has exceeded target throughout the year.
- 3.98 The time taken to process housing benefit new claims and change events has been significantly better than target for the majority of 2019/20.

4 REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS

Annual Report Purpose and Content

- 4.1 The Annual Report 2019/20 (Appendix A) emphasises the co-operative approach of the Council to service design and delivery. It highlights how the Council has been able to continue to meet the needs of the community despite the tough economic challenges the Council has faced and it outlines the progress against the transformation programme Future Town Future Council.
- 4.2 The document reflects on the achievements against the Corporate Plan 'Our Co-operative Council: Future Town Future Council' over the last year as well as giving a brief summary of what the Council aims to achieve in the forthcoming year to deliver the Corporate Plan, supporting the annual review of outcomes and priorities.
- 4.3 The Senior Leadership team and Service Managers have been consulted to determine the appropriate content and to suggest the key achievements for the Annual Report.
- 4.4 The Annual Report will be published on the Council's website and will be promoted through social media and the Chronicle magazine.

FTFC Programme Deliverables

- 4.5 As explained in paragraphs 3.8 to 3.9, officers have conducted a review of the Future Town Future Council Co-operative Corporate Plan programme for the coming year and have engaged with Executive Members and the Opposition Group Leaders via informal briefings, to help shape its direction. This review has formed the basis of the 2020/21 FTFC deliverables that are contained in this Executive report and summarised in the Annual Report 2019/20. The FTFC programme will also play a pivotal role in supporting the delivery of the recovery plans that are proposed in a separate report to this Executive meeting.
- 4.6 The range of projects proposed for 2020/21 represent an ambitious programme of work, particularly given the challenges faced in relation to the Covid-19 situation and, associated to this, the Council's General Fund and

Housing Revenue Account financial position. There remains considerable uncertainty as a result of these challenges and it will therefore be necessary to keep the deliverability of the FTFC programme under review during the course of the year. Any resultant changes to the FTFC deliverables for 2020/21 will be reported to the Executive through the quarterly Corporate Performance Reports.

Council Performance Measures 2020/21

- 4.7 The impact of the broad transformation being applied across the Council has been considered when determining appropriate measures to monitor performance throughout 2020/21.
- 4.8 The full suite of 2020/21 measures and targets can be seen in Appendix B. The flexibility of the Council's approach to performance management enables the Senior Leadership Team to amend performance measures and targets in year to drive forward additional improvement in services and to reflect changes in structures and approach where appropriate. In this regard, once the Corporate Landlord Review is completed, a new suite of measures will be introduced relating to that function. A review into the approach to the CSC may also lead to further changes to performance measures associated with that service. The Executive will be advised of any new measures to be included in the corporate performance suite as a result of these reviews, through future quarterly performance reports.
- 4.9 Towards the end of Quarter 4 of 2019/20, Covid-19 began to impact on performance across many council services and the continued impact and uncertainty presents difficulty in terms of setting realistic targets for 2020/21. In view of these exceptional circumstances, officers propose that most performance targets should be set in line with the targets for the equivalent period last year. The remainder (where appropriate) will be set based on the actual outturn figures for 2019/20.
- 4.10 In addition, alongside this corporate performance suite, the Council will also develop with its partners a supplementary dashboard of measures to identify the impact of Covid-19 and the Stevenage recovery effort. This will be created and monitored through the Stevenage Co-operative Recovery Taskforce and the Recovery Co-ordination Board and will be reported within the quarterly recovery progress updates to the Executive (the Coronavirus (Covid-19) Incident Update Report & Recovery Plan report to this Executive meeting refers).

5 IMPLICATIONS

5.1 Financial Implications

5.1.1 There are no direct financial implications from the recommendations contained in this report. However, officers responsible for improvement activity identified will need to identify and consider any future resourcing needs.

5.2 Legal Implications

5.2.1 There are no direct legal implications from the recommendations contained in this report. However, officers responsible for improvement activity identified will need to identify and consider any resulting legal implications.

5.3 Equalities and Diversity Implications

5.3.1 An Equality Impact Assessment was completed for the Corporate Plan Our Co-operative Council: Future Town Future Council. This helped to determine any negative, positive or disproportionate impact our outcomes and priorities might have on people in terms of their protected characteristics under the Equality Act 2010. Equality Impact Assessments are undertaken in respect of individual programmes and services referred to in this report as appropriate.

5.4 Risk Implications

5.4.1 There are no direct significant risks to the Council in agreeing the recommendation(s). However, there is a risk to FTFC programme delivery as a result of the Covid-19 crisis.

5.4.2 The Council has an embedded approach to risk management that mitigates any adverse effect on delivery of the Council's objectives and internal control processes and also provides good governance assurance. Risks to individual FTFC programmes and projects will be kept under review through this approach.

5.5 Other Corporate implications

5.5.1 The Council's Corporate Plan is the keystone in the Council's policy framework. It sets out the Council's strategic priorities and informs the corporate improvement and change programmes.

5.5.2 The Corporate Plan impacts on some Council services and its priorities should be reflected in all relevant Business Unit planning processes.

5.5.3 The Annual report 2019/20 highlights the Council's co-operative approach to services. It ensures the Council continues not only to communicate its improvement priorities and co-operative vision to the people of Stevenage, but also to listen, engage and involve them in the realisation of this joint vision.

BACKGROUND DOCUMENTS

- [Council Corporate Plan: Our Co-operative Council; Future Town Future Council December 2016 Council](#)
- [Executive Report September 2019](#) - Corporate Performance for Quarter 1
- [Executive Report December 2019](#) - Corporate Performance for Quarter 2
- [Executive Report March 2020](#) - Corporate Performance for Quarter 3
- [Executive Report June 2020](#) - Corporate Performance for Quarter 4
- [Executive Report June 2020](#) - Coronavirus Recovery Plan - Review of the Medium Term Financial Strategy and Impact of Covid-19 on the Council's General Fund Revenue Budget

APPENDICES








- A Appendix A: Council Annual Report 2019/20 **[TO FOLLOW]**
- B Appendix B: Corporate Performance Suite and Targets 2020/21

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Executive Report : Corporate Performance Suite & Targets 2020/21

Key to Performance Status

Symbols

	Red Status - Focus of improvement		New measure - Performance results not required
	Amber Status - Initial improvement activity identified		No data results
	Green Status - Any variance from target manageable		Missing value
	Green Plus Status - Exceeding expectations		

	Corporate Theme	Actual to 30/06/19	Status at 30/06/19	Actual to 30/09/19	Status at 30/09/19	Actual to 31/12/19	Status at 31/12/19	Actual to 31/03/20	Status at 31/03/20	Target to 30/06/20	Target to 30/09/20	Target to 31/12/20	Target to 31/03/21
CS8: Anti-social behaviour per 1,000 population	Customers	7.69	★	8.45	☆	5.38	☆	6.80	☆	8.00	12.00	8.00	5.00
CS10: Domestic Abuse per 1,000 population	Customers		»»		»»		»»		»»	-	-	-	-
VGC1: Percentage of dwellings with a valid gas certificate	Customers	100.0%	★	100.0%	★	100.0%	★	100.0%	★	100.0%	100.0%	100.0%	100.0%
NI15b: The rate of violence against the person (victim based crime) per 1,000	Customers	2.96	☆	9.00	☆	7.90	☆	8.24	☆	10.00	7.00	11.00	7.00
BV66a: Rent collection rate	Customers	93.8%	★	96.9%	★	97.3%	●	98.5%	★	93.6%	96.3%	97.8%	98.6%
ECHFL1: Percentage of Homes maintained as decent	Customers	77.0%	★	79.5%	★	81.5%	★	75.1%	●	75.1%	76.5%	78.8%	70.1%
BV213: Homelessness preventions	Customers	128.0	☆	272.0	☆	428.0	☆	525.0	☆	90.0	180.0	270.0	360.0
ECHFL-IW1: Percentage of tenants satisfied with internal works completed (for the current quarter)	Customers	100.0%	☆	100.0%	☆	100.0%	☆	100.0%	☆	80.0%	80.0%	80.0%	80.0%
NI156: Number of households in temporary/emergency accommodation at end qtr	Customers	73.00	★	81.00	▲	89.00	▲	175.00	▲	120.00	120.00	120.00	120.00
Void loss 1: Void loss in year (£)	Customers	85,775	●	191,858	▲	271,198	▲	343,051	▲	82,767	164,594	239,856	319,245
Voids Sheltered MW - The time taken to relet major works sheltered voids	Customers	0.00	☆	91.00	▲	70.00	★	103.25	▲	70.00	70.00	70.00	70.00
ECHFL-EW1: Percentage of tenants satisfied with external works completed (for the current quarter)	Customers	98.9%	☆	100.0%	☆	100.0%	☆	100.0%	☆	80.0%	80.0%	80.0%	80.0%
WebSat1: Customer satisfaction with Council website	Future Town, Future Council	0.26	☆	0.30	☆	0.26	☆	0.16	▲	0.26	0.30	0.26	0.16
FS2a (ACC2): Percentage HRA approved savings removed from HRA for current year	Future Town, Future Council	98.00%	★	94.00%	★	92.00%	★	91.00%	★	91.00%	91.00%	91.00%	91.00%
CTOC1: Percentage of customer complaints responded to within deadline	Future Town, Future Council	94.37%	★	94.19%	★	94.94%	★	93.90%	★	95.00%	95.00%	95.00%	95.00%
EAA1: Customer satisfaction with CSC customer service	Future Town, Future Council	88.7%	★	90.1%	★	89.7%	★	89.7%	★	90.0%	90.0%	90.0%	90.0%
FS3 (Futsav1b): Percentage of GF savings identified to meet three year target	Future Town, Future Council	45.9%	☆	71.9%	☆	69.6%	☆	69.9%	★	10.0%	30.0%	50.0%	75.0%
EoCrec: Time to recruit	Future Town, Future Council	42.00	★	47.00	★	46.00	★	46.00	★	42.00	47.00	46.00	46.00
EoC4a: Percentage of apprentices in post as percentage of workforce.	Future Town, Future Council	2.1%	★	1.9%	★	2.1%	★	1.9%	★	2.1%	1.9%	2.1%	1.9%
HDD1b (formerly NB1) - New Build Spend v Budget of development activity that is contracted	Future Town, Future Council	99.8%	☆	99.7%	☆	98.2%	★	95.3%	★	85.0%	85.0%	85.0%	85.0%

	Corporate Theme	Actual to 30/06/19	Status at 30/06/19	Actual to 30/09/19	Status at 30/09/19	Actual to 31/12/19	Status at 31/12/19	Actual to 31/03/20	Status at 31/03/20	Target to 30/06/20	Target to 30/09/20	Target to 31/12/20	Target to 31/03/21
CNM2g: Garage Voids as a percentage of stock	Future Town, Future Council	10.79%	★	11.58%	★	14.74%	▲	15.38%	▲	10.79%	11.58%	14.74%	15.38%
FS1a (LACC1): Percentage GF approved savings removed from GF budget for current year	Future Town, Future Council	98.00%	★	94.00%	★	92.00%	★	92.00%	★	98.00%	92.00%	92.00%	92.00%
FS4 (Futsav2b): Percentage of HRA savings identified to meet three year target	Future Town, Future Council	36.0%	☆	100.0%	☆	79.3%	☆	79.3%	☆	2.5%	30.0%	50.0%	75.0%
Compl4: Percentage of stage 2 & 3 complaints upheld fully or partially (Housing)	Future Town, Future Council	35.00%	★	20.00%	☆	24.71%	☆	27.73%	☆	40.00%	40.00%	40.00%	40.00%
HDD1d: Number of affordable homes delivered (gross) by the Council (since 2014)	Future Town, Future Council	176.00	★	192.00	★	216.00	★	238.00	★	240.00	242.00	242.00	251.00
Voids sheltered:The time taken to relet standard sheltered voids	Housing Management	103.94	▲	92.74	▲	88.81	▲	88.89	▲	70.00	70.00	70.00	70.00
Rep-Time2: Average end to end repairs time (days) - Urgent Repairs	Place	2.83	☆	2.80	☆	2.77	☆	3.14	☆	5.00	5.00	5.00	5.00
NI191: Residual household waste per household (kgs)	Place	122.00	☆	243.00	★	365.00	★	500.00	★	150.00	275.00	395.00	-
NI192: Percentage of household waste sent for reuse,recycling and composting	Place	43.0%	★	42.0%	★	37.0%	▲	40.0%	★	55.0%	42.0%	40.0%	-
Rep Cost1: Average responsive repair cost per dwelling	Place	62.40	☆	162.78	★	218.46	☆	277.58	☆	81.77	163.54	245.30	327.07
Rep-Time1: Average end to end repairs time (days) - Emergency Repairs	Place	0.79	☆	0.85	☆	0.88	☆	0.94	☆	1.00	1.00	1.00	1.00
VoidsGN: The time taken to relet standard general needs voids	Place	30.31	☆	30.27	☆	31.82	★	29.97	☆	32.00	32.00	32.00	32.00
VoidsGNMW - The time taken to relet major works general needs voids	Place	51.92	☆	59.88	☆	59.00	☆	59.13	☆	65.00	65.00	65.00	65.00
BTC1a: New jobs created through Business Technology Centre	Place	?	?	34.00	☆	47.00	★	72.00	☆	15.00	30.00	45.00	60.00
BTC1b: New business start up in Business Technology Centre	Place	?	?	20.00	☆	34.00	☆	57.00	☆	6.00	12.00	18.00	24.00
NI157a: Percentage of major planning applications determined in 13 weeks	Place	100.0%	☆	83.3%	☆	100.0%	☆	81.3%	☆	60.0%	60.0%	60.0%	60.0%
NI157b: Percentage of minor planning applications determined within 8 weeks	Place	96.6%	☆	96.0%	☆	97.2%	☆	90.3%	☆	65.0%	65.0%	65.0%	65.0%
NI157c: Percentage of other planning applications determined within 8 weeks	Place	96.3%	☆	97.5%	☆	97.9%	☆	96.7%	☆	80.0%	80.0%	80.0%	80.0%
NI180: Food establishments in the area broadly compliant with food hygiene law	Place	96.1%	★	96.1%	★	97.0%	★	96.0%	★	95.0%	95.0%	95.0%	95.0%
ECHF0: Percentage of Repairs service customers satisfied (telephone survey)	Place	93.08%	★	93.36%	★	93.01%	★	92.72%	★	90.00%	90.00%	90.00%	90.00%

	Corporate Theme	Actual to 30/06/19	Status at 30/06/19	Actual to 30/09/19	Status at 30/09/19	Actual to 31/12/19	Status at 31/12/19	Actual to 31/03/20	Status at 31/03/20	Target to 30/06/20	Target to 30/09/20	Target to 31/12/20	Target to 31/03/21
+ ECH-Rep3: Percentage repairs appointment made and kept	Place	98.61%	★	98.49%	★	99.35%	★	97.91%	★	95.00%	95.00%	95.00%	95.00%
+ ECH-Rep4: Percentage repairs fixed first time	Place	98.96%	☆	99.14%	☆	99.11%	☆	96.76%	☆	87.50%	87.50%	87.50%	87.50%
+ Rep-Time3: Average end to end repairs time (days) - Routine Repairs	Place	6.45	☆	7.16	☆	7.08	☆	7.85	☆	20.00	20.00	20.00	20.00
+ ELL1a: Percentage of Houses in Multiple Occupation (HMO) that are broadly compliant	Place	98.45	☆	95.83	☆	95.93	☆	96.88	☆	92.50	92.50	92.50	92.50
CSC4: Percentage of telephone calls to the CSC answered within 20 secs	Transformation and Support	61.3%	☆	56.9%	★	49.6%	▲	46.7%	▲	61.3%	56.9%	49.6%	46.7%
CSC13a: Percentage of calls to the CSC resolved within the CSC (by CSC advisors)	Transformation and Support	62.90%	★	61.80%	★	62.10%	★	61.40%	●	62.90%	61.80%	62.10%	61.40%
CSC5: Percentage of walk-in customers to the CSC served within 20mins	Transformation and Support	81.2%	☆	80.2%	★	79.8%	★	79.8%	★	81.2%	80.2%	79.8%	79.8%
NI181: Time taken (days) to process housing benefit new claims and change events	Transformation and Support	13.45	●	10.09	★	8.60	★	5.98	☆	12.00	12.00	10.00	10.00
Pe1: Total Human Capital - measures Workforce Stability	Transformation and Support	85.9%	★	85.0%	★	85.9%	★	86.0%	★	85.9%	85.0%	85.9%	86.0%
Pe2: Agency Usage as a percentage of total workforce	Transformation and Support	13.2%	●	12.8%	●	11.4%	★	11.9%	●	13.2%	12.8%	11.4%	11.9%
Pe4a: Sickness Absence Rate for the Current Workforce (FTE)	Transformation and Support	9.49	▲	9.80	▲	9.56	▲	9.87	▲	9.49	9.80	9.56	9.87
Pe6: Appraisal completion to meet corporate deadlines	Transformation and Support	100.0%	★	100.0%	★	100.0%	★	100.0%	★	100.0%	100.0%	100.0%	100.0%
BV9: Percentage of council tax collected	Transformation and Support	33.3%	★	60.4%	★	87.5%	★	96.0%	★	33.0%	61.0%	88.0%	96.8%
BV10: Percentage of non-domestic rates due for the financial year received by the authority	Transformation and Support	36.9%	☆	62.9%	☆	89.8%	★	98.9%	★	36.0%	61.0%	89.0%	99.0%
Cust1: Percentage complaints progressing to stage 2 and 3 that are upheld or partially upheld	Transformation and Support	31.8%	☆	18.3%	☆	23.1%	☆	25.0%	☆	40.0%	40.0%	40.0%	40.0%
CSC12: Percentage of calls abandoned in the Customer Service Centre	Transformation and Support	7.2%	★	10.4%	★	15.1%	▲	15.9%	▲	7.2%	10.4%	15.1%	15.9%

Meeting: EXECUTIVE

Agenda Item:

Portfolio Area: Resources

Date: 8 JULY 2020



4th QUARTER REVENUE MONITORING REPORT 2019/20 - GENERAL FUND AND HOUSING REVENUE ACCOUNT

KEY DECISION

Author – Katia Cousins

Ext No. 2383

Lead Officer – Clare Fletcher

Ext No. 2933

Contact Officer – Clare Fletcher

Ext No. 2933

1. PURPOSE

- 1.1 To update Members on the 2019/20 outturn positions for the General Fund and Housing Revenue Account (HRA) and to seek approval for revisions to 2020/21 revenue budgets, subject to completion of the 2019/20 audit of accounts.
- 1.2 To update Members on the Council's reserves and balances available to support revenue expenditure.

2. RECOMMENDATIONS

2.1 General Fund

- 2.1.1 That the 2019/20 actual net expenditure on the General Fund of £6,965,145 be noted, subject to the 2019/20 audit of the Statement of Accounts.
- 2.1.2 That carry forward requests totalling £794,510 be approved for the General Fund (paragraph 4.3.1).
- 2.1.3 That the ongoing pressure from 2020/21 of £14,970 on the General Fund be approved.
- 2.1.4 That part of the additional 2019/20 business rate gains (£788, 106) are set aside in an allocated reserve to protect the General Fund against business rate losses in 2020/21, (paragraph 4.2.14).

2.2 Housing Revenue Account

- 2.2.1 That the 2020/21 actual in year deficit on the HRA of £1,482,648 be noted, subject to the audit of the Statement of Accounts.

2.2.2 That new carry forward requests totalling £390,440 be approved for the HRA (paragraph 4.7.8).

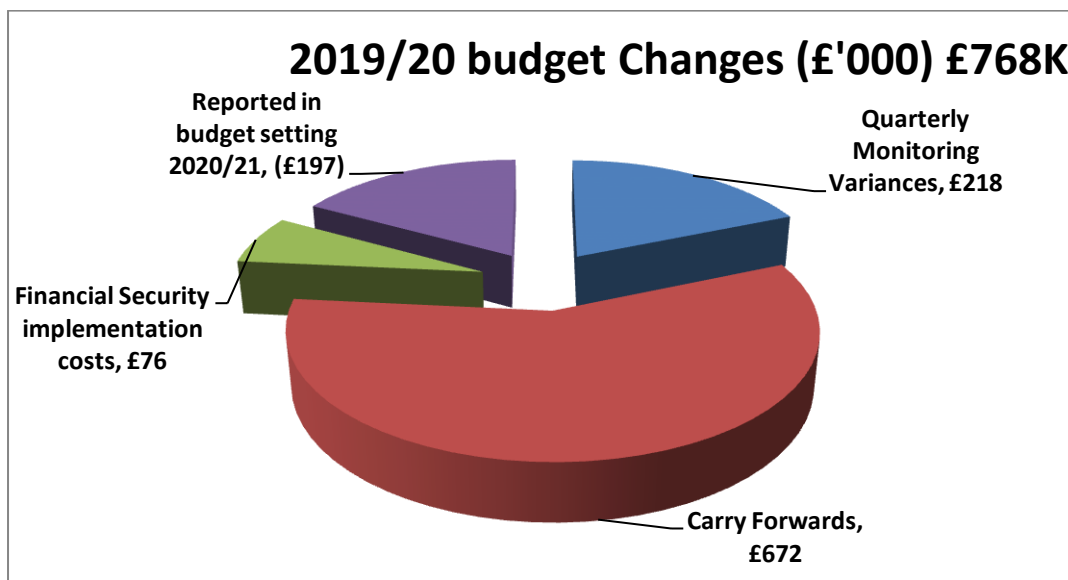
3. BACKGROUND

3.1 The Accounts and Audit Regulations contain provisions on financial management, annual accounts and audit procedures. Within the amended regulations there is no requirement for Member approval of the Statement of Accounts prior to the completion of the external audit and only the Responsible Financial Officer must certify the presentation of the pre audit annual accounts. This would normally be by the 31 May 2020 for financial year end of 31 March 2020. However, in response to the COVID-19 crisis, the publication date for the 2019/20 pre audit accounts has been put back to 31st August and the publication date for the final, audited accounts has been moved from 31 July to 30 November 2020. The aim is to publish the draft Statement of Accounts on the Council's website accompanied by the Annual Governance Statement by 30 June 2020.

3.2 This report therefore includes unaudited outturn figures which may be subject to change following the completion of the external audit for the financial year 2019/20.

3.3 General Fund

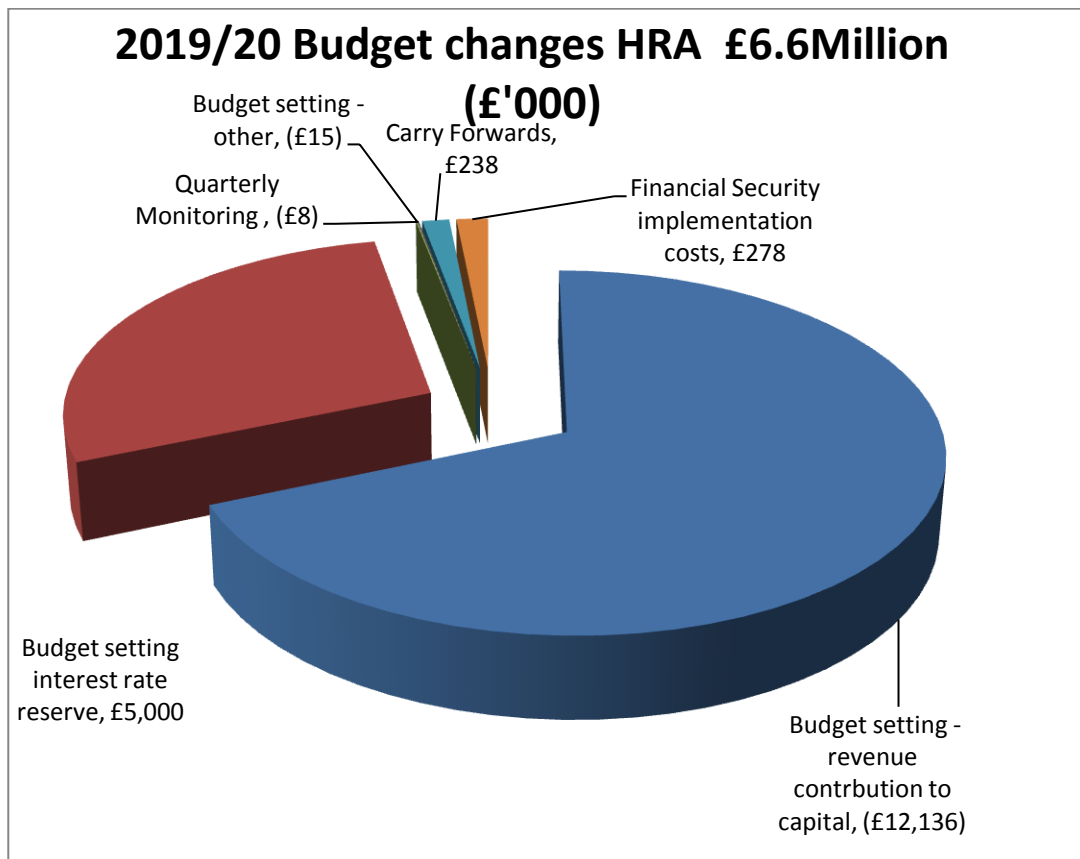
3.3.1 The Council's original 2019/20 General Fund net revenue budget of £8,802,520 was approved at Council on 27 February 2019. Subsequently Members have approved net budget increases of £768,160 (including carry forwards totalling £671,770) giving a 2019/20 working budget of £9,570,680.



* (£) indicates reduction in spend /increase in income

3.4 Housing Revenue Account (HRA)

3.4.1 The Council's HRA net revenue budget of £9,076,320 was approved at Council 30 January 2019. Subsequently Members have approved budget decreases of £6,643,870 giving a 2019/20 working budget of £2,432,450



* (£) indicates reduction in spend /increase in income

4. REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS

4.1 General Fund 2019/20 outturn

4.1.1 The 2019/20 outturn position on the General Fund is net expenditure of £6,965,145. The overall reduction to the working budget (before the annual transfer to the capital reserve and carry forward requests) was £2,993,598.

4.1.2 The planned but unbudgeted transfer to the capital reserve is £350,000 leaving a revised net underspend of £2,605,535, however this includes:

- Carry forward requests of £794,510, which if approved will be spent in 2020/21, (see paragraph 4.3.1).
- COVID19 grants of £45,305
- COVID net losses £187,808
- Reduction in use of revenue contribution to capital of £1,217,930 as approved in the June 2020 Executive COVID recovery report.

4.2 General Fund Underspends

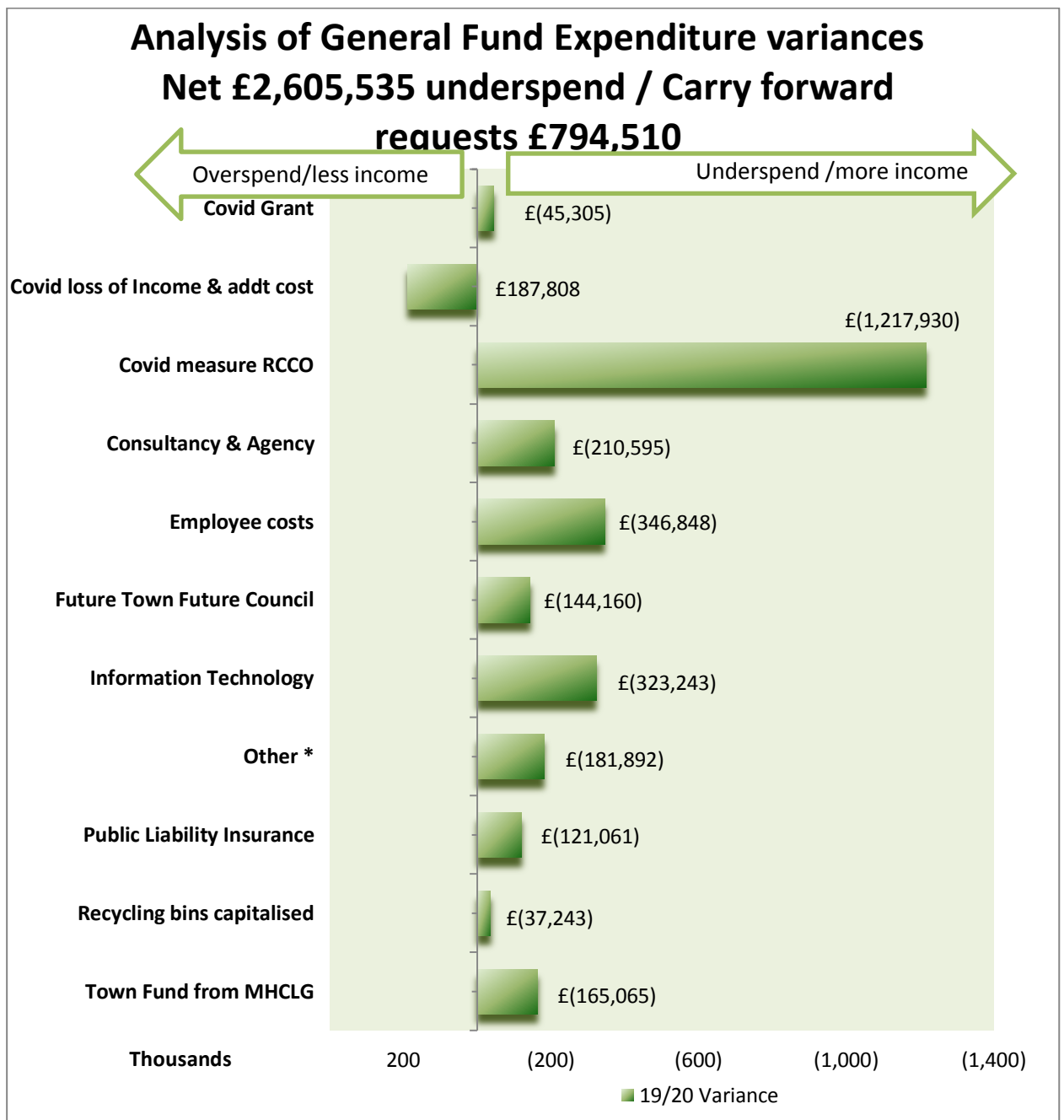
4.2.1 The underlying underspend for 2019/20 is higher as a result of actions approved as part of the June Executive with some of those actions summarised above. The June report reviewed the Medium Term Financial Strategy and the impact of Covid19 on the Council's General Fund Budget assessing the financial impact of income and cost pressures resulting from the Covid19 pandemic. The General Fund yearend balance has improved since the June MTFS COVID Report however, the full extent of this year and future year COVID losses and levels of government grants is not yet known. The MTFS and the anticipated impact on the General Fund of COVID-19 will be revised by 30th September 2020. The variance can be seen in the table below.

General Fund	June MTFS Covid Report	Q4 Outturn Report	Variance
General Fund Net Expenditure:			
Outturn 2019/20	6,909,265	6,965,145	55,880
Variance made up of:			
NDR retained pilot gains (originally shown in net cost of services and budgeted at £275K in core resources)	(£ 793,015)		
Transfer to NDR Reserve to cover 2020/21 potential losses (recommended in June report) **	£788,106		
Other GF changes in June	£60,789		
Total variance	55,880		
Core Resources:			
Total Core Resources 2019/20:	(£ 8,754,074)	(£ 9,100,889)	(£ 346,815)
Variance made up of:			
NDR pilot surplus now shown in GF *	£275,000		
Increased Business Rates due in 2019/20	(£ 621,816)		
Total variance	(£ 346,816)		
Total net variance			(£ 290,935)
Net contribution to balances	(£ 1,844,808)	(£ 2,135,744)	(£ 290,936)

**in the original budget pilot gains due were budgeted in core resources rather than in the General Fund net budget, this has been corrected at outturn.*

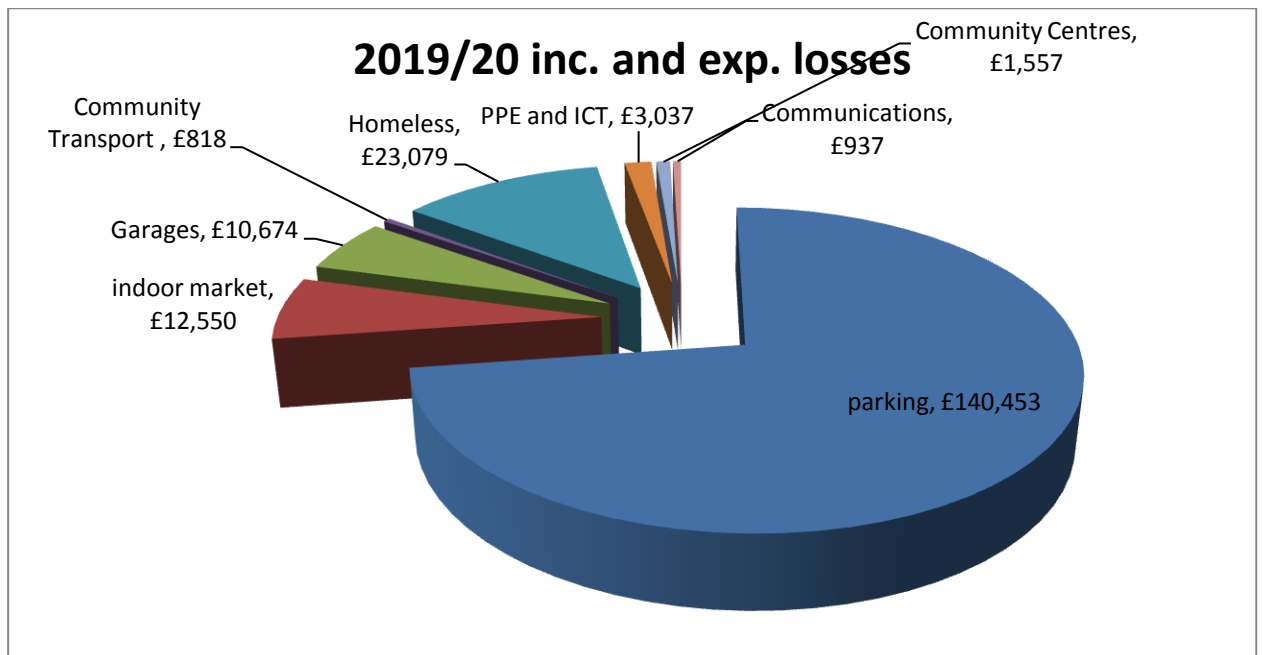
*** June COVID report paragraph 4.10.3 ' Potential NDR additional gains for 2019/20 currently being reviewed of £477K (subject to Pilot gains of £275K being realised, not yet known) if this was achieved recommend ring fenced for 2020/21 NDR gains if the £1Million was not achieved'.*

4.2.2. The 2019/20 under spend is analysed by category in the following chart.



4.2.3 **March impact of COVID19 and subsequent actions approved by the Executive can be summarised below:**

- **Government Grant underspend £45,305** - The initial Government Grant was received in March for Covid19. A further £871,563 was received in May 2020.
- **Covid loss of income and additional costs overspend £187,808** (*reported as £184,000 in the June report*) - the immediate impact of COVID is summarised in the chart below:



- **COVID Measure Revenue Contribution to Capital Outlay – underspend £1,217,930.** This was approved in the June Executive report as a measure to improve the resilience of General Fund and has been substituted by the use of ring fenced receipts in the short term.

4.2.4 **Consultancy & Agency – underspend £210,595.** These budgets cover the use of specialist external consultants including security, waste and legal. The main underspends are from the following;

- Estates underspend £40k – this is requested to be carried forward to complete the Corporate Landlord project
- Waste Disposal underspend £39k - £30k relates to payments to HCC based on tonnages and these were lower than forecast, the remaining £9k is across the Transfer station, Clinical waste and skips
- Corporate Policy underspend £34k – this budget is for various projects including the Resident survey. £10k has been requested to be carried forward to develop the Council’s performance management tool
- Cost of Democracy underspend £18k – returning unspent Brexit grant to balances
- Court costs underspend £10k – this budget is for Council Tax court costs
- Other smaller underspends make up the remaining £69k

4.2.5 **Employee costs – underspend £346,848.** The underspend on employee costs includes carry forward requests of £149,150, due to the timing of time limited and grant funded posts. The remaining underspend of £197,698 is a result of one Assistant Director post that has been vacant for a substantial part of the financial year, vacant posts during Business Unit reviews until they have been completed and timings in recruiting to other vacant posts.

4.2.6 **Future Town Future Council – underspend £144,160.** This underspend is requested to carry forward and will be used to deliver transformation across the Council.

4.2.7 **Information Technology – underspend £323,243.** The underspend on Information Technology includes carry forward requests of £236,130 due to timing of the

implementation of parts of the IT Strategy. The remaining underspend of £87,113 is mainly due to the part year purchase of new Microsoft Licences £50k and Digital Platform costs £40k.

- 4.2.8 **Other – underspends of £181,892.** Included within this is the NDR gain from the Hertfordshire pilot arrangement with Hertfordshire Councils £793,015 and the transfer to the NDR Reserve to cover losses anticipated in 2020/21 £788,106 (see paragraph 4.2.14). The remainder are other smaller variances across the General Fund with carry forward requests of £80,010.
- 4.2.9 **Public Liability Insurance – underspend £121,061.** The Council have appointed new insurance underwriters and they have a different approach to the level of provision needed for public liability insurance to the Council’s previous underwriters. The provision makes allowance for a “strong likelihood” of claims rather than previously making allowance for “all” potential claims.
- 4.2.10 **Recycling bins capitalised – underspend £37,243.** Following a year-end review of costs for recycling bins a transfer of costs to capital was undertaken resulting in this one off in year saving.
- 4.2.11 **Town Fund Grant – underspend £165,065.** The Council is one of 100 Councils selected across the country to receive a grant of £173,030 from the MHCLG. The grant is to support work required to form a Town Investment fund for submission in 2020/21. Subject to a two stage process this could lead to the Council receiving up to £25M of capital funding. The underspend is requested for carry forward to 2020/21.
- 4.2.12 **Non Domestic Rate (NDR):** - In 2019/20 Stevenage was part of the Hertfordshire Business Rate pilot. All districts and the county council joined together in order to retain more business rate income within Hertfordshire. There is an overall increase in retained rates income of £1,894,724 as shown in the following table. However £821K will not be received until 2021/22 and the MTFs has not yet made an assessment of future year COVID losses. In addition as set out in paragraph 4.2.1 £788K has been set aside which now means resources equal to the assumed 2020/21 NDR gains have been set aside in an allocated reserve.

NDR element	£	2019/20 Impact £	2020/21 Impact* £	2021/22 Impact £
2019/20 Retained Business Rate income (core resources)	(1,413,962)	(567,900)	(24,934)	(821,128)
Reduced S31 grant (reported as part of the outturn position above)	37,253	37,253	0	0
Gains from the Hertfordshire Pilot	(518,015)	(518,015)	0	0
Total	(1,894,724)	(1,048,662)	(24,934)	(821,128)

**identified as part of the 2020/21 budget setting process*

- 4.2.13 The NDR improvement in resources has arisen as a result of a reduction in the appeals provision required in 2019/20 for SBC, despite the gross yield being slightly lower combined with an improvement in gains in the Hertfordshire pilot, which saw the majority of councils receive an increase in income. However as stated above due

to the complexities of the business rate scheme, part of the gains totalling £821,128, will not be distributed until 2021/22. The 2019/20 Hertfordshire pilot position was finalised after the June COVID recovery report was reported.

4.2.14 Although the gains were higher than budgeted, Members will be aware that the likelihood of achieving the 2020/21 NDR gains will be greatly diminished due to the current economic position. At the time of writing this report there were accounts totalling £5.5Million of business rates, where no payment has been made in 2020/21 for April to June. **Therefore this report recommends that £788,106 is transferred to allocated reserves to set aside an amount equal to the 2020/21 NDR gains.**

4.2.15 The government is also reviewing how business rates will be retained from 2021/22 and a change in the retention methodology could reduce any future gains to the Council which has supported Regeneration and priority growth.

4.3 General Fund carry-forward requests

4.3.1 Carry forward request of £794,510, and detailed in the table below, were identified at year end to fund projects that are due for completion in 2020/21.

Service Area	Reason for Carry Forward Request	Carry Forward 2020/21
Funding for temporary posts		
Corporate Landlord	To complete Corporate Landlord Project	52,000
SDS	To fund extension to VRS apprentice post, extension to AD post for handover to new AD and 6 months of a one year fixed term contract	39,150
Graduates	To fund a six month post in the Communications team	20,000
Customer Services	To fund four agency staff for one month	8,000
Total for temporary posts		119,150
Grant Funding		
Regeneration	Town Fund Grant	165,060
Planning	Climate Levy Grant	17,960
Planning	Brownfield Register Grant to be used in 2020/21	13,810
SDS	Parks and Open Spaces	13,770
Housing	Flexible Homeless Support Grant	9,480
Total Grant Funding		220,080
Other		
Information Technology	To fund Microsoft On boarding £100k, Enterprise Architecture £86k, Health Check £8.5k and replacement GIS system £30k	224,500
Future Town Future Council	To fund transformational work within Future Town Future Council	144,160
Corporate Landlord	To assist with the disposal of sites for the garage improvement programme	40,000
Customer Services	To complete the refit works in CSC £6,790 and to fund the new Workforce Management system £10,000	16,790

Service Area	Reason for Carry Forward Request	Carry Forward 2020/21
Health & Safety	To complete the implementation of the new Health & Safety system	11,630
Corporate Policy	To develop InPhase the Council's performance management tool	10,000
Local Community Budgets	To fund Stevenage Helps and climate change projects	8,200
Total Other		455,280
Total General Fund Carry Forward Requests		794,510

4.4 2019/20 – General Fund Out-turn Position and Core resources

4.4.1 The 2019/20 net spend meant a **contribution to balances of £2,173,807**. The impact of the 2019/20 outturn position versus budget is summarised as follows:

GENERAL FUND RESERVES:	2019/20 Original Budget £	2019/20 Working Budget £	2019/20 Actual £	Variance to Working £
General Fund Balance 1 April	(4,794,061)	(4,794,061)	(4,794,061)	0
Net Budget (incl. S31 Grant & NDR levy)	8,802,520	9,570,680	6,965,145	(2,605,535)
Council Tax	(5,754,911)	(5,754,911)	(5,754,911)	0
Retained Business Rates	(2,562,580)	(2,562,580)	(2,909,395)	(346,815)
Transfers to/from collection fund	(436,583)	(436,583)	(436,583)	0
Total Core resources	(8,754,074)	(8,754,074)	(9,100,889)	(346,815)
Net Contribution from/ (to) balances	48,446	816,606	(2,135,744)	(2,952,350)
General Fund Balance 31 March	(4,745,615)	(3,977,455)	(6,929,805)	(2,952,350)

4.4.2 Core resources are based on estimates for the year. The projected NDR changes are detailed in para 4.2.12.

4.5 General Fund 2020/21 Budget

4.5.1 The impact on the 2020/21 General Fund budget of the 2019/20 on-going changes and carry forwards identified at year end is summarised in the table below and will be incorporated in the next General Fund Medium Term Financial Strategy (MTFS) update. The budget below currently does not include the projected June COVID losses as estimated in the June COVID report, this will be updated as part of the September review.

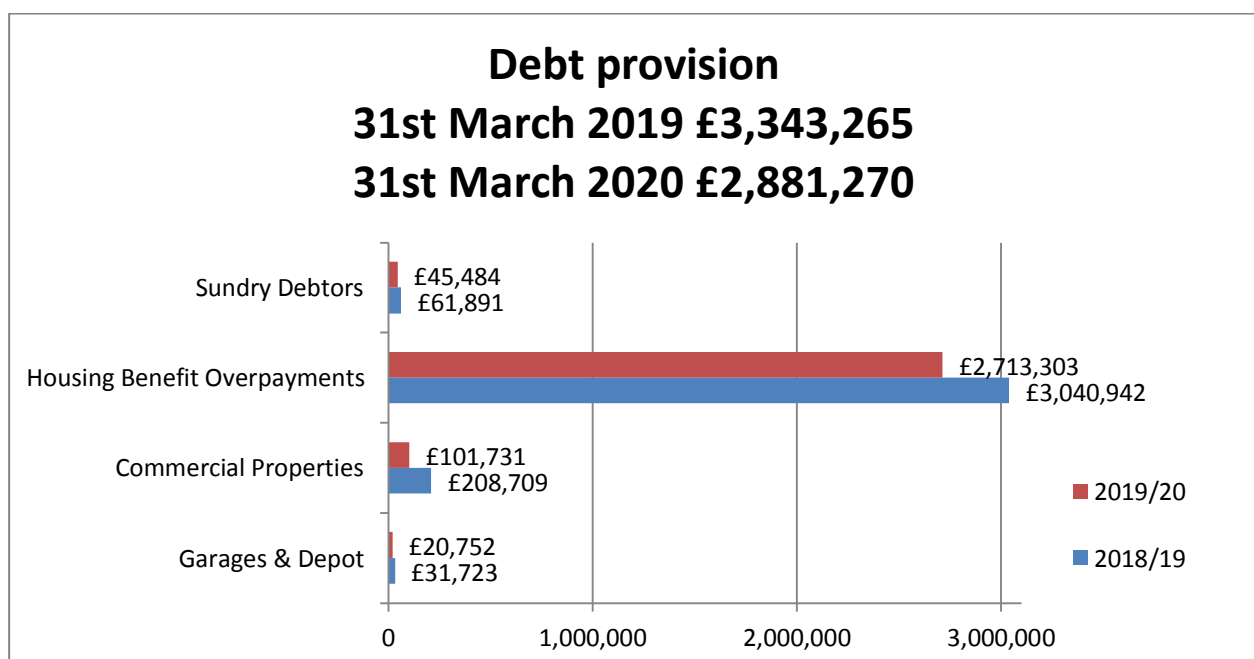
General Fund Net Budget	Budget 2020/21
Original Budget	9,069,830
Q3 approved net changes	100,800
June MTFs recommendations	1,832,330
Approved 2020/21 changes	11,002,960
Q4 carry forward requests	794,510
Q4 ongoing net changes	14,970
General Fund Working Budget	11,812,440

- 4.5.2 The net ongoing pressure to the General Fund £14,970 consists of:
- An adjustment to the budgeted establishment pressure £48,070 (excluded from the original budget)
 - Lower disposal of Trade Waste costs £15,000
 - Lower business rates for Daneshill House following assessments for 6th floor basement and the ground floor saving of £18,100

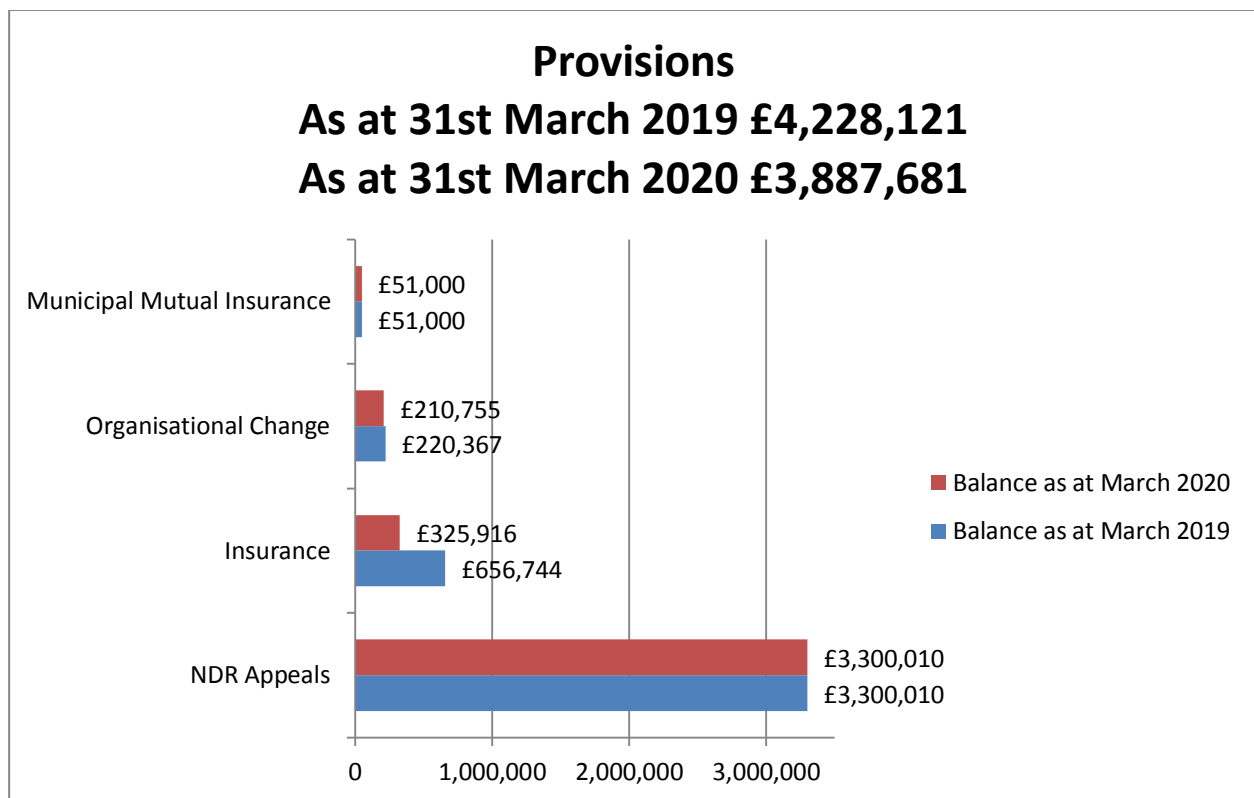
4.6 Balance Sheet 31 March 2020 year end Position

4.6.1 The Council's General Fund and HRA balance sheet is reviewed quarterly and reported annually in the Council's Statement of Accounts in its entirety. The following accounting adjustments were made to the balance sheet as at 31 March 2020.

4.6.2 **Bad Debt Provision** – The bad debt provision for the Council's debtors (excluding Council Tax and NDR) as at 31 March 2020 is £2,881,270. The specific bad debt provision for housing benefit overpayments accounts for most of this provision (91%), as detailed in the following chart.

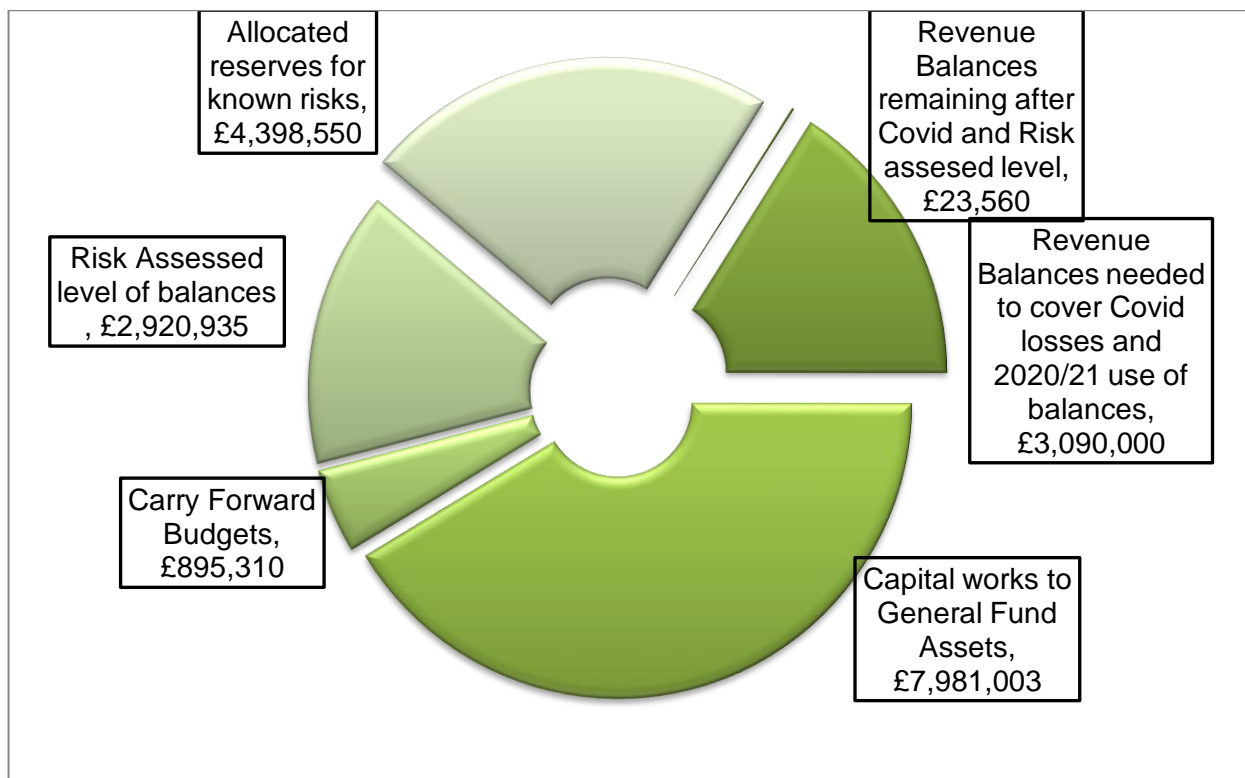


4.6.3 **Provisions** - As at the 31 March 2020 the Council's total provisions (funded from the General Fund and HRA) were £3,887,681 and these are shown in the chart below.

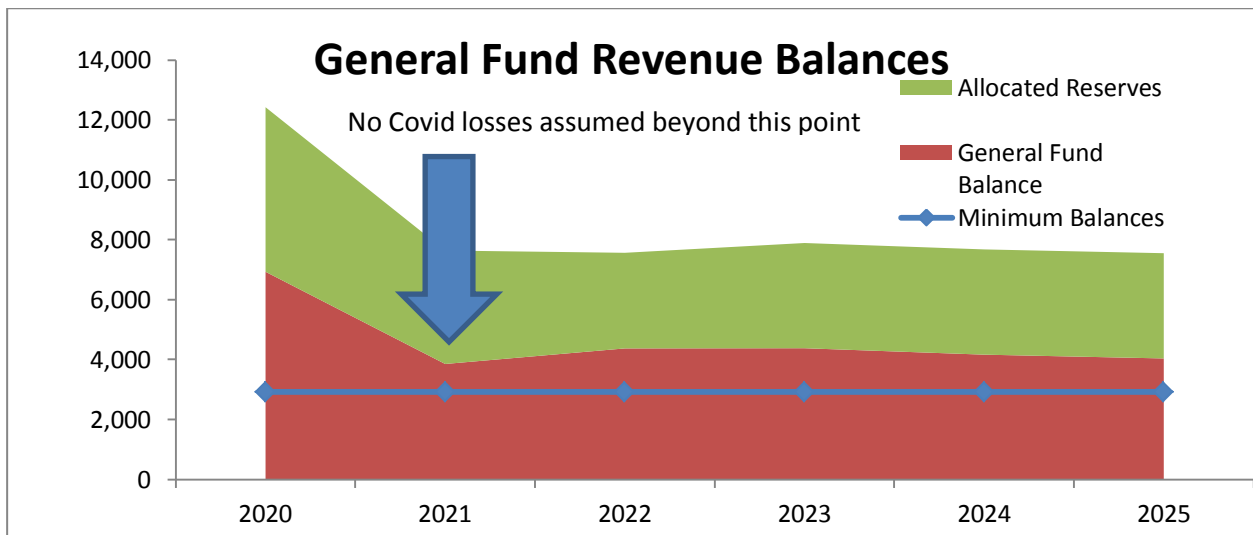


- **NDR Appeals (SBC share only)** – This provision is to fund any successful business rate appeals approved by the Valuation Office Agency (VOA). If an appeal is successful the Council business rates. The total provision for NDR appeals as at 31 March 2020 is £8.1Million, which SBC holds for the Council, HCC and the government.
- **Organisation Change** - This provision represents an assumption of costs associated as part of business unit reviews. Costs are due to be paid in 2020/21 as a result of consultation started in 2019/20.

4.6.4 **Usable reserves – General Fund** As at the 31 March 2020 the General Fund had **useable reserves of £19.309Million**, (£11.328Million for revenue purposes and £7.981Million for capital spend). The revenue balances needed to cover CoVID losses in 2020/21 is £3.09M. There are £895,310 of approved carry forward requests due to be spent in 2020/21 and £2Million ring fenced for regeneration projects. Revenue balances after Covid losses and the risk assessed level is £23,560. The following pie chart details the General Fund usable reserves.

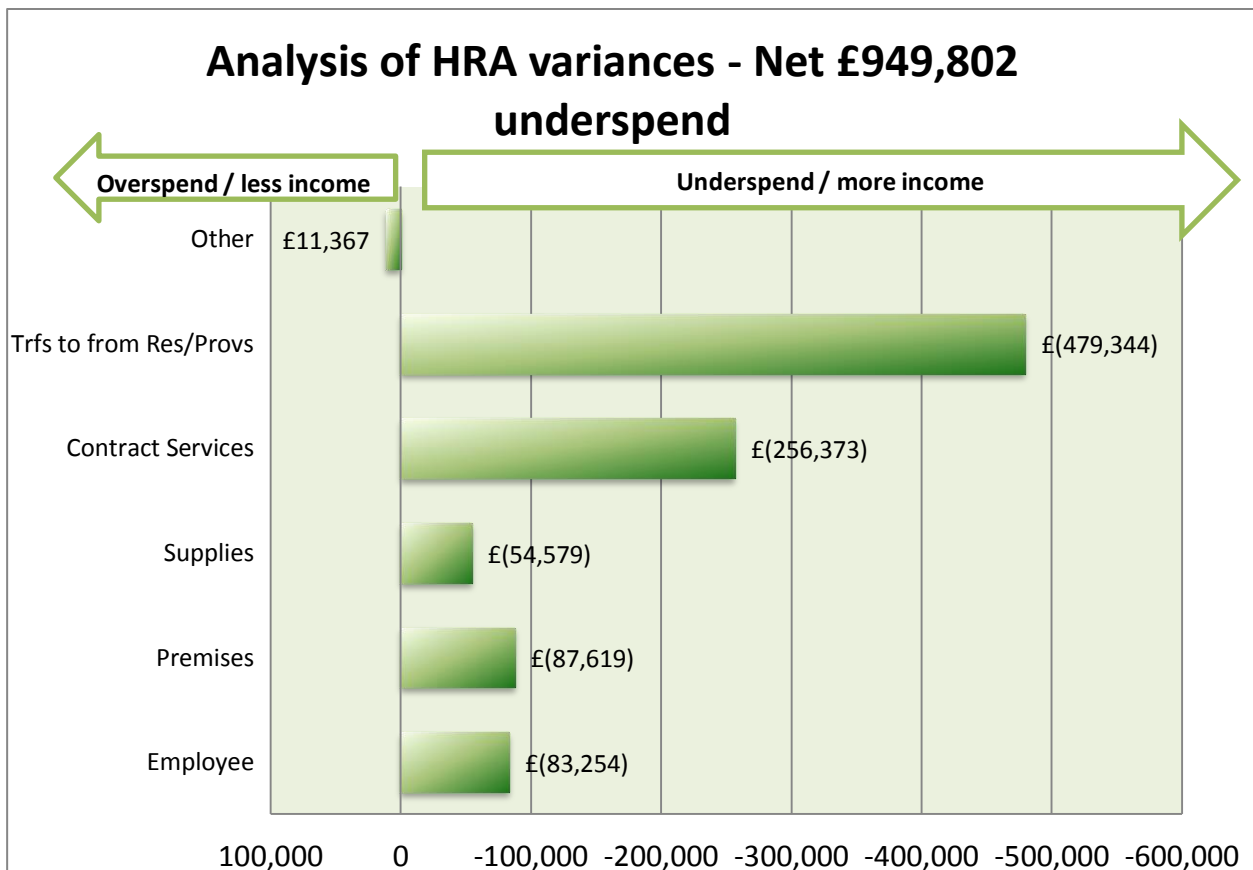


- 4.6.5 The Medium Term Financial Strategy (MTFS) identified that there is a need to draw down on **balances in 2020/21 in excess of £3Million** and there is a draw on balances in future years while at the same time requiring Financial Security options totalling **£2.7Million including £1.7Million of unidentified savings for the period 2021/22-2024/25**. This does not include COVID income losses for 2021/22 onwards and any delay in the ability to deliver savings.
- 4.6.6 The General Fund also has reserves it sets aside to fund works to assets such as buildings and plant (capital). This money cannot be spent on running services and the majority of the cash resources have been allocated to specific capital projects. As at 31 March 2020 the General Fund had capital resources of £7,981,003 all of which is estimated to be spent by 2020/21.
- 4.6.7 **Allocated Reserves** - Some balances are 'ring fenced' and have been set aside for specific purposes. The total value of (revenue) allocated reserves available for the Council to spend as at 31 March 2020 is **£4,398,551**, (31 March 2019, £3,311,142). Reserve balances have increased by £1,087,409, however allocated reserves are set aside for specific projects such as regeneration projects, new build projects and to cover the NDR Councils exposure on business rates.
- 4.6.8 The General Fund also has a specific reserve for capital projects funded from unbudgeted underspends at year end (£1,094,000). The capital reserve is used to finance part the General Fund capital programme.
- 4.6.9 Below is the current projection showing how reserve balances will reduce as they are spent over the next five years:



4.7 Housing Revenue Account (HRA)

4.7.1 The 2019/20 outturn position on the HRA was an in year deficit of £1,482,648, a £949,802 decrease from the budgeted deficit of £2,432,450 shown in the current working budget. The main variances to the working budget are highlighted below.



4.7.2 **Transfers to/from Reserves and Provisions – underspend £479,344.** The majority of this variance comes from a provision of £442k relating to historic water commission charges. The risk of such claims is now considered to be low and the money has been returned back to HRA balances. The remaining part of this underspend (£37k) is an underspend on the organisational change provision.

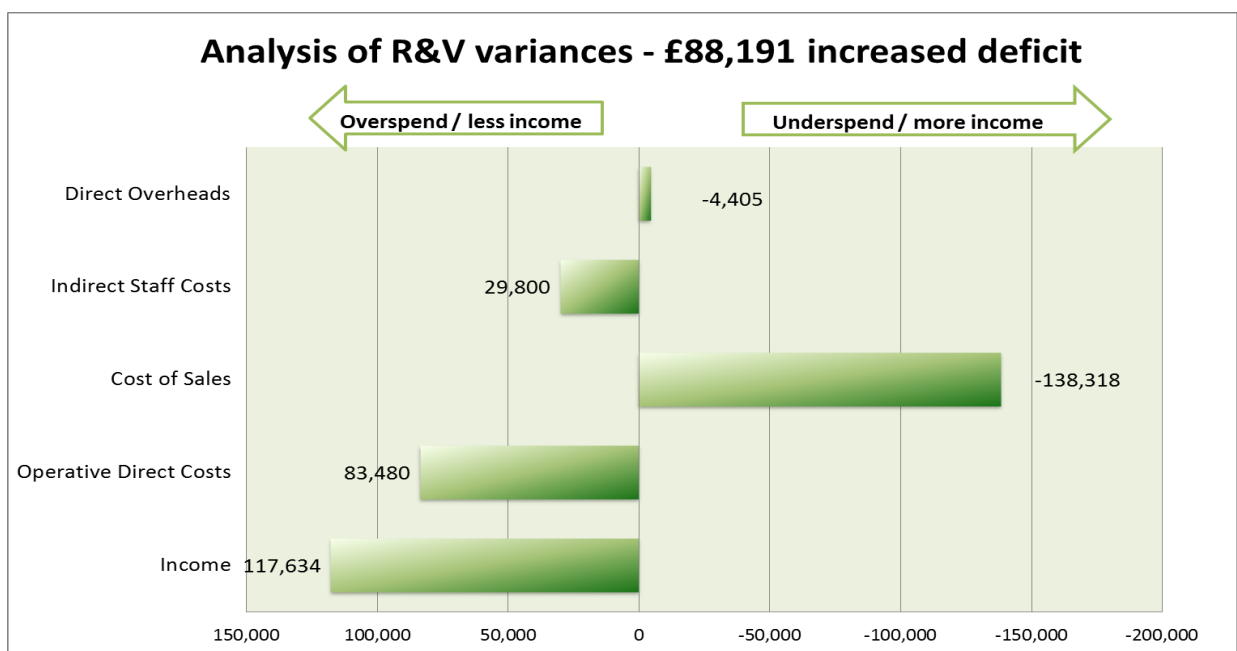
- 4.7.3 **Contract Services – underspend £256,373** The largest variance of £200k in contract payments relates to the housing transformation fund and this forms part of the request to be carried forward into the current year to complete the £1.5Million programme of spend. There is also a variance of £22k for specialist consultancy work in the housing and development team. This was due to the timing of projects and this is also requested to be carried forward in addition to the £47k identified at Q3.
- 4.7.4 **Supplies – underspend £54,579.** The most significant variances in this area related to the printing and distribution of the new tenancy agreement, which has slipped into the current year. Therefore, £23k has been requested to be carried forward to complete this process. The other variances are made up of small balances across several areas £32k underspend.
- 4.7.5 **Premises – net underspend £87,619.** There were savings on lift maintenance and door entry budgets of £20k mainly due to the timing of works and the impact of the major works programme. However the largest variance related to the final insurance allocation, which led to a saving of £77k on premises related policies. The remaining variances mainly related to utility costs across HRA properties (£10k overspend).
- 4.7.6 **Employees – net underspend £83,254.** There were significant savings on employee costs during last year the majority of these related to the tier 6 staff structure review. This led to posts being held vacant while the results of the review were being finalised. Recruitment is currently underway to fill the remaining posts in the new structure.
- 4.7.7 **Other – net overspend £11,367.** This variance relates to the smaller variances across the HRA for the year.
- 4.7.8 As part of Quarter 4 monitoring carry forwards of £390,440 were identified and listed below.

Service Area	Reason for Carry Forward Request	Carry Forward to 2020/21
Housing Revenue Account		£
Housing Development	This budget is intended for design and feasibility work on new schemes. The timing of the current project list has meant that the budget has been carried forward.	22,060
Housing Transformation Project	This represents the remaining funds from the £1.5Million budget. This will be spent on completing the transformation programme in 2020/21.	324,480
New Tenancy Agreements	Costs for the printing and distribution of the new tenancy agreements have slipped into 2020/21.	23,000

Service Area	Reason for Carry Forward Request	Carry Forward to 2020/21
Housing Revenue Account		£
Independent Living	The Council are awaiting final costs for communication equipment from a supplier that is in administration. Therefore the budget has been carried forward to meet this cost.	13,800
New Mortgage and Loan System	This underspend has been requested to be carried forward to finish the implementation of a new loans and mortgage system for the Council.	7,100
TOTAL		390,440

4.7.9 Repairs and Voids Performance

4.7.10 The Repairs and Voids team financial position is included in the overall HRA. The outturn increased the deficit by £88,191. A detailed variance analysis is given below.



4.7.11 **Income – less income £117,634.** Income budgets had been increased during the year to accommodate the higher cost of subcontractors. However, the outturn was less than anticipated and is reflected in a compensating saving on subcontractors of £112k. Responsive and void works were up on last year, decent homes work was down by 29% and aids and adaptations work ceased to be provided by the team.

4.7.12 **Operative Direct Costs- overspend £83,480.** Initially budgets were transferred from direct costs to fund a pressure in materials spend. However, four new staff members have been taken on and two agency staff have been made permanent. This was to reduce agency costs and the level of subcontractor spend. This led to an

over spend on the revised budget, but the outturn remained well below the original budget for the year.

4.7.13 **Cost Of Sales – underspend £138,318.** As mentioned in the income section, the majority of this saving related to a £112k variance on subcontractor costs and is reflected in reduced income to the working budget. The other significant variance was a £33k saving on fleet recharges, mainly relating to depreciation costs on vehicles.

4.7.14 **Indirect Staff Costs – overspend £29,800.** This budget pressure was caused by the need to use agency staff to cover vacant positions, while a restructure of the service was being carried out. The majority of these contracts were terminated by the end of March with only two left and these positions will be addressed with recruitment to the new structure.

4.7.15 **Transfer of Deficit to HRA – overspend £88,191.** The overall impact of the variance is an increase in the deficit charged to the HRA of £88k. However, this was compensated by lower recharges for work completed on responsive and void repairs to the HRA.

4.8 2019/20 – HRA Out-turn Position

4.8.1 The 2019/20 outturn position on the HRA included in this report and its impact on reserves are summarised in the table below.

HRA RESERVES	2019/20 Original Budget £	2019/20 Working Budget £	2019/20 Actual £	Variance to Working £
HRA Balance 1 April	(21,302,059)	(21,302,059)	(21,302,059)	
In Year (Surplus) / Deficit	9,076,320	2,432,450	1,482,648	949,802
HRA Balance 31 March	(12,225,739)	(18,869,609)	(19,819,411)	949,802

4.8.2 The impact on the 2020/21 HRA budget is shown in the table below:

HRA NET BUDGET:	2020/21 Budget £
Original Budget	(3,416,630)
Quarter 3 carry forwards requests	47,000
Approved 2020/21 budget to date	(3,369,630)
Quarter 4 carry forwards requests (para 4.7.8)	390,440
HRA Working Budget	(2,979,190)

4.8.3 These changes will be incorporated into the updated HRA Business Plan, as part of the preparation for the 2021/22 budget process.

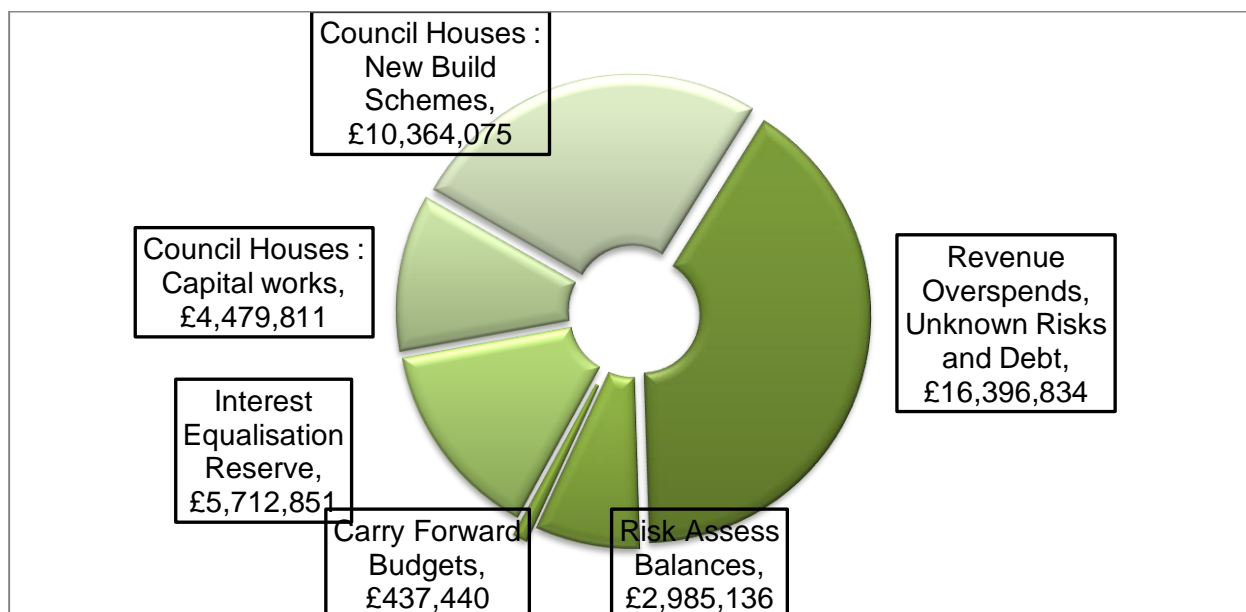
4.9 Usable reserves – Housing Revenue Account

4.9.1 The Reserves which can be used to support the Housing Revenue Account (HRA) total £40,376,147 of which £10,364,075 is restricted to fund the provision of new

social housing and £4,479,811 is restricted to capital investment in the stock and repayment of debt. The reserves earmarked for new housing provision come from the proceeds of house sales under the Right to Buy scheme and must have 70% match funding from the Council and be spent within three years. If unspent, the receipt must be returned to government, with an interest penalty calculated at 4% above the Bank of England base rate.

4.9.2 The level of HRA balances/revenue reserves risk assessed for 2020/21 is £2,985,136. There is also a new reserve of £5.7Million to offset the risk of increased interest rates on future borrowing within the HRA business plan. The remainder of HRA balances are available to cover future debt repayments and unforeseen risks including carry forward requests of £437,440.

4.9.3 Usable HRA balances are shown in the following pie chart:



4.10 Investments and Loans

4.10.1 Council's actual **investments** as at year end were **£54.8Million**, £0.8Million higher than the forecast of £54.0Million. The Council's investment portfolio is detailed in appendix A.

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

4.10.3 As at the 31 March 2020 the Council had loans of £209.229Million. All loans are with the Public Works Loan Board (PWLb). £0.263Million of General Fund borrowing repaid in year. The Council identified the need for borrowing of £1.8Million to fund the 2019/20 General Fund capital programme and £7.1Million to fund the 2019/20 HRA capital programme. £4.01Million of the 2019/20 HRA borrowing requirement has been taken out externally to date, the balance is currently covered by internal borrowing.

5. IMPLICATIONS

5.1 Financial Implications

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

5.2 Legal Implications

None identified at this time.

5.3 Risk Implications need to add climate change

5.3.1 There is considerable uncertainty about the potential for the Council to receive further government funding. The position regarding COVID losses and the cost of recovery is also uncertain at this time. The Council has a Strategy in place to address the financial impacts due to the likely level of losses and the increased uncertainty that income levels are going to be challenging to achieve for some time to come. The risks were reported to Executive in the June MTFS.

5.3.2 The HRA balances are higher than the minimum level of balances required for the year (£2,946,000). In addition balances will be needed to repay the HRA loans (as at 31 March 2020, the HRA had loans of £207Million) of which most related to a one off payment to the Government as a result of the self-financing settlement on the 28 March 2012.

5.4 Climate Change Implications

There was a small net underspend of £866 on the e-car club.

5.5 Policy Implications

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

5.6 Equalities and Diversity Implications

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

BACKGROUND DOCUMENTS

- BD1 - 3rd Quarterly monitoring report General Fund and Housing Revenue Account
- BD2 – 2020/21 Council Tax and General Fund Budget
- BD3 – 2020/21 HRA Budget
- BD4 – June MTFS

APPENDICES

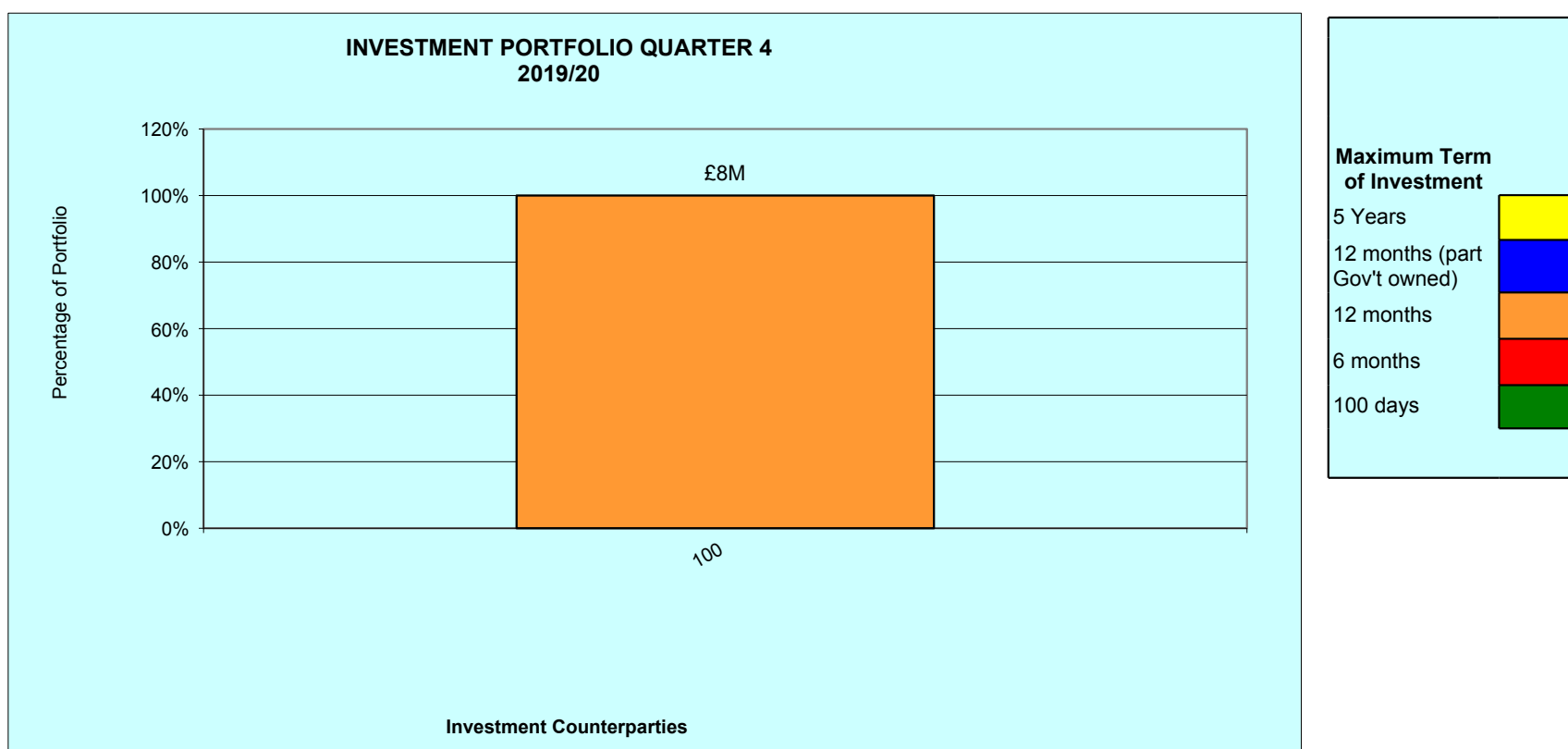
- Appendix A - Investment and Loans Portfolio

INVESTMENT PORTFOLIO QUARTER 4 (31st March 2020)

Appendix A

Average interest rate - 2018/19	0.86%
Average interest rate - 2019/20	0.98%
Bank of England Bank Rate	0.10%

<u>Borrower</u>	<u>Nation</u>	<u>Sovereign Rating (Fitch)</u>	<u>Amount £'s</u>	<u>From</u>	<u>To</u>	<u>Rate %</u>
Money Market Funds (Instant Access)						
Amundi MMF	UK		682,000			0.68
Aberdeen MMF	UK		4,390,000			0.86
95 Day Notice						
Standard Chartered Bank	UK	AA-	7,000,000			0.38
Fixed Term Deposit						
Newcastle City Council	UK	AA-	1,000,000	03-Apr-17	03-Apr-20	1.00
London Borough of Barking and Dagenham	UK	AA-	2,000,000	09-Jan-17	09-Apr-20	0.98
Bury M.B.C.	UK	AA-	3,000,000	16-Mar-20	15-Apr-20	1.02
Goldman Sachs International	UK	AA-	5,000,000	17-Dec-19	17-Jun-20	0.93
Santander UK	UK	AA-	3,000,000	02-Jan-20	02-Jul-20	0.95
Australia & New Zealand Banking Corporation	AUS	AAA	4,000,000	17-Jul-19	15-Jul-20	1.02
Australia & New Zealand Banking Corporation	AUS	AAA	4,000,000	13-Aug-19	11-Aug-20	1.02
Lancashire County Council	UK	AA-	2,300,000	06-Sep-18	07-Sep-20	1.20
Lloyds Bank plc	UK	AA-	5,000,000	22-Nov-19	20-Nov-20	1.10
Lloyds Bank plc	UK	AA-	3,000,000	22-Jan-20	20-Jan-21	1.10
Great Yarmouth Borough Council	UK	AA-	2,000,000	16-May-18	17-May-21	1.45
Barnsley Metropolitan Borough Council	UK	AA	2,700,000	15-Sep-17	15-Sep-21	0.98
Worthing Borough Council	UK	AA-	5,000,000	05-Dec-19	06-Dec-21	1.50
			54,072,000			



LOAN PORTFOLIO QUARTER 4 (31st March 2020)

Decent Homes Borrowing

<u>Lender</u>	<u>Type</u>	<u>Rate %</u>	<u>Amount £'s</u>	<u>From</u>	<u>To</u>	<u>Life of Loan</u>
PWLB	Fixed Rate/Maturity	4.75	2,000,000	04/03/2010	04/03/2035	25 years
PWLB	Fixed Rate/Maturity	4.28	1,800,000	25/05/2010	25/05/2035	25 years
PWLB	Fixed Rate/Maturity	4.24	963,000	17/08/2010	17/08/2035	25 years
PWLB	Fixed Rate/Maturity	4.65	3,000,000	25/03/2010	25/09/2035	25 1/2 years
PWLB	Fixed Rate/Maturity	1.72	510,000	25/03/2020	25/03/2045	25 Years
PWLB	Fixed Rate/Maturity	1.60	3,500,000	25/03/2020	25/03/2037	17 years
			11,773,000			

Self Financing Borrowing

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

Prudential Borrowing

<u>Lender</u>	<u>Type</u>	<u>Rate %</u>	<u>Amount £'s</u>	<u>From</u>	<u>To</u>	<u>Life of Loan</u>
PWLB	Fixed Rate/EIP	2.37	789,473	19/08/2013	19/02/2022	9 1/2 years
PWLB	Fixed Rate	2.29	1,755,950	19/03/2018	19/03/2028	10 years

Total Borrowing

209,229,423

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Meeting: EXECUTIVE

Agenda Item:

Portfolio Area: Resources

Date: 8 July 2020



2019/20 CAPITAL EXPENDITURE OUTTURN KEY DECISION

Author – Belinda White Ext 2515
Contributors- Lee Busby Ext 2730
Lead Officer – Clare Fletcher Ext 2933
Contact Officer – Clare Fletcher Ext 2933

1. PURPOSE

- 1.1 To update Members on the outturn position on the 2019/20 capital programme including the resources used to fund the capital expenditure.
- 1.2 To update Members on the Council's Capital Strategy and any changes to the 2020/21 and future year's capital programme.
- 1.3 To update Members on the actual 2019/20 Minimum Revenue Provision (MRP) and the MRP for 2020/21.
- 1.4 To update Members on the resources available to fund the Capital Strategy.
- 1.5 To approve any additions to the disposal programme.

2. RECOMMENDATIONS

- 2.1 That the 2019/20 General Fund capital expenditure outturn of £13.1Million be noted, (subject to the completion of the 2019/20 external audit of accounts).
- 2.2 That the 2019/20 HRA capital expenditure outturn of £30.4 Million be noted (subject to the completion of the 2019/20 external audit of accounts).
- 2.3 That the funding applied to the 2019/20 General Fund capital programme be approved as summarised in paragraph 4.2.1.
- 2.4 That the funding applied to the 2019/20 HRA capital programme be approved as summarised in paragraph 4.5.1.

- 2.5 That the 2020/21 General Fund capital programme net increase of £517K be approved comprising of:
- £3.9Million slippage from 2019/20 (as detailed in para 4.3.8),
 - £3.3Million re-profiled into 2021/22,
 - £125K reduction to mitigate the impact of Covid-19 on revenue resources available to support the capital programme,
 - and an additional net reduction of £10k funding no longer required in 2020/21 (as detailed in Appendix A to this report).
- 2.6 That the 2020/21HRA capital programme net decrease of £0.4 Million, due to slippage into 2019/20, be approved as summarised in paragraph 4.6.1 and detailed in Appendix B to this report.
- 2.7 That the use of £15K from the Deferred Works Reserve for 3 CCTV cameras which need to be replaced as set out in paragraph 4.3.4 be approved.

3. BACKGROUND

- 3.1 The 2019/20 capital programme was last approved by Members at the March Executive as part of the 3rd quarter monitoring report. At March Executive the 2019/20 revised General Fund capital programme was projected to be £17.3 Million and the 2019/20 revised HRA capital programme was projected to be £29.9 Million, a total of £47.2 Million.
- 3.2 Since the Executive meeting the economic and social landscape has changed substantially with a country wide “lockdown” to mitigate the impacts of the Covid19 pandemic. A refreshed Medium Term Financial strategy was approved by Executive in June in the report ‘Review of the Medium-Term Financial Strategy and Impact of Covid 19 on the Council’s General Fund Revenue Budget’, to seek to mitigate the immediate impact on the Council’s resources. Included in that report were changes to the financing of the 2019/20 and 2020/21 capital strategy, by the use of a Regeneration receipt to replace revenue contributions to capital, and the removal of schemes totalling £125k from the programme. Those changes have been incorporated into this report.
- 3.3 The Accounts and Audit Regulations contain provisions on financial management, annual accounts and audit procedures. Within the amended regulations there is no requirement for Member approval of the Statement of Accounts prior to the completion of the external audit and only the Responsible Financial Officer must certify the presentation of the pre audit annual accounts. This would normally be by the 31 May 2020 for financial year end of 31 March 2020. However, in response to the COVID-19 crisis, the publication date for the 2019/20 pre audit accounts has been put back to 31st August and the publication date for the final, audited accounts has been moved from 31 July to 30 November 2020. The aim is to publish the draft Statement of Accounts on the Council’s website accompanied by the Annual Governance Statement by 30 June 2020.
- 3.4 This report therefore includes unaudited outturn figures which may be subject to change following the completion of the external audit for the financial year 2019/20.

4. REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS

4.1 2019/20 GENERAL FUND CAPITAL PROGRAMME

4.1.1 The actual outturn for General Fund capital expenditure was £4.2 Million lower than that projected in the March 2020 report. The main reasons for this being:

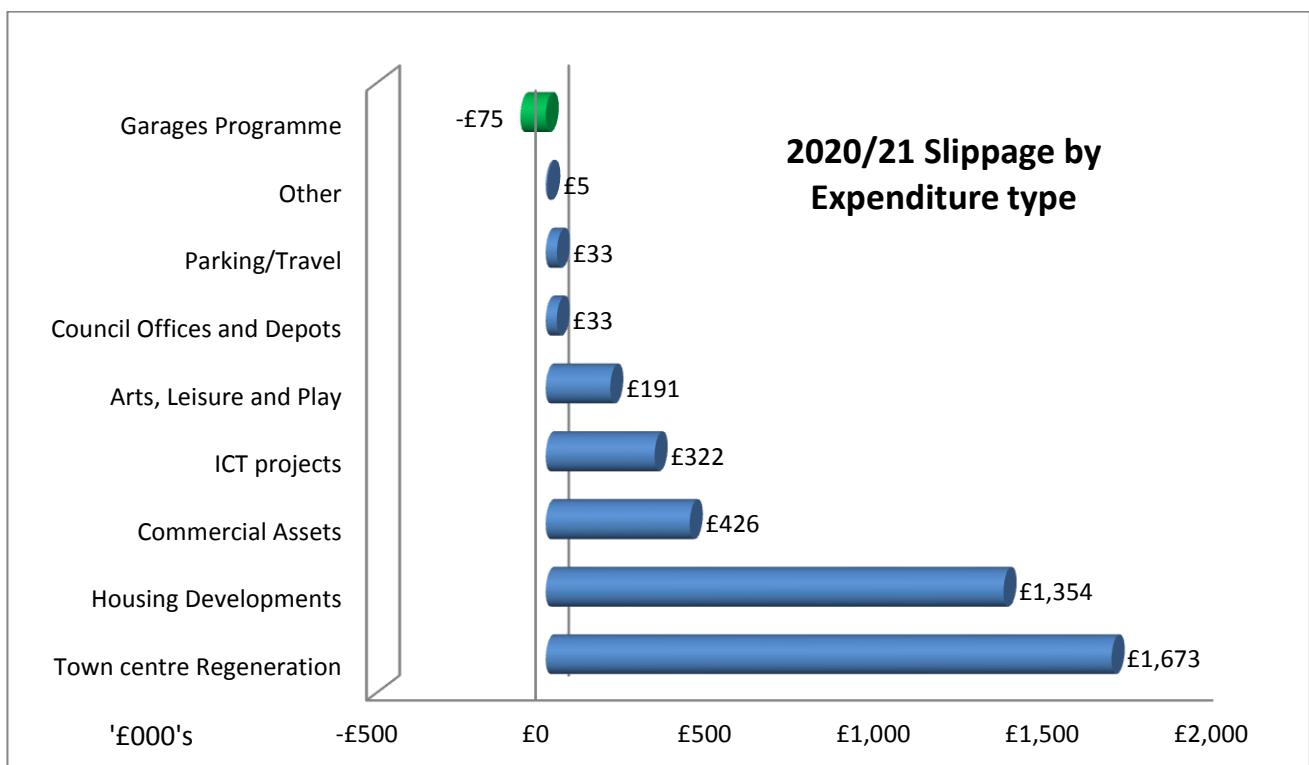
- **Regeneration** slippage of £1.7Million, £1.3Million relating to Covid-19. A decision was taken to delay mobilisation of the demolition works on the former police station and garages, due to emerging contractor uncertainty, and the project is still paused. Other spend was delayed as contractors and suppliers were impacted by the Covid19 measures. Land assembly purchases planned for March were slightly delayed and completed in April and officers have secured LEP funding despite the small delay.
- **Housing Development** slippage of £1.4Million, £0.7Million related to the increased budget for Grants to Registered Providers and £0.7Million relating to the Wholly Owned Company (WOC). The business plan for the WOC was due to be refreshed prior to Covid19 following an increase in borrowing costs. The expectation is that a revised business plan will go to the September Executive and will inform updates to this capital scheme.
- **Commercial Assets** underspend of £426K, £387K on Commercial Properties Refurbishment (the MRC Programme), £25K on works to improve vacant premises prior to re-letting them, and £14K on works to the Indoor Market. These schemes will be slipped to 2020/21.
- **ICT and Digital projects** underspend of £322K. The delays to some of the projects within the programme had a cascade effect on others, such as the Second Resilient Link to Cavendish needing to be in place before the Switch Replacement Programme could take place, followed by the roll-out of Office365.
- The **Deferred Works Reserve** of £146K which did not need to be drawn upon
- **Other variances** totalling £206K form the balance of the remaining underspend, including £63K on Play Areas which was due to Covid-19 due to not being in a position to to undertake meaningful consultation early enough and then enable delivery on site.

4.1.2 There was a small net overspend on Stevenage Direct Services, due to off-setting variations of overspends on the Garages Programme and Waste Receptacles, netted off by underspends on Play Areas, Litter Bins and the cyclical Vehicle Replacement Programme.

General Fund - Schemes	Q3 Revised Budget	2019-20 Actuals	Variance to Budget			Total Variance
			(Under)/Overspend	Slippage to 2020-21 related to Covid-19	Other Slippage/(to)/from 2020-21	
	£	£	£	£	£	£
Stevenage Direct Services	1,937,870	1,940,848	(6,513)	(62,839)	72,330	2,978
Housing Development	2,774,400	1,420,393	0	(654,007)	(700,000)	(1,354,007)
Finance and Estates	427,120	14,848	(152)	0	(412,120)	(412,272)

General Fund - Schemes	Q3 Revised Budget	2019-20 Actuals	Variance to Budget			Total Variance
			(Under)/Overspend	Slippage to 2020-21 related to Covid-19	Other Slippage/(to)/from 2020-21	
	£	£	£	£	£	£
Corporate projects, Customer Service & Technology	860,000	537,940	(1)	(75,166)	(246,893)	(322,060)
Housing and Investment (General Fund Assets)	449,700	360,940	(2,367)	(34,440)	(51,954)	(88,760)
Regeneration	9,850,150	8,198,887	0	(1,340,878)	(310,385)	(1,651,263)
Communities and Neighbourhoods	320,270	212,396	(9,345)	(45,000)	(53,529)	(107,874)
Planning and Regulatory	572,600	454,028	(71,442)	(20,000)	(27,130)	(118,572)
Deferred Works	146,410	0	(146,410)		0	(146,410)
TOTAL	17,338,520	13,140,279	(236,230)	(2,232,330)	(1,729,682)	(4,198,241)

4.1.3 The General Fund slippage can further be summarised by spend type in the following chart. Out of total expenditure, slipped into 2020/21, 42% relates to Town Centre regeneration (as detailed in para 4.1.1).



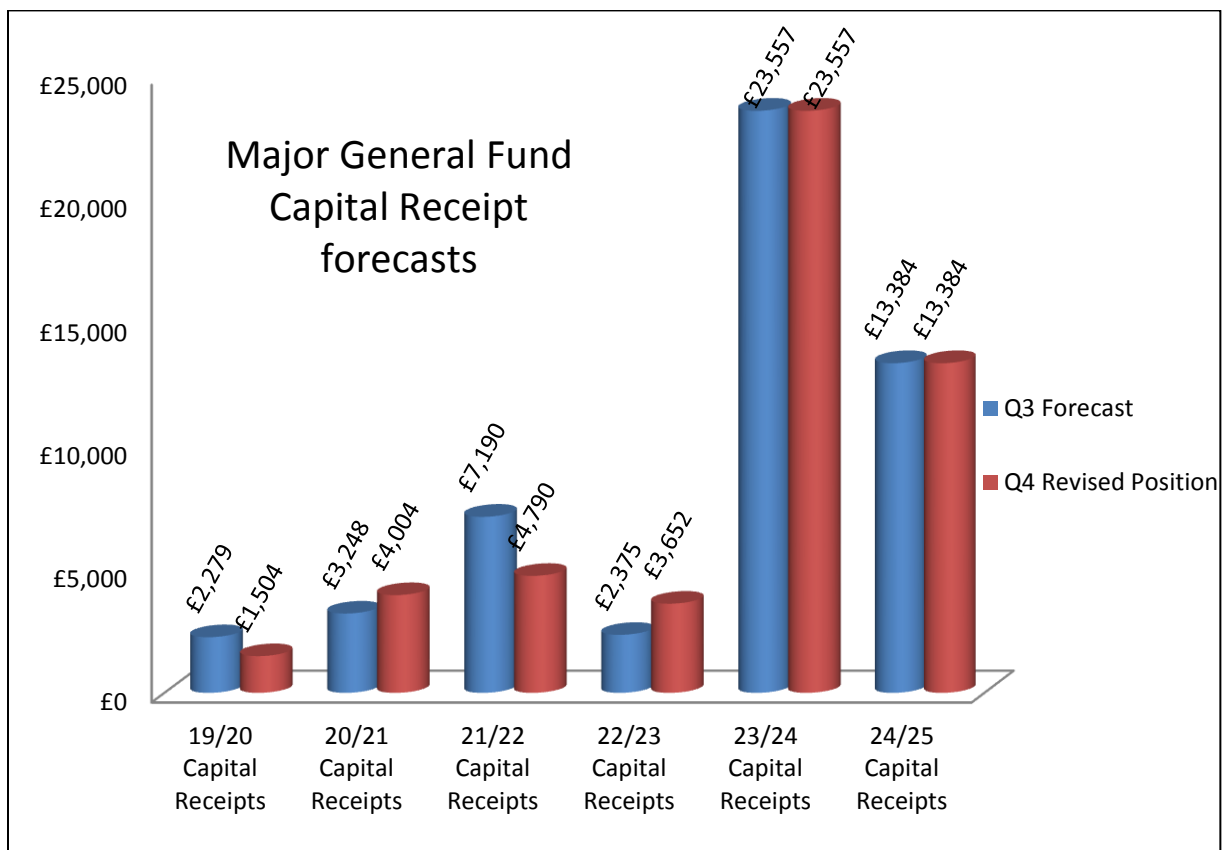
4.2 2019/20 GENERAL FUND CAPITAL RESOURCES

4.2.1 The total resources used and available to fund future General Fund capital expenditure are summarised in the following table:

General Fund Resources	Brought forward	Received in Year	Used in Year	Available to Fund Future Year Expenditure
	£	£	£	£
Usable Capital Receipts	(3,330,472)	(1,516,893)	1,202,882	(3,644,483)
Usable Capital Receipts ring fenced for Regeneration	(1,726,306)		1,217,930	(508,376)
Usable Capital receipts - GF LA share allocation	(431)	(360,637)	361,068	0
One for One Receipts-contribution from HRA		(829,465)	829,465	0
Section 106 Receipts	(668,307)	(571,912)	923,220	(316,999)
Grant and Other Contributions General Fund	(1,671,759)	(9,473,805)	7,902,780	(3,242,784)
Capital reserve	(594,000)	(500,000)		(1,094,000)
Short Term Prudential borrowing		(590,739)	590,739	0
Prudential borrowing		(1,228,920)	1,228,920	0
Total	(7,991,275)	(15,072,371)	14,257,005	(8,806,641)

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

4.2.2 The actual General Fund capital receipts realised in 2019/20 were £1.5Million compared to budgeted receipts of £2.3Million, a decrease of £775K, due to property transactions that were expected to go through late in the financial year but were delayed, in part due to Covid-19. The projected receipts for 2020/21 are anticipated to increase by £756K, which includes £634K of the delayed receipts from 2019/20.



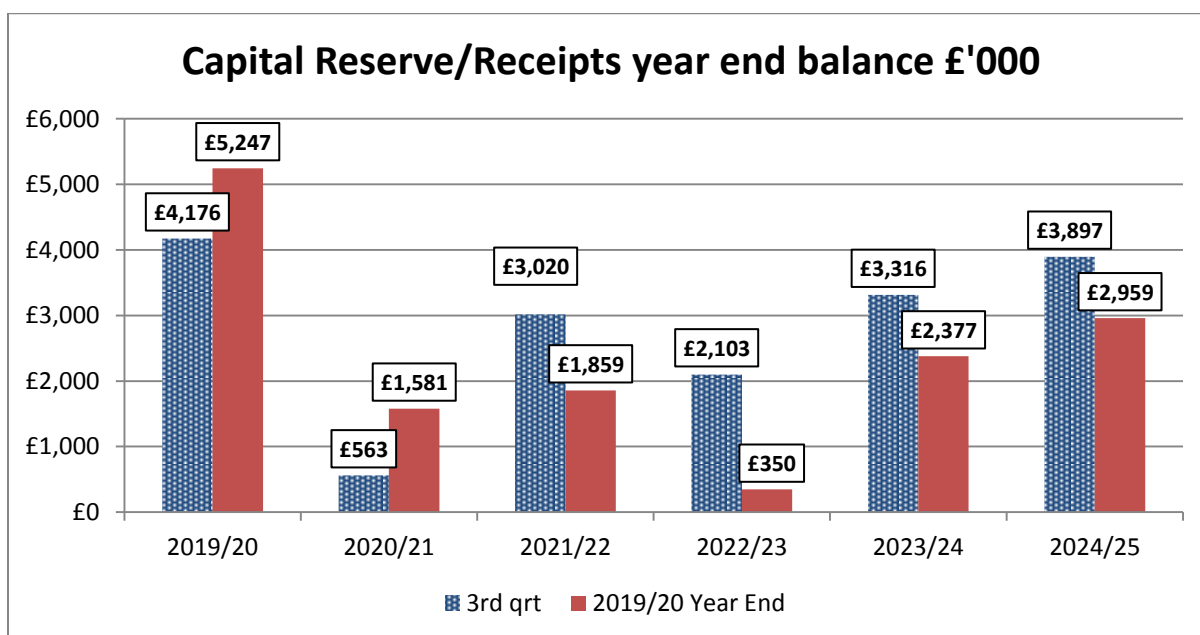
4.2.3 The capital programme also uses grants and contributions from Government and third parties such as developers in the form of S106 agreements. Most of this income is linked to specific projects and cannot support an unrelated scheme in the capital programme. The current capital strategy contains S106 monies that have been earmarked to support current and future capital schemes. An update on the balances available for 2020/21 onwards are set out in the following table:

S106 Update						
Available for financing	£	Used in Year	£	remaining	Budgeted in Future Years	£ remaining
Affordable Housing	£679,913.36	New Build Programme	£617,822.15	£62,091.21	New Build Programme	£62,091.21 £0.00
Childrens Playspace / open space	£24,000.63	Play Area Improvement Programme	£24,000.63	£0.00		£0.00
Community / Greenspace / Ecological Infrastructure	£106,752.88	Green Space Access Infrastructure	£36,415.30	£70,337.58	Green Space Access Infrastructure	£70,337.58 £0.00
Parking / Transport	£116,696.82	Car Club (Revenue)	£13,112.00	£103,584.82		£0.00 £103,584.82
Gardening Club	£4,575.60		£0.00	£4,575.60		£0.00 £4,575.60
Arboretum	£25,420.17		£0.00	£25,420.17		£0.00 £25,420.17
Pedestrian Link	£35,000.00		£0.00	£35,000.00		£0.00 £35,000.00
Household Surveys	£15,989.52		£0.00	£15,989.52		£0.00 £15,989.52
Total	£1,008,348.98	Total	£691,350.08	£316,998.90	Total	£132,428.79 £184,570.11

4.2.4 Where the Council has identified a **borrowing** need to finance the capital programme the Council has a statutory requirement to make a General Fund Minimum Revenue Provision (MRP) to reflect the cost of borrowing over the life of the assets funded through borrowing. The Council's MRP policy is approved with the Treasury Management strategy in February and is applicable regardless of whether physical borrowing has taken place. The MRP charge to the General Fund calculated for 2019/20, including on historic under borrowing, was £622K, and can be broken down as follows:

- £335K related to regeneration assets (funded from commercial income)
- £35K to investment properties (funded from commercial income)
- £252K to general borrowing (funded from General Fund revenue resources)

4.2.5 At the end of 2020/21 available capital resources were projected to be £0.563Million, subject to land receipts being received as forecast. Since 3rd quarter projected available resources to fund the capital programme has been updated as shown in the chart below.



4.2.6 The Covid-19 pandemic, which may be ongoing for some time, is likely to have an impact on capital resources available to support the future General Fund capital programme. This could include Usable Capital Receipts from private sales if Housing Development schemes are delayed and LA share of Right To Buy sales. Officers are working on revised estimates.

4.2.7 The grants and other contributions balance of £3.2Million includes LEP funding of £1.1Million due to the phasing of spend and resources. In addition to the GD3 funding agreed by the LEP for the Bus Interchange, other potential GD3 funded schemes are being developed and will be included in the Quarter 1 monitoring report.

4.3 GENERAL FUND CAPITAL EXPENDITURE 2020/21

4.3.1 Members approved the 2020/21 General Fund capital programme totalling £36.2Million at the March Executive and subsequently updated at the June Executive. This report identifies a net increase in the budget of £517K to £36.7Million as detailed in Appendix A arising from revised delivery dates of schemes.

4.3.2 The 2020/21 programme has increased by £517K (net) mainly due to the slippage from 2019/20 of £3.9Million (See table under 4.1.2 and chart under 4.1.3), and further slippage from 2020/21 to future years of £3.3Million. £2.2Million of the slippage from 2019/20 was due to delays attributable to Covid-19, as is the slippage into 2021/22 including revised delivery dates of Housing Development schemes.

4.3.3 The 2020/21 capital programme includes a number of schemes that arose from the stock condition survey, and were deemed urgent on Health & Safety grounds or were necessary planned preventative works to keep the Council assets operational. The budgets were based on the limited financial resources, and are only a proportion of the works bid for. A deferred works reserve of £200K was included in the capital strategy should any costs become unavoidable. The total value of works deferred totalled £1.278Million for 2020/21, and the £200K deferred works reserve represents 16% of the total in 2020/21. This means there is an element of managed risk with the

Strategy. Emerging urgent needs will be monitored and considered by the Assets and Capital board.

4.3.4 The June Executive removed £125K from the General Fund Capital Programme, as approved in the report 'Review of the Medium-Term Financial Strategy and Impact of Covid 19 on the Council's General Fund Revenue Budget'. Since the approved removal of the £25K CCTV camera replacement budget, three of the cameras have failed and need to be replaced as they are beyond economical repair. Officers are requesting that £15K is allocated from the deferred works budget to enable this purchase (as per the table below in paragraph 4.3.5)

4.3.5 The changes to the 2020/21 budget are summarised by service areas in the table below:

General Fund - Schemes budget changes and impact on 2020/21	Q3 Approved working budget	Spend re-profiled from 2019/20	Reductions in the revised MTFS	Other 2020/21 budget changes	Spend re-profiled to future years	Total 20/21 Budget
	£	£	£	£	£	£
Stevenage Direct Services	5,191,900	(51,253)		(10,000)	(304,237)	4,826,410
Housing Development	5,760,730	1,354,008			(2,893,439)	4,221,299
Finance and Estates	13,587,350	412,120				13,999,470
Corporate projects, Customer Service & Technology	620,980	322,059				943,039
Housing and Investment (General Fund Assets)	950,350	86,396				1,036,746
Regeneration	9,280,590	1,651,263				10,931,853
Communities and Neighbourhoods	420,260	98,529	(25,000)	15,000	(21,361)	487,428
Planning and Regulatory	186,160	47,130	(100,000)		(49,160)	84,130
Deferred Works	200,000	0		(15,000)		185,000
TOTAL GENERAL FUND IMPACTS 2020/21	36,198,320	3,920,252	(125,000)	(10,000)	(3,268,197)	36,715,375

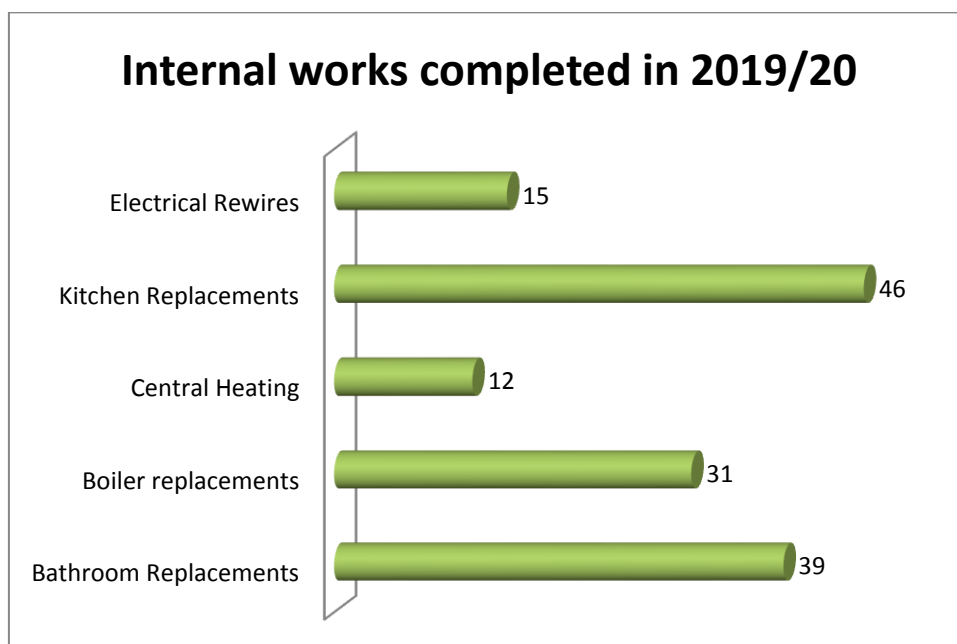
4.3.6 The 2020/21 budget of £14.0Million for Finance and Estates includes a £13.2Million budget for Investment Property. The outcome of a consultation into the lending arrangements for PWLB funding is awaited. It may be difficult to invest this budget if the government changes the rules regarding the use of PWLB for investment properties.

4.4 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME

4.4.1 The actual outturn for 2019/20 HRA capital spend was £0.4Million higher than that projected in the 3rd Quarter report. The main reason for this was greater advancement of the refurbishment contracts than anticipated, having slipped £3.2Million of spend at 3rd Quarter. The following table identifies the areas of underspend, overspend and slippage.

Housing Revenue Account	Q3 Approved Budget	Actuals 2019/20	Variance to Budget	(Slippage)/ Acceleration to/from 2020-21
	£	£	£	£
Major Works	18,018,830	18,468,603	449,773	449,773
Special Projects & Equipment	155,000	5,505	(149,495)	(149,495)
New Build and Housing acquisitions	11,101,300	11,517,135	415,835	415,835
IT Including Digital Agenda	666,330	395,291	(271,039)	(272,999)
TOTAL	29,941,460	30,386,534	445,074	443,114

4.4.2 In 2019/20 the **major works programme** has delivered 130 window replacements, 220 door replacements and 39 external wall insulation improvements. Further capital improvement works were carried out internally to properties as shown in the following chart:



4.4.3 In addition to the works carried out internally to properties, the works carried out externally and to flat blocks contributed to homes meeting the decent homes standard. The number of properties where works have been carried out to bring the property up to the decent homes standard (the standard by which each element i.e. kitchen, bathroom, electrics, windows, roof etc. whose condition is measured) in 2019/20 was 561. The number of non-decent properties was 1,994 at year end against the target of 1,913. The short-fall is as a result of properties becoming non-

decent during the year and delays in contract award along with the impact of Covid 19 in the final quarter.

- 4.4.4 **New build and acquisitions programme:** The developments at March Hare and Gresley Way were completed in 2019/20, bringing 29 additional new build homes to Stevenage residents. In addition 35 of houses were purchased from the open market increasing the housing stock of the HRA by 64 units.
- 4.4.5 Work on the Kenilworth development was temporarily halted during Covid19 and there is a delay to the programme. Contractors are now on site. Slippage has been built into the budgets in Appendix B.
- 4.4.6 The Ditchmore Lane development (private sale units) were due to be completed by March 2020, however this was delayed due to Covid-19 measures, and the unspent budget has been slipped to 2020/21 and work will continue on site. Currently there are accepted offers on all but one of the private sale units and the marketing agent reports strong interest in the remaining unit.
- 4.4.7 Work was due to start on a number of other development sites in 2020/21, the budgets in Appendix B now reflect an expected start of 2021/22.

4.5 HOUSING REVENUE ACCOUNT CAPITAL RESOURCES

- 4.5.1 The capital resources available to support the future capital programme (as at 31 March 2020) is £14.478Million. The resources are summarised in the following table:

Housing Revenue Account Resources	Brought Forward	Received in Year	Used in Year	Available to Fund Future Year Expenditure
	£	£	£	£
Major Repairs Reserve (Depreciation)	(10,919,793)	(11,484,009)	18,030,186	(4,373,617)
Usable Capital Receipts	(126,472)	(107,234)	233,705	(0)
One for One Receipts for HRA, General Fund and 141 repayment	(10,006,060)	(4,460,537)	4,471,607	(9,994,989)
Debt Provision Receipts	(0)	(1,194,165)	1,146,731	(47,434)
S20 and Other contributions	(765,717)	(1,480)	705,107	(62,091)
Borrowing	0	(7,056,508)	7,056,508	0
TOTAL	(21,818,043)	(24,303,933)	31,643,844	(14,478,132)

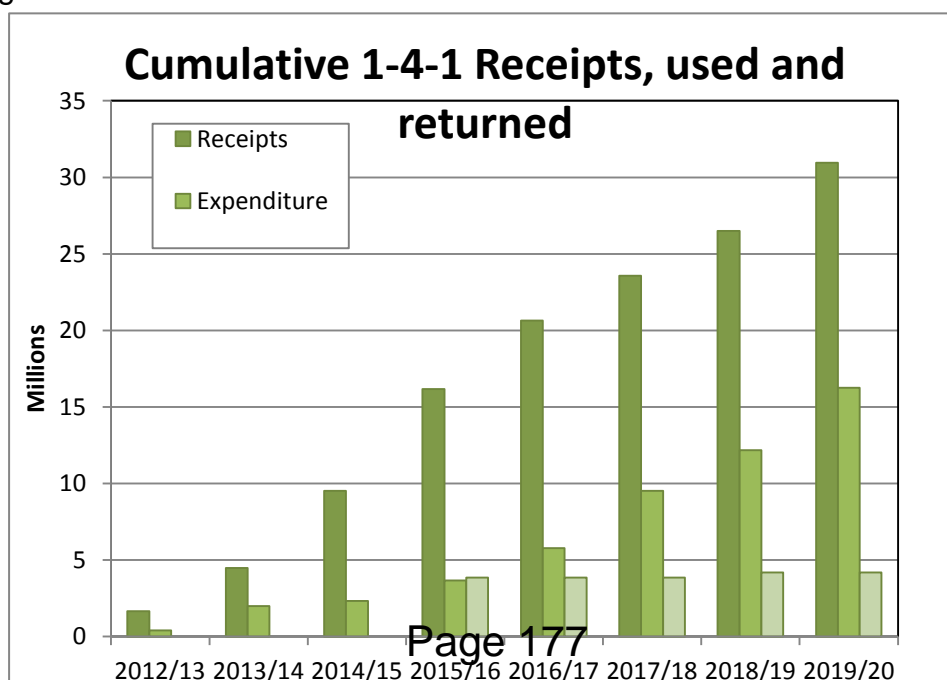
Numbers in brackets () =available funds/funds received in year, Positive numbers = spent in year

- 4.5.2 There were 41 homes sold under Right to Buy (RTB) during 2019/20, one being exempt from pooling. This refers to a property built or acquired since July 2008 under the housing development programme, for which the Local Authority can retain 100% of the RTB receipt, as an incentive to invest in new housing stock. This is the second such exempt RTB sale for the Council. The resulting 2019/20 HRA net capital receipts were £6.122Million, and the allocation of this receipt including the pooling payment to the government is shown in the following table:

Housing Revenue Account - 2019/20 Right to buy sales		
	£	£
Sale Proceeds 41 sales		6,920,417
RTB discounts repaid in year subject to pooling		120,067
Total Gross proceeds		7,040,484
less admin fee		(53,300)
Less pooling payment to Government		(864,621)
Net proceeds		6,122,563
Net proceeds allocated as follows:		
LA share	360,637	
1 for 1 receipt	4,457,274	
One property sold (exempt from pooling)	107,224	
Debt receipts	1,197,428	
		6,122,563

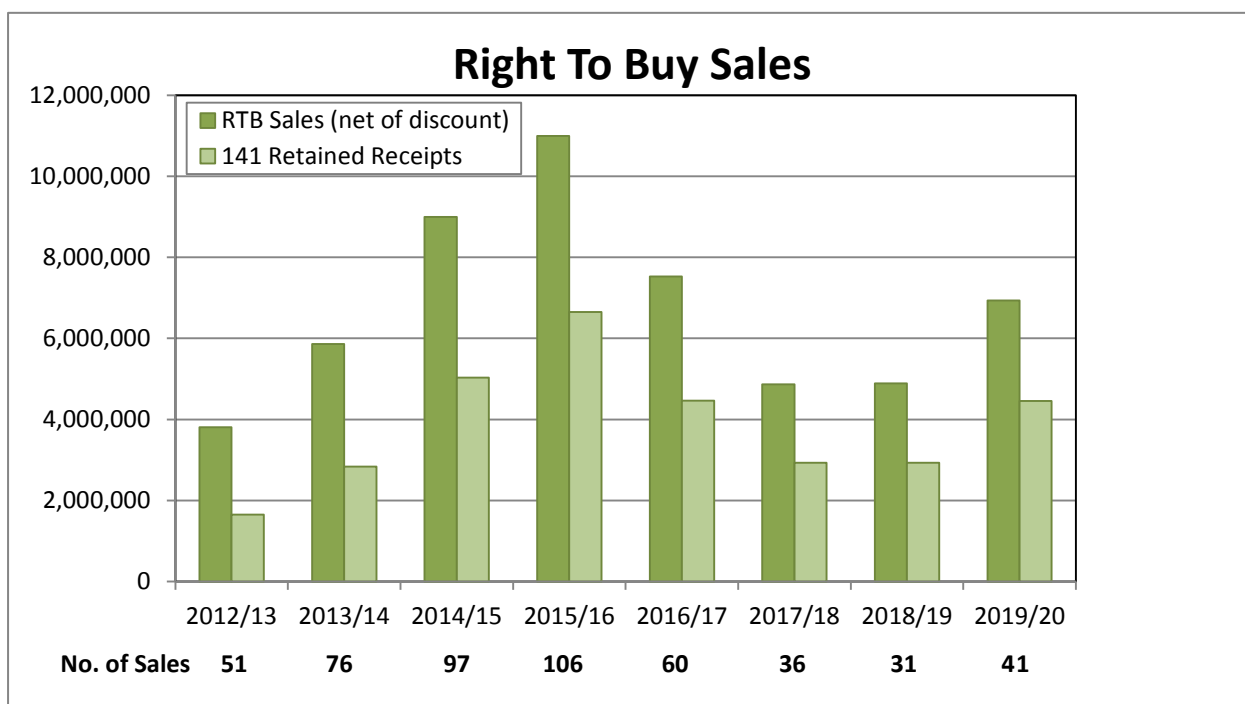
4.5.3 The HRA RTB receipts used in year to finance the capital works and grant aid registered housing providers was £4.099Million leaving a balance of £9.995Million of 1-4-1 receipt available to fund 30% of future new build schemes such as Kenilworth and Symonds Green. Debt receipt in year totalled £1.197Million, almost all of which was used in financing elements of the HRA 2019/20 capital programme.

4.5.4 There is ordinarily a three year deadline to spend the receipts, and in 2019/20 £197K was due to be returned on 30/4/20 for the final quarter of 2019/20. However lobbying took place with central government to take into consideration the impact of Covid-19 on the ability to build and purchase replacement homes and spend the receipts within the deadline. This has resulted in a temporary relaxation of the rules. In response government has enabled LA's to apply for an extension of the three year deadline to December 2020, for receipts to be used in quarters one to three of 2020/21. Officers are currently looking at the capital programme to see if the proposed time extension is sufficient, or if a further approach to government is required. The chart below shows the actual cumulative one for one receipt received, used and returned receipts to the government.



4.5.5 To mitigate the possibility that 1-4-1 receipts will need to be returned in 2020/21 officers have requested a budget reallocation of £800K from the Redcar Drive scheme to Open Market Acquisitions to bring forward eligible expenditure. In addition there is slippage of £670K in the General Fund capital programme for grants to registered housing providers and officers continue to monitor the position.

4.5.6 Right to buy sales have fallen from the peak of 106 sales in 2015/16 to 41 sales in 2019/20 as shown in the chart below. During the Covid19 lockdown house moves were suspended and now RTB sales were completed in the first quarter. One RTB sale has been completed as at 26th June this year, compared to six at this time last year. The estimated total of RTB sales for 2020/21 was 35, and this has now been revised downwards to 24, with the consequent reduction in resources.



4.5.7 The Covid-19 pandemic impacts may be ongoing for some time, and could have an impact on capital resources available to support the future HRA capital programme. As per paragraph 4.5.6, the forecast number of Right to Buy sales has been reduced from 35 to 24, and the income forecast revised accordingly. There could also be reductions to other income sources, including recovery of Section 20 notices. However borrowing already identified in the HRA capital programme has become cheaper as Bank of England base rates fell as a consequence of Covid19, which provides some mitigation for additional costs and lost income arising from the impact of Covid19. Officers continue to work on the financial impacts of the pandemic.

4.6 HOUSING REVENUE ACCOUNT CAPITAL EXPENDITURE 2020/21

4.6.1 Members approved the 2020/21 Housing Revenue Account capital programme totalling £54.0Million at the March Executive. This report identifies a net decrease in the budget by £443K to £53.6Million. The changes to the 2020/21 budget are summarised in the table below:

Housing Revenue Account - Scheme budget changes and impact on 2020/21	Q3 Approved working budget	Spend re-profiled (to)/from 2019/20	Other net 2020/21 Budget changes	Spend re-profiled to future years	Total 20/21 Budget
	£	£	£	£	£
Major Works	23,370,440	(449,773)			22,920,667
New Build and Housing acquisitions	29,884,480	(415,835)			29,468,645
Special Projects & Equipment	0	149,495			149,495
IT Including Digital Agenda	798,240	272,999			1,071,239
TOTAL HOUSING REVENUE ACCOUNT IMPACTS 2020/21	54,053,160	(443,114)	0	0	53,610,046

4.6.2 As mentioned in paragraph 4.4.5 the Kenilworth redevelopment scheme has been delayed, as are other schemes due to commence in 2020/21. The schemes are part funded by ring fenced 1-4-1 receipts (para 4.5.3 and 4.5.4) and any slippage on spend may exceed the three year deadline and require a return of these receipts, even with the temporary relaxation of the deadline to December 2020. As per paragraph 4.5.5, to mitigate this risk officers have requested a budget reallocation of £800K from the Redcar Drive scheme to set up a new Open Market Acquisitions budget for 2020/21.

4.7 Property Appropriations between General Fund and HRA

4.7.1 Assets may be transferred between General Fund and Housing Revenue Account when they are no longer required for the purpose for which they were previously held, in order to allow the most appropriate use of these assets. For example a former underused General Fund asset could be redeveloped for new HRA properties. However in doing so no capital receipt is gained for the Council. The value of the land swap is recognised in the capital financing requirement (CFR) for each fund (ie the level of indebtedness of each fund), while overall the Council's CFR remains unchanged.

4.7.2 An appropriation from the General Fund to the HRA results in;

- i) an increase in the HRA's CFR
- ii) a decrease in the General Fund's CFR
- iii) the loss of a capital receipt and/or rental for the asset transferred to the HRA.

4.7.3 Appropriation between the funds needs Member approval. No such approvals are sought in this report.

4.7.4 Update on previously approved appropriations. The Executive previously agreed appropriations between the General Fund and the HRA:

Symonds Green Annex from the GF to the HRA £444,553
North Road from the HRA to the GF £650,000

The schemes are now progressing and the appropriations have taken place in 2019/20.

5. IMPLICATIONS

5.1 Financial Implications

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

5.2 Legal Implications

5.2.1 None identified at this time.

5.3 Equality and Diversity Implications

5.3.1 This report is of a technical nature reflecting the projected spend for the year for the General Fund and HRA capital programme. None of the budget changes reported will change any existing equalities and diversity policies and it is not expected that these budget changes will impact on any groups covered by statutory equalities duties.

5.3.2 Schemes contained within the capital programme will have an EQIA particularly those relating to housing schemes.

5.4 Risk Implications

5.4.1 The significant risks associated with the capital strategy are largely inherent within this report.

5.4.2 If the Housing & Investment team's procurement of HRA contracts is delayed it could lead to works not being completed to the current profile.

5.4.3 A significant risk exists that works deferred due to lack of funding become urgent in year, requiring completion on grounds of health and safety. A reasonable assessment has been made in the prioritisation process to try to keep this risk to a minimum, and these schemes are monitored by Assets and Capital Board.

5.4.4 There is a risk in achieving the level of qualifying HRA spend to fully utilise retained one for one receipts. Should qualifying schemes slip or new schemes fail to be developed the three year deadline for spending these receipts will not be met and will have to be returned to the Government plus interest (base rate plus 4%). Should the new schemes and/or purchases slip or fail to be delivered there is a risk that one for one receipts will have to be returned and interest payments made.

5.4.5 There are risks around achieving the level of disposals budgeted for. The estimated dates of receipts very much rely on a series of steps being successful at estimated dates. The level of receipts for the General Fund is a significant source of funding for its capital programme. The Council manages this risk by reviewing and updating the Strategy quarterly, including resources where a sale is likely to complete. This will enable action to be taken where a receipt looks doubtful.

5.4.6 There is considerable uncertainty about the potential for the Council to receive further government funding. The position regarding COVID losses and the cost of recovery is also uncertain at this time. The Council must have a Strategy in place to address the financial impacts due the likely level of losses and the increased certainty that income

levels are going to be challenging to achieve for some time to come. This would have an impact on the Capital Programme as well as the Council's revenue budgets.

5.5 Climate Change Implications

- 5.5.1 The Council's buildings across the town do not meet the climate change agenda in terms of energy efficiency or divestment of use of fossil fuels and in their current condition they would undermine the Council's attempt to be carbon zero by 2030.
- 5.5.2 However, there is an opportunity with the local asset review agenda to have design principles built into renewed assets in terms of energy efficiency and sustainable energy sources. This should be a core principle of any future designs arising from the local asset reviews. There would be a further benefit of reduced energy costs.
- 5.5.3 The climate change agenda is far wider than just the buildings the Council uses, the Council are also examining the vehicle fleet the Council uses and consideration will be given to reducing the carbon impact of the fleet moving forward.

BACKGROUND DOCUMENTS BD1 - Capital Strategy Update January 2020 (Executive)
BD2 - Capital Strategy February 2020 (Council)
BD3 - Capital Strategy March 2020 (Executive)

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

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APPENDIX A - GENERAL FUND CAPITAL STRATEGY

Cost Centre	Scheme	2019/2020			2020/2021				2021/2022	2022/2023	2023/2024	2024/2025
		Q3 Working Budget	Actuals 2019-2020	(Under) / Overspend	Slippage from 2019-20	Q3 Working Budget	Q4 Revised Budget	Variance (Q4 v Q3)	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget
		£	£	£	£	£	£	£	£	£	£	£
	Stevenage Direct Services											
	Parks & Open Spaces											
KC218	Hertford Road Play Area (S106 Funded)	0	0	0	0	25,000	25,000	0				
KE911	Play Area Improvement Programme	192,340	150,311	(42,029)	42,030	243,000	42,030	(200,970)	243,000	283,500	220,000	
KE097	Litter bins	95,000	74,439	(20,561)		103,000	0	(103,000)	103,000	83,000	10,000	4,000
KE329	Play Areas Fixed Play	20,810		(20,810)	20,810	10,000	30,810	20,810	10,000			
KE494	Green Space Access Infrastructure	36,420	36,415	(5)		0	0	0				
GROWTH	Green Space Access Infrastructure	0		0	0	0	0	0	148,000	153,000	128,000	128,000
	Other											
KG002	Garages	1,153,890	1,228,920	75,030	(75,030)	3,657,400	3,582,370	(75,030)	1,952,400	1,952,400	375,000	
KE487	Cavendish Depot - Road Markings and Barriers	12,750	19,607	6,857		0	0	0				
KE495	Cavendish Depot - Renovation/Yard Drainage	10,000		(10,000)		90,000	90,000	0				
KE517	Cavendish Depot - Fire Alarm Upgrade	16,440	17,031	591		0	0	0				
KS263	Waste and Recycling System	30,000	27,300	(2,700)	2,700	80,000	82,700	2,700				
KE226	Allotment Maintenance System	0		0	0	10,000		(10,000)				
KE519	FVP Dam Works	0		0	0	25,000	25,000	0				
KE520	Welfare improvements at out based hubs	0		0	0	10,000	10,000	0				
	Vehicles, Plant, Equipment											
KE349	Waste Receptacles	15,000	56,763	41,763	(41,763)	15,000	15,000	0				
KE497	Trade Waste Containers	0		0	0	20,000	20,000	0	20,000	20,000	20,000	
Various	Vehicle/Plant replacement Programme	355,220	330,062	(25,158)		903,500	903,500	0	249,000	116,400	705,000	
	Total Stevenage Direct Services	1,937,870	1,940,848	2,978	(51,253)	5,191,900	4,826,410	(365,490)	2,725,400	2,608,300	1,458,000	132,000
	Housing Development Scheme (Joint GF/HRA)											
KG030	Grants To Registered Providers	591,000	591,000	0	0	0	0	0				
KG030	Grants To Registered Providers contingency	908,400	238,465	(669,935)	669,935	0	669,935	669,935				
KG032	Building Conversion into New Homes - Ditchmore Lane	515,000	477,407	(37,593)	37,593	0	37,593	37,593				
Various	Housing Development Schemes (Joint GF/HRA)	60,000	113,520	53,520	(53,520)	4,176,360	1,229,401	(2,946,959)	4,010,218	9,287,500	7,848,010	0
KG033	Private Sales Schemes - Wedgwood Way	0		0	0	0	0	0				
KG038	Wholly Owned Housing Development Company (WOC)	700,000		(700,000)	700,000	1,584,370	2,284,370	700,000		2,506,990		
	Total Housing Development (including grants to Registered Providers)	2,774,400	1,420,393	(1,354,007)	1,354,008	5,760,730	4,221,299	(1,539,431)	4,010,218	11,794,490	7,848,010	0
	Finance & Estates											
KG025	Garage Site Assembly	15,000	14,848	(152)		85,000	85,000	0				
KR912	Investment Property	0		0	0	13,244,050	13,244,050	0				
KR914	IDOX Property Management Software	0		0	0	17,200	17,200	0				
KR916	Commercial Properties Refurbishment (MRC Programme)	387,120		(387,120)	387,120	226,100	613,220	387,120		61,020		
KR150	Works to improve vacant premises prior to re-letting	25,000		(25,000)	25,000	15,000	40,000	25,000	15,000	15,000	15,000	15,000
	Total Finance & Estates	427,120	14,848	(412,272)	412,120	13,589,350	13,999,470	412,120	15,000	76,020	15,000	15,000

APPENDIX A - GENERAL FUND CAPITAL STRATEGY

Cost Centre	Scheme	2019/2020			2020/2021				2021/2022	2022/2023	2023/2024	2024/2025
		Q3 Working Budget	Actuals 2019-2020	(Under) / Overspend	Slippage from 2019-20	Q3 Working Budget	Q4 Revised Budget	Variance (Q4 v Q3)	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget
		£	£	£	£	£	£	£	£	£	£	£
	<u>Corporate Projects, Customer Services & Technology</u>											
	<u>IT General</u>											
KS251	Harmonising Infrastructure Technology (for shared service)	0	4,020	4,020								
KS268	Infrastructure Investment	595,660	349,644	(246,016)	196,536	579,020	775,556	196,536	271,720	104,220	104,220	104,220
KS276	Next Generation Telephony		13,894	13,894				0				
KS277	Council Chamber Audio System		31,566	31,566								
	Total IT General	595,660	399,124	(196,536)	196,536	579,020	775,556	196,536	271,720	104,220	104,220	104,220
	<u>Employer of Choice (EOC)</u>											
KS260	Replacement HR & Payroll System	1,240	1,240	(1)		0	0	0	0	0	0	0
KS269	New Intranet	33,260	33,260	0		0	0	0	0	0	0	0
	Total EOC	34,500	34,500	(0)	0	0	0	0	0	0	0	0
	<u>Connected to Our Customer (CTOC)</u>											
KS271	Corporate Website - Redesign	105,440	49,903	(55,537)	55,537	9,090	64,627	55,537	680			
KS274	New CRM Technology	124,400	54,414	(69,986)	69,986	32,870	102,856	69,986	1,000			
	Total CTOC	229,840	104,316	(125,524)	125,523	41,960	167,483	125,523	1,680	0	0	0
	Total Corporate Projects, Customer Services & Technology	860,000	537,940	(322,060)	322,059	620,980	943,039	322,059	273,400	104,220	104,220	104,220
	<u>Housing and Investment</u>											
	<u>Play Centres</u>											
KC914	Pin Green - Recover Flat Roof	21,000	19,463	(1,537)			0	0				
KC913	Bandley Hill - External Doors	0	(1,690)	(1,690)			0	0				
KC915	Bandley Hill - Replace Hall Floor Covering	12,500	12,218	(282)			0	0				
	<u>Community Centres</u>											
KE902	Community Centres General	20,800	21,727	927			0	0				
KE471	St Nicholas - Boiler and Hot Water Installation Upgrade	40,000	57,306	17,306			0	0				
KE472	The Oval - Replace Radiators	8,110	8,642	532			0	0				
KE499	The Oval - Replace Windows	11,000	11,322	322			0	0				
KE488	Springfield House - Boundary Wall	52,150	49,984	(2,166)	2,166		2,166	2,166				
KE528	Community Centres: 2019/20 Backlog H&S Works	0	0	0	0	12,850	12,850	0				
KE529	Community Centres Urgent and H&S Works	0	0	0	0	21,000	21,000	0	33,500	60,000		
KE525	Community Centres: Planned Preventative Works: to replace boiler at Bedwell CC	0	0	0	0	100,000	100,000	0				
	<u>Park Pavilions</u>											
KE907	Park Pavilions General	27,730	9,231	(18,499)	18,500		18,500	18,500				
KE475	Chells - Decommission Shower & Provide Hot Water To Changing Rooms	9,380	0	(9,380)	9,380		9,380	9,380				
KE500	Ridlins - M&E Refurbishment of AHU Plant & Controls	25,000	25,968	968			0	0				
KE479	Canterbury Way - Demolition	37,000	37,368	368			0	0				
KE493	King George V - Electrical Mains Intake & Supply Head	11,010	11,592	582			0	0				
	<u>Cemeteries</u>											
KE904	Cemetery Buildings	7,650	7,967	317			0	0				
	<u>Depots</u>											
KE501	CavendishRd - Re-roofing (Ascertain Level of Works Required)	1,000	0	(1,000)			0	0				
KE526	Depots: Urgent and H&S Works	0	0	0	0	290,000	290,000	0				
KE527	Depots: Planned Preventative Works (incl £500k reroof)	0	0	0	0	30,000	30,000	0	475,000	25,000		

APPENDIX A - GENERAL FUND CAPITAL STRATEGY

Cost Centre	Scheme	2019/2020			2020/2021				2021/2022	2022/2023	2023/2024	2024/2025
		Q3 Working Budget	Actuals 2019-2020	(Under) / Overspend	Slippage from 2019-20	Q3 Working Budget	Q4 Revised Budget	Variance (Q4 v Q3)	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget
		£	£	£	£	£	£	£	£	£	£	£
	<u>Housing and Investment cont.</u>											
	<u>Council Offices</u>											
KR900	Council Offices	36,100	37,269	1,169			0	0				
KR141	Corporate Buildings - Essential Health & Safety Electrical Works	19,270	0	(19,270)	16,860		16,860	16,860				
KR142	Corporate and Commercial Buildings - Condition survey	5,000	0	(5,000)			0	0				
KR149	Daneshill House - Test & Risk Assessment Remedial Works	15,000	0	(15,000)	15,000		15,000	15,000				
KR151	Daneshill: 2019/20 Backlog Urgent and H&S Works	0	0	0	0	15,000	15,000	0	18,000			
KR151	Daneshill: Urgent and H&S Works	0	0	0	0	45,000	45,000	0			65,000	
	<u>Operational Buildings</u>											
KE449	Indoor Market Fire Alarm Rep	0	(27)	(27)			0	0				
KE503	Indoor Market - Urgent Health & Safety Works	13,900	0	(13,900)	13,900		13,900	13,900				
KE489	Museum Store	0	(12,880)	(12,880)			0	0				
KR917	BTC - Roof Replacement Preliminary Works	4,500	3,909	(591)	590	10,500	11,090	590				
KR152	BTC 2019/20 Backlog H&S Works	0	0	0	0	30,000	30,000	0				
KR153	BTC Urgent and H&S Works	0	0	0	0	100,000	100,000	0	38,000			
KR154	BTC Planned Preventative Works	0	0	0	0	256,000	256,000	0	6,000	172,000	92,000	60,000
	<u>Town Centre</u>											
KR136	Preparation Works to Units 1,4,5 of the former QD Building	7,890	7,322	(569)			0	0				
KR138	Town Square Assets - Condition Survey	10,710	7,060	(3,651)	2,000		2,000	2,000				
KE504	Station Ramp	8,000	0	(8,000)	8,000	40,000	48,000	8,000				
KR145	Town Chambers / Square - External Facade Structural Repairs	45,000	47,192	2,192			0	0				
	Total Housing and Investment	449,700	360,940	(88,760)	86,396	950,350	1,036,746	86,396	570,500	277,000	157,000	60,000
	<u>Regeneration</u>											
KE384	Town Centre Improvements Phase 2 incl Wayfinding signage	0	0	0	0		0	0				
Various	Land Assembly	6,018,730	5,279,604	(739,126)	739,126		739,126	739,126	0	0	0	0
KE438	Public Realm Improvements to Market Place	0	593	593			0	0				
KE439	Town Square Improvements (GD1)	3,131,420	2,529,075	(602,345)	601,752	2,505,000	3,106,752	601,752				
KE466	Bus Interchange (GD3)	500,000	389,615	(110,385)	110,385	5,875,590	5,985,975	110,385				
KE506	Public Sector Hub	200,000	200,000	(200,000)	200,000	900,000	1,100,000	200,000	0	2,474,000	13,384,000	13,384,000
	Total Regeneration	9,850,150	8,198,887	(1,651,263)	1,651,263	9,280,590	10,931,853	1,651,263	0	2,474,000	13,384,000	13,384,000

APPENDIX A - GENERAL FUND CAPITAL STRATEGY

		2019/2020			2020/2021				2021/2022	2022/2023	2023/2024	2024/2025
Cost Centre	Scheme	Q3 Working Budget	Actuals 2019-2020	(Under) / Overspend	Slippage from 2019-20	Q3 Working Budget	Q4 Revised Budget	Variance (Q4 v Q3)	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget
		£	£	£	£	£	£	£	£	£	£	£
	Community & Neighbourhoods											
KC900	Arts and Leisure Centre - Pipework	231,000	130,370	(100,630)	100,630		100,630	100,630				
KC202	Fairlands Valley Park - Aqua	15,900	16,299	399	(399)	11,760	0	(11,760)	11,361			
KC228	Stevenage Golf Centre - Boiler Replacement	8,660	9,640	980			0	0				
KC224	Leisure Stock Condition	19,810	6,091	(13,719)			0	0	20,000			
KC225	Bandley Hill Play Centre - Treehouse	29,900	33,294	3,394			0	0				
KC229	Bandley Hill Play Centre - Fencing Replacement	0	0	0	0	8,000	8,000	0				
KC230	Pin Green Play Centre Equipment	0	0	0	0	35,000	35,000	0	0			
KE224	CCTV - Replacement Cameras	15,000	16,702	1,702	(1,702)	25,000	13,298	(11,702)	5,000	5,000	5,000	5,000
KE507	Cycleways Installations (subject to £100k Arts Council grant bid)	0	0	0	0	10,000	0	(10,000)	10,000			
KC232	SALC and the Swim Centre Urgent and H&S Works	0	0	0	0	200,000	200,000	0	280,000	100,000		
GROWTH	Stevenage Arts & Leisure Estimated 20 electrical distribution boards	0	0	0	0	0	0	0			30,000	
KC231	SALC, Swim Centre, and Fairlands Valley Sailing Centre 2019/20 Backlog H&S Works	0	0	0	0	73,500	73,500	0	0			
KC233	Stevenage Arts & Leisure Water leak	0	0	0	0	30,000	30,000	0				
KC234	Fairlands Valley Park Sailing Centre - Boathouse	0	0	0	0	12,000	12,000	0				
GROWTH	Stevenage Swimming Centre Pool circulation pumps	0	0	0	0	0	0	0				15,000
GROWTH	Stevenage Swimming Centre Electrical distribution boards	0	0	0	0	0	0	0			25,000	
GROWTH	SLL Leisure management - end of contract capital provision	0	0	0	0	0	0	0		150,000		
KC235	Boat house as essential H&S works for dry rot	0	0	0	0	15,000	15,000	0	0			
	Total Community & Neighbourhoods	320,270	212,396	(107,874)	98,529	420,260	487,428	67,168	326,361	255,000	60,000	20,000
	Planning & Regulatory											
KE119	Off Street Car Parks (Multi Storey Car Parks)	189,620	203,173	13,553			0	0	250,000	250,000	250,000	250,000
KE508	Multi-storey Car Park - New Entrances/Resurfacing	15,000		(15,000)	1,447		1,447	1,447				
KE530	Car Park Equipment - Digitalisation	20,000		(20,000)	20,000		20,000	20,000				
KE516	Town Centre Ramps Improvements	30,000	18,000	(12,000)	12,000	15,000	27,000	12,000				
KE201	Hard standings	30,000	16,530	(13,470)		70,000	0	(70,000)	50,000	50,000	50,000	50,000
KE100	Residential Parking	100,000	94,312	(5,688)		23,160	0	(23,160)	23,160			
KE100	Residential Parking	30,000		(30,000)			0	0				
KE470	Electric Car Charging Points	15,000	0	(15,000)	15,000		15,000	15,000				
KE217	Parking Restrictions	69,700	77,234	7,534		25,000	10,000	(15,000)	25,000	25,000	25,000	25,000
KE509	Onstreet Contactless pay	10,000		(10,000)			0	0				
KE443	Parking Enforcement - Old Town Permit Parking Area Implementation	0	1,317	1,317	(1,317)	12,000	10,683	(1,317)	0			
KE444	Coreys Mill Lane - Additional Parking Capacity	25,280	25,275	(5)		26,000	0	(26,000)	26,000			
KE518	Wall Reconstruction	8,000		(8,000)			0	0				
KE531	Workplace Travel Plan	0		0	0	15,000	0	(15,000)	15,000	15,000	15,000	15,000
KG011	Disabled Facilities Grants	30,000	18,186	(11,814)			0	0				
	Total Planning & Regulatory	572,600	454,028	(118,572)	47,130	186,160	84,130	(102,030)	389,160	340,000	340,000	340,000
KR911	Deferred Works Reserve	146,410		(146,410)		200,000	185,000	(15,000)	200,000	200,000	200,000	200,000

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Cost Centre	Scheme	2019/2020			2020/2021				2021/2022	2022/2023	2023/2024	2024/2025
		Q3 Working Budget	Actuals 2019-2020	(Under) / Overspend	Slippage from 2019-20	Q3 Working Budget	Q4 Revised Budget	Variance (Q4 v Q3)	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget
		£	£	£	£	£	£	£	£	£	£	£
	SUMMARY											
	Capital Programme Excluding New Build	18,018,830	18,468,603	449,773	(449,773)	23,370,440	22,920,667	(449,773)	18,633,070	17,655,150	16,238,210	19,215,640
	Special Projects & Equipment	155,000	5,505	(149,495)	149,495		149,495	149,495				
	New Build (Housing Development)	11,101,300	11,517,135	415,835	(415,835)	29,884,480	29,468,645	(415,835)	41,477,156	36,303,022	18,047,704	13,647,538
	IT Including Digital Agenda	666,330	395,291	(271,039)	272,999	798,240	1,071,239	272,999	135,180	51,330	51,330	51,330
	TOTAL HRA CAPITAL PROGRAMME	29,941,460	30,386,534	445,074	(443,114)	54,053,160	53,610,046	(443,114)	60,245,406	54,009,502	34,337,244	32,914,508
	HRA USE OF RESOURCES											
BH930	MRR (Self Financing Depreciation)	18,961,481	18,030,186	(931,295)		12,733,751	7,522,368	(5,211,383)	16,392,437	18,942,676	13,806,151	14,482,764
	Revenue Contribution to Capital											11,719,160
BH902	Unpooled Receipts		233,705	233,705								
BH901	New Build Receipts	3,092,700	3,269,794	177,094		7,303,251	2,976,932	(4,326,319)	10,222,301	6,125,446	3,901,991	3,702,600
BH903	Debt Provision Receipts	720,000	1,091,234	371,234		861,300	590,617	(270,683)	898,217	936,391	975,881	1,058,398
BH905	Section 20 Contribution		1,480	1,480		3,173,114	3,173,114		1,364,190	1,381,733	73,361	76,069
	Land Receipts					400,000	400,000		4,250,000	919,473	1,183,821	1,219,335
	S106		617,822	617,822		417,264		(417,264)	62,091			
	Developer Contributions (Kenilworth)	24,971		(24,971)		3,087,370		(3,087,370)	1,492,106	3,211,468		
	Grant	85,800	85,804	4								
	Borrowing	7,056,508	7,056,508			26,077,110	20,099,853	(5,977,257)	25,564,063	22,492,314	14,396,039	309,364
	TOTAL HRA RESOURCES FOR CAPITAL	29,941,460	30,386,534	445,074		54,053,160	34,762,884	(19,290,276)	60,245,406	54,009,502	34,337,244	32,567,690
	(0)										(0)	(346,818)
	Major Repair Reserve Bought Forward (BH930)	(10,919,793)	(10,919,793)	(0)		(4,114,762)	(4,373,617)	(258,855)	(9,337,672)	(5,788,496)	(0)	0
	Depreciation (increasing MRR)	(12,156,450)	(11,484,009)	672,441		(12,486,424)	(12,486,424)		(12,843,261)	(13,154,181)	(13,806,151)	(14,482,764)
	MRR Used (decreasing MRR)	18,961,481	18,030,186	(931,295)		9,397,781	7,522,368	(1,875,413)	16,392,437	18,942,676	13,806,151	14,482,764
	Major Repair Reserve Carried Forward	(4,114,762)	(4,373,617)	(258,855)		(7,203,406)	(9,337,672)	(2,134,267)	(5,788,496)	(0)	0	0
	Total RTB Receipts Bought Forward	(10,132,532)	(10,132,532)			(9,431,466)	(10,042,424)	(610,957)	(9,042,492)	(2,391,698)	0	1
	Total RTB Receipts Received	(4,131,079)	(5,761,935)	(1,630,856)		(4,276,382)	(2,932,376)	1,344,006	(8,719,724)	(4,670,139)	(4,877,871)	(5,275,185)
	Total RTB Receipts Used by General Fund (RP)	591,600	829,465	237,865								
	Receipts used for Registered Providers											
	Repayment of One for One Receipts & Interest	427,846	427,846			364,758	364,758					
	Debt Provision Receipts Used for Provision of Interest on Repaid One for One Receipts											
	Total RTB Receipts Used by HRA & General Fund (for RP)	3,812,700	4,594,733	782,033		8,164,551	3,567,549	(4,597,002)	15,370,518	7,061,837	4,877,872	4,760,998
	Total RTB Receipts Carried Forward	(9,431,466)	(10,042,424)	(610,957)		(5,178,539)	(9,042,492)	(3,863,954)	(2,391,698)	0	1	(514,186)

Cost Centre	Scheme	2019/2020			2020/2021				2021/2022	2022/2023	2023/2024	2024/2025
		Q3 Working Budget	Actuals 2019-2020	(Under) / Overspend	Slippage from 2019-20	Q3 Working Budget	Q4 Revised Budget	Variance (Q4 v Q3)	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget
		£	£	£	£	£	£	£	£	£	£	£
	CAPITAL PROGRAMME EXCL. NEW BUILD											
	<u>Planned Investment including Decent Homes</u>											
KH157	Decent Homes - Redecs	20,000		(20,000)	20,000	20,000	(20,000)	20,000	20,000	20,000		
Various1	Decent Homes - Internal Works	718,710	1,220,156	501,446	(501,446)	2,605,670	2,410,690	(194,980)	1,802,910	1,779,870	14,403,740	
Various2	Decent Homes External Works	205,000	64,506	(140,494)	140,494							
Various3	Decent Homes - Roofing											
Various4	Decent Homes - Flat Blocks	11,480,160	11,080,708	(399,452)	399,452	13,402,600	12,834,650	(567,950)	12,852,780	11,780,400		
KH300	MRC Miscellaneous	260,000	315,528	55,528	(55,528)							
KH205	Communal Heating	1,200,000	2,523,620	1,323,620	(1,323,620)	1,313,300	1,881,563	568,263	1,316,820			
KH092	Lift Installation - Inspection & Remedial Works	437,800	646,251	208,451	(208,451)	303,070	741,549	438,479	265,390			
KH287	Temporary Lift Provision - Flat Blocks					450,000		(450,000)	450,000			
KH291	Sprinkler Systems - Flat Blocks	489,440	67,805	(421,635)	421,635	1,500,000	1,921,635	421,635				
KH294	High Rises - Preliminary Works	190,000		(190,000)	190,000		190,000	190,000				
	<u>Health & Safety</u>											
KH085	Fire Safety	81,400	82,315	915	(915)	80,190	80,410	220	80,410	79,380		
KH112	Asbestos Management	379,870	261,543	(118,327)	118,327	374,250	375,250	1,000	375,250	370,460		
KH114	Subsidence	102,540	98,174	(4,366)	4,366	101,020	101,290	270	101,290	100,000		
KH144	Contingent Major Repairs	378,940	304,270	(74,670)	74,670	425,480	549,670	124,190	435,560	440,000		
KH122												
	<u>Estate & Communal Area</u>											
KH223	Asset Review - Challenging Assets	110,000	147,718	37,718	(37,718)	606,140	569,230	(36,910)	607,770	600,000		
KH224	Asset Review - Sheltered (non RED)	1,300,000	999,990	(300,011)	300,011	505,120	630,130	125,010				
	<u>Other HRA Schemes</u>											
KH174	Energy Efficiency Pilot Projects	15,200	5,790	(9,410)	9,410	15,150	24,600	9,450	15,190	15,000		
KH094	Disabled Adaptations	649,770	650,229	459	(459)	569,520	610,000	40,480	585,320	599,950		
	New Business Plan expenditure					1,098,930		(1,098,930)	(275,620)	1,870,090	1,814,470	
	TOTAL CAPITAL PROGRAMME EXCL. NEW BUILD	18,018,830	18,468,603	449,773	(449,773)	23,370,440	22,920,667	(449,773)	18,633,070	17,655,150	16,238,210	
							0					
	SPECIAL PROJECTS & EQUIPMENT											
	<u>HRA Equipment</u>											
KH015	Capital Equipment (including Supported Housing Equipments)	30,000	5,505	(24,495)	24,495		24,495	24,495				
KH278	Vans for RVS	125,000		(125,000)	125,000		125,000	125,000				
	Sub Total Special Projects & Equipment	155,000	5,505	(149,495)	149,495		149,495	149,495				

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Cost Centre	Scheme	2019/2020			2020/2021				2021/2022	2022/2023	2023/2024	2024/2025
		Q3 Working Budget	Actuals 2019-2020	(Under) / Overspend	Slippage from 2019-20	Q3 Working Budget	Q4 Revised Budget	Variance (Q4 v Q3)	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget
		£	£	£	£	£	£	£	£	£	£	£
KH209	CAPITAL PROGRAMME NEW BUILD											
	New Build Programme - eligible for 1-4-1	10,309,000	10,899,312	590,312	(590,312)	24,344,170	23,753,858	(590,312)	34,074,338	29,293,211	16,536,910	12,688,818
	New Build Programme - ineligible	792,300	617,822	(174,478)	174,478	5,540,310	5,714,788	174,478	6,700,928	6,106,131	580,004	
	Build for sale								701,890	903,680	930,790	958,720
	Ineligible part of Oval											
	New Build - Archer Road											
	TOTAL CAPITAL PROGRAMME NEW BUILD		11,101,300	11,517,135	415,835	(415,835)	29,884,480	29,468,645	(415,835)	41,477,156	36,303,022	18,047,704
KH251 KH268 KH259 KH269 KH218 KH235 KH296 KH297 KH271 KH288 KH283 KH260 KH286 KH293	INFORMATION TECHNOLOGY											
	IT General (IT)											
	Harmonising Infrastructure Technology (for shared service)		1,980	1,980								
	Infrastructure Investment	293,390	172,055	(121,335)	119,355	285,190	404,545	119,355	133,830	51,330	51,330	51,330
	Total General IT	293,390	174,035	(119,355)	119,355	285,190	404,545	119,355	133,830	51,330	51,330	51,330
	Employer Of Choice (EOC)											
	Replacement HR & Payroll System	610	611	1								
	New Intranet	19,880	19,882	2								
	Total EOC	20,490	20,492	2								
	HRA											
	ICT Programme (Business Plan)					109,530	109,530					
	ICT Equipment	10,000		(10,000)								
	Keystone Module (to support fire safety)	32,000	43,035	11,035								
	Tablets (x144)	5,330	6,252	922								
	Total Other HRA	47,330	49,287	1,957		109,530	109,530					
Connected To Our Customers (CTOC)												
Corporate Website - Redesign	54,320	25,707	(28,613)	28,613	4,680	33,293	28,613	350				
New CRM Technology	124,400	54,852	(69,548)	69,548	262,870	332,418	69,548	1,000				
Total CTOC	178,720	80,559	(98,161)	98,161	267,550	365,711	98,161	1,350				
Housing All Under One Roof programme (HAUOR)												
Housing Improvements	55,950	34,975	(20,975)	975	100,010	100,985	975					
On-Line Housing Application Form	48,700	24,000	(24,700)	54,507	(6,950)	42,907	49,857					
Repairs End to End (Northgate consultancy/Integra integration)	5,100	5,099	(1)	1	47,560	47,561	1					
Online Tenants Self-Service	16,650	6,843	(9,807)	(4,650)			4,650					
Total HAUOR	126,400	70,918	(55,482)	55,482	135,970	191,452	55,482					
TOTAL ICT INCLUDING DIGITAL AGENDA		666,330	395,291	(271,039)	272,999	798,240	1,071,239	272,999	135,180	51,330	51,330	51,330

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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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