

# Public Document Pack



## EXECUTIVE

Date: Tuesday, 12 July 2022

Time: 3.00pm

Location: Council Chamber, Daneshill House, Danestrete, Stevenage

Contact: Ian Gourlay (01438) 242703

committees@stevenage.gov.uk

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

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## AGENDA

### PART I

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

**2. MINUTES - 15 JUNE 2022**

To approve as a correct record the Minutes of the meeting of the Executive held on 15 June 2022 for signature by the Chair.

Pages 5 – 8

**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 – 21 June 2022

Pages 9 – 14

**4. HOUSING FIRST BUSINESS PLAN**

To consider the proposed Housing First Business Plan.

Pages 15 – 24

**5. CONSULTATION ON TWO ARTICLE 4 DIRECTIONS TO REQUIRE CHANGES OF USE FROM CLASS E(G)(I) (OFFICES AND CLASS E(G)(III) (LIGHT INDUSTRIAL) TO CLASS C3 (RESIDENTIAL) TO OBTAIN PLANNING PERMISSION**

To seek approval for consultation purposes of two revised Article 4 Directions to remove the permitted development rights in relation to changes of use from office and light industrial uses to residential use in Gunnels Wood and Pin Green.

Pages 25 - 72

**6. OVERVIEW PROPOSAL FOR THE UK SHARED PROSPERITY FUND**

To consider the proposed approach for the delivery of the UK Shared Prosperity Fund in Stevenage between 2022/23 and 2024/25 ahead of the closure of the Local Investment Plan window on 1 August 2022.

Pages 73 – 126

**7. APPROVAL TO RE-CONFIRM THE DELEGATED BUILDING CONTROL POWERS**

To seek approval to re-confirm the delegation of certain Building Control approval powers, from SBC to other shareholder local authorities in the Hertfordshire Building Control (HBC) partnership.

[REPORT TO FOLLOW]

**8. CORPORATE PERFORMANCE QUARTER 4 2021/22: ANNUAL REPORT 2021/22; AND CORPORATE PERFORMANCE SUITE FOR 2022/23**

To consider the Council's Annual Report 2021/22 and Corporate Performance for Quarter 4 of 2021/22, together with the Corporate Performance Suite for 2022/23. Pages 127 – 178

**9. 4TH QUARTER REVENUE BUDGET MONITORING 2021/22 - GENERAL FUND AND HOUSING REVENUE ACCOUNT**

To consider the 4<sup>th</sup> Quarter 2021/22 Revenue Budget Monitoring report. Pages 179 – 204

**10. 2021/22 CAPITAL EXPENDITURE OUTTURN**

To consider the outturn position on 2021/22 Capital Programme. Pages 205 – 236

**11. URGENT PART I BUSINESS**

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

**12. EXCLUSION OF PRESS AND PUBLIC**

To consider the following motions –

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

**13. PART II MINUTES - EXECUTIVE - 15 JUNE 2022**

To approve as a correct record the report the Part II Minutes of the meeting of the Executive held on 15 June 2022 for signature by the Chair.  
Pages 237 - 238

**14. WRITE OFFS**

To consider an update on Debt Write Offs.  
Pages 239 - 246

**15. URGENT PART II BUSINESS**

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

**NOTE: Links to Part 1 Background Documents are shown on the last page of the individual report, where this is not the case they may be viewed by using the following link to agendas for Executive meetings and then opening the agenda for Tuesday, 12 July 2022 –**

**<http://www.stevenage.gov.uk/have-your-say/council-meetings/161153/>**

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## STEVENAGE BOROUGH COUNCIL

### EXECUTIVE MINUTES

**Date: Wednesday, 15 June 2022**

**Time: 2.00pm**

**Place: Council Chamber, Daneshill House, Danestrete, Stevenage**

**Present:** Councillors: Sharon Taylor OBE CC (Chair), Richard Henry (Vice-Chair), Sandra Barr, Lloyd Briscoe, Jackie Hollywell, Mrs Joan Lloyd, Simon Speller and Jeannette Thomas.  
Councillor Phil Bibby CC (observer)

**Start / End Time:** Start Time: 2.00pm  
End Time: 3.25pm

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

Apologies for absence were submitted on behalf of Councillor Robin Parker CC (observer) and apologies for lateness from Councillor Jeannette Thomas.

At this juncture, the Chair welcomed new Executive Members Councillor Sandra Barr - Communities, Neighbourhoods and Co-operative Council and Councillor Simon Speller - Environment and Climate Change, to the meeting. She also thanked outgoing Executive Members, Councillors Rob Broom noting his significant efforts to bring the Co-operative Neighbourhood Programme to life and John Gardner for his work over many years on the Environment and Regeneration Portfolio.

There were no declarations of interest.

#### **2 MINUTES - 4 MARCH 2022 AND 16 MARCH 2022**

It was **RESOLVED** that the Minutes of the meetings of the Executive held on 4 March 2022 and 16 March 2022 be approved as correct records for signature by the Chair.

#### **3 MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE AND SELECT COMMITTEES**

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

Overview & Scrutiny Committee – 10 March 2022  
Community Select Committee – 16 March 2022  
Overview & Scrutiny Committee – 22 March 2022  
Environment & Economy Select Committee – 23 March 2022  
Community Select Committee – 29 March 2022

The Executive's thanks were given to all those Members serving on the three Scrutiny Committees for their work and commitment during the last Municipal Year.

#### **4 CORPORATE PRIORITIES FOR 2022/23**

The Executive considered a report seeking approval of the Council's key priorities and areas of focus for 2022/23 for inclusion in the Annual Report, to be reported to Executive at its July meeting and which would form the basis of corporate performance reporting for the year.

It was noted that in setting the Council's priorities for the year, a number of national and local themes had been considered including the cost of living crisis, the war in Ukraine, and more locally, regeneration social and affordable housing, homelessness and refugee support.

Members agreed that due to the on-going cost of living crisis, an Executive Member task force would be established to consider the implications for residents. The Group's findings would be reported back to Executive Members.

It was agreed that the Council should be celebrating and giving emphasis to the positive work undertaken and achievements of the Council. Members thanks were expressed towards those Council Departments, in particular the Communities and Neighbourhoods and the Stevenage Direct Services Teams, who had been instrumental in ensuring that Stevenage Day had been hugely successful on 12 June 2022, following a 2 year break due to the Pandemic.

It was **RESOLVED:**

1. That the proposed priorities for 2022/23, as set out in the report, be agreed.
2. That these priorities be included in the Annual report for 2021/22, to be reported to the Executive in July 2022.
3. That the priorities form the basis of the Future Town Future Council programme and inform the corporate performance suite for 2022/23, with progress against this being reported to the Executive on a quarterly basis.
4. That a Cost of Living Task Force be established including The Leader of the Council and Executive Members Councillors, Barr, Briscoe, Henry and Thomas with a view to considering the implications of the crisis and reporting their findings back to the Executive

*Reason for Decision: As contained in report.*

*Other Options considered: As contained in report.*

#### **5 CLIMATE CHANGE UPDATE - JUNE 2022**

The Executive considered a report providing an update on the Council's Climate Change Strategy and initiatives. The report provided Members with an overview of

the action that the Council was taking to address climate change. Members were also advised that the Council had been successful in bidding for central government funding and in particular investment in the Council's housing stock and electric buses.

Councillor Speller, the new Executive Member for Environment and Climate Change shared his thoughts on the Council's Climate Change Programme, areas for greater focus and outlined future work on engagement and collaboration with various stakeholders including the Community, Members and also the Youth Mayor and local schools. He suggested that the next report to Executive on Climate Change should be delayed and brought to a later meeting to allow enough time for sufficient progress to be made.

Officers agreed to provide a written update to Members relating to the Additional Insulation Project and in particular clarification as to whether double or triple glazing should be installed in the social housing properties within the Scheme.

It was **RESOLVED**:

1. That the report be noted.
2. That further details on the community engagement and stakeholder relationships be received at the September 2022 Executive.

*Reason for Decision: As contained in report.*

*Other options considered: As contained in report.*

## **6 ASSESSMENT OF THE GOVERNMENT'S LEGISLATIVE PROGRAMME FOR 2022/23 AND RELATED LOCAL CONSIDERATIONS**

The Executive considered a report regarding the key announcements of relevance to local government in the Government's legislative agenda for 2022/23, and the potential opportunities and implications for Stevenage.

It was noted that the new bills which were intended to be introduced over the next year related to levelling up, planning system reforms, housing regulations and rights for renters, the new Schools Bill, energy, crime and justice, health and transport and infrastructure investment.

In response to a question, it was confirmed that there was no appetite at District or County Council level for a single Unitary Authority in Hertfordshire.

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

*Reason for Decision: As contained in report.*

*Other Options considered: As contained in report.*

## **7 URGENT PART I BUSINESS**

Thanks were expressed to the Communities and Neighbourhoods Team for their

work around the recent Jubilee events including the lighting of the Beacon in the Town Centre and the Picnic in the Park event in Fairlands Valley Park.

## **8 EXCLUSION OF PRESS AND PUBLIC**

It was **RESOLVED**:

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

## **9 PART II MINUTES - EXECUTIVE - 16 MARCH 2022**

It was **RESOLVED** that the Part II Minutes of the meeting of the Executive held on 16 March 2022 be approved as a correct record for signature by the Chair.

## **10 PURCHASE OF STRATEGIC LAND OPPORTUNITY FOR USE AS SUPPORTED ACCOMMODATION**

The Executive considered a Part II report in respect of the proposed purchase of a strategic land opportunity for use as supported accommodation.

It was **RESOLVED** that the recommendations set out in the report be agreed.

*Reason for Decision: As contained in report.*

*Other Options considered: As contained in report.*

## **11 URGENT PART II BUSINESS**

None.

**CHAIR**

## STEVENAGE BOROUGH COUNCIL

### OVERVIEW AND SCRUTINY COMMITTEE MINUTES

Date: Tuesday, 21 June 2022

Time: 6.00pm

Place: Council Chamber, Daneshill House, Danestrete, Stevenage

**Present:** Councillors: Lin Martin-Haugh (Chair), Philip Bibby CC (Vice-Chair), Jim Brown, Matt Creasey, Michael Downing, Bret Facey, Wendy Kerby, Andy McGuinness, Sarah Mead, Robin Parker CC, Claire Parris, Anne Wells and Myla Arceno.

**Start / End Time:** Start Time: 6.00pm  
End Time: 7.10pm

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

Apologies for absence were received on behalf of Councillors Rob Broom and Loraine Rossati.

Councillor Myla Arceno substituted for Councillor Rossati.

There were no declarations of interest.

#### 2 **MINUTES OF THE PREVIOUS MEETING - 22 MARCH 2022**

It was **RESOLVED** that the Minutes of the meeting of the Overview and Scrutiny Committee held on 22 March be approved as a correct record and signed by the Chair.

#### 3 **TERMS OF REFERENCE**

It was **RESOLVED** that the Terms of Reference for the Overview and Scrutiny Committee, as agreed at Annual Council on 25 May 2022 be noted.

#### 4 **PART I DECISIONS OF THE EXECUTIVE**

##### 2. **Minutes – 4 March 2022 and 16 March 2022**

Noted.

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

Noted.

#### **4. Corporate Priorities for 2022/23**

The Strategic Director (RP) advised that the Executive had agreed that due to the on-going cost of living crisis, an Executive Member Task Force would be established to consider the implications for residents. The Groups findings would then be reported back to Executive.

In response to a question, Members were advised that Climate Change was part of the FTFC Programme and had its own strategy and which would also be embedded within the Council's Annual Report and is subject of progress review in its own right.

#### **5. Climate Change Update – June 2022**

The Strategic Director (TP) advised that the new Portfolio Holder for Environment and Climate Change, Councillor Simon Speller, would be reviewing work that had been undertaken to date to help plan ahead for the future. It was noted that the significant focus he would be bringing would be how the Council engages effectively with interested and active stakeholder groups as well as more broadly in community neighbourhood areas. The Committee was advised that a further report would be taken to Executive in September and subsequently considered by this Committee which would include a detailed engagement Plan. It was also noted that the Portfolio Holder would also be working closely with the Environment and Economy Select Committee on this issue.

The following points and comments were made:

- Prioritisation needed to be given to those actions which would have the greatest impact for the Town such as greening the Council's transport fleet, increasing the recycling rate, tackling the sustainability of the Council's housing stock and encouraging sustainable travel;
- In relation to the possibility of the installation of Solar panels on council properties, Officers advised that although this would be an aspiration for the Council as it would benefit both Council and residents, the investment required would be unachievable without significant help with funding from the Government;
- In terms of council buildings (community centres, shops, pavilions etc) Members were advised that a full asset strategy would be undertaken to ascertain the type of investment required in these buildings to make them sustainable;
- The Assistant Director (Planning and Regulation) advised the Committee that the Review of the Local Plan had begun and as part of the review officers would consider new standards which could be applied in terms of sustainability;
- Concern was expressed by Members that since the resolution passed by Full Council declaring the Climate Change emergency, 3 years had elapsed without obvious outcomes and progress being publicised and it appeared that engagement was still the top priority. Officers agreed there was more the Council could do in terms of communications to

promote the progress that had been made alongside the challenges ahead;

- Officers confirmed that the Committee's views regarding the requirement of a separately branded priority of Climate Change would be communicated to the Executive;
- In relation to the ambition for the Council to be net zero by 2030, Officers agreed that this was a challenging target set by Full Council. However, Officers would continue to work towards the target and had the ambition to achieve this. It was noted that the Environment and Economy Scrutiny Committee would be considering this in more detail as part of their review for this year;
- It was noted that in relation to funding, a number of bids had been successfully made. Further funding was likely to be available to bid for short to medium term opportunities in the future. Officers agreed that future reports to Members would include more details in terms of those opportunities available to the Council to bid on alongside where the Council would have to raise funds.

## **6. Assessment of the Government's Legislative Programme for 2022/23 and Related Local Considerations**

The Strategic Director advised the Committee of the new Bills which were intended to be introduced over the next year including levelling up, planning system reforms, housing regulations and rights for renters, the new Schools Bill, energy, crime and justice, health and transport and infrastructure investment.

It was noted that at the Executive, in relation to Local Government Reform, confirmation had been given that there was no appetite at District or County level for a single Unitary Authority in Hertfordshire. Any further developments on this issue would be shared with Members when available.

In response to a question regarding the potential for longer term settlements for Local Government Finance, officers agreed to ask the Strategic Director (CF) to provide further detail on this to Members following the meeting.

In relation to the Renters Reform Bill and no fault evictions, further detail was awaited but it was envisaged that where there were no grounds for evictions, tenants would have the right to remain. As soon as further details were available these would be shared with Members.

## **5 OVERVIEW & SCRUTINY WORK PROGRAMME FOR 2022-23**

The Scrutiny Officer presented the Overview and Scrutiny Committee Work Programme for 2022-23.

In response to a question regarding potentially revising the cycling strategy, it was noted that Stevenage Council and the County Council had established, and recently reviewed a Local Cycling and Walking Improvement Plan (LCWIP) where the cycling strategy had been embedded in an overarching document.

It was **RESOLVED** that the work programme be noted.

6 **OVERVIEW & SCRUTINY ACTION TRACKER**

The Scrutiny Officer presented the Overview and Scrutiny Committee Action Tracker to the Committee.

In relation to the Repairs and Voids issue, officers confirmed that this would form part of the Community Select Committee's work programme as their main item for review this year.

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

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

None.

8 **URGENT PART I BUSINESS**

None.

9 **EXCLUSION OF PRESS AND PUBLIC**

It was **RESOLVED**:

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

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

10 **PART II MINUTES - OVERVIEW AND SCRUTINY COMMITTEE - 22 MARCH 2022**

It was **RESOLVED** that the Part II Minutes of the Meeting of the Overview and Scrutiny Committee held on 22 March 2022 be approved.

11 **PART II DECISIONS OF THE EXECUTIVE**

**9. Part II Minutes – Executive – 16 March 2022**

In response to a question, the Strategic Director advised that an update report would be brought to Executive in due course on the position with write offs.



**10. Purchase of Strategic Land Opportunity for Use as Supported Accommodation**

The Assistant Director (Housing Development) answered Members' questions on this item.

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

None.

**13 URGENT PART II BUSINESS**

None.

**CHAIR**

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**Meeting** Executive  
**Portfolio Area** Housing and Housing Development  
**Date** 12<sup>th</sup> July 2022



## HOUSING FIRST BUSINESS PLAN

**Authors** Will Peters/Tracy Jackson  
**Lead Officer** Rob Gregory  
**Contact Officer** Will Peters

### 1 PURPOSE

- 1.1 This report is one of a series of reports that have been presented to the Executive on the progress of Housing First model, in order to consider costed service options moving forwards.

### 2 RECOMMENDATIONS

- 2.1 The Executive is asked to note:
- 2.2 The progress of the Stevenage Housing First approach to date in delivering sustainable outcomes for rough sleepers across the town.
- 2.3 The funding secured from the Department of Levelling Up Housing & Communities and Hertfordshire County Council in supporting the Housing First approach in Stevenage.
- 2.4 The Executive is asked to approve:

- 2.5 A revised Housing First Service Model based on 25-30 accommodation units through to March 2024, to help mitigate the risk of under occupancy and the associated costs that come with this.

### **3 BACKGROUND**

- 3.1 The Executive approved the Council's Homelessness & Rough Sleeper Strategy 2019-24 in 2019. This set out the Council's ambitions to reduce rough sleeping through the provision of suitable accommodation and wrap around support.
- 3.2 Housing First was an approach that had been developed in the USA and parts of Europe and further developed in the UK in places like Greater Manchester. The approach centres on providing immediate accommodation for those rough sleeping to then provide wrap around support to assist in moving on to secure permanent accommodation and other forms of support. Homeless Link had undertaken a range of initial evaluations of the approach nationally in 2019 and had identified the benefits in creating more sustainable outcomes for those rough sleeping. Such an approach was identified as an ambition in the Stevenage strategy.
- 3.3 In March 2020, the Covid-19 pandemic was announced and the initial lockdown occurred. The 'Everyone In' directive from central government was introduced. This required the council to provide all rough sleepers, regardless of priority need, with accommodation. Most were placed on an emergency, short-term basis into hotels initially to safeguard them. Once the 'Everyone In' directive came to an end, the Council continued its commitment to supporting rough sleepers who are not recognised as priority under homeless legislation and committed to using this as an opportunity to pilot a Housing First approach. This also meant that the Council was able to move-on 28 individuals who were accommodated in hotels during the pandemic straight into permanent secure tenancies within the private rented sector.
- 3.4 The ongoing housing and cost of living crisis in the UK means that there is a shortage of affordable homes and rising prices, putting additional pressures on public services. Early prevention work through Housing First projects has shown to reduce later demand on more costly services such as health, social care and homelessness services. An outline of the Council's homelessness duties and legislation is contained in the Legal Implications 5.11 to 5.17 of this report.
- 3.5 To meet the objectives of the Homelessness & Rough Sleeper Strategy officers from across Housing Development and Housing and Investment services have worked together to secure external funding to fund a number of Housing First units since 2020. There are currently 42 units available for Housing First.
- 3.6 Since April 2020 106 individuals have been assisted through the Council's Housing First Service. These were clients who were rough sleeping or at risk of rough sleeping in Stevenage. Since July 2020 42 rough sleeper and homeless clients have been moved on into secure private rented accommodation. A

further 21 Housing First clients have been moved on into other supported accommodation. As a positive consequence there has been a notable reduction in rough sleeping across the town.

3.7 The Council worked closely with Hertfordshire County Council (HCC), who have a duty around adults with complex needs, and commissioned support providers including Haven First, The No More Service and Emerging Futures to provide the initial wrap-around support for the Housing First scheme. The service is also supported by the Council's own rough sleeper team. HCC has recently introduced a new complex needs outreach support pilot scheme, providing Drug, Alcohol & Mental Health support to this vulnerable client group and is working closely with Housing First officers.

3.8 The main three pathways out of Housing First are:

1. move-on into the private rented sector
2. move on into social housing
3. move on into further supported accommodation.

Clients are supported by relevant staff to ensure they are provided with the appropriate move-on options. Whilst this is resource intensive it helps to provide more sustainable outcomes and prevents repeated homelessness.

3.9 Such models are becoming of particular interest to local partners. At a county level, Hertfordshire Growth Board is currently undertaking a county wide Temporary Accommodation project looking at the distribution of this tenure and the future need across the county. Stevenage Borough Council has expressed a willingness to share learning from the Housing First approach in Stevenage as part of this process.

3.10 The Council has also been successful in securing external funds to support Housing First in future years, including a contribution of £45,000 from HCC for 2022-23.

3.11 In addition, the Council has also bid successfully for significant funding from the Department of Levelling Up Housing & Communities (DLUHC). These are both fixed-term funding streams, intended for homelessness prevention programmes and activities such as Housing First and are:

- Rough Sleeper Accommodation Program which will provide £454,450 from 2022-24
- Rough Sleeping Initiative which will award the council £590,000 in total from 2022-25.

3.12 The Council has continued to provide management and support to add value to the Housing First approach. This included £214k as part of the one off financial settlement grant given by DHLUC in 2021/22 to support the Council's efforts to tackle homelessness during the pandemic.

3.13 Given the initial outcomes of the initiative and the securing of additional funding it is therefore timely to review the Housing First Scheme.

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

- 4.1 Housing First is provided under a power and is not a statutory duty of the Council, therefore clients housed in Housing First would have previously had no options for accommodation or dedicated support, other than being sign-posted and referred to other agencies, such as Haven First.
- 4.2 Whilst providing Housing First is a discretionary service area for the Council, it is in line with the Homelessness & Rough Sleeping strategy 2019-24 and has demonstrated that is a model that can reduce rough sleeping in the Borough.
- 4.3 Officers consider that demand for this service has fallen recently, due to the successes of the Housing First scheme to date, the stabilisation of the numbers of rough sleepers within Stevenage after the unpredictability of the pandemic and various other factors.
- 4.4 Due to the reduction in current need for the service there is the opportunity to remodel the Housing First scheme in order to ensure its future financial viability through reducing the risk of under-occupation and associated income losses impacting the General Fund and the Housing Revenue Account, as shown within the financial implications in section 5.1-5.11.
- 4.5 Maintaining between 25-30 units will ensure the Council achieves and sustains high occupancy rates with less void times, but still continues to meet the demand for the service. The remaining units not utilised for Housing First will be re-purposed to help offset the increasing need for Temporary Accommodation and reduce reliance on expensive hotel accommodation.
- 4.6 Additional support for this group of residents was initially contracted via three different agencies with different specialisms, in 3.7 above, recognising the impact that Covid-19 was having on the sector at the time and the different expertise needed to support this client group. These contracts will end in September 2022 and a more streamlined approach is to be undertaken this summer. This will be in-line with the proposed funding arrangements as set out in section 5.
- 4.7 Since the launch of the Housing First Scheme security arrangements have been in place to help manage the vulnerable client group. Security costs have been high and are not however permissible under the external funding arrangements. It is now proposed to move towards a pro-active CCTV service provided via Hertfordshire CCTV Partnership with a dedicated Out of Hours service, in line with other local homeless provision. This means cameras are monitored on a regular basis from the control room and regular reports sent. This service also has a direct line to the police who can access the camera feeds if required and act upon any intelligence.

- 4.8 To ensure active performance management, a number of Key Performance Indicators are being prepared for the service which will include;
- performance around void turnaround,
  - recovery of service charges and housing benefit,
  - outcomes and move-on data.
- 4.9 DLUHC also requires performance returns in relation to the funding received and the Council's regular reporting of rough sleeping.
- 4.10 Whilst the recommended numbers of units (para. 4.5 refers) are able to deal with current demand, the emerging cost of living crisis may generate a further increase in rough sleeping. This will have to be kept under review and the proposed approach will give the Council the ability to increase or decrease the available units to meet changes in demand, subject to affordability. Every effort will be made to continue to run this service to support some of Stevenage's most vulnerable residents, but this will need to be balanced in line with other demands on Council resources.
- 4.11 A Portfolio Holder Advisory Group held on 31 May 2022 supported the above recommendations and recognised the challenges around achieving a balance in providing accommodation to those the Council has a duty to assist as well as those accommodated under a power. The need to retain flexibility in provision to meet the demand created by the cost of living crisis was also supported. Members made recommendations for future data collection and a satisfaction survey for service users to inform future provision.

## **5 IMPLICATIONS**

### **5.1 Financial Implications**

- 5.2 The homelessness functions undertaken by the Council are defined as General Fund services. However, in order to maintain a flexible response to housing need, all dwelling properties are managed and maintained within the Council's Housing Revenue Account. This allows the Council to reassign properties between temporary and permanent tenancies and has helped reduce reliance on bed and breakfast accommodation. The HRA only has the expenditure and income from the running costs, rent and service charges related to the property. It does not incur any of the wider costs of the homelessness service, like the additional support services for this client group and it does not contain the cost of bed and breakfast accommodation.
- 5.3 The definition of "Agreed Purpose" within the Rough Sleeping Accommodation Programme funding contract enables us to utilise the properties for local need for the duration of the period. This allows for broader temporary accommodation use, if this more appropriately meets local need. Therefore the Housing First programme does not cover all the properties that have received RSAP funding to date.

5.4 The table below shows the current forecast for Housing First places in 2022/23. Costs are broken down between the HRA and scheme specific items and how this is funded by Housing Benefit and Tenant payments. This gives a net cost before grant funding and then a total net cost for the scheme, when grant has been applied. Finally, as this is a demand led service and client numbers can fluctuate, the costings are shown at a variety of occupancy rates from 100% to 80%.

<b>Housing First Scheme Costs 2022/23</b>	<b>Unit Cost pw</b>	<b>Total 38 Units pa Full Occp.</b>	<b>Total 36 Units pa 95% Occp.</b>	<b>Total 34 Units pa 90% Occp.</b>	<b>Total 30 Units pa 80% Occp.</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Contribution to HRA Property & Management Costs	70.79	139,877	139,877	139,877	139,877
<b>Specific Scheme Costs</b>					
Enhanced Management	80.45	158,978	158,978	158,978	158,978
Housing Benefit Eligible Charges	32.69	64,600	64,600	64,600	64,600
Ineligible Charges	36.87	72,849	72,849	72,849	72,849
<b>Total Expenditure</b>	<b>220.80</b>	<b>436,304</b>	<b>436,304</b>	<b>436,304</b>	<b>436,304</b>
<b>Funded by</b>					
Housing Benefit - Recovery Rate 65%	(67.26)	(132,910)	(125,915)	(118,920)	(104,929)
Tenant Payments	(36.87)	(72,849)	(69,015)	(65,181)	(57,513)
<b>Total Income</b>	<b>(104.13)</b>	<b>(205,760)</b>	<b>(194,930)</b>	<b>(184,101)</b>	<b>(162,442)</b>
<b>Net Cost - before Government Grant</b>	<b>116.67</b>	<b>230,545</b>	<b>241,374</b>	<b>252,203</b>	<b>273,862</b>
Government Grant	(132.72)	(262,250)	(262,250)	(262,250)	(262,250)
<b>Net Cost - with Grant &amp; 100% of Tenant Payments</b>	<b>(16.05)</b>	<b>(31,705)</b>	<b>(20,876)</b>	<b>(10,047)</b>	<b>11,612</b>

5.5 It is projected that 38 units will be used for the programme this year, but that this will be managed down during the year to a closing figure of 27 places going forward. The RSAP capital funding has currently been applied to more properties than those included in this scheme, but as stated in 5.2 these are not all in the Housing First programme, with some being used for other homelessness needs.

5.6 The table shows that the net cost of the scheme before application of any grant is between £231K at full occupancy, to £273K at 80% occupancy. There is a maximum fund of £262K available to draw down in 2022/23 and applying this funding would cover the majority of the cost, even at the lowest occupancy forecast. However, to recover the maximum support grant the Council would have to demonstrate that there had been total expenditure of £620K and that it had met £358K of this by other means. Although, it may be possible to re-negotiate these terms, where a strong case is presented.

5.7 There is an element that the tenant must pay personally that is not covered by housing benefit. This mainly relates to utility costs and these are expected to increase substantially during the year. The table above shows the net cost with 100% of these recovered. However, modelling shows that at 50% recovery,



even applying all the grant funds available to this scheme, it will only break even at 80% occupancy rates. This is an area that will need to be monitored closely, as each specific case will present different challenges in cost recovery.

5.8 A dedicated Housing Benefit Recovery officer will continue to focus on increasing housing benefit income claimed to minimise the cost of the scheme and the Council's Rough Sleeper Co-ordinators will continue to support clients with money management to improve recovery of service charges. These service charges will be reviewed this financial year to ensure rates and recoveries are realistic and fair to this client group.

5.9 The main assumptions used in the table above are:

- That a 65% recovery of housing benefit is attained, as the client group will be supported through the process.
- That running costs for operational management are similar to current temporary accommodation.
- That there is a switch, as soon as possible, from security costs to a combination of an out of hours managed response and CCTV.
- That grant funding can be applied to the scheme to allow a breakeven position on the General Fund.

5.10 In summary, there are still significant financial risks attached to running this scheme. The main ones are the application of the grant, recovery of both benefit and non-benefit income and the impact on viability caused by lower occupation rates. This area will need to be monitored closely throughout the year to ensure that it remains on a breakeven basis and a detailed budget position presented for any continued operation into 2023/24. It will be necessary to review the future of the scheme based on the various fixed-term funding streams, as they currently only extend until the end of 2023/24. If this scheme were to become unviable in the future the properties would be returned to support temporary accommodation need in the Borough, with due regard to the terms of the grant funding used for these units.

### 5.11 Legal Implications

5.12 Where the Council has reason to believe that an applicant may be homeless, or threatened with homelessness, it has a duty to make such inquiries as are necessary in order to satisfy itself:

5.13 whether the applicant is eligible for assistance (this will depend on their immigration status); and

5.14 if so, whether the Council owes any duty (and if so, what duty) to the applicant under the Housing Act 1996 ("HA 1996")

5.15 Under Section 189A of the HA 1996 where the Council is satisfied that an applicant is both homeless (or threatened with homelessness) and eligible for assistance, it has a duty to carry out an assessment of their circumstances and then try to agree with them what steps they need to take to ensure they have and can retain suitable accommodation and what steps the Council needs to take under the HA 1996.

- 5.16 If an applicant is deemed to be homeless, eligible and in priority need then an “interim duty” is owed to accommodate the applicant under s188 HA 1996.
- 5.17 Further the Council owes the “full housing duty” under S193 HA 1996 to applicants who are in priority need and not intentionally homeless.

**5.18 Risk Implications**

5.19 The associated financial risks of the scheme have been outlined in 5.1-5.10 and will be monitored throughout the programme, with a focussed set of KPI’s established in relation to this. Operational risks in relation to the accommodation provision and the management of the client group are being managed within the service. The additional expertise of specialist workers and pro-active CCTV arrangements help to mitigate operational risks in relation to the service.

**5.20 Policy Implications**

- 5.21 Housing First responds to the council’s Homelessness and Rough Sleeping Strategy 2019-24 and builds on the Co-operative Council ethos, working closely with partners and those experiencing homelessness to deliver an effective service.
- 5.22 The service also responds to the councils emerging transformation agenda focussing on effective advice and guidance to prevent future demands to the council and other agencies.

**5.23 Climate Change Implications**

5.24 As part of the council’s commitment to tackling climate change new housing provision is considered with regards to the environmental impact of that development. Schemes such as the Oaks Cross modular units include air source heat pumps and enhanced insulation to reduce the running cost for the scheme, therefore having a positive impact both in terms of cost but also in terms of energy efficiency. This will be an ongoing consideration as new sites are acquired and developed.

**5.25 Staffing and Accommodation Implications**

5.26 The staffing resource for Housing First is currently funded from several funding streams:

Post	Funding stream	Funding ends
1 Housing First Manager	Flexible Homeless Support Grant	Currently renewed yearly by DLUHC
4 Rough Sleeper Co-ordinators	Rough Sleeper Initiative Funding	2025 although number of workers reduces to 3 in year 2 & 3
3 Floating Support Workers	Rough Sleeper Accommodation Funding	Financial Year 2023/24
1 Temporary Accommodation Officer	Establishment - HRA recovery	N/A

5.27 A review of resources and the viable provision will need to be reviewed as funding streams end and other applications for funding are made.

#### **5.28 Equalities and Diversity Implications**

5.29 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.

5.30 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

5.31 Officers consider that, given the specific needs of those who are, or are at risk of, street homelessness, the Housing First approach is likely to have a positive impact on protected characteristics; including gender, disability (including mental health), sexual orientation, and race. It also recognises the positive impact on socio-economic inequalities. This has been captured as part of an Equality Impact Assessment and referring to national evaluation of the Housing First approach.

#### **5.32 Service Delivery Implications**

5.33 This report recommends continuing the Housing First approach as a service provided by the council, with the support of external partners. As outlined in section 5.1-5.10 the service remains reliant on external funding and will therefore be reviewed at a time when this external funding ends.

## 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 [Homelessness & Rough Sleepers Strategy 2019-2024](#)

BD2 Executive Report July 2020

BD3 Executive Report December 2020

BD4 Executive Report March 2021

**Meeting** Executive  
**Portfolio Area** Environment and Climate Change  
**Date** 12 July 2022



## CONSULTATION ON TWO ARTICLE 4 DIRECTIONS TO REQUIRE CHANGES OF USE FROM CLASS E(g)(i) (OFFICES AND CLASS E(g)(iii) (LIGHT INDUSTRIAL) TO CLASS C3 (RESIDENTIAL) TO OBTAIN PLANNING PERMISSION

### KEY DECISION

**Author** Deborah Coates | 2865  
**Lead Officer** Zayd Al-Jawad | 2257  
**Contact Officer** Deborah Coates | 2865

### 1 PURPOSE

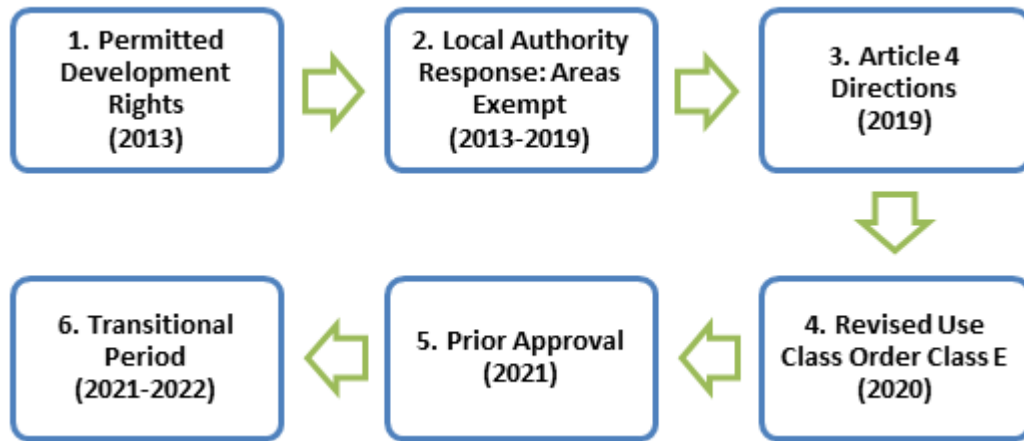
- 1.1 To seek Members' approval of, and consult upon the making of, two revised Article 4 Directions to remove the permitted development rights in relation to changes of use from office and light industrial uses to residential use in Gunnels Wood and Pin Green.

### 2 RECOMMENDATIONS

- 2.1 That the proposed Article 4 Directions, and the areas they will cover (as detailed in Appendix C and D), be approved.
- 2.2 That consultation be agreed on the making of the Article 4 Directions under Article 4 (1) of the Town and Country Planning (General Permitted Development) Order 2015 (as amended), to remove permitted development rights in relation to changes of use from Use Class E(g)(i) and E(g)(iii) to Use Class C3 (as defined in the Town and Country Planning (Use Classes) Order 1987 (as amended)).

2.3 That following a minimum of 28 days consultation on the serving of the notice of the Directions, the Executive receive a further report in order to decide whether to confirm the Article 4 Directions.

### 3 BACKGROUND



#### *Initial Government Reforms*

3.1 In May 2013, the Government announced a series of planning reforms to make the process easier to secure residential development, through “permitted development rights”. A permitted development right is the carrying out of certain types of work or development, without needing to apply for planning permission. Various changes of use could be made without the need for a formal planning consent. The most prominent of these was from office, commercial and employment use (previous Use Class B1) to residential use (Use Class C3).

3.2 The impact of the 2013 Government arrangements was to create a significant loss in employment space across many local authority areas of the country. The key implications of this net loss included:

- Constraining growth;
- Forcing businesses to relocate;
- Limiting overall performance and productivity of businesses;
- Limiting the attractiveness of Stevenage and Hertfordshire as a place to invest; and
- Inhibiting good placemaking.

#### *Local authority response to early reforms*

3.3 As a response to these reforms, many local authorities across the country began to designate areas to protect against the loss of office, commercial and employment space to residential areas. This was achieved through two main methods:

- Areas exempt from the office to residential change of use permitted development right 2013 – where any proposals to change use from B1 office to C3 residential would remain subject to a full planning application

(of the initial designated areas, 13 areas within the Gunnels Wood Employment Area in Stevenage were included). These remained in force until May 2019.

- Imposing Article 4 Directions on additional areas in which the local authority deemed worthy of additional protection from change of use from office, commercial and employment to residential. Local authorities had until May 2019 to ensure appropriate Article 4 Directions were in place to replace any areas exempt from the office to residential change of use permitted development right.

#### *Article 4 Directions*

- 3.4 An Article 4 Direction is a Direction under Article 4 of the General Permitted Development Order by which a local planning authority can bring within planning control certain types of development, or changes of use, which would normally be “permitted development” (i.e. not require an application for planning permission). Article 4 Directions are made when the character of an area of acknowledged importance would be threatened.

#### *More recent Government Reforms*

- 3.5 On 1 September 2020, the Government made a series of changes to the “Use Classes Order”, which categorises different types of building uses for planning purposes such as applications to change the use of a building [BD3]. Table 1 provides a summary of how uses have been reclassified.
- 3.6 The Government has argued that the main driver of change for this has been the need to enable a repurposing of buildings on high streets and town centres. The new “Class E” allows for a mix of uses to reflect changing retail requirements. It will allow a building to be used flexibly by having several uses taking place concurrently or by allowing different uses to take place at different times of the day. Changes to another use, or mix of uses, within this class will not require planning permission.
- 3.7 From 1 September 2020 onwards, if a building or other land is being used in a way falling within Class A1 (shops), A2 (financial and professional services), A3 (restaurants and cafés) or B1 (business) then it will be treated as though it is being used for a purpose specified in the new Class E. Change of use to another use within Class E will be allowed without the need for planning permission.
- 3.8 New rules allowing commercial premises to be converted into homes were announced on 31 March 2021, as part of a package of measures to revitalise high streets and town centres [BD4]. The new homes will be delivered through a simpler “prior approval” process instead of a full planning application and will be subject to high standards, ensuring they provide adequate natural light and meet space standards.
- 3.9 The Government has introduced legislation for England to bring forward this right to use prior approval from 1 August 2021. The right allows for local

consideration by the local planning authority of specific planning matters through the prior approval process.

- 3.10 Any such prior approval proposals will be determined by the local planning authority and, depending on the scale of the proposal, could be subject to Member oversight and approval.

#### *Transitional Period*

- 3.11 As a transitional measure until 31 July 2021, the previous Use Class Order was kept in force relative to permitted development.
- 3.12 Government consulted on proposals to include the change of use of Class E floorspace to residential as permitted development, and the Government confirmed that this new permitted development right would be introduced from 1 August 2021.
- 3.13 Transitional arrangements for existing Article 4 Directions, such as the ones in Stevenage, which restrict the conversion of offices to residential use (under Class O of the General Permitted Development Order) were also outlined; those that remained in place on 31 July 2021 would continue to have effect on equivalent development (i.e. the conversion of offices and light industrial under Class E(g)(i) and E(g)(iii) to Class C3 residential use) until 31 July 2022.

#### *The need to have up to date Article 4 Directions*

- 3.14 Although the new legislation has been in force from 1 August 2021, local authorities were given a maximum of 12 months “transitional period” to ensure that Article 4 Directions are in place that cover targeted, rather than blanket, areas of the local authority area. This is to ensure that control can be retained over those areas or elements of permitted development the local authority seeks to protect from change of use from commercial and employment to residential use.
- 3.15 This means that the current Article 4 Directions in Stevenage, which are protecting our employment areas from residential conversions, are due to expire on 31 July 2022. There is a risk that proposals after this date will be subject to planning applications for change of use; the consultation planned from 20 July 2022 means that the revised Directions carry some weight before they are confirmed. Officers within the Planning Policy and Development Management teams in the Planning & Regulation Unit have been fully briefed on the proposed revised sites to which the Directions will apply and the weight which consultation carries from 20 July 2022.



Use	Use Class (until 31 August 2020)	Use Class (from 1 September 2020)
Shops	A1	E
Financial & Professional Services	A2	E
Food & Drink (mainly on the premises)	A3	E
<b>Business (office, research &amp; development and light industrial process)</b>	<b>B1</b>	<b>E</b>
Non-residential institutions (medical or health services, crèches, day nurseries and centres)	D1	E
Assembly and Leisure (indoor sport, recreation or fitness, gyms)	D2	E
Non-residential institutions (education, art gallery, museum, public library, public exhibition hall, places of worship, law courts)	D1	F1
Shop no larger than 280 sq. m (Selling mostly essential goods and at least 1km from another similar shop); community hall, outdoor sport / recreation area, indoor or outdoor swimming pool, skating rink	A2	F2
Public House, wine bar, drinking establishment	A4	Sui Generis (or unique uses)
Hot Food Takeaway	A5	Sui Generis (or unique uses)
Cinema, Concert Hall, Bingo Hall, Dance Hall, Live music venue	D2	Sui Generis (or unique uses)

Table 1: Summary of Use Class Order Changes (September 2020)

### *Impact of Recent Government Reforms on Stevenage*

- 3.16 Officers sought legal advice in 2021 and any Article 4 Directions made prior to the changes to the Use Classes Order in September 2020 remain valid; they will continue to ensure that buildings remain within their existing designated planning class.
- 3.17 The Government released a consultation in December 2020, titled “Supporting housing delivery and public service infrastructure” [BD5]. This consultation set out the Government’s intention to introduce a new national permitted development right to create new homes through the change of use of Commercial Business and Service “Class E” uses; and through amending permitted development rights for public service infrastructure including a faster application process for these types of development.
- 3.18 The Council, in its response to this consultation in January 2021 [BD6], had several concerns, including:
- Impact on the Town Centre and wider Stevenage;
  - Increased demands on infrastructure;
  - Impact on housing standards;
  - Economic impact; and
  - Impact on democracy and local planning decisions.
- 3.19 This consultation was followed by the 31 March 2021 announcement of the new “prior approval” arrangements regarding permitted development rights, effective from 1 August 2021.

### *Consequences of not extending existing Article 4 Directions for Stevenage*

- 3.20 If we were to leave our existing Article 4 Directions to expire and therefore cease to exist, the consequences for Stevenage would potentially match some of the concerns outlined in the Council’s response to the Government consultation in January 2021. This includes:
- A risk of creating towns that lack in local shops, facilities and services;
  - An increased need for longer journeys, contrary to the objectives of sustainable development and the aspirations of the Stevenage Borough Local Plan [BD1]; and
  - Large scale units such as supermarkets or office blocks could be converted to residential use, without securing Section 106 contributions and therefore more affordable homes. This would mean the Local Plan targets for affordable housing not being met as well as loss of important revenue to reinvest in Stevenage.

### *Report to Executive, July 2021*

- 3.21 Officers presented to Executive on 14 July 2021 regarding the imminent transition from the old Use Class to the new and the subsequent effects that it would have on the employment areas in the Town [BD2]. It was resolved,

amongst other resolutions, ‘...that the lobbying activities of the Council for retention of the protection afforded by the Article 4 Directions (including lobbying for the support of the Hertfordshire LEP and Hertfordshire Growth Board) be concentrated and based on the Borough’s New Town heritage of separation of residential / commercial land uses, which has not changed since the original Article 4 Directions were granted’.

#### *Revised Article 4 Directions*

- 3.22 In response to the changes, the Council is proposing to implement two revised Article 4 Directions to remove these permitted development rights again, and allow for local policies, which seek to protect existing employment uses, to be considered.
- 3.23 However, rather than a “blanket Direction”, we are identifying specific properties that are currently operating as a Use Class E(g)(i) or E(g)(iii) in order to apply the Article 4 Directions to the smallest possible area.
- 3.24 Implementing an Article 4 Direction is a three stage process:
- The Direction is made;
  - Consultation is undertaken for 28 days;
  - Then the Direction is confirmed.
- 3.25 This Executive Report seeks approval to consult on the making of Article 4 Directions to remove the permitted development rights relating to E(g)(i) (offices) and E(g)(iii) (light industry) to C3 (residential) use.

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

**Recommendation 2.1: That the proposed Article 4 Directions, and the areas they will cover (as detailed in Appendix C and D), be approved.**

- 4.1 If confirmed, the Article 4 Directions would cover individual buildings in the Employment Areas of Gunnels Wood and Pin Green, as identified in Appendix C and D.

#### *Existing Article 4 Directions for Stevenage*

- 4.2 Guidance relating to the current Article 4 Directions for Stevenage can be found at: <https://www.stevenage.gov.uk/planning-and-building-control/planning-policy/article-4-directions>
- 4.3 Stevenage currently has three Article 4 Directions in force, which remove permitted development rights for changes of use from office (previous Use Class B1a) and light industrial (previous Use Class B1c) to Use Class C3 (residential), as well as requiring planning permission for change of use within the residential Use Class C.
- 4.4 The Article 4 Directions were made on 15 June 2017 and were confirmed on 21 December 2017. These are as follows:

- Change of use from Light Industrial to Residential – only applies to Gunnels Wood and Pin Green Employment areas [Appendix A] – came into force on 15 June 2018.
  - Change of use from Office to Residential – only applies to Gunnels Wood and Pin Green Employment areas [Appendix B] – came into force on 30 May 2019.
  - Houses in Multiple Occupation (HMOs) – requires planning permission to be granted for changes of use from C3 (residential) to C4 (small HMO).
- 4.5 For the purposes of this report, the Article 4 Direction relating to Houses in Multiple Occupation is not under consideration and remains in force.
- 4.6 The Article 4 Direction is not a ban on changes of use to residential; it is a requirement that such changes of use must have planning permission from the Borough Council.
- 4.7 The principle aim of these Directions is to remove these permitted development rights, and allow for local policies, which seek to protect existing employment uses, to be applied to proposals for changes of use from office and industrial to residential dwellings, to ensure employment uses are protected across the town.
- 4.8 The Stevenage Borough Local Plan (2019) continues to be part of the development plan which benefits from the statutory presumption in section 38(6) of the Planning and Compulsory Purchase Act 2004: *“If regard is to be had to the development plan for the purpose of any determination to be made under the planning Acts the determination must be made in accordance with the plan unless material considerations indicate otherwise”*.
- 4.9 The new Use Class “E” will be a material consideration when considering any planning application for development which falls into that Use Class.

*Revised Article 4 Directions for Stevenage*

- 4.10 The revised Article 4 Direction relating to change of use from light industrial to residential [Appendix C] would replace the existing Article 4 Direction [Appendix A].
- 4.11 The revised Article 4 Direction relating to change of use from office to residential [Appendix D] would replace the existing Article 4 Direction [Appendix B].
- 4.12 In order to ensure a targeted approach to the revised sites to which Article 4 Directions apply, officers surveyed both Gunnels Wood and Pin Green Employment Areas to determine the Use Classes of the businesses and those premises identified as being appropriate for the Article 4 Directions.
- 4.13 The Planning Policy Team have therefore ensured that a targeted, reasonable area be covered in line with the requirements of Government. As such, the Article 4 Directions apply to individual identified premises as opposed to the “blanket” Direction that was previously in force.
- 4.14 The Planning Policy team sought legal advice in May 2022 to confirm the correct wording of both sets of Article 4 Directions.

- 4.15 Not implementing these Directions would mean valuable employment uses could be lost to residential use without the Borough Council having any control over this.
- 4.16 As outlined in paragraphs 3.2, 3.18 and 3.20, there are clearly a wide range of consequences and negative impacts if the Council were to simply allow the existing Article 4 Directions to expire.

#### *Planning Policy Considerations*

- 4.17 As demonstrated through the Stevenage Borough Local Plan [BD1] and as highlighted in the Executive Report in July 2021 [BD2], there is already a shortage of employment land being provided within the town. Our evidence identifies a need for 20–30ha of employment land to be provided over the plan period.
- 4.18 The Plan allocates seven new employment sites within the Borough, providing just under 20ha of employment land (including intensification of existing uses and committed sites) to meet these needs. However, with the lack of land available, we are potentially relying on neighbouring local authorities to meet the shortfall. This makes it crucial that we protect all existing employment uses in order not to exacerbate this situation.
- 4.19 Communications with commercial property agents locally support this approach. Many have raised concerns about the lack of available sites for new businesses to take up, with many enquiries having to be passed on to neighbouring authority areas that do have the ability to accommodate them.
- 4.20 The Stevenage Borough Local Plan already identifies sufficient sites to meet the Borough's housing needs within the plan period, in sites it considers are suitable and sustainable for residential. As such, allowing these unrestricted changes of use to take place could upset the balance between homes and jobs.
- 4.21 Providing an appropriate balance between homes and jobs is a key part of the planning process to maintain a sustainable community. It is in line with the Council's Community Strategy, which seeks to maximise opportunities for economic growth, alongside the provision of new homes. It is also a core focus of the Hertfordshire Local Economic Partnership (LEP), with their Strategic Economic Plan identifying Stevenage as a major economic growth area. A loss of employment sites to residential use could severely limit economic growth within the town and work against sustainability objectives by forcing residents to commute longer distances to work.
- 4.22 As well as protecting the level of employment provision within the town, the location of the sites also needs to be considered. The original masterplan for Stevenage specifically separated employment uses from other (potentially conflicting) uses, such as housing. Gunnels Wood and Pin Green are now successful designated employment areas, with Gunnels Wood being the largest in Hertfordshire and accommodating a number of international businesses and corporate headquarters.
- 4.23 Allowing residential uses into these areas is something many businesses have strongly objected to in the past. The amenity of residents of these new

homes would likely be affected by the issues that arise from employment uses such as noise, lighting, HGV access and adverse visual impacts. Complaints could lead to businesses being subject to tighter environmental or operational, thus making the Employment Areas a less attractive option for existing and new occupiers, potentially resulting in a domino effect of businesses vacated the area.

- 4.24 In general terms, the Employment Areas are less sustainable for residential use. They do not have good access to local amenities (such as shops, schools, healthcare services, infrastructure, open spaces, etc), and would be severed from other residential communities. They are also likely to be issues around the provision of private amenity space, over-looking, parking provision and wider issues over the quality of development provided. Conversions are unlikely to provide the high-quality homes that we would want for our residents.
- 4.25 Residential land values are generally significantly above those for industrial and warehousing uses. Allowing these changes of use to remain unrestricted, therefore, offers a significant financial incentive to property owners to convert what might otherwise be perfectly acceptable employment premises into residential use.
- 4.26 The Stevenage Borough Local Plan sets out detailed policies relating to Gunnels Wood and Pin Green, protecting them as designated Employment Areas by only allowing employment (and ancillary) uses in these locations. It is essential that these local policies are not undermined by a change in legislation nationally that does not take into account local circumstances and would not be in the best interests of the local economy and the community. There are industrial buildings that would benefit from regeneration, and potentially intensification, but it is crucial that they remain in employment use.

*Support from Hertfordshire LEP and Hertfordshire Growth Board*

- 4.27 The Hertfordshire LEP have provided a letter of support [BD7], which, as well as providing full support for the revised Article 4 Directions proposed, includes supporting reference to the many economic opportunities the town has to offer, the global level industries the town supports and emerging economic frameworks the LEP are involved in developing, alongside the Council.
- 4.28 The Hertfordshire Growth Board have provided a similar letter of support [BD8].

**Recommendation 2.2: That consultation be agreed on the making of the Article 4 Directions under Article 4 (I) of the Town and Country Planning (General Permitted Development) Order 2015 (as amended), to remove permitted development rights in relation to changes of use from Use Class E(g)(i) and E(g)(iii) to Use Class C3 (as defined in the Town and Country Planning (Use Classes) Order 1987 (as amended)).**



4.29 The Town and Country Planning (General Permitted Development) (England) Order 2015 sets out the statutory requirements for introducing an Article 4 Direction. In line with this, notice of the Directions will be;

- Published in the local newspaper;
- Displayed by two site notices in each employment area, two within Gunnels Wood and two within Pin Green;
- Sent to the occupiers and owners of all affected businesses within Gunnels Wood and Pin Green;
- Made available to view at the Customer Service Centre, the town's two libraries and the Council's website (along with a copy of the Directions);
- Sent to both the Secretary of State and Hertfordshire County Council (along with a copy of the Directions).

4.30 It is intended that public consultation will begin on 20 July 2022 (in line with publication dates for the local press) and will run for 28 days until 17 August 2022.

4.31 The draft notice of Directions is available in Appendix E and F. A copy of the Directions is contained within Appendix C and D. Members are requested to approve both of these documents (Appendix C and D) for public consultation.

**Recommendation 2.3: That following a minimum of 28 days consultation on the serving of the notice of the Directions, the Executive receive a further report in order to decide whether to confirm the Article 4 Directions.**

4.32 A minimum 28 day notice period is required when implementing Article 4 Directions.

4.33 A 12-month notification period was used on the previous Article 4 Directions in 2017 and was designed to ensure that the impact of any financial challenge is mitigated. Being as these Directions will apply to premises already covered by the current Directions, it is unlikely that there will be any financial implications on owners or occupiers.

- 4.34 As such, the Article 4 Directions, if confirmed, would come into effect on 1 October 2022.
- 4.35 To confirm any Direction, authority will be sought from Executive. A report is scheduled to come back to Executive in September 2022 to feed back the results of the consultation and for Members to decide whether to confirm the Directions, considering the representations made.
- 4.36 There is a risk that proposals from 1 August 2022 to 30 September 2022 will be subject to planning applications for change of use on sites identified; the consultation planned from 20 July 2022 means that the revised Directions carry some weight before they are confirmed. Officers within the Planning Policy and Development Management teams in the Planning & Regulation unit have been fully briefed on the proposed revised sites to which the Directions will apply.

## **5 IMPLICATIONS**

### **Financial Implications**

- 5.1 Assuming there is 28 days notification of the Directions, there should be little opportunity for challenge resulting in any financial compensation.
- 5.2 Other than staff costs in terms on both consulting upon and reporting the Directions, the principal cost will be staff time processing the any planning applications for these changes of use, which will be un-chargeable. The expected number can be met within existing resources within Planning.

### **Legal Implications**

- 5.3 Once adopted, the Article 4 Directions will remove the permitted development rights in relation to changes of use from Use Class E(g)(i) and E(g)(iii) to Use Class C3 (as defined in the Town and Country Planning [Use Classes] Order 1987, as amended).
- 5.4 Legal advice has been sought in 2021 and 2022 regarding Article 4 Directions in Stevenage.

### **Risk Implications**

- 5.5 There is a risk that proposals from August to September 2022 will be subject to planning applications for change of use on identified sites; the consultation planned from 20 July 2022 means that the revised Directions carry some weight before they are confirmed. Officers within the Planning Policy and Development Management teams in the Planning & Regulation unit have been fully briefed on the proposed revised sites to which the Directions will apply.
- 5.6 There are potential risks of not having Article 4 Directions in place, that have been highlighted within this report. These include:
- Constraining growth.
  - Forcing businesses to relocate.
  - Limiting overall performance and productivity of businesses.
  - Limiting the attractiveness of Stevenage as a place to invest.



- A risk of creating towns that lack in local shops, facilities and services.
- Local Plan targets for affordable housing not being met as well as loss of important revenue to reinvest in Stevenage.

### **Policy, Environmental and Climate Change Implications**

- 5.7 The consequences of not maintaining the existing Article 4 Directions in Stevenage include an increased need for longer journeys, contrary to the objectives of sustainable development, climate change and the wider aspirations of the Stevenage Borough Local Plan.

### **Planning Implications**

- 5.8 The Planning & Development Committee met on 22 June 2022 and were presented with a summary of the proposed changes to the Article 4 Directions regarding office and light industrial use. No substantive comments or objections were raised by the Committee.
- 5.9 Once confirmed, the Article 4 Directions will remove the permitted development rights in relation to changes of use from Use Class E(g)(i) and E(g)(iii) to Use Class C3 (as defined in the Town and Country Planning [Use Classes] Order 1987, as amended). Instead, planning permission will be required for these changes of use. Local Planning policies will be used to assess any resulting planning applications.

### **Economic Implications**

- 5.10 An absence of any required size limits for development secured through permitted development rights to change use from any “Class E” building could have some serious impacts on the economy of the borough. This would risk, for example, large scale supermarkets or office blocks being converted to residential use, creating many dwellings without any Section 106 contributions and affordable homes; thus, risking the borough falling short of affordable housing targets as well as loss of important revenue to reinvest in the town.
- 5.11 The latest set of permitted development rights and prior approval process, if sites were left with less protection, would only serve to place additional pressure on local businesses as they continue to recover from the impact of the COVID-19 pandemic as businesses are moved on by landlords seeking to profit from higher residential values.
- 5.12 There could be a potential loss of income for local authorities if developers commence large scale delivery based on schemes that have progressed via permitted development rights, instead of submitting proper applications that can be assessed against the Local Plan, scrutinised and implemented to ensure more sustainable delivery and outcomes for local residents and workers.

### **Other Implications**

- 5.13 The Council’s response to the Government consultation “Supporting housing delivery and public service infrastructure” included the potential impact on democracy and local planning decisions.

- 5.14 The Council was of the view that the proposals to introduce wide ranging permitted development rights to allow the change of use of important town centre and employment uses to residential, would cause an undermining of democracy and local planning decisions.

**Equalities and Diversity Implications**

- 5.15 An Equalities Impact Assessment (EqIA) has been completed to assess the consultation process and the proposal to implement the Article 4 Directions [BD9].

**APPENDICES**

- A Current Article 4 Direction for change of use from Light Industrial to Residential (Gunnels Wood and Pin Green Employment Areas)
- B Current Article 4 Direction for change of use from Office to Residential (Gunnels Wood and Pin Green Employment Areas)
- C Revised Article 4 Direction for change of use from Light Industrial to Residential (Gunnels Wood and Pin Green Employment Areas)
- D Revised Article 4 Direction for change of use from Office to Residential (Gunnels Wood and Pin Green Employment Areas)
- E Notice of Article 4 Direction for change of use from Light Industrial to Residential (Gunnels Wood and Pin Green Employment Areas)
- F Notice of Article 4 Direction for change of use from Office to Residential (Gunnels Wood and Pin Green Employment Areas)

## BACKGROUND DOCUMENTS

- BD1 Stevenage Borough Local Plan, 2011-2031  
<https://www.stevenage.gov.uk/documents/planning-policy/stevenage-borough-local-plan/stevenage-borough-local-plan.pdf>
- BD2 Stevenage Borough Council Executive (14 July 2021) Item 5: Review of Article 4 Directions and Employment Sites in Stevenage  
<https://democracy.stevenage.gov.uk/documents/s28776/Item%205%20-%20Article%204%20Directions%20Report.pdf>
- BD3 Use Classes Order (September 2020)  
[https://www.planningportal.co.uk/info/200130/common\\_projects/9/change\\_of\\_use](https://www.planningportal.co.uk/info/200130/common_projects/9/change_of_use)
- BD4 New Government Arrangements from August 2021 (March 2021) [New freedoms to support high streets and fast track delivery of schools and hospitals across England introduced today - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/new-freedoms-to-support-high-streets-and-fast-track-delivery-of-schools-and-hospitals-across-england-introduced-today)
- BD5 Government Consultation; Supporting Housing Delivery and Public Service Infrastructure (December 2020) [Supporting housing delivery and public service infrastructure - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/supporting-housing-delivery-and-public-service-infrastructure)
- BD6 Government Consultation: Supporting Housing Delivery and Public Service Infrastructure – Stevenage Borough Council Response (January 2021)
- BD7 Hertfordshire LEP Letter of Support for Revised Article 4 Directions in Stevenage (June 2021)
- BD8 Hertfordshire Growth Board Letter of Support for Revised Article 4 Directions in Stevenage (June 2021) \*Unattributed\*
- BD9 Article 4 Directions: Equalities Impact Assessment

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## Stevenage Borough Council

## Town and Country Planning (General Permitted Development) (England) Order 2015

## Direction made under Article 4(1) to which Schedule 3 applies

**WHEREAS** Stevenage Borough Council ("the Council") being the appropriate local planning authority within the meaning of article 4(5) of the Town and Country Planning (General Permitted Development) (England) Order 2015 ("the Order") is satisfied that it is expedient that development of the description set out in the First Schedule of this Direction should not be carried out on land described in the Second Schedule of this Direction unless planning permission is granted by the local planning authority on an application made under Part III of the Town and Country Planning Act 1990 (as amended).

**NOW THEREFORE** the Council in pursuance of the power conferred on it by Article 4(1) of the Order hereby directs that permitted development granted by Article 3 of the Order shall not apply to development specified in the First Schedule of this Direction on the land described in the Second Schedule of this Direction.

**FIRST SCHEDULE**

Development comprising the change of use of a building from a use falling within Class B1c (light industrial) of the Schedule to the Town and Country Planning (Use Classes) Order 1987 (as amended), to a use falling within Class C3 (dwellinghouses) of that Schedule, being development comprised within Class PA of Part 3 (Changes of Use) of Schedule 2 of the Order and not being development comprised within any other Class.

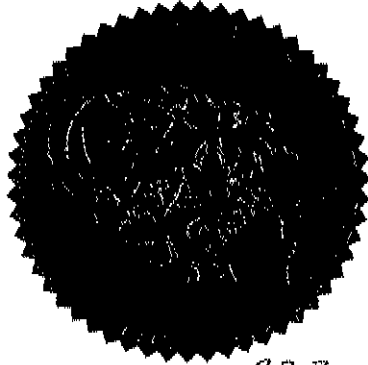
**SECOND SCHEDULE**

This Direction shall apply only to the land shaded in red, as defined by the attached map.

The Article 4 Direction will come into effect on 15 June 2018.

Made under the Common seal of Stevenage Borough Council on the 13<sup>TH</sup> Day of JUNE.....  
2017. The Common Seal of the Council was affixed to this Direction in the presence of:

Prabhjit Singh



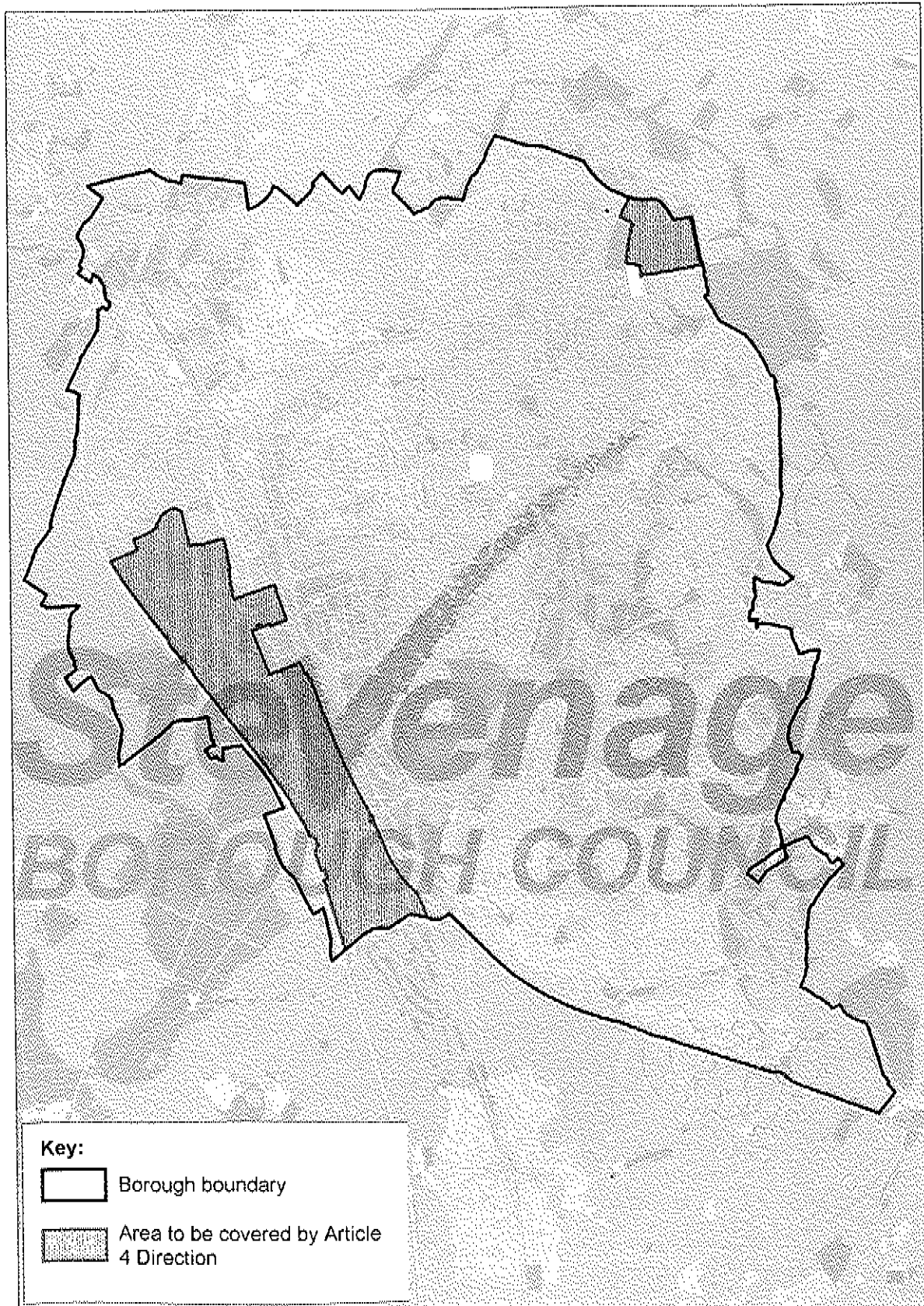
22.7.09

Confirmed under the Common seal of Stevenage Borough Council on the 21<sup>st</sup> Day of  
December..... 2017. The Common Seal of the Council was affixed to this Direction in the  
presence of: Thomas



15.12.17

**Article 4 Direction of the Town and Country Planning (General Permitted Development) Order 2015: Change of use from Class B1c (light industrial) to Class C3 (dwellinghouses)**



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## Stevenage Borough Council

## Town and Country Planning (General Permitted Development) (England) Order 2015

## Direction made under Article 4(1) to which Schedule 3 applies

**WHEREAS** Stevenage Borough Council ("the Council") being the appropriate local planning authority within the meaning of article 4(5) of the Town and Country Planning (General Permitted Development) (England) Order 2015 ("the Order") is satisfied that it is expedient that development of the description set out in the First Schedule of this Direction should not be carried out on land described in the Second Schedule of this Direction unless planning permission is granted by the local planning authority on an application made under Part III of the Town and Country Planning Act 1990 (as amended).

**NOW THEREFORE** the Council in pursuance of the power conferred on it by Article 4(1) of the Order hereby directs that permitted development granted by Article 3 of the Order shall not apply to development specified in the First Schedule of this Direction on the land described in the Second Schedule of this Direction.

**FIRST SCHEDULE**

Development comprising the change of use of a building from a use falling within Class B1a (offices) of the Schedule to the Town and Country Planning (Use Classes) Order 1987 (as amended), to a use falling within Class C3 (dwellinghouses) of that Schedule, being development comprised within Class O of Part 3 (Changes of Use) of Schedule 2 of the Order and not being development comprised within any other Class.

**SECOND SCHEDULE**

This Direction shall apply only to the land shaded in red, as defined by the attached map.

The Article 4 Direction will come into effect on 30 May 2019.

Made under the Common seal of Stevenage Borough Council on the 13<sup>TH</sup> Day of JUNE.....  
2017. The Common Seal of the Council was affixed to this Direction in the presence of:

Prabjit - Singh



22.7.09

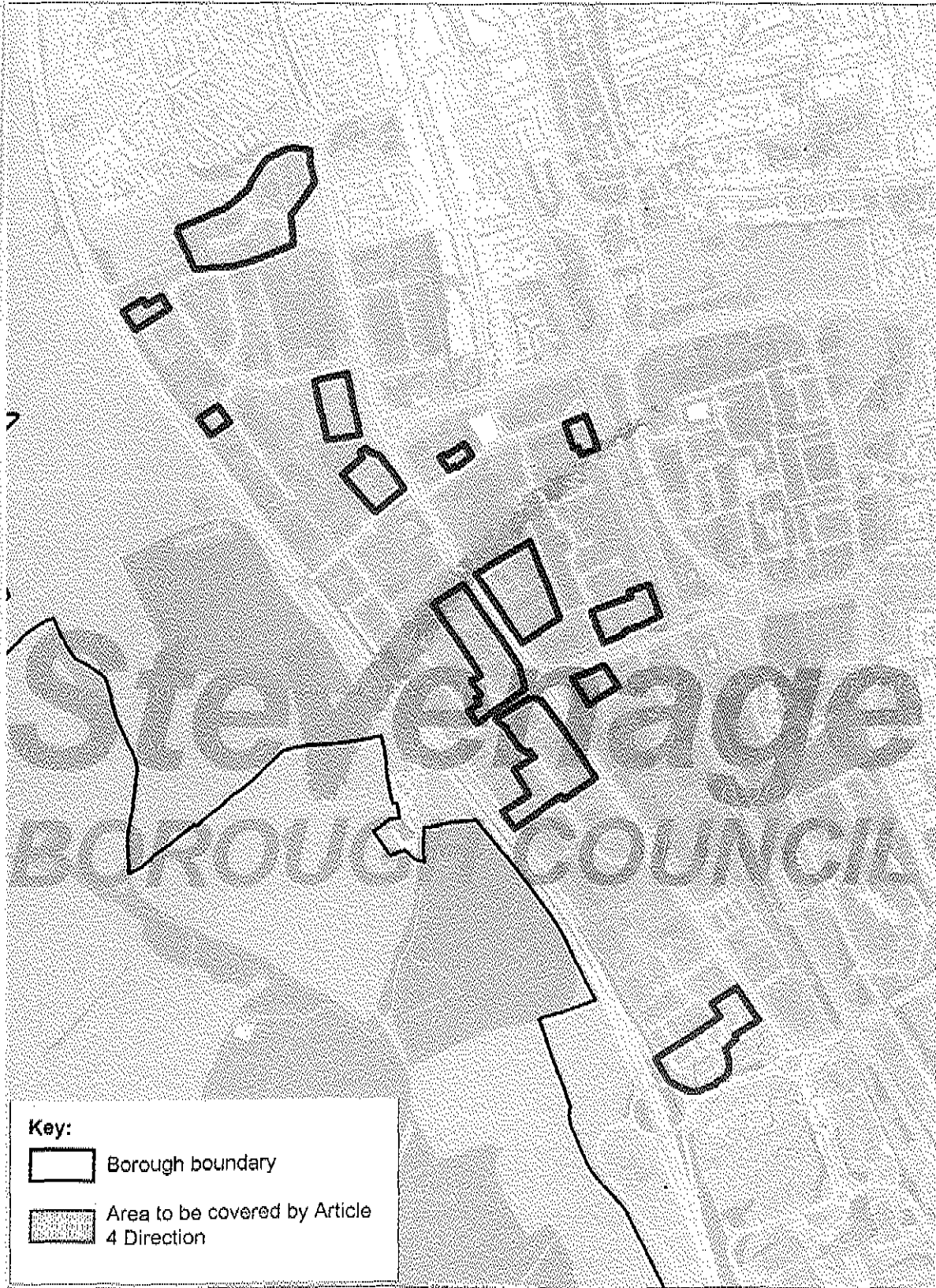
Confirmed under the Common seal of Stevenage Borough Council on the 21<sup>st</sup> Day of  
December..... 2017. The Common Seal of the Council was affixed to this Direction in the  
presence of:

Mona Pto



12.12.17

Article 4 Direction of the Town and Country Planning (General Permitted Development) Order 2015: Change of use from B1a (offices) to C3 (dwellinghouses)



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**Stevenage Borough Council**

**Town and Country Planning (General Permitted Development) (England) Order 2015**

**Direction made under Article 4(1) to which Schedule 3 applies**

**WHEREAS** Stevenage Borough Council (“the Council”) being the appropriate local planning authority within the meaning of article 4(5) of the Town and Country Planning (General Permitted Development) (England) Order 2015 (“the Order”) is satisfied that it is expedient that development of the description set out in the First Schedule of this Direction should not be carried out on land described in the Second Schedule of this Direction unless planning permission is granted by the local planning authority on an application made under Part III of the Town and Country Planning Act 1990 (as amended).

**NOW THEREFORE** the Council in pursuance of the power conferred on it by Article 4(1) of the Order hereby directs that permitted development granted by Article 3 of the Order shall not apply to development specified in the First Schedule of this Direction on the land described in the Second Schedule of this Direction and shown outlined in red on the attached plan.

**FIRST SCHEDULE**

Development comprising the change of use of a building and any land within its curtilage from a use falling within Class E(g)(iii) (light industrial) of the Schedule to the Town and Country Planning (Use Classes) Order 1987 (as amended), to a use falling within Class C3 (dwellinghouses) of that Schedule, being development comprised within Class PA of Part 3 (Changes of Use) of Schedule 2 of the Order and not being development comprised within any other Class.

**SECOND SCHEDULE**

This Direction shall apply only to the land edged and hatched in red shown on the attached plans.

The Article 4 Direction will come into effect on 1 October 2022.

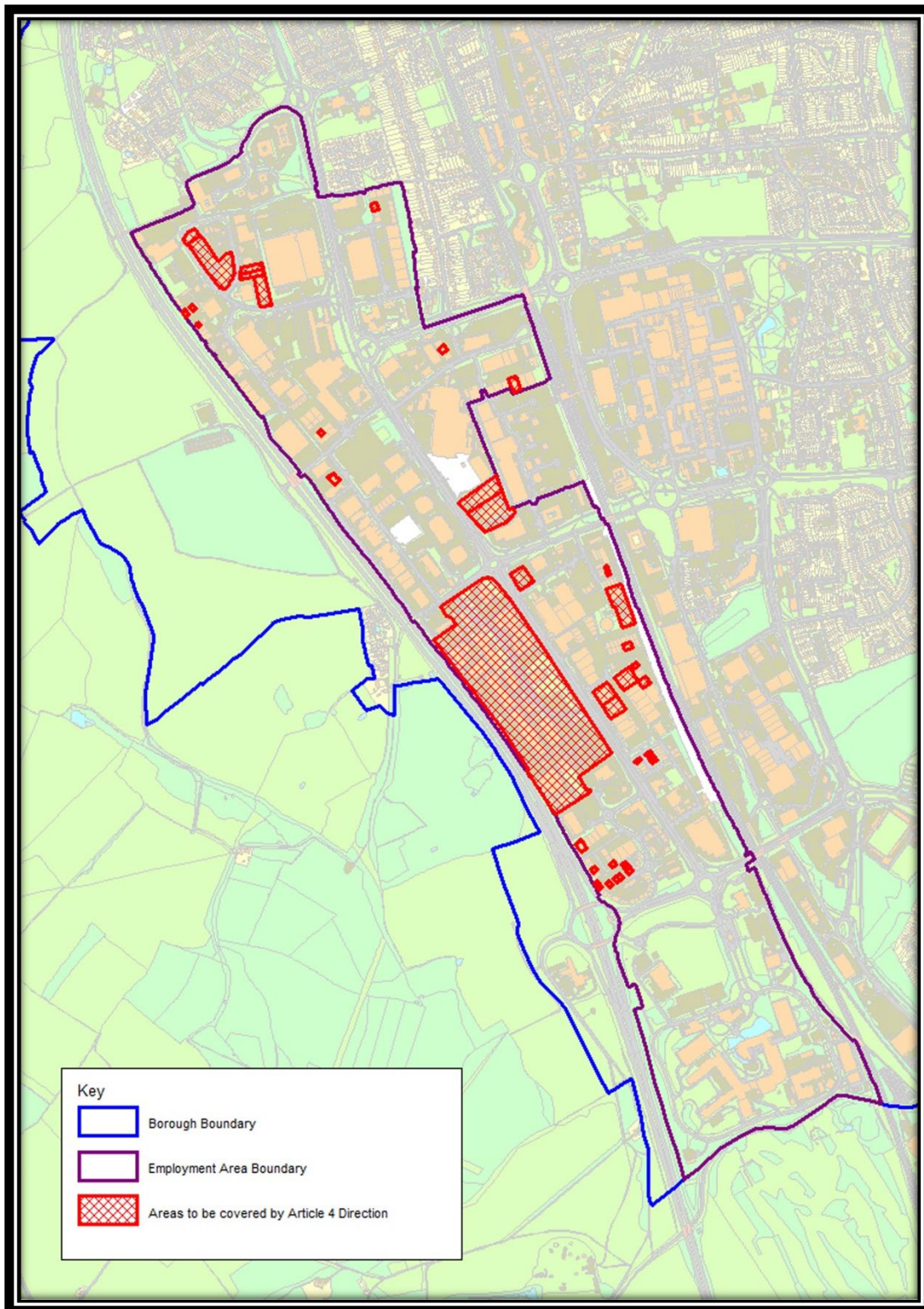
Made under the Common seal of Stevenage Borough Council on the ..... Day of .....  
2022. The Common Seal of the Council was affixed to this Direction in the presence of:

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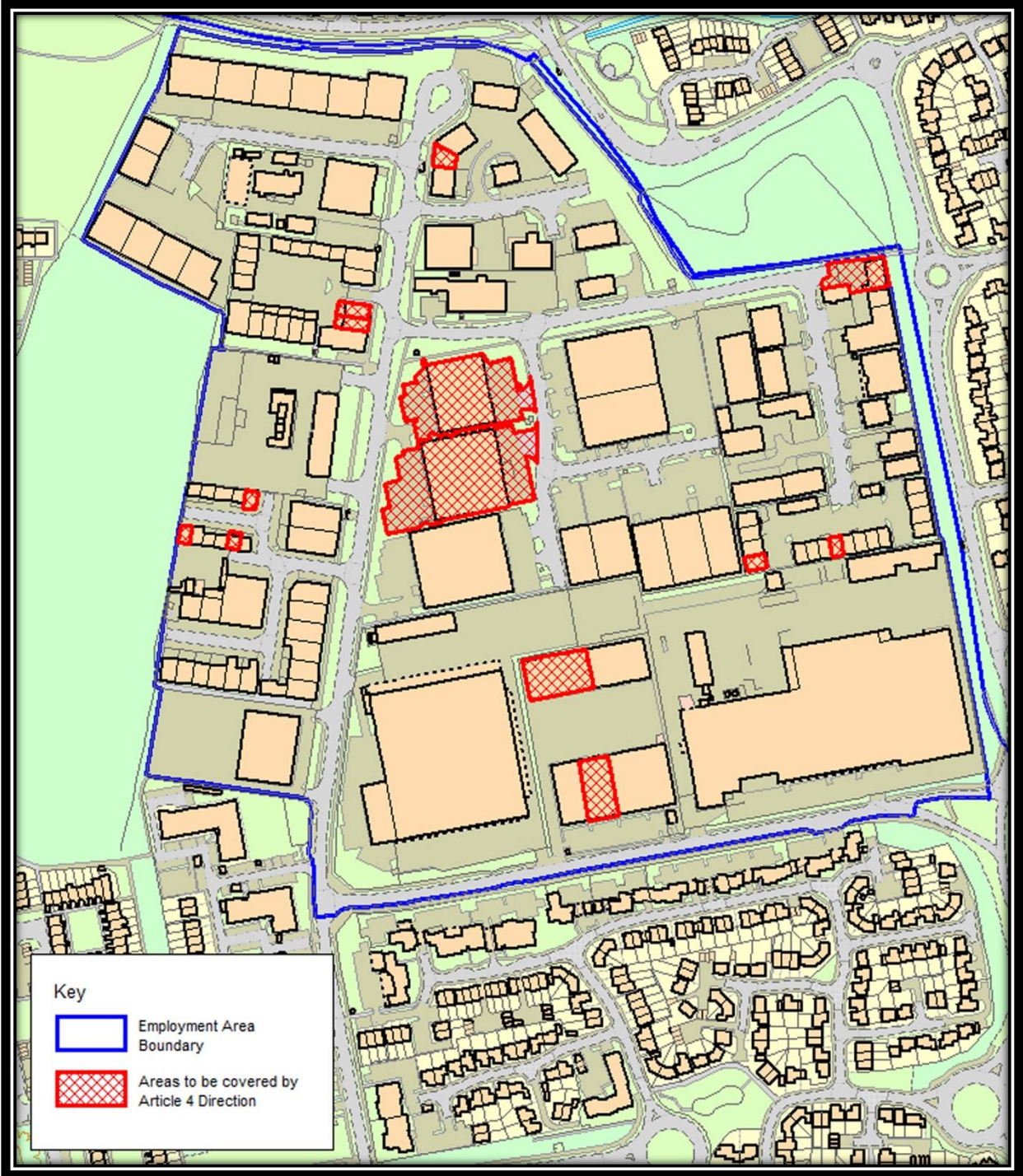
Confirmed under the Common seal of Stevenage Borough Council on the ..... Day of  
..... 20.... . The Common Seal of the Council was affixed to this Direction in the  
presence of:

.....

Article 4 Direction of the Town and Country Planning (General Permitted Development) Order 2015: Change of use from E(g)(iii) (light industrial) to C3 (dwellinghouses)









**Stevenage Borough Council**

**Town and Country Planning (General Permitted Development) (England) Order 2015**

**Direction made under Article 4(1) to which Schedule 3 applies**

**WHEREAS** Stevenage Borough Council (“the Council”) being the appropriate local planning authority within the meaning of article 4(5) of the Town and Country Planning (General Permitted Development) (England) Order 2015 (“the Order”) is satisfied that it is expedient that development of the description set out in the First Schedule of this Direction should not be carried out on land described in the Second Schedule of this Direction unless planning permission is granted by the local planning authority on an application made under Part III of the Town and Country Planning Act 1990 (as amended).

**NOW THEREFORE** the Council in pursuance of the power conferred on it by Article 4(1) of the Order hereby directs that permitted development granted by Article 3 of the Order shall not apply to development specified in the First Schedule of this Direction on the land described in the Second Schedule of this Direction and shown outlined in red on the attached plan.

**FIRST SCHEDULE**

Development comprising the change of use of a building and any land within its curtilage from a use falling within Class E(g)(i) (offices) of the Schedule to the Town and Country Planning (Use Classes) Order 1987 (as amended), to a use falling within Class C3 (dwellinghouses) of that Schedule, being development comprised within Class PA of Part 3 (Changes of Use) of Schedule 2 of the Order and not being development comprised within any other Class.

**SECOND SCHEDULE**

This Direction shall apply only to the land outlined in red, as defined by the attached map.

The Article 4 Direction will come into effect on 1 October 2022.

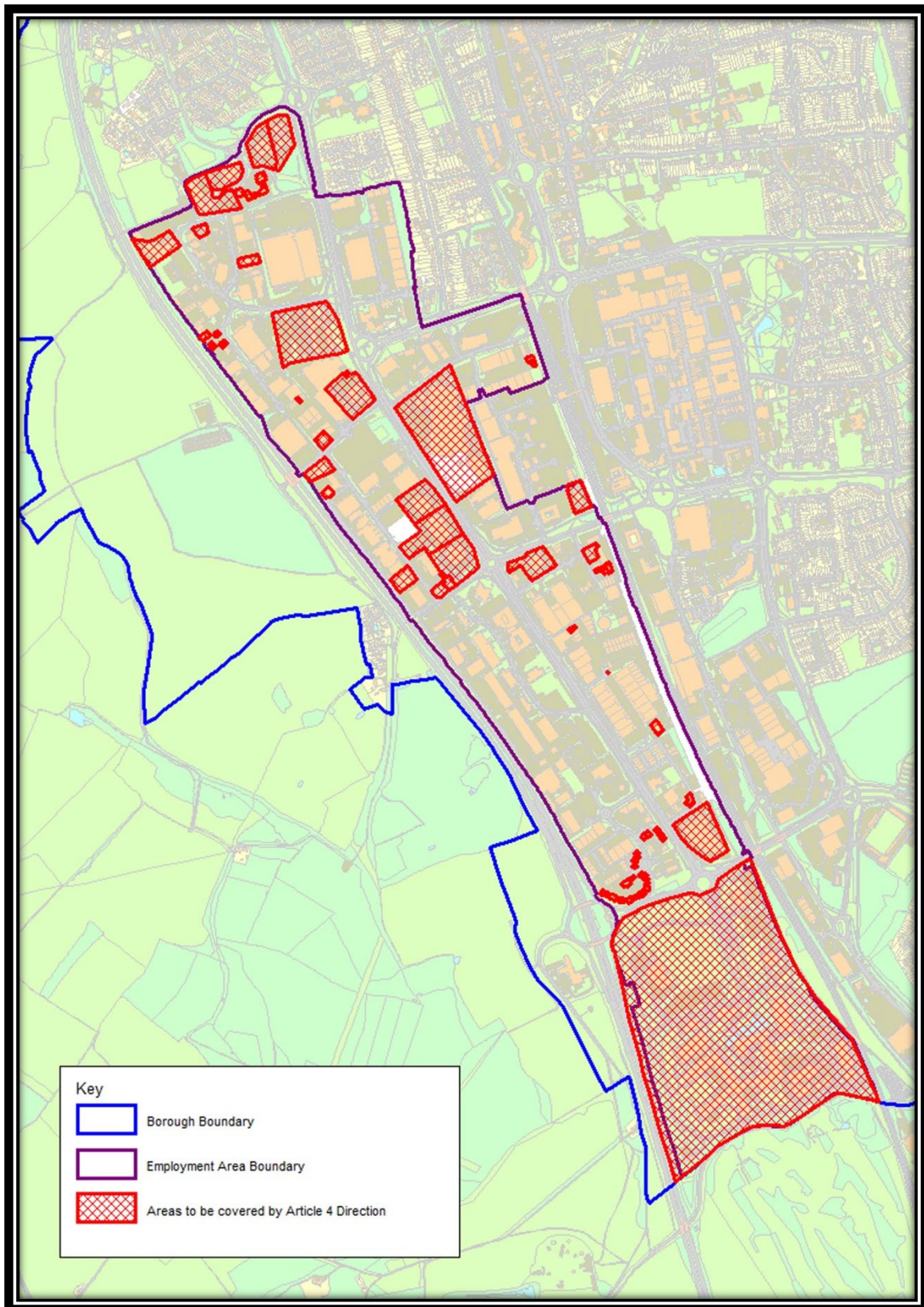
Made under the Common seal of Stevenage Borough Council on the ..... Day of .....  
2022. The Common Seal of the Council was affixed to this Direction in the presence of:

.....

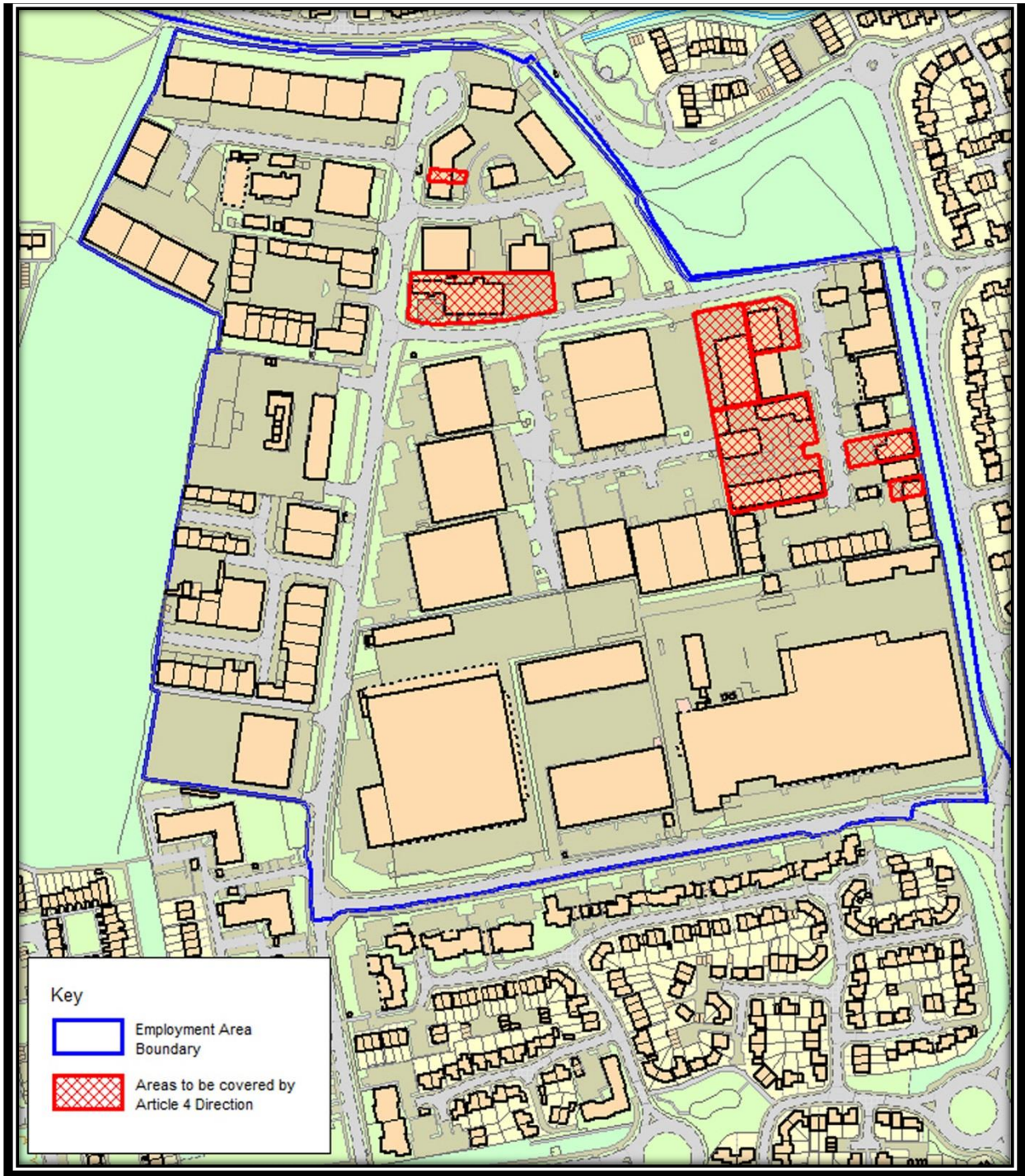
Confirmed under the Common seal of Stevenage Borough Council on the ..... Day of  
..... 20.... . The Common Seal of the Council was affixed to this Direction in the  
presence of:

.....

Article 4 Direction of the Town and Country Planning (General Permitted Development) Order 2015: Change of use from E(g)(i) (offices) to C3 (dwellinghouses)







**Town and Country Planning (General Permitted Development)  
(England) Order 1995**

**Town and County Planning (General Permitted Development)  
(Amendment) (England) Order 2015**

**Notice of Direction without immediate effect made under Article 4  
(1) to which paragraph 1 of Schedule 3 applies**

Stevenage Borough Council (“the Borough Council”) has made a Direction under Article 4(1) of the Town and Country Planning (General Permitted Development) Order 2015, as amended (“the General Permitted Development Order”).

The Direction relates to development comprising the change of use of a building from a use falling within Class E(g)(iii) (light industrial) of the Schedule to the Town and Country Planning (Use Classes) Order 1987 as amended, to a use falling within Class C3 (dwellinghouses) of that Order and removes permitted development rights under Class PA Part 3 to Schedule 2 of the General Permitted Development Order for this type of development from the date when the Direction comes into force.

The Article 4 Direction applies to the 12 sites within Pin Green Employment Area, and 42 individual sites in Gunnels Wood Employment Area as shown edged and hatched red on the plans attached to the Direction. A copy of the Direction, including a map defining the areas covered, can be viewed at the Stevenage Borough Council Offices in Danestrete, Stevenage Central Library at Southgate and the Old Town Library at 38 High Street or on the Council’s website at [www.stevenage.gov.uk/](http://www.stevenage.gov.uk/).

Representations concerning the Article 4 Direction may be made from 20 July 2022 to 17 August 2022, via <https://forms.office.com/r/f43GmYRR6X>, by email to [planningpolicy@stevenage.gov.uk](mailto:planningpolicy@stevenage.gov.uk) or by post to Planning Policy Team, Stevenage Borough Council, Daneshill House, Danestrete, Stevenage, Hertfordshire, SG1 1HN.

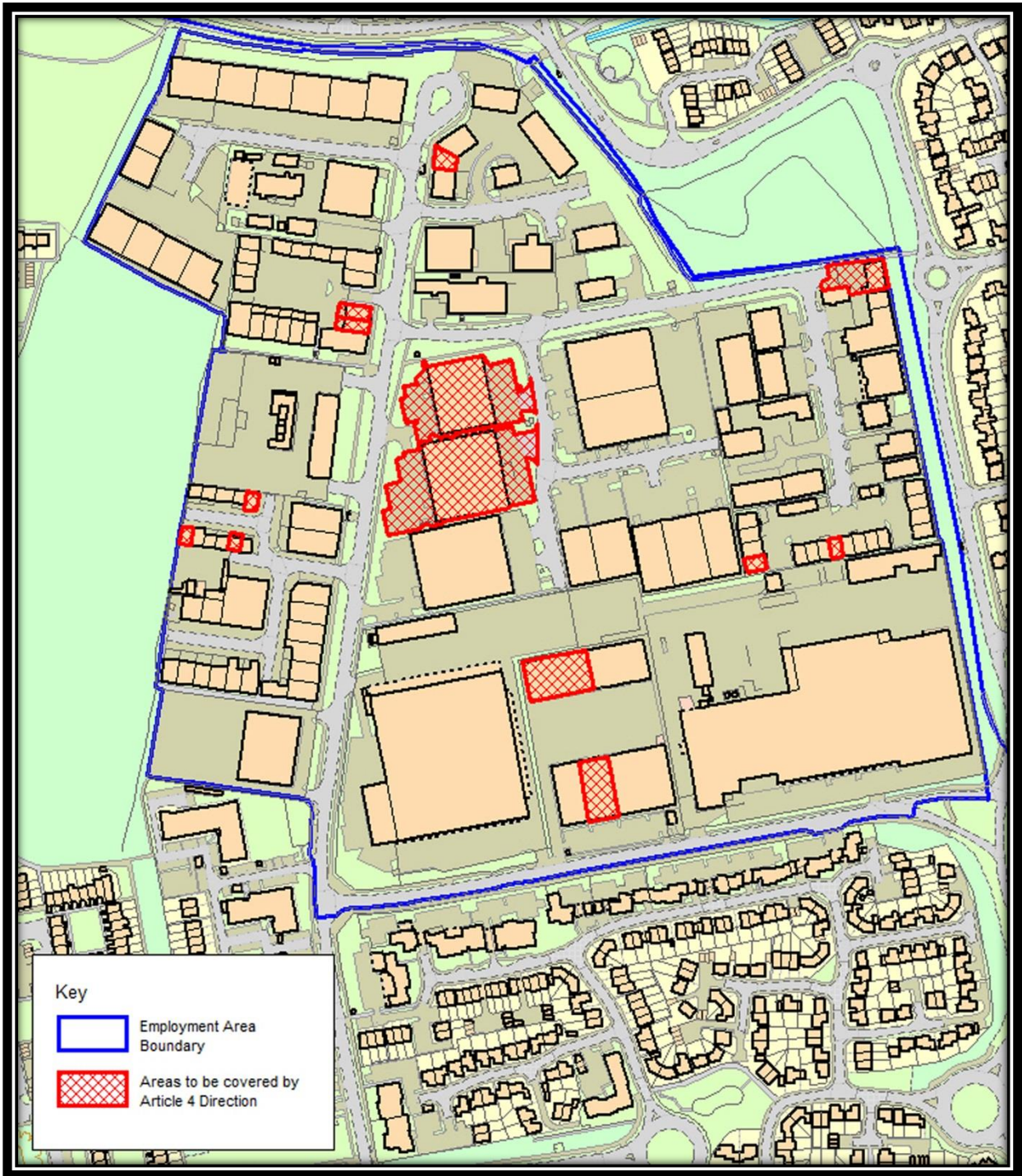
The Article 4 Direction will come into force, subject to confirmation by the Borough Council, on the 1 October 2022, once the Direction is confirmed.

Matt Partridge  
Chief Executive

Dated 12 July 2022



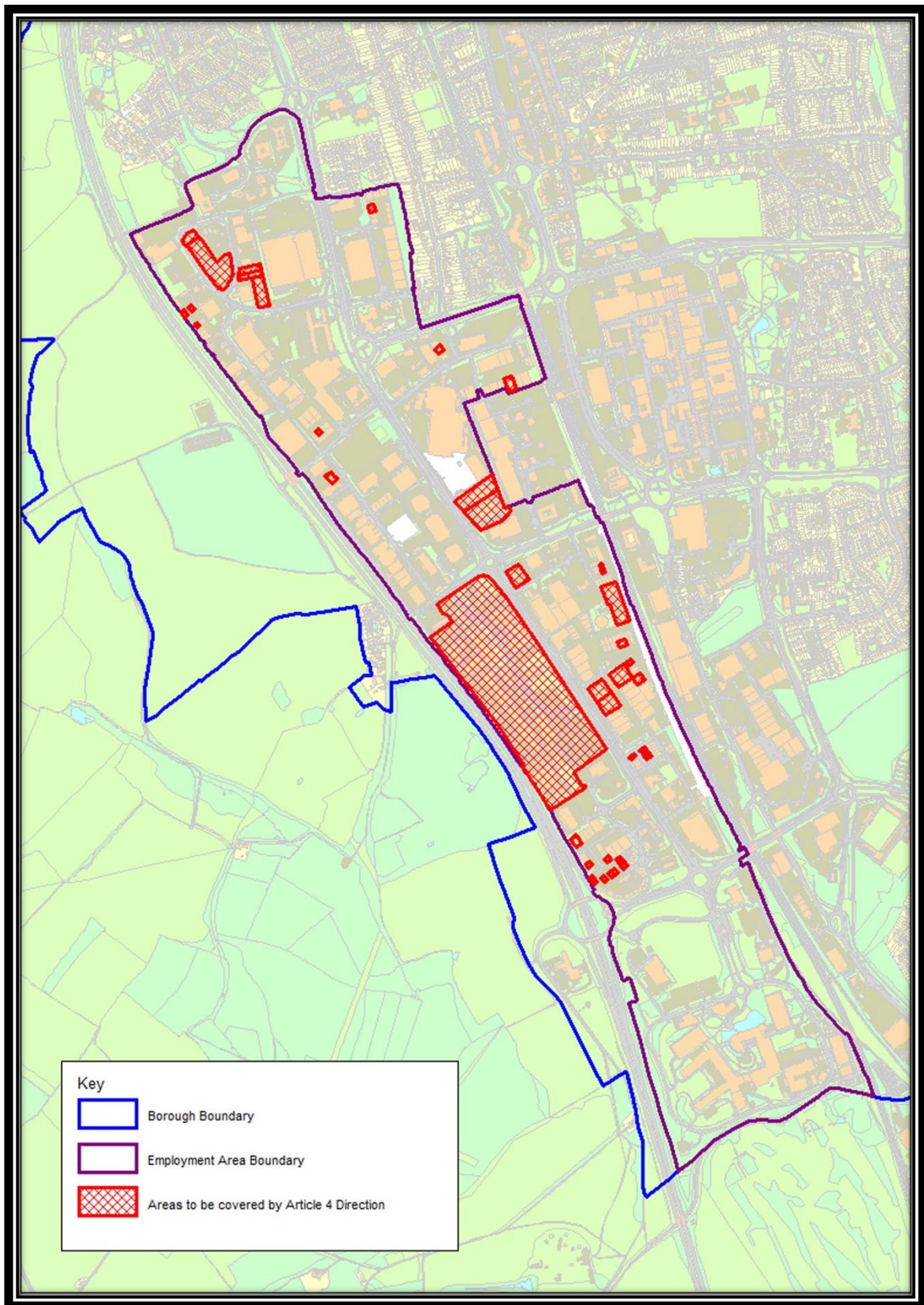
# Pin Green Employment Area



Address				Use Class
Unit 28	Wedgwood Way	Stevenage	SG1 4QT	E(g)(iii) industrial processes
Unit 29	Wedgwood Way	Stevenage	SG1 4QT	E(g)(iii) industrial processes
Unit 17, Wedgwood Gate Industrial Estate	Wedgwood Way	Stevenage	SG1 4SU	E(g)(iii) industrial processes
Unit 21, Wedgwood Gate Industrial Estate	Wedgwood Way	Stevenage	SG1 4SU	E(g)(iii) industrial processes
Unit 25, Wedgwood Gate Industrial Estate	Wedgwood Way	Stevenage	SG1 4SU	E(g)(iii) industrial processes
Unit 3, Wedgwood Court	Wedgwood Way	Stevenage	SG1 4QR	E(g)(iii) industrial processes
Unit 11 Parsons Green Estate	Boulton Road	Stevenage	SG1 4QG	E(g)(iii) industrial processes
Unit 15 Parsons Green Estate	Boulton Road	Stevenage	SG1 4QG	E(g)(iii) industrial processes
Unit 22	Boulton Road	Stevenage	SG1 4QX	E(g)(iii) industrial processes
Unit 9 – 10	Eastman Way	Stevenage	SG1 4QT	E(g)(iii) industrial processes
Unit 2	Cartwright Road	Stevenage	SG1 4QJ	E(g)(iii) industrial processes
Unit 5 – 6	Cartwright Road	Stevenage	SG1 4QJ	E(g)(iii) industrial processes



# Gunnels Wood Employment Area





Address				Use Class
<b>Unit 5</b>	Leyden Road	Stevenage	SG1 2BW	E(g)(iii) Industrial Processes
<b>Unit 6</b>	Leyden Road	Stevenage	SG1 2BW	E(g)(iii) Industrial Processes
<b>Unit 8</b>	Leyden Road	Stevenage	SG1 2BW	E(g)(iii) Industrial Processes
<b>Unit 9</b>	Leyden Road	Stevenage	SG1 2BW	E(g)(iii) Industrial Processes
<b>MBDA</b>	Gunnels Wood Road	Stevenage	SG1 2DA	E(g)(iii) Industrial Processes
<b>Astrium</b>	Gunnels Wood Road	Stevenage	SG1 2BH	E(g)(iii) Industrial Processes
<b>Sanders Buiding</b>	Gunnels Wood Road	Stevenage	SG1 2BH	E(g)(iii) Industrial Processes
<b>Gunnels Wood Road Building</b>	Gunnels Wood Road	Stevenage	SG1 2BH	E(g)(iii) Industrial Processes
<b>Unit N-O, Gunnels Wood Park</b>	Gunnels Wood Road	Stevenage	SG1 2BH	E(g)(iii) Industrial Processes
<b>Unit 1-2, Gunnels Wood Park</b>	Gunnels Wood Road	Stevenage	SG1 2BH	E(g)(iii) Industrial Processes
<b>Unit 3-4, Gunnels Wood Park</b>	Gunnels Wood Road	Stevenage	SG1 2BH	E(g)(iii) Industrial Processes
<b>Unit 8-9, Gunnels Wood Park</b>	Gunnels Wood Road	Stevenage	SG1 2BH	E(g)(iii) Industrial Processes
<b>Unit 16-17, Gunnels Wood Park</b>	Gunnels Wood Road	Stevenage	SG1 2BH	E(g)(iii) Industrial Processes
<b>Unit 21, Gunnels Wood Park</b>	Gunnels Wood Road	Stevenage	SG1 2BH	E(g)(iii) Industrial Processes
<b>GlaxoSmithKline</b>	Gunnels Wood Road	Stevenage	SG1 2BH	E(g)(iii) Industrial Processes
<b>Unit B, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(iii) Industrial Processes
<b>Unit C, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(iii) Industrial Processes
<b>Unit D, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(iii) Industrial Processes
<b>Unit F, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(iii) Industrial Processes

<b>Unit G, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(iii) Industrial Processes
<b>Unit H, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(iii) Industrial Processes
<b>Unit J, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(iii) Industrial Processes
<b>Unit K, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(iii) Industrial Processes
<b>Unit 7, The IO Centre, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2BD	E(g)(iii) Industrial Processes
<b>Unit 9, The IO Centre, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2BD	E(g)(iii) Industrial Processes
<b>Unit 12, The IO Centre, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2BD	E(g)(iii) Industrial Processes
<b>Balbir House, Vishkarma Park</b>	Norton Green Road	Stevenage	SG1 2LP	E(g)(iii) Industrial Processes
<b>Unit 3, Modular Business Park</b>	Norton Green Road	Stevenage	SG1 2FZ	E(g)(iii) Industrial Processes
<b>Phosphor Technology Ltd Site</b>	Norton Green Road	Stevenage	SG1 2FZ	E(g)(iii) Industrial Processes
<b>Unit 2, Caxton Place</b>	Caxton Way	Stevenage	SG1 2UG	E(g)(iii) Industrial Processes
<b>Unit 4, Bowmans Trading Estate</b>	Bessemer Drive	Stevenage	SG1 2DL	E(g)(iii) Industrial Processes
<b>Unit B, Argyle Gate</b>	Argyle Way	Stevenage	SG1 2AD	E(g)(iii) Industrial Processes
<b>Unit 8</b>	Fulton Close	Stevenage	SG1 2AF	E(g)(iii) Industrial Processes
<b>Unit 6, Hyatt Trading Estate</b>	Babbage Road	Stevenage	SG1 2EQ	E(g)(iii) Industrial Processes
<b>Unit 9, Hyatt Trading Estate</b>	Babbage Road	Stevenage	SG1 2EQ	E(g)(iii) Industrial Processes
<b>Unit 11, Hyatt Trading Estate</b>	Babbage Road	Stevenage	SG1 2EQ	E(g)(iii) Industrial Processes
<b>Alchemy Metals Ltd Site</b>	Cavendish Road	Stevenage	SG1 2EU	E(g)(iii) Industrial Processes
<b>Kalstan Engineering Ltd Site</b>	Cavendish Road	Stevenage	SG1 2ET	E(g)(iii) Industrial Processes
<b>Stevenage Glass Company Site</b>	Cavendish Road	Stevenage	SG1 2EU	E(g)(iii) Industrial Processes

<b>National Pile Croppers Site</b>	Crompton Road	Stevenage	SG1 2EE	E(g)(iii) Industrial Processes
<b>Stanley J Murphy Site</b>	Crompton Road	Stevenage	SG1 2EE	E(g)(iii) Industrial Processes
<b>Unit 3, The Orbital Centre</b>	Cockerell Close	Stevenage	SG1 2NB	E(g)(iii) Industrial Processes

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**Town and Country Planning (General Permitted Development)  
(England) Order 1995**

**Town and County Planning (General Permitted Development)  
(Amendment) (England) Order 2015**

**Notice of Direction without immediate effect made under Article 4  
(1) to which paragraph 1 of Schedule 3 applies**

Stevenage Borough Council (“the Borough Council”) has made a Direction under Article 4(1) of the Town and Country Planning (General Permitted Development) Order 2015, as amended (“the General Permitted Development Order”).

The Direction relates to development comprising the change of use of a building from a use falling within Class E(g)(i) (offices) of the Schedule to the Town and Country Planning (Use Classes) Order 1987 as amended, to a use falling within Class C3 (dwellinghouses) of that Order and removes permitted development rights under Class O Part 3 to Schedule 2 of the General Permitted Development Order for this type of development from the date when the Direction comes into force.

The Article 4 Direction applies to the 7 individual sites within Pin Green Employment Area, and 66 individual sites in Gunnels Wood Employment Area as show edged and hatched red on the plans attached to the Direction. A copy of the Direction, including a map defining the areas covered, can be viewed at the Stevenage Borough Council Offices in Danestrete, Stevenage Central Library at Southgate and the Old Town Library at 38 High Street or on the Council’s website at [www.stevenage.gov.uk/](http://www.stevenage.gov.uk/).

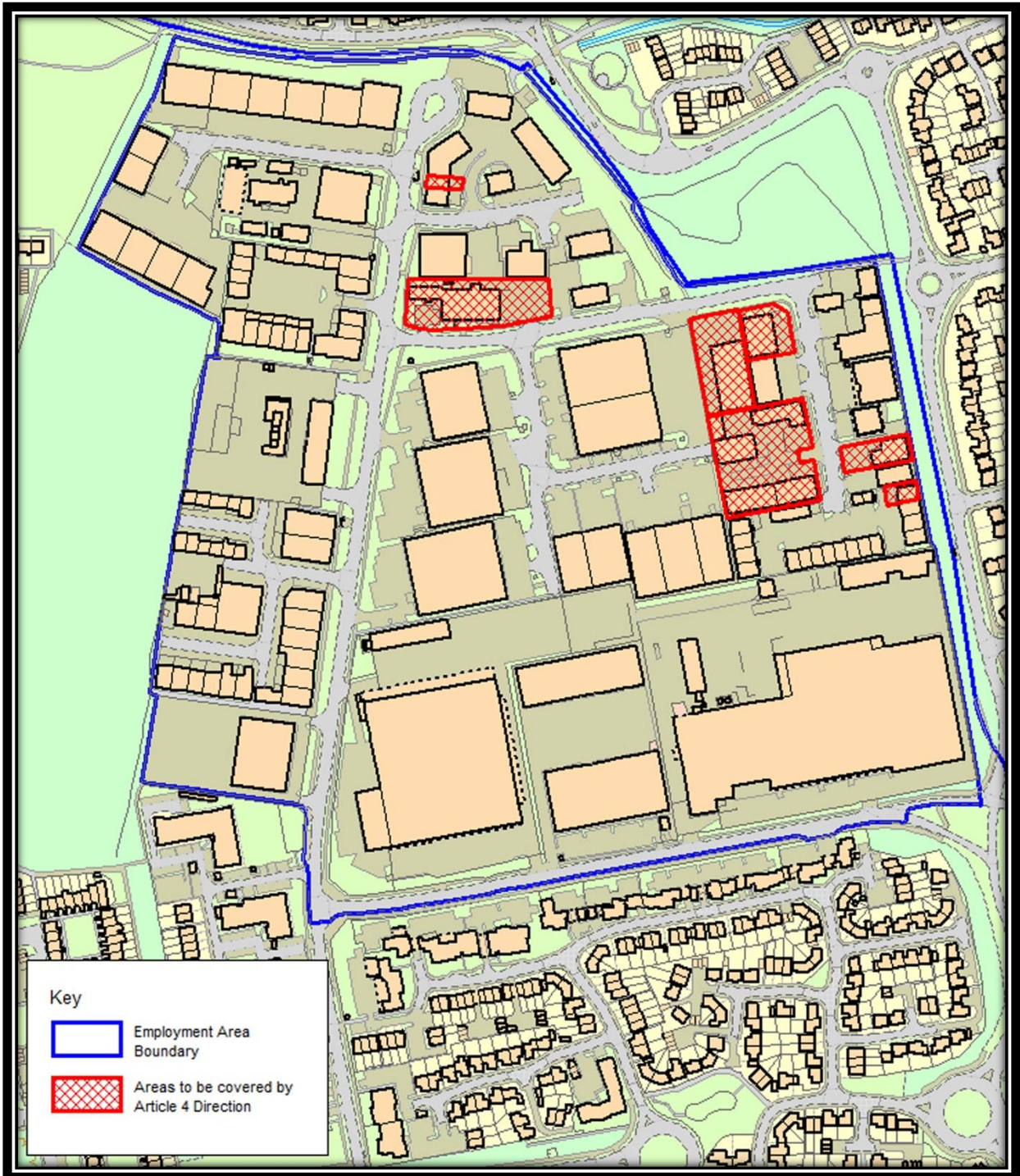
Representations concerning the Article 4 Direction may be made from 20 July 2022 to 17 August 2022, via <https://forms.office.com/r/f43GmYRR6X>, by email to [planningpolicy@stevenage.gov.uk](mailto:planningpolicy@stevenage.gov.uk) or by post to Planning Policy Team, Stevenage Borough Council, Daneshill House, Danestrete, Stevenage, Hertfordshire, SG1 1HN.

The Article 4 Direction will come into force, subject to confirmation by the Borough Council, on the 1 October 2022, once the Direction is confirmed.

Matt Partridge  
Chief Executive

Dated 12 July 2022

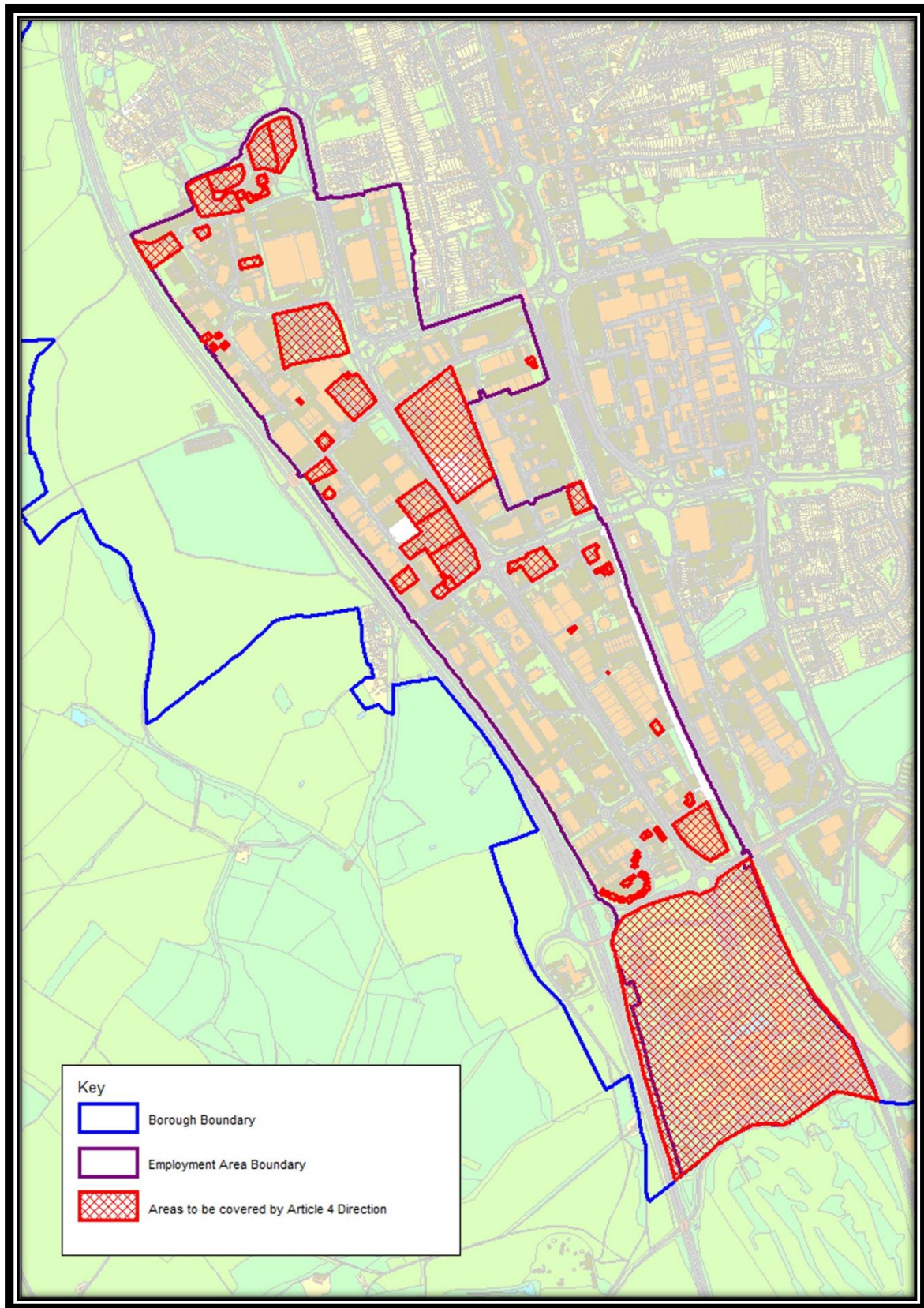
# Pin Green Employment Area



Address				Use Class
<b>Unit 2, Wedgwood Court</b>	Wedgwood Way	Stevenage	SG1 4QR	E(g)(i) offices
<b>3 Parson Green Estate</b>	Boulton Road	Stevenage	SG1 4QG	E(g)(i) offices
<b>Unit 1</b>	Boulton Road	Stevenage	SG1 4QX	E(g)(i) offices
<b>Unit 21</b>	Boulton Road	Stevenage	SG1 4QL	E(g)(i) offices
<b>Aston House</b>	Boulton Road	Stevenage	SG1 4QX	E(g)(i) offices
<b>Britannia House</b>	Boulton Road	Stevenage	SG1 4QX	E(g)(i) offices
<b>Niall House</b>	Boulton Road	Stevenage	SG1 4QX	E(g)(i) offices



# Gunnels Wood Employment Area





Address				Use Class
<b>Cagex House</b>	Leyden Road	Stevenage	SG1 2BP	E(g)(i) offices
<b>MBDA Site</b>	Gunnels Wood Road	Stevenage	SG1 2DA	E(g)(i) offices
<b>Robertson House</b>	Gunnels Wood Road	Stevenage	SG1 2FQ	E(g)(i) offices
<b>Farnham House</b>	Gunnels Wood Road	Stevenage	SG1 2FQ	E(g)(i) offices
<b>Abel Smith House</b>	Gunnels Wood Road	Stevenage	SG1 2FQ	E(g)(i) offices
<b>Airbus Site</b>	Gunnels Wood Road	Stevenage	SG1 2AS	E(g)(i) offices
<b>Unit 4, Access Business Park</b>	Gunnels Wood Road	Stevenage	SG1 2GR	E(g)(i) offices
<b>Park Managers Office, Gunnels Wood Park</b>	Gunnels Wood Road	Stevenage	SG1 2BH	E(g)(i) offices
<b>Redemption House, Gunnels Wood Park</b>	Gunnels Wood Road	Stevenage	SG1 2TA	E(g)(i) offices
<b>GlaxoSmithKline Site</b>	Gunnels Wood Road	Stevenage	SG1 2BH	E(g)(i) offices
<b>Unit 1, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(i) offices
<b>Unit 2, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(i) offices
<b>Unit 3, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(i) offices
<b>Unit 4, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(i) offices
<b>Unit 5, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(i) offices
<b>Unit 6, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(i) offices
<b>Unit 7, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(i) offices
<b>Unit 8, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(i) offices
<b>Unit 9, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(i) offices
<b>Unit 10, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(i) offices

<b>Unit 11, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(i) offices
<b>Unit 12, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(i) offices
<b>Unit 13, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(i) offices
<b>Unit 14, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(i) offices
<b>Unit 15, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(i) offices
<b>Unit 16, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(i) offices
<b>Unit 17, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(i) offices
<b>Unit 18, Gateway 1000, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FP	E(g)(i) offices
<b>Unit 2, Arlington Court, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FS	E(g)(i) offices
<b>Unit 3, Arlington Court, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FS	E(g)(i) offices
<b>Unit 4, Arlington Court, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FS	E(g)(i) offices
<b>Unit 7, Arlington Court, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FS	E(g)(i) offices
<b>Unit 8, Arlington Court, Arlington Business Park</b>	Whittle Way	Stevenage	SG1 2FS	E(g)(i) offices
<b>Sterling Court</b>	Norton Green Road	Stevenage	SG1 2FZ	E(g)(i) offices
<b>Unit 2, Modular Business Park</b>	Norton Green Road	Stevenage	SG1 2FZ	E(g)(i) offices
<b>Unit 4, Modular Business Park</b>	Norton Green Road	Stevenage	SG1 2FZ	E(g)(i) offices
<b>Six Hills Court</b>	Norton Green Road	Stevenage	SG1 2FZ	E(g)(i) offices
<b>Solar House</b>	Kings Way	Stevenage	SG1 2UA	E(g)(i) offices
<b>Unit 2</b>	Caxton Way	Stevenage	SG1 2DF	E(g)(i) offices

<b>Cambridge House, Campus 6</b>	Caxton Way	Stevenage	SG1 2XD	E(g)(i) offices
<b>Unit 4, Caxton Place</b>	Caxton Way	Stevenage	SG1 2UG	E(g)(i) offices
<b>Caxton Point Business Centre, Caxton Point</b>	Caxton Way	Stevenage	SG1 2XU	E(g)(i) offices
<b>EMS House, Unit 1 Bowmans Trading Estate</b>	Bessemer Drive	Stevenage	SG1 2DL	E(g)(i) offices
<b>Unit 17, Bowmans Trading Estate</b>	Bessemer Drive	Stevenage	SG1 2DL	E(g)(i) offices
<b>Business and Technology Centre</b>	Bessemer Drive	Stevenage	SG1 2DX	E(g)(i) offices
<b>Haden House</b>	Argyle Way	Stevenage	SG1 2AD	E(g)(i) offices
<b>1 Viewpoint</b>	Babbage Road	Stevenage	SG1 2EQ	E(g)(i) offices
<b>2 Viewpoint</b>	Babbage Road	Stevenage	SG1 2EQ	E(g)(i) offices
<b>3 Viewpoint</b>	Babbage Road	Stevenage	SG1 2EQ	E(g)(i) offices
<b>4 Viewpoint</b>	Babbage Road	Stevenage	SG1 2EQ	E(g)(i) offices
<b>5 Viewpoint</b>	Babbage Road	Stevenage	SG1 2EQ	E(g)(i) offices
<b>6 Viewpoint</b>	Babbage Road	Stevenage	SG1 2EQ	E(g)(i) offices
<b>7 Viewpoint</b>	Babbage Road	Stevenage	SG1 2EQ	E(g)(i) offices
<b>8 Viewpoint</b>	Babbage Road	Stevenage	SG1 2EQ	E(g)(i) offices
<b>Unit 1, Hyatt Trading Estate</b>	Babbage Road	Stevenage	SG1 2EQ	E(g)(i) offices
<b>Fujitsu Site</b>	Cavendish Road	Stevenage	SG1 2DY	E(g)(i) offices
<b>Stevenage Borough Council Depot Site</b>	Cavendish Road	Stevenage	SG1 2ET	E(g)(i) offices
<b>Solutions House</b>	Crompton Road	Stevenage	SG1 2EE	E(g)(i) offices
<b>Unit 39</b>	Crompton Road	Stevenage	SG1 2EE	E(g)(i) offices
<b>Avnet House</b>	Rutherford Close	Stevenage	SG1 2EF	E(g)(i) offices
<b>Bedford House</b>	Rutherford Close	Stevenage	SG1 2EF	E(g)(i) offices
<b>Essex House</b>	Rutherford Close	Stevenage	SG1 2EF	E(g)(i) offices
<b>Middlesex House</b>	Rutherford Close	Stevenage	SG1 2EF	E(g)(i) offices
<b>Elopak House</b>	Rutherford Close	Stevenage	SG1 2EF	E(g)(i) offices
<b>Meadway Court</b>	Rutherford Close	Stevenage	SG1 2EF	E(g)(i) offices
<b>Wiltron House</b>	Rutherford Close	Stevenage	SG1 2EF	E(g)(i) offices

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**Meeting** Executive  
**Portfolio Area** Leader of the Council  
**Date** 12<sup>th</sup> July 2022



## OVERVIEW PROPOSAL FOR THE UK SHARED PROSPERITY FUND

### KEY DECISION

**Authors** Daryl Jedowski | 2918  
**Contributors** Tom Pike | 2288  
**Lead Officers** Tom Pike | 2288  
**Contact Officer** Daryl Jedowski | 2918

### 1 PURPOSE

- 1.1 This report summarises the proposed approach for the delivery of the UK Shared Prosperity Fund (UKSPF) in Stevenage between 2022/23 and 2024/25 ahead of the closure of the Local Investment Plan window on the 1<sup>st</sup> August 2022.

### 2 RECOMMENDATIONS

- 2.1 That the proposed approach and outlined interventions of the UKSPF Local Investment Plan be approved for submission to the Department for Levelling Up, Housing and Communities.

- 2.2 That delegated authority be given to the Strategic Director (TP), to make final amendments to the required Stevenage Investment Plan submission ahead of the 1 August, having consulted with the Leader of the Council.
- 2.3 That delegated authority be given to the Strategic Director (TP), having consulted the Portfolio Holder for Community, Neighbourhoods and Co-operative Councils and the Leader of the Council, to establish an appropriate method for allocating funding to support interventions within the Co-operative Neighbourhoods Programme.

**3 BACKGROUND**

- 3.1 The UKSPF is the government’s domestic replacement for the European Structural and Investment Programme (ESIF) which the UK continues to participate in until 2023. UKSPF provides £2.6 billion of new funding for local investment by March 2025.
- 3.2 The ESIF programme has provided £27,337,581 of funding in Hertfordshire between 2014 and 2023. Alongside this, the European Regional Development fund has provided a further £17,945,052 in funding across the same period in Hertfordshire. This combines for a total £45,282,633 investment into the county focussed on the ‘Supporting Local Business and People and Skills’ priorities set out in this report below.
- 3.3 Some current ESIF and EDRF funding continues in 2022/2023 and 2023/2024. The government has phased the introduction of the UKSPF for local authorities, with the last year of the fund matching the levels of funding recently provided via programmes such as ESIF and EDRF.
- 3.4 All areas of the UK will receive an allocation from the Fund via a funding formula rather than a competition. Receipt of the funding does require the submission of a Local Investment Plan, but this will not change the amount of funding received.
- 3.5 As part of this, Stevenage has received an allocation of £1,000,000 of the £13,379,087 total funding given to District & Borough councils in Hertfordshire.

Funding	Amount	22/23	23/24	24/25
<b>Stevenage</b>	<b>£1,000,000</b>	<b>£114,478</b>	<b>£228,956</b>	<b>£656,566</b>
Revenue	£827,475	£103,030	£199,192	£525,253
Capital	£172,525	£11,448	£29,764	£131,313

- 3.6 The funding is broken down over three years and split between revenue and capital. This is weighted heavily in the favour of revenue, but increases to capital contribution can be increased, provided justification is provided.
- 3.7 The UK government’s priorities around UKSPF are to build pride in place and increase life chances across the UK. Places will be empowered to identify and build on their own strengths and needs at a local level, focused on pride

in place and increasing life chances. Local places will be able to use the fund to complement funding such as the Levelling Up fund, and mainstream employment and skills provision to maximise impact and simplify delivery.

- 3.8 The Government's objectives for the UKSPF are specifically to:
- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging
  - Spread opportunities and improve public services, especially in those places where they are weakest
  - Restore a sense of community, local pride and belonging, especially in those places where they have been lost
  - Empower local leaders and communities, especially in those places lacking local agency
- 3.9 In order to deliver on these objectives, the fund is targeted at three investment priorities set out by the Government (summarised between paragraphs 3.10 and 3.22):

### **Communities & Place**

- 3.10 The communities and place investment priority will enable places to invest to restore their community spaces and relationships, creating the foundations for economic development at the neighbourhood-level. The intention of this is to strengthen the social fabric of communities, supporting in building pride in place.
- 3.11 Strengthening social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure, local green space, and community-led projects.
- 3.12 It will build resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in. Additionally, by targeted improvements to the built environment and innovative approaches to crime prevention.

### **Supporting Local Business**

- 3.13 The supporting local business investment priority will enable places to fund interventions that support local businesses to thrive, innovate and grow.
- 3.14 This priority will create jobs, boosting community cohesion through investments that build on existing industries and institutions. This will range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.
- 3.15 Promote networking and collaboration, through interventions that bring together businesses and partners within and across sectors, sharing knowledge, expertise and resources, and stimulate innovation and growth.
- 3.16 Increase private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-

to-firm innovation, adopt productivity-enhancing, energy-efficient and low carbon technologies and techniques, to start or grow their exports.

## **People & Skills**

- 3.17 Through the people and skills investment priority, places can use their funding to help reduce the barriers some people face to employment and support them to move towards employment and education. Places can also target funding into skills for local areas to support employment and local growth.
- 3.18 This priority will boost core skills and support adults to progress in work, by targeting adults with no or low-level qualifications and skills in maths. It will upskill the working age population, yielding personal and societal economic impact, and by encouraging innovative approaches to reducing adult learning barriers.
- 3.19 Support disadvantaged people to access the skills they need to progress in life and into work. For example, the long-term unemployed and those with protected characteristics through funding life, and basic skills where this is not delivered through national or local employment and skills provision.
- 3.20 Support local areas to fund local skills needs and supplement local adult skills services e.g. by providing additional volumes; delivering through a wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based.
- 3.21 Reduce levels of economic inactivity and move those furthest from the labour market closer to employment, through investment in bespoke employment support tailored to local needs. Investment should facilitate the join-up of mainstream provision and local services within an area for participants, through the use of one-to-one keyworker support, improving employment outcomes for specific cohorts who face labour market barriers.
- 3.22 Interventions that are made against this priority are only eligible from the last year of the fund in 2024/25 unless they are a continuation of current ESIF funding that ends ahead of the final year.

## **UK Community Renewal Fund**

- 3.23 The UKSPF builds upon the UK Community Renewal Fund (CRF), which was a £220m fund launched in 2021/22 as a precursor and testbed for the implementation of the UKSPF.
- 3.24 Unlike the UKSPF the CRF was run on a competition basis, with bids welcomed from local authorities throughout the UK, for a share of the fund.
- 3.25 The Council has been developing its approach to Community Wealth Building (CWB) over the last 2 years, which includes working in partnership with colleagues from the University of Hertfordshire. A motion supporting Community Wealth Building was passed by Full Council on 29 January 2020. The council adopted the Community Wealth Building Approach during the March 2020 Executive meeting. This approach was focused on four specific areas:





- 3.26 In July 2021, Stevenage Borough Council, supported by the Hertfordshire Growth Board and collaborated with colleagues from all district and borough councils in Hertfordshire, to convene a working group exploring opportunities to develop a partnership approach to Community Wealth Building (CWB) throughout Hertfordshire.
- 3.27 In November 2021, Stevenage Borough Council, on behalf of the Hertfordshire Growth Board, was awarded £700,000 Community Renewal funding to pilot various CWB approaches working collaboratively with all ten Hertfordshire councils.
- 3.28 The Programme has several core components, firstly a £500,000 delegated grant scheme targeted at supporting voluntary sector and micro businesses, increasing their access to support throughout Hertfordshire, as well as improving their sustainability and governance.
- 3.29 Alongside this, officers are also working with colleagues throughout the county in both procurement and strategic planning to share learning and best practice around approaches to CWB and Social Value.
- 3.30 To tie this all together, an evaluation and feasibility piece has been commissioned from the University of Hertfordshire. This will provide an analysis of the activity and highlight a focus for next steps.
- 3.31 The programme will run through to October 2022 for delivery, and December 2022 for evaluation. It is currently on track, with many of the deliverables already exceeding projected delivery.

### UKSPF Next Steps

- 3.32 The primary initial objective is for the council to complete the Local Investment Plan (LIP) ahead of the 1<sup>st</sup> August 2022 closing date. The

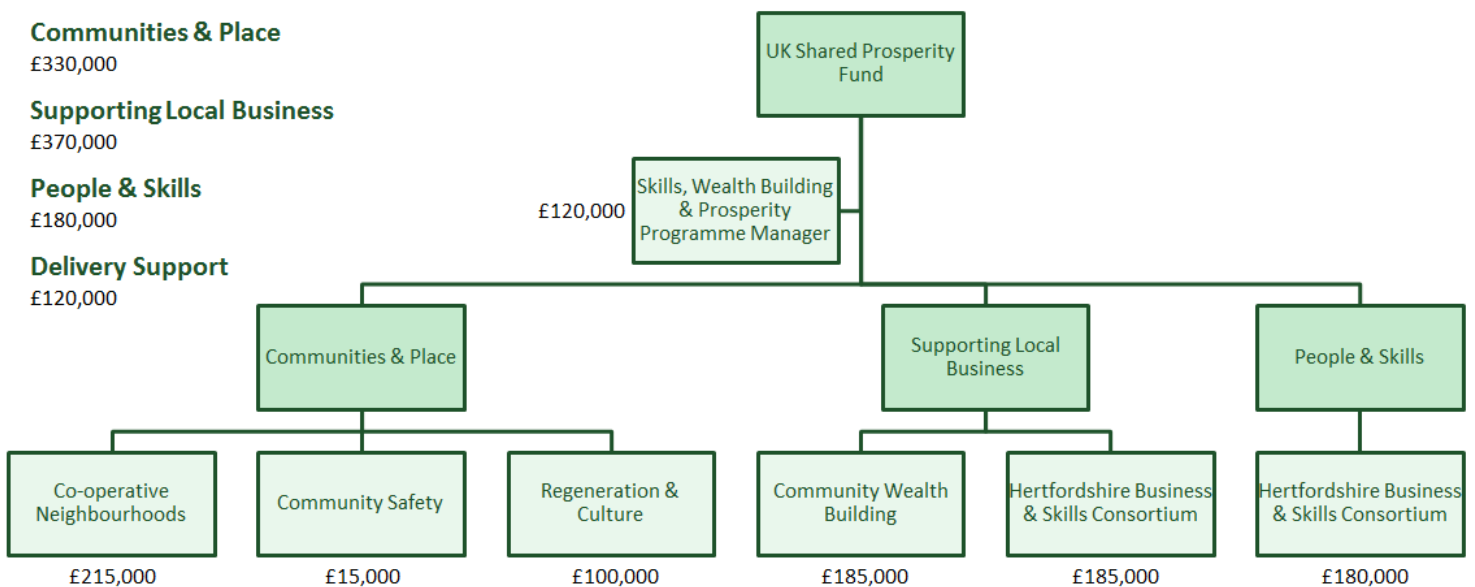
submission portal for this opens on the 1<sup>st</sup> July, and a draft submission is already underway.

- 3.33 Our allocation has been calculated utilising a formula which takes into account, population profile and needs, but is weighted per capita. By the default allocation, the funding profile is back ended into the final delivery year (2024/25) and has a significant focus on revenue funding over capital. However, by request, this capital funding can be increased as part of the LIP. More information is included in the Financial Implications section of the report.
- 3.34 Many programmes that are funded utilising ESIF will continue to be funded through 2022/23. This includes several county wide initiatives supported or delivered by the Local Enterprise Partnership.
- 3.35 Alongside this, the council will continue to ensure that all relevant stakeholders have been consulted, especially through partnership groups. This is a core aspect of the investment plan. A more detailed overview is provided in the stakeholders consulted section below.

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

### Summary Approach

- 4.1 The preferred approach contains an allocation of funding against all three of the core pillars of the UKSPF: Community & Place, Supporting Local Business and People & Skills. An overview of the proposed spending breakdown is included below:



- 4.2 This approach is based on a number of overarching principles that look to guide the interventions into each of the UKSPF priority areas. These are:
- Ensure alignment with the goals of UKSPF
  - Support delivery of the Future Town Future Council (FTFC) programme
  - Maximising the use of public resources, Officer and community capacity, while delivering on the FTFC programme
  - Deliver positive outcomes for residents by meeting their priorities
  - Demonstrate impact and value for money
  - Secure match funding to continue to add additional value
  - Work with a view to the longer term future of UKSPF funded interventions beyond the original delivery period.
- 4.3 The approach specifically looks to build on the opportunity to align with the core FTFC Strategic priorities. This includes the Co-operative Neighbourhoods agenda, which has a significant crossover with the interventions highlighted in the Communities & Place priority, as well as furthering the council's ambitions around Community Wealth Building and the Council's Clean and Green priorities. All of these also add value to the Making your Money Count priority by providing opportunities to add value and leverage in key priority areas, whilst not placing increased financial burden on the Council.
- 4.4 The submission window for the Local Investment Plan is from the 1<sup>st</sup> July through to the 1<sup>st</sup> August. The Department for Levelling Up Housing and Communities (DLUHC) have made it clear that they are focused on the interventions, outputs and outcomes that will be supported and do not require specific detail on exactly what projects will be delivered to meet these.
- 4.5 This will allow the Council to continue to develop and inform these priorities over time either through the Executive directly, and with policy development input from the Select Committees.

### **Community & Place**

- 4.6 This aspect of the fund is focused on place making activities. The focus of the fund being to tie into local communities and build outcomes that meet the needs of local places. Of the total £1,000,000 fund, Officers propose to utilise £330,000 in support of interventions around this objective.

Theme	Interventions (*Detailed in Appendix B)	Potential Projects	Match Funding	Budget
<b>Co-operative Neighbourhoods</b>	E2, E3, E5, E6, E7, E9, E11, E12, E15	<ul style="list-style-type: none"> <li>- Public realm improvements</li> <li>- Development of parks and open spaces</li> <li>- Improvements to neighbourhood centres</li> <li>- Upgrading of existing footpaths and cycle ways</li> <li>- Shrub bed maintenance and tree planting</li> <li>- Focussed work in areas of greater deprivation to help provide volunteering, skills development opportunities and social capital</li> <li>- Local arts and culture projects</li> <li>- Support for Local volunteering/social action or events</li> <li>- Investment in Local projects to tackle climate change</li> <li>- Enabling new pilot schemes that can promote wellbeing and health</li> </ul>	<b>Community Infrastructure Levy**:</b> £45,000  <b>Co-operative Neighbourhoods 2022/23:</b> £60,000  <b>Local Community Budgets 2022/23:</b> £60,500  <b>PropTech Digital Engagement:</b> £125,000	£215,000
<b>Community Safety</b>	E9	Targeted work with individuals from ages of 11-21 (25 if they have additional needs) around: <ul style="list-style-type: none"> <li>- Offending</li> <li>- Involvement in drugs and alcohol abuse</li> <li>- Any form of exploitation</li> <li>- Risk of eviction</li> <li>- Domestic abuse</li> <li>- Employment or training</li> </ul>		£15,000
<b>Regeneration &amp; Culture</b>	E1, E4, E6, E7, E8, E11, E16, E17	Funding to provide additional support for additional culture and arts capacity to support the delivery of cultural projects and activities, and maximising the impact of funding allocated via the Town's Fund: <ul style="list-style-type: none"> <li>- Arts &amp; Culture Strategy</li> <li>- Diversification of Retail</li> <li>- Stevenage Museum</li> <li>- Events programme funding for bus apron and town centre events</li> <li>- Heritage trail and public realm</li> </ul>	<b>Towns Fund:</b> £80,000	£100,000
<b>Total</b>			<b>£290,500</b>	<b>£330,000</b>

4.7 The largest allocation in this area is around the provision of funding for local areas as part of the Co-operative Neighbourhoods programme, an established Future Town Future Council priority that will greatly benefit from additional investment to support local interventions and improvements.

4.8 This approach can draw together a number of match funding opportunities through things such as; core Co-operative Neighbourhoods funding, Community Infrastructure Levy (CIL), and Local Community Budgets (LCB), as well as project specific funding through the PropTech Digital Engagement fund. As a package of match funding, this will bring welcome investment that can enable a range of local projects and investments to support the quality of the local environment in local areas, strengthen connections with community groups, and improve key locations in neighbourhood areas. The proposed allocation of funding via the UKSPF should be seen alongside the match

funding, to ensure the delivery of projects and activities over the next three years.

- 4.9 It is proposed that a core allocation of funding is made to all six Co-operative Neighbourhood areas, to support the delivery of priority projects within the current neighbourhood action plans, and those identified through local engagement and consultation. All six Co-operative Neighbourhood areas will be invited to work on project ideas to maximise the impact of the funding. This can include investments into the local environment, from local climate change projects, improvements to public realm, green spaces or key locations such as the appearance of neighbourhood centres.
- 4.10 It is also recommended that a proportion of this £215,000 funding is targeted to areas of greater deprivation, where additional work with community groups and local residents could help generate maximum impact in the areas of the town most in need of targeted interventions.
- 4.11 This could include physical improvements to the areas, support to prepare longer-term plans for the enhancement of the neighbourhood area, and potentially targeted schemes with community and voluntary groups. This could help meet needs improving skills from digital access to targeted work connecting residents with other skills and employment programmes addressing health challenges. Further targeted work can be carried out to address anti-social behaviour, or schemes such as environment and sustainability activities to help improve the local environment.
- 4.12 The specifics of this allocation do not need to be included in the Local Investment Plan and as outlined in the recommendations section above. It is anticipated that this approach will be developed over the coming months, with engagement from the six neighbourhood areas, the Co-operative Neighbourhoods board, and as appropriate, a Portfolio Holder Advisory Group before the final plans are agreed.
- 4.13 This aspect would be developed as part of the Co-operative Neighbourhoods Programme with a focus on highlighting and responding to resident's priorities in the areas of the town that most need support.
- 4.14 Alongside this, the fund would also look to support the delivery of Arts & Culture events to support the ongoing cultural, arts and heritage regeneration efforts in the town centre. This would augment the funding already received to support the development of the town centre and represents another opportunity to demonstrate match funding.
- 4.15 Finally, an allocation to support The No More Service Youth Service has been included. Working with individuals from ages of 11-21 (25 if they have additional needs) around offending, involvement in drugs and alcohol, any of form of exploitation, risk of eviction, domestic abuse and employment or training.
- 4.16 All of these areas fully align with the list of UKSPF interventions in the Community and Place focus and represent a good opportunity to provide a robust package of outputs and outcomes that meet resident's needs.
- 4.17 This approach has been informed by the priorities highlighted as part of the Stevenage Residents Survey. As part of this, residents throughout the town

strongly prioritised environmental and public realm improvements, alongside community safety initiatives to bring about improvement to local areas.

### Supporting Local Business & People and Skills

- 4.18 These two investment priorities are grouped below, as there is significant overlap between them, and also as the People and Skills priority can only be directly contributed to in the final year of the fund (2024/25).
- 4.19 With the responsibility for the distribution of skills and business investment funding moving to lower tier local authorities, there is an opportunity for the council to take on a much broader commissioning role to make sure that all interventions are representative of local priorities.
- 4.20 The overarching objective in this priority area to shape an efficient and cost effective programme of interventions, with a focus on creating opportunities for local people, especially those with more complex needs who are furthest from the labour market.
- 4.21 This area is split between two large funding profiles:
- One targeting the continuation of ESIF outcomes and local provision. This planned approach is based on a consortium delivery method, enabled through match funding and support from the Local Enterprise Partnership. This consortium approach seeks to put in place specialist programmes from WENTA, Exemplas, Step2Skills, Hertfordshire Opportunities Portal, and other local suppliers to help target needs and meet local priorities.
  - The other looks to build on the Council’s Community Wealth Building approach and some of the activities and interventions that have been supported by the Community Renewal Fund project ‘Community Wealth Building Together’.
- 4.22 The county wide business and skills package itself is split into two areas, for both the Supporting Local Business and People & Skills priorities. Many of these are a continuation of ongoing ESIF projects and all are county wide interventions.

Theme	Interventions (*Detailed in Appendix B)	Potential Projects	Match Funding from Herts LEP	Budget
Hertfordshire Growth Hub	E23, E26, E30	Delivered through Exemplas. - Business support provision - Job creation and safeguarding - Delegated grant funding	£52,000	£60,000
Hertfordshire Start-Up & Get Enterprising	E23, E24, E26, E30	Delivered through Wenta: - Gateway to other service providers - Individual receiving support - Job creation and safeguarding - New businesses started and supported	£60,000	£52,500

<p><b>Supporting Local Places and Sectors</b></p>	<p>E4, E6, E8, E17, E22, E23, E30</p>	<p>Continuing Community Renewal Funding that can support key sectors such as film and life sciences.</p> <p>Potential for investment into schemes that support attracting visitors and investment into Stevenage via schemes such as Visit Herts.</p> <p><i>(NB this programme area is at very early stage of development and is likely to change over time)</i></p>	<p>£10,000</p>	<p>£45,000</p>
<p><b>Attracting Growth, Investment &amp; Local Jobs</b></p>	<p>E21, E22, E23, E26, E30</p>	<p>Delivered through the Local Enterprise Partnership (LEP) and other partners such as WENTA</p> <ul style="list-style-type: none"> <li>- Continued key sector development including Life Sciences</li> <li>- Increased capacity to support businesses in these areas</li> <li>- Development of a an inward Investment service addressing barriers to future growth such as: <ul style="list-style-type: none"> <li>- Lack of available commercial premises,</li> <li>- Access to skilled workforce</li> <li>- Access to finance</li> </ul> </li> </ul>	<p>£27,500</p>	<p>£27,500</p>
<b>Total</b>			<p>£149,500</p>	<p><b>£185,000</b></p>

Theme	Interventions (*Detailed in Appendix B)	Potential Projects	Match Funding	Budget
<b>Pathways Employment</b>	E34, E35, E38	This funding request will deliver a programme tailored to the needs of each district / borough supporting people into training and education. - People into education/training - People into employment - Fewer people facing structural barriers into employment	£47,000	£45,000
<b>Building Better Opportunities</b>	E33, E34, E36, E38	Delivered through Step2Skills - Providing help to individuals who have greater barriers to employment such as mental health conditions, physical or learning disabilities or other socio-economic factors that can prevent access to employment and therefore are furthest away from the labour market - Helping them to develop the confidence, skills and resilience they need to access employment and or training,		£80,000
<b>Inclusive Employment Programme</b>	E34, E35, E36, E38	Delivered through Step2Skills - The aim of the programme is to provide one-to-one supported employment intervention to unemployed residents, aged 18 and above, that are further away from employment because they have a learning difficulty or disability.	£75,000	£25,000
<b>Hertfordshire Opportunities Portal</b>	E30, E37, E38	Delivered by the LEP in collaboration local government. - Jobs portal for apprenticeships - Local vacancies - People engaged in job searching - People engaged in education, training or gaining a qualification	£15,000	£30,000
<b>Total</b>			<b>£137,000</b>	<b>£180,000</b>

- 4.23 Following revisions to the overall profile this is around the £365,000, but with £45,000 of this funding ('supporting local places and sectors') considered at a very early stage of development. This has potential to either design interventions to help attract investment via schemes such as Visit Herts, specific plans to develop and attract sector investment from areas such as life sciences, film, or be available to reinvest in other parts of this plan.
- 4.24 As part of the county-wide business and skills piece, a high level match funding profile has been included in the proposals. This highlights a potential £286,500 per district and borough that would be on offer through highlighted partners to maximise impact. This match funding approach would also mean that there would be deliverable results in 2022/23 and 2023/24, ahead of UKSPF funding being available to local authorities for this priority area.
- 4.25 This consortium approach allows us to build on established projects and contracts that can benefit from economies of scale throughout the county,



and reduced costs owing to the joint procurement. Equally this approach enables the Council to reshape the deliverables and approach to the commissioned programmes, ensuring access to schemes is targeted at key local groups, residents and businesses. These programmes will require close engagement with Hertfordshire LEP and relevant providers, to ensure the scope meets the need of Stevenage, and to ensure clear reporting and performance management of the programmes to achieve greatest local effect.

- 4.26 Should the consortium approach not cover all 10 district and borough partners, the Council will seek to a targeted Stevenage specific offer with these providers, as whilst we would not be able to benefit from the economies of scale we would still want to continue deliver such programmes.
- 4.27 Alongside this, we have also highlighted opportunities to build upon the council’s Community Wealth Building approach, building on the momentum and taking lessons from the experience of managing and delivering the Community Wealth Building Together project as part of the CRF.

Theme	Interventions (*Detailed in Appendix B)	Potential Projects	Match Funding	Budget
Community Wealth Building	E19, E20, E21, E24, E26, E29, E38, E41	Interventions would support projects around: - Skills Strategy for Stevenage - Continuation of Community Renewal Fund provision. - Cost of living response - Bespoke support for the development of Co-operatives - Sustainability & Climate Change - Funding to support local digital skills	Community Renewal Fund 22/23: £256,640	£185,000
		<b>Total</b>	<b>£256,640</b>	<b>£185,000</b>

- 4.28 As part of this, Stevenage would look to target interventions towards the cost of living crisis, a focus on the development of support for co-operatives in Stevenage, building on the programmes of VCSE access to business support as well as; sustainability and climate change and funding to support digital skills.
- 4.29 Part of this would include the continued development of the Social Inclusion Partnership. Maturing the partnership formed into a Multi-Stakeholder Co-operative that would be positioned to attract further funding to support the councils ambitions around things such as Community Wealth Building and the cost of living crisis.
- 4.30 There may also be the opportunity to look at some of those businesses that are not fully catered to by the countywide offering, such as retail, hospitality

and leisure businesses, all of whom have been hit hard by pandemic restrictions over the last two years.

- 4.31 The proposed approach also seeks funding for a Stevenage Skills Strategy over the next two years, to ensure we are well positioned to connect various initiatives within the town – from the Stevenage Works programme, to the skills programmes set out above, the North Herts College offer, the STEM Discovery Centre, and the emerging opportunities from growing STEM and life science organisations that can provide opportunities for local people and businesses. The strategy would also be intended to help prepare priorities for the period beyond 2025, and the likelihood of a second phase of the UKSPF programme.

### **Officer Support**

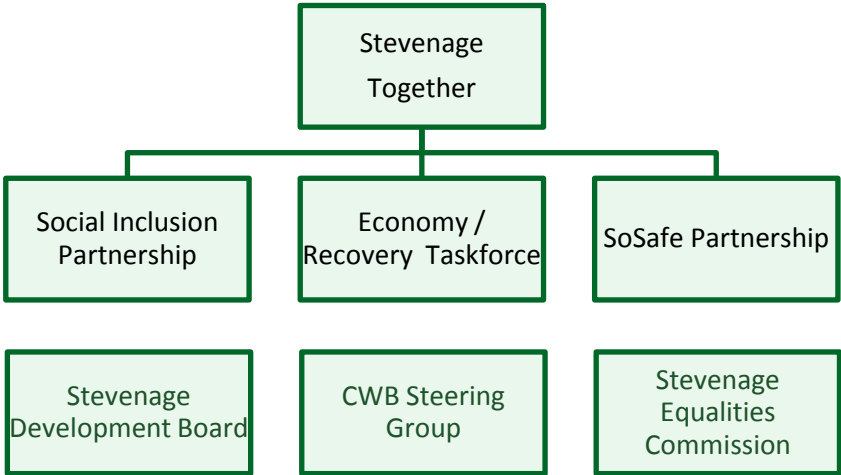
- 4.32 The final aspect of the package is funding to support a dedicated Skills, Wealth Building & Prosperity Programme Manager. This role would be funded for the duration of the programme, with recruitment occurring as soon as the fund is finalised by central government.
- 4.33 They will have an overview of all aspects of the delivery and will provide the monitoring and assurance both to DLUHC as well as from delivery partners.
- 4.34 The match funding totals above, do not take into account the delivery capacity that will be provided from associated teams who are undertaking the operational delivery of projects and interventions.
- 4.35 Alongside this they will help to further the agendas that are the focus of the fund, adding capacity to those delivery teams. The role will also lead on the development of a Skills Strategy and action plan for Stevenage. This will allow us to continue to build upon the Council's ability to commission services through the LEP and others to co-ordinate with schemes such as Stevenage Works, whilst also preparing for future rounds of the UKSPF to maximise the local impact.

### **Other Options**

- 4.36 Other options have been considered with key officers being asked to provide ideas and feedback for the makeup of the package.
- 4.37 Interventions are based on the council's strategic priorities, identified needs, engagement activities over the last 12 months and ongoing dialogue with core stakeholder groups.
- 4.38 The primary consideration around other options has been how much of the fund we would be comfortable freeing up in order to fund business and skills interventions throughout Hertfordshire. The full ask came in at around £615,000 which would have made it extremely difficult for us to deliver on SBC strategic priorities as part of the fund.
- 4.39 As detailed above, we proposed an adjusted approach that acknowledges the size of the funding pot and the size of Stevenage when compared to other areas in Hertfordshire.

**Stakeholders Consulted**

4.40 Consultation with key stakeholders is currently underway and will be mostly completed ahead of the Executive meeting on the 12<sup>th</sup> July. This is a key requirement of the UKSPF funding as set out in the prospectus.



- 4.41 Our engagement approach is centred on utilising the already established Stevenage Together partnership framework and its sub-groups as the primary focus for engagement.
- 4.42 Alongside this, Officers will share proposals and information with the Stevenage Development Board. .
- 4.43 Officers will present draft proposals to Stevenage Equalities Commission as part of their Business and Skills workshop.
- 4.44 Alongside this Officers have also been in direct communication with other partners, such as the Local Enterprise Partnership, Department for Work & Pensions, DLUHC and Hertfordshire County Council.
- 4.45 Beyond this, Officers also have an evidential base from the Residents Survey and subsequent engagement activities. This includes over 1,800 pieces of qualitative feedback around what residents want to see prioritised in their ward as well as the core section of the resident’s survey which talks about the councils priorities.
- 4.46 This will also be built upon over the summer, as we can build the proposed interventions into ongoing engagement activities. This could include placing a focus on specific neighbourhood centres for residents in specific localities or asking residents to further prioritise the highlighted issues that have previously been highlighted.

## 5 IMPLICATIONS

### Financial Implications

- 5.1 There are limited financial implications to the funding; as the UKSPF is not being awarded on a competitive basis there should be no scenario where we are not in receipt.
- 5.2 The match funding that has been identified as part of some of the interventions, is funding that is already in place and currently being delivered with no expectation for us to provide match funding beyond these current commitments as part of the Local Investment Plan.
- 5.3 The desire to continue countywide interventions around previously funded ESIF element has somewhat limited the councils ability to prioritise other strategic priorities. However, it is clear that these interventions are providing value, and by moving to a commissioning role, we can further define a more bespoke offering for Stevenage by being involved in the design process of interventions.
- 5.4 The funding profile for UKSPF is significantly back ended, with an equivalency to the ESIF only achieved within that third year of the scheme. The funding is also revenue heavy, with at least 17.5% needing to be capital across the three years. The capital spend can be increased if agreed as part of the LIP, but cannot be reduced below this figure.

Funding	Amount	22/23	23/24	24/25
<b>Stevenage</b>	<b>£1,000,000</b>	<b>£114,478</b>	<b>£228,956</b>	<b>£656,566</b>
Revenue	£827,475	£103,030	£199,192	£525,253
Capital	£172,525	£11,448	£29,764	£131,313

- 5.5 Year to year funding profiles have been fully established for the Joint Business and Skills offer as well as the provision of a Skills, Wealth Building and Prosperity Programme manager. This creates a significant funding pressure the first and second year of the programme, with the second year being the most significant challenge. Provisionally, other interventions could be profiled as below:

Project	Amount	22/23	23/24	24/25
<b>Joint Business &amp; Skills</b>	<b>£365,000</b>	<b>£10,000</b>	<b>£122,500</b>	<b>£232,500</b>
Community Wealth Building	£185,000	£25,478	£5,456	£154,066
Culture & Regeneration	£100,000	£20,000	£20,000	£60,000
Neighbourhoods	£215,000	£30,000	£28,000	£157,000
Community Safety	£15,000	£5,000	£5,000	£5,000
<b>Skills CWB &amp; UKSPF Officer</b>	<b>£120,000</b>	<b>£24,000</b>	<b>£48,000</b>	<b>£48,000</b>
<b>Total</b>	<b>£1,000,000</b>	<b>£114,478</b>	<b>£228,956</b>	<b>£656,566</b>

- 5.6 Given that realistically funding in 2022/23 will be for the final six months of the year from October, rather than spread over the whole year, this places a challenge in the second year of the fund.
- 5.7 DLUHC have confirmed there is no opportunity to utilise the funding profile in years other than as indicated, meaning several activities will be planned for the third year of the programme, or as in the case of Co-Operative Neighbourhoods projects, be planned to use match funding in the second year of the programme to maintain momentum and visible impact.

### **Legal Implications**

- 5.8 It is possible that the method by which the above objectives are met will differ on a case by case basis. In some cases, the Council might be required to commission services whilst in others the Council might simply be grant funding a particular project. The legal rules pertaining to each scenario will be different and the Council's legal team will be consulted and utilised prior to any proposed allocation.
- 5.9 The Council has to be mindful of acting in accordance with the funding conditions imposed by the UKSPF as well as any regulations or policies that affect the Council.

### **Risk Implications**

- 5.10 The fund is not a competitive one, and as such there are fewer risk to the acquisition of the funding than would typically be the case.
- 5.11 The largest risk is the small size of the pot and the inability to be able to cater for all strategic priorities in the pot. This makes prioritisation essential.
- 5.12 Similarly, there are challenges around the size of the pot in the second year of delivery, which pales in comparison to both the first year (which is actually more like six months) and especially the final year. This means that some projects and interventions may see a significant lag in the second year of delivery, as compromised need to be made to meet the funds requirements.
- 5.13 The short remaining timeline on the Local Investment Plan window is a clear risk. This is mitigated by the low level of detail required into interventions at this stage. DLUHC have made it clear they are not interested in the specifics of project delivery, but are focused on their list of interventions and subsequent outputs and outcomes.
- 5.14 The fund makes it clear that explicit contact must be made with the MP. There is a section in the Local Investment Plan that specifically asks whether the plan has the MPs support and if not, to detail any reasons why this is the case. Government have made it clear that this will not typically cause the plan to be dismissed. Officers will provide a summary of the proposals to the MP for comment.

### **Climate Change Implications**

- 5.15 The UKSPF presents the potential for a positive demonstration of sustainability and climate change projects to be funded at a local level.

- 5.16 Interventions to support the council’s ambitions in support of climate change and sustainability are included in the Communities and Place (interventions E3, E7 and E13), Supporting Local Business (intervention E29) & People and Skills (interventions E39, E40) investment priorities.
- 5.17 These would fit as projects in the Co-operative Neighbourhoods and Community Wealth Building themes in the fund, presenting opportunities to invest in local initiatives.

### **Equalities and Diversity Implications**

- 5.18 As part of the submission of the full Local Investment Plan to DLUHC an Equalities Impact Assessment will be undertaken to assess the specific impact of planned interventions, outputs and outcomes.
- 5.19 The UKSPF presents the potential to target projects at areas and individuals of greatest need, particularly through the People and Skills investment priority in 2024/25. This would include those individuals in the protected characteristics groups, including support for those furthest from the labour market.
- 5.20 As part of monitoring and reporting requirements, projects delivered through the programme would be expected to collect demographic data so that impact can be measured.

### **BACKGROUND DOCUMENTS**

- BD1 [UK Shared Prosperity Fund Prospectus](#)
- BD2 [UK Community Renewal Fund Prospectus](#)
- BD3 [UK Shared Prosperity Fund Overview \(LGA\)](#)

### **APPENDICES**

- A UKSPF Delivery Timeline
- B UKSPF Interventions, Outputs & Outcomes

# UKSPF Delivery Timeline

## Appendix A

When	Activity
2 February 2022	Pre-launch guidance
13 April 2022	Fund launch
22 April 2022	Investment plan platform launch. Contacts for each lead local authority sign up to access the investment plan portal. Investment plan log-ins issued.
April – May 2022	Engagement sessions with local authorities and other local partners to support the investment plan process
April – June/ July 2022	Lead local authorities (and UK government in Northern Ireland) work with stakeholders to develop local investment plans
Summer 2022	Further guidance published including guidance on monitoring benefits and evaluation, assurance, subsidy control, branding and publicity.
July 2022	DLUHC will publish a concise set of information setting out reporting requirements, branding requirements, indicator definitions and additional information on evaluation and assurance. DLUHC will also provide further guidance on subsidy control to assist with project selection.
<b>30 June 2022</b>	<b>Investment plan window opens</b>
<b>1 August 2022</b>	<b>Investment plan window closes</b>
July – September 2022	Indicative investment plan assessment period for UK government
October 2022 onwards	Anticipated date for first investment plans to be approved
October 2022 onwards	Anticipated first payment to be made to lead local authorities
March 2025	Three year funding period ends

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# UK Shared Prosperity Fund

Interventions, Objectives, Outcomes and Outputs –  
England

Version 1  
April 2022

## Interventions, Objectives, Outputs and Outcomes

To access their allocation, each place will be asked to develop a UKSPF plan that addresses three questions:

- **Local context:** an opportunity for places to set out their local evidence of opportunities and challenges through the lens of the three investment priorities for UKSPF.
- **Selection of outcomes and interventions:** where places will identify the outcomes they wish to target based on local context, and the interventions they wish to prioritise, under each investment priority, from the menu of options. These should be clearly linked to local opportunities and challenges.
- **Delivery:** this will represent the most detailed stage of the investment plans.

Within the context of the Fund's aims, each place will have flexibility to invest across a range of activities that represent the right solutions to improve local pride in place, increase life chances, to help spread and create opportunity, and a sense of community and belonging. The balance of priorities should reflect local need and opportunity. It should build on existing national provision to create the optimal mix of support for each place. This flexible approach represents a key shift from the previous EU system.

These interventions will be set out in an investment plan submitted to the UK Government.

In their plans, places will select outputs and outcomes relevant to each UKSPF investment priority. Places will set out measurable outcomes that reflect local needs and opportunities. These should inform the interventions they wish to deliver. Places will be able to choose from investment across three investment priorities of communities and place, local business and people and skills. This will allow local authorities, local partners, the UK Government, and the devolved administrations to monitor progress.

## UKSPF Interventions, Objectives, Outcomes and Outputs Table – England

ENGLAND						
Investment Priority	Interventions	Example projects	Objectives	Indicative Outputs	Indicative Outcomes	LUWP Missions
Communities and Place	E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.	<ul style="list-style-type: none"> <li>▪ Regenerating a town square</li> <li>▪ Public realm improvements, for example street art, street furniture or other decorative improvements</li> <li>▪ Regenerating a town square or high street</li> <li>▪ The delivery of outreach/engagement/participatory programmes for community spaces, including youth centres and public libraries</li> </ul>	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.</p>	<ul style="list-style-type: none"> <li>▪ Number and m2 of commercial buildings developed or improved</li> <li>▪ Amount of rehabilitated land or premises</li> <li>▪ Amount of public realm created or improved</li> <li>▪ Amount of low or zero carbon energy infrastructure installed</li> <li>▪ Number of decarbonisation plans developed</li> <li>▪ Sqm of land made wheelchair accessible/step free</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jobs created</li> <li>▪ Jobs safeguarded</li> <li>▪ Increase footfall</li> <li>▪ Increased visitor numbers</li> <li>▪ Reduced vacancy rates</li> <li>▪ Greenhouse gas reductions</li> <li>▪ Improved perceived/experienced accessibility</li> <li>▪ Improved perception of facilities/amenities</li> </ul>	Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.
	E2: Funding for new, or improvements to existing, community and neighbourhood infrastructure projects including those that increase communities' resilience to natural hazards, such as flooding. This could	<ul style="list-style-type: none"> <li>▪ The delivery of events programmes for community spaces, including youth centres and public libraries</li> <li>▪ Building new or updating existing defences to increase communities' resilience to natural hazards like flooding or coastal erosion</li> </ul>	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community</p>	<ul style="list-style-type: none"> <li>▪ Number of organisations receiving financial support other than grants</li> <li>▪ Number of organisations receiving grants</li> <li>▪ Number of organisations receiving non-financial support</li> <li>▪ Number of neighbourhood improvements undertaken</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jobs created</li> <li>▪ Jobs safeguarded</li> <li>▪ Greenhouse gas reductions</li> <li>▪ Increased users of facilities/amenities</li> <li>▪ Improved perception of facility/infrastructure project</li> <li>▪ Improved perception of facilities/amenities</li> </ul>	Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.

	cover capital spend and running costs.		<p>infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.</p>	<ul style="list-style-type: none"> <li>▪ Number of facilities supported/created</li> <li>▪ Number of local events or activities supported</li> <li>▪ Amount of low or zero carbon energy infrastructure installed</li> <li>▪ Number of properties better protected from flooding and coastal erosion</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased number of properties better protected from flooding and coastal erosion</li> </ul>	<p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>
	E3: Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into wider public spaces.	<ul style="list-style-type: none"> <li>▪ Development of a new park, particularly in areas with the least access to greenspace</li> <li>▪ Development of a new community garden</li> <li>▪ Improvements to a canal towpath, particularly in more deprived neighbourhoods</li> <li>▪ Urban/riparian tree planting</li> <li>▪ Changes to management of green spaces, verges etc.</li> <li>▪ Regeneration of existing parks or community gardens, particularly in areas with poor quality parks and gardens</li> <li>▪ Improving access to existing parks</li> </ul>	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and</p>	<ul style="list-style-type: none"> <li>▪ Amount of rehabilitated land or premises</li> <li>▪ Sqm of land made wheelchair accessible/step free</li> <li>▪ Amount of public realm created or improved</li> <li>▪ Number of facilities supported/created</li> <li>▪ Amount of green or blue space created or improved</li> <li>▪ Amount of new or improved cycleways or paths</li> <li>▪ Number of neighbourhood improvements undertaken</li> <li>▪ Number of trees planted</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased footfall</li> <li>▪ Increased visitor numbers</li> <li>▪ Increased use of cycleways or paths</li> <li>▪ Jobs created</li> <li>▪ Improved perception of facilities/amenities</li> <li>▪ Increased users of facilities/amenities</li> <li>▪ Improved perceived/experienced accessibility</li> </ul>	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top</p>

			innovative approaches to crime prevention.			performing and other areas closing.  Mission 7. By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years
E4: Enhanced support for existing cultural, historic and heritage institutions that make up the local cultural heritage offer.	<ul style="list-style-type: none"> <li>▪ The development, restoration or refurbishment of local natural, cultural and heritage assets and sites</li> <li>▪ The delivery of outreach, engagement and participatory programmes for these local assets and sites</li> </ul>	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative</p>	<ul style="list-style-type: none"> <li>▪ Number of organisations receiving financial support other than grants</li> <li>▪ Number of organisations receiving grants</li> <li>▪ Number of organisations receiving non-financial support</li> <li>▪ Amount of rehabilitated land or premises</li> <li>▪ Amount of public realm created or improved</li> <li>▪ Number of facilities support/created</li> <li>▪ Number of Tourism, Culture or heritage assets created or improved</li> <li>▪ Number of events/participatory programmes</li> <li>▪ Amount of green or blue space created or improved</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased visitor numbers</li> <li>▪ Increased footfall</li> <li>▪ Improved perception of facilities/amenities</li> <li>▪ Improved perceived/experienced accessibility</li> <li>▪ Increased affordability of events/entry</li> </ul>	<p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>	

			approaches to crime prevention.			
E5: Design and management of the built and landscaped environment to 'design out crime'.	<ul style="list-style-type: none"> <li>▪ Promoting the active use of streets and public spaces throughout the daytime and evening</li> <li>▪ Improvements to streetlighting</li> <li>▪ Installation of new CCTV</li> </ul>	Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.	<ul style="list-style-type: none"> <li>▪ Amount of public realm created or improved</li> <li>▪ Amount of new or improved cycleways or paths</li> <li>▪ Number of neighbourhood improvements undertaken</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased footfall</li> <li>▪ Increased use of cycleways or paths</li> <li>▪ Improved perception of safety</li> <li>▪ Reduction in neighbourhood crime</li> </ul>	Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.	
E6: Support for local arts, cultural, heritage and creative activities.	<ul style="list-style-type: none"> <li>▪ Funding for maker spaces</li> <li>▪ Funding for local art galleries/museums/libraries for exhibitions</li> <li>▪ Support for displays for artists to showcase work</li> <li>▪ Locally-led music and theatre performances, tours, author events and film screenings</li> <li>▪ Funding for cultural, heritage and creative events</li> <li>▪ Support for outreach/engagement/participatory programmes as part of wider local arts, cultural, heritage and creative activities</li> <li>▪ Support for the establishment/development of cultural/heritage collaborative networks to share knowledge locally</li> </ul>	Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.	<ul style="list-style-type: none"> <li>▪ Number of potential entrepreneurs provided assistance to be business ready</li> <li>▪ Number of organisations receiving financial support other than grants</li> <li>▪ Number of organisations receiving grants</li> <li>▪ Number of organisations receiving non-financial support</li> <li>▪ Number of local events or activities supported</li> <li>▪ Number of volunteering opportunities supported</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jobs created</li> <li>▪ Jobs safeguarded</li> <li>▪ Increased footfall</li> <li>▪ Increased visitor numbers</li> <li>▪ Improved engagement numbers</li> <li>▪ Improved perception of facilities/amenities</li> <li>▪ Number of community-led arts, cultural, heritage and creative programmes as a result of support</li> <li>▪ Improved perception of events</li> </ul>	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap</p>	

						between top performing and other areas closing.
E7: Support for active travel enhancements in the local area.	<ul style="list-style-type: none"> <li>▪ Creation of new foot paths and cycle paths, particularly in areas of health need</li> <li>▪ Upgrading of existing foot paths and cycle paths, particularly in areas of health need</li> </ul>	Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.	<ul style="list-style-type: none"> <li>▪ Amount of new or improved cycleways or paths</li> <li>▪ Number of neighbourhood improvements undertaken</li> <li>▪ Amount of public realm created or improved</li> <li>▪ Number of facilities supported/created</li> <li>▪ Amount of green or blue space created or improved</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased use of cycleways or paths</li> </ul>	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p> <p>Mission 7: By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years</p>	
E8: Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area.	<ul style="list-style-type: none"> <li>▪ Campaigns promoting the local area and its culture/heritage/leisure/visitor offer to residents and visitors</li> <li>▪ Campaigns to encourage visitors from further afield to visit and stay in the region, collaborating with other places where appropriate</li> </ul>	Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.	<ul style="list-style-type: none"> <li>▪ Number of organisations receiving financial support other than grants</li> <li>▪ Number of organisations receiving grants</li> <li>▪ Number of people reached</li> <li>▪ Number of organisations receiving non-financial support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased footfall</li> <li>▪ Increased visitor numbers</li> <li>▪ Increased number of web searches for a place</li> <li>▪ Reduced vacancy rates</li> </ul>	<p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing</p>	

						and other areas closing.
E9: Funding for impactful volunteering and/or social action projects to develop social and human capital in local places.	<ul style="list-style-type: none"> <li>Funding for local volunteering groups, such as youth charities, carers groups or refugee support groups</li> <li>Support for people to develop volunteering and/or social action projects locally</li> </ul>	Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.	<ul style="list-style-type: none"> <li>Number of organisations receiving financial support other than grants</li> <li>Number of organisations receiving grants</li> <li>Number of local events or activities supported</li> <li>Number of volunteering opportunities supported</li> <li>Number of projects</li> <li>Number of organisations receiving non-financial support</li> </ul>	<ul style="list-style-type: none"> <li>Improved engagement numbers</li> <li>Volunteering numbers as a result of support</li> </ul>	Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.	
E10: Funding for local sports facilities, tournaments, teams and leagues; to bring people together.	<ul style="list-style-type: none"> <li>Renovation/maintenance of existing sports facilities</li> <li>Support for community sports leagues</li> <li>Regeneration of an unused area to build sports facilities</li> <li>Creation of new 3G sports pitches and other sports facilities</li> </ul>	Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.	<ul style="list-style-type: none"> <li>Number of facilities supported/created</li> <li>Number of tournaments/leagues/teams supported</li> <li>Levels of participation in sports and recreational activities at facilities that have benefitted from funding (based on registered players/teams)</li> </ul>	<ul style="list-style-type: none"> <li>Improved perception of events</li> <li>Improved perception facilities/amenities</li> <li>Increased users of facilities/amenities</li> </ul>	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p> <p>Mission 7. By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years</p>	
E11: Investment in capacity building and infrastructure support for local civil society	<ul style="list-style-type: none"> <li>Funding for community spaces, such as village halls, libraries or community centres for local civil society and community groups to use.</li> </ul>	Strengthening our social fabric and fostering a sense of local pride and belonging, through	<ul style="list-style-type: none"> <li>Number of organisations receiving financial support other than grants</li> <li>Number of organisations receiving grants</li> </ul>	<ul style="list-style-type: none"> <li>Number of new or improved community facilities as a result of support</li> </ul>	Mission 8: By 2030, well-being will have improved in every area of	



<p>and community groups.</p>	<ul style="list-style-type: none"> <li>Training programmes to support local civil society and community group leaders.</li> </ul>	<p>investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p>	<ul style="list-style-type: none"> <li>Number of organisations receiving non-financial support</li> <li>Number of Tourism, Culture or heritage assets created or improved</li> <li>Number of people attending training sessions</li> <li>Number of facilities supported/created</li> <li>Amount of green or blue space created or improved</li> </ul>	<ul style="list-style-type: none"> <li>Improved engagement numbers</li> </ul>	<p>the UK, with the gap between top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>
<p>E12: Investment in community engagement schemes to support community involvement in decision making in local regeneration.</p>	<ul style="list-style-type: none"> <li>Programmes to encourage participation in local democracy, for example information events on how to become a local councillor or developing youth participation in decision making.</li> </ul>	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p>	<ul style="list-style-type: none"> <li>Number of organisations receiving financial support other than grants</li> <li>Number of organisations receiving grants</li> <li>Number of organisations receiving non-financial support</li> <li>Number of volunteering opportunities supported</li> <li>Number of people reached</li> <li>Number of local events or activities supported</li> </ul>	<ul style="list-style-type: none"> <li>Improved engagement numbers</li> </ul>	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and</p>

						community, will have risen in every area of the UK, with the gap between top performing and other areas closing.
E13: Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.	<ul style="list-style-type: none"> <li>Programmes/campaigns to encourage uptake of energy efficiency measures for homes, including water pumps and increased insulation.</li> </ul>	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.</p>	<ul style="list-style-type: none"> <li>Number of people reached</li> <li>Number of organisations receiving financial support other than grants</li> <li>Number of organisations receiving grants</li> <li>Number of organisations receiving non-financial support</li> <li>Number of households receiving support</li> <li>Number of households supported to take up energy efficiency measures</li> </ul>	<ul style="list-style-type: none"> <li>Greenhouse gas reductions</li> <li>Increased take up of energy efficiency measures</li> </ul>	<p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>	
E14: Funding to support relevant feasibility studies.		<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical,</p>	<ul style="list-style-type: none"> <li>Number of feasibility studies supported</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of projects arising from funded feasibility studies</li> </ul>	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top</p>	

			<p>cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.</p>			<p>performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>
	E15: Investment and support for digital infrastructure for local community facilities.		<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted</p>	<ul style="list-style-type: none"> <li>▪ Number of organisations receiving financial support other than grants</li> <li>▪ Number of organisations receiving grants</li> <li>▪ Number of organisations receiving non-financial support</li> <li>▪ Number of facilities supported/created</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of new or improved community facilities as a result of support</li> <li>▪ Improved perception of facility/infrastructure project</li> <li>▪ Number of premises with improved digital connectivity</li> </ul>	<p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>

Investment Priority	Interventions	Example projects	Objectives	Indicative Outputs	Indicative Outcomes	LUWP Missions
Supporting Local Business	E16: Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses.	<ul style="list-style-type: none"> <li>Funding to support the establishment and ongoing running of a new open air market</li> <li>Business support activity for entrepreneurs</li> </ul>	<p>improvements to the built environment and innovative approaches to crime prevention.</p> <p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>	<ul style="list-style-type: none"> <li>Number of local markets supported</li> <li>Number of businesses receiving financial support other than grants</li> <li>Number of businesses receiving non-financial support</li> <li>Number of businesses receiving grants</li> <li>Number of potential entrepreneurs provided assistance be business ready</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> <li>Number of new businesses created</li> <li>Increased footfall</li> <li>Increased visitor numbers</li> <li>Reduced vacancy rates</li> <li>Improved perception of markets</li> <li>Increased business sustainability</li> <li>Increased number of businesses supported</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>
	E17: Funding for the development and	<ul style="list-style-type: none"> <li>Development of local visitor trails and tours</li> </ul>	Creating jobs and boosting	<ul style="list-style-type: none"> <li>Number of businesses receiving grants</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> </ul>	Mission 1: By 2030, pay,

<p>promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally.</p>	<ul style="list-style-type: none"> <li>▪ Grants for the development, promotion and upkeep of local tourist attractions</li> <li>▪ Development of other local visitor experiences based around the local offer</li> </ul>	<p>community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p>	<ul style="list-style-type: none"> <li>▪ Number of businesses receiving financial support other than grants</li> <li>▪ Number of businesses receiving non-financial support</li> <li>▪ Number of Tourism, Culture or heritage assets created or improved</li> <li>▪ Number and m2 of commercial buildings developed or improved</li> <li>▪ Number of people reached</li> <li>▪ Number of local events or activities supported</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased footfall</li> <li>▪ Increased visitor numbers</li> <li>▪ Increase in visitor spending</li> <li>▪ Increased amount of investment</li> <li>▪ Improved perception of attractions</li> </ul>	<p>employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>
<p>E18: Supporting Made Smarter Adoption: Providing tailored expert advice, matched grants and leadership training to enable manufacturing SMEs to adopt industrial digital technology solutions including artificial intelligence; robotics</p>	<ul style="list-style-type: none"> <li>▪ Wraparound support to help SME manufacturers adopt industrial digital technology solutions such as AI and robotics</li> <li>▪ Impartial, expert advice to support business planning and digital roadmapping</li> <li>▪ Specialist leadership and management training focused on industrial digitalisation with an emphasis on peer learning, network building and collaboration</li> </ul>	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible</p>	<ul style="list-style-type: none"> <li>▪ Number of businesses receiving grants</li> <li>▪ Number of businesses receiving financial support other than grants</li> <li>▪ Number of businesses receiving non-financial support</li> <li>▪ Number of people attending training sessions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of businesses introducing new products to the firm</li> <li>▪ Number of organisations engaged in new knowledge transfer activity</li> <li>▪ Number of premises with improved digital connectivity</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive</p>

	<p>and autonomous systems; additive manufacturing; industrial internet of things; virtual reality; data analytics. The support is proven to leverage high levels of private investment into technologies that drive growth, productivity, efficiency and resilience in manufacturing.</p>	<ul style="list-style-type: none"> <li>▪ Match funded grants to enable firms to buy and implement new industrial digital technology solutions</li> </ul>	<p>improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>		<ul style="list-style-type: none"> <li>▪ Number of businesses adopting new to the firm technologies or processes</li> <li>▪ Increased amount of investment</li> </ul>	<p>city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&amp;D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p>
	<p>E19: Increasing investment in research and development at the local level. Investment to support the diffusion of innovation knowledge and activities. Support the commercialisation</p>	<ul style="list-style-type: none"> <li>▪ Research and development grants for local organisations, for example universities</li> <li>▪ Grants to encourage and support partnership working between organisations locally and regionally</li> </ul>	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support</p>	<ul style="list-style-type: none"> <li>▪ Number of potential entrepreneurs provided assistance to be business ready</li> <li>▪ Number of businesses receiving financial support other than grants</li> <li>▪ Number of businesses receiving grants</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of new to market products</li> <li>▪ Number of new businesses created</li> <li>▪ Number of organisations engaged in new knowledge transfer activity</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each</p>

<p>of ideas, encouraging collaboration and accelerating the path to market so that more ideas translate into industrial and commercial practices.</p>	<ul style="list-style-type: none"> <li>Funding to support the development of sector clusters and high growth ecosystems</li> </ul>	<p>for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>	<ul style="list-style-type: none"> <li>Number of businesses receiving non-financial support</li> </ul>	<ul style="list-style-type: none"> <li>Increased amount of low or zero carbon energy infrastructure installed</li> <li>Greenhouse gas reductions</li> <li>Number of businesses adopting new to the firm technologies or processes</li> <li>Number of businesses with improved productivity</li> <li>Number of businesses introducing new products to the firm</li> </ul>	<p>containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&amp;D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p>
<p>E20: Research and development grants supporting the development of innovative products and services.</p>	<ul style="list-style-type: none"> <li>Research and development grants for new product, services and markets</li> </ul>	<p>Creating jobs and boosting community cohesion, through investments that build on existing</p>	<ul style="list-style-type: none"> <li>Number of businesses receiving grants</li> <li>Number of businesses receiving financial support other than grants</li> </ul>	<ul style="list-style-type: none"> <li>Number of new to market products</li> <li>Number of R&amp;D active businesses</li> <li>Number of businesses adopting new to the</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen</p>

			<p>industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>	<ul style="list-style-type: none"> <li>Number of businesses receiving non-financial support</li> </ul>	<p>firm technologies or processes</p> <ul style="list-style-type: none"> <li>Increased amount of investment</li> <li>Number of organisations engaged in new knowledge transfer activity</li> <li>Number of businesses adopting new or improved products or services</li> </ul>	<p>in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&amp;D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p>
E21: Funding for the development and support of appropriate	<ul style="list-style-type: none"> <li>Funding for innovation and technology facilities in the local area</li> </ul>	Creating jobs and boosting community	<ul style="list-style-type: none"> <li>Number of businesses receiving non-financial support</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> </ul>	Mission 1: By 2030, pay, employment	



	<p>innovation infrastructure at the local level.</p>		<p>cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>	<ul style="list-style-type: none"> <li>▪ Number of businesses receiving financial support other than grants</li> <li>▪ Number of potential entrepreneurs provided assistance to be business ready</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of new businesses created</li> <li>▪ Number of businesses adopting new to the firm technologies or processes</li> <li>▪ Number of businesses with improved productivity</li> <li>▪ Number of new to market products</li> <li>▪ Number of businesses introducing new products to the firm</li> </ul>	<p>and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&amp;D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p>
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	<p>E22: Investing in enterprise infrastructure and employment/innovation site development projects. This can help to unlock site development projects which will support growth in places.</p>	<ul style="list-style-type: none"> <li>▪ Funding to support the development of new business sites</li> <li>▪ Accelerator and incubator provision to support businesses to innovate, scale and reach new investment</li> </ul>	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and</p>	<ul style="list-style-type: none"> <li>▪ Number of businesses receiving financial support other than grants</li> <li>▪ Number of businesses receiving grants</li> <li>▪ Number of businesses receiving non-financial support</li> <li>▪ Amount of rehabilitated land or premises</li> <li>▪ Number and m2 of commercial buildings developed or improved</li> <li>▪ Number of potential entrepreneurs provided assistance to be business ready</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jobs created</li> <li>▪ Jobs safeguarded</li> <li>▪ Number of new businesses created</li> <li>▪ Reduced vacancy rates</li> <li>▪ Number of premises with improved digital connectivity</li> <li>▪ Number of businesses adopting new to the firm technologies or processes</li> <li>▪ Increased amount of investment</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&amp;D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and</p>
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			techniques, and start or grow their exports.			productivity growth.
	E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.	<ul style="list-style-type: none"> <li>▪ Strengthening local entrepreneurial ecosystems and connecting businesses to wider support on, for example, innovation, trade and skills</li> <li>▪ Establishing local peer-to-peer networking/support and learning to improve sharing of best practice</li> <li>▪ Development of evidence-based regional entrepreneurial support, led by entrepreneurs, risk capital providers, corporates, academia and government</li> </ul>	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy</p>	<ul style="list-style-type: none"> <li>▪ Number of potential entrepreneurs provided assistance to be business ready</li> <li>▪ Number of businesses receiving financial support other than grants</li> <li>▪ Number of businesses receiving grants</li> <li>▪ Number of businesses receiving non-financial support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jobs created</li> <li>▪ Jobs safeguarded</li> <li>▪ Number of new businesses created</li> <li>▪ Number of businesses adopting new to the firm technologies or processes</li> <li>▪ Increased number of businesses engaged in new markets</li> <li>▪ Number of businesses with improved productivity</li> <li>▪ Number of businesses introducing new products to the firm</li> </ul>	Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.

			efficient and low carbon technologies and techniques, and start or grow their exports.			
	<p>E24: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise (including social enterprise) which can support entrepreneurs and start-ups through the early stages of development and growth by offering a combination of services including account management, advice, resources, training, coaching, mentorship and access to workspace.</p>	<ul style="list-style-type: none"> <li>▪ Funding to establish a new local business accelerator/growth programme</li> <li>▪ Funding to support local business support offers</li> </ul>	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-</p>	<ul style="list-style-type: none"> <li>▪ Number of businesses receiving grants</li> <li>▪ Number of businesses receiving financial support other than grants</li> <li>▪ Number of businesses receiving non-financial support</li> <li>▪ Number of potential entrepreneurs provided assistance to be business ready</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jobs created</li> <li>▪ Jobs safeguarded</li> <li>▪ Number of new businesses created</li> <li>▪ Number of businesses adopting new to firm technologies or processes</li> <li>▪ Increased amount of investment</li> <li>▪ Number of businesses introducing new products to the firm</li> <li>▪ Number of organisations engaged in new knowledge transfer activity</li> <li>▪ Number of early stage firms which increase their revenue following support</li> <li>▪ Number of R&amp;D active business</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&amp;D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector</p>

			firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.			investment over the long term to stimulate innovation and productivity growth.
E25: Grants to help places bid for and host international business events and conferences that support wider local growth sectors.	<ul style="list-style-type: none"> <li>Grants to bid for, secure and hold a conference for a leading sector locally</li> </ul>	<p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>	<ul style="list-style-type: none"> <li>Number of businesses receiving financial support other than grants</li> <li>Number of businesses receiving grants</li> <li>Number of businesses receiving non-financial support</li> <li>Number of events/participatory programmes</li> </ul>	<ul style="list-style-type: none"> <li>Increased visitor numbers</li> <li>Increased number of businesses engaged in new markets</li> <li>Increased amount of investment</li> <li>Increased number of businesses supported</li> <li>Number of organisations engaged in new knowledge transfer activity</li> </ul>	Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.	
E26: Support for growing the local social economy, including community businesses,	<ul style="list-style-type: none"> <li>Training schemes for local people looking to set up a new co-operative business</li> </ul>	<p>Creating jobs and boosting community cohesion, through investments that build on existing</p>	<ul style="list-style-type: none"> <li>Number of people attending training sessions</li> <li>Number of businesses receiving financial support other than grants</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> <li>Number of new businesses created</li> </ul>	Mission 1: By 2030, pay, employment and productivity will have risen	

<p>cooperatives and social enterprises.</p>		<p>industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p>	<ul style="list-style-type: none"> <li>▪ Number of businesses receiving grants</li> <li>▪ Number of businesses receiving non-financial support</li> <li>▪ Number of potential entrepreneurs provided assistance to be business ready</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased number of businesses engaged in new markets</li> <li>▪ Increased amount of investment</li> </ul>	<p>in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p>
<p>E27: Funding to develop angel investor networks nationwide.</p>	<ul style="list-style-type: none"> <li>▪ Funding to establish a local angel investor network</li> </ul>	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through</p>	<ul style="list-style-type: none"> <li>▪ Number of angel investors in the local area</li> <li>▪ Number of businesses receiving angel investment</li> <li>▪ Number of businesses receiving financial support other than grants</li> <li>▪ Number of businesses receiving grants</li> <li>▪ Number of angel investors engaged</li> <li>▪ Number of potential entrepreneurs provided assistance to be business ready</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jobs created</li> <li>▪ Number of new businesses created</li> <li>▪ Increased number of businesses engaged in new markets</li> <li>▪ Increased business sustainability</li> <li>▪ Increased amount of investment</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic</p>

			<p>interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>			<p>public investment in R&amp;D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p>
	<p>E28: Export Grants to support businesses to grow their overseas trading, supporting local employment.</p>	<ul style="list-style-type: none"> <li>DIT Internationalisation Fund, which provided match funding grants of up to £9,000 per business to enable them to fund support for an agreed export strategy. The DIT-funded International Trade Adviser network acts as the entry point to support businesses in developing their export strategy and applying to the Internationalisation Fund.</li> </ul>	<p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>	<ul style="list-style-type: none"> <li>Number of businesses receiving grants</li> <li>Number of businesses engaged in new markets</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> <li>Number of businesses increasing their export capability</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p>

	<p>E29: Supporting decarbonisation and improving the natural environment whilst growing the local economy. Taking a whole systems approach to invest in infrastructure to deliver effective decarbonisation across energy, buildings and transport and beyond, in line with our legally binding climate target. Maximising existing or emerging local strengths in low carbon technologies, goods and services to take advantage of the growing global opportunity.</p>	<ul style="list-style-type: none"> <li>▪ Funding for net zero initiatives for local business</li> </ul>	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and</p>	<ul style="list-style-type: none"> <li>▪ Number of businesses receiving financial support other than grants</li> <li>▪ Number of businesses receiving grants</li> <li>▪ Number of businesses receiving non-financial support</li> <li>▪ Amount of low or zero carbon energy infrastructure installed</li> <li>▪ Number of decarbonisation plans developed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jobs created</li> <li>▪ Jobs safeguarded</li> <li>▪ Number of new businesses created</li> <li>▪ Number of premises with improved digital connectivity</li> <li>▪ Greenhouse gas reductions</li> <li>▪ Number of businesses adopting new to the firm technologies or processes</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&amp;D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and</p>
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			techniques, and start or grow their exports.			productivity growth.
	E30: Business support measures to drive employment growth, particularly in areas of higher unemployment.		Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.	<ul style="list-style-type: none"> <li>▪ Number of businesses receiving financial support other than grants</li> <li>▪ Number of businesses receiving non-financial support other than grants</li> <li>▪ Number of businesses receiving non-financial support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jobs created</li> <li>▪ Increased number of businesses supported</li> <li>▪ Increased business sustainability</li> </ul>	Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.
	E31: Funding to support relevant feasibility studies.		<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to</p>	<ul style="list-style-type: none"> <li>▪ Number of feasibility studies supported</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased number of projects arising from funded feasibility studies</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&amp;D outside of the Greater South East will</p>

			<p>share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>			<p>increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p>
	<p>E32: Investment in resilience infrastructure and nature based solutions that protect local businesses and community areas from natural hazards including flooding and coastal erosion.</p>	<ul style="list-style-type: none"> <li>Funding for schemes that better protect local businesses from flooding and coastal erosion</li> </ul>	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through</p>	<ul style="list-style-type: none"> <li>Number of properties better protected from flooding and coastal erosion</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> <li>Increased number of properties better protected from flooding and coastal erosion</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p>

Investment Priority	Interventions	Example projects	Objectives	Indicative Outputs	Indicative Outcomes	LUWP Missions
<p><b>People and Skills</b></p>	<p><b><i>Supporting economically inactive people to overcome barriers to work by providing cohesive, locally tailored support including access to basic skills.</i></b></p>					
	<p>E33: Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills (digital, English, maths* and ESOL) support where there are local provision gaps.</p> <p>This provision can include project promoting the importance of work to help people to live healthier and more independent lives, alongside building future financial resilience and wellbeing. Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better integration for those benefitting from ESOL support.</p>	<ul style="list-style-type: none"> <li>▪ Personalised and intensive support delivered through keyworkers, including referrals to relevant local training, skills and specialised support</li> <li>▪ Areas investing in the keyworker function may also procure additional services, offering life skills and basic skills support, where there are gaps in local provision</li> <li>▪ Basic skills delivered in alternative or novel settings. Maths and English up to Level 1, ESOL courses and essential digital skills</li> <li>▪ Supported employment provision and placements for individuals with health and disability needs, including person-centred vocational profiling</li> <li>▪ Support groups for people with similar health barriers to share personal experiences, coping strategies, or information about their conditions</li> <li>▪ Counselling and advice services, including tailored work-focused mental health support, to help individuals with coping strategies and support plans for transition into work</li> <li>▪ Financial support to enrol onto courses and complete qualifications, debt advice to help manage money, housing support, financial support for clothes or travel, and childcare support</li> </ul>	<p>Supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support, including access to basic skills.</p>	<ul style="list-style-type: none"> <li>▪ Number of economically inactive people engaging with keyworker support services</li> <li>▪ Number of economically inactive people supported to engage with the benefits system</li> <li>▪ Number of socially excluded people accessing support</li> <li>▪ Number of people supported to access basic skills</li> <li>▪ Number of people accessing mental and physical health support leading to employment</li> <li>▪ Number of people supported to engage in job-searching</li> <li>▪ Number of people receiving support to gain employment</li> <li>▪ Number of people receiving support to sustain employment</li> <li>▪ Effective working between keyworkers and additional services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of economically inactive individuals in receipt of benefits they are entitled to following support</li> <li>▪ Increased active or sustained participants of UKSPF beneficiaries in community groups (and/or) increased employability through development of interpersonal skills</li> <li>▪ Increased proportion of participants with basic skills (English, maths, digital and ESOL)</li> <li>▪ Number of people in supported employment (and) number of people engaging with mainstream healthcare services</li> <li>▪ Number of people sustaining engagement with keyworker support and additional services</li> <li>▪ Number of people engaged in job-searching following support</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p>

<p>Expected cohorts include, but are not limited to people aged over 50, people with a disability and health condition, women, people from an ethnic minority, young people not in education, employment or training and people with multiple complex needs (homeless, care leavers, ex/offenders, people with substance abuse problems and victims of domestic violence).</p> <p>*via Multiply.</p>	<ul style="list-style-type: none"> <li>▪ Enrichment activities for the socially isolated delivered in community centres such as sports, arts and other interactive activities. Volunteering and work experience opportunities to improve opportunities and promote wellbeing</li> <li>▪ Referrals to services that offer a holistic approach to substance misuse treatment</li> <li>▪ Specialist outreach for housing or those with criminal backgrounds</li> <li>▪ Person-centred emotional, practical or financial support for carers, and advice on how to balance caring and work responsibilities, or support around health and wellbeing</li> </ul>			<ul style="list-style-type: none"> <li>▪ Number of people in employment, including self-employment, following support</li> <li>▪ Number of people sustaining employment for 6 months</li> <li>▪ Increased employment, skills and/or UKSPF objectives incorporated into local area corporate governance</li> </ul>	
<p><b>Supporting people furthest from the labour market through access to basic skills.</b></p>					
<p>E34: Courses including basic skills (digital, English, maths (via Multiply) and ESOL), and life skills and career skills** provision for people who are unable to access training through the adult education budget or wrap around support detailed above. Supplemented by financial support for learners to enrol onto courses and complete qualifications.</p> <p>Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better</p>		<p>Supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support, including access to basic skills.</p>	<ul style="list-style-type: none"> <li>▪ Number of people supported to engage in life skills</li> <li>▪ Number of people supported onto a course through providing financial support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of people in education/training</li> <li>▪ Number of people in employment, including self-employment, following support</li> <li>▪ Increased number of people with basic skills (English, maths, digital and ESOL)</li> <li>▪ Fewer people facing structural barriers into employment and into skills provision</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 6: By 2030, the number of people successfully completing high-quality</p>

<p>integration for those benefitting from ESOL support.</p> <p>**where not being met through Department for Work and Pensions provision.</p>					<p>skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.</p>
<p>E35: Activities such as enrichment and volunteering to improve opportunities and promote wellbeing.</p>		<p>Supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support, including access to basic skills.</p>	<ul style="list-style-type: none"> <li>▪ Number of people supported to participate in education</li> <li>▪ Number of volunteering opportunities supported</li> <li>▪ Number of people taking part in work experience programmes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased number of people familiarised with employers' expectations, including, standards of behaviour in the workplace</li> <li>▪ Fewer people facing structural barriers into employment and into skills provision</li> </ul>	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p>
<p>E36: Intervention to increase levels of digital inclusion, with a focus on essential digital skills, communicating the benefits of getting (safely) online, and in-community support to provide users with the confidence and trust to stay online.</p>	<ul style="list-style-type: none"> <li>▪ Support for activities to increase people's motivation and confidence in getting online, such as through Bring Your Own Device sessions at libraries</li> <li>▪ Provision of devices for digitally excluded people, accompanied by essential digital skills courses delivered at local community centres or libraries</li> </ul>	<p>Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more</p>	<ul style="list-style-type: none"> <li>▪ Number of people supported to access basic skills</li> <li>▪ Number of people supported to engage in life skills</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of people gaining a qualification following support</li> </ul>	<p>Mission 6: By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to</p>

			intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.			200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
<b>Skills to progress in work and to fund local skills needs.</b>						
E37: Tailored support to help people in employment, who are not supported by mainstream provision to address barriers to accessing education and training courses.		Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.	<ul style="list-style-type: none"> <li>Number of people supported to participate in education</li> <li>Number of people retraining</li> <li>Number of people in employment engaging with the skills system</li> </ul>	<ul style="list-style-type: none"> <li>Number of people gaining qualifications, licences and skills</li> </ul>	Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.	
E38: Support for local areas to fund local skills needs. This includes technical and vocational qualifications and courses up to level 2		Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local	<ul style="list-style-type: none"> <li>Number of people receiving support to gain a vocational licence</li> </ul>	<ul style="list-style-type: none"> <li>Number of people in education/training</li> <li>Number of people in employment, including self-employment, following support</li> </ul>	Mission 6: By 2030, the number of people successfully completing high-quality	

	<p>and training for vocational licences relevant to local area needs and high-value qualifications where there is a need for additional skills capacity that cannot be met through mainstream funding.</p>		<p>adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.</p>		<ul style="list-style-type: none"> <li>Number of economically active individuals engaged in mainstream skills education and training</li> </ul>	<p>skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.</p>
<p>E39: Green skills courses targeted around ensuring we have the skilled workforce to achieve the government's net zero and wider environmental ambitions.</p>	<ul style="list-style-type: none"> <li>Increased number of people developing their skills to deliver local environmental priorities, such as those set out in Local Nature Recovery Strategies. Relevant courses could include environmental conservation or forestry operative apprenticeships, or Agriculture, Land Management and Production T Levels</li> </ul>	<p>Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.</p>	<ul style="list-style-type: none"> <li>Number of people receiving support to gain employment</li> </ul>	<ul style="list-style-type: none"> <li>Number of people gaining a qualification following support</li> <li>Number of people in employment, including self-employment, following support</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 6: By 2030, the number of people successfully completing high-quality</p>	

						skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
E40: Retraining support for those in high carbon sectors.	<ul style="list-style-type: none"> <li>▪ Courses targeted at employees from local high carbon sectors to develop their existing skills in lower-carbon alternatives</li> </ul>	Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.	<ul style="list-style-type: none"> <li>▪ Number of people receiving support to gain employment</li> <li>▪ Number of people attending training sessions</li> <li>▪ Number of people retraining</li> <li>▪ Number of people receiving support to sustain employment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of people gaining a qualification following support</li> <li>▪ Number of people in employment, including self-employment, following support</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 6: By 2030, the number of people successfully completing high-quality</p>	



						skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
E41: Funding to support local digital skills.	<ul style="list-style-type: none"> <li>Developing a community digital skills pathway programme</li> </ul>	Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.	<ul style="list-style-type: none"> <li>Number of people supported to engage in life skills</li> </ul>	<ul style="list-style-type: none"> <li>Number of people gaining a qualification following support</li> <li>Number of people engaged in life skills support following interventions</li> </ul>	Mission 6: By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing	

							courses in the lowest skilled areas.
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**Meeting** Executive  
**Portfolio Area** All  
**Date** 12 July 2022



## **CORPORATE PERFORMANCE QUARTER FOUR AND ANNUAL REPORT 2021/22, AND CORPORATE PERFORMANCE SUITE FOR 2022/23**

### **KEY DECISION**

**Authors** Ben Threadgold  
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### **1 PURPOSE**

- 1.1 The purpose of this report is to highlight the council's performance across key priorities and themes for the past year through the Annual Report 2021/22, including a particular focus on quarter four performance.
- 1.2 This report also proposes the Future Town, Future Council Cooperative Corporate Plan Priorities and the Corporate Performance Suite for 2022/23.
- 1.3 For Members information, a presentation will be provided at the Executive meeting which will cover updates in relation to delivery against FTFC

Cooperative Corporate Plan Priorities and the key themes resulting from the performance indicator information.

## 2 RECOMMENDATIONS

- 2.1 That the draft Annual Report 2021/22 (Appendix 1) and summary action plan (Appendix 2) are agreed, subject to any changes discussed at the meeting and with final sign off delegated to the Chief Executive after consultation with the Leader of the Council.
- 2.2 That the significant progress in the delivery of priorities which form the Future Town, Future Council Programme and strong performance of the Council across the key themes for quarter four 2021/22, together with the latest achievements, be noted (see Appendix 3).
- 2.3 That the performance challenges in relation to housing voids, garages, homelessness services and customer service are noted, and the planned measures to improve performance are endorsed (see Appendix 4).
- 2.4 That the proposed Corporate Performance Suite 2022/23 (Appendix 6) is agreed.
- 2.5 That the Executive Action Tracker at Appendix 7 be noted.

## 3 CONTEXT

- 3.1 Each year, the council agrees its key outcomes and priorities for the town and the council during the coming 12 months. These are framed within the Future Town Future Council (FTFC) Cooperative Corporate Plan, with delivery driven through service areas and the FTFC programme as shown in Figure 1.

Figure 1 - Future Town Future Council Programme



- 3.2 Throughout 2021/22 the council has continued to make significant progress in delivering its ambitions under the Future Town Future Council programme. Overall performance this year has once again been very good with over half

our stretching indicators meeting or exceeding their targets. Continued effort is being applied to areas where improvements are needed, including re-focusing resources on specific action plans. This report sets out these achievements and areas of focus in more detail.

- 3.3 The achievements and challenges this year should be considered in the context of another particularly challenging year for Stevenage residents, businesses and the council. This has included:
- 3.3.1 The ongoing COVID-19 pandemic, with case rates still on the rise nationally and continuing impacts on the availability and costs of materials and goods despite the move to recovery and the whole world learning to live with the disease.
  - 3.3.2 The significant increases in the cost of living, caused by rising prices for fuel, energy, utility, rent / mortgages, food and other household expenses.
  - 3.3.3 The impact of the war in Ukraine, impacting on the availability and cost of fuel, energy, utility, food and construction materials as well as increased risk of cyber threats and interruptions to the supply of goods, services and labour.
  - 3.3.4 The displacement of significant numbers of refugees, predominantly from Ukraine, Afghanistan and Syria, and the determination locally to meet the needs of any who arrive in the town under various government visa schemes.
  - 3.3.5 Continuing reductions in council funding from central government, exacerbated by difficult business environment impacting business rates and inflation now rising significantly.
- 3.4 It is highly likely that these issues will continue throughout 2022/23, and will continue to impact on the demand for and delivery of council services, and the achievement of priority programmes. These impacts will be closely monitored by Members and Officers, and reported to the Executive as appropriate.
- 3.5 With the aforementioned in mind, the Council should be rightly proud of its achievements in the past year. The need to address the General Fund budget gap was recognised when the budget for 2022/23 was approved earlier this year and work is being undertaken to develop options for Members to consider ahead of a related report being presented to the Executive in September 2022.

## **4 QUARTER 4 CORPORATE PERFORMANCE**

- 4.1 A summary of progress against the FTFC Programme is attached at Appendix 3. The key highlights this quarter have also been included in the Annual Report 2021/22.

- 4.2 In addition to tracking progress against the delivery of the FTFC Programme, performance across all Council services is monitored throughout the year to highlight achievements and identify areas for improvement.
- 4.3 Results for the full set of current corporate performance measures are attached at Appendix 5. The overview of these results for April 2021 to March 2022 are outlined below:

Number of Measures Reported	Meeting or exceeding target	Amber Status (within a manageable tolerance)	Red Status (urgent improvement action required)	Missing Data
46	29	3	14	0

- 4.4 Three community safety partnership measures are also monitored through the Corporate Performance Suite. The data for these measures is provided by the Police and HCC.
- 4.5 Further to this 9 additional measures have been baselined in 2021/22 (see Appendix 5). These have now been introduced into the proposed Corporate Performance Suite 2022/23 (see Appendix 6).

### Spotlights and Areas for Improvement

- 4.6 Council teams continue to be focused and engaged on delivery of the agreed priorities, from creating new social and affordable housing, to driving forward the transformation of the town centre and embedding the cooperative neighbourhoods approach.
- 4.7 Key performance highlights for Quarter 4 include:
- 4.7.1 There were 62 homelessness preventions against a target of 40
  - 4.7.2 36% of household waste was sent for reuse, recycling and composting
  - 4.7.3 Garage Voids achieved target for the first time in 10 quarters
  - 4.7.4 There were 11 new business start-ups in the Business Technology Centre against a target of 6
  - 4.7.5 It took on average 2.86 days to process new housing benefit claims and change events against a target of 10 days
- 4.8 The Council is also focusing on areas of challenging performance, and considering how to address them whilst continuing to provide services and support residents.
- 4.9 Four main areas of challenge were reported to be at red or amber status for Quarter 4, namely Temporary Accommodation, Housing Voids, Garages and Customer Services.

- 4.10 These are the same four main areas that have been a focus throughout the year, and officer Performance Clinics have been held over the last two quarters. Each performance clinic has included attendees from all relevant service areas. These sessions have considered performance data, related issues, actions planned and in place, and future forecasting. Each service area has developed an improvement plan, the implementation of which will be the responsibility of the relevant Assistant Director(s).
- 4.11 The improvement activities outlined in Appendix 4 have been identified for ongoing attention by the Senior Leadership Team to maintain a strong focus on performance improvement.
- 4.12 Appendix 4 sets out in more detail the impact of the challenges the Council faces and the proposed actions that are being implemented to address them. Whilst it will take time for the impact of some of these mitigations to materialise, there are already positive signs against some of the measures. The ongoing scrutiny from Members and officers should ensure that meaningful and sustained progress is achieved over the coming months.

## **5 ANNUAL REPORT**

- 5.1 The Annual Report 2021/22 (see Appendix 1) is an external-facing document which sets out the council's progress in delivering excellent services and achieving key priorities for Stevenage.
- 5.2 Please note that a fully designed version of the Annual Report will be published as an addendum prior to the Executive meeting.
- 5.3 The content of the Annual Report 2021/22 has been structured around existing and current local considerations and pressures; service performance across the 8 business units; and the five FTFC themes of the Corporate Plan:

### Local considerations

- Responding to COVID
- Cost of Living
- Delivering for Stevenage (Service performance across the 8 Business Units)

### FTFC Themes

- Transforming Our Town
- More Social and Affordable Homes
- Working Co-operatively Within Our Neighbourhoods
- A Clean, Green, Safe and Thriving Town
- Making Your Money Count

- 5.4 Particular highlights this year include:

- 5.4.1 Successfully launching the Town Square regeneration (in partnership with Co-Space launch) and a re-opening of the Visitors Centre in September 2021.
- 5.4.2 Delivery of the Queensway mixed-use scheme and completed construction of the new bus interchange which opened in late spring 2022.
- 5.4.3 Reinvestment into more affordable and social homes through the private sale of properties at Ditchmore Lane, Symonds Green and DeHavilland House.
- 5.4.4 Successfully securing £715,000 of Community Renewal Funding to help deliver the council's Community Wealth Building ambitions. The funding will be used to redirect wealth back into the local economy.
- 5.4.5 Launching the Stevenage Equalities Commission to undertake a strategic assessment of the nature, extent, causes and impact of race inequality in Stevenage, and published a new Equality, Diversity and Inclusion Strategy following public consultation.
- 5.4.6 Completing ward walkabouts in all Co-operative Neighbourhood areas with over 500 conversations collated as part of the pop up event activities – the findings will be used to inform community and neighbourhood priorities for 2022/23.
- 5.4.7 Completing 870 visits to businesses to provide advice on COVID controls in accordance with business restrictions.
- 5.4.8 Securing over £200,000 funding from the local Health Protection Board to support the local Voluntary, Community and Social Enterprise (VCSE) sector to help manage the ongoing impact of community transmission of Covid-19, increase vaccine take up and to help build a response to emerging health inequalities.
- 5.4.9 Providing food bank stock to 14 voluntary groups and supporting 16 local schools to supply lunch, healthy snacks, shoes and clothing to children, as well as providing onsite food banks and supermarket vouchers to struggling families.
- 5.4.10 Providing secure tenancies to 232 new council tenants and temporary accommodation to 362 new tenants (including through our Housing First scheme).



- 5.4.11 Planting an additional acre of woodland in the north of Fairlands Valley Park, Managed around 33 ha of meadow grasslands for wildlife, and successfully retaining 5 Green Flag Awards confirming the high quality of local parks
- 5.4.12 Agreeing and publishing a Climate Change Strategy, and associated Action Plan.
- 5.4.13 Helping 594 residents receive crisis intervention and support through the No More Service (Adults and Youth) programme, and providing 23 safe spaces for families and supporting 53 families through the Stevenage Women's Refuge.
- 5.4.14 Re-opening our Play Centres following covid / lockdown-related closures and achieving 5,405 sessional visits since then.
- 5.4.15 Working with 105 young people across three outreach pop-up events during the summer period, and 106 young people at basketball roadshows during the summer half-term and school summer holiday as part of the Stevenage Young Person Health Hub.
- 5.4.16 Providing £12.4 million in business rate relief and £6.2 million in business grants to local business that have been adversely impacted by the Covid-19 pandemic.
- 5.4.17 Awarding £6.1 million from the Council Tax Support Scheme to help eligible households reduce the cost of their council tax liability.
- 5.5 In addition to outlining achievements across the range of Council services and the FTFC programme, the Annual Report also summarises key priorities for 2022/23. These priorities were agreed by the Executive at its meeting in June, and will form the basis of quarterly reporting to the Executive on both FTFC programme delivery and corporate performance throughout the coming year.
- 5.6 To ensure effective communication of the Annual Report, a new approach has been taken which uses a mix of infographics and photographs. This helps to make the report more visually appealing, easier to digest and more engaging for the reader.
- 5.7 A benefit of the inclusion of infographics is that the Council can use these in other forms of media. Snapshots of information will work well when communicating messages via social media (for example) and so the infographics will be used across a variety of media in the coming year.

- 5.8 Delivery will continue in line with the priorities outlined in the Annual Report 2021/22 (Appendix 1), and resources will be allocated to ensuring new activity identified can commence alongside existing priorities and core services.
- 5.9 The full list of priorities for 2022/23 was agreed by the Executive at its meeting in June 2022, including a particular focus on:
- 5.9.1 Continuing to deliver against the pillars of the Future Town Future Council Programme: Transforming Our Town Centre; More Social and Affordable Housing; Cooperative Neighbourhoods; Making Your Money Count; Clean, Green, Safe and Thriving Town.
  - 5.9.2 Corporate and Business Unit Priorities, including completing the procurement of a new leisure management contract; meeting all new requirements of the Social Housing Regulator; embedding our approach to equality, diversity and inclusion; implementing our Workforce Strategy; reviewing and updating our Housing Revenue Account Business Plan; and producing a new Corporate Plan.
- 5.10 The Senior Leadership Team will continue to closely monitor the impact of the cost of living crisis on performance across all service areas during 2022/23, working with the Cost of Living Member Working Party. This will help to understand and mitigate where possible the level of impact on residents, business and the council and inform where activity and resources need to be allocated.
- 5.11 In addition, the development and implementation of the ICT Strategy will continue to be monitored by the IT Shared Service Partnership Board to ensure that services are delivered that meet customer needs and are fit for the future. This will also be informed by the recent review of the strategy that has been undertaken.
- 5.12 Subject to its agreement at this meeting, the proposed Corporate Performance Suite 2022/23 will form the basis of quarterly performance reports to Executive throughout 2022/23. The proposed measures and targets have been fully reviewed to ensure they remain relevant.
- 5.13 There are no significant changes to measures proposed for 2022/23, reflecting our continuing focus on the same priorities for Stevenage. Some targets have been amended to ensure they remain stretching but also realistic, reflecting current levels of performance, the anticipated impact of service improvement actions and pressures, and trajectories for improvement where necessary.
- 5.14 The Council's approach to performance management and monitoring allows the organisation to proactively identify issues and challenges and ensure prompt management intervention. The fluid nature of the framework enables the Senior Leadership Team to amend targets to ensure that they continue to reflect revisions to service delivery models where necessary and to support and drive forward additional improvements in services for the benefit of internal and external customers.

- 5.15 The performance management approach will also be reviewed in consultation with the new Portfolio Holder over the coming months.

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

- 6.1 The information presented in this report is collated from a wide variety of sources, including consultation and engagement activity with residents, partner organisations and with officers and members, and management information from the frequent monitoring of council performance and FTFC programme delivery.
- 6.2 This report aims to give Executive an overview of the achievements the Council has made during the last 12 months, with a particular focus on the previous quarter. It also identifies (through the Annual Report at Appendix 2) the priorities for 2022/23 as previously agreed by Executive at its meeting in June 2022, along with plans for continued improvements in some areas to ensure the Council is fit for the future.
- 6.3 The Senior Leadership Team and Service Managers have been consulted to determine the appropriate content and to identify the key achievements.

## **7 IMPLICATIONS**

### **7.1 Financial Implications**

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

### **7.2 Legal Implications**

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

### **7.3 Equalities and Diversity Implications**

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

### **7.4 Risk Implications**

- 7.4.1 There are no direct significant risks to the Council in agreeing the recommendation(s). However, officers responsible for delivering the priorities over the coming year and implementing any improvement activity set out within this report will need to consider any risk implications that arise.
- 7.4.2 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.

## **7.5 Other Corporate implications**

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

## **APPENDICES**

- Appendix 1: Draft Annual Report 2021/22, including priorities and FTFC programme focus for 2022/23 (NB a designed version of the Annual Report will be published as an Addendum prior to the meeting)
- Appendix 2: Plan on a Page / Summary Action Plan 2022/23
- Appendix 3: FTFC Summary Quarter 4 2021/22
- Appendix 4: Corporate Performance Summary Quarter 4 2021/22
- Appendix 5: Compendium of Performance Results
- Appendix 6: Proposed Corporate Performance Suite 2022/23
- Appendix 7: Executive Action Tracker

## **Appendix 1: Draft Annual Report 2021/22, including priorities and FTFC programme focus for 2022/23**

**NB A FULLY DESIGNED VERSION WILL BE PUBLISHED AS AN ADDENDUM PRIOR TO THE MEETING**

### **Stevenage Borough Council's Annual Report 2021 -2022**

#### **Introduction by the Leader and Chief Exec...**

**Sharon Taylor – Leader, Stevenage Borough Council**

Reading this year's Annual Report makes me so proud of what we as a council have managed to achieve in 2021-22. This year has been challenging for us all – the restrictions of COVID, the impact of the cost-of-living crisis, the horrors of the war in Ukraine – the difficulties we face now are very different to those we faced when I became leader of the Council in 2006. I am very proud of the last 25 years I have spent serving Stevenage as a Councillor, and never more so than during the past year where we have continued to deliver the priorities we know are important to residents. Through our Cooperative Neighbourhood programme activities, and the feedback provided through the Residents and Tenant Surveys, we have listened to your views and will continue to act on these so that we can deliver the services that matter to you most.

We know from talking to local residents on the doorstep that the cost-of-living crisis is having a significant impact on everyone, especially the poorest in the community. Through the Stevenage Together Partnership we have worked tirelessly to provide food and clothing to those who need it most. We will continue to lobby Government to make sure that more funding is provided so that no-one in our community must choose between feeding their families or heating their home.

The hard work of the council, the support for local people in the community and the dedication to delivering the services has been heartening to see and the spirit of our community has been evident through our support for the Homes for Ukraine Scheme and our commitment to the wider Afghanistan and Syrian resettlement programmes. We will continue to work hard to ensure that the right support mechanisms are in place for every refugee who needs our help.

During 2022/23 we will continue to work hard to support our community and provide the day-to-day services that our residents rely on. We will continue to progress our towns regeneration so that Stevenage can deliver social housing for residents, provide a wonderful home for residents, be a great place to do business and a fantastic place to visit.

**Matt Partridge – Chief Executive, Stevenage Borough Council**

Welcome to our 2021/22 Annual Report, which sets out the past year's achievements and outlines our priorities for 2022/23. We have made significant progress in our regeneration programme through the successful opening of the Town Square and the new Bus Interchange. Our work on climate change has been a huge achievement, ranging from securing funding for vital de-

carbonisation projects to our bio-diversity work such as planting 6 new orchards. There is so much to cover and I would urge you all to read the report in full.

The achievements in this report are only possible because of the hard work and dedication of our staff. I am constantly impressed with their commitment to getting the job done and keeping council services going despite the challenges.

During 2022/23 we will continue to deliver against our key priorities, listen to the views of our community and ensure that our residents remain at the heart of what we do.

### **Responding to COVID...**

The challenges of the pandemic have remained throughout 2021/2022 with COVID restrictions in place for part of the year. The council has continued to work with our partners and communities to ensure that local resident safety and wellbeing drives our approach to living with COVID.

This year we have:

- contacted 2,100 COVID contact tracing cases and visited 420 of these to carry out welfare checks
- assisted up to 360 taxi drivers to work safely with the Travel with Confidence Scheme for COVID
- completed 870 visits to businesses to provide advice on COVID controls in accordance with business restrictions
- recruited a team of 6 Covid Marshalls/Neighbourhood Wardens to patrol the town and provide advice on available support and education on restrictions
- secured over £200,000 funding from the local Health Protection Board to support the local Voluntary, Community and Social Enterprise (VCSE) sector to help manage the ongoing impact of community transmission, increase vaccine take up and to help build a response to emerging health inequalities
- Through our work with public health and VCSE partners we saw a significant uptake on vaccinations with almost two thirds (64.3%) of residents receiving a booster vaccination by March 2022, up from 62.7% in January 2022
- 

### **Cost of Living...**

The rising cost of living in the UK is an issue that impacts us all. As a council we have worked with our partners and local communities to help alleviate the impact on residents and help provide the support they need. We will continue to ensure that this support is provided throughout 2022/23.

This year we have:

- provided food bank stock to 14 voluntary groups
- supported 16 local schools to supply lunch, healthy snacks, shoes and clothing to children, as well as provide onsite food banks and supermarket vouchers to struggling families
- provided 2 charities with funding to help their vulnerable clients pay heating and fuel costs
- secured Community Renewal Funding to support the work of the Social Inclusion Partnership in 2022/23. This includes work to determine the impact of the increasing cost of living and headline gap on Stevenage residents and raising awareness of services and support

- paid out £172,000 in Discretionary Housing Payment to claimants who are unable to meet housing costs
- paid out £65,000 of Exceptional Council Tax Hardship Relief for residents who are unable to meet the costs of their council tax
- paid out £6.1 million from the Council Tax Support Scheme to help eligible households reduce the cost of their council tax liability

### Delivering for Stevenage...

As a District Council we employ nearly 700 people to help deliver housing, leisure and recreation, environmental health, waste collection, planning applications and local taxation services. In 2021/22 we have worked tirelessly to ensure that council services operate effectively and local people continue to receive a high quality service that provides value for money.

This year we have:

- collected 20,201 tonnes of refuse (37,780 bins) equivalent to an average of 535kg per household
- reused, recycled or composted 13,591 tonnes of refuse. That's the equivalent of filling the Stevenage Swimming Centre pool 8 times!
- provided 52 new homes of which 24 have been allocated to council tenants
- prevented or relieved 225 cases of homelessness and we have housed 3 Afghan families
- removed 165 tonnes of illegally dumped waste. That's the equivalent weight of 33 Stevenage Polar Bear Sculptures!
- responded to 235 Anti-Social Behaviour cases and served 32 Community Protection Warnings and Community Protection Notices
- received 171,329 calls to Customer Services
- provided 53 families with support and safe space accommodation as part of Stevenage Against Domestic Abuse programme
- worked closely with our partners to ensure that 96 adult and children safeguarding cases have been investigated and appropriate support provided
- undertaken 315 food safety interventions at food businesses, registered 98 new premises and inspected 75 new businesses
- undertaken a taxi tariff review at the request of the drivers and revoked 2 drivers for not meeting the terms of their taxi licence
- carried out over 400 vehicle condition checks on taxi and private hire vehicles.
- carried out 166 mid-term Houses in Multiple Occupation (HMO) licence inspections to check compliance with licence conditions, responded to 76 HMO enquiries and investigated 11 suspected HMOs
- dealt with 8 filthy and verminous premises and took enforcement action against 7 under public health legislation
- investigated 53 complaints of accumulations of rubbish at residential properties, and successfully concluded 8 enforcement notice requiring clearance
- followed-up 107 service requests regarding poor housing conditions and served 23 housing enforcement notices requiring works to remove serious hazards

- investigated 444 noise complaints, served 9 noise abatement notices and successfully concluded two noise prosecutions
- successfully resolved 93% of the complaints we receive at the first stage

### **A Cooperative Council...**

Co-operative councils are local authorities that are looking to deliver services in a radical way, giving more say and choice to local people.

Co-operative councils work with local organisations, residents and communities to change local services. They seek to move away from top-down imposed services and instead embrace the traditional values of the co-operative movement. Central to this approach is the principle of Community Wealth Building which focuses on how much money is held and reinvested in an area for the benefit of local communities.

In 20/21 we successfully secured £715,000 Community Renewal Funding as part of our Community Wealth Building ambitions. So far, through working collaboratively with partners, we have supported:

- 35 people to engage in job searching and 62 people supported to engage in life skills
- 6 micro businesses supported on a one-to-one level with business support programmes
- 97 people have been supported face-to-face in total with 60 receiving 1-5 hours of support, 10 receiving 16-20 hours of support, and 27 receiving over 20 hours support.

Alongside Community Wealth Building, and as a member of the Co-operative Councils Network we want to reclaim the traditions of community action, community empowerment and civic engagement. This year we have worked with Burntwood Town Council, North Hertfordshire Council and Sunderland City Council on an exciting project to demonstrate how co-operative councils can embed neighbourhood working. Titled 'Operations at Grass Roots' the informative guide includes 4 case studies which set out each council's approach to consultation - ensuring better outcomes and better value for money for residents. The report and accompanying videos can be viewed at [www.councils.coop](http://www.councils.coop)

### **Future Town Future Council Achievements**

Our Corporate Plan 'Future Town Future Council' sets out how we will reform and revitalising both the town and council for the 21<sup>st</sup> century. Our key aims and objectives are laid out across 5 programmes of work:

- Transforming our Town
- More Social and Affordable Homes
- Cooperative Neighbourhoods
- Clean, Green, Safe and Thriving Town
- Making your money count

The following pages set out the achievements under each programme for 2021/22.



## Transforming our Town

We aim to create a vibrant town centre where people want to live, work and play

This year we have:

- Opened a new bus interchange. The interchange provides safe bicycle parking, a comfortable and modern waiting environment for passengers and capacity for electric bus charging, as well as a cafe and mobility store.
- Successfully launched the Town Square regeneration (in partnership with Co-Space launch) and a re-opening of the Visitors Centre in September 2021. The co-space deal signed represents the first phase of the Town Centre redevelopment and provides over 15,000 sq.ft. of design led, in-demand workspace as well as a roof terrace, event space and break out areas for communal use.
- Marked the build of the European Manufacturing Headquarters of Autolus through a ground-breaking ceremony at the former Marshgate carpark site. Autolus, a biopharmaceutical company, have decided to locate their manufacturing HQ in the town creating over 400 jobs and committing their future to Stevenage.
- Delivered the Queensway mixed-use scheme. The site consists of 45,000 sq ft of new retail and restaurant space, a gym, new offices, an innovation and technology centre including:
  - ❖ 110 homes, 12 retail units and 8 commercial/office units
  - ❖ 24 affordable rented units
  - ❖ Commercial units including Puregym, Cake Box, Châteaux Cafe and Card Factory

## Next year we will:

- Progress regeneration work including:
  - Multi Storey Car Park & Cycle Hub
  - Public Sector Hub
  - Garden Square
  - Stevenage Innovation & Technology Centre (SITEC)
  - Cycling & Pedestrian Connectivity and Heritage Trail
  - New Towns Heritage Centre
  - Stevenage Sport and Leisure Hub
  - Station Gateway

## More Social and Affordable Homes

We will increase the number of social and affordable homes in Stevenage and improve access to the housing market for a greater number of local residents.

This year we have:

- Reinvested into more affordable and social homes through the private sale of properties at Ditchmore Lane– including 9 new properties at Addison House which have all been let as council tenant properties
- Provided 29 one, two and three bed apartments at Symonds Green for council rent which are due for handover to the new tenants in Summer 2022

- Provided 21 private sale properties at De Havilland House which are expected to generate an income of £6.7m, with the money to be re-invested in social housing schemes
- Used the income from the sale of 7 units of accommodation at Malvern Close to help fund the 118 units of council accommodation and new retail and community spaces at Kenilworth Close
- grant funded money to the Elliot Road scheme which will provide 13 new properties at affordable rent rates

#### Next year we will:

- Progress works at the Dunn Close scheme and Phase 2 of for Brent Court and Shephall View
- Progress Kenilworth Close site (150 units) and handover of Stirling Close
- Progress the Helstone (27 apartments) and Oaks cross (11 bungalows) schemes

#### Cooperative Neighbourhoods

We will work with our communities to understand what matters to them, and we will lead on improving our neighbourhoods in partnership with residents.

This year we have:

- launched the Stevenage Equalities Commission to undertake a strategic assessment of the nature, extent, causes and impact of race inequality in Stevenage. Five sessions have been held and a recommendation report will be published in July 2022
- engaged with residents and local community groups to help develop the Equality, Diversity and Inclusion Policy and Strategy (2022-2026) which sets out our commitment to advancing equality, diversity and inclusion across our workforce and the community
- put up 13 Cooperative Neighbourhood Noticeboards throughout Stevenage which are updated on a monthly basis by Neighbourhood Wardens with awareness posters, planned local events and information
- completed ward walkabouts in all Co-operative Neighbourhood areas with over 500 conversations collated as part of the pop up event activities – the findings will be used to inform our community and neighbourhood priorities for 2022/23
- obtained over 1100 responses as part of the Residents and Tenants Survey, the responses provided valuable insight into residents' perceptions of their neighbourhood, the council, and priorities for the town and will be used to shape our plan, priorities and actions for the future
- signed up over 1000 residents to receive Digital Neighbourhood Newsletters which contain good news stories from their local area as well as information on local planned events
- provided secure tenancies to 232 new council tenants
- provided temporary accommodation to 362 new tenants (including through our Housing First scheme)
- 816 property repairs were reported online
- 2,175 online housing applications were received – an increase of 68% since last year 572 garages were refurbished
- As part of our housing maintenance programme we installed 47 replacement kitchens; 61 bathrooms and 264 heating systems

### Next year we will:

- Continue the development of the Co-operative Neighbourhoods Programme
- Continue to develop innovative ways of capturing and analysing resident feedback
- Ensure the successful delivery of Equalities Commission objectives & Community Renewal Funding priorities
- Deliver Phase 3 and 4 of the Housing Investment Major Refurbishment programme
- Deliver the Garage Improvement Programme including 80 new build garages
- Deliver the St Nicholas teen shelter project

### Clean, Green, Safe and Thriving Town -

We aim to improve the quality of life for Stevenage residents and enhance the experience of visitors. This is achieved through our approach to tackling climate change, our focus on community safety, the vision for culture and leisure, and our plans for a healthier Stevenage.

### *Climate Change*

In 2020 we launched our Climate Change Strategy which set out our ambition to achieve net zero by 2030. Progress against our objectives has gone from strength to strength ranging from how we influence legislation to how we involve local people to really make a difference. For instance, we remain the first district or borough council in Hertfordshire to have a Biodiversity Action Plan.

This year we have:

- planted an additional acre of woodland in the north of Fairlands Valley Park which involved Green Space Volunteers planting around 400 new tree saplings to extend the existing Memorial Wood
- Coppiced 1 acre of Whomerley Wood to help increase habitats for wildlife
- Managed around 33 ha of meadow grasslands for wildlife. This is an increase of 1500% over ten years
- Undertook scrub management to protect Shackledell Grassland for crickets, grasshoppers, butterflies and other wildlife
- Took control of invasive species, such as laurel and holly, in some of our woodlands
- consulted residents about future planting on our roundabouts with over 77% of respondents indicating that they would like to see sustainable planting displays (trees, shrubs, perennials and bulb) delivered in future
- were successful in being awarded £30,000 from the Urban Tree Challenge Fund to support the planting of six new Community Orchards
- schools and Green Space Volunteers helped to plant 36 fruit trees (apples, pears, plums and damsons) to create 3 new orchards at:
  - ❖ Shephalbury Park – Shephalbury Park Primary School
  - ❖ Raleigh Crescent – Green Space Volunteers
  - ❖ St Nicholas Park – The Leys Primary School
- been supported by our fantastic Green Space Volunteers who collectively gave around 800 hours helping out with over 70 tasks, including:

- ❖ Butterfly surveys to meadow grasslands
  - ❖ Hampson Park: hedge and tree planting
  - ❖ Lanterns Lane Woodland: felling dead pines
  - ❖ Martins Wood: access improvements
  - ❖ Shephalbury Park: installing bird boxes
  - ❖ Town Centre Gardens: planting shrubs and pruning roses
- successfully retained 5 Green Flag Awards confirming the high quality of local parks:
    - ❖ Fairlands Valley Park
    - ❖ Town Centre Gardens
    - ❖ Hampson Park
    - ❖ Shephalbury Park
    - ❖ Weston Road Cemetery
- invited children attending the Play Centres to enter an artwork competition to support a Clean Green litter campaign. The 4 winners' work has already been used to create banners on the sides of two of our refuse freighters. The art will also be used to produce posters and social media posts to help raise awareness of the problems with littering
  - As part of the Keep Britain Tidy 'Great British Spring Clean' initiative 185 volunteers collectively spent over 15 hours picking 94 bags of litter from six locations around the town
  - we secured funding of £133,000 to convert tired shrub beds to grassed areas
  - As part of our Climate Change Strategy we established a Citizens Panel which provided the following recommendations for incorporation into the Climate Change Action Plan:
    - Become a Zero Food Waste Town
    - Establish a collaborative framework to achieve sustainable infrastructure to reduce pollution
    - Improve communications and recycling awareness incentives to public and commerce
    - Implement climate emergency education and create awareness for Stevenage residents, businesses, and visitors

Following a successful bid for the Social Housing Decarbonisation Fund Stevenage will see around 400 social homes with an Energy Performance Certificate (EPC) rating of D or lower receive upgrades to improve their energy efficiency and reduce carbon emissions
  - became a founding launch authority partner for the UK100 programme - a network for UK councils focused solely on climate, clean energy and clean air policy
  - signed up to the Race to Zero platform as part of the UN Climate Change Conference (COP 26) global campaign. The objective is to build momentum around the shift to a decarbonized economy by pledging to actively commit to climate action.

### *Community Safety*

The wellbeing of residents is vital to a thriving town and in 2021/22 we worked closely with partners from the SoSafe Partnership to implement the Community Safety Action Plan and make a real difference locally.

This year we have:

- helped 594 residents receive crisis intervention along with client led support through the No More Service (Adults and Youth) intervention programme - which offers holistic support to people, when drugs, alcohol or offending negatively affect their daily life, and the Evolve perpetrator programme – which provides support to explore perpetrator triggers, signals, and challenges perceptions. This is an increase of 364% from last year
- created the Together Project (fondly known as ‘Art Club’) in conjunction with Junction 7 Creatives to tackle social isolation for up to 191 No More Service clients. Sessions have been running weekly since November 2021
- provided a number of essential items including 189 food parcels, 33 mobile phones and 21 hygiene parcels through the No More Service
- have responded to 1369 referrals through the Stevenage Against Domestic Abuse (SADA) service has, an increase of 74% on the previous year
- investigated 4,733 reports of Anti-Social Behaviour and environmental crime and successfully obtained 3 prosecutions
- provided 23 safe spaces for families and supported 53 families through the Stevenage Women’s Refuge
- received 134 male referrals through the SADA programme - an increase of 120 % since last year
- supported 17 clients with no recourse to public funds
- received 166 calls through the SADA Out Of Hours service.

### *Culture, Leisure and a Healthy Stevenage*

We have a vision of culture, leisure and health that will ensure we remain a lively town which is a great place to live for residents as well as a great destination for visitors.

This year we have:

- re-opened our Play Centres following covid / lockdown-related closures and since then we have had 5,405 sessional visits
- In partnership with the Stevenage World Forum and Hertfordshire Community Foundation – held 5 history reminiscence sessions called ‘Stevenage Legacy and Resilience’. 60 people attended the events and oral history recordings and portraiture from the event will be displayed at the Stevenage Museum in 2022/23
- worked with local artists to deliver the Lesbian, Gay, Bisexual, Transgender and Questioning ‘Out in Stevenage’ exhibition – which explored LGBTQ+ experiences of cycling in Stevenage and was attended by 40 local residents on opening night
- successfully installed the Lytton Way Heritage Timeline along the hoarding for the Swingate House SG1 development – the timeline shows a brief history of Stevenage since it became the first New Town on 1 August 1946
- worked with 105 young people across three outreach pop-up events during the summer period, and 106 young people at basketball roadshows during the summer half-term and school summer holiday as part of the Stevenage Young Person Health Hub.
- generated significant online interest in the Young Person Healthy Hub with 5,967 website views and 40,257 people reached through Instagram, resulting in 486 click-throughs to partner organisations

- encouraged 149 children to receive training as part of the as part of the Health Stevenage Strategy Cycle Hub initiative, a further 28 children attended the Go-Ride Club and 34 adults took part in training courses ranging from bike repairs to absolute beginners
  - organised the eighth Stevenage Walking Festival with partners across Stevenage and North Herts – at least 3 daily walks of various difficulties were arranged every day for a week (from short sessions to 12 mile challenges!)

#### Next year we will:

- Deliver educational & behavioural change initiatives to help prevent littering and dog fouling
- Convert tired shrub beds to grassed areas
- Identify ways we can improve the appearance of the Town
- Increase recycling rates and reduce the nuisance caused by fly-tipping
- Deliver a programme of cyclical work throughout the year (spring clean, grass-cutting, leaf clearance, tree planting etc.)
- Deliver Biodiversity Action Plan activities including the development of community woodland and new meadow grassland sites
- Retain 5 Green Flag awards and extend the network of Community Orchards
- Promote the reporting of hate crime and further promote equality within the community
- Provide a whole housing approach to support victims of domestic abuse and their families
- Work with partners to further improve the safety of women and girls in the town
- Support the development of Junction 7 Creatives and the wider Arts & Heritage Forum partnership
- Develop further youth-centred activities that increases access to cultural activity
- Continue to contribute to the Stevenage Together Action Plan focussing on supporting the mental and physical health of the town

#### Making Your Money Count

We aim to ensure sufficient resources are available to deliver on the Council's priorities while remaining financially resilient to withstand the impact of COVID and our recovery.

This year we have:

- provided £12.4 million in business rate relief and £6.2 million in business grants to local business that have been adversely impacted by the pandemic
- collected £53.8m in council tax with a collection rate of 94.5%. paid out £44.4m in Housing Benefit 2021/22
- held 2,798 face- face appointments to help local people access the services they need
- seen an 86% increase in the number of visits to the council website ([www.stevenage.gov.uk](http://www.stevenage.gov.uk)) with the number of online contacts (online forms and self-service) rising from 16% at the start of 2021 to 22% in March 2022
- we have hosted our first paid for production as part of our commercial filming opportunity ambition outlined in our Cultural Strategy. A 6 part BBC Drama called 'Gold'!
- Through insourcing services delivered combined savings of £53,000 by charging for meadow grass cutting, collection and disposal of waste and window cleaning for council housing

- we have launched a corporate SBC events brochure for 22/23 and secured income from roundabout sponsorship through the launch of the Council's Advertising and Sponsorship Framework and new partnership arrangements with CP Media,
- seen the creation of 3,661 new online accounts so residents can access information or make payments for local authority services such as Council Tax, Housing Benefit and Council Tax Support, Landlord and Business Rates.

**Next year we will:**

- implement digital solutions to improve customer outcomes as part of our Transformation programme
- Implement our Co-operative Commercial and Insourcing Strategy initiatives to maximise savings
- Enlarge the Shared Revenue and Benefits service to help us identify and pursue more available savings
- Complete the update of the General Fund Medium Term Financial Strategy and the Housing Revenue Account Business Plan so that the impact of COVID losses and cost of living crisis are incorporated

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## Future Town

# Future Council



## Summary Action Plan

2022/23

### Our ambitions for Stevenage and what we're doing to achieve them

#### Transforming Our Town

We will:

- Begin to deliver the first phase of the Town Centre regeneration (SG1)
- Work with partners to develop and deliver the nine projects that form the Town's Fund
- Open the new multi-storey car park and cycle hub near the train station
- Transform the former bus station into a large multi-purpose events space for our community

... contributing to our ambition to create a vibrant town centre where people want to live, work and play

#### More Social and Affordable Homes

We will:

- Complete and let 73 new council homes and 14 private sale homes
- Start work on a further 44 new homes across a range of planned schemes
- Seek planning permission on a further 160 homes across two schemes
- Provide ongoing support and housing supply for the Housing First Model
- Continue to work with partners to enable the delivery of affordable homes
- Look at other potential areas of affordable housing development across the town

... contributing to our ambition to increase the number of social and affordable homes in Stevenage

#### Co-operative Neighbourhoods

We will:

- Continue to build on our Co-operative Neighbourhood approach across the town
- Further strengthen our ability to engage, listen to and support residents
- Continue to highlight and deliver local improvements based on resident feedback
- Continue to improve our garage blocks
- Further improve our garage blocks

... contributing to our ambition to work with our communities to improve our neighbourhoods

## A Clean, Green, Safe and Thriving Town

We will:

- Enhance the town's landscape provision through a programme of targeted projects and cyclical works
- Enrich Stevenage's biodiversity by conserving, restoring, recreating and reconnecting wildlife habitats
- Continue to look at ways to reduce our carbon footprint and encourage residents to make changes to contribute to our goal of being net zero by 2030
- Invest in local voluntary organisations and businesses as part of the Community Renewal Fund
- Provide a whole housing approach to support victims of domestic abuse and their families
- Undertake targeted work that improves cultural engagement and representation, particularly amongst marginalised communities
- Continue to work with partners to develop Stevenage as a sustainable travel town
- Continue to focus on supporting the mental and physical health of the people of the town

... enabling us to **improve the quality of life of Stevenage residents and enhanced experience for visitors**

## To deliver these promises we're also making internal changes

### Making Your Money Count

We will:

- Continue to set and deliver a balanced budget
- Actively look at how we can make our services more efficient so we are less reliant on funding from Government
- Search for new ways of making money to reinvest in the community
- Improve and develop the way customers choose to interact with us digitally

... enabling us to **be a financially resilient council with enough resource to deliver our priorities**

### Cross Cutting Corporate Priorities

We will:

- Determine a local response to the cost of living crisis to support local people and businesses, as well as considering the impact for the council and our staff
- Work to address the significant pressure faced by many local people and their housing needs
- Respond to government requirements in respect of provision of asylum seekers or refugees
- Implement our Workforce Strategy to improve our approach to recruitment and retention, and learning and development
- Improve our IT infrastructure to support effective and efficient working
- Procure a new leisure management contract

## **Appendix 3: Future Town Future Council (FTFC) Summary Quarter 4 2021/22**

### **1. Transforming Our Town Programme Delivery Update**

- 1.1 The demolition of site Plot K (Former Police Station and Towers Garages) has completed and the site has been handed back to the Council. Plot A (Swingate House) demolition is well underway.
- 1.2 Work is complete on the bus interchange main site and a preview event was held with Members, the Council's Senior Leadership Team and contractors Wilmott Dixon in early March. Public realm work and resurfacing works are near completion.
- 1.3 Consultation on the proposals for the current bus station site took place this quarter. An online survey was shared through social media, visual display boards in the town centre, the Visitor Centre, Co-Space, Junction 7, neighbourhood centres and by the Comet. Analysis of the feedback is now underway.
- 1.4 Approval for the remainder of the funding for the multi-storey car park (MSCP) was approved by the Executive in February, and it is anticipated that contractors Huber will start construction in Spring 2022.
- 1.5 Overall practical completion was achieved at the Queensway scheme this quarter. A new brochure and marketing campaign has been launched for the remaining office units that are vacant.
- 1.6 All of the projects that make up the Stevenage Town Investment Plan have been formally endorsed by the Stevenage Development Board and approved by Executive. The business case summaries have been submitted to Town's Fund team, as required by Central Government.

### **2. More Social and Affordable Housing Programme Delivery Update**

- 2.1 The North Road (21 Homes) scheme has handed over and pre agreed sales are now progressing to completion. By the end of March over £2m of sales have completed, which is in line with the capital strategy for the scheme.
- 2.2 Work has progressed at the Symonds Green (29 Homes) site with roof work to Phase one of the scheme completed. Also, internal works including kitchen and bathrooms have commenced. The second phase is at a point whereby the final slab can be installed with work then continuing up to roof level.
- 2.3 Brick and block work continues at pace across both A1 and A2 of the Kenilworth Close site. The show home and marketing suite to facilitate sales on the main site launched with strong interest already in the units. The road to access the new properties off Stirling Close has now been laid.

- 2.4 A series of potential re-designs for the Shephall View scheme have been provided by the architect. These proposals will be discussed with key stake holders to determine the best option. Consultation on the re-design took place in June 2022 in preparation for a planning application.
- 2.5 Two open market acquisitions (OMA) properties within the Wholly Owned Company (WOC) completed in March and another two completed in April. All 10 OMA's within the WOC have now completed.
- 2.6 Contracts have been exchanged for the purchase of the Courtlands site, this completed at the end of May 2022.

### **3. Co-operative and Neighbourhoods Programme Delivery Update**

- 3.1 Work to deliver the Digital Neighbourhood Newsletters continues alongside the contractor Granicus, and internal colleagues from Communications & Digital & Transformation. Draft form templates have been created and the website signup process is now live, allowing residents to sign up for the service.
- 3.2 A successful funding application was made to the Department for Levelling Up, Housing and Communities (DLUHC) Proptech Engagement Fund. The secured £125,000 funding will support a digital engagement offer as part of the Co-operative Neighbourhoods programme.
- 3.3 Phase three and four of the flatblock refurbishment programme has continued to progress. Delivery will continue into quarter one, alongside customer satisfaction activities and events. The pandemic continues to affect material and labour supply to the programme, but this is being monitored closely by the contractors.

### **4. Making Your Money Count Programme Delivery Update**

- 4.1 The Council had approved MYMC savings for 2021/22 of £1.462Million and £242K for the General Fund and Housing Revenue Account (HRA) respectively. The majority of these savings were delivered, however options were impacted by COVID, such as the reduction in the leisure contract (£108K, one year only for 2021/22). A further £40K of savings were not achieved in year due to timing differences on full implementation, but will be realised fully for 2022/23.
- 4.2 The Council approved a 2022/23 MYMC savings package in January and February 2022 of £781K and 339K for the General Fund and HRA respectively, which meant that both the projected General Fund and HRA balances as at 31 March 2022 were projected to be above the minimum risk assessed level for 2022/23.
- 4.3 The Council's approach to commercial filming opportunities was approved by the Executive. A filming pricing structure and terms and conditions have been developed and supplier Fame Productions Ltd is providing filming software and promotional services.
- 4.4 A further five new customers have signed up to the Council's trade waste collection, providing an additional £6,000 of annual revenue. The current focus

is to support the collection of Aged Debt. From August 2021 to February 2022 £51,384k aged trade waste debt has been recovered.

- 4.5 Taking forward the first phase of the Council's transformation to improve customer journey's and experience of engaging and communicating with the Council has focused on reviewing the top priority services to identify initial improvements and the areas of focus. Targeted changes have been made to improve digital services, including the new online Polling Station Finder to support the May 2022 Elections. Customer Services opening hours have been reduced by an hour at the end of the day to improve efficiency, but we still offer the longest hours of any council in Hertfordshire

## **5. A Clean, Green, Safe and Thriving Town Programme Delivery Update**

### ***Clean and Green***

- 5.1 Children's artwork to support the litter campaign 2022 has been installed to 2 freighters. The children who created the artwork were invited to an unveiling at the Council's waste and recycling centre, along with the Mayor and the Portfolio Holder for Environment and Regeneration.

### ***Healthy Stevenage***

- 5.2 Officers submitted an expression of interest for a Local Government Association (LGA) sector-led local suicide prevention support offer to help to tackle suicide prevention in Stevenage.
- 5.3 The offer of bespoke support will help address the increase in suicide incidences at Stevenage train station and associated development of partnership work and whilst supporting the Council's vision to support Stevenage residents to achieve good mental health and wellbeing contributing toward reducing incident rates.

### ***Community Safety***

- 5.4 Further funding has been secured to extend the Council's work around the County with domestic abuse perpetrators until July 2023. Funding has also been secured from Hertfordshire County Council to continue the SADA Navigator service County wide until March 2023.
- 5.5 The Council has increased the fines for fixed penalty notices from £200 to £300. The changes came into force from April 2022.

### ***Stevenage Re-Imagined***

- 5.6 The work to implement the borough's Arts & Heritage Strategy continues to deliver cultural growth for our communities. In the last quarter, projects including Out in Stevenage art installation, heritage Town Fund bid and heritage timeline hoarding on Swingate House took place. A programme of further events is being developed for 2022/23.

### ***Community Wealth Building***

- 5.7 Several presentations have been made to promote the Community Wealth Building Programme to interested stakeholders including to the Local Economic Partnership's Community Renewal Fund webinar, the Local Economic Partnership's Economic Development Officers Group, Supply Hertfordshire, the Hertfordshire Economic Development Officers Group and the Hertfordshire Apprenticeship Alliance.

### ***Climate Change***

- 5.8 The Hertfordshire Climate Change & Sustainability Partnership (HCCSP) have produced their four Action Plans – on Water, Transport, Biodiversity and Carbon. More information is available on the website: <https://www.hertfordshire.gov.uk/microsites/sustainable-hertfordshire/sustainable-hertfordshire.aspx#>

### ***Sustainable Transport***

- 5.9 Officers are working with Hertfordshire County Council to progress the Stevenage Sustainable Travel Town Implementation Plan. This will be presented to HCC's Highways & Transport Panel in January 2023. A work programme, governance structure, protocols, stakeholder engagement and communications plan are all progressing well.
- 5.10 The Town Deal Pedestrian and Cycling Connectivity project was approved by the Executive in Quarter 4. This hopes to include a variety of interventions that will support active travel and connectivity aligning with the Local Cycling and Walking Infrastructure Plan (LCWIP). This project will include a heritage trail, which will further enhance and encourage people to be active and utilise the cycleways and pedestrian routes. An internal officer working group has been set up to manage this project going forward.
- 5.11 Hertfordshire County Council has been working to develop an Electric Vehicle (EV) Strategy that seeks to ensure residents and businesses across Hertfordshire can safely and reliably access EV charging infrastructure in line with Local Transport Plan policies. Following workshops facilitated by consultancy WSP, an action plan and implementation plan are being progressed.

### ***Biodiversity***

- 5.12 Member approval was given for revised meadow managed grassland sites for 2022 and capital funding to support the development of Biodiversity Action Plan 2022 – 2027.
- 5.13 Butterfly Survey training was delivered by Herts & Middlesex branch of Butterfly Conservation to Green Space Volunteers (including four new volunteers) who will be undertaking surveys in Stevenage during 2022.

**Appendix 4: Corporate Performance Summary Quarter 4 2021/22**

1.1 Results for the full set of current corporate performance measures across all themes (FTFC programme and the Customer, Place and Transformation and Support themes) are attached at Appendix Five. The overview of these results for April 2021 to March 2022 are outlined below:

Number of Measures Reported	Meeting or exceeding target	Amber Status (within a manageable tolerance)	Red Status (urgent improvement action required)	Missing Data
46	29	3	14	0

- 1.2 Further to this 9 baseline measures are being baselined in 2021/22 (Appendix One refers). These will be introduced into the corporate suite in 2022/23.
- 1.3 Three community safety partnership measures are also monitored through the Corporate Performance Suite. The data for these measures is provided by the Police and HCC.

**Spotlights and Areas for Improvement**

1.4 A summary of Council areas for improvement (April 2021 to March 2022) is set out in the following paragraphs across the three key delivery themes: Customer, Place and Transformation and Support.

- 1.5 Some key performance highlights for Quarter 4 include:
  - There were 62 homelessness preventions against a target of 40
  - 36% of household waste was sent for reuse, recycling and composting
  - Garage Voids achieved its target
  - There were 11 new business start-ups in the Business Technology Centre against a target of 6
  - It took on average 2.86 days to process new housing benefit claims and change events against a target of 10 days

1.6 The areas of focus below were reported to be at red or amber status for Quarter 4. They have been split into four main areas of challenge – Temporary Accommodation, Voids, Garages and Customer Services.

1.7 For these four main areas officer Performance Clinics have been held over the last two quarters. Each performance clinic has included attendees from all relevant service areas. These sessions have considered performance data, related issues, actions planned and in place, and future forecasting. Each

service area has developed an improvement plan, the implementation of which will be monitored by the Strategic Leadership Team.

## **Temporary & Emergency Accommodation**

### **NI156: Number of households in emergency/temporary accommodation at the end of the quarter**

- March 2022 target 180 households
- March 2022 actual 203 households (red)

- 2.1 At the end of Quarter 4 there were 203 households in temporary/emergency accommodation, of which 38 were in Housing First (HF) provision. Consideration was given to remove HF from this KPI; however HF is still being managed by the Temporary Accommodation resource in relation to property management.
- 2.2 There has been an increase in numbers in temporary/emergency accommodation since the end of Quarter 3; however this is very much down to the initiation of SWEP (Severe Weather Emergency Protocol) which was still in place as Quarter 4 ended. Those picked up under SWEP remained accommodated in Housing First provision thereafter in order to prevent them returning to rough sleeping. There are also 14 cases under offer pending completion of works to their 'move on' property; 3 of these are to housing association properties where lettings have been delayed due to roof damage caused by the strong winds earlier this year, the remaining 11 are caught in the void back log pending handover for letting.
- 2.3 A Housing First Business Plan is being presented at this Executive meeting.
- 2.4 *Improvement Actions in Place Since Last Quarter*
- £139k Health Protection Board funding secured to increase capacity in the team
  - 17 properties being procured through repurposing General Needs properties and work with Housing Development/ the WOC to increase Temporary Accommodation provision
  - Extension of 2x Temporary Accommodation Officers until 31st October to ensure sufficient capacity to meet demand – exploring possible growth bid going forward
  - One Temporary Accommodation Officer allocated to manage Housing First properties; whilst resource intensive, this has made the approach more consistent and more manageable across the board
  - Reviewed rota and duties to ensure Housing Options team are working efficiently
  - Temporary Accommodation procedure manual in draft - to ensure all TA staff working in the same way and have a point of reference
  - Following a number of recruitment rounds the Housing Options team have been able to successfully recruit to the two Senior Housing Options Caseworker posts and three Housing Options



Caseworker posts. All but one successful candidate have now started in their roles, with the last due to start in the team from 27 June 2022. This will increase the capacity and enable staff to dedicate more time on individual cases.

- A Housing Options case audit took place on 12 May 2022 whereby every member of the team was required to attend Daneshill House in order to complete a review of their case load. The purpose of the case audit was to identify any actions or documents that were missing from each case, to identify which cases were past the 56 day relief duty and outstanding decisions and to identify cases which could be closed in order to reduce their caseload. Following this audit the team have been working to address the outstanding actions identified.

## 2.5 *Improvement Actions Underway/Planned*

- A review of the Housing Options service is underway to help reduce time spent in Temporary Accommodation A temporary accommodation manual is in draft. This will ensure that all staff are working in the same way and have a point of reference
- Temporary Accommodation training needs have been identified with HR and sessions have been scheduled for July.
- The Housing Options management team have been spending time to complete an audit of all training in order to identify gaps and arrange training. In addition to this the members of the Housing Options Team have also been encouraged to attend a number of free webinars provided by the National Homelessness Advice Service (NHAS).
- IT system – efficiencies in the Housing Options team will be improved imminently, following the impending introduction of Jigsaw. The Jigsaw operating system was designed specifically for local authorities to help improve their data entry and navigate the complex homeless pathway from approach to discharge, in turn providing a simpler, yet significantly more thorough reporting solution for local authority returns to central government. The introduction of this system, once embedded, will reduce the administrative burden posed by the current system and subsequently officers will have more time for effective casework, leading to more timely decisions and earlier intervention during the homeless prevention stage. In addition, we should see a reduction in complaints and footfall into CSC as there is an online portal which allows for improved communications between officers and applicants; giving applicants the ability to upload documents and communicate directly with their Options Case Officer.

- 2.6 Whilst the Council do expect to see a reduction in the number of homeless approaches over the summer months, as is typical of most years, we are still planning for an increase in approaches following the rise in the cost of living and the ever increasing likelihood of a recession. We may not see the impact of fuel hikes leading to homelessness until spring 2023; however it is predicted

that local authorities could see an earlier increase in the number of refugees from Ukraine and Afghanistan approaching for housing via the homeless referral pathway which is currently being developed by government.

- 2.7 As such we are forecasting a steady increase in Quarters 3 & 4 2022/23, though our numbers in B&B should reduce owing to the procurement of new Temporary Accommodation provision through open market acquisitions and repurposing suitable general needs stock.

### **Void Loss, Voids Sheltered, Voids Sheltered Major Works, Voids General Needs & Voids General Needs Major Works**

#### **VoidLoss1: Void Loss in year (£)**

- March 2022 target £319,245
- March 2022 actual £532,510.82 (red)

#### **VoidsSheltered: The time taken to re-let standard sheltered voids**

- March 2022 target 70 days
- March 2022 actual 181.67 days (red)

#### **Voids Sheltered MW: The time taken to re-let major works sheltered voids**

- March 2022 target 70 days
- March 2022 actual 134.7 days (red)

#### **Voids GN: The time taken to relet general needs voids**

- March 2022 target 32 days
- March 2022 actual 34.91 days (red)

#### **Voids GNMW: The time taken to re-let major works general needs voids**

- March 2022 target 65 days
- March 2022 actual 30.65 days (green)

- 3.1 The voids measures have two elements to them; the Repairs element ('keys received' to 'ready to let') and the Lettings element ('ready to let' to 'letting date'). During Quarter 4 the Repairs element achieved its targets; however the Lettings element did not on sheltered properties. This is mainly due to historic hard to let properties. Due to the nature of this measure being cumulative 3 of the 4 measures are red for the financial year. The below table demonstrates Q4 performance only.

<b>Void Type</b>	<b><u>TARGET</u> turnaround (Days)</b>	<b><u>ACTUAL</u> (Total Days)</b>	<b><u>REPAIRS</u> Actual (Repairs Days)</b>	<b><u>LETTINGS</u> Actual (Lettings Days)</b>
GN Standard	32	30	24	6
GN Major	65	61	56	5
SH Standard	70	203	22	181
SH Major	70	210	48	162

3.2 In January and March the Lettings team experienced some issues in meeting their target to let sheltered properties. January's figures included the letting of a hard to let property that had been void for a considerable amount of time which pushed up the average lettings timescale. January and March delays include: issues contacting applicants, refusals of properties/viewings resulting in new verifications and offers being made to 2nd and 3rd applicants. The Lettings figures for Independent Living (SH) remain high whilst long term void properties continue to be let.

3.3 The ongoing impact of the covid pandemic and recovery, alongside further challenges including the war in Ukraine and the cost of living crisis, is still uncertain and may impact on voids performance in the coming year (2022/23). Officers will continue to track this closely and take appropriate action as required.

#### 3.4 *Improvement In Place Since Last Quarter*

- All customers awaiting fencing repairs have been written to, to explain the approach being taken, including the additional funding that has been provided to help to tackle the backlog.
- The voids service has now been refocused with a dedicated manager. This will enhance the efficiency and effectiveness of the void works end to end process.
- New Project Operative roles identified as part of the Service Review are being implemented to help bring the void repairs element and the administration of the works together.
- A downsizing officer has been appointed in the lettings team making use of remaining downsizing incentive budget for 21/22. This will assist tenants to make the choice to move into properties that better suit their needs and free up much needed larger properties. Whilst this will create a higher volume of voids, the downsizing officer will assist the tenant during the notice period to prepare for the move which will result in more properties being re-let within target.

- A review of the staffing resource levels in the Lettings Team is underway to ensure targets can be met, and so that appropriate future resourcing levels are fed into the revised HRA business plan.

### 3.5 *Improvements Underway/Planned*

- A new materials supplier contract has been approved and this arrangement will commence in June 2022.
- The Service Review continues to be implemented, but there have been recruitment challenges for some roles. A plan on how to improve this is in development. Other roles have now been recruited to on a permanent basis.
- Workshops are ongoing to help improve performance longer term.
- External support is being sought to review the end to end Voids process, to ensure an optimised and holistic approach is in place that will be aligned to the emerging HRA Asset Management Strategy.
- A review of how voids are reported on is being undertaken for 2022/23, to capture the number of properties let within set timescales.

## **Garage Voids**

### **CNM2g: Garage Voids as a Percentage of Stock**

- March 2022 target 14%
- March 2022 actual 14.53% (red)

- 4.1 The garage void rate target for Quarter 4 has been achieved for the first time in two and a half years. Benchmarking against local authorities who also manage garage stock indicates that the Council has one of the lowest garage voids rates in Hertfordshire.
- 4.2 In Quarter 4 a total of 288 offers were made. This represents a 19% uplift compared to Quarter 3 (when 242 offers were made) and 25% uplift on Quarter 2 (when 182 offers were made).
- 4.3 Acceptance rates average 45% and Garage Services continue to make calls to applicants to offer garages and make weekly call backs to those applicants who haven't accepted their license, with the aim of increasing acceptance rates and minimising void times.
- 4.4 Residents continue to apply for garages; 305 garage applications were received during Quarter 4 taking the waiting list to 2,863.
- 4.5 Garage Services now have a full two years of Key Performance Indicator data. As anticipated and in line with seasonal trends year on year, following the issuing of the rent increase letter in there have been high levels of terminations in March; 61, compared to 48 in January 2022 and 26 in February 2022.
- 4.6 A Garages Business Plan is being presented at this Executive meeting.

#### 4.7 *Improvement Actions In Place Since Last Quarter*

- 48% of the void stock are defined as 'avoidable voids', meaning that action can be taken to get them into a condition where they can be offered for rent. Estates and Garage Services are working together to address repairs backlogs and new repairs works more efficiently. This includes addressing resourcing / capacity challenges across both service areas. For example, Garage Services are recruiting for an additional Garage Lettings Officer to provide capacity to assist with reducing the avoidable voids.
- Any-day tenancies commenced on 1st April 2022; this will allow the flexibility of a license starting on the day the key is collected. 67% of garage license holders are now on the preferred payment method of direct debit and for new garage license holders from 1st April 2022 this will be the only possible method of payment.
- The first full year of the 52 week charging has been actual and refurbished sites returned during 21/22 have moved to a different rental category since April 2022, this will allow for a more accurate understanding of our voids.
- Asbestos remedial works are ongoing; 50% of the back log that were sent to the contractor have now been completed and the remainder are being progressed. The performance of the asbestos surveying contractor has improved and continues to be monitored.
- Beacon Partnerships have been appointed to undertake the strategic options analysis of the circa 430 sprayed asbestos units. Further investment in addressing asbestos in garages will be considered, if required to tackle the issues identified and against a clear business case.

#### 4.8 *Improvement Actions Underway/Planned*

- The development of Digital Garage Lettings is in progress. By allowing residents to view available garage stock online and bid on garages of their choice it is anticipated that acceptance rates will increase and more demand can be met. This is expected to be in place in Summer 2022
- From 1st April 2022 garage terminations have moved to a 4 week notice period, an increase from 1 week. This will allow the following activity to take place during the 4 weeks and is expected to help the reduction of void loss (Arrangement of asbestos survey if required, programming of any repairs required to the garage, re-allocating the garage ready for the next applicant to occupy).

4.9 Garage void turnaround times will be monitored from April 2022 at an operational level to ensure actions in place are having the desired impact; this will be escalated if required.

### **Customer Services and Complaints**

#### **CSC12: Percentage of calls abandoned in the Customer Service Centre**

- March 2022 target 15%

- March 2022 actual 35.5% (red)

**CTOC1: Percentage of customer complaints responded to within deadline**

- March 2022 target 95%
- March 2022 actual 63.5% (red)

**Website Satisfaction**

**WebSat1: Customer Satisfaction with Council website.** (This is calculated using three different options for customer to provide feedback, a red face, amber face, green face, which in turn relate to a score of -1 negative score, 0 neutral score, +1 positive score and is then drawn together into a total result)

- March 2022 target 0.2
- March 2022 actual -0.25 (red)

4.10 Customer Services aim to provide accessible and easy to use services which are available at a time and place which suits our customers. Increasingly, and in line with transformation principles agreed at Executive, in August 2021, this means increasingly providing service via our website. Furthermore, when residents were asked to rank five ways the Council could maximise their budget as part of the 'Making your Money Count' programme, the most commonly chosen option for 1st place was reducing time and money spent on paperwork by interacting with more residents online, with four in ten (41%) choosing this as first. The team are making steady progress in creating online services, with nearly a quarter of requests for service now made online.

4.11 The following shows the current services available online and the future priorities:

Available online	2022/23 priorities
Missed/ replacement bins Report it e.g. environmental nuisances such as fly tipping, abandoned vehicles and graffiti. Non urgent repairs reports (not appointment booking) Housing register applications Choice based lettings and mutual exchanges Housing –rent balances and payments Payments – anything with an account e.g. rent, council tax, business rates, garages Council Tax – view details, change of address, direct debit sign up. Benefits - new claims, change of circumstances, benefits calculator, view benefits Planning- applications, viewing planning documents and	Garage lettings online Repairs appointment booking Housing options and advice case tracking Tracking enquiries online including complaints (Digital platform “caseviewer”) One login for Housing Online and Digital Platform services One-off payments (e.g. for a license or permit)

decisions Find a car park, Find my bin collection, find my polling station Play registration and booking A range of online enquiry forms Bulky waste requests	
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- 4.12 It remains a priority for the Council to be able to help those who don't have access to online services or who can't self-serve. In 2021/ 22 the team were not able to meet our targets for call abandonment. Customer Services were only able to answer 65% calls, with 35% callers hanging up before their call was answered.
- 4.13 We have also seen an increase in complaints, and timely resolution of complaints. The council received 4270 complaints and member enquiries in 2021/22, which is nearly a quarter more than in 2019/20 or 2020/21. Timely resolution of complaints has suffered with 63.5% closed on time in Q4. However, there has been considerable variability between services.
- 4.14 The key factors impacting on telephone and complaints performance are outlined below:
- As part of budget savings prepared during the Covid-19 pandemic (2021/22 budget), the Council reduced the number of CSC advisers from 25 to 20FTE. With greater demand for services after the pandemic, this has meant some delays in call answering with a particular impact in busier times.
  - In common with a number of customer service organisations, staff turnover has increased in Customer Services, mirroring some other Council and national trends. Turnover increased to 50% over the past year (typically at 20% before the pandemic). Adviser training takes 3 – 6 months due to the range of services dealt with within the CSC
  - We also recognise that greater pressure and demand for specific services has created additional demand for CSC services. Analysis of call volumes and lengths showed almost half of Customer Service adviser time is spent handling repairs.
  - The repairs service is dealing with a backlog of requests including fencing repairs (exacerbated by the storms in February) and also due to the temporary suspension of non-urgent repairs during the COVID-19 pandemic. Staff capacity and recruitment challenges are also a contributing factor. Housing and repairs teams continue to collaborate to address performance challenges, which in turn, will also help alleviate some of the demand currently being experienced in the CSC and some of the challenges in providing timely customer responses.
  - Critical online service options which will reduce pressure on the service are not yet live - in particular online repairs appointments is now planned for November 2022.
  - Housing Repairs (457 complaints in 2020/21, 845 complaints in 2021/22) and Housing Residents and Estates (299 complaints in 2020/21, 519 complaints in 2021/22) have continued to struggle with

significant performance issues throughout the year. Two thirds of all late complaint resolutions in the council have been in these two services.

- A quarter of complaints from a sample of 280 related to fencing or guttering issues. Other significant factors included chasing of follow-on works (17%), appointments not being kept (14%), and repairs not being to required standard (12%).

#### 4.15 Q4 also saw some particular pressures:

- The storms in February caused an uplift of around 800 repairs enquiries. Avoidable contact is increasing as residents chase fence and gutter repairs that have not yet been completed.
- Q4 is typically a challenging period with high seasonal demand and the presentation of complex issues. In January we received a high volume of enquiries deferred by customers because of Christmas and weather related incidents. A high volume of enquiries related to end of year processes and billing enquiries came through in March.

#### 4.16 The transformation programme discovery phase has also reviewed SBC's current service offer for high priority / volume services across the Council and identified some key system-wide challenges to be addressed through the transformation programme:

- There is scope to create bigger teams who deal with a broader range of issues in order to ensure services are better able to help customers and cope with fluctuations in demand.
- Customer facing staff need to have access to up to date contact, process and policy information to ensure it is fit for purpose and consistent across services
- There is scope to further improve and promote our website offer for many services to help people to obtain information, advice and guidance and to access services.
- There is scope to improve tracking of cases online, and reduce the need for emails and paper based systems.

#### 4.17 *Improvement In Place Since Last Quarter*

- A rolling recruitment campaign has been re-launched for advisers to ensure that there are candidates available when staff leave. A new HR recruitment system is working well and making it much quicker to shortlist and arrange interviews.
- Coaching of Customer Service Advisers has focussed on improving call handling, to unlock capacity and improve availability of advisers. This area has been prioritised because of the high staff turnover this year and the increase in recruitment.
- Revised opening hours for the CSC came into effect on 4th April which will allow for more consistency of resource available due to more overlapping shifts.
- An online bulky waste service was launched in May 2022.
- Phone and website messages have been updated to signpost the range of options available online.



#### 4.18 *Improvements Underway/Planned*

- The Housing asset management strategy is being reviewed, which will reconsider the investment needs for the Housing stock, in terms of major works, planned maintenance and repairs. This in turn will inform the 30 year Housing business plan refresh. Additional funding of £250k has been provided in 2022/23 to help reduce the fencing backlog.
- Marketing and communications activity is increasing in order to further encourage customers to utilise and take advantage of our website services.
- A new set of service choices for callers to Customer Services will be rolled out in Q1 to help provide better resourcing and priority for answering priority enquires such as emergency repairs, SADA, or becoming homeless that day. At the same time a “digital first” approach for enquiries for services that have good online functionality will ask people to hang up and go online unless the phone is their only option.
- Digital improvements are planned for 2022/23 as Phase 1 of the transformation programme. This includes online garage lettings and key collection self-service, self-service scanning, and online repairs bookings.
- Phase 2 of the transformation programme will include improved Information Advice and Guidance, enhanced case management and a re-designed customer model for the Council to address system wide challenges as described above. This will also ensure that an appropriate telephone-based service will be retained to ensure everyone can continue to access the services they need. A proposal will be presented to Executive in September.

#### ***Website Satisfaction***

- 4.19 Q4 performance was slightly lower than Q3; however, because of the small amount of feedback received, it's difficult to draw strong conclusions. We receive a feedback comment in only around 1 in 13,000 times a customer visits a page. We are planning to review our customer feedback mechanisms in 2022/23, to increase the amount of feedback we get and to make it more actionable.
- 4.20 Key themes of customer feedback that could be drawn in Q4 were: disappointment over how and when council tax rebate will be paid, difficulty paying and appealing car parking fines, and both positive and negative feedback about waste and recycling services.

#### **Human Resources**

##### ***Apprentices***

#### **EoC4a: Percentage of apprentices in post as a percentage of the workforce**

- March 2022 target 2.5%
- March 2022 actual 1.07% (red)

- 
- 5.1 During this quarter a number of apprentices have gone on to secure more senior roles within the Council or have completed their qualifications.
- 5.2 The Learning & Development team is working with service managers to identify new apprenticeship opportunities.

### ***Sickness Absence***

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

- March 2022 target 8 days
  - March 2022 actual 10.63 days (red)
- 5.3 Sickness absence rates have increased during Q4 of 2021/22 to 10.63 days per FTE, of which 5.09 days per FTE were short term absence and 5.54 days per FTE were long term absences (absence lasting over 21 days).
  - 5.4 Of the short term absence, 15% of this can be attributed to COVID-19 related absence which increased significantly in January 2022 with the spread of the Omicron variant across the UK. The increase in long term sickness absence compared to Q4 2020/21 can be attributed to an increase in the number of employees with complex medical conditions, including cancer, endocrine related condition and an increase psychological illness, such as depression.
  - 5.5 We continue to provide support to employee who are absent due to sickness – the range of support includes – occupational health, Employee Assistance Programme, counselling/mental health action plans, physio and a range of reasonable adjustments based on individual needs. We also support and advise managers on applying the short term and long term sickness absence policies – including ill health retirement where eligible.

### **Finance**

#### ***Savings***

#### **FS4: Percentage of HRA savings identified to meet one year target**

- March 2022 target 95%
  - March 2022 actual 25.45% (red)
- 6.1 A number of pressures have arisen for the HRA which have been included in the 2022/23 budget pending the HRA BP review to be reported to the Executive during 2022, this will address the future savings target required and the level of growth the HRA can afford.

#### ***Council Tax***

#### **BV9: % council tax collected**

- March 2022 target 96.8%
- March 2022 actual 94.5% (red)

- 6.2 Council Tax continues to be below what was collected pre-COVID, but the taxbase is higher and negates some of the potential loss. This is borne out by the projected surplus due on the Collection Fund for 2021/22 of which £50K is applicable to Stevenage.

### ***Rent Collection Rate***

#### **BV66a: Rent Collection Rate**

- March 2022 target 97.81%,
- March 2022 actual 97.23% (amber)

- 6.3 This is slightly under target for the year. The biggest reason is the cost of living crisis impacting low income households especially.
- 6.4 Increasing costs of living including soaring energy prices, rising inflation and an increase in national insurance will require balancing successful income collection with the flexibility, understanding and support for those struggling to pay.
- 6.5 The Income services team's collective and individual effort will be focused on sustaining income collection to expected levels and tenancy sustainment, whilst supporting those tenants experiencing financial challenges. This will be closely monitored to ensure continuous improvements and collection of all HRA income streams is maximised.

### ***Jobs Created through the Business Technology Centre***

#### **BTC1a: New jobs created through the BTC (ytd)**

- March 2022 target 60
- March 2022 actual 35 (red)

- 6.6 The lockdown and the Omicron Variant had a significant impact on the BTC and those accessing one to one advice and webinars support. However, it is on target in terms of achieving its financial performance targets.
- 6.7 WENTA are reporting high levels of occupancy and a bounce back in business advice services. They are also seeing pre-starts and early stage businesses at the BTC.
- 6.8 It should be noted that although this measure did not achieve its target this year, for the quarter it achieved the target of creating 15 jobs, the highest level all financial year.

### ***Affordable Homes Delivered (Current Quarter)***

#### **HDD1e: Number of affordable homes delivered by the Council (current quarter)**

- March 2022 target 29 homes
- March 2022 actual 5 homes (red)

- 6.9 This measure has not achieved target, due to the Symonds Green scheme not completing this quarter. The scheme is now due to be completed Quarter 1 2022/23.

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## 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

## Customers

Measure Name		Actual - Quarter 1 2021/22 YTD	Actual - Quarter 2 2021/22 YTD	Actual - Quarter 3 2021/22 YTD	Actual - Quarter 4 2021/22 YTD
CS10: Domestic Abuse per 1,000 population	Community Safety	6.07	6.15	5.67	8.90
CS8: Anti-social behaviour per 1,000 population	Community Safety	11.00	10.10	6.27	11.30
NI15b: The rate of violence against the person (victim based crime) per 1,000	Community Safety	7.62	18.15	7.80	33.10
ECHFL1: Percentage of Homes maintained as decent	Investment	73.23	71.93	75.82	66.68
BV66a: Rent collection rate	Managing Homes	90.36	95.64	97.10	97.23
BV213: Homelessness preventions	Providing Homes	37.00	99.00	163.00	225.00
NI156: Number of households in temporary/emergency accommodation at end qtr	Providing Homes	180.00	210.00	187.00	203.00
Void loss: Void loss in year (£)	Repairs & Voids	148,145.65	279,964.85	419,701.87	532,510.82
Voids Sheltered MW - The time taken to relet major works sheltered voids	Repairs & Voids		192.60	126.33	134.70
Voids sheltered: The time taken to relet standard sheltered voids	Repairs & Voids	161.50	188.93	177.63	181.67
VoidsGN: The time taken to relet standard general needs voids	Repairs & Voids	29.00	38.86	35.52	34.91
VoidsGNMW - The time taken to relet major works general needs voids	Repairs & Voids		68.44	27.38	30.65

Place		Actual - Quarter 1 2021/22 YTD	Actual - Quarter 2 2021/22 YTD	Actual - Quarter 3 2021/22 YTD	Actual - Quarter 4 2021/22 YTD
ELL1a: Percentage of Houses in Multiple Occupation (HMO) that are broadly compliant	Commercial and Licensing	99.08	99.56	97.72	97.24
NI184: Food establishments in the area broadly compliant with food hygiene laws	Environmental Health	95.40	96.60	98.30	99.60
NI191: Residual household waste per household (kgs)	Environmental Services	138.00	268.00	389.00	534.00
NI192: Percentage of household waste sent for reuse, recycling and composting	Environmental Services	41.00	43.00	38.00	36.00
CNM2g: Garage Voids as a percentage of stock	Garages	16.70	17.49	16.32	14.53
HDD1b (formerly NB1) - New Build Spend v Budget of development activity that is contracted	Housing Development	101.00	103.52	95.90	88.16
HDD1d: Number of affordable homes delivered (gross) by the Council (since 2014)	Housing Development	272.00	278.00	281.00	286.00
HDD1e: Number of affordable homes delivered by the Council (current quarter)	Housing Development	11.00	6.00	3.00	5.00
BTC1a: New jobs created through Business Technology Centre	Planning & Regulation	12.00	16.00	20.00	35.00
BTC1b: New business start up in Business Technology Centre	Planning & Regulation	12.00	15.00	19.00	30.00
NI157a: Percentage of major planning applications determined in 13 weeks	Planning & Regulation	100.0%	100.0%	100.0%	100.0%
NI157b: Percentage of minor planning applications determined within 8 weeks	Planning & Regulation	94.7%	94.0%	88.5%	87.4%
NI157c: Percentage of other planning applications determined within 8 weeks	Planning & Regulation	96.3%	94.8%	89.3%	89.9%
ECH-Rep3: Percentage repairs appointment made & kept	Repairs & Voids	97.03	97.48	98.18	98.87
ECH-Rep4: Percentage repairs fixed first time	Repairs & Voids	99.75	99.91	98.68	96.89
Rep Cost1: Average responsive repair cost per dwelling	Repairs & Voids	61.60	130.45	201.19	267.62
Rep-Time1: Average end to end repairs time (days) - Emergency Repairs	Repairs & Voids	0.22	0.34	0.65	0.60
Rep-Time2: Average end to end repairs time (days) - Urgent Repairs	Repairs & Voids	2.39	2.87	4.76	5.82
Rep-Time3: Average end to end repairs time (days) - Routine Repairs	Repairs & Voids	8.61	9.30	9.39	11.36

Measure Name		Actual - Quarter 1 2021/22 YTD	Actual - Quarter 2 2021/22 YTD	Actual - Quarter 3 2021/22 YTD	Actual - Quarter 4 2021/22 YTD
CTOC1: Percentage of customer complaints responded to within deadline	Customer Focus	69.66	65.37	64.31	63.50
Cust1: Percentage complaints progressing to stage 2 and 3 that are upheld or partially upheld	Customer Focus	16.00	22.67	17.56	18.20
CSC12: Percentage of calls abandoned in the Customer Service Centre	Customer Service Centre	35.90	35.10	33.80	35.50
EAA1: Customer satisfaction with CSC customer service	Customer Service Centre	91.00	91.00	91.00	89.50
WebSat1: Customer satisfaction with Council website	Digital	-0.27	-0.26	-0.24	-0.25
BV10: Percentage of non-domestic rates due for the financial year received by the authority	Finance & Estates	33.6%	58.2%	86.6%	98.4%
BV9: Percentage of council tax collected	Finance & Estates	32.9%	59.3%	86.1%	94.5%
FS1a (LACC1): Percentage GF approved savings removed from GF budget for current year	Finance & Estates	93.00	93.00	87.00	83.20
FS2a (LACC2): Percentage HRA approved savings removed from HRA for current year	Finance & Estates	97.00	97.00	100.00	89.00
FS3 (Futsav1b): Percentage of GF savings identified to meet one year target	Finance & Estates	38.00	75.06	100.00	100.00
FS4 (Futsav2b): Percentage of HRA savings identified to meet one year target	Finance & Estates	7.00	37.08	25.45	25.45
NI181: Time taken (days) to process housing benefit new claims and change events	Finance & Estates	12.54	7.78	11.79	2.86
EoC4a: Percentage of apprentices in post as percentage of workforce	Human Resources	2.29	2.11	1.05	1.07
EoCrec: Time to recruit	Human Resources	54.00	47.60	40.00	41.00
Pe1: Workforce Stability	Human Resources	84.80	88.34	87.80	94.00
Pe2: Agency Usage as a percentage of total workforce	Human Resources	62.00	61.22	49.20	54.00
Pe4a: Sickness Absence Rate for the Current Workforce (FTE)	Human Resources	6.20	7.03	9.17	10.63

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**Baseline**

Measure Name		Actual - Quarter 1 2021/22 (YTD)	Actual - Quarter 2 2021/22 (YTD)	Actual - Quarter 3 2021/22 (YTD)	Actual - Quarter 4 2021/22 (YTD)
NEW - FT1: % of successful outcomes with flytipping	Community Safety	58.00	45.00	66.00	73.00
NEW - SLL1: SLL overall footfall (ytd)	Culture, Wellbeing & Leisure Services	80,880	157,969	339,658	478,201
NEW - CSC13: % of calls to Customer Services reported as resolved by customers	Customer Service Centre	73	71	71	67
NEW - Dig1: % of digital customer transactions	Digital	15	20	19	23
NEW - CR1: % of commercial rent collected from estates	Finance & Estates	78.00	85.00		
NEW - DH1: % of tenants satisfied with Decent Homes works	Investment	100.00	100.00	100.00	100.00
NEW - MRC1: % of tenants and leaseholders satisfied with MRC works	Investment	73.00	36.50	38.37	51.57
NEW - EA1: Time taken to relet an emergency accommodation unit (6 working days)	Providing Homes	6.80	6.00	9.71	7.80
ECHFL5: Percentage of Repairs service customers satisfied (telephone survey)	Repairs & Voids			85.50	



# Corporate Performance Suite 2022/23

## Customers

Measure Name		Actual - Quarter 4 2021/22 YTD	Target - Quarter 1 2022/23 (YTD)	Target - Quarter 2 2022/23 (YTD)	Target - Quarter 3 2022/23 (YTD)	Target - Quarter 4 2022/23
SLL1: SLL overall footfall (ytd)	Culture, Wellbeing & Leisure Services	478,201	88,968	173,766	373,624	526,021
DH1: % of tenants satisfied with Decent Homes works	Investment	100.00	70.00	70.00	70.00	70.00
ECHFL1: Percentage of Homes maintained as decent	Investment	66.68	68.57	71.82	75.07	68.03
ECHFL1nat: Percentage of homes maintained as decent against national minimum DH standard	Investment		80.19%	83.44%	86.68%	79.65%
BV66a: Rent collection rate	Managing Homes	97.23	90.22	93.44	96.39	97.81
BV213: Homelessness preventions	Providing Homes	225.00	50.00	100.00	150.00	200.00
EA1: Time taken to relet an emergency accommodation unit (6 working days)	Providing Homes	7.80	6.00	6.00	6.00	6.00
NI156: Number of households in temporary/emergency accommodation at end qtr	Providing Homes	203.00	200.00	200.00	215.00	205.00
Void loss 1: Void loss in year (£)	Repairs & Voids	532,510.82	97,260.00	194,520.00	284,299.00	374,078.00
Voids Sheltered MW - The time taken to relet major works sheltered voids	Repairs & Voids		70.00	70.00	70.00	70.00
Voids sheltered:The time taken to relet standard sheltered voids	Repairs & Voids	181.67	70.00	70.00	70.00	70.00
VoidsGN: The time taken to relet standard general needs voids	Repairs & Voids	34.91	32.00	32.00	32.00	32.00
VoidsGNMW - The time taken to relet major works general needs voids	Repairs & Voids	30.65	65.00	65.00	65.00	65.00

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## Place

Measure Name		Actual - Quarter 4 2021/22 YTD	Target - Quarter 1 2022/23 (YTD)	Target - Quarter 2 2022/23 (YTD)	Target - Quarter 3 2022/23 (YTD)	Target - Quarter 4 2022/23 (YTD)
ELL1a: Percentage of Houses in Multiple Occupation (HMO) that are broadly compliant	Commercial and Licensing	97.24	90.00	90.00	90.00	90.00
FT1: % of successful outcomes with flytipping	Community Safety	73.00	70.00	70.00	70.00	70.00
NI184: Food establishments in the area broadly compliant with food hygiene laws	Environmental Health	99.60	95.00	95.00	95.00	95.00
NI191: Residual household waste per household (kgs)	Environmental Services	534.00	138.00	270.00	390.00	540.00
NI192: Percentage of household waste sent for reuse, recycling and composting	Environmental Services	36.00	43.00	41.00	38.00	35.00
CNM2g: Garage Voids (residential) as a percentage of stock	Garages	14.53	14.50	14.10	13.80	13.50
HDD1b (formerly NB1) - New Build Spend v Budget of development activity that is contracted	Housing Development	88.16	85.00	85.00	85.00	1 85.00

Measure Name		Actual - Quarter 4 2021/22 YTD	Target - Quarter 1 2022/23 (YTD)	Target - Quarter 2 2022/23 (YTD)	Target - Quarter 3 2022/23 (YTD)	Target - Quarter 4 2022/23 (YTD)
HDD1d: Number of affordable homes delivered (gross) by the Council (since 2014)	Housing Development	286.00	305.00	355.00	357.00	359.00
HDD1e: Number of affordable homes delivered by the Council (current quarter)	Housing Development	5.00	19.00	50.00	2.00	2.00
FRA1: Percentage of dwellings with a valid Fire Risk Assessment	Investment	100.00%	100.00%	100.00%	100.00%	100.00%
VAS1: Percentage of communal areas with a valid Asbestos survey	Investment	100.00%	100.00%	100.00%	100.00%	100.00%
VEC1: Percentage of communal areas with a valid EICR Electrical Certificate	Investment	95.46%	100.00%	100.00%	100.00%	100.00%
VED1: Percentage of dwellings with a valid EICR Electrical Certificate	Investment	62.95%	100.00%	100.00%	100.00%	100.00%
VGC1: Percentage of dwellings with a valid gas certificate	Investment	100.00%	100.00%	100.00%	100.00%	100.00%
VLC1: Percentage of sites with valid legionella inspections certificate	Investment	100.00%	100.00%	100.00%	100.00%	100.00%
VLT1: Percentage of domestic passenger lifts with an in date LOLER inspection	Investment	57.89%	100.00%	100.00%	100.00%	100.00%
BTC1a: New jobs created through Business Technology Centre	Planning & Regulation	35.00	18.00	36.00	55.00	75.00
BTC1b: New business start up in Business Technology Centre	Planning & Regulation	30.00	7.00	14.00	22.00	30.00
NI157a: Percentage of major planning applications determined in 13 weeks	Planning & Regulation	100.0%	60.0%	60.0%	60.0%	60.0%
NI157b: Percentage of minor planning applications determined within 8 weeks	Planning & Regulation	87.4%	65.0%	65.0%	65.0%	65.0%
NI157c: Percentage of other planning applications determined within 8 weeks	Planning & Regulation	89.9%	80.0%	80.0%	80.0%	80.0%
ECHFL5: Percentage of Repairs service customers satisfied (telephone survey)	Repairs & Voids		90.00	90.00	90.00	90.00
ECH-Rep3: Percentage repairs appointment made & kept	Repairs & Voids	98.87	95.00	95.00	95.00	95.00
ECH-Rep4: Percentage repairs fixed first time	Repairs & Voids	96.89	87.50	87.50	87.50	87.50
Rep Cost1: Average responsive repair cost per dwelling	Repairs & Voids	267.62	81.77	163.54	245.30	327.07
Rep-Time1: Average end to end repairs time (days) - Emergency Repairs	Repairs & Voids	0.60	1.00	1.00	1.00	1.00
Rep-Time2: Average end to end repairs time (days) - Urgent Repairs	Repairs & Voids	5.82	5.00	5.00	5.00	5.00
Rep-Time3: Average end to end repairs time (days) - Routine Repairs	Repairs & Voids	11.36	20.00	20.00	20.00	20.00

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Measure Name		Actual - Quarter 4 2021/22 YTD	Target - Quarter 1 2022/23 (YTD)	Target - Quarter 2 2022/23 (YTD)	Target - Quarter 3 2022/23 (YTD)	Target - Quarter 4 2022/23 (YTD)
CompGF1: % of council service customer complaints responded to within deadline	Customer Focus		78.00%	82.00%	86.00%	90.00%
CompHRA1: % of housing service customer complaints responded to within deadline	Customer Focus		70.00%	74.00%	78.00%	82.00%
Cust1: Percentage complaints progressing to stage 2 and 3 that are upheld or partially upheld	Customer Focus	18.20	35.00	35.00	35.00	35.00
CSC12: Percentage of calls abandoned in the Customer Service Centre	Customer Service Centre	35.50	15.00	15.00	15.00	15.00
CSC13: % of calls to Customer Services reported as resolved by customers	Customer Service Centre	67	65	65	65	65
EAA1: Customer satisfaction with CSC customer service	Customer Service Centre	89.50	90.00	90.00	90.00	90.00
Dig1: % of digital customer transactions	Digital	23	23	28	30	33
BV10: Percentage of non-domestic rates due for the financial year received by the authority	Finance & Estates	98.4%	36.0%	59.0%	89.0%	99.0%
BV9: Percentage of council tax collected	Finance & Estates	94.5%	33.0%	61.0%	88.0%	96.8%
CR1: % of commercial rent collected from estates	Finance & Estates		80.00	95.00	95.00	95.00
FS1a (LACC1): Percentage GF approved savings removed from GF budget for current year	Finance & Estates	83.20	95.00	95.00	95.00	95.00
FS2a (LAG2): Percentage HRA approved savings removed from HRA for current year	Finance & Estates	89.00	95.00	95.00	95.00	95.00
FS3 (Futsa1b): Percentage of GF savings identified to meet one year target	Finance & Estates	100.00	0.00	20.00	95.00	100.00
FS4 (Futsa2b): Percentage of HRA savings identified to meet one year target	Finance & Estates	25.45	0.00	20.00	95.00	100.00
NI181: Time taken (days) to process housing benefit new claims and change events	Finance & Estates	2.86	12.00	12.00	10.00	10.00
EoC4a: Percentage of apprentices in post as percentage of workforce.	Human Resources	1.07	1.50	1.80	2.00	2.50
EoCrec: Time to recruit	Human Resources	41.00	45.00	45.00	45.00	45.00
Pe1: Workforce Stability	Human Resources	94.00	85.00	85.00	85.00	85.00
Pe2: Agency Work assignments exceeding 12 weeks	Human Resources	54.00	50.00	50.00	50.00	50.00
Pe4a: Sickness Absence Rate for the Current Workforce (FTE)	Human Resources	10.63	8.00	8.00	8.00	8.00

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## Local Based

Measure Name		Actual - Quarter 4 2021/22 YTD	Target - Quarter 1 2022/23 (YTD)	Target - Quarter 2 2022/23 (YTD)	Target - Quarter 3 2022/23 (YTD)	Target - Quarter 4 2022/23 (YTD)
Community Safety : CS10: Domestic Abuse per 1,000 population	Community Safety	8.90	7.00	7.00	7.00	7.00
Community Safety : CS8: Anti-social behaviour per 1,000 population	Community Safety	11.30	9.00	9.00	9.00	9.00
Community Safety : NI15b: The rate of violence against the person (victim based crime) per 1,000	Community Safety	33.10	8.00	10.00	7.00	11.00

## Baseline

Measure Name	Service Area	Value
CWB1: Delivered social value from procurements	Community Development	
FT2: Fly-tipping per 1,000 population	Community Safety	
HW1: Number of residents engaged in council-led health initiatives	Culture, Wellbeing & Leisure Services	
CSC14: % of calls to priority line answered	Customer Service Centre	
CNM3g: Garage Voids (commercial) as a percentage of stock	Garages	
CNM4g: Percentage of recently terminated garages not let within target	Garages	
GIP1: Total garages returned for rental from the GIP Programme (current quarter)	Garages	
OP1: Percentage of missed residential bin collections	Operations	

**EXECUTIVE – ACTION TRACKER**

MEETING DATE	REPORT ITEM	RESPONSIBLE OFFICER	ACTIONS	PROGRESS
4 March 2022	Towns Fund Business Case – Garden Square and Diversification of Retail Space	Assistant Director (Regeneration)	<ul style="list-style-type: none"> <li>consideration should be given to the retention and possible use of the existing bus shelters for pop-up arts and crafts displays;</li> <li>it was important that a strong message was given to the public about the phased nature of the project, emphasising the timescales involved.</li> </ul>	
16 March 2022		Operations Director	<ul style="list-style-type: none"> <li>The Chair asked for officers to give consideration to undertaking some research work on how the rising cost of living (due to increasing fuel, energy and food prices) was impacting the population of Stevenage, and to develop some mitigation measures to help residents alleviate the impact.</li> </ul>	The community development team are currently exploring initiatives to mitigate the impact of the cost of living. The Social Inclusion Partnership is also working to become a CIC to be able to bid for funding to develop new initiatives through the VCSE.

16 March 2022	Corporate Performance – Quarter 3 2021/22		<ul style="list-style-type: none"> <li>In relation to the focus on Voids, the Chair asked if it would be possible for officers to prepare a ward by ward report on long-term voids (including the length of time that the property had been void and reasons why) which could be provided to all Members with updates throughout the year.</li> </ul>	The Providing Homes Manager is currently exploring this It is proposed to review the overall voids handling process to ensure end to end ownership of void properties to avoid unnecessary hand-offs and delays.
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**Meeting:** EXECUTIVE

**Agenda Item:**

Portfolio Area: Resources



**Date:** 12 July 2022

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

### KEY DECISION

Author – Clare Fletcher  
Lead Officer – Clare Fletcher  
Contact Officer – Brian Moldon

### 1. PURPOSE

- 1.1 To update Members on the 2021/22 outturn positions for the General Fund (GF) and Housing Revenue Account (HRA) and to seek approval for revisions to 2022/23 revenue budgets. The revenue spend included within this report are subject to completion of the 2021/22 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 2021/22 actual General Fund net expenditure of £9.692Million be noted, subject to the 2021/22 audit of the Statement of Accounts.
- 2.1.2 That the 2021/22 actual core resources of £10.198Million be noted, subject to the 2021/22 audit of the Statement of Accounts (paragraph 4.7).
- 2.1.3 That carry forward requests totalling £653,660 be approved for the General Fund (paragraph 4.6.1).
- 2.1.4 That the Transfer from reserves of £1.328Million be approved for the General Fund (paragraph 4.10.2).
- 2.1.5 That the changes to the 2022/23 General Fund budget savings totalling £180,840 be approved for the General Fund (section 4.9).

2.1.6 That Members note the inflationary pressures outlined in paragraph 4.9.4.

## 2.2 Housing Revenue Account

2.2.1 That the 2021/22 actual in year HRA surplus of £2.813Million be noted, subject to the audit of the Statement of Accounts.

2.2.2 That new carry forward requests totalling £972,910 be approved for the HRA (paragraph 4.15.1).

2.2.3 That the Transfer to reserves of £165K be approved for the HRA (paragraph 4.17.2).

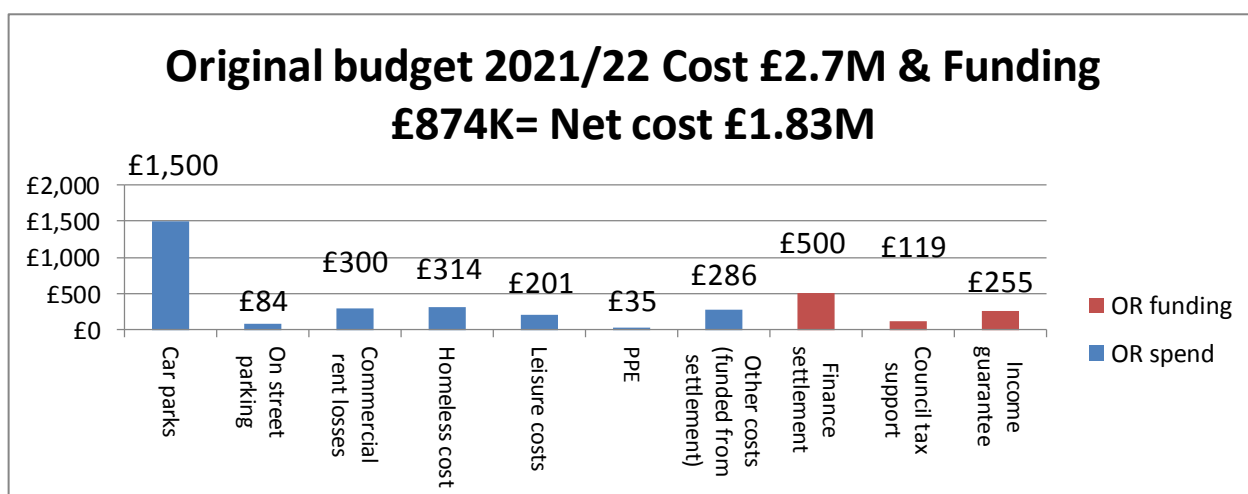
2.2.4 That the changes to the 2022/23 HRA budget savings totalling £1.037Million be approved for the HRA (para. 4.16.5).

2.2.5 That Members note the inflationary pressures outlined in paragraphs 4.9.4 and paragraphs 4.16.3-4.16.4.

## 3. BACKGROUND

3.1.1 The General Fund working revenue budget of £11.665Million was approved by Members at the March 2022 Executive, as part of the Quarter 3 monitoring report.

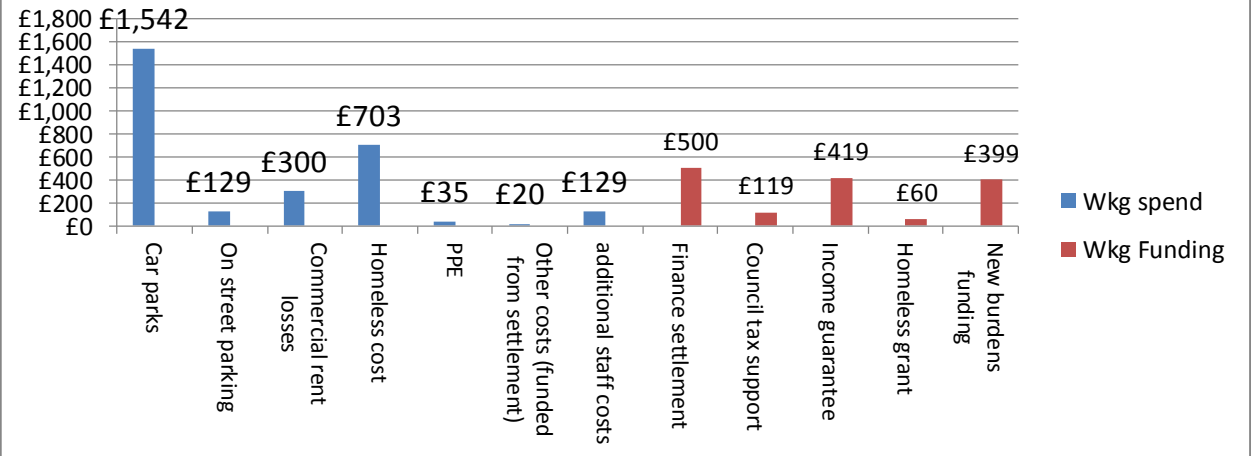
3.1.2 Setting a budget for the period 2020/21-2022/23 has been difficult due to the uncertainty of the level of COVID related costs and loss of fees and charges and then how quickly expenditure and income levels would return to pre-pandemic levels. The Original 2021/22 General Fund budget included the costs and funding as shown below.



3.1.3 However it was unclear how quickly or otherwise cost and income patterns would return to 'normal' or whether there would need to be a permanent re-set of impacted budgets. The working budget was updated.



## Working budget cost £2.9M & Funding £1.5M =Net cost of £1.4M



- 3.1.4 It is inevitable that service activity and spend will be different to that of a normal financial year as well as fees and charges. This report will identify where possible the COVID related variation to budgets.
- 3.1.5 The HRA working revenue budget of £1.669Million (surplus) was approved by Members at the March 2022 Executive, as part of the Quarter 3 monitoring report.
- 3.1.6 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 is required to certify the presentation of the pre audit annual accounts.
- 3.1.7 In January 2021, the government consulted on amendments to the Accounts and Audit Regulations 2015 to implement recommendation, to extend the deadline for publishing audited local authority accounts to 30 September from 31 July. The deadline was extended for two years from 2021/22 with a review at that point to see whether there is a continued need to have an extended deadline. These regulations came into force on 31 March 2021. However the Council currently has both the 2019/20 and 2020/21 financial years open due to difficulties faced Council's and Audit companies. The 2019/20 accounts are estimated to be completed by the end of July, but the date for 2020/21 Completion is not yet known.
- 3.1.8 The deadline for unaudited accounts has been extended to the 31 July (2022) (formally 31 May) and the 2021/22 accounts are projected to meet that deadline.

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

### 4.1 General Fund 2021/22 outturn

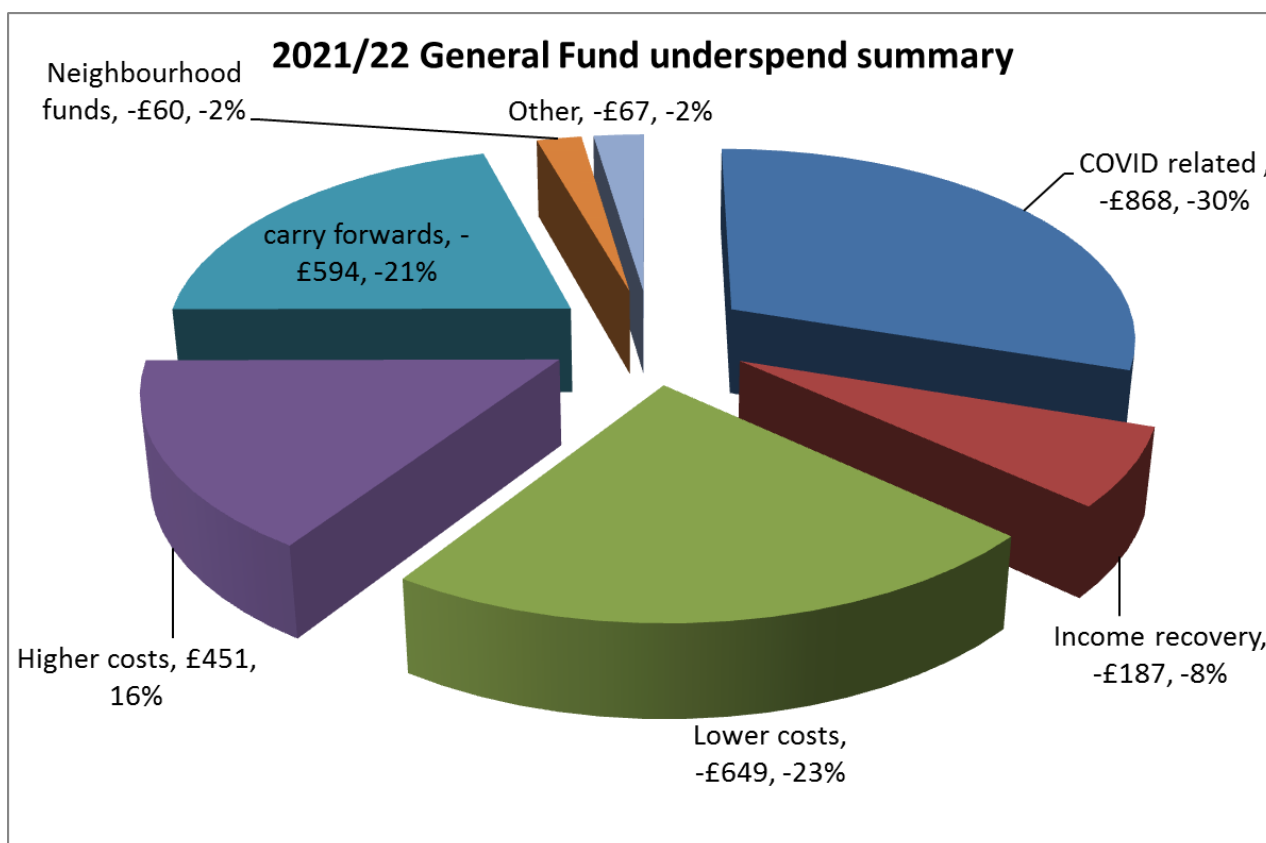
- 4.1.1 The 2021/22 Services Net Expenditure on the General Fund was £9.692Million, compared to a budget of £11.666Million. The in year underspend (before the consideration of any carry forward requests), was £1.974Million and net of carry forwards £1.345Million.
- 4.1.2 There was no transfer of underspends to the Capital reserve as in previous years (£350K), due to the uncertainty of 2021/22 in-year financial impact of COVID on the

General Fund, coupled with the projected year end 2022/23 balances of £3.886Million only £425K above minimum risk assessed levels. This was before any assessment of the current higher inflationary pressures which are now being predicted.

*Extract from Final General Fund and council Tax setting report to Council 24 February 2022.*

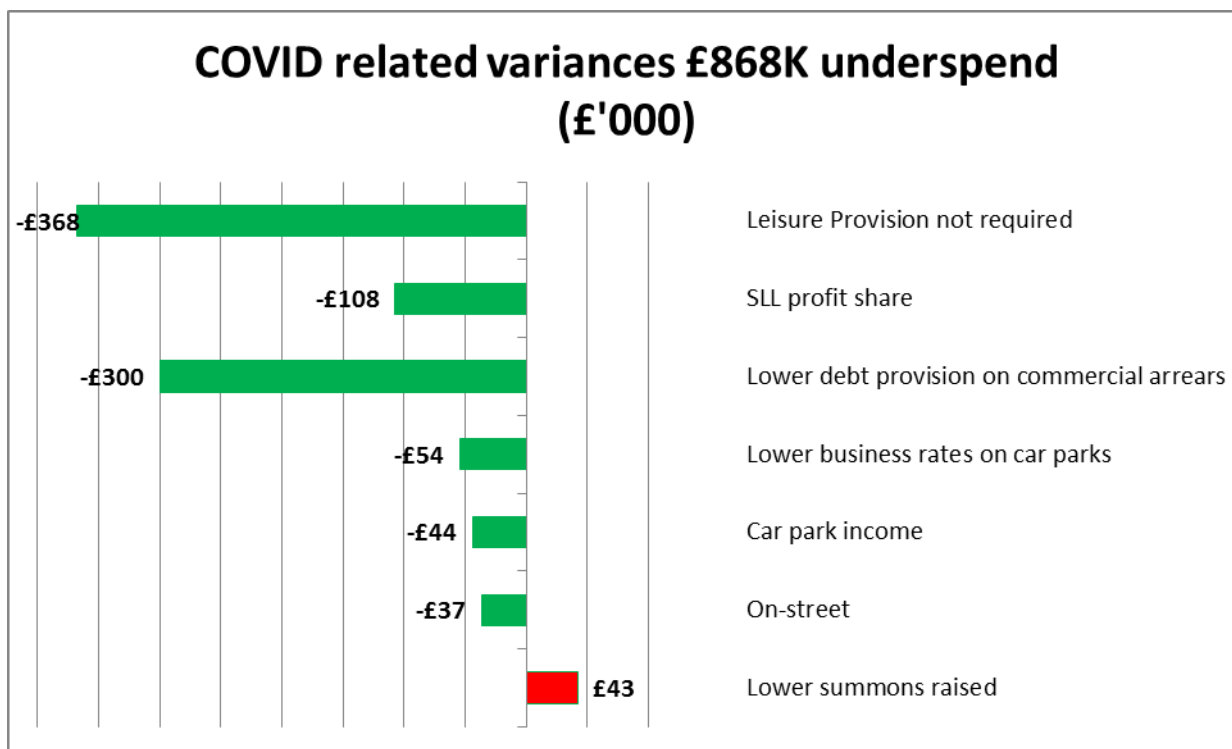
GF Balances £'000	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Revised Balances at 31 March each Year:</b>	(£6,401)	(£4,942)	(£3,829)	(£3,349)	(£3,349)
<b>use of balances</b>	£1,459	£1,056	£492	(£9)	(£201)
<b>General fund Balance 1 March</b>	(£4,942)	(£3,886)	(£3,395)	(£3,404)	(£3,605)
<b>Minimum balances</b>		(£3,471)	TBD	TBD	TBD

4.1.3 The underspend versus working budget for General Fund is summarised in the table below and the reasons for variances are detailed in paragraphs 4.2 - 4.5.



## 4.2 COVID related underspends

4.2.1 The COVID related underspends are summarised in the table below along with commentary on why they occurred.



**4.2.2 Leisure Provision (£368K) & SLL profit share £108K-** The Council approved a level of provision of £1.3Million for the remaining period of the current leisure contract (up to 31 March 2023), to ensure that leisure provision would continue to be delivered post COVID lock down restrictions. The leisure sector was significantly impacted by loss of income during 2020/21 and 2021/22. Actual losses were less than originally forecast (supported by some government grants and loans) by Stevenage Leisure Limited (SLL), which has meant a profit share of £107K for the Council in 2021/22, (Members should note the contract sum is £859K), generated by officers working with SLL Management team to introduce cost saving measures. In 2022/23 SLL are predicting losses of £300K. Members approved a reduction in the contract sum for 2021/22 of £150K however this was not realised due to the impact of COVID and removed in the working budget.

**4.2.3** Due to the projected losses in 2022/23 the level of provision has been re-assessed, Members will need to consider whether they are applied to the contract later in the year, with the remainder transferred to the General Fund £368K and a further £363K transferred to an allocated reserve (subject to Member approval) to support the renewal of the leisure contract.

**4.2.4 Commercial rent bad debt provision (£300K) -** An amount was included in the Council's accounts for commercial rent loss, however this has not been required in 2021/22, due to a better collection rate and improved position on repayment arrangements for businesses in arrears. A further part two report will come back to the Executive on the arrears position and any recommended write offs.

**4.2.5 Business Rates Car Parks (£54K) -** Business rates for car parks are based on assumed income and due to the reduction in fees (as previously reported to Members) a refund has been received. There may be a smaller refund due in 2022/23 (still to be assessed). From 2023/24 the Medium Term Financial Strategy, (MTFS), assumes income will return to pre-COVID levels and therefore no

assumption about lower business rates has been currently included in current General Fund projections.

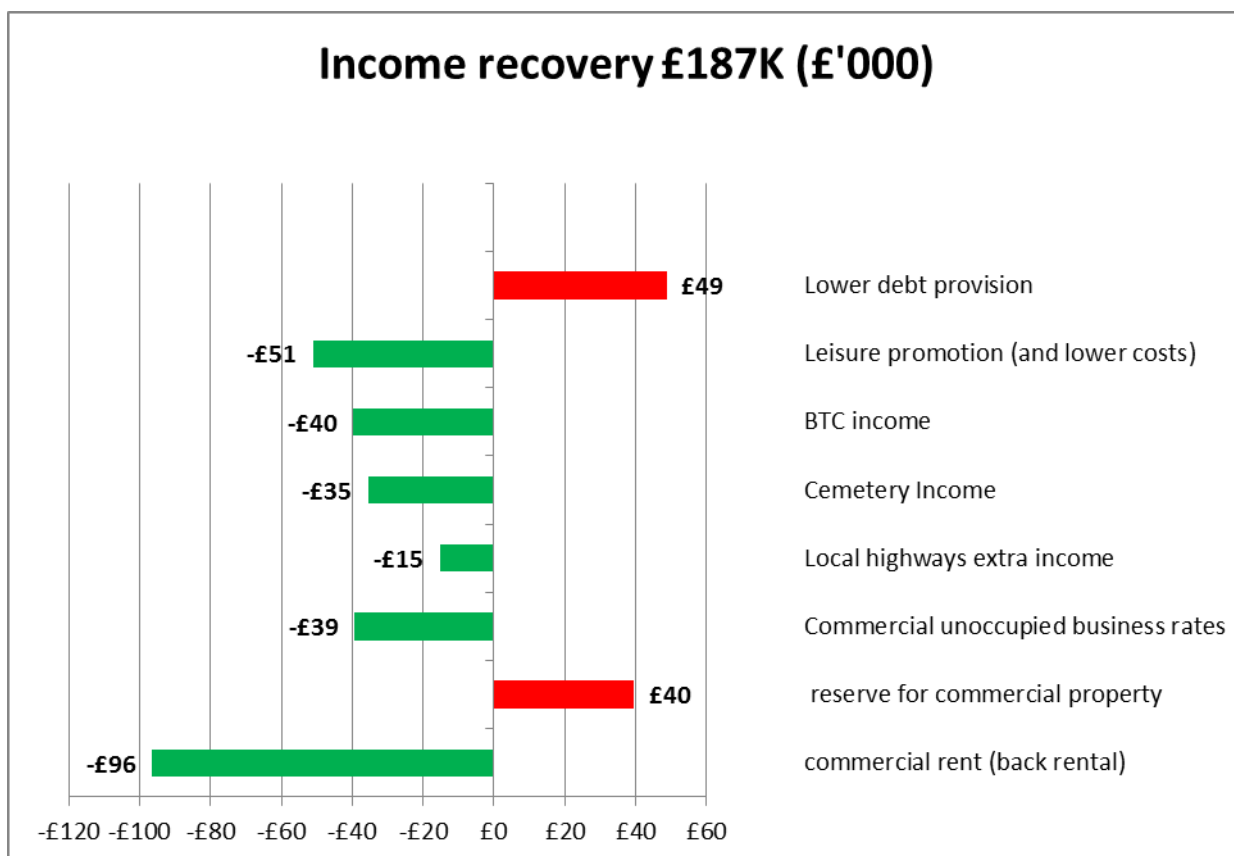
4.2.6 **Car Park income (£44K)** COVID has significantly impacted car parking income with losses of circa £2Million in 2020/21, with a further £1.5Million in 2021/22, the projection for 2021/22 was £44K better than the working budget. The government gave support to cover some of the losses through the income guarantee scheme which allowed for 75% of lost fees for the 2020/21 and the first three months of 2021/22, (less a 5% reduction compared to budget), with the Council shouldering the remaining losses through use of reserves.

4.2.7 **On-Street Parking (£37K)** As with off-street parking, on-street was impacted through the COVID period with £84K reduction assumed in the original budget and a further £84K reported during the year. The actual position improved by £37K.

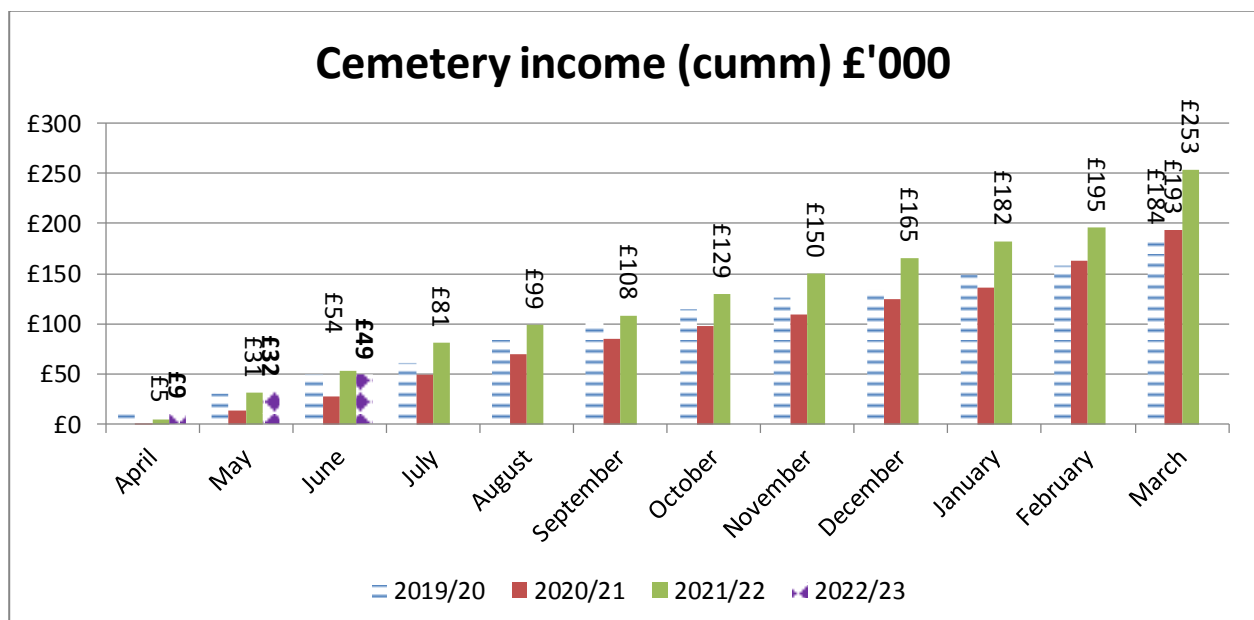
4.2.8 **Summons income (£43K adverse)** -The Council raises summons predominately on council tax and business rate arrears as it collects these income streams on behalf of the County Council, Police and central government. Court time was restricted during 2021/22 and that combined with the level of business grants and reliefs, track and trace and hardship fund payments limited activity on recovery of arrears. The level of arrears as at the end of 2021/22 is higher than in previous years and officers are now working with businesses and residents to improve that position.

### 4.3 General Fund Income Recovery

4.3.1 In reality these variances are probably linked to the underspends in section 4.2 and can be summarised as below.

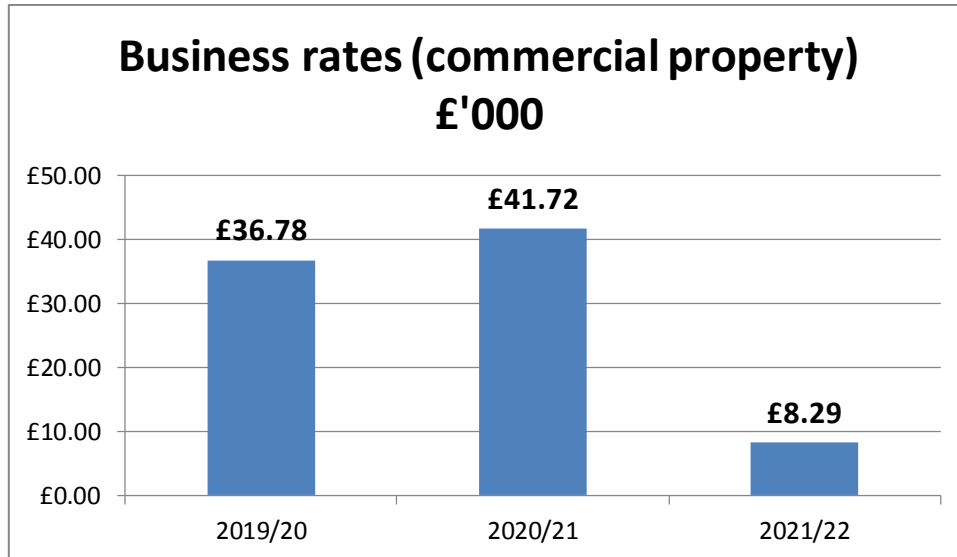


- 4.3.2 **Lower Debt Provision £49K**-The General Fund provided for £254K of debt provision in 2021/22 which covers trade, sundry, housing benefit overpayments and tenancy deposit arrears. The actual level required was net £49K lower, however there was an increase required for tenancy deposits of £81K higher than the £10K originally estimated due to the age profile of the debt. Part of the Council's 'Making Your Money Count' priority includes the 'Transformation' programme which has a work stream specifically reviewing debt process and procedures. Members will be updated as this work continues.
- 4.3.3 **Leisure Promotions £51K**- The Council received £38K more in sponsorship and contributions than assumed in the budget and had lower costs (£13K). The Council didn't run large scale events such as Stevenage Day in 2020/21 due to the pandemic restrictions.
- 4.3.4 **Business Technology Centre (BTC) contract income £40K**- the BTC is run by Wenta which is a third party on behalf of the Council and income was £40K higher than the budget representing a 3% increase on the budget (and £133K higher than 2020/21). Costs associated with the centre were lower impacted by COVID and officers are assessing whether a higher level of income will be sustained on-going. An update will be included in the 1st quarter monitoring report.
- 4.3.5 **Cemetery income £35K**- the level of income in 2021/22 was higher than in the two previous years and has been impacted by COVID. The 2022/23 income recorded thus far is in line with 2021/22 levels. Officers are not confident this trend will continue as a number of burial rights were purchased in 2021/22 inflating income alongside an increase in ashes interment due to the delays associated during the COVID period. This again will be assessed as part of the 1st quarter monitoring report.



- 4.3.6 **Local Highways income- £15K**- the increased income related to one specific development and was received in March 2022.
- 4.3.7 **Commercial Properties business rates £39K, Commercial property reserve (increased spend £40K) and Commercial rent £96K** – occupancy levels across

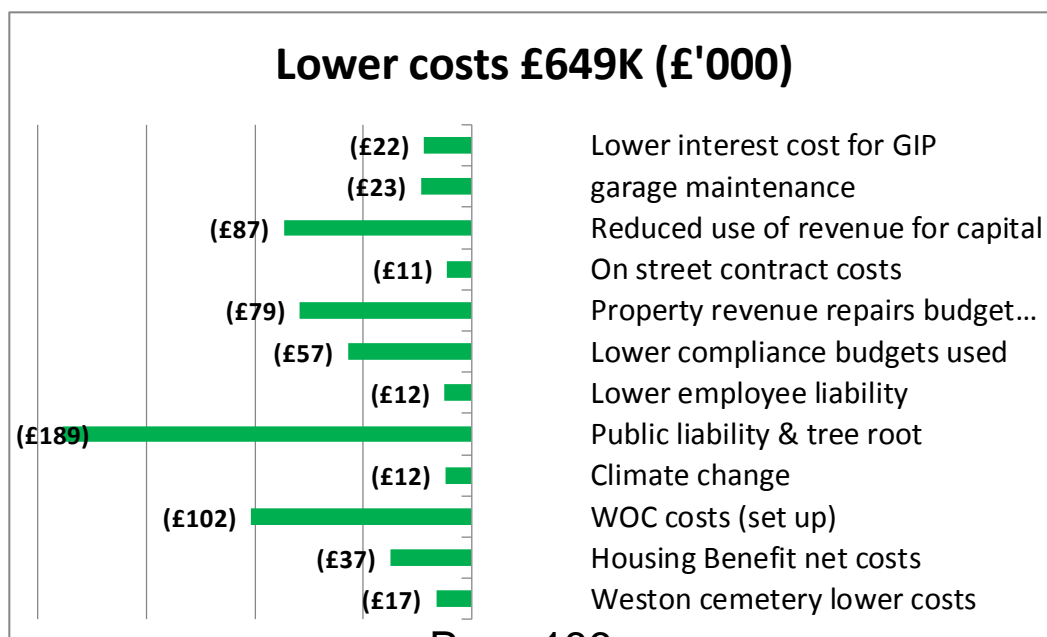
the Council's commercial property including predominately neighbourhood shop is high, which means that business rates on empty units has reduced, as shown below. The 2021/22 estimate assumes refunds re previous years, however **the estimate for 2022/23 has been reduced by £35.6K and reduces the General Fund net budget.** The level of spend will be subject to demand and may change in subsequent years.



4.3.8 Due to an administrative error a number of previously agreed rent renewal agreements were not included in later invoices. Accordingly backdated rent of £96K has been identified. All rent renewals have been reviewed and no other changes were identified. The Council raised income of £2.42Million in 2021/22, but has minimal budgeted funds to make minor improvements or repairs and Members are asked to approve the transfer of £41K to a commercial property reserve.

#### 4.4 Lower Costs than budgeted for

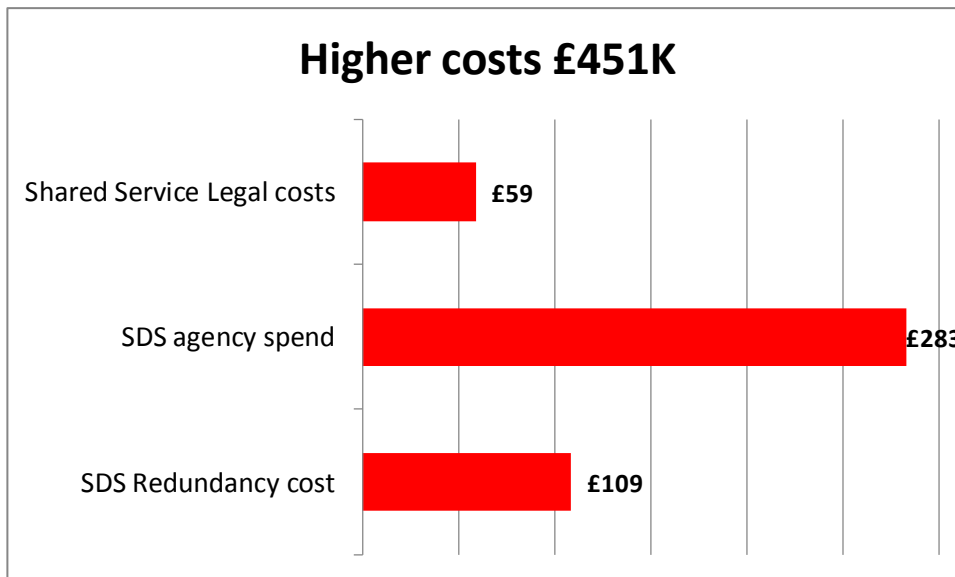
4.4.1 There were lower costs identified of £649K against expenditure, that was impacted by COVID in 2021/22 and explanations are detailed below.



- 4.4.2 **Garage Improvement Programme (GIP) borrowing interest £22K-** The garage improvement programme had some planned slippage and the borrowing has yet to be taken. With the increase in the base rate to 1.25% Treasury Management officers are calculating the impact on both the General Fund and HRA. There will be a further update in the 1st quarter monitoring report. The impact for the General Fund is far less than that of the HRA based on the relative borrowing requirement of the two funds.
- 4.4.3 **Reduced Use of revenue resources for capital £87K-** A budgeted use of revenue to support capital has been removed from the 2021/22 budget to improve the financial resilience of the General Fund. Members should note there are sufficient capital resources to support the 2022/23 programme.
- 4.4.4 **Property Revenue Repairs £79K-** Members approved as part of the 2020/21 budget setting process a budget of £128K for identified priority repairs. This budget was carried forward into 2021/22 and £79K remains unused. The CFO recommends that this should be returned to balances to support the General Fund and if subsequently required a bid will be submitted as part of the quarterly monitoring process.
- 4.4.5 **Compliance Costs £57K-** The Council has insourced its management of compliance on its non-housing assets and there was an underspend on reactive compliance spend. COVID restrictions impacted on the level of repairs identified and completed and while the underspend is noted, this will be monitored during 2022/23. Works requiring external contractors are anticipated to increase with higher inflationary costs and a budget is not currently recommended.
- 4.4.6 **Insurance Costs (Employee and Public Liability) £201K-** The level of insurance costs in the General Fund and HRA is based on premiums and provisions required for claims, this was £913K for 2021/22 across the General Fund and HRA. The majority of the underspend relates to the successful defence of a tree root claim totalling £120K which was provided for in 2020/21 and no longer required, so returned to balances.
- 4.4.7 **Wholly Owned Company Costs (WOC) £102K-** The majority of the underspend were the budgeted one off set up of costs of £75K which were not used. The housing company has been set up under an existing limited company Marshgate Limited. Part of the remaining underspend relates to external audit fees which are minimal in 2021/22, due to timing of the WOC activity, but will be required on-going.
- 4.4.8 **Housing Benefit Costs £37K-** There was a net underspend on gross housing benefit costs of £23.5Million benefit costs (including bad debt), the underspend represents 0.16% of the gross spend and is dependent on the level of benefit given and reclaimed.

#### 4.5 Higher General Fund Costs

- 4.5.1 There were a number of significant overspends versus the working budget which are summarised in the table below together with explanations.



4.5.2 **Shared Service Legal Costs £59K adverse** -The Council has a shared legal service with Hertfordshire County Council which had a total budget of £427K versus an actual spend of £486K, which represents an overspend of £59K. The fees are based on an hourly rate. The CFO has asked the Borough Solicitor to review the enquiries sent to the shared service.

4.5.3 **Stevenage Direct Services (SDS) agency spend £283K adverse**- There was an overspend on staffing costs across Environmental Maintenance, Refuse and Recycling of £283K.

£'000	Original Budget 21/22	Working Budget 21/22	Actuals 21/22	Variance
<b>Salaries</b>	£1,729	£1,479	£1,452	(£28)
<b>Agency</b>	£159	£504	£815	£311
<b>Total</b>	<b>£1,887</b>	<b>£1,983</b>	<b>£2,271</b>	<b>£283</b>

4.5.4 A review of the additional costs indicated a number of matters which related to the shortage of HGV Drivers including a trial period to increase teams to support the additional recycling from the outcome of COVID which is now part of the establishment and the need to use agency to support the operational needs for weekend working. These are being kept under review during 2022/23.

4.5.5 **Redundancy costs £109K**- an amount of £109K was accrued in 2021/22 which relates to the restructure in SDS business unit. When the restructure was approved by the Senior Leadership Team (SLT), no redundancies were anticipated, however one long serving member of staff was subsequently made redundant and the cost includes pension strain.

## 4.6 Carry Forwards

4.6.1 A table of carry forwards requested for approval by Members is shown below and total £654K, this includes an amount from general underspend to support ongoing delivery of the Co-operative Neighbourhood programme.



Service Area	Carry Forward Requests	Carry Forward Value
Local Elections	request to fund the AV improvement works (Webcasting System in the Council Chamber and Committee rooms)	£65,740
Accommodation. For Ex-Offenders	Unspent Grant to be carried forward	£15,390
Next Steps Accommodation	Unspent Grant to be carried forward	£46,430
COVID related grants	Grants relating to Health inequalities and stress in the work place committed but not be spent and requested for carry forward to 2022/23	£84,000
Environmental Development	Budget carry forward for provision of picnic tables	£8,660
Customer Services - subscriptions	to fund the implementation of the CSC Delivery Model (order placed with Premier CX in 22/23)	£10,000
IT Support Costs - SBC	one-off growth received in 21/22 to fund the Real Asset Management upgrade, which is to be completed in 22/23. This is the system that records the Council's asset values.	£15,000
GDPR - agency	To fund interim Records Governance Manager in 22/23	£45,000
H&S - HCC income	To support employees mental health and wellbeing	£18,000
HR - salaries	To fund 12 month Ass. HR Business Partner in 22/23 (Transformation capacity)	£40,000
Employee Costs - Garages	There was a post included in the garage void reduction business case which hasn't yet been recruited to.	£50,000
HCC Reimbursements - AFM	More income than expected from the AFM, request to carry forward to enable works at Cavendish Road included a roof over the general waste bay	£31,200
Policy - salaries	to assist fund interim management arrangements in 22/23	£94,740
Policy - special activities	To fund the Diabetes project, which is underway	£10,000
Civic Links	To fund the 2022/23 Town Twinning event in 2022/23	£24,500
Environmental Development	To fund the spring clean for 2022/23 (was planned for 2021/22)	£35,000
Co-operative Neighbourhoods	The seed funding of £18K was cut from the budget for 2022/23, but a commitment was made in the budget report to support the priority through underspends up to a total of £60K	£60,000
		<b>£653,660</b>

#### 4.7 General Fund Core Resources

4.7.1 The budgeted level of Core Funding for 2021/22 (as detailed in the table below), was £10.222Million; the total amount recognised in the 2021/22 pre-audited accounts is £10.199Million, a pressure of £23K.

Core Resources	2021/22 working Budget	2021/22 Outturn	Variance
	£	£	£
Business Rates net of tariff <i>(note 1)</i>	(£2,756,418)	(£2,741,596)	£14,822
Business Rates Levy <i>(note 2)</i>	£474,069	£482,579	£8,510
Business Rates Collection Fund Surplus/(Deficit) 2020/21 <i>(note 3)</i>	£8,453,530	£8,453,530	£0
Business Rates Collection Fund (Surplus)/Deficit pre- 2020/22	(£821,128)	(£821,128)	£0
Net transfer from S31 NNDR reserve <i>(note 4)</i>	(£5,282,497)	(£5,436,178)	(£153,681)
Section 31 Grant	(£3,872,946)	(£3,719,265)	£153,681
Council Tax Collection Fund (Surplus)/Deficit	(£40,152)	(£40,152)	£0
Council Tax SBC Precept	(£6,117,154)	(£6,117,154)	£0
Council Tax Support Grant (finance Settlement)	(£118,859)	(£118,859)	£0
Lower Tier Grant (Finance settlement)	(£140,043)	(£140,043)	£0
<b>Total Core Funding Position</b>	<b>(£10,221,598)</b>	<b>(£10,198,266)</b>	<b>£23,332</b>

4.7.2 The reasons for the variances are given below:

- Business Rates – The amount of business rates in the General Fund is fixed at the point the budget was approved in February 2021 and was included in the NNDR1 return to government. Any variance from this amount is accounted for in future years. There was a variance on the 2020/21 tariff of £14,822 (adverse) which was accrued in the accounts (linked to the Taxation Income Guarantee (TIG)). *(note 1)*
- Business Rates Levy – The amount of Levy payable, in 2021/22 is higher than budgeted as the actual business rate income received was slightly higher and £172K will be returned to the General Fund in 2023/24.*(note 2)*
- For 2021/22 this means a total of £8.45Million is repayable to the collection Fund. Government COVID reliefs to businesses during 2020/21 reduced the amount of business rates collectable, however as stated in above the amount taken from business rates is fixed for the year, so any extra taken has to be returned in future years. *note 3)*
- There will be a repayment to the Collection Fund in 2022/23 as a result of 2021/22 COVID reliefs given after the budgeted business rates were approved for the year and this is reflected in the net transfer to the S31 Reserve. *(note 4)*
- Section 31 Grant and Section 31 Grants Transferred to Reserves – The amount of Section 31 grant received is lower than the working budget (£153K), the transfer from the reserve matches this difference as more has been collected in business rates. The net credit to the General Fund is a combination of 2020/21 monies being transferred back to match the repayment to the Collection Fund (£8Million) and a transfer to the fund for 2021/22 reliefs of £3Million.

This is done so as not to artificially inflate General Fund reserves, because for 2020/21 and 2021/22 the government gave COVID reliefs after the NDR due to SBC was calculated. The COVID reliefs generate a S31 grant to the Council in year, while at the same time the Council budgets take a higher amount from the Collection fund than would be collectable and this is repaid to the Collection Fund 2021/22-2023/24.

#### 4.8 2021/22 General Fund Budget

4.8.1 The outturn position for the General Fund budget is summarised in the table below and will be incorporated in the next General Fund Medium Term Financial Strategy (MTFS) update.

General Fund Outturn Position	2021/22 Budget	2021/22 Outturn	Variance
	£	£	£
Services Net Expenditure	£11,665,830	£9,691,634	(£1,974,196)
Core Resources (including TIG)	(£10,221,598)	(£10,198,266)	£23,332
General Fund Outturn Position	£1,444,232	(£506,632)	(£1,950,864)
Balance Brought Forward	(£6,400,870)	(£6,400,870)	£0
Use of balances	£1,444,232	(£506,632)	(£1,950,864)
Balance Carried Forward	(£4,956,638)	(£6,907,502)	(£1,950,864)

#### 4.9 Impact on 2022/23 General Fund Budget

4.9.1 A large part of the 2021/22 underspend has been categorised on a one time basis, however there are a number of on-going budget savings as shown in the table below.

Service Area	2022/23 budget impacts	£
Commercial properties	Reduction in business rates on unoccupied properties	(£35,600)
Investment Property rent	Increase in commercial income due 2022/23	(£40,520)
Other changes		(£17,960)
<b>Total</b>		<b>(£94,080)</b>

4.9.2 There are also some identified savings which have arisen from a review of the 2022/23 budget which are recommended for inclusion in the 2022/23 working budget. These are listed below.

Service Area	2022/23 budget impacts	£
Shared Service income	Additional income calculated due from shared services	(£89,210)
Highways	Renegotiation of highways agreement	(£18,550)

Service Area	2022/23 budget impacts	£
Other	Minor variances	£21,000
<b>Total</b>		<b>(£86,760)</b>

4.9.3 The 2022/23 General Fund working budget is now projected to be as shown below. This shows a net improvement in 2022/23 year end balances of £1.4Million.

Core Resources	2022/23 Budget £'000	2022/23 Revised Working Budget £'000	Variance £'000	Changes to 2023/24 budget £'000
<b>Net Expenditure:</b>				
3rd Quarter Net Budget	£11,072	£11,072	£0	£0
Carry Forwards		£654	£654	£0
Closure on-going savings		(£94)	(£94)	(£94)
New savings identified		(£87)	(£87)	(£87)
<b>Net Expenditure</b>	<b>£11,072</b>	<b>£11,545</b>	<b>£473</b>	<b>(£181)</b>
<b>Core Resources:</b>				
Government Support - Retained Business Rates (NDR)	(£1,785)	(£1,785)	£0	£0
S31 Grants	(£1,618)	(£1,618)	£0	£0
Transfer to/from S31 reserve	(£3,776)	(£3,776)	£0	£0
Transfer to/from Collection Fund reserve 2021/22 (NDR)	£3,745	£3,745	£0	(£171)
Transfer to/from Collection Fund (Council Tax)	(£50)	(£50)	£0	(£26)
Lower Tier COVID Grant	(£118)	(£118)	£0	£0
Service Grant	(£177)	(£177)	£0	£0
District Precept	(£6,317)	(£6,317)	£0	£0
<b>Total Core Resources</b>	<b>(£10,096)</b>	<b>(£10,096)</b>	<b>£0</b>	<b>(£197)</b>
<b>Use of General Fund Balances</b>	<b>£976</b>	<b>£1,449</b>	<b>£473</b>	<b>(£378)</b>
<b>General Fund Balance:</b>				
Balance 1 April	(£5,022)	(£6,996)	(£1,974)	
Use of Balances in Year	£976	£1,449	£473	
<b>General Fund Balance 31 March</b>	<b>(£4,046)</b>	<b>(£5,547)</b>	<b>(£1,501)</b>	

4.9.4 However, due to the higher levels of inflation currently being experienced it is likely that the Council's inflationary pressures will increase.

The General Fund budget included:

- A 2% pay award and every 1% above that equates to a circa £150K increase in inflation costs, the September MTFS will include an updated projection, based on the latest modelling.
- Utility inflation of £160K is estimated to cost an additional £130K, this is being tracked (part of the increase is implemented 1 October 2022) and an update will be included in the September Executive MTFS.
- Fees and charges income may come under pressure as residents are impacted by the cost of living increases.
- Borrowing costs of £64K has been included in the 2022/23 budget for the garages investment programme, this was based on a 2.2% rate of interest which is now 3.31%, the September MTFS will be updated with the latest projection.
- Parking income has still not returned to pre-COVID levels and although a £694K loss was included in the 2022/23 budget this is currently looking a further £100K more, again will be updated in the September MTFS.
- Homeless bed and breakfast cost the Council (gross) £1Million in 2021/22, funded in part by claimed housing benefit and grants. The current projections are indicating a possible £55K pressure and the MTFS will be updated in the September for this.

4.9.5 The underspends arising in 2021/22 will improve the financial resilience of the General Fund during this period of increased financial risk.

#### **4.10 Reserves**

4.10.1 Allocated Reserves - Some balances are 'ring fenced' and have been set aside for specific purposes. The total value of allocated reserves available for the Council to spend at 31 March 2022 is £4.8Million.

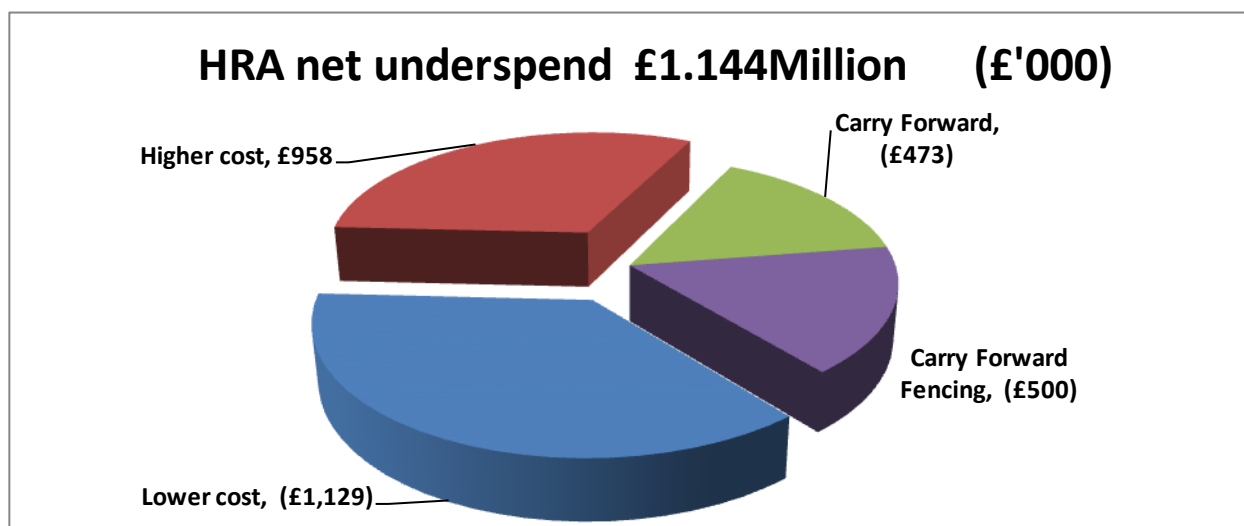
4.10.2 The reserve balances remaining at 31 March 2022 may seem a significant sum but are held for specific purposes, some of which are set out below. These mean they are not available to fund General Fund expenditure with the exception of NDR gains and the income equalisation reserve.

- £649K required to fund the holding costs of assets due for regeneration, *(note 1)*
- £1.16Million of NDR reserves of which £619K relates to gains for 2022/23 not yet realised *(note 2)*
- £276K to fund the Councils Transformation ambitions and to support the 'Making Your Money Count' priority *(note 3)*
- £544K grant funding ring fenced for homeless and rough sleeper initiatives *(note 4)*
- £363K to support the retendering and delivery of the new leisure contract *(note 5)*

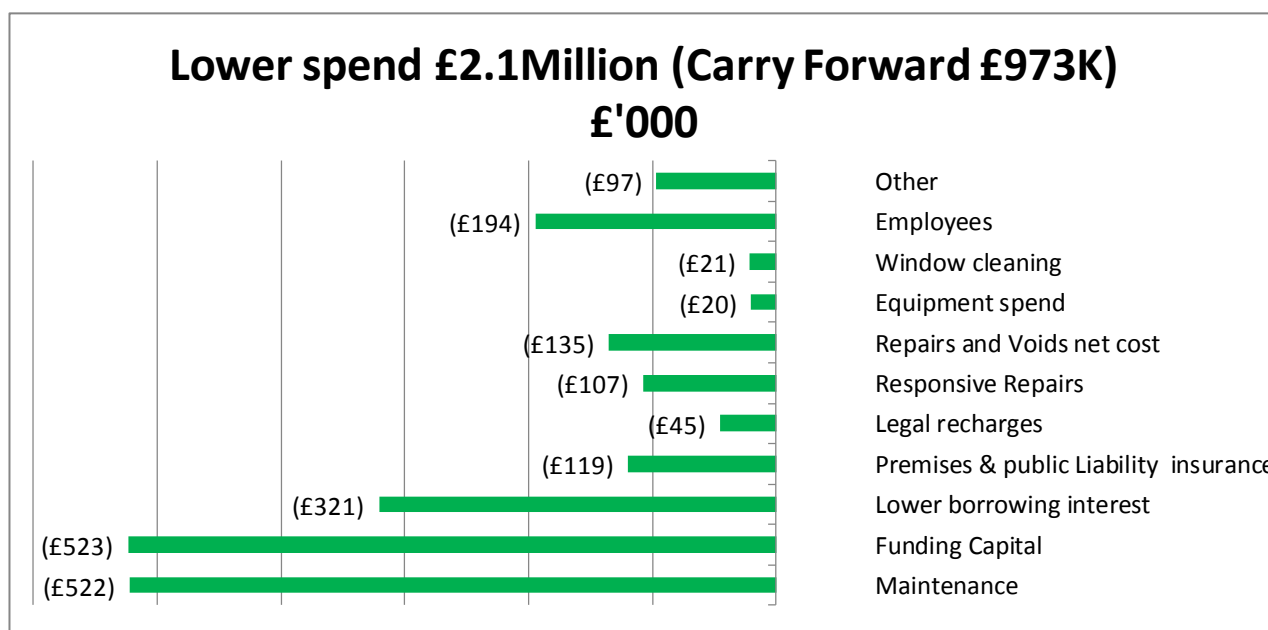
Reserves £'000	Opening 2021/22	Use	Closing 2021/22	Use	Closing 2022/23
NHB reserve	(£469)	(£10)	(£479)	£474	(£5)
Transformation Reserve <i>note 3</i>	(£330)	(£176)	(£506)	£230	(£276)
Homeless reserve <i>note 4</i>	(£370)	(£175)	(£545)	£0	(£545)
Planning Delivery	(£65)	£3	(£62)	£0	(£62)
<b>New</b> Queensway Car Park monies	£0	(£39)	(£39)	£0	(£39)
Town square reserve <i>note 1</i>	(£1,017)	£368	(£649)	£0	(£649)
Regeneration Reserve	(£746)	£366	(£380)	£295	(£85)
Insurance reserve	(£76)	£11	(£65)	£54	(£11)
<b>New</b> ICT reserve	£0	(£316)	(£316)	£0	(£316)
Town centre	(£81)	£39	(£42)	£0	(£42)
<b>New</b> Leisure reserve <i>note 5</i>	£0	(£363)	(£363)	£363	£0
<b>New</b> Commercial Property repair reserve <i>see para 4.3.7</i>	£0	(£41)	(£41)	£0	(£41)
Capital reserve	(£1,328)	£1,284	(£44)	£44	£0
<b>Total Allocated for use</b>	<b>(£4,482)</b>	<b>£951</b>	<b>(£3,531)</b>	<b>£1,460</b>	<b>(£2,071)</b>
Income equalisation Reserve	(£8)	(£250)	(£258)	(£200)	(£458)
Gains (NNDR) <i>note 2</i>	(£1,645)	£627	(£1,018)	(£145)	(£1,163)
Total Available to support the GF	<b>(£1,653)</b>	<b>£377</b>	<b>(£1,276)</b>	<b>(£345)</b>	<b>(£1,621)</b>
<b>Total allocated reserves</b>	<b>(£6,135)</b>	<b>£1,328</b>	<b>(£4,807)</b>	<b>£1,115</b>	<b>(£3,692)</b>

#### 4.11 Housing Revenue Account (HRA)

4.11.1 The 2021/22 outturn position on the HRA was an in year surplus of £2.813Million, a £1.144Million increase from the working budgeted surplus of £1.669Million. The main variances to the working budget are highlighted below.



4.12.1 There were underspends of £2.1Million which are listed in the chart, together with explanations that are detailed below.



4.12.2 **Funding Capital £523K-** There was slippage on the Capital programme (£6Million) which reduced the need for capital funding, however this will be required in future years and the funding will need to be reviewed as part of the HRA Business Plan refresh in the autumn.

4.12.3 **Lower Borrowing costs £321K-** The amount of external borrowing was lower than estimated partly due to the slippage on the 2021/22 capital programme and the level of external loans taken. There were £29Million of 2021/22 loans not yet taken in year and there is a further £20.19Million loans to be taken for 2022/23. Borrowing costs are higher than budgeted for as a result of the increase in the Bank of England base rate to 1.25%.

4.12.4 An assessment is currently being undertaken to re-calculate the increase in borrowing costs, as a result of the increase in the Bank of England base rate. The PWLB rate for 25 year majority loans was 3.55% on the 20 June 2022. The HRA has an allocated reserve to increase revenue balances as a result of interest rate fluctuations of £3.42Million.

4.12.5 **Premises and general insurances £119K-** the HRA as well as the General Fund has a reduction in insurance costs. Insurance costs are a combination of premiums and estimated provision need and the level of provision required reduced for 2021/22. This underspend includes increased income from leaseholders for insurance recharges of £72K, partly offsetting the additional cost identified in para.4.13.4.

4.12.6 **Legal Recharges £45K,** the cost to the General Fund for the shared legal service increased (see para. 4.5.2), but there was a reduction for the HRA. Costs are apportioned on actual legal work carried out and are demand led.

4.12.7 **Responsive Repairs £107K** there was a 3.71% underspend on the responsive repairs working budget. Completion of repairs has been impacted by COVID.



However there was also a reduction in rechargeable repairs income of £188K (see higher costs below).

4.12.8 **Repairs and Voids Net cost £135K**-the HRA was budgeted to fund the net cost of the Repairs and Voids service (£1.7Million, increased from the original budget of £738K as a result of COVID pressures). The actual net cost was lower by £135K, detailed in 4.14.1 below.

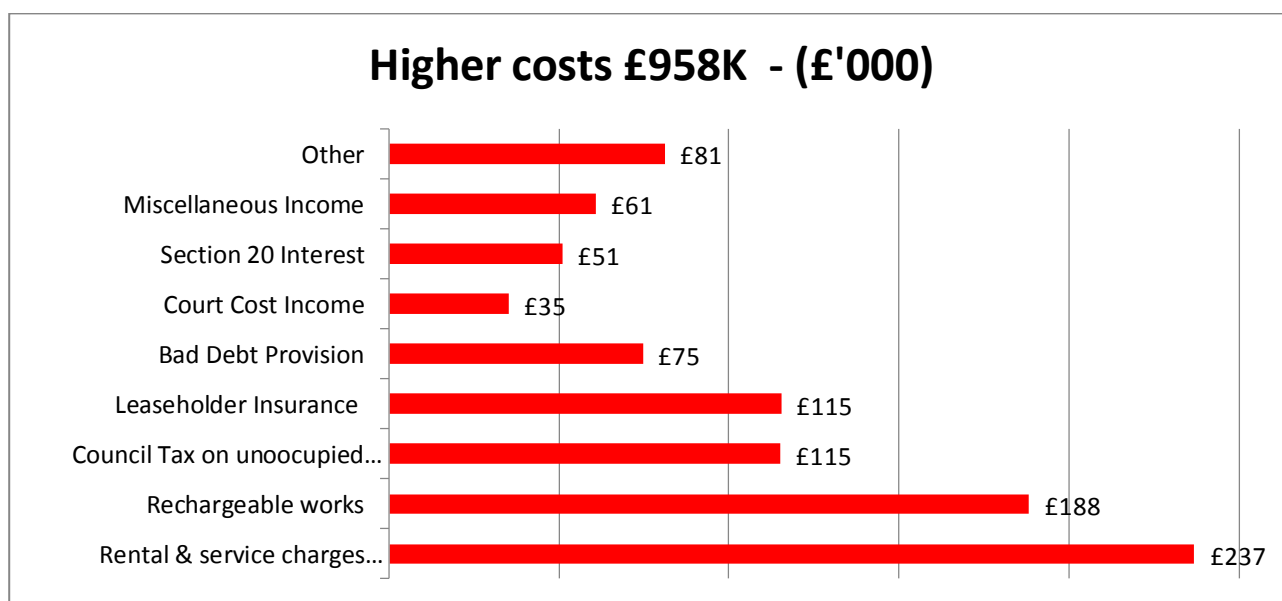
4.12.9 **Maintenance £522K** – this variance was on cyclical maintenance (£233K) and the building safety budget (£289K). Timing of the programme led to an under spend on cyclical maintenance last year. However, the current year’s programme is covered by existing budget provision, so it is proposed to carry forward the £233k to offset against the current fencing backlog. The remaining variance relates to the building safety budget and is due to timing of works. It is requested that this is carried forward, as this budget is time limited in the HRA Business Plan.

4.12.10 **Employee costs £194K** – overall there was £194k underspend on employee costs against the working budget. However, a large proportion of this relates to externally supported posts in the independent living service that have been providing COVID prevention measures in the schemes. A request has been made to carry forward £140K of this underspend in order to maintain protection measures in 2022/23 and fully utilise the external funding.

4.12.11 **Other underspends £66K**- This included an equipment budget of £20K and reduction in window cleaning costs of £21K.

#### 4.13 Higher Costs/Lower income than budgeted for

4.13.1 There were higher costs of £958K which is summarised below together with explanations.



4.13.2 **Rental and service charge income £237K** –This reduction in income includes the actual adjustment to leaseholder charges for 2020/21 which is calculated and adjusted for in the following year. The reduction, predominately in service charges,



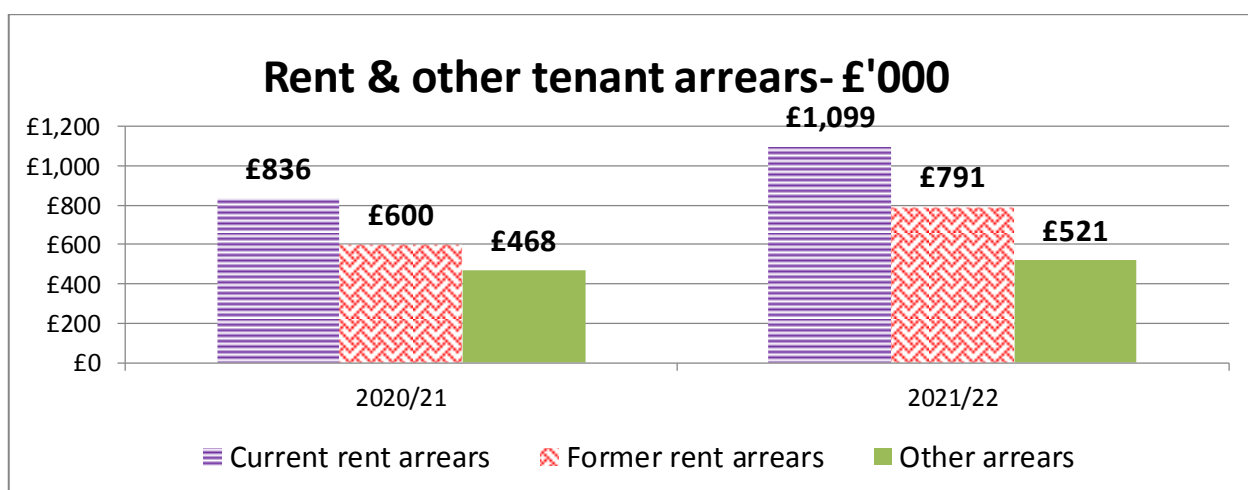
reflects the lower levels of activity during the pandemic and was consistent with lower volumes of jobs completed over this period. There was also a reduction in temporary accommodation rental income resulting in losses of £54K, due in part to a more complex process for letting during the COVID pandemic.

4.13.3 **Rechargeable works (for repairs) £188K** –The level of works completed (see paragraph 4.12.7) was lower and the level of rechargeable repairs completed was far less than in a normal year. This may also impact leaseholder recharges in 2022/23, when adjustments for actual costs are made.

4.13.4 **Leaseholder Insurance £115K-** This premium has gone up substantially driven by claim history (from £110K in 2020/21) to £225K. It will not be possible to fully recover these costs (due to s20 regulations for leaseholders), until the policy is retendered in 2023. However, £72K was recovered in 2021/22 (see para 4.12.5), partially relating to an actual adjustment to the 2020/21 billing, that has helped to mitigate the premium increase.

4.13.5 **Council Tax on void properties £115K-** The 2020/21 actual cost was £179K, with a 2021/22 working budget of £130K. The actual cost was significantly higher as more properties moved into the long term empty category which attracts a 150% council tax liability. This includes properties held empty for redevelopment purposes. In order to minimise the cost to the Council going forward, all void properties are being monitored and reviewed on a monthly basis.

4.13.6 **Bad Debt Provision £75K and court costs £35K-** This increase was caused by a higher arrears balance at year end (2021/22 £2.4Million versus £1.9Million 2020/21) and the proportion of that debt that has moved into the older age categories, (total provision made £299K). Some of this would be due to the moratorium on legal action during the pandemic and the backlog that this has caused in the court system, also reducing court cost income raised. This position may continue into 2022/23, especially in light of the current economic climate.



4.13.7 **Section 20 interest £51K-** An amount of interest on leaseholder major works loans was estimated for the Major Repairs Contract leaseholder charges. Loan applications from the first batch of bills have not materialised, but this does mean the Council will recover the associated costs more quickly.

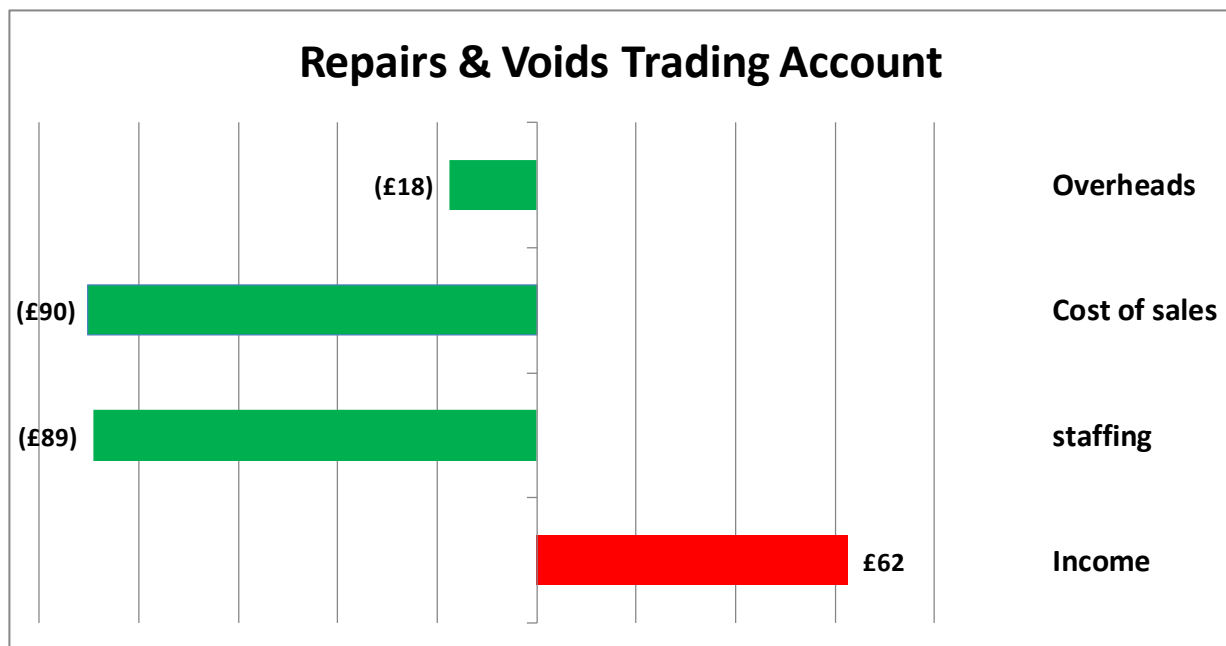
4.13.8 **Housing Development income £61K**- this budget allows for costs to be recovered when developing schemes with partners. However, this does depend on the current projects that are being undertaken. During last year, there was limited opportunity to pass on scheme costs, due to the mix of work completed. This led to the budget shortfall of £61K, with only £14K recovered.

4.13.9 **Other overspends £81K**- This was over a number of budgets but included:

- CCTV costs (£19K) with more sites being included. Consideration needs to be given whether this is recovered through service charges in 2022/23.
- Utility costs increase (£35K) part of this may be recoverable through service charges (subject to s20 regulations).
- Mobile phone costs (£26K) During COVID there was an increased use of work mobiles and lower costs for the office based system. This is likely to remain with hybrid working and the increased costs will need to be built into future budgets.

#### 4.14 Repairs and Voids Service Financial Performance

4.14.1 The Repairs and Voids service had a reduction of £134K in total net costs compared to the working budget of £1.7Million (see also para.4.12.8). There was a lower level of works completed impeded by COVID. The carry forward request in para. 4.15.1 include recommendations to use underspends to increase the resources available to backlog fencing works.



#### 4.15 Carry Forwards

4.15.1 As part of Quarter 4 monitoring carry forwards of £706K plus a further £266K to fund backlog fencing works were identified and listed below.

Service Area	Carry Forward Requests	Carry Forward Value £
Cyclical Maintenance	Request to use the cyclical maintenance underspend to fund part of the fencing backlog.	£233,290
Building Safety	This is a time limited budget within the HRA BP and it is requested to c/f the unspent money to cover planned works.	£288,460
Health Protection Funding	This is funding to support the independent living schemes and is required in 2022/23 and is ring fenced monies	£140,000
Housing Development consultancy costs	The under spend in year is requested for carry forward to support future schemes.	£20,250
Employee costs	To support the continuation of the lean repairs review for a further six months	£24,200
<b>Total</b>		<b>706,200</b>
Use of General Underspends	To further resource the budget for backlog fencing repairs which have increased during the COVID pandemic (to a total of £500K)	£266,710
<b>Grand Total</b>		<b>972,910</b>

#### 4.16 2021/22 – HRA Out-turn Position

4.16.1 The 2021/22 outturn position on the HRA included in this report and its impact on reserves are summarised in the table below.

HRA Reserves £'000	2021/22 Original Budget £	2021/22 Working Budget £	2021/22 Actual £	Variance to Working £
<b>HRA Balance 1 April</b>	<b>(£25,395)</b>	<b>(£25,395)</b>	<b>(£25,395)</b>	
In Year (Surplus) / Deficit	(£2,720)	(£1,669)	(£2,813)	(£1,144)
<b>HRA Balance 31 March</b>	<b>(£28,115)</b>	<b>(£27,063)</b>	<b>(£28,208)</b>	<b>(£1,144)</b>

4.16.2 The HRA business plan projects that the HRA needs to hold significant revenue balances to allow for the repayment of future HRA borrowing. The 2022/23 budget required a minimum of £25Million to be held for this purpose. Part of the under spend in 2021/22 relates to the funding of slippage on the capital programme (£523K) which is required in future years. The HRA had £220Million of borrowing at the year end.

4.16.3 In addition to the borrowing above the HRA has planned to take further loans as set out in para. 4.12.3. At the time of setting the budget those new loans were estimated at an average of 2.18% compared to current rates of circa 3.55%. The impact of this on the HRA is currently being reviewed and will be included in the 1<sup>st</sup> quarterly monitoring report.

4.16.4 As with the General Fund it is likely that due to the higher levels of inflation currently being experienced, the HRA inflationary pressures will increase.

The HRA budget included:

- A 2% pay award and every 1% above that equates to a circa £78K (General Fund £150K) increase in inflation costs, this will also impact on the grant funded posts reducing the impact of grant funding). The 1<sup>st</sup> quarterly monitoring report will include an updated projection, based on the latest modelling.
- Utility inflation of £160K is estimated to cost an additional £383K (General Fund) £130K, this is being tracked (part of the increase is implemented 1 October 2022). Some of this increase may be subject to S20 limitations and may not be recoverable from leaseholders. An update will be included in the 1<sup>st</sup> quarterly monitoring report.

4.16.5 The impact on the 2022/23 HRA budget is shown in the table below, this does not currently include the impact of higher borrowing costs or utility or pay inflation impacts. In addition the increase in construction costs is likely to impact on the HRA capital programme with a knock on impact on resources and borrowing costs.

HRA Budget £'000	On-going	Budget changes	2022/23 Budget £
<b>Original Budget</b>			<b>(£1,956)</b>
Quarter 3 carry forwards requests			£325
<b>Working budget</b>			<b>(£1,631)</b>
Quarter 4 carry forwards requests	N	£973	
Increased leaseholder premiums	Y	£115	
Increase in leaseholder premiums income	Y	(£72)	
increased cost of phones	Y	£26	
changes to service charge income for leaseholders	N	(£5)	£1,037
<b>HRA Working Budget</b>			<b>(£594)</b>
<b>HRA Reserves</b>			
Opening Balance			(£28,208)
Working budget			(£594)
Closing balance			(£28,802)

4.16.6 There will be a refresh of the HRA Business Plan later in the year which will seek to address the pressures and funding for the 30 year business plan.

#### 4.17 Usable reserves – Housing Revenue Account

4.17.1 The total value of allocated reserves available for the HRA to spend at 31 March 2022 is £3.5Million consisting of two reserves.

4.17.2 The reserve balances remaining at 31 March 2022 may seem a significant sum but are held for specific purposes, some of which are set out below.

- Interest Equalisation Reserve this was set up to allow the HRA to absorb interest rate increase in the short term and maybe utilised in 2022/23 once the impact of higher interest rates on HRA loans is calculated.
- £165K of transformation costs not spent in 2021/22 and transferred to a reserve to support the programme.

Reserves £'000	Opening 2021/22	Use	Closing 2021/22	Use	Closing 2022/23
Interest equalisation reserve	(£3,423)	£0	(£3,423)	£0	(£3,423)
Transformation Reserve	£0	(£165)	(£165)	£0	(£165)
<b>Total Allocated Reserves</b>	<b>(£3,423)</b>	<b>(£165)</b>	<b>(£3,588)</b>	<b>£0</b>	<b>(£3,588)</b>

#### 4.18 Investments and Loans

4.18.1 Council's actual investments as at year end were £68.75Million, £2.65Million lower than the forecast £71.4Million. The Council's investment portfolio is detailed in appendix A.

4.18.2 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.

4.18.3 As at the 31 March 2022 the Council had loans of £227.75Million. All loans are with the Public Works Loan Board (PWLB), with £263K of General Fund borrowing repaid in year. The Council has identified the need for borrowing of £11.866Million to fund the 2021/22 General Fund capital programme and £24.997Million to fund the 2021/22 HRA capital programme. £9.047Million of HRA borrowing was taken out externally during 2021/22; the balance is currently covered by internal borrowing.

4.18.4 The majority of the Council's debt relates to the HRA and predominately due to the HRA self-financing settlement, which required the Council to pay the Treasury £199Million in 2012.

### 5. IMPLICATIONS

#### 5.1 Financial Implications

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

## **5.2 Legal Implications**

5.2.1 None identified at this time.

## **5.3 Risk Implications**

5.3.1 Although the Council achieved a surplus in 2021/22, there are still many uncertainties facing the Council in the coming years, from delayed local government funding reform, to cost of living crisis and potential further impacts of COVID. The surplus in 2021/22 will improve the financial resilience of the General Fund during this period of increased financial risk. The Council has a Strategy in place to address the financial impacts due to the likely level of funding and the increased uncertainty that income levels are going to be challenging to achieve for some time to come. The Quarter 1 Monitoring report to September Executive will cover this in more detail.

5.3.2 Current HRA balances are higher than the minimum level of balances required, set out in the 2022/23 budget at £3,320,000. However, balances will be needed to repay HRA loans in the medium to long term, mainly related to the self-financing settlement made in 2012. The fund also faces the challenge of high inflation, potentially higher salary increases and difficulty in collecting rent due to the current economic climate. Higher balances can help to mitigate these risks in the short term, but this would have to be reflected in the medium to long term planning for the HRA when the business plan is reviewed.

## **5.4 Climate Change Implications**

5.4.1 The General Fund budget contains budgets to support delivery against the Council's climate change ambitions and new growth bid was include for 2022/23.

## **5.5 Policy Implications**

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

## **5.6 Equalities and Diversity Implications**

5.6.1 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.

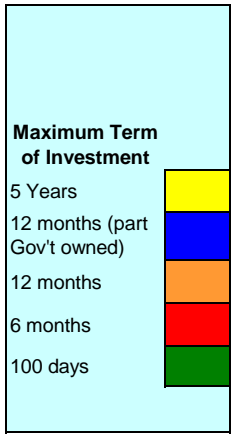
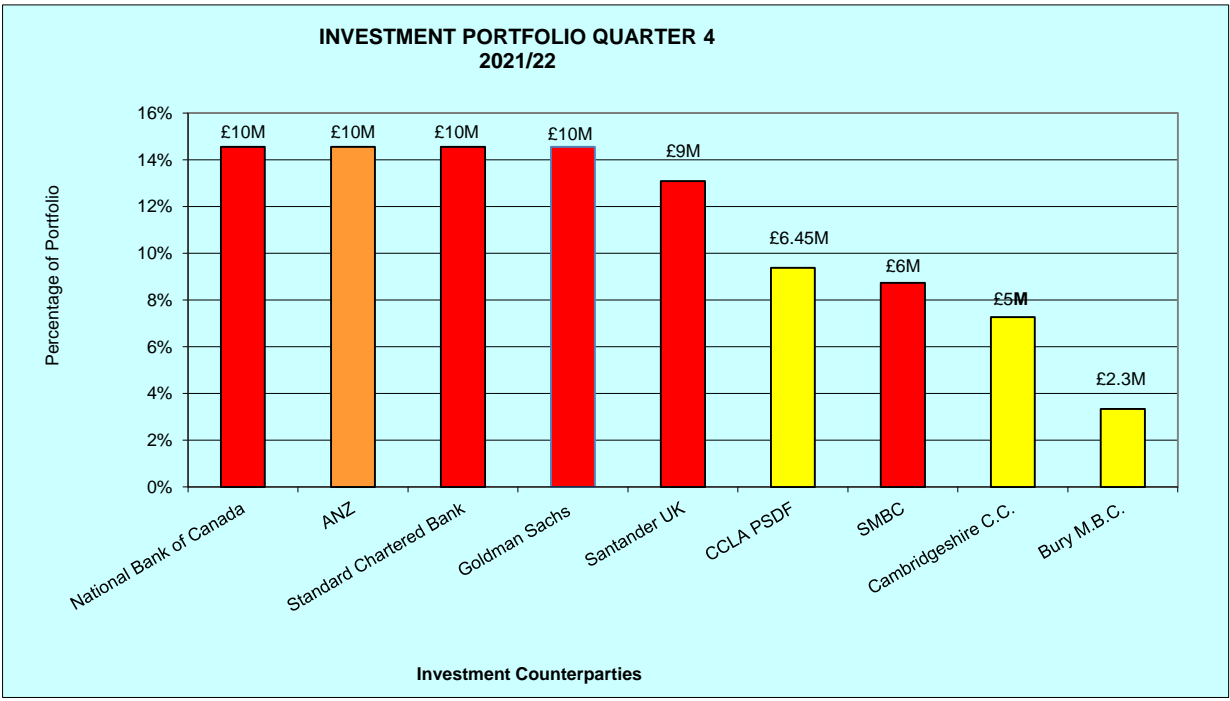
## **BACKGROUND DOCUMENTS**

- BD1 - 3rd Quarterly monitoring report General Fund and Housing Revenue Account
- BD2 – 2021/22 Council Tax and General Fund Budget
- BD3 – 2021/22 Final HRA Budget

**INVESTMENT PORTFOLIO QUARTER 4 (31st March 2022)**

Average interest rate - 2020/21 **0.98%**  
 Average interest rate - 2021/22 **0.35%**  
 Bank of England Bank Rate (at 31 March 2022) **0.75%**

<u>Borrower</u>	<u>Nation</u>	<u>Sovereign Rating (Fitch)</u>	<u>Amount £'s</u>	<u>From</u>	<u>To</u>	<u>Rate %</u>
<b>Money Market Funds (Instant Access)</b>						
CCLA PSDF	UK		6,450,000			0.46
60 Day Notice Santander UK	UK	AA-	1,000,000			0.50
95 Day Notice Standard Chartered Bank	UK	AA-	7,000,000			1.00
<b>Fixed Term Deposit</b>						
National Bank of Canada	Can	AA+	5,000,000.00	03-Feb-22	03-May-22	0.37
Standard Chartered Bank	UK	AA-	3,000,000.00	26-Nov-21	26-May-22	0.28
SMBC	UK	AA-	6,000,000.00	29-Nov-21	27-May-22	0.22
Santander UK	UK	AA-	8,000,000.00	30-Dec-21	30-Jun-22	0.30
Goldman Sachs International	UK	AA-	8,000,000.00	31-Dec-21	30-Jun-22	0.51
National Bank of Canada	Can	AA+	5,000,000.00	03-Feb-22	03-Aug-22	0.67
Goldman Sachs International	UK	AA-	2,000,000.00	04-Feb-22	04-Aug-22	1.01
Australia & New Zealand Banking Corp (ANZ)	Aus	AAA	2,700,000.00	15-Sep-21	14-Sep-22	0.19
Australia & New Zealand Banking Corp (ANZ)	Aus	AAA	5,000,000.00	27-Sep-21	26-Sep-22	0.25
Australia & New Zealand Banking Corp (ANZ)	Aus	AAA	2,300,000.00	19-Oct-21	18-Oct-22	0.62
Cambridgeshire C.C.	UK	AA-	5,000,000.00	13-Apr-21	12-Apr-23	0.44
Bury M.B.C.	UK	AA-	2,300,000.00	18-May-20	18-Nov-24	2.00
			<b>68,750,000</b>			



## LOAN PORTFOLIO QUARTER 4 (31st March 2022)

### 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	1.60	3,500,000	25/03/2020	25/03/2037	17 years
PWLB	Fixed Rate/Maturity	2.06	10,000,000	30/03/2021	30/03/2041	20 years
PWLB	Fixed Rate/Maturity	2.24	4,047,150	03/02/2022	03/02/2043	21 years
PWLB	Fixed Rate/Maturity	1.72	510,000	25/03/2020	25/03/2045	25 years
PWLB	Fixed Rate/Maturity	2.22	5,000,000	03/02/2022	03/08/2047	25 1/2 years
			<b>30,820,150</b>			

### Self Financing Borrowing

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

### General Fund 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	263,158	19/08/2013	19/02/2022	9 1/2 years
PWLB	Fixed Rate	2.29	1,755,950	19/03/2018	19/03/2028	10 years
			<b>2,019,108</b>			

### Total Borrowing

**227,750,258**



**Meeting** EXECUTIVE  
**Portfolio Area** Resources  
**Date** 12 July 2022



## 2021/22 CAPITAL EXPENDITURE OUTTURN KEY DECISION

**Authors** Belinda White x2515  
**Contributors** Senior Leadership Team  
**Lead Officers** Clare Fletcher  
**Contact Officer** Clare Fletcher

### 1. PURPOSE

To update Members concerning the:

- 1.1 Outturn position on the 2021/22 capital programme including the resources used to fund capital expenditure.
- 1.2 Council's Capital Strategy and any changes to the 2022/23 and future year's capital programme.
- 1.3 Actual 2021/22 Minimum Revenue Provision (MRP) and the MRP for 2022/23.
- 1.4 Resources available to fund the Capital Strategy.

### 2. RECOMMENDATIONS

That the:

- 2.1 2021/22 General Fund capital expenditure outturn (£24.106Million) as summarised in paragraph 4.1.1 be noted, (subject to the completion of the 2021/22 external audit of accounts).
- 2.2 2021/22 HRA capital expenditure outturn (£36.727Million) as summarised in paragraph 4.4.1 be noted, (subject to the completion of the 2021/22 external audit of accounts).
- 2.3 Funding applied to the 2021/22 General Fund capital programme, as summarised in paragraph 4.2.1, be approved.
- 2.4 Funding applied to the 2021/22 HRA capital programme, as summarised in paragraph 4.5.1, be approved.

- 2.5 2022/23 General Fund capital programme increase of £4.776Million, as set out in paragraph 4.3.1, be approved.
- 2.6 2022/23 HRA capital programme increase of £6.867Million as set out in paragraph 4.6.1, be approved.

### **3. BACKGROUND**

- 3.1 The 2021/22 capital programme was last approved by Members at the March 2022 Executive as part of the 3<sup>rd</sup> Quarter monitoring report. At the March Executive the 2021/22 revised General Fund capital programme was projected to be £28.987Million and the 2021/22 revised HRA capital programme was projected to be £43.594Million, a total of £72.581Million.
- 3.2 The Capital Strategy included measures to improve the financial resilience of the General Fund by reducing the revenue resourcing of the capital programme, helping to mitigate the cost of COVID to the Council, inflation and the revenue funding gap. These include increasing capital receipts and the application of capital grants.
- 3.3 Due to constraints on level of financial resources, the General Fund capital programme still continues to be limited to priority works and third party funded schemes.
- 3.4 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.
- 3.5 In January 2021, the government consulted on amendments to the Accounts and Audit Regulations 2015 to implement recommendation, to extend the deadline for publishing audited local authority accounts to 30 September from 31 July. The deadline was extended for two years from 2020/21 with a review at that point to see whether there is a continued need to have an extended deadline. These regulations came into force on 31 March 2021.
- 3.6 The deadline for unaudited accounts was extended to the 31 July from 31 May. However even with the extension the production of the pre-audit accounts has been impacted by the delay to the 2019/20 and 2020/21 audited account process, gaps in key personnel and the impact of additional financial monitoring as a result of COVID.
- 3.7 This report therefore includes unaudited outturn figures which may be subject to change following the completion of the external audit for the financial years 2019/20 to 2021/22.

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

#### **4.1 2021/22 GENERAL FUND CAPITAL PROGRAMME**

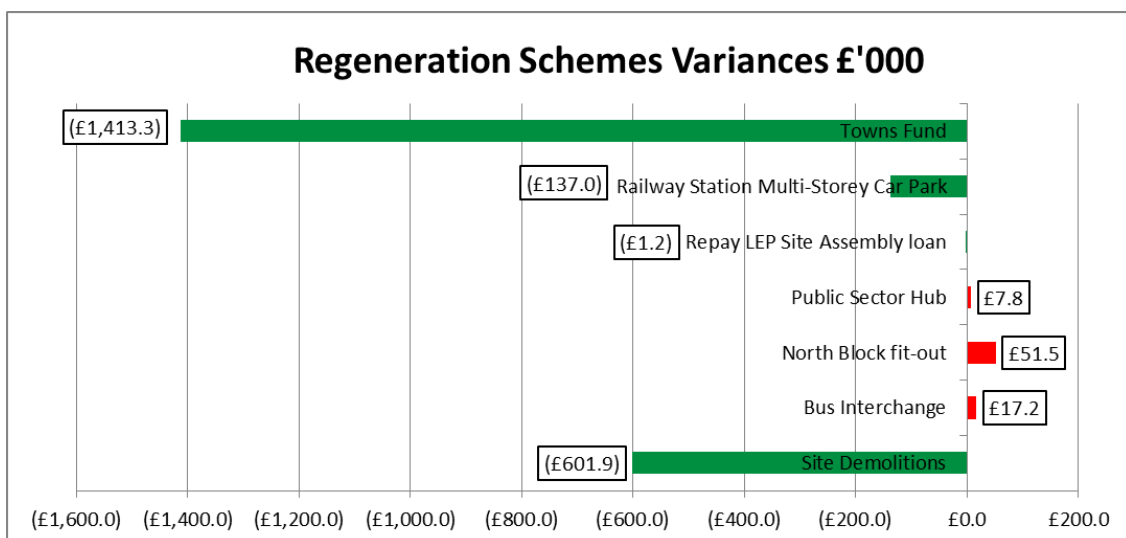
- 4.1.1 The actual outturn for General Fund capital expenditure was £4.881Million lower than that projected in the March 2022 report (as summarised below). All of the variance is due to slippage / acceleration of scheme expenditure, with the exception of a saving of £0.4K against the Town Centre Ramps Improvements.

Table One	2021/22 £'000			2022/23 £'000		
	Working budget	Actual	Variance	Slippage from 2021-22	Working budget	Revised budget
<b>General Fund Capital Programme</b>						
Stevenage Direct Services	£2,684.1	£1,812.3	(£871.8)	£766.7 <sup>1</sup>	£4,669.0	£5,435.7
Housing Development	£16,303.0	£15,078.4	(£1,224.6)	£1,224.6	£11,408.7	£12,633.3
Finance and Estates	£550.9	£232.2	(£318.7)	£318.7	£2,868.6	£3,187.3
Digital & Transformation	£304.6	£338.4	£33.8	(£33.8)	£769.1	£735.3
Regeneration	£8,279.5	£6,202.6	(£2,076.9)	£2,076.8	£8,100.0	£10,176.8
Communities and Neighbourhoods	£364.4	£126.0	(£238.4)	£238.4	£735.0	£973.4
Planning and Regulatory	£417.9	£316.0	(£101.9)	£101.9	£270.0	£371.9
Deferred Works Reserve	£82.6	£0.0	(£82.6)	£82.6	£1,035.0	£1,117.6
<b>Total</b>	<b>£28,987.0</b>	<b>£24,105.9</b>	<b>(£4,881.1)</b>	<b>£4,775.9</b>	<b>£29,855.4</b>	<b>£34,631.3</b>

1 £105K slipped into 23/24

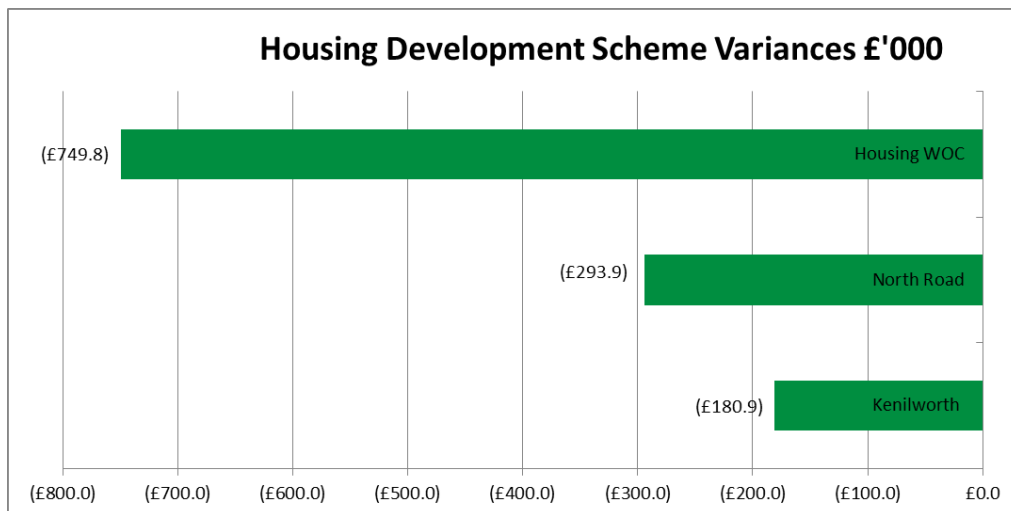
4.1.2 43% of the variance relates to **Regeneration** budgets. Members will be aware that a significant part of the Regeneration scheme programme now relates to Towns Fund. A 5% forward payment of £1.875Million was received from the Department for Levelling Up, Housing & Communities (DLUHC) against the total approval of £37.5Million halfway through 2021/22. This was to fund early stage activity in project development, the business plans for which were presented to Executive for approval in February 2022. The underspend was due

- Minor delay in commencing the early stage activity.
- Underspend on the demolitions due to the programme of works being extended following longer lead-in times with statutory undertakers (utilities) following the Covid-19 pandemic. With the utilities work having to be carried out before demolition.



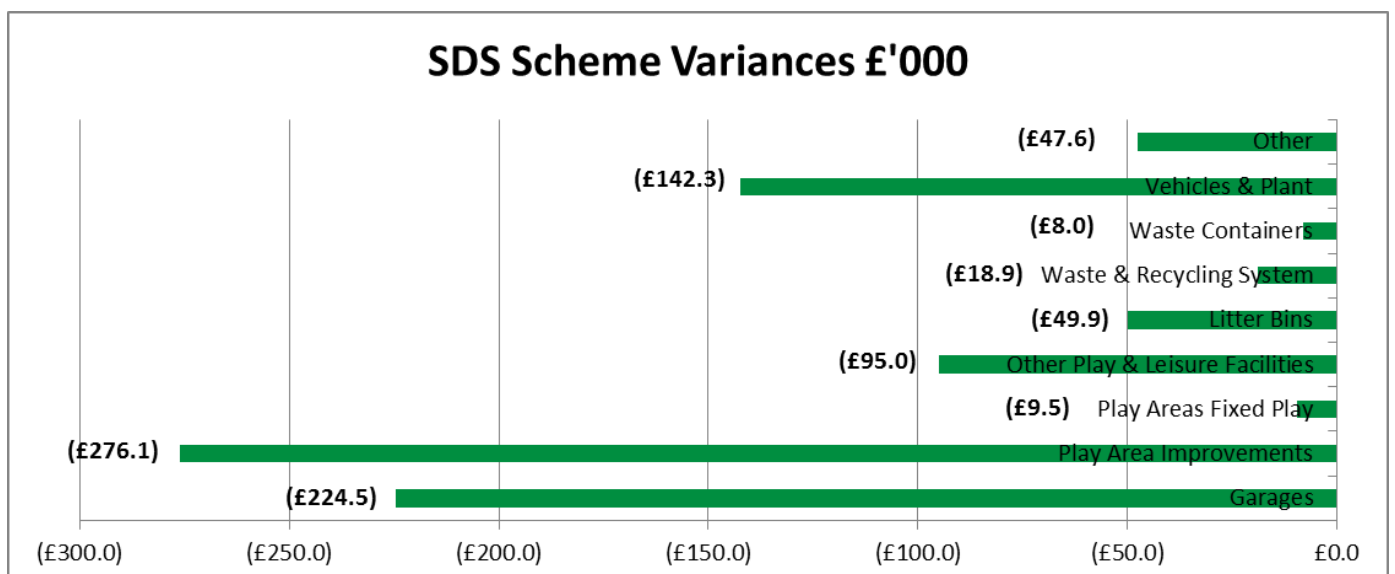
4.1.3 Underspend totalling 25% relates to **Housing Development** budgets. The largest element of the underspend is against the loans to the Housing Wholly Owned Company (WOC), Marshgate Ltd, which are drawn down when suitable properties / development opportunities arise. This is spent in Q1 of 2022/23. The remainder of the variance relates to the two joint General Fund / HRA development sites at

Kenilworth and North Road. Members should note that sales of completed units at both Kenilworth and North Road began during 2021/22.



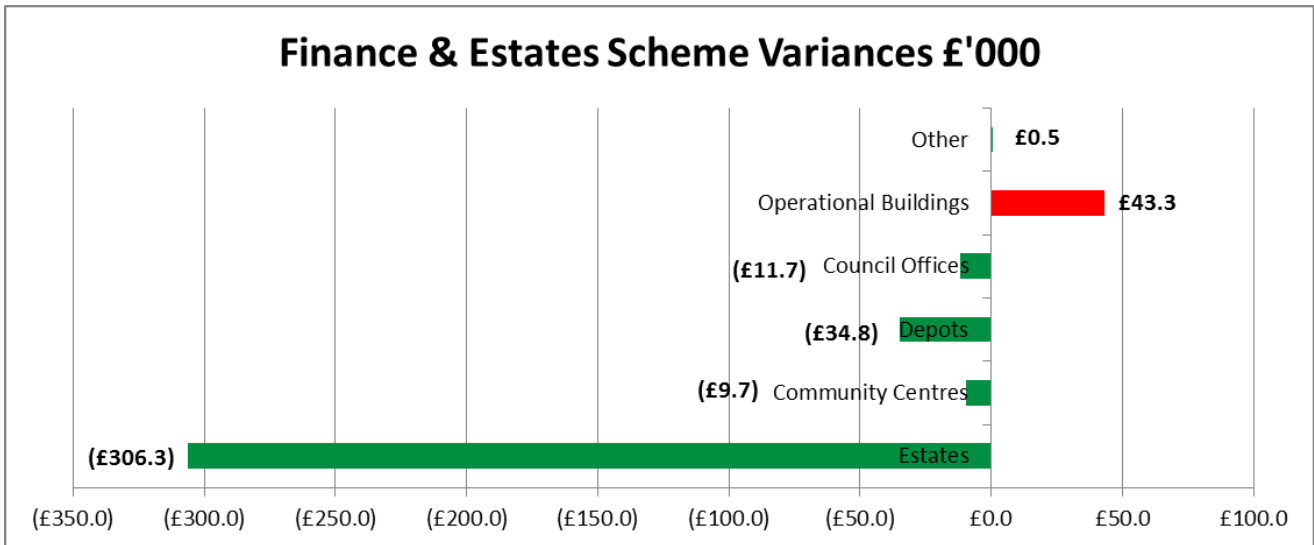
**4.1.4 Stevenage Direct Services (SDS) budgets relate to 18% of the variance.**

- The largest element of the underspend is against the multi-annual Play Area Improvements Programme, the budget programmed to be delivered in 2022/23 at Quarter 3 due to problems with material supplies.
- The Garages Programme also has a significant underspend, due to hardstand work on sites being delayed because of weather conditions. This work will be completed during Q1 and Q2 of 2022/23.
- A number of vehicle purchases slipped from 2021/22 to 2022/23 due to long lead times. The difference of £105K between the 2021/22 underspend and the revised 2022/23 budgets identified in Table One was due to a delay in replacing the ro-ro (hook lift) lorry, with a 48 week lead in time.



**4.1.5 Finance & Estates contributed to 7% of the variance.** The largest element of the underspend is against the Commercial Properties Refurbishment budget, which is charged to the General Fund by the HRA for works undertaken as part of the Major Repairs Contract relating to the General Fund shop share of works below flats.

Since 2021/22 capital closed it has been identified that works to the value of £129K were chargeable to General Fund capital and will be recharged in 2022/23. It has been confirmed by the service that the remaining underspend is required in 2022/23.



4.1.6 The remaining net variance of 8% is across the other Services:

- Communities & Neighbourhoods 5% (mainly due to slippage in the works to SALC and the Swim Centre),
- Planning & Regulatory 2% (this includes delays due to the need to co-ordinate works with Herts County Council at Coreys Mill Lane and an underspend of under £0.5K on Town Centre Ramps Improvements which has been given up as a saving),
- Deferred Works Reserve 2% (see paragraph 4.1.7),
- Digital & Transformation -1% (the net position is due to IT Partnership activity, on which there was a higher level of hardware replacement than estimated at Quarter 3 by the end of the financial year, use of the Capital Reserve brought forward from 2022/23 to fund this).

4.1.7 The **Deferred Works Reserve** budget of £82.6K has not needed to be drawn upon, however it is anticipated that there will be further pressures on the capital programme in 2022/23 and the budget is requested to be slipped into that year, increasing the 2022/23 budget to £1.118Million, see paragraph 4.3.2.

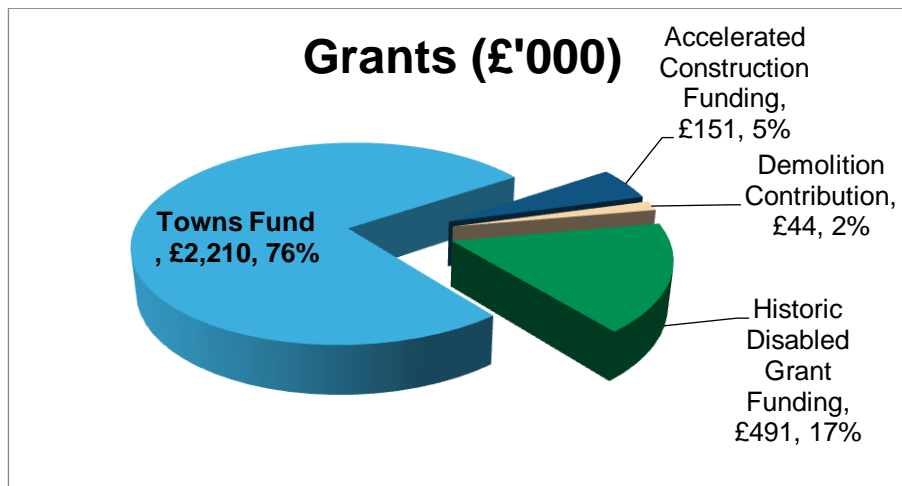
## 4.2 2021/22 GENERAL FUND CAPITAL RESOURCES

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

<b>Table Two: General Fund Resources</b>	<b>Brought forward</b>	<b>Received in Year (for capital)</b>	<b>Used in Year</b>	<b>Used to repay ST borrowing</b>	<b>Available to Fund Future Year Expenditure</b>
	£'000	£'000	£'000	£'000	£'000
Usable Capital Receipts	(£999.6)	(£6,115.7)	£2,925.6	£548.7	(£3,641.0)
Usable Capital Receipts ring fenced for Regeneration	£0.0	(£5,078.4)	£616.8	£0.0	(£4,461.6)
One for One Receipts-contribution from HRA	(£65.0)	(£367.9)	£0.0	£0.0	(£432.9)
Section 106 Receipts	(£102.3)	(£9.3)	£100.6	£0.0	(£11.0)
Grant and Other Contributions General Fund	(£2,767.5)	(£2,822.0)	£2,693.5	£0.0	(£2,896.0)
Capital reserve	(£1,328.3)	(£250.0)	£1,534.0	£0.0	(£44.3)
LEP Funding	£0.0	(£3,559.4)	£3,559.4	£0.0	£0.0
RCCO (includes use of revenue reserves)	(£279.9)	£0.0	£222.6	£0.0	(£57.3)
Revenue - New Homes Bonus (available for capital)	(£410.0)	£0.0	£105.0	£0.0	(£305.0)
Short Term Prudential borrowing	£0.0	(£483.6)	£483.6	£0.0	£0.0
Prudential borrowing	£0.0	(£11,864.8)	£11,864.8	£0.0	£0.0
<b>Total</b>	<b>(£5,952.6)</b>	<b>(£30,551.1)</b>	<b>£24,105.9</b>	<b>£548.7</b>	<b>(£11,849.1)</b>

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

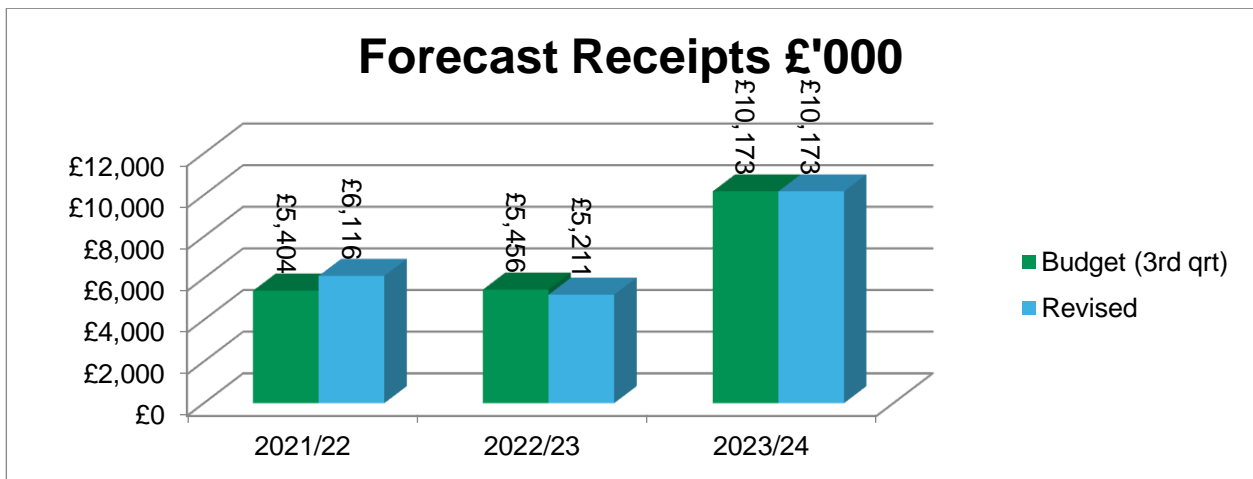
4.2.2 The most significant capital funding resources as at 31 March 2022 were grants and contributions (£2.9Million), consisting of grants as set out in the chart below. These are either committed or ring fenced to schemes, with the exception of historical Disabled Facilities grant (DFG) balances which could be used by the Hertfordshire Homes Improvements Agency (HHIA) if/when in year resource allocations fall short. *(For note: DFG allocations have been increasing in the last few years and have not been fully spent by the HHIA).*



4.2.3 The 2021/22 General Fund capital receipts received in year were £6.116Million compared to budgeted receipts of £5.404Million, this is £712K higher than budgeted. The position for 2021/22 and 2022/23 are summarised below.

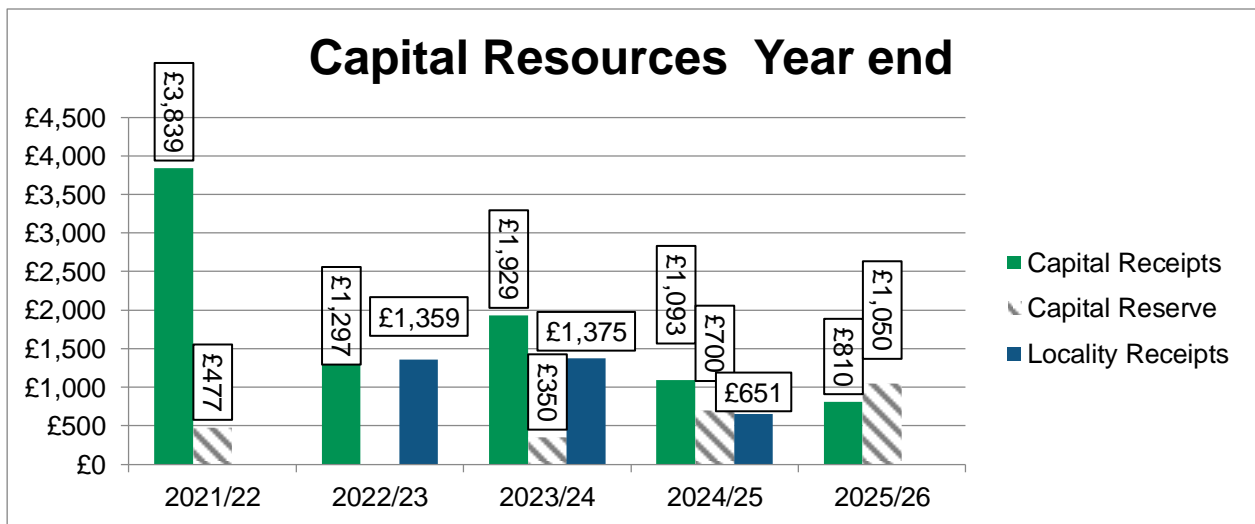
Table Three: Capital Receipts	2021/22	2022/23
	£'000	£'000
Budget (quarter 3)	(£5,404)	(£5,456)
Changes:		
Sales 2021/22 brought forward from future years	(£587)	£587
Increased value North Road receipts	(£86)	
Net Garage Sales		(£332)
Additional minor land sale	(£20)	
Pre-sale costs variation	(£19)	(£10)
Total Adjustments	(£712)	£245
<b>REVISED RECEIPT</b>	<b>(£6,116)</b>	<b>(£5,211)</b>

4.2.4 The profile of revised capital receipts in year is shown below.



\*excludes Locality receipts, Ring-fenced Regeneration and SG1 receipts

4.2.5 The summary of available capital resources forecast shows that at the end of 2022/23 these are projected to be £2.656Million (see chart below), subject to land receipts of £5.211Million and Locality Receipts of £2.598Million being received as forecast. Any major slippage in receipts will require a review of the programme and funding and will need closely monitored during the year. The position for 2022/23 also includes the assumption that there will be a use of Capital Reserves of £899K which is funded from £372K share from the sale of Right To Buy properties and £350K contribution from 2022/23 revenue underspends. Without these, the projected position at the end of 2022/23 would be £1.757Million, before any slippage in the 2022/23 capital programme, this also means any new additions to the programme need to be carefully considered as in previous years.



4.2.6 The capital programme also uses 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 2022/23 onwards is set out in the following table, (this is currently subject to review and the numbers may change).



Table Four: S106 Update							
Available for financing	O/Bal	Received	Available		Used in 21/22	Allocated	remaining
	£	£	£		£	£	£
Affordable Housing	20	302,805	302,825	New Build Programme	(302,825)		0
Children's Play space	14,065	4,405	18,470	Play Areas Fixed Play	(7,471)	(10,999)	0
Outdoor Sports/Open Space Facilities	17,936	4,890	22,826	Play Areas Fixed Play	(22,826)		0
Community / Greenspace / Ecological Infrastructure	70,338		70,338	Green Space Access Infrastructure	(70,338)		0
Parking / Transport	123,760		123,760				123,760
Gardening Club	4,576		4,576				4,576
Arboretum	25,420		25,420	Arboretum development and improvement		(25,420)	0
Biodiversity Net Gain	45,867	220	46,087				46,087
Pedestrian Link	35,000		35,000	North Herts		(35,000)	0
Household Surveys	15,990		15,990	Planning Policy team	(15,990)		0
Air Quality		5,335	5,335	Air Quality Station re-location	(5,335)		0
<b>Total</b>	<b>352,972</b>	<b>317,655</b>	<b>670,627</b>		<b>(424,785)</b>	<b>(71,419)</b>	<b>174,423</b>
COMPLIANCE		3,750	3,750				3,750
MONITORING		750	750				750
	<b>352,972</b>	<b>322,155</b>	<b>675,127</b>		<b>(424,785)</b>	<b>(71,419)</b>	<b>178,923</b>

4.2.7 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 2021/22 was £195.2K (2020/21, £218.5K) and can be broken down as follows:

- £0K related to regeneration assets (funded from commercial income), there was a review of MRP due to the re-profiling of the asset lives in 2020/21
- £35.1K to investment properties (funded from commercial income)
- £130.7K to general borrowing (funded from General Fund revenue resources)
- £29.4K for the Garage Improvement Programme (funded from the General Fund revenue resources).

4.2.8 In the report to Council on 15 December 2021, approved an additional £200K for the rest of the financial year. No new requests have been received requiring use of these delegated limits, as set out in the table below and the Council delegation has not been required.

Table Five: Executive delegations	Amount requested
	£
<b>Requests against existing funding:</b>	
Executive delegation remaining	51,000
Additional delegation from Council (15 December 2021)	200,000
<b>Total Delegated limit</b>	<b>251,000</b>

### 4.3 GENERAL FUND CAPITAL EXPENDITURE 2022/23

4.3.1 Members approved the 2022/23 General Fund capital programme totalling £29.855Million at the March 2022 Executive. This report identifies an increase as a result of scheme slippage of £4.776Million to £34.631Million as summarised in paragraph 4.1.1.

#### Capital Contingency

4.3.2 The 2022/23 capital programme included a deferred works reserve of £1.035Million, higher than previously to reflect a number of growth bids for 2022/23 that were placed on hold pending further work. As set out in paragraph 4.1.6 this can be increased further to £1.118Million as the 2021/22 budget of £82.6K was not utilised. This budget is a contingency and can be used to fund any increase in programme costs or for **priority** works that arise in year. This is because of the restricted nature of the current capital programme and associated resources. Emerging urgent needs will be monitored and considered by the Assets and Capital board.

4.3.3 There are some financial capital pressures emerging which may need to draw upon the deferred works reserve and 2022/23 capital receipts. These include:

Table Six: Risk of potential additional capital financing requirements	
Purpose	£000
Refurbishment needs for remedial works for garage impacted by asbestos	TBA
Funding for both the estate and fleet in order to help meet the Council's commitment to be carbon zero by 2030	TBA
Digital interventions to support the transformation programme	TBA
Actions arising from the SOCITM review due to conclude in March 2022 and a refresh of the IT Strategy and which would be subject to business cases	TBA
Smaller 180 Litre residual bins for general household waste may need to be purchased, due to the potential for introducing weekly recycling as part of the roll out of separate food waste collections, if there is an increase recycling and reduction in residual waste.	600

Table Six: Risk of potential additional capital financing requirements	
Purpose	£000
The 2022/23 growth bid of £100K for Ridlins Athletics represents the minimum work required to maintain operational integrity. There could be a requirement for major capital expenditure within the next three years of circa £900K depending on a long-term review of the site and facilities	900
<b>The impact of the Ukraine and cost of living crisis on materials and new contracted works</b>	<b>TBA</b>
<b>TOTAL</b>	<b>1,500</b>

4.3.4 These potential cost pressures and any use of the deferred works budget will be updated as part of the 1st quarter update to the September Executive and may require some of the programme being held if funds are not available.

#### 4.4 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME

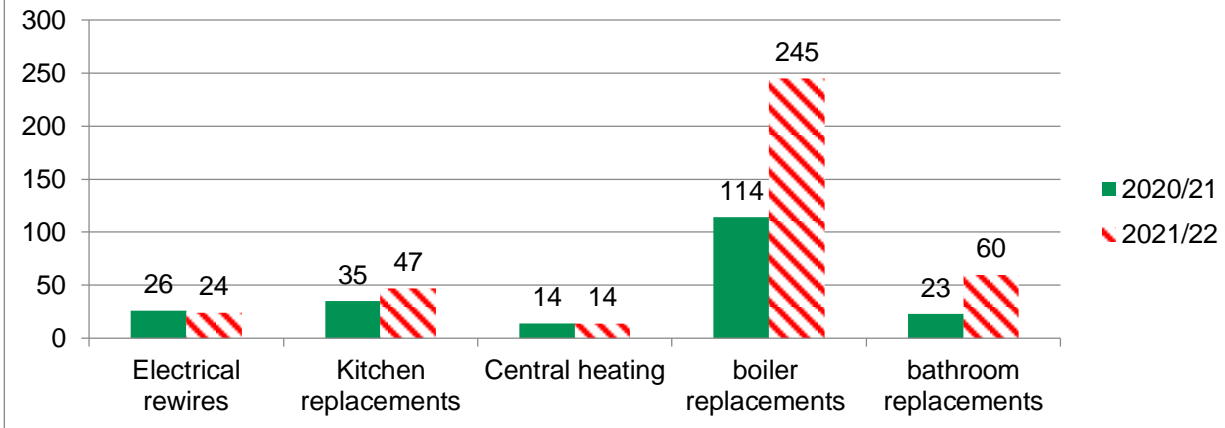
4.4.1 The actual outturn for 2021/22 HRA capital spend was £6.867Million lower than the projected 3<sup>rd</sup> Quarter report. This represents a 15.75% underspend on the 2021/22 £43.594Million programme. The following table identifies the areas of underspend and slippage. 77% of the underspend was against the Housing Investment programme.

Table Seven Housing Revenue Capital Programme	2021/22 £'000			2022/23 £'000		
	Working budget	Actual	Variance	Slippage	Working budget	Revised budget
Housing Investment programme	£27,069.1	£21,763.3	(£5,305.8)	£5,305.8	£21,382.2	£26,688.0
Special Projects & Equipment	£159.5	£121.0	(£38.5)	£38.5	£25.0	£63.5
New Build (Housing Development)	£15,791.0	£14,529.5	(£1,261.5)	£1,261.5	£52,892.4	£54,153.9
IT Including Digital Agenda	£574.3	£313.4	(£260.9)	£260.9	£428.3	£689.2
<b>Total</b>	<b>£43,594.0</b>	<b>£36,727.2</b>	<b>(£6,866.7)</b>	<b>£6,866.7</b>	<b>£74,727.9</b>	<b>£81,594.6</b>

Underspend =()

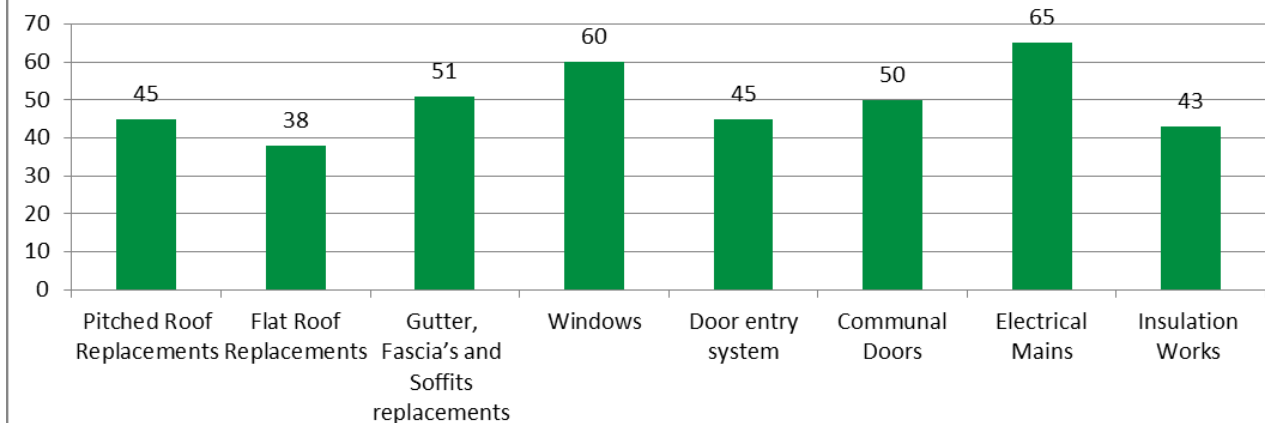
4.4.2 In 2021/22 the **major works programme** has delivered 10 (2020/21: 4) window replacements and 33 (2020/21: 14) door replacements. Further capital improvement works were carried out internally to properties as shown in the following chart:

## Internal works completed 2020/21 & 2021/22



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, in 2021/22 the MRC programme delivered works to 94 flat blocks around Stevenage (91 in 2020/21). The works consist of the following:

### 2021/22 MRC works by number of blocks



4.4.4 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 2021/22 was 860. The number of non-decent properties was 2666 at year end against the target of 2680.

4.4.5 **New build and acquisitions programme:** A total of 24 additional homes were provided to Stevenage residents, including the new development at Addison House, as well as the homeless accommodation purchased through the Council's wholly owned company.

4.4.6 Work continues at the Kenilworth Close and Symonds Green sites, which combined will provide over 250 new homes, including 147 units of new affordable accommodation. Planning permission was also granted for schemes at Dunn Close

and Oaks Cross, which will provide a further 38 homes for those in need of supported accommodation.

4.4.7 Sales at Ditchmore Lane, Malvern Close and North Road have generated income of over £11.5Million split across the General Fund and HRA with proceeds enabling the delivery of further affordable accommodation and regeneration within the town.

4.4.8 There are proposals for an additional 167 homes which have been consulted on with the public over the course of 2020/21 which will be submitted for Planning this coming year.

## 4.5 HOUSING REVENUE ACCOUNT CAPITAL RESOURCES

4.5.1 The capital resources available to support the future capital programme (as at 31 March 2022) are £35.6Million. The resources are summarised in the following table:

<b>Table Eight: Housing Revenue Account Resources</b>	<b>Brought Forward</b>	<b>Received in Year</b>	<b>Used to finance HRA capital</b>	<b>Used in year for other purposes</b>	<b>Available to Fund Future Year Expenditure</b>
	£'000	£'000	£'000	£'000	£'000
Major Repairs Reserve (Depreciation)	(£14,318.5)	(£12,319.8)	£3,824.9	£0.0	(£22,813.4)
Usable Capital Receipts	(£1,433.5)	(£1,145.8)	£347.5	£918.1	(£1,313.7)
One for One Receipts for HRA, General Fund and 1.4.1 repayment	(£9,459.7)	(£4,014.3)	£4,403.8	£0.0	(£9,070.2)
Debt Provision Receipts	(£0.0)	(£1,199.7)	£1,199.7	£0.0	£0.0
S20 and Other grant contributions	(£959.1)	(£3,551.5)	£1,954.6	£153.0	(£2,403.0)
Borrowing	£0.0	(£24,996.8)	£24,996.8	£0.0	£0.0
<b>TOTAL</b>	<b>(£26,170.8)</b>	<b>(£47,227.9)</b>	<b>£36,727.3</b>	<b>£1,071.1</b>	<b>(£35,600.3)</b>

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

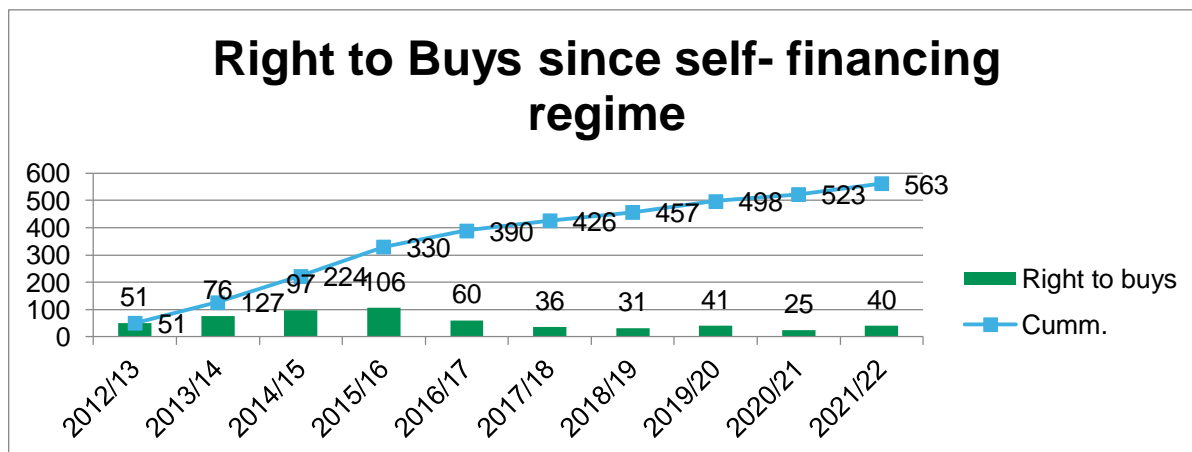
4.5.2 There were 40 homes sold under Right to Buy (RTB) during 2021/22, resulting in net capital receipts of £4.014Million.

4.5.3 The HRA RTB receipts used in year to finance the capital works was £4.404Million leaving a balance of £9.070Million of 1-4-1 receipt available to fund future new build schemes such as Kenilworth and Symonds Green.

4.5.4 2021/22 was the first year under the amended rules for the reporting and use of 1.4.1 receipts. One return was submitted at the end of the year for the whole of 2021/22 and eligible expenditure could be funded with 40% of 1.4.1 receipts rather than 30%.

4.5.5 The current projection for the use and return of 1.4.1 receipts based on the rule changes is that they will be fully utilised with no forecast repayments.

4.5.6 Right to buy sales have fallen from the peak of 106 sales in 2015/16 to 40 sales in 2021/22 as shown in the chart below, it is anticipated this has been impacted by COVID. The estimated total of RTB sales for 2021/22 was 35.



4.5.7 COVID, Brexit and other factors such as geopolitical events may have an impact on the capital programme for some time in terms of:

- Availability of contractors
- Cost of construction materials (which have seen a significant increase)
- An anticipated increase in inflation which could see materials and borrowing rates rise further.

### HRA Borrowing

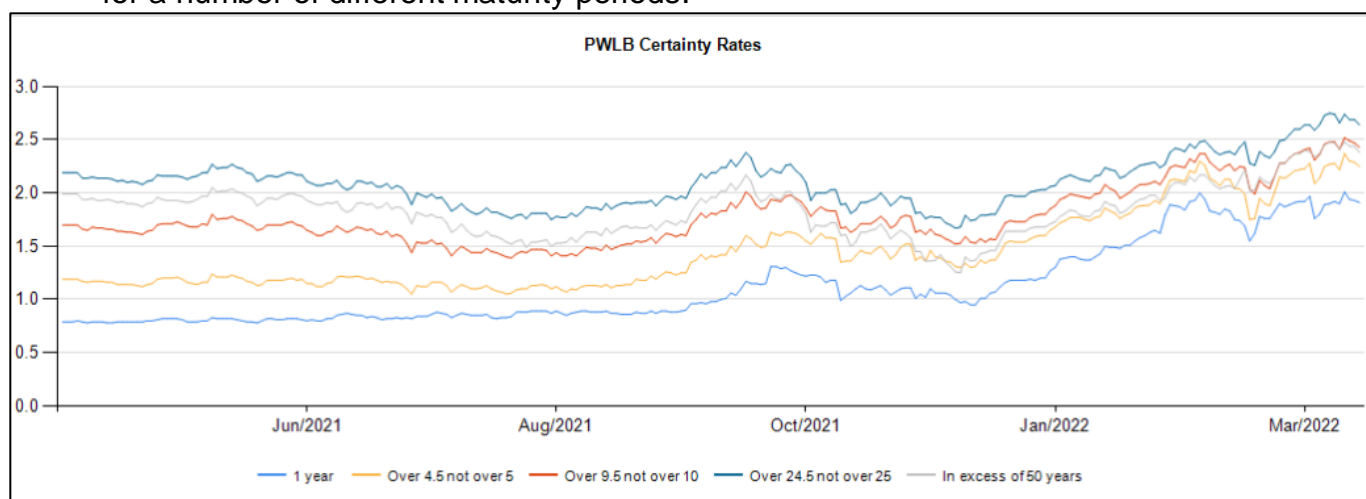
4.5.8 The HRA capital programme included plans to borrow £85.082Million over the period 2019/20 to 2024/25 to fund future capital works, in line with the £85.082Million in the last HRA Business Plan (HRA BP). The HRA programme was funded from £24.997Million of borrowing for 2021/22. Only £9.047Million external borrowing was taken during 2021/22 and this was to replace some of the internal borrowing from prior years. The current position of external borrowing taken is set out in the table below.

Table Nine: HRA debt	Capital Outturn	Capital Forecast	External borrowing	Internal borrowing
2019.20	7,056,508		4,010,000	3,046,508
2020.21	20,857,707		10,000,000	10,857,707
2021.22	24,996,845		9,047,150	15,949,695
2022.23		20,190,458		
2023.24		11,805,248		
2024.25		174,752		
<b>Total new borrowing</b>	<b>£85,081,518</b>		<b>£23,057,150</b>	<b>£29,853,910</b>

4.5.9 Not all the loans were taken externally. Rates have fluctuated considerably since the HRA BP was written and the cost of borrowing will need to be recalculated, whilst interest rates are on an upward trajectory and could curtail the amount available for the HRA capital programme. However there are number of mitigating factors to offset any net increases in interest rates such as:

- Cash flow doesn't dictate the loans need to be taken immediately, leaving time to track rates and borrow at the optimum time, still likely to be higher than current budgeted rates
- The HRA BP can look at a different profile of loans (e.g. different repayment profiles to reduce costs).
- The HRA has an interest equalisation reserve to reduce the impact in the short term

4.5.10 The £62.024Million to be taken over the next few years is being reviewed in terms of recent interest rate fluctuations to see the overall impact. By using internal borrowing when there are sufficient Reserves & Balances, investment interest is lost (this averaged 0.354% in 2021/22) but this avoids the cost of carry, which is the difference between interest that could be earned and external interest payable at a higher rate (the average rate for a 25 year PWLB Certainty Rate loan was 2.10% in 2021/22). However there is a risk that by not locking in rates when they are lower, the overall interest payable over the life of the loan could be higher even when the cost of carry is taken into account. The chart below shows the PWLB Certainty Rates for 2021/22 for a number of different maturity periods.



4.5.11 The HRA capital programme assumes some funding from S20 receipts, (works undertaken on leaseholder properties) which will be used to fund some of the Major Repair Contract (MRC) works totalling £2.25Million for the period 2021/22-2024/25. This will need to be reviewed as part of the HRA BP refresh in terms of any revised profiling and there may be a need to switch funding resources between years.

## 4.6 HOUSING REVENUE ACCOUNT CAPITAL EXPENDITURE 2022/23

4.6.1 Members approved the 2022/23 Housing Revenue Account capital programme totalling £74.728Million at the March 2022 Executive. This report identifies an increase to the 2022/23 programme of £6.867Million, as a result of scheme slippage as summarised in paragraph 4.4.1, arising from revised delivery dates of schemes. This means the total budget for 2022/23 is £81.595Million.

4.6.2 There is likely to be additional pressures on the HRA capital programme in terms of works to high rise blocks and replacement works to windows, building safety works and decarbonisation of the housing stock. The HRA BP will be on the Executive agenda, later in the financial year.

## **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 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 There is a risk that the value of land sales is not realised due to the impact of COVID on the confidence on the market or prices are lower than anticipated due to higher material costs linked to BREXIT/COVID and latterly the impact of the war in Ukraine

5.4.3 The level of available receipts is low in comparison to the size of the programme and is reliant on the delivery of key sales which could be impacted as set out above. Should this happen, in-year action may be required to hold expenditure or prudential borrowing may be required increasing the burden to the General Fund.

5.4.4 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.

5.4.5 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.

5.4.6 The risk in achieving the level of qualifying HRA spend to fully utilise retained one for one receipts has been reduced (unlike in previous years) with the change to the one for one receipt rules as set out in previous reports.

### **5.5 Climate Change Implications**

5.5.1 In their current form the Council's buildings do not currently support the climate change agenda in terms of energy efficiency or divestment of use of fossil fuels.

5.5.2 However, there is an opportunity through the local asset review programme to build in design principles to improved / future 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. This should be a core principle of any future designs arising from the local asset reviews which would reduce the associated use and cost of energy.

5.5.3 The climate change strategy includes 8 key themes which were highlighted within the June 2022 Climate Change Update report. Action has been identified against each of these themes.

## **BACKGROUND DOCUMENTS**

BD1 Final Capital Strategy (February 2022 Executive and Council)

### **Appendices**

A - General Fund Capital Programme

B - HRA Capital Programme

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## APPENDIX A - GENERAL FUND CAPITAL STRATEGY

Cost Centre	Scheme	2021/2022			2022/2023			2023/2024			2024/2025			2025/2026			
		Q3 Working Budget £	Actuals 2021-22 £	(Under) / Overspend £	Slippage from 2021-22 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £
	<b>General Fund - Schemes</b>																
confirmed	Stevenage Direct Services	2,684,082	1,812,304	(871,778)	766,668	4,669,005	5,435,673	766,668	4,326,440	4,431,550	105,110	265,000	265,000	0	133,000	133,000	0
	Housing Development	16,303,010	15,078,435	(1,224,575)	1,224,575	11,408,718	12,633,293	1,224,575	8,334,474	8,334,474	0	574,900	574,900	0	0	0	0
	Finance and Estates	550,900	232,208	(318,692)	318,692	2,868,640	3,187,332	318,692	780,000	780,000	0	365,000	365,000	0	135,000	135,000	0
	Digital & Transformation	304,550	338,409	33,859	(33,859)	769,100	735,241	(33,859)	104,220	104,220	0	104,220	104,220	0	0	0	0
	Regeneration	8,279,480	6,202,634	(2,076,846)	2,076,846	8,100,000	10,176,846	2,076,846	0	0	0	0	0	0	0	0	0
confirmed	Communities and Neighbourhoods	364,440	126,009	(238,431)	238,431	735,000	973,431	238,431	90,000	90,000	0	65,000	65,000	0	15,000	15,000	0
	Planning and Regulatory	417,900	315,968	(101,932)	101,932	270,000	371,932	101,932	365,000	365,000	0	365,000	365,000	0	0	0	0
	Deferred Works Reserve	82,640	0	(82,640)	82,640	1,035,000	1,117,640	82,640	200,000	200,000	0	200,000	200,000	0	0	0	0
	<b>Total Schemes</b>	<b>28,987,002</b>	<b>24,105,968</b>	<b>(4,881,034)</b>	<b>4,775,924</b>	<b>29,855,463</b>	<b>34,631,387</b>	<b>4,775,522</b>	<b>14,200,134</b>	<b>14,305,244</b>	<b>105,110</b>	<b>1,939,120</b>	<b>1,939,120</b>	<b>0</b>	<b>283,000</b>	<b>283,000</b>	<b>0</b>
	<b>General Fund -Resources</b>																
BG902	Capital Receipts	3,682,650	2,925,614	(757,035)		11,249,260	13,000,045	1,750,784	7,073,942	7,179,052	105,110	836,087	836,086	(1)	283,000	283,000	0
	Locality Review receipts	0	0	0		1,239,000	1,239,000	0	944,000	944,000	0	724,000	724,000	0			0
BG461	Grants and other contributions	4,879,672	2,693,549	(2,186,123)		4,774,542	7,480,342	2,705,800	3,916,192	3,916,192	0	0	0	0			0
BG862	S106's	121,332	100,635	(20,697)		0	10,999	10,999	0	0	0	0	0	0			0
BG904	LEP	3,674,480	3,559,372	(115,108)		0	0	0	0	0	0	0	0	0			0
	Revenue Reserves	264,870	222,626	(42,244)		15,000	57,244	42,244	0	0	0	0	0	0			0
BG905	Ringfenced regeneration receipts	710,000	616,774	(93,226)		1,050,000	1,142,020	92,020	0	0	0	0	0	0			0
BG903	Capital Reserve (Housing Receipts)	270,772	0	(270,772)		533,679	804,451	270,772	375,280	375,280	0	379,033	379,034	1			0
BG916	Capital Reserve (Revenue Savings)	801,855	1,533,969	732,114		1,304,056	571,942	(732,114)	0	0	0	0	0	0			0
B920	New Homes Bonus CNM	344,980	105,021	(239,959)		65,027	304,986	239,959	0	0	0	0	0	0			0
	Prudential Borrowing Approved	12,896,754	11,864,798	(1,031,956)		7,136,723	7,658,679	521,956	1,890,720	1,890,720	0	0	0	0			0
	Short Term borrowing and funded from private sale	1,339,637	483,610	(856,027)		2,488,176	2,361,679	(126,497)	0	0	0	0	0	0			0
	Funding Gap	0	0	0		0	0	0	0	0	0	0	0	0			0
	<b>Total Resources (General Fund)</b>	<b>28,987,002</b>	<b>24,105,968</b>	<b>(4,881,034)</b>		<b>29,855,463</b>	<b>34,631,387</b>	<b>4,775,924</b>	<b>14,200,134</b>	<b>14,305,244</b>	<b>105,110</b>	<b>1,939,120</b>	<b>1,939,120</b>	<b>0</b>	<b>283,000</b>	<b>283,000</b>	<b>0</b>
		<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	

## APPENDIX A - GENERAL FUND CAPITAL STRATEGY

Cost Centre	Scheme	2021/2022			2022/2023			2023/2024			2024/2025			2025/2026			
		Q3 Working Budget £	Actuals 2021-22 £	(Under) / Overspend £	Slippage from 2021-22 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £
BG902	<b>General Funds Receipts</b>																
	<b>Unallocated B/fwd</b>	(999,592)	(999,592)	0		(2,971,886)	(3,839,065)	(867,179)	(838,549)	(1,297,278)	(458,729)	(1,448,931)	(1,929,047)	(480,116)	(612,844)	(1,092,960)	(480,117)
	In Year Receipts	(5,403,676)	(6,115,680)	(712,005)		(5,455,560)	(5,210,880)	244,680	(10,172,500)	(10,172,500)	0	0	0	0	0	0	0
	Used in Year	2,882,650	2,727,475	(155,174)		6,249,260	7,398,183	1,148,923	7,073,942	7,179,052	105,110	836,087	836,086	(1)	283,000	283,000	0
	Receipts Used to Repay ST Borrowing	548,732	548,732	0		1,339,637	354,484	(985,153)	2,488,176	2,361,679	(126,497)	0	0	0	0	0	0
	<b>General Fund Receipts Unallocated C/fwd</b>	<b>(2,971,886)</b>	<b>(3,839,065)</b>	<b>(867,179)</b>		<b>(838,549)</b>	<b>(1,297,278)</b>	<b>(458,729)</b>	<b>(1,448,931)</b>	<b>(1,929,047)</b>	<b>(480,116)</b>	<b>(612,844)</b>	<b>(1,092,960)</b>	<b>(480,117)</b>	<b>(329,844)</b>	<b>(809,960)</b>	<b>(480,117)</b>
BG911	<b>Locality Review receipts</b>																
	<b>Unallocated B/fwd</b>					0	0	0	(1,358,600)	(1,358,600)	0	(1,374,600)	(1,374,600)	0	(650,600)	(650,600)	0
	In Year Receipts	0	0	0		(2,597,600)	(2,597,600)	0	(960,000)	(960,000)	0	0	0	0	0	0	0
	Used in Year	0	0	0		1,239,000	1,239,000	0	944,000	944,000	0	724,000	724,000	0	0	0	0
	<b>Receipts Unallocated C/fwd</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>(1,358,600)</b>	<b>(1,358,600)</b>	<b>0</b>	<b>(1,374,600)</b>	<b>(1,374,600)</b>	<b>0</b>	<b>(650,600)</b>	<b>(650,600)</b>	<b>0</b>	<b>(650,600)</b>	<b>(650,600)</b>	<b>0</b>
BG905	<b>Ringfenced regeneration receipts</b>																
	<b>Unallocated B/fwd</b>					(4,350,000)	(4,461,626)	(111,626)	(3,300,000)	(3,319,607)	(19,607)	(3,300,000)	(3,319,607)	(19,607)	(3,300,000)	(3,319,607)	(19,607)
	In Year Receipts	(5,060,000)	(5,078,400)	(18,400)				0			0			0			0
	Used in Year	710,000	616,774	(93,226)		1,050,000	1,142,020	92,020			0			0			0
	<b>Reserve Unallocated C/fwd</b>	<b>(4,350,000)</b>	<b>(4,461,626)</b>	<b>(111,626)</b>		<b>(3,300,000)</b>	<b>(3,319,607)</b>	<b>(19,607)</b>	<b>(3,300,000)</b>	<b>(3,319,607)</b>	<b>(19,607)</b>	<b>(3,300,000)</b>	<b>(3,319,607)</b>	<b>(19,607)</b>	<b>(3,300,000)</b>	<b>(3,319,607)</b>	<b>(19,607)</b>
	<b>SG1 Receipts</b>																
	<b>Unallocated B/fwd</b>					800,000	198,139	(601,861)	0	0	0	0	0	0	0	0	0
	In Year Receipts			0		(5,800,000)	(5,800,000)	0			0			0			0
	Used in Year	800,000	198,139	(601,861)		5,000,000	5,601,861	601,861			0			0			0
	<b>Reserve Unallocated C/fwd</b>	<b>800,000</b>	<b>198,139</b>	<b>(601,861)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
BG903 & BG91	<b>Capital Reserve</b>																
	<b>Unallocated B/fwd</b>	(1,393,323)	(1,393,323)	0		(938,582)	(477,240)	461,342	0	(0)	(0)	(350,000)	(350,000)	(0)	(700,000)	(700,000)	0
	In Year Resource	(617,886)	(617,886)	0		(899,153)	(899,153)	0	(725,280)	(725,280)	0	(729,033)	(729,033)	0	(350,000)	(350,000)	0
	Used in Year	1,072,627	1,533,969	461,342		1,837,735	1,376,393	(461,342)	375,280	375,280	0	379,033	379,034	1	0	0	0
	<b>Capital Reserve Unallocated C/fwd</b>	<b>(938,582)</b>	<b>(477,240)</b>	<b>461,342</b>		<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(350,000)</b>	<b>(350,000)</b>	<b>(0)</b>	<b>(700,000)</b>	<b>(700,000)</b>	<b>0</b>	<b>(1,050,000)</b>	<b>(1,050,000)</b>	<b>0</b>

## APPENDIX A - GENERAL FUND CAPITAL STRATEGY

Cost Centre	Scheme	2021/2022			2022/2023			2023/2024			2024/2025			2025/2026		
		Q3 Working Budget £	Actuals 2021-22 £	(Under) / Overspend £	Slippage from 2021-22 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £	Q3 Working Budget £	Q4 Revised Budget £
	<b>Stevenage Direct Services</b>															
	<b>Parks &amp; Open Spaces</b>															
KC218	Hertford Road Play Area (S106 Funded)	25,000		(25,000)	25,000	0	25,000	25,000	0	0	0	0	0	0	0	0
KE911	Play Area Improvement Programme	325,030	48,926	(276,104)	276,104	243,500	519,604	276,104	220,000	220,000	0	0	0	0	0	0
KE911	Play Area Improvement Programme	0		0	0	25,515	25,515	0	24,220	24,220	0	0	0	0	0	0
KE097	Litter bins	103,000	53,115	(49,885)	45,269	83,000	128,269	45,269	10,000	10,000	0	4,000	4,000	0	0	0
KE329	Play Areas Fixed Play	40,810	31,337	(9,473)	9,473	0	9,473	9,473	0	0	0	0	0	0	0	0
KE494	Green Space Access Infrastructure	100,000	97,350	(2,650)	2,650	201,000	203,650	2,650	128,000	128,000	0	128,000	128,000	0	0	0
KE916	Peartree skate park	40,000		(40,000)	40,000	0	40,000	40,000	0	0	0	0	0	0	0	0
KE917	Ridlins Athletics Facility	30,000		(30,000)	30,000	0	30,000	30,000	0	0	0	0	0	0	0	0
	<b>Other</b>															
KG002	Garages	1,500,000	1,275,501	(224,499)	224,499	3,166,590	3,391,089	224,499	2,265,720	2,265,720	0	0	0	0	0	0
KS263	Waste and Recycling System	20,000	1,089	(18,911)	18,911	23,900	42,811	18,911	0	0	0	0	0	0	0	0
KE520	Welfare improvements at out based hubs	10,000		(10,000)	10,000	0	10,000	10,000	0	0	0	0	0	0	0	0
KE914	FVP Dam Works	45,000	9,992	(35,008)	35,008	0	35,008	35,008	0	0	0	0	0	0	0	0
KE915	Waste receptacles	40,000	48,954	8,954	0	0	0	0	0	0	0	0	0	0	0	0
KE542	Flat block waste management infrastructure	0		0	0	30,000	30,000	0	0	0	0	0	0	0	0	0
KE543	Shrub bed programme	0		0	0	133,000	133,000	0	133,000	133,000	0	133,000	133,000	0	133,000	133,000
KE544	Review of Biodiversity Action Plan	0		0	0	12,000	12,000	0	0	0	0	0	0	0	0	0
KE545	Cemeteries System	0		0	0	50,000	50,000	0	0	0	0	0	0	0	0	0
	<b>Vehicles, Plant, Equipment</b>															
KE497	Trade Waste Containers	40,000	23,050	(16,950)	7,996	20,000	27,996	7,996	20,000	20,000	0	0	0	0	0	0
Various	Vehicle/Plant replacement Programme - see Appendix A1	365,242	222,991	(142,251)	41,757	680,500	722,257	41,757	1,525,500	1,630,610	105,110	0	0	0	0	0
	<b>Total Stevenage Direct Services</b>	<b>2,684,082</b>	<b>1,812,304</b>	<b>(871,778)</b>	<b>766,668</b>	<b>4,669,005</b>	<b>5,435,673</b>	<b>766,668</b>	<b>4,326,440</b>	<b>4,431,550</b>	<b>105,110</b>	<b>265,000</b>	<b>265,000</b>	<b>0</b>	<b>133,000</b>	<b>133,000</b>
	<b>Housing Development Scheme (Joint GF/HRA)</b>															
KG034	Kenilworth - Retail	800,000	1,068,614	268,614		28,530	28,530	0	0	0	0	0	0	0	0	0
KG035	Kenilworth - Community Centre	0		0		162,218	162,218	0	486,464	486,464	0	574,900	574,900	0	0	0
KG036	Kenilworth - private sale (Malvern Close & Blocks A3&A6)	2,800,000	2,350,543	(449,457)	180,843	8,146,970	8,327,813	180,843	7,848,010	7,848,010	0	0	0	0	0	0
KG037	North Road	774,010	480,108	(293,902)	293,902	0	293,902	293,902	0	0	0	0	0	0	0	0
Various	<b>Housing Development Schemes (Joint GF/HRA)</b>	<b>4,374,010</b>	<b>3,899,265</b>	<b>(474,745)</b>		<b>8,337,718</b>	<b>8,812,463</b>	<b>474,745</b>	<b>8,334,474</b>	<b>8,334,474</b>	<b>0</b>	<b>574,900</b>	<b>574,900</b>	<b>0</b>	<b>0</b>	<b>0</b>
KG038	Wholly Owned Housing Development Company (WOC)	11,929,000	11,179,170	(749,830)	749,830	3,071,000	3,820,830	749,830	0	0	0	0	0	0	0	0
	<b>Total Housing Development (including grants to Registered</b>	<b>16,303,010</b>	<b>15,078,435</b>	<b>(1,224,575)</b>	<b>1,224,575</b>	<b>11,408,718</b>	<b>12,633,293</b>	<b>1,224,575</b>	<b>8,334,474</b>	<b>8,334,474</b>	<b>0</b>	<b>574,900</b>	<b>574,900</b>	<b>0</b>	<b>0</b>	<b>0</b>

APPENDIX A - GENERAL FUND CAPITAL STRATEGY

Cost Centre	Scheme	2021/2022			2022/2023			2023/2024			2024/2025			2025/2026		
		Q3 Working Budget £	Actuals 2021-22 £	(Under) / Overspend £	Slippage from 2021-22 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £	Q3 Working Budget £	Q4 Revised Budget £
	<b>Finance &amp; Estates</b>															
	<b>Estates</b>															
KS278	New Management Software	75,000	8,925	(66,075)	66,075	0	66,075	66,075	0	0	0	0	0	0	0	0
KR916	Commercial Properties Refurbishment (MRC Programme)	207,300	76	(207,224)	207,224	231,850	439,074	207,224	0	0	0	0	0	0	0	0
KR150	Works to improve vacant premises prior to re-letting	55,000	19,733	(35,267)	35,267	15,000	50,267	35,267	15,000	15,000	0	15,000	15,000	0	0	0
KR155	EPC Surveys	5,000	5,381	381	(381)	115,000	114,619	(381)	0	0	0	0	0	0	0	0
KR156	EPC remedials	0	235	235	(235)	220,000	219,765	(235)	0	0	0	0	0	0	0	0
KR157	Building condition and Insurance valuation Survey	0	1,659	1,659	(1,659)	150,000	148,341	(1,659)	0	0	0	0	0	0	0	0
	<b>Play Centres</b>															
ON HOLD	St Nicholas play centre roof	0		0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Community Centres</b>															
KE902	Community Centres General	1,820		(1,820)	0	0	0	0	0	0	0	0	0	0	0	0
KE528	Community Centres: 2019/20 Backlog H&S Works	15,000	14,635	(365)	0	0	0	0	0	0	0	0	0	0	0	0
KE529	Community Centres Urgent and H&S Works	15,000	4,691	(10,309)	10,309	46,350	56,659	10,309	0	0	0	0	0	0	0	0
KR159	St Nicholas POD removal	0	2,840	2,840	(655)	15,000	14,345	(655)	0	0	0	0	0	0	0	0
KE553	Bedwell CC - Replace extract fans and electric heaters	0		0	0	5,000	5,000	0	0	0	0	0	0	0	0	0
ON HOLD	Bedwell Community Centre roof fascia replacement	0		0	0	0	0	0	0	0	0	0	0	0	0	0
ON HOLD	Chells Manor - boiler replacement and hot water works	0		0	0	0	0	0	0	0	0	0	0	0	0	0
GROWTH	Bedwell Community Centre reroofing	0		0	0	0	0	0	125,000	125,000	0	0	0	0	0	0
GROWTH	Chells manor - lightning upgrade	0		0	0	0	0	0	10,000	10,000	0	0	0	0	0	0
GROWTH	St Nicholas Annex refurbish metal roof	0		0	0	0	0	0	60,000	60,000	0	0	0	0	0	0
GROWTH	Timebridge - reroofing	0		0	0	0	0	0	0	0	0	85,000	85,000	0	0	0
GROWTH	St Nicholas CC reroofing	0		0	0	0	0	0	0	0	0	0	0	125,000	125,000	0
	<b>Neighbourhood Centres</b>															
KE554	Bedwell Neighbourhood centre canopy repairs	0		0	0	30,000	30,000	0	0	0	0	0	0	0	0	0
KE555	8-10 The glebe roof replacement	0		0	0	30,000	30,000	0	0	0	0	0	0	0	0	0
ON HOLD	The Oval reroofing ('youth wing')	0		0	0	0	0	0	0	0	0	0	0	0	0	0
GROWTH	The Glebe Neighbourhood Centre canopy reroofing	0		0	0	0	0	0	0	0	0	40,000	40,000	0	0	0
GROWTH	The Oval - replace heaters in Hall and dining room	0		0	0	0	0	0	0	0	0	0	0	10,000	10,000	0

## APPENDIX A - GENERAL FUND CAPITAL STRATEGY

Cost Centre	Scheme	2021/2022			2022/2023			2023/2024			2024/2025			2025/2026			
		Q3 Working Budget £	Actuals 2021-22 £	(Under) / Overspend £	Slippage from 2021-22 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £
	<b>Estates cont.</b>																
	<b>Park Pavilions</b>																
ON HOLD	St Nicholas Pavilion reroofing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
ON HOLD	St Nicholas Pavilion replace windows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
GROWTH	Peartree pavilion - reroofing	0	0	0	0	0	0	100,000	100,000	0	0	0	0	0	0	0	
GROWTH	KGV Pavilion Replace electric heating and lighting	0	0	0	0	0	0	20,000	20,000	0	0	0	0	0	0	0	
GROWTH	KGV reroofing and gutter replacement	0	0	0	0	0	0	75,000	75,000	0	0	0	0	0	0	0	
	<b>Depots</b>																
KE526	Depots: Urgent and H&S Works	40,000	47,730	7,730	(7,730)	459,900	452,170	(7,730)	0	0	0	0	0	0	0	0	
KE527	Depots: Planned Preventative Works (reroof)	0	2,893	2,893	(2,893)	310,000	307,107	(2,893)	0	0	0	0	0	0	0	0	
KE540	Cavendish Road Fire protection works	40,000		(40,000)	40,000	210,000	250,000	40,000	0	0	0	0	0	0	0	0	
KR160	Cavendish depot - IT server room - gas suppression air permeability prevention works	0	1,351	1,351	(1,351)	20,000	18,649	(1,351)	0	0	0	0	0	0	0	0	
KR161	Cavendish Depot IT/CCTV gas suppression works	40,000	33,200	(6,800)	6,800	0	6,800	6,800	0	0	0	0	0	0	0	0	
	<b>Other</b>																
KE556	MSCP: Urgent and H&S Works	0	0	0	0	20,000	20,000	0	0	0	0	0	0	0	0	0	
KE536	Multi Storey Car Park - Installation of emergency lighting	0	3,581	3,581	(3,581)	50,000	46,419	(3,581)	0	0	0	0	0	0	0	0	
KR158	Town Plaza	35,000	31,916	(3,084)	3,084	0	3,084	3,084	0	0	0	0	0	0	0	0	
KR162	Fairlands valley farmhouse roofing works	0	0	0	0	35,000	35,000	0	0	0	0	0	0	0	0	0	
KE557	MSCP lighting upgrade - LED (phased)	0	0	0	0	75,000	75,000	0	75,000	75,000	0	75,000	75,000	0	0	0	
KE558	MSCP resurface worn stairwell floor	0	0	0	0	20,000	20,000	0	40,000	40,000	0	0	0	0	0	0	
KE559	MSCP / Indoor Market guttering	0	0	0	0	30,000	30,000	0	0	0	0	0	0	0	0	0	
	<b>Council Offices</b>																
KR151	Daneshill: 2019/20 Backlog Urgent and H&S Works	5,000	8,303	3,303		0	0	0	65,000	65,000	0	0	0	0	0	0	
KR151	Daneshill: Urgent and H&S Works	15,000		(15,000)	11,697	38,190	49,886	11,697	0	0	0	0	0	0	0	0	
ON HOLD	Daneshill fire doors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	<b>Operational Buildings</b>																
KR152	BTC 2019/20 Backlog H&S Works	1,780	2,066	286	(286)	28,220	27,934	(286)	0	0	0	0	0	0	0	0	
KR153	BTC Urgent and H&S Works	0	20,517	20,517	(20,517)	86,300	65,783	(20,517)	0	0	0	0	0	0	0	0	
KR154	BTC Planned Preventative Works	0	22,476	22,476	(22,476)	627,830	605,354	(22,476)	0	0	0	0	0	0	0	0	
GROWTH	control upgrade and replacement of lift in the new block	0	0	0	0	0	0	0	195,000	195,000	0	0	0	0	0	0	
GROWTH	and workshops	0	0	0	0	0	0	0	0	0	0	150,000	150,000	0	0	0	
	<b>Total Finance &amp; Estates</b>	<b>550,900</b>	<b>232,208</b>	<b>(318,692)</b>	<b>318,692</b>	<b>2,868,640</b>	<b>3,187,332</b>	<b>318,692</b>	<b>780,000</b>	<b>780,000</b>	<b>0</b>	<b>365,000</b>	<b>365,000</b>	<b>0</b>	<b>135,000</b>	<b>135,000</b>	<b>0</b>

## APPENDIX A - GENERAL FUND CAPITAL STRATEGY

Cost Centre	Scheme	2021/2022			2022/2023			2023/2024			2024/2025			2025/2026			
		Q3 Working Budget £	Actuals 2021-22 £	(Under) / Overspend £	Slippage from 2021-22 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £	Q3 Working Budget £	Q4 Revised Budget £	Q3 v Q4 £
	<b>Corporate Projects, Customer Services &amp; Technology</b>																
	<b>IT General</b>																
KS268	Infrastructure Investment	246,990	314,953	67,963	(67,963)	600,370	532,407	(67,963)	104,220	104,220	0	104,220	104,220	0	0	0	0
KS318	Core ICT Equipment for Additional Staff	0	0	0	0	70,000	70,000	0	0	0	0	0	0	0	0	0	0
GROWTH	Core ICT Equipment for Additional Staff	0	0	0	0	70,000	70,000	0	0	0	0	0	0	0	0	0	0
KS319	2012 Migration Servers	0	0	0	0	26,130	26,130	0	0	0	0	0	0	0	0	0	0
	<b>Total IT General</b>	<b>246,990</b>	<b>314,953</b>	<b>67,963</b>		<b>766,500</b>	<b>698,537</b>	<b>(67,963)</b>	<b>104,220</b>	<b>104,220</b>	<b>0</b>	<b>104,220</b>	<b>104,220</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Connected to Our Customer (CTOC)</b>																
KS271	Corporate Website - Redesign	4,420	131	(4,289)	4,289	2,600	6,889	4,289	0	0	0	0	0	0	0	0	0
KS274	New CRM Technology	53,140	23,325	(29,815)	29,815	0	29,815	29,815	0	0	0	0	0	0	0	0	0
	<b>Total CTOC</b>	<b>57,560</b>	<b>23,456</b>	<b>(34,104)</b>		<b>2,600</b>	<b>36,704</b>	<b>34,104</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total Corporate Projects, Customer Services &amp; Technology</b>	<b>304,550</b>	<b>338,409</b>	<b>33,859</b>	<b>(33,859)</b>	<b>769,100</b>	<b>735,241</b>	<b>(33,859)</b>	<b>104,220</b>	<b>104,220</b>	<b>0</b>	<b>104,220</b>	<b>104,220</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Regeneration</b>																
KE467	Swingate Relocation & Acquisitions (GD1)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
KE505	Demolition of Towers Garages and other sites (GD1)	800,000	198,139	(601,861)	278,887	0	278,887	278,887	0	0	0	0	0	0	0	0	0
Various	<b>Land Assembly (GD1)</b>	<b>800,000</b>	<b>198,139</b>	<b>(601,861)</b>	<b>278,887</b>	<b>0</b>	<b>278,887</b>	<b>278,887</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
KE466	Bus Interchange (GD3)	3,799,970	3,817,129	17,159		0	0	0	0	0	0	0	0	0	0	0	0
KE533	Multi Storey Car Park (GD3) 'Sustainable Transport'	172,630	428,105	255,475		0	0	0	0	0	0	0	0	0	0	0	0
KE535	Town Fund Delivery - North Block fit-out	1,021,880	1,073,426	51,546		0	0	0	0	0	0	0	0	0	0	0	0
KE506	Public Sector Hub	0	7,800	7,800	(7,800)	5,000,000	4,992,200	(7,800)	0	0	0	0	0	0	0	0	0
KE539	Repay LEP Site Assembly loan	210,000	208,794	(1,207)		0	0	0	0	0	0	0	0	0	0	0	0
KE541	Railway Station Multi-Storey Car Park	400,000	7,500	(392,500)	392,500	3,100,000	3,492,500	392,500	0	0	0	0	0	0	0	0	0
KE538	Towns Fund	1,875,000	89,741	(1,785,259)	1,413,259	0	1,413,259	1,413,259	0	0	0	0	0	0	0	0	0
KE560	Stevenage Enterprise Centre			0			0	0									
KE561	Gunnels Wood Road Infrastructure		14,566	14,566			0	0									
KE562	Station Gateway		34,922	34,922			0	0									
KE563	Marshgate Biotech		133,132	133,132			0	0									
KE564	Stevenage Innovation & Technology Centre		13,972	13,972			0	0									
KE565	New Towns Heritage Centre		20,179	20,179			0	0									
KE566	Stevenage Sports & Leisure Club		45,299	45,299			0	0									
KE567	Cycling & Pedestrian Connectivity		47,584	47,584			0	0									
KE568	Diversification of Retail & Garden Square		62,347	62,347			0	0									
Various	<b>Towns Fund</b>	<b>1,875,000</b>	<b>461,741</b>	<b>(1,413,259)</b>	<b>1,413,259</b>	<b>0</b>	<b>1,413,259</b>	<b>1,413,259</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total Regeneration</b>	<b>8,279,480</b>	<b>6,202,634</b>	<b>(2,076,846)</b>	<b>2,076,846</b>	<b>8,100,000</b>	<b>10,176,846</b>	<b>2,076,846</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Community &amp; Neighbourhoods</b>																
KC202	Fairlands Valley Park - Aqua	11,360		(11,360)	11,360	0	11,360	11,360	0	0	0	0	0	0	0	0	0
KC224	Leisure Stock Condition	0		0	0	20,000	20,000	0	0	0	0	0	0	0	0	0	0
KC230	Pin Green Play Centre Equipment	20,000	990	(19,010)	19,010	0	19,010	19,010	0	0	0	0	0	0	0	0	0
KE224	CCTV - Replacement Cameras (Community mobile cameras)	4,670	11,793	7,123		5,000	5,000	0	5,000	5,000	0	5,000	5,000	0	0	0	0
KE507	Cycleways Installations (subject to £100k Arts Council grant bid)	10,000		(10,000)	10,000	0	10,000	10,000	0	0	0	0	0	0	0	0	0
KC232	SALC and the Swim Centre Urgent and H&S Works	241,460	72,299	(169,161)	149,256	100,000	249,256	149,256	45,000	45,000	0	0	0	0	0	0	0
KC231	SALC, Swim Centre, and Fairlands Valley Sailing Centre	19,950		(19,950)	19,950	0	19,950	19,950	0	0	0	0	0	0	0	0	0
KC233	Stevenage Arts & Leisure Water leak - Reroofing	30,000	1,144	(28,856)	28,856	0	28,856	28,856	0	0	0	0	0	0	0	0	0
GROWTH	Stevenage Swimming Centre Pool circulation pumps	0		0	0	0	0	0	0	0	0	15,000	15,000	0	0	0	0



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Cost Centre	Scheme	2021/2022			2022/2023			2023/2024			2024/2025			2025/2026			
		Q3 Working Budget	Actuals 2021-22	(Under) / Overspend	Slippage from 2021-22	Q3 Working Budget	Q4 Revised Budget	Q3 v Q4	Q3 Working Budget	Q4 Revised Budget	Q3 v Q4	Q3 Working Budget	Q4 Revised Budget	Q3 v Q4	Q3 Working Budget	Q4 Revised Budget	Q3 v Q4
		£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
	<b>C&amp;N cont.</b>																
KC242	SLL Leisure management - end of contract capital provision	0		0		150,000	150,000	0	0	0	0	0	0	0	0	0	0
KC235	Boat house as essential H&S works for dry rot	27,000	39,783	12,783		0	0	0	0	0	0	0	0	0	0	0	0
KC236	Ridlins Athletics	0		0	0	100,000	100,000	0	0	0	0	0	0	0	0	0	0
KC237	Fire stopping works at SALC	0		0	0	100,000	100,000	0	0	0	0	0	0	0	0	0	0
KC238	Lift replacement at SALC	0		0	0	140,000	140,000	0	0	0	0	0	0	0	0	0	0
KC239	Replacement bridge at Golf Centre & other bridge works	0		0	0	90,000	90,000	0	0	0	0	0	0	0	0	0	0
KC240	Replacement Camera programme	0		0	0	25,000	25,000	0	35,000	35,000	0	40,000	40,000	0	10,000	10,000	0
KC241	ASB team mobile camera	0		0	0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0
	<b>Total Community &amp; Neighbourhoods</b>	<b>364,440</b>	<b>126,009</b>	<b>(238,431)</b>	<b>238,431</b>	<b>735,000</b>	<b>973,431</b>	<b>238,431</b>	<b>90,000</b>	<b>90,000</b>	<b>0</b>	<b>65,000</b>	<b>65,000</b>	<b>0</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>
	<b>Planning &amp; Regulatory</b>																
KE119	Off Street Car Parks (Multi Storey Car Parks)	278,560	268,852	(9,708)	6,244	215,000	221,244	6,244	250,000	250,000	0	250,000	250,000	0	0	0	0
KE530	Car Park Equipment - Digitalisation	20,000		(20,000)	20,000	0	20,000	20,000	0	0	0	0	0	0	0	0	0
KE516	Town Centre Ramps Improvements	10,000	9,598	(402)	402	0	402	402	0	0	0	0	0	0	0	0	0
KE201	Hard standings	25,000	7,393	(17,607)	17,607	25,000	42,607	17,607	25,000	25,000	0	25,000	25,000	0	0	0	0
KE100	Residential Parking	23,160	1,314	(21,846)	21,846	0	21,846	21,846	0	0	0	0	0	0	0	0	0
KE470	Electric Car Charging Points	2,630	6,094	3,464		0	0	0	0	0	0	0	0	0	0	0	0
KE217	Parking Restrictions	17,550	16,367	(1,183)	1,183	15,000	16,183	1,183	15,000	15,000	0	15,000	15,000	0	0	0	0
KE444	Coreys Mill Lane - Additional Parking Capacity	26,000	3,870	(22,130)	22,130	0	22,130	22,130	0	0	0	0	0	0	0	0	0
KE531	Workplace Travel Plan	15,000	2,481	(12,519)	12,519	15,000	27,519	12,519	15,000	15,000	0	15,000	15,000	0	0	0	0
GROWTH	Cashless on street parking transition	0		0		0	0	0	60,000	60,000	0	60,000	60,000	0	0	0	0
	<b>Total Planning &amp; Regulatory</b>	<b>417,900</b>	<b>315,968</b>	<b>(101,932)</b>	<b>101,932</b>	<b>270,000</b>	<b>371,932</b>	<b>101,530</b>	<b>365,000</b>	<b>365,000</b>	<b>0</b>	<b>365,000</b>	<b>365,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
KR911	Deferred Works Reserve	82,640		(82,640)	82,640	1,035,000	1,117,640	82,640	200,000	200,000	0	200,000	200,000	0	0	0	0

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Cost Centre	Scheme	2021/2022			2022/2023			2023/2024	2024/2025	2025/2026	
		Q3 Working Budget	Actuals 2021-2022	(Under) / Overspend	Slippage from 2021-22	Q3 Working Budget	Q4 Revised Budget	Q3 v Q4	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget
		£	£	£	£	£	£	£	£	£	£
	<b>SUMMARY</b>										
	Capital Programme Excl New Build (Housing Investment)	27,069,080	21,763,341	(5,305,739)	5,305,739	21,382,220	26,687,959	5,305,739	17,155,630	15,082,650	
	Special Projects & Equipment	159,490	121,028	(38,462)	38,462	25,000	63,462	38,462	25,000	25,000	
	New Build (Housing Development)	15,791,050	14,529,533	(1,261,517)	1,261,517	52,892,350	54,153,867	1,261,517	19,954,250	13,659,140	
	Digital & Transformation	574,280	313,394	(260,887)	260,887	428,300	689,187	260,887	51,330	51,330	
	<b>TOTAL HRA CAPITAL PROGRAMME</b>	<b>43,593,900</b>	<b>36,727,296</b>	<b>(6,866,605)</b>	<b>6,866,604</b>	<b>74,727,870</b>	<b>81,594,475</b>	<b>6,866,605</b>	<b>37,186,210</b>	<b>28,818,120</b>	
	<b>HRA USE OF RESOURCES</b>										
BH930	MRR (Self Financing Depreciation)	8,839,231	3,824,869	(5,014,362)		25,887,320	23,784,921	(2,102,399)	19,373,244	16,075,320	
BH902	Land Receipts	1,433,500	347,455	(1,086,045)		6,450,000	8,899,708	2,449,708			
BH902	Unpooled Receipts										
BH901	New Build Receipts	4,833,462	4,403,795	(429,667)		11,931,396	12,803,988	872,592	3,901,991	4,216,786	
BH903	Debt Provision Receipts	898,217	1,199,709	301,492		936,391	936,391		975,881	1,058,398	
BH905	Section 20 Contribution					500,000	500,000		1,129,846	567,636	
	Borrowing	24,996,845	24,996,845			20,190,458	20,190,458	(0)	11,805,248	174,752	
	S106	302,825	302,825				735,565	735,565			
	Developer Contributions (Kenilworth)					4,728,545	4,728,545				
	Revenue Contribution to Capital	1,359,260		(1,359,260)		2,203,760	6,611,861	4,408,101		6,725,228	
	S20 Leaseholder Conts.		55,266	55,266							
BH905	Grant	930,560	1,596,532	665,972		1,900,000	2,403,038	503,038			
	<b>TOTAL HRA RESOURCES FOR CAPITAL</b>	<b>43,593,900</b>	<b>36,727,296</b>	<b>(6,866,605)</b>		<b>74,727,870</b>	<b>81,594,475</b>	<b>6,866,605</b>	<b>37,186,210</b>	<b>28,818,120</b>	
	Major Repair Reserve Bought Forward (BH930)	(14,318,529)	(14,318,529)			(16,963,298)	(22,813,441)	(5,850,143)	(10,928,939)	(3,694,123)	
	Depreciation (increasing MRR)	(11,484,000)	(12,319,781)	(835,781)		(11,900,420)	(11,900,420)		(12,138,428)	(12,381,197)	
	MRR Used (decreasing MRR)	8,839,231	3,824,869	(5,014,362)		25,887,320	23,784,921	(2,102,399)	19,373,244	16,075,320	
	Major Repair Reserve Carried Forward	<b>(16,963,298)</b>	<b>(22,813,441)</b>	<b>(5,850,143)</b>		<b>(2,976,397)</b>	<b>(10,928,939)</b>	<b>(7,952,542)</b>	<b>(3,694,123.23)</b>	<b>(0.00)</b>	
	Total RTB Receipts Bought Forward	(10,893,204)	(10,893,205)	(0)		(8,197,749)	(10,383,947)	(2,186,198)	0	1	
	Total RTB Receipts Received	(4,469,724)	(6,359,837)	(1,890,113)		(11,120,139)	(12,256,139)	(1,136,000)	(4,877,871)	(5,275,185)	
	Receipts used for GF Registered Providers		918,136	918,136							
	Repayment of One for One Receipts & Interest										
	Debt Provision Receipts Used for Provision of Interest on Repaid One for One Receipts										
	Total RTB Receipts Used HRA	7,165,179	5,950,959	(1,214,220)		19,317,787	22,640,087	3,322,300	4,877,872	5,275,184	
	Total RTB Receipts Carried Forward	<b>(8,197,749)</b>	<b>(10,383,947)</b>	<b>(2,186,198)</b>		<b>(101)</b>	<b>0</b>	<b>102</b>	<b>1</b>	<b>0</b>	

Cost Centre	Scheme	2021/2022			2022/2023			2023/2024	2024/2025	2025/2026	
		Q3 Working Budget	Actuals 2021-2022	(Under) / Overspend	Slippage from 2021-22	Q3 Working Budget	Q4 Revised Budget	Q3 v Q4	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget
		£	£	£	£	£	£	£	£	£	£
	<b>CAPITAL PROGRAMME EXCL. NEW BUILD</b>										
	<b>Planned Investment including Decent Homes</b>										
KH157	Decent Homes - Redecs		313.31	313							
Various	Decent Homes - Internal/External Works	3,060,000	1,846,428.66	(1,213,571)	1,007,000	2,257,060	3,264,060	1,007,000	5,450,000	6,750,000	
KH308	Decent Homes Internal/External Works Contractor 1	1,510,000	916,706.12	(593,294)	297,000	1,003,530	2,304,060	1,300,530	2,600,000	3,250,000	
KH309	Decent Homes Internal/External Works Contractor 2	600,000	62,006.86	(537,993)		1,003,530		(1,003,530)	2,600,000	3,250,000	
KH310	Decent Homes Internal/External Works Voids	250,000	591,324.46	341,324		250,000	250,000		250,000	250,000	
KH143	Decent Homes Internal/One off Heating Works	300,000	16,044.93	(283,955)	110,000		110,000	110,000			
KH141	Decent Homes Electrical	400,000	260,346.29	(139,654)	600,000		600,000	600,000			
KH142	Decent Homes Kitchens										
Various	Decent Homes External Works										
KH284	Door Replacement										
KH285	Window Replacement										
KH298	Roofing										
KH299	Insulation Measures										
Various	Decent Homes - Roofing										
Various	Decent Homes - Flat Blocks	13,301,930	11,537,492.02	(1,764,438)	1,244,885	11,000,000	12,250,000	1,250,000	6,600,000	2,000,000	
KH311	MRC Flat Blocks - Wates	7,089,330	7,143,325.91	53,996	150,000	5,350,000	5,500,000	150,000	3,200,000		
KH312	MRC Flat Blocks - Mulalley	5,912,600	4,253,172.29	(1,659,428)	1,100,000	5,350,000	6,450,000	1,100,000	3,200,000		
KH313	MRC Flat Blocks - Misc	300,000	135,879.07	(164,121)		300,000	300,000		200,000	2,000,000	
KH110	Insulation Measures										
KH109	Door Replacement										
KH231	Window Replacement										
KH281	Flat Blocks Electrics										
KH111	Roofing										
KH300	MRC		5,114.75	5,115	(5,115)						
KH152	Fencing										
KH153	Paths										
KH202	Estate Improvements										
KH205	Communal Heating	2,681,560	2,522,172.35	(159,388)	955,816		1,700,000	1,700,000			
KH092	Lift Installation - Inspection & Remedial Works	941,550	706,087.87	(235,462)	450,000	300,000	750,000	450,000			
KH287	Temporary Lift Provision - Flat Blocks										
KH291	Sprinkler Systems - Flat Blocks	2,628,410	1,900,454.74	(727,955)	727,955		727,955	727,955			
KH294	High Rises - Preliminary Works	46,590	2,491.78	(44,098)	44,098		44,098	44,098			
KH321	High Rises - Improvement Works					1,750,000	1,000,000	(750,000)	1,750,000	1,750,000	
Future Year	New Schemes to be created									215,260	
	<b>Health &amp; Safety</b>										
KH085	Fire Safety	444,090	125,229.61	(318,860)	100,000	85,000	1,062,772	977,772	85,000	500,000	
KH317	Additional fire stopping works					877,070		(877,070)	917,420	959,620	
KH112	Asbestos Management	300,000	249,196.61	(50,803)		300,000	300,000		300,000	300,000	
KH114	Subsidence	101,290	65,386.84	(35,903)	35,903	100,000	135,903	35,903	100,000	100,000	
KH144	Contingent Major Repairs	399,670	272,363.52	(127,306)	127,306	340,000	467,306	127,306	365,440	500,000	
GROWTH	Building safety										
	<b>Estate &amp; Communal Area</b>										
KH223	Asset Review - Challenging Assets	856,780	409,110.47	(447,670)	(5,079)	857,770	852,691	(5,079)	857,770	857,770	
KH224	Asset Review - Sheltered (non RED)		452,748.43	452,748							
	<b>Other HRA Schemes</b>										
KH318	Stock condition Surveys	60,000	3,208.99	(56,791)	50,000	60,000	110,000	50,000	60,000	80,000	
GROWTH	Stock condition Surveys										

Cost Centre	Scheme	2021/2022			2022/2023			2023/2024	2024/2025	2025/2026	
		Q3 Working Budget	Actuals 2021-2022	(Under) / Overspend	Slippage from 2021-22	Q3 Working Budget	Q4 Revised Budget	Q3 v Q4	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget
		£	£	£	£	£	£	£	£	£	£
KH174	Energy Efficiency Pilot Projects	1,397,210	<b>829,356.89</b>	(567,853)	567,853	20,000	587,853	567,853	20,000	420,000	
KH094	Disabled Adaptations	850,000	<b>841,299.29</b>	(8,701)		585,320	585,320		650,000	650,000	
KH319	Decarbonisation					2,550,000	2,550,000				
KH320	Decarbonisation					300,000	300,000				
GROWTH	Asset Mangement system										
GROWTH	Procurement consultant										
GROWTH	Increased A&A budget										
GROWTH	Switch over to digital										
	New Business Plan expenditure										
	<b>TOTAL CAPITAL PROGRAMME EXCL. NEW BUILD</b>	<b>27,069,080</b>	<b>21,763,341.38</b>	<b>(5,305,739)</b>	<b>5,305,739</b>	<b>21,382,220</b>	<b>26,687,959</b>	<b>5,305,739</b>	<b>17,155,630</b>	<b>15,082,650</b>	
	<b>SPECIAL PROJECTS &amp; EQUIPMENT</b>										
	<b>HRA Equipment</b>										
KH015	Capital Equipment (including Supported Housing Equip)	44,150	<b>24,989.91</b>	(19,160)	19,160	25,000	44,160	19,160	25,000	25,000	
KH278	Vans for RVS	115,340	<b>96,037.60</b>	(19,302)	19,302		19,302	19,302			
	<b>Sub Total Special Projects &amp; Equipment</b>	<b>159,490</b>	<b>121,027.51</b>	<b>(38,462)</b>	<b>38,462</b>	<b>25,000</b>	<b>63,462</b>	<b>38,462</b>	<b>25,000</b>	<b>25,000</b>	

Cost Centre	Scheme	2021/2022			2022/2023			2023/2024	2024/2025	2025/2026	
		Q3 Working Budget	Actuals 2021-2022	(Under) / Overspend	Slippage from 2021-22	Q3 Working Budget	Q4 Revised Budget	Q3 v Q4	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget
		£	£	£	£	£	£	£	£	£	£
	<b>CAPITAL PROGRAMME NEW BUILD</b>										
	New Build Programme - eligible for 1-4-1	12,652,360	11,035,756.15	(1,642,874)	1,884,884	40,745,980	42,630,864	1,884,884	18,268,990	13,225,780	4,615,470
	New Build Programme - ineligible	3,138,690	3,493,776.99	381,357	(623,367)	12,146,370	11,523,003	(623,367)	1,685,260	433,360	
KH233	Open Market Acquisitions (4 units in 20/21)										
KH233	Open Market Acquisitions (4 units in 20/21) (Ineligible 141)	2,435,000	<b>2,493,578.24</b>	58,578	(623,367)	903,680	280,313	(623,367)	930,790		
KH241	Ditchmore Lane 6 units (Ineligible 141)		<b>(67.22)</b>	(67)							
KH245	March Hare in Burwell Road (15 Units)	31,400	<b>31,395.03</b>	(5)							
KH247	Kenilworth Close (105 units) (Ineligible 141)					11,242,690	11,242,690		754,470	433,360	
KH247	Kenilworth Close 1 for 1 Expenditure (61.8%)	11,000,000	<b>9,038,712.87</b>	(1,961,287)	1,961,287	5,886,890	7,848,177	1,961,287			
KH275	Gresley Way (Phase I & II 14 units ) aka Ferrier Social	1,850	<b>1,850.00</b>								
KH280	Symonds Green	1,202,320	<b>1,416,664.65</b>	214,345		997,680	997,680				
KH279	Shephall Way	5,640	<b>33,312.61</b>	27,673							
KH307	The Oval (70 Units)	5,470	<b>6,022.92</b>	553	(553)	12,718,760	12,718,207	(553)	12,342,000	12,342,000	4,615,470
KH282	North Road (Ineligible 141)	677,420	<b>1,000,265.97</b>	322,846							
KH301	Redcar Drive aka Cartref	10,930	<b>10,930.17</b>	0	(0)	8,193,630	8,193,630	(0)			
KH302	Drakes Drive										
KH314	Ellis Avenue	28,200	<b>21,971.80</b>	(6,228)	6,228	1,916,650	1,922,878	6,228			
KH303	Dunn Close (27 units, 21 in main block, supported accommoda	234,460	<b>321,063.58</b>	86,604	(86,604)	3,241,700	3,155,096	(86,604)			
KH304	Shephall Social	132,090	<b>127,564.37</b>	(4,526)	4,526	5,537,640	5,542,166	4,526	1,587,960		
KH305	Mary Mead Social					2,253,030	2,253,030		3,444,120	883,780	
KH306	Ely Dell Social								894,910		
KH072	L.S.S.O. Buy Back	26,270	<b>26,268.15</b>	(2)							
	Build for sale										
	<b>TOTAL CAPITAL PROGRAMME NEW BUILD</b>	<b>15,791,050</b>	<b>14,529,533.14</b>	<b>(1,261,517)</b>	<b>1,261,517</b>	<b>52,892,350</b>	<b>54,153,867</b>	<b>1,261,517</b>	<b>19,954,250</b>	<b>13,659,140</b>	<b>4,615,470</b>
	<b>INFORMATION TECHNOLOGY</b>										
	<b>IT General (IT)</b>										
KH217	Northgate Additional Modules										
KH251	Harmonising Infrastructure Technology (for shared service)										
KH268	Infrastructure Investment	168,270	<b>155,126.23</b>	(13,144)	13,144	210,070	223,214	13,144	51,330	51,330	
KH315	Core ICT Equipment for Additional Staff					60,000	60,000				
KH316	2012 Migration Servers					12,870	12,870				
KH293	Telephony										
	<b>Total General IT</b>	<b>168,270</b>	<b>155,126.23</b>	<b>(13,144)</b>	<b>13,144</b>	<b>282,940</b>	<b>296,084</b>	<b>13,144</b>	<b>51,330</b>	<b>51,330</b>	
	<b>Employer Of Choice (EOC)</b>										
KH259	Replacement HR & Payroll System										
KH269	New Intranet										
	<b>Total EOC</b>										
	<b>HRA</b>										
KH218	ICT Programme (Business Plan)	6,830	<b>13,087.22</b>	6,257							
GROWTH	ICT Programme (Business Plan)	25,760		(25,760)	19,503	46,620	66,123	19,503			
KH214	ICT General										
KH297	Tablets										
	<b>Total Other HRA</b>	<b>32,590</b>	<b>13,087.22</b>	<b>(19,503)</b>	<b>19,503</b>	<b>46,620</b>	<b>66,123</b>	<b>19,503</b>			
	<b>Connected To Our Customers (CTOC)</b>										
KH270	Online Customer Account (formerly Capita Advantage Digital)										

Cost Centre	Scheme	2021/2022			2022/2023			2023/2024	2024/2025	2025/2026	
		Q3 Working Budget	Actuals 2021-2022	(Under) / Overspend	Slippage from 2021-22	Q3 Working Budget	Q4 Revised Budget	Q3 v Q4	Q4 Revised Budget	Q4 Revised Budget	Q4 Revised Budget
		£	£	£	£	£	£	£	£	£	£
KH271	Corporate Website - Redesign	2,280	67.66	(2,212)	2,212	1,330	3,542	2,212			
KH272	Electronic SMB Reports System										
KH273	Call Recording										
KH288	New CRM Technology (Digital Platform)	137,710	113,712.40	(23,998)	23,998	97,410	121,408	23,998			
KH289	Future Online Development of Civica Icon Payments										
	<b>Total CTOC</b>	<b>139,990</b>	<b>113,780.06</b>	<b>(26,210)</b>	<b>26,210</b>	<b>98,740</b>	<b>124,950</b>	<b>26,210</b>			
	<b>Housing All Under One Roof programme (HAUOR)</b>										
KH283	Housing Improvements - Northgate online	80,660	31,400.00	(49,260)	49,260		49,260	202,030			
GROWTH	Housing Improvements - Northgate online	21,870		(21,870)	21,870		21,870				
KH260	On-Line Housing Application Form - RAPID KZ107	42,910		(42,910)	42,910		42,910				
GROWTH	On-Line Housing Application Form - RAPID KZ107	9,090		(9,090)	9,090		9,090				
KH286	Housing Document Mgt System (Repairs end to end)	46,460		(46,460)	46,460		46,460				
GROWTH	Housing Document Mgt System (Repairs end to end)	32,440		(32,440)	32,440		32,440				
	<b>Total HAUOR</b>	<b>233,430</b>	<b>31,400.00</b>	<b>(202,030)</b>	<b>202,030</b>		<b>202,030</b>	<b>202,030</b>			
	<b>TOTAL ICT INCLUDING DIGITAL AGENDA</b>	<b>574,280</b>	<b>313,393.51</b>	<b>-260,887</b>	<b>260,887</b>	<b>428,300</b>	<b>689,187</b>	<b>260,887</b>	<b>51,330</b>	<b>51,330</b>	

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