Appendix Two.

Future Town, Future Council Scope and Focus for 2019/20

External Facing Programmes

1. Stevenage Centre Town Centre Regeneration Programme

1.1. Programme Outcomes

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

1.2. Programme Overview

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

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

1.5. During 2019/20 the programme will primarily focus on:

- Achieving vacant possession of Swingate House
- Advancing the SG1 scheme
- Progressing the bus interchange project in line with milestones
- Beginning works on the Town Square Public Realm and 'North Block' improvements
- Supporting the LEP (Local Enterprise Partnership) to ensure there are robust governance arrangements in place for the regeneration of Stevenage
- Launching the fresh marketing brand, 'Stevenage Even Better' and opening the visitor centre to celebrate and promote the regeneration of the town

2. Housing Development Programme

2.1. Programme Outcomes

- Increased number of affordable houses in Stevenage.
- Improve access to the housing market in Stevenage for a greater number of residents.

2.2. Programme Overview

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

2.4. The Council continued to work proactively during 2018/19 to get the Secretary of State's Holding Direction on the adoption of the Local Plan lifted. This was achieved in March 2019 and the Council has subsequently adopted the Local Plan since the year-end. This will provide the certainty needed to encourage developers to bring forward their schemes to provide a range of housing, including a proportion of affordable homes.

2.5. During 2019/20 the programme will primarily focus on:

- Completing and letting 54 new affordable homes across a number of schemes and 11 private sale homes.
- Starting work on a further 298 new/replacement homes across a range of planned schemes including sites at Shephall Way, North Road and Symonds Green.
- Exploring the viability of other potential areas of development across the town including opportunities to work in partnership with other providers.
- Continuing to work with partners to enable the delivery of affordable homes.
- Forming a Wholly Owned Company to support the delivery of new homes.

3. Excellent Council Homes Programme

3.1. Programme Outcomes

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

3.2. Programme Overview

3.3. The Council's aim is to provide high quality, efficient and effective housing services. The Council has committed through the Excellent

Council Homes programme to transform its housing services to better meet the needs of its customers.

3.4.	The programme comprises five main themes:
- Business Vision: focused on embedding corporate values and unified customer service to all members of staff. This is to ensure that customers will receive the same, excellent customer service from every member and area of business.
- Digital Housing: aimed at improving back office processes and enhancing internal systems in order to support digital development and access to information for our customers.
- Service and Personal Development: focused on delivery of a cohesive team provided with the right tools and skills to deliver excellent customer service.
- Knowing our Customers: aimed at understanding our customers' needs and prioritising them to provide bespoke services where possible. This is to improve contact with our customers and visibility and approachability of our staff.
- Major Investment in Flat Blocks: focused on delivery of the Major Refurbishment Contract (MRC), sprinkler systems and lift replacements in council-owned flat blocks

3.5.	During 2019/20 the programme will primarily focus on:

- The launch of a new online account where customers will be able to access housing services 24/7.
- Delivery of a major refurbishment programme to our flat blocks (incorporating the MRC, lift replacements and retrofitting of sprinklers).
- Implementation of a new area-based co-operative neighbourhood management approach in conjunction with staff from Stevenage Direct Services and Communities and Neighbourhoods.
- Completing the final phases of the Housing and Investment Future Council Business Unit Review.
- Providing staff with the right business tools and software to enable them to work more effectively out in the community.
- Delivery of the Homelessness and Rough Sleepers Initiative Strategy and Housing Older Persons Strategy.

4. Co-operative and Neighbourhood Management Programme

### 4.1.	Programme Outcomes

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

- The Council's Community centres are efficiently run, well-managed and most importantly, meet local needs.

4.2. Programme Overview

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

4.4. During 2019/20 the programme will primarily focus on:

- Developing the Council's approach to co-operative neighbourhood management, working initially with Stevenage Direct Services, Housing and Investment and Communities and Neighbourhoods.
- Continuing the planned roll-out of neighbourhood improvements, with consultation and engagement work starting in Bedwell and Longmeadow.
- Completing the Community Centre Review.
- Progressing the Garage Programme.
- Reviewing and reshaping resident involvement activity in response to the Community Engagement Framework.

5. Connected to our Customers Programme

5.1. Programme Outcomes

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

5.2. Programme Overview

5.3. The 'Connected to our Customers' programme aims to improve the accessibility of Council services and the customer experience. It will

enhance the way residents can access Council services through increasing the use of digital options, whilst ensuring that officers continue to spend time with those customers who require additional assistance.

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

5.5. During 2019/20 the programme will primarily focus on:

- New website testing completion, with 'go-live' expected in late summer 2019.
- Finalising procurement of the digital platform and plans for implementation.
- Phased implementation of digital platform capabilities starting with replacement CRM and quick wins for self-serve options.
- Customer and Business Account functionality placed into the new website, providing a single view of the customer and establishing a new centralised digital customer relationship.
- Developing a service redesign approach that will optimise new technology and new ways of working.
- Developing a Channel Shift Strategy which will clearly set out our approach to optimising the take-up of the new digital services whilst ensuring access for everyone, so that no-one is left behind.
- Implementation of the Environmental Services case management system. Integration into the digital platform to enable self-serve.
- Working with services to understand desired new ways of working and technology to support mobile, agile and area working. Planning for how we want to work from the new Public Sector Hub

Internal Facing Programmes

6. Financial Security Programme

6.1. Programme Outcomes

- As meet the Financial Security three year savings target
- To ensure that the General Fund expenditure equals income without the use of balances from 2022/23 onwards
- To ensure the Housing Revenue Account has sufficient funding to meet the capital needs of the Housing Asset Management Strategy and identified revenue needs
- To identify Financial Security options using the three revised workstreams (efficiency, commercial and improved processes), before recommending any service rationalisation options, as summarised below.
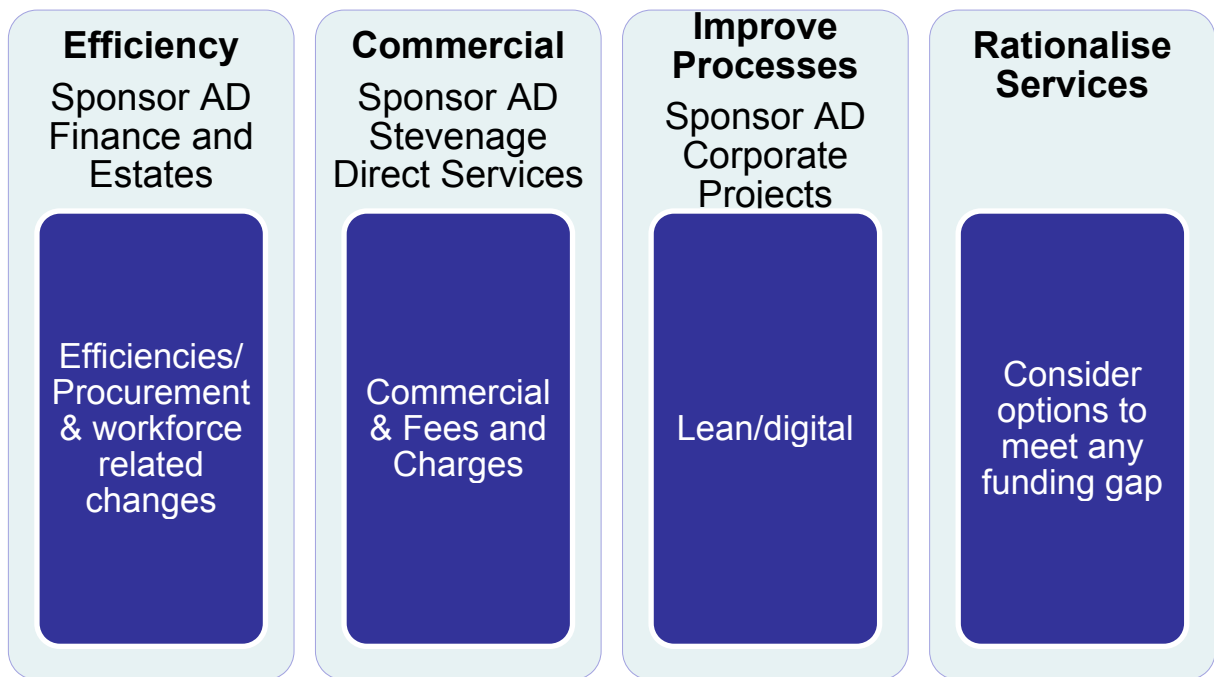
Efficiency	Commercial	Improve Processes	Rationalise Services
Sponsor AD Finance and Estates	Sponsor AD Stevenage Direct Services	Sponsor AD Corporate Projects	
Efficiencies/ Procurement & workforce related changes	Commercial & Fees and Charges	Lean/digital	Consider options to meet any funding gap

Figure 2: Financial Security workstreams

6.2. Programme Overview

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

6.4. During 2019/20 the programme will primarily focus on:

- Identification of Financial Security options to meet the General Fund and HRA funding gap for the period 2020/21-2022/23 via the Financial Security workstreams.
- Review of leases for the Commercial Portfolio, to ensure they are reviewed in a timely manner to protect the Council's revenues.
- Purchase of Investment Properties to meet the General Fund target of £200,000.
- Completion of Local Asset Reviews to meet the objectives of the General Fund Asset Management Strategy.
- Review of fee-earning services to determine fee versus cost.
- Identifying options to improve productivity via use of digital interventions
- Review of budgets for cross-cutting reviews.
- Presentation of Financial Security options to the Leader's Financial Security Group before approval by the Executive.

7. Employer of Choice Programme

7.1. Programme Outcomes

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

7.2. Programme Overview

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

7.4. Through Future Council Business Reviews, work has begun on shaping the next stage of the transformation programme to ensure the Council has the right structures, teams and people in place.

7.5. During 2018/19 the programme will primarily focus on:

- Establishing a compelling employer brand with a competitive pay and benefit offer, including development of the new e-recruitment module of the HR System
- Developing and implementing a competency framework for staff from Grade 1- 9 of the Council's pay structure.
- Enabling new ways of working to equip staff for the future including policies, practices and culture.
- Developing digital skills and tools to enable staff self-service.
- Creating a new Learning and Development Strategy.

8. Performing at our Peak Programme

8.1. Programme Outcomes

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

8.2. Programme Overview

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

8.4.   During 2019/20 the programme will primarily focus on:

- Enhancing business insight through data connectivity, and ensuring service managers have the right skills to use the tool robustly to analyse information and make informed decisions that result in improved services for our customers**.**
- Developing our insight culture through the effective engagement and use of our new tools and procedures, to enable lasting performance improvement.
- Delivering a new scheme of delegations to officers in respect of Executive powers