

Stevenage Borough Council Annual Report 2022-2023

Message from Richard Henry, Stevenage Borough Council

<image of Richard Henry to be provided>

Welcome to our 2022/23 Annual Report and my first one as Leader of the Council. I am proud to share what we have achieved this year and our ongoing efforts to make our award-winning town a great place to live, work and visit.

This year has not been without its challenges – the impact of the cost-of-living crisis and the war in Ukraine continue to affect our daily lives. Through close working with our partner organisations, we have been able to provide help and advice to people during these difficult times, including providing timely advice and guidance through our front-line services and website, opening 15 Warm Spaces across Stevenage and supporting our voluntary and charitable communities to provide food and clothing to the most vulnerable in our community.

Alongside this work, we have continued to deliver on the priorities that we know are important to you. During 22/23 we progressed our plans to regenerate the town, we provided more homes for local families and worked with local residents to improve neighbourhood spaces and tackle anti-social behaviour. Through our Cooperative Neighbourhood programme activities, and ongoing resident engagement plans in 23/24 we will continue to listen to your views and act on these so that we can deliver the services that matter to you most.

Through this report, you will see just a few of the past year's highlights and successes, and in each section a summary of the priorities we are seeking to deliver in the coming year. I hope you enjoy reading this year's report and you will join me in looking forward to another productive and fulfilling year ahead.

Message from Matt Partridge – Chief Executive, Stevenage Borough Council

>image of Matt to be provided<

Over the past year, we have continued with our ambitious **Future Town Future Council** programme to transform the town for current and future residents.

Our regeneration programme has made significant progress, with the successful launch of our Event Island Stevenage, the opening of the new Multi-Storey Car Park, and the launch of the new Stevenage Innovation and Technology Centre (SITEC) facilities at North Herts College Stevenage Campus. We have built more homes including social, affordable and for market sale - the proceeds from which are recycled to deliver more housing to help meet the growing demand in the town. We have invested in the maintenance of our buildings, including ongoing de-carbonisation of Council homes to ensure that our net-zero target for 2030 is achieved. Through our ongoing investment in bio-diversity initiatives, such as the planting of 3 new community orchards, and our determination to progress our climate change commitments in 23/24, we remain on track to make Stevenage a greener place to live.

This year, we have increased the roll-out of online service options which allow residents to transact with the Council when and where it suits them. The development of the online service options will also help to reduce costs which, in a time of increasing financial challenges for the local government sector, will continue to be a key focus for 2023/24.

I am very proud of what my colleagues do on behalf of those we serve, and this report highlights just some of their many successes during the year. We will continue to build on these successes, and I look forward to what we will achieve as we continue to make Stevenage Even Better during 2023/24.

Cost of Living

Rising inflation and interest rates continue to have a significant impact on local people especially those costs related to fuel, food and utilities. The Council continues to work hard to provide support for residents, and over the past year we have worked closely with partners to ensure that meaningful support can be provided where it is needed most. We are committed to supporting our residents during this challenging time and we will continue to do so in 2023/24.

This year we have:

- Received £100,000 from the Household Support Fund (£67,000 for food poverty & £33,000 to help provide support for rising energy costs). This funding has supported 38 organisations to provide food, clothing and energy vouchers to those in need.
- <graphic designer to provide infographic>
- Supported 15 Warm Spaces across the town to provide a place for people to keep warm, get some food and drink and access support services
- <graphic designer to provide relevant CoL graphics>
- Helped signpost 1,700 people to Council support and Government guidance, local grant opportunities, and support with household costs such as school uniforms, through our dedicated Cost of Living information hub on our website
- <graphic designer to provide relevant CoL graphics>

A Cooperative Council

Cooperative Council Logo

As a Cooperative Council, we are passionate about our communities and making sure they have a say in how services are delivered. 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. As one of the largest procurers of goods and services locally we are committed to ensuring that not only do we champion this approach to other partners and businesses, but through our actions too.

This year we have:

- Received £760,000 from the government's Community Renewal Fund to support our Community Wealth Building initiatives. Some of this funding has helped provide carbon footprint training for businesses and enabled the Council to review its procurement processes to ensure the bidding process is much more accessible for small businesses.
- Received £1million from the UK Shared Prosperity Fund (UKSPF) to support our communities, businesses people and skills over the next three financial years. This funding will be used to:
 - Support local business to improve their digital skills and their ability to bid for contracts
 - Helped businesses work with our local schools to raise awareness of being more sustainable

- Worked with our voluntary sector organisations to make sure they have the same access to opportunities as businesses do
- Encourage greater diversity in the types of organisations we have in the town, for example Co-operatives, Community Interest Companies and Social Enterprises

CRF 1 photo

Delivering for Stevenage

At Stevenage Borough Council we have circa 700 members of staff who deliver customer service support, housing, waste, environmental health, planning and leisure services. In 2022/23, we continued to ensure that council services operate for the benefit of local people and to a high-quality that provides value for money.

This year we have:

- worked closely with our partners to ensure that appropriate support is provided in response to 195 adult and children safeguarding cases

<infographic required>

- Dealt with 97,550 enquiries, including:
 - 80,600 calls
 - 14,200 Emails
 - 550 Social media enquiries
 - 2,200 Customers served face to face

customer service <infographic required>

- collected 18,518 tonnes of refuse which is equivalent to an average of 491 kg per household

<infographic required>

- Reused, recycled or composted 11,385 tonnes of waste – that's on average the same weight as the Eiffel Tower! *Eiffel tower/cartoon*

- Removed 2,899 fly tips of illegally dumped waste

<infographic required>

- Carried out 561 vehicle condition checks on taxi and private hire vehicles

<infographic required>

- Investigated 409 noise complaints, of which 83 related to barking dogs and 129 to loud music, and served 7 abatement notices

<infographic required>

- Dealt with 123 service requests relating to Houses in Multiple Occupation, including 19 regarding suspected illegal properties due to the number of households living at the property

<infographic required>

- Carried out 49 inspections of non-licensable Houses in Multiple Occupation

<infographic required>

- Investigated 71 complaints about standards in single private rented properties and served 9 enforcement notices

<infographic required>

- Dealt with 57 service requests about rubbish accumulations on domestic premises and served 5 enforcement notices

<infographic required>

- Dealt with 6 filthy and verminous premises

<infographic required>

- Undertook 166 food safety interventions at food businesses, registered 84 new premises and inspected 49 new businesses

<infographic required>

- Completed safety checks of 48 private rental properties hosting Ukrainian refugees

<infographic required>

- With our partners at the Business & Technology centre we helped support
 - 72 new jobs being created
 - 48 new businesses start up

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Future Town Future Council Achievements

FTFC Logo

Our Corporate Plan 'Future Town Future Council' sets out the Council's vision for revitalising both the town and council for the 21st century. Our key aims and objectives are laid out across five programmes of work:

- Transforming our Town
- Cooperative Neighbourhoods
- More Social and Affordable Homes
- Clean, Green, Safe and Thriving town
- Making Your Money Count

The following pages set out what we have achieved in each programme.

Transforming our Town

Our town is evolving and becoming **Even Better**, with the introduction of new transport facilities, spaces for leisure activities, new workspace, homes and arts and culture. By providing new spaces for our communities in a town centre that is vibrant and green, we are supporting our businesses and transforming our town into a place with something for everyone.

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

This year we have:

- Opened a new event space in October 2022. Event Island Stevenage is on the site of the former bus station. This is a multi-purpose space for the community with a stage, areas for events and informal play all set in a green space in the centre of the town.

Event Island Stevenage Logo

- All trees were retained on site and 11 new trees and over 1,800 sustainable plants and flowers were planted.

Event Island Photos

- There were 260 entries from local school children to name the new area – Event Island Stevenage.

Event Island Winner Photo

- The Railway North car park – adjacent to the Railway Station – closed in May 2022 as works began on the new Multi-Storey Car Park (opened in May 2023!). The car park also has a secure storage facility for bicycles, operated by specialist company Spokesafe.

MSCP Photo and infographic

- In March 2021 Stevenage was awarded £37.5 million as part of the national Government's Towns Fund, which is allocated to nine projects across the town.

Towns Fund image

- One of the Towns Fund projects is a new Sports and Leisure Hub for the town. Morgan Sindall has been appointed to help deliver the project and the Council will consult with the local community as we work together towards a facility with something for all.

Hub artist impression

INFOGRAPHIC - Stevenage Sports and Leisure Hub will be a flexible state-of-the-art facility with swimming, studios, gym space and flexible sports facilities

- Stevenage has continued to see the growth of the life science industry in the town. Work is almost complete on the new £65 million European Headquarters for Autolus Therapeutics, bringing new jobs to the town.
- Elsewhere, a planning application for a new life sciences development at the Forum has been granted, which will generate 1,850 jobs on site, with the new workforce adding £98 million to the local economy every year.

Science image

- Through our community outreach work we have engaged with 8 community centres to get views on our programme of work, and this engagement will continue to expand in 23/24 with a focus on schools
- Increasing skills and opportunities is a key priority of transformation. The first phase of the Stevenage Innovation and Technology Centre (SITEC) launched in March, with the new facilities including a refurbished laboratory, state of the art industry equipment and upgrades to lighting for sustainability improvements. The project is being delivered in partnership with North Hertfordshire College and Hertfordshire Local Enterprise Partnership (Hertfordshire LEP)

SITEC image

- Each year, the new science laboratories will be able to accommodate over 140 full time students and an equal number of Apprentices and Higher Education students!

<infographic required>

- Our partners have started work on their sites within the town centre. The Guinness Partnership have started construction on the former Matalan site. Phase 1 will provide 143 one and two-bedroomed apartments and all new homes in this phase will be offered as affordable tenures

CGI and groundbreaking image

- We granted planning permission for 4 major developments including:
 - re-development of the Forum Centre to deliver a new Life Science development
 - redevelop the Sanders Building and Gunnels Building to create new employment floorspace
 - MBDA were permitted to create a new research and development facility
 - Permission for a new TKMaxx and Homesense store within Roaring Meg.

<infographic required>

Infographic – (open for business?)

In the Town Centre we:

- Welcomed 12 new businesses into the town
- We hosted 4 business resilience events to support our local businesses with over 150 business taking part
- We organised 18 public events including our Halloween Trail and Christmas Light Switch on

WHAT WE WILL DO

In 2023-24:

- Our new Multi-Storey Car Park and secure cycle storage facility will become fully operational
- Subject to Member consideration construction will start on phase one of the £350 million SG1 town centre regen scheme on the former Swingate House site
- A design for the new Leisure and Swimming Centre will be developed
- Proposals for a new Public Services Hub will continue to progress, offering a one-stop location for public services including health, library, voluntary, café, and council all under one roof
- A new events programme for the town centre and Event Island Stevenage will be delivered

More Social and Affordable Homes

The total number of new affordable homes provided by the council since 2015 is 336 and we are on track to achieve our ambition of building a further 300 homes by 2025.

This year we have:

- Reinvested more into affordable and social homes, with work progressing on Helston House in Symonds Green with the funds secured from the private sales of De-Haviland House on North Road. ***Helston House and De-Haviland House images***
- Secured planning permission following significant community engagement for the 27 one, two and three - bed supported accommodation unit at Dunn Close as well as 17 private homes at Courtlands, with completion on both sites due Winter 2023/Spring 2024 ***Artist impression Dunn Close/Courtlands***
- Completed 11, one-bedroom homes at Oaks Cross, providing supported accommodation for people who find themselves homeless. This scheme has also been shortlisted in the Innovative Housing categories at this year's LGC and MJ awards and secured an additional £525,000 funding pot for the Councils rough sleeper initiative for the next three years from 2022-2025 ***Oaks Cross image***
- Completed two rounds of consultation for the developments proposals of The Oval, with over 4700 responses for the online survey as well as over 200 residents attending the multiple in person events ***graphic of consultation***
- We continue to work towards the Councils Carbon Neutral pledge with all new builds now benefiting from a range of environmental enhancements such as solar panels, triple glazing, heat recovery systems as well as being zero gas.
- At the heart of each development is the Five Star quality approach, which is helping to define the quality of our wider housing programme: **(insert 5* image)**

WHAT WE WILL DO

In 2023-24 we will:

- Handover the 29 new social rent apartments at Helston House, Symonds Green
- Progress the 27-bed supported accommodation unit at Dunn Close
- Progress the 17 new private sale homes at Courtlands

- Aim to secure planning permission and subsequently start works at the proposed developments on Shephall View and at Brent Court
- Hold further consultation rounds for the development proposals at the Oval with the intention to submit proposals to the planning department late 2023/24

Managing and Improving our Homes

We currently look after over 8000 Council Homes across the town, and we are committed to providing good quality homes for all our tenants.

This year we have:

- Removed and disposed of 55 tonnes of fly tipping from our flat blocks – that’s as much as seven elephants! ***elephant graphic?***
- Made 420 visits to our independent living flat blocks and 156 visits to our independent living schemes to make sure they were clean and tidy

<infographic required>

- 1796 visits were made to all our flat blocks to clean and provide a safe and clean environment for all our residents.
- cleaned over 330,000 square meters of glass in our flatblocks, independent living schemes and communal areas – the same as cleaning the Shard 6 times/48 football pitches! ***Shard image***

- We have dealt with:
 - Over 2000 emergency repairs
 - Over 7500 urgent repairs
 - Over 16,300 routine repairs
 ...and 90% of our repairs were fixed first time

<infographic required>

- Through our Major Works contract we provided the following: ***infographic***
 - Kitchens – 76
 - Bathrooms – 33
 - Boilers – 94
 - Full Central Heating – 35
 - Electrics – 15
 - Window replacements – 1
 - Door replacements – 95
- Through our £45 million 5-year flat block and garages refurbishment programme delivered through Mulalley & Wates: *** Mulalley and Wates logo***
 - 67 Resident Consultation events have taken place
 - 303_Blocks have now been completed
 - As a contractor invested in making a positive social impact on the community Mulalley & Wates in partnership with the Council have:
 - Used 21 local businesses

- Offered 25 apprenticeships
- 144 people have started training courses

<infographic required>

- replaced and renewed communal heating systems at all 15 of our sheltered housing blocks
- refurbished 24 lifts in our flat blocks as part of lift refurbishment project
- retro-fitted sprinklers at all 7 of our high rise flat blocks
- let 340 homes through either our own social housing or nominations to Housing Associations

<infographic required>

- received 2004 new applications to join our housing register
- With Government funding we supported 16 prison leavers into private rented tenancies to help rebuild their lives and prevent them from returning to prison.

WHAT WE WILL DO

In 2023-24:

- through the delivery of our capital and revenue programmes we will continue to invest in the Council Homes to provide safe high quality housing for residents
- Complete a review of our repairs function to ensure we are delivery an efficient and effective service to our tenants
- Implement our new statutory duties under the Building & Fire Safety Act
- Implement our new duties under the Regulator for Social Housing consumer standards
- Establish a replacement for the Housing Management Advisory Board to ensure the tenants voice is strengthened

Cooperative Neighbourhoods

The Cooperative Neighbourhoods programme was launched in late summer 2020 to ensure residents are at the heart of decision-making. The neighbourhood-based teams work co-operatively with residents, ward members and local businesses to shape the services in their area. Through this work we seek to make services more responsive to the strengths, needs and aspirations of communities and localities.

This year we have:

- received £125,000 funding from central government to improve how we interact with residents digitally. 1700 residents responded to this survey to let us know what improvements they would like to see in their local area ***Consultation 1 image***
- Neighbourhood Wardens have been working in specific areas of the town to help tackle issues such as fly tipping and dog fouling and work with residents to identify what really matters to them

- obtained over 4,500 sign ups to our digital newsletters - which provide regular updates on what is going on in the local area. To sign up please visit our council website at www.stevenage.gov.uk

<insert hyperlink>

- awarded £60,000 through our local community budgets and supported over 50 organisations to help improve their neighbourhoods
- we were awarded £214,000 through the UK Shared Prosperity Fund over the next few years to deliver projects that matter to residents and will help deliver positive results for neighbourhoods. Including:
 - improvements to neighbourhood public realms and neighbourhood centres
 - local arts and culture projects
 - local volunteering projects and events
- demolished and rebuilt 27 garages over 4 sites which are wider to fit modern day vehicles ***garage image***
- improved our neighbourhood areas by refurbishing 194 garages across 26 sites, including the replacement of hardstanding, fencing and surrounding areas of garage blocks, and the addition of solar lighting
- Generated over £133,000 income from letting of empty garages - enabling us to fund more services that matter to residents

WHAT WE WILL DO

In 2023-24:

- Develop and implement resident led Cooperative Neighbourhoods Plans for each of our neighbourhood areas
- Through our UK Shared Prosperity Fund Local Investment Plan we will work cooperatively with our local communities to take pride in where they live and best support the needs of local residents
- Continue to build on our engagement with our residents through both traditional and digital consultation
- Support our Youth Mayor & Youth Council to become stronger, more vibrant and representative of Stevenage's young community
- Implement our Equality, Diversity and Inclusion Action Plan to ensure we continue champion the rights of individuals across our workforce and local communities

Clean, Green, Safe and Thriving

Climate Change

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.

We continue to look at ways to reduce our carbon footprint and encourage our residents to make changes to contribute to our goal of being net zero.

This year we have:

- planted 4,000 tree saplings with the help of our local community to create a new woodland in the South Field of Fairlands Valley Park

Woodland planting image

- worked with Wenta to launch an affordable net zero emissions service for small businesses, and provide support to 100 local businesses in reducing their carbon footprint

carbon foot print image

- Retained 5 Green Flag awards for:
 - Fairlands Valley Park
 - Town Centre Gardens
 - Hampson Park
 - Shephalbury Park
 - Weston Road Cemetery
- Planted three new community orchards at Peartree Park, Letchmore Park and Bedwell Park

orchard planting image

- Helped residents claim 5,245 trees as part of the “Your Tree Our Future” tree giveaway scheme

tree image

- As part of the Great British Spring Clean, three community litter picks were organised. Across all the litter picks, 75 volunteers took part and over 103 bags of rubbish were collected

rubbish bag and litter picker images

- Our Green Space Volunteers gave over 1,000 hours to help improve our open spaces in Stevenage

clock? 1000 hours highlighted

- 35 households have accepted solar PV installation under the Solar Together Scheme
- 150 homes energy efficiency has been improved through the Local Authority Delivery Scheme 1B which aims to raise the energy efficiency of low income and low energy performance homes (those with energy performance certificate (EPC) ratings of E, F or G)
- upgraded 7 of our independent living sites to hybrid gas boilers and air source heat pumps, and 2 sites have upgraded to solar thermal systems, which will reduce 34% of greenhouse gas emissions from these sites.
- 209 households received an energy efficiency upgrade under the Social Housing Decarbonisation Fund Wave 1
- The new Railway North Multi Storey Car Park is equipped with solar panel and battery storage that could save up to 6.6 tonnes carbon per year, as well as 30 electrical vehicle charging point and bike storage spaces.

WHAT WE WILL DO

In 2023-24:

- In partnership with Herts & Middlesex Wildlife Trust, create a New Biodiversity Action Plan
- Continue to manage new and existing meadow grassland sites
- Plant 110 trees as part of our biodiversity commitment
- Install 12 new electrical vehicle facilities in our neighbourhood centre car parks and continue to work closely with the County Council to encourage an electric bus solution that meets Stevenage’s needs
- Establish and pilot our neighbourhood green plans
- Establish the Dragons Den Repair Café and encourage new local initiatives through the Dragons Den project

Community Safety

We continue to work closely with our partners to keep our residents safe. As a result, we have seen fantastic achievements through our Community Safety team and the SoSafe Partnership which brings all the key agencies in this area together including the Police and the Police & Crime Commissioners office.

This year we have:

Community Safety 2 image

- supported 69 families to access safe space accommodation *safe space*
- helped 1,682 people with intensive support including 159 male victims
- Provided 22 training sessions on domestic abuse awareness to our partners
- trained 164 external professionals on Modern Slavery awareness
- Through our No More Service, provided complex needs support to individuals to tackle issues which negatively impact on their daily life. This includes responding to
 - 150 new referrals
 - 127 new referrals to the Youth service – a 16% increase on last year
 - launched an eight-week programme for domestic abuse perpetrators called Evolve which runs in parallel with the No More Service. 49 referrals have been made since its launch
- Investigated 490 reports of fly-tipping *flytipping*
- Served 10 Community Protection Notice warnings and 6 Community Protection Notices for ASB
- Launched a women's centre with partners to provide a safe, women only environment, to provide support and information for women of all ages *womens centre*

WHAT WE WILL DO

In 2023-24:

- Pilot the Youth domestic abuse perpetrator Evolve program, developed from the adult program
- Enhance the status of the SADA Charity to ensure development by promoting its launch at partnership events
- Expand the success of the AOP (Adult Offender Protocol) housing approach by applying the model to other offender groups

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:

- secured funding of £110,000 in partnership with the Lawn Tennis Association for the investment and refurbishment of the tennis courts at Shephalbury Park. *tennis courts*
- Delivered 599 session in Azonto Fitness, Walking Football and Walking Netball and spent £14,000 on health qualifications through the This Girl Can initiative and the Herts Sports Partnership
- in partnership with HertsMind Network, Healthy Hub Stevenage (Adult), Govia ThamesLink and wider key stakeholders launched the Nightlight Crisis Cafe. The café, situated in the

Stevenage Arts & Leisure Centre on Lytton Way, has been set up to help those in need of immediate support a non-judgemental listening ear for emotional and practical support and signpost to other local sources of therapy or advice

- The annual walking festival was held during National Walking Month. 65 people participated in the family trail at Fairlands Valley Park. 370 walkers participated throughout the week including 71 new walkers

<annual walking festival image to be provided>

- received £129,000 in funding to promote health related projects following the re-opening of leisure facilities as part of the COVID recovery plan.
- made available £60,000 of funding for three secondary schools to open up the school facilities to more community clubs and people in the community.

Supported and in some cases directly delivered 30 events across the town with over 50,000 people attending them, including:

- Stevenage Day
- Christmas Light Switch On (Old Town and New Town)
- Christmas Market
- Stevenage International Day
- Halloween Tastic
- Stevenage Fireworks Display
- Armed Forces Day
- Remembrance Sunday
- Armistice Day
- Pride Awards
- Queens Jubilee Picnic in the Park Event
- Queens Jubilee Beacon Lighting
- Ukraine Charity Concert

<Fireworks, Armistice and Jubilee images>

Stevenage Museum received £10,000 in funding from Historic England for a project to explore the town's working history

<image of Stevenage Museum to be provided>

WHAT WE WILL DO

In 2023-24:

- Develop our Young People's Health Hub programme and integrate it with our Adult Healthy Hub
- Continue to support the Nightlight Crisis Café with a focus on men's mental health projects
- Build the capacity of the local creative sector, including J7 Creatives and the Arts and Heritage Forum
- Work with local businesses, telecoms providers and local graffiti artists to explore how graffiti tagging can be tackled in an interesting and dynamic way
- Look for funding opportunities to expand our cultural events programme

- Provide a wide range of high-quality leisure, culture and arts events and services that are affordable and accessible to you
- Through our UK Shared Prosperity Fund Local Investment Plan we will continue to work with our young people to improve their access to STEM careers through in-person parent events such as Generation Stevenage

use Graffiti image

use Generation Stevenage image

Making Your Money Count

We aim to ensure sufficient resources are available to deliver on the council's priorities while remaining financially resilient.

This year we have:

- paid out over £142,000 in Discretionary Housing Payments to provide financial support to help with rent or housing costs

<Graphic required>

- awarded £5.9million as part of our Council Tax Support scheme payments to help people struggling to pay their council tax
- distributed £5million in Government Council Tax Energy Rebate to over 37,500 households

<Graphic required>

- Provided £7.4million in business rate relief
- paid out £20.9million in Housing Benefit
- launched a new skips and trade waste brochure and events brochure to promote our growing commercial services to the business community
- received £15,800 through businesses using Stevenage as a filming location
- won a Granicus Operating Efficiency Award for the changes we made to our customer service centre to become more digital *Granicus logo*
- Successfully awarded Government grant funding of £750,000 to make digital and cyber improvements to help reform our services
- Over 203,000 transactions were made online with over 25,500 forms submitted
- had over 9.5million page views on the Stevenage Borough Council website and digitised services to make it easier for residents to access services, including:
 - booking, paying and managing a bulky waste collection online
 - choose and request to rent a garage online
 - arrange for household waste collection online
 - launched new phone options in our customer service centre to promote digital channels and demand on customer services
 - Complaints and feedback methods have been modernised, with new online feedback methods

<Graphic required>

WHAT WE WILL DO

In 2023-24:

- Grow the trade waste function to offer a one-stop shop
- Implement further digital and new ways of working through our Transformation programme to improve our services for customers and staff

- Complete the update of the Medium-Term Financial Strategy for 24/25 onwards
- Complete the update of the 30-year HRA Business Plan setting out how available funds to maintain, improve and build more council homes will be spent
- Review our Cooperative Commercial and Insourcing Strategy to maximise savings and generate new income

DRAFT