

Appendix C – MSEB Plans on a Page 2024/25

Making Stevenage Even Better (MSEB) – 5 Strategic Priorities & 3 Cross-cutting Themes



MAKING STEVENAGE EVEN BETTER 2024-2027



Our Values



Our values are underpinned by our commitment to the Cooperative Council principles:

Priorities

	Transforming Our Town		More Social, Affordable & Good Quality Homes		Thriving Neighbourhoods			Tackling Climate Change	Balancing the Budget
	Regeneration	Enterprise & Skills	Building New & Sustainable Homes	Maintaining Good Quality Homes	Clean Neighbourhoods & Green Spaces	Community Safety	Culture & Leisure		
Outcomes	Regeneration of the town centre and surrounding areas delivers benefits to residents, through improved public services, local amenities, employment opportunities, homes, transport links and access to green spaces.	Opening up access to outstanding skills, training and educational opportunities in growing local sectors such as life science, space and defence, and construction, so that our community benefits from economic growth, skills and improved job prospects.	The demand for local homes is in part met through the provision of more social, affordable, and good quality homes that meet improved sustainability standards.	A good quality tenancy, housing maintenance, repairs and homelessness service is provided to residents.	Neighbourhoods and green spaces are clean and well-maintained, ensuring residents can be proud of where they live.	Residents live in safe communities where crime and anti-social behaviour are reduced through effective partnership working.	Close partnership working with the culture and leisure sector enables a vibrant, thriving, creative town, which improves quality of life for residents and benefits the local economy.	Progress the reduction of carbon emissions to net zero by 2030 and provide support to residents and business to do the same.	Sufficient resources are available to deliver on the Council's priorities while remaining resilient to the impact of increasing financial pressures.

Cross Cutting Themes

- Equality, Diversity & Inclusion (EDI)** The council will work with partners, staff, local businesses, and community groups to advance EDI across the workforce and community
- Health & Wellbeing** The council will work with partners to tackle health inequalities and improve the health and wellbeing of residents.
- Technology & Innovation** The council will embrace technology and innovation to enhance how we operate as a council. We will deliver systems efficiencies that empower residents to use digital services.

Our Values



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Priorities

Transforming Our Town

Focus

Regeneration

Outcome

Regeneration of the town centre and surrounding areas delivers benefits to residents, through improved public services, local amenities, employment opportunities, homes, transport links and access to green spaces

KPIs

- Percentage of major planning applications overturned on appeal
- Percentage of non-major planning applications overturned on appeal
- NI157a: Percentage of major planning applications determined in 13 weeks
- NI157b: Percentage of minor planning applications determined within 8 weeks
- NI157c: Percentage of other planning applications determined within 8 weeks

Milestones

- Bragbury End Disposal - Land is sold and receipt received
- SG1 Plot A - Construction begins
- SG1 Public Sector Hub - Business case creation
- SG1 Plot K - Exploration of delivery mechanisms
- Gunnels Wood Road infrastructure - Legal agreement reached
- Diversification of retail project - Action plan confirmed
- Stevenage Innovation & Technology Centre - Options appraisal
- Development of a new Enterprise centre in the Town Centre - Options appraisal
- Station Gateway - Master planning and engagement
- Regeneration Communications and Marketing Strategy launched



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Priorities

Transforming Our Town

Enterprise & Skills

Outcome

Opening up access to outstanding skills, training and educational opportunities in growing local sectors such as life science, space and defence, and construction, so that our community benefits from economic growth, skills and improved job prospects.

Milestones

- UK Shared Prosperity Fund/Mission44 general, life skills & education support
- UK Shared Prosperity Fund
 - Submit mid-year figures for Communities & Place UKSPF funding
- Mission 44: Evaluation
 - Evaluate Phase One of the Pioneering Young STEM futures programme
- Mission 44: Phase 2 Proposal
 - Approval of Phase 2 of Pioneering Young Stem Futures programme
- Stevenage Skills Framework
 - Create/deliver action plan for STEM programme alongside phase 2 proposal
- Business Resilience Support - Engagement visits and health checks
- International Women’s Day - Plan event programme and hold event
- Meet the Buyer Economic Development Event 2
- Generation Stevenage
 - Event to support young people with employment opportunities in Stevenage

More Social, Affordable and Good Quality Homes (Building New & Sustainable Homes)

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Priorities

More Social, Affordable and Good Quality Homes

Focus

Building New & Sustainable Homes

Outcome

The demand for local homes is in part met through the provision of more social, affordable, and good quality homes that meet improved sustainability standards.

KPIs

HDD1d: Number of homes delivered (gross) by the Council (since 2014)

Milestones

Dunn Close - Handover of 27 home supported housing scheme

Burwell Phase 2 - Topping out of 20 homes for affordable rent

Courtlands - Handover of 17 homes for private sale within the Wholly Owned Company

Ellis Avenue and Cartref - Planning Application Submitted

The Oval - Planning permission for a mixed-use scheme

The Oval - Demolition of Hobbs Court

The Oval - Contractor Appointed

Kenilworth Phase 2 - Approve design for phase 2

Kenilworth Phase 2 - Choose delivery partner

Kenilworth Phase 2 - Start on site

Brent Court Garages - Start on site for new build of 96 home Independent Living Scheme

Brent Court Garages - Park improvements

Local Authority Housing Fund-Utilise funding & deliver 12 properties for Afghan & Ukrainian refugees

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Priorities

More Social, Affordable and Good Quality Homes

Outcome

Maintaining Good Quality Homes

Focus

A good quality tenancy, housing maintenance, repairs and homelessness service is provided to residents.

KPIs

BV213: Homelessness Preventions

RSH: CH01 (part 2) – Number of stage two complaints made by tenants

RP01A: Percentage of homes maintained as decent against national minimum DH standard

RSH BS01: Percentage of dwellings with a valid gas certificate

RSH BS02: Percentage of dwellings with a valid Fire Risk Assessment

RSH BS03: Percentage of properties that require an annual asbestos inspection/survey

RSH BS04: Percentage of sites with valid legionella inspections certificate

RSH BS05: Percentage of domestic passenger lifts with an in date LOLER inspection

VED1: Percentage of dwellings with a valid EICR (Electrical Certificate)

RSH Rep1: Percentage of emergency responsive repairs completed within target timescale.

RSH Rep2: Percentage of non-emergency (routine and urgent) responsive repairs completed within target timescale.

Average time taken to relet a routine void (GN). key to key

ECH-Rep4: Percentage repairs fixed first time

Damp & Mould Inspections completed on time.

Damp and Mould cases resolved on time.

RSH CH01 (part 2): Number of stage two complaints made by tenants

RSH CH02 (part 1): Number of stage one complaints made by tenants and responded to within the CH timescale

RSH CH02 (part 2): Number of stage two complaints made by tenants and responded to within the CH timescale

% of tenants satisfied with how their complaint was handled at stage one (Housing)

% of tenants satisfied with how their complaint was handled at stage two (Housing)

More Social, Affordable and Good Quality Homes (Maintaining Good Quality Homes continued...)

Milestones

Implementation of new Allocations Policy

Combine Providing Homes Services, SADA, No More & Safeguarding to create Community Advice & Support

Work with Tenants and Leaseholders to help shape services through meaningful engagement activities

Know our tenants, identify support needs and make better use of our stock

Review our policies to that they are clear for staff and tenants

Demonstrate that we continue to meet the legislative requirements concerning our landlord functions and are achieving high levels of customer satisfaction

Housing Tenant Engagement & Performance - Finalise the public facing Housing Engagement Strategy

Housing Tenant Engagement & Performance - Establish a Housing Engagement & Performance working group

Responsive Repairs Improvement Plan - Award Contract

Responsive Repairs Improvement Plan - Update and implement policy

Empty Homes Improvement Plan - Business case for future delivery model

Establish client and contractor functions

Implementation of preferred future delivery model

Voids Service Review - End to end digitalisation of the voids process

Voids Service Review - Review of lettable standard vs consumer standard inc. consultation/approval

Repairs Service Review Implementation - Process development and documentation

High Speed Broadband - Work with selected option to develop implementation plan

Social Housing Decarbonisation - Submit bid for Social Housing Decarbonisation Fund Wave 3

Social Housing Decarbonisation - Stock modelling to establish high emission stock & required actions

Social Housing Decarbonisation - Develop carbon reduction plan for high emission stock

Caretaking Improvement Plan - Project plan agreed following Ridge Review

Thriving Neighbourhoods

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Thriving Neighbourhoods

Priorities	Thriving Neighbourhoods		
Focus	Clean Neighbourhoods & Green Spaces	Community Safety	Culture & Leisure
Outcome	Neighbourhoods and green spaces are clean and well-maintained, ensuring residents can be proud of where they live.	Residents live in safe communities where crime and anti-social behaviour are reduced through effective partnership working.	Close partnership working with the culture and leisure sector enables a vibrant, thriving, creative town, which improves quality of life for residents and benefits the local economy.
KPIs	<p>NI191: Residual household waste per household (kgs)</p> <p>NI192: Percentage of household waste sent for reuse, recycling and composting</p> <p>Contamination rate of recycling - calculated as estimated proportion that is rejected of total amount of household waste sent for recycling.</p> <p>ES1: Percentage of residential bins collected</p> <p>CNM2g: Garage Voids (residential) as a percentage of stock</p> <p>Fly Tipping – Reports/Completed</p> <p>Graffiti – Reports/Completed</p> <p>ES1: Percentage of residential bins collected</p>	<p>CD1: Number of people engaged in cooperative neighbourhood 'Community & Place' initiatives</p> <p>% of ASB cases closed resolved</p> <p>RSH NM01 (part 1): NM01: Anti-social behaviour cases relating to the landlord function</p> <p>RSH NM01 (part 2): ASB hate related cases relating to the landlord function</p>	<p>CWLS1: Everyone Active - Number of children (aged under 16) participating in facilities and outreach programmes at least once per week as a percentage of the Local Authority area</p> <p>CWLS3: Everyone Active - Deprivation levels (IMD deciles 1-10) based on postcode. Total number of members / registered users and casual users visiting the centre split by deprivation levels</p>
Milestones	<p>Shrub Bed Improvement - Identify locations that require shrub bed removal and conversion to grass</p> <p>Shrub Bed Improvement - Complete works to sites that require shrub bed removal & conversion to grass</p> <p>Street Scene Digital System - Implement digital Street Scene system</p> <p>Environmental Strategy Development - Approval of Green Space Strategy and Tree & Woodland Strategy</p> <p>Environmental Volunteering - Develop a programme of volunteering opportunities</p> <p>Play Area Improvements - Deliver play area improvements to remaining sites</p> <p>Co-operative Neighbourhoods Projects- Deliver local projects using the £176k funding from UKSPF</p> <p>Co-operative Neighbourhood Plans - Develop first draft on CN plans based on member engagement</p> <p>CN Centralised Forward Planning- Collate a plan of meetings, walkabouts, and events across all areas</p>	<p>Op Educ8 - Complete sessions around key issues including cannabis and graffiti</p> <p>SADA Safe accommodation - Obtain properties to be used as emergency accommodations for victims of DA</p> <p>Building a Better Bedwell- Start regular partner meetings to identify potential victims of cuckooing</p> <p>Youth Injunction- Work with police to target hotspot youth ASB areas, identify a process and pathway</p> <p>No More Perpetrator - Review the service provision and the accommodation attached to the project</p>	<p>Cycling & Pedestrian Improvements Arts and Heritage trail-Procurement of improvement work for routes, new art</p> <p>Cycling and Pedestrian Improvements Arts and Heritage trail - Procurement of works</p> <p>Cycling and Pedestrian Improvements Arts and Heritage trail - Construction begins</p> <p>Museum - Complete Early design</p> <p>Sports and Leisure Hub Design - Design to RIBA 3 complete</p> <p>Sports and Leisure Hub Design - Planning submitted</p> <p>Sports and Leisure Hub Funding and business case - Cabinet draft business case</p>

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Priorities

Tackling Climate Change

Outcome

Progress the reduction of carbon emissions to net zero by 2030 and provide support to residents and business to do the same.

KPIs

CC1: Percentage of homes that have an Energy Performance Certificate (EPC) rating of band C or above	Greenhouse gas emissions reduction assessment for Stevenage as a town
Greenhouse gas emissions reduction assessment for Stevenage Borough Council	

Milestones

Refuse/Recycling Review - Finalise structure for refuse and recycling	Refuse/Recycling Review - Implement refuse/recycling review in line with new government legislation
Meadow Grassland Sites - Identify new sites for meadow grasslands	Tree Planting - Identify sites to plant new trees
HVO Fuel - Ensure that usage of HVO is over 50%	Biodiversity Action Plan - Adopt Wilder Stevenage Action Plan 2024-29
Biodiversity Net Gain (BNG) - Monitor first Biodiversity net gain schemes	Tree Planting - Plant new Miyawaki Woods from Coronation Living Heritage Fund
Recycling/Refuse Review -Procure new waste receptacles	Climate Change Community Fund-Implement scheme & funding infrastructure to support community actions
Low Carbon Fleet - Transition SBC fleet to low carbon fuel implementation	Staff Travel Incentives – New workplace travel plan approved
Staff Travel Incentives - New workplace travel plan implemented	Sustainable Organisation Culture - Climate champions trial
Sustainable Organisation Culture - Training for climate champions	Climate Change Action Plan - Upgrade platform based on Climate Scorecards feedback
Climate Change Annual Report - Approve and publish report	Energy Topic Reference Panel - Objectives and participants of panel agreed
Climate Change - Finalise Climate Change adaptation report. Update risk register.	Roll out of Cycle hire scheme and c45 docking bays / stations
18 EV charging bays for 36 cars	5 Year Local Plan review Cabinet approval (June) Consultation (July/Aug)

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Priorities

Balancing the Budget

Outcome

Sufficient resources are available to deliver on the Council's priorities while remaining resilient to the impact of increasing financial pressures

KPIs

BV66a: Rent Collection Rate	Finance BV9: % of Council Tax Collected
Finance BV10: Percentage of non-domestic rates due for the financial year received by the authority	NI181: Time taken (days) to process housing benefit new claims and change events
Reserves as a percentage of Net Revenue Expenditure	Reserves as a percentage of service spend
Total Core Spending Power per dwelling	Council tax payable on a Band D property
Council tax revenue per dwelling	Debt servicing as % of Core Spending Power
Total debt as % of Core Spending Power	Garage/commercial/parking- income versus budget for the top 3 income streams of the General Fund.
Number of upheld Ombudsman complaints per 10,000 population	Tracking delivery of financial benefit of £700,000 GF & HRA savings
% of reviews completed against 5-year plan	CSC Sat: Customer satisfaction with CSC customer service
Dig2: number of online payments	CompGF1: % of Council service Complaints responded to within deadline
CR1: Percentage of commercial rents collected	Corporate Building Overall Compliance - Inspections Completed as a percentage of inspections required

Milestones

MTFS - Identify update budget gap for MTFS and present to Cabinet	Fees & Charges - Present to The Council's Financial Security Group
Budget - Star Chamber events	Budget - Agree 2025/26 Budgets
Increased Sustainable Income - report increased income to Commercial and Investment Working Group	Insourcing Options- review of services provided to or on behalf of the council by external supplier
Business Process improvements/efficiencies	Ways of Working - Reduction in space used in DHH (including closure of at least one floor)
Asbestos in Garages - All garages to be back in Council's control	Garage Voids - Reduce garage voids
Commercial Garages - Actively advertise commercial garages & include in trade waste brochure	

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Cross-Cutting Themes

Outcomes

Milestones

	<u>Equality, Diversity and Inclusion (EDI)</u>	<u>Health and Wellbeing</u>	<u>Technology and Innovation</u>
Outcomes	The Council will work with partners, staff, local businesses, and community groups to advance EDI across the workforce and community	The Council will work with partners to tackle health inequalities and improve the health and wellbeing of residents	The Council will embrace technology and innovation to enhance how we operate as a Council. We will deliver systems efficiencies that empower residents to use digital services
Milestones	Digital Accessibility Compliance - Identify external and internal facing websites covered by regs EDI Progress Report 23/24 & EDI Action Plan 24/25	Healthy Stevenage - Launch new 5-year strategy Support women's wellbeing in the workplace by investing in training, interventions and support, including hosting a Menopause Café	Cyber Accreditation - Complete cyber accreditation programme ICT Restructure - Complete the restructure of ICT Server Compute Project - Replace and upgrade existing server hardware ICT & Data Strategy - Implement new ICT & Data Strategy Telephony Project - Review and replace telephony service