

Meeting Cabinet
Portfolio Area All
Date 9 July 2025



CORPORATE PERFORMANCE QUARTER FOUR 2024/25, ANNUAL REPORT 2024/25 AND CORPORATE PERFORMANCE SUITE 2025/26

KEY DECISION

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1 PURPOSE

- 1.1 This report provides a comprehensive overview of the Council's performance at the end of the 2024/25 financial year and sets out the proposed direction for the year ahead. It brings together key performance data, strategic reflections, and forward-looking priorities to support Cabinet in reviewing progress and shaping the next phase of delivery.
- 1.2 The report focuses on three core areas:
- Reviewing performance across Quarter Four 2024/25, as captured in the Corporate Performance Suite.
 - Presenting the 2024/25 Annual Report, which reflects on delivery across the Council's strategic priorities and cross-cutting themes.
 - Setting out the proposed priorities and performance measures for the 2025/26 Corporate Performance Suite.

- 1.3 The report is supported by a suite of appendices that collectively underpin the Council's performance framework:
 - 1.3.1 Appendix A contains the 2024/25 Annual Report and provides an overview of the Council's performance across the Making Stevenage Even Better (MSEB) strategic priorities and cross-cutting themes, as well as a look at the Council's ambitions for the coming year.
 - 1.3.2 Appendix B presents the proposed 2025/26 Corporate Performance Suite, detailing the strategic key performance indicators aligned to the Corporate Plan's main and sub-themes, and identifying the lead Portfolio Holders responsible for each area.
 - 1.3.3 Appendix C outlines the proposed 2025/26 MSEB Priorities, setting out the Council's delivery priorities across all MSEB priority areas. This year the approach has been amended to report on priorities rather than individual milestones to provide a more concise update on each priority, milestones are still included in the description for reference. Like Appendix B, it is structured by Corporate Plan themes and includes lead Portfolio Holder accountability. Together, Appendices B and C form the two halves of the 2025/26 Performance Compendium.
 - 1.3.4 Appendix D provides the Quarter Four 2024/25 Performance Compendium, summarising actual performance data up to the end of the financial year. This includes performance against key indicators and delivery milestones.
 - 1.3.5 Appendix E contains the Quarter Four 2024/25 Ombudsman Determinations, summarising findings from the Housing Ombudsman and highlighting any upheld complains or learning points for the Council.
- 1.4 For Member's information, a presentation will be provided at the Cabinet meeting which will cover updates in relation to delivery against MSEB Priorities and the key themes emerging from the Quarter Four performance data.

2 RECOMMENDATIONS

- 2.1 That the service performance against 53 corporate performance measures and delivery of key milestones in Quarter Four 2024/25 through the Making Stevenage Even Better Programme (Appendix D) be noted.
- 2.2 That the challenges with Garage Voids and planned improvements are noted (section 4.2.5).
- 2.3 That the strategic risk updates (section 4.6) be noted.
- 2.4 That the draft Annual Report 2024/25 (Appendix A) be agreed, subject to any changes discussed at the Cabinet meeting and with final sign off delegated to the Chief Executive, after consultation with the Leader of the Council.
- 2.5 That the proposed Corporate Performance Suite 2025/26 (Appendix B) and MSEB Priorities 2025/26 (Appendix C) be agreed.

3 BACKGROUND

- 3.1 In January 2024, the Cabinet agreed the new Making Stevenage Even Better (MSEB) Corporate Plan until 2027. This includes five strategic priorities:

- Transforming Our Town
- More Social, Affordable & Good Quality Homes
- Thriving Neighbourhoods
- Tackling Climate Change
- Balancing the Budget

The plan also includes three cross-cutting themes:

- Equality, Diversity & Inclusion
- Health & Wellbeing
- Technology & Innovation

The plan was subsequently approved at Full Council in February 2024. The corporate performance suite was also updated to reflect existing and future programmes of work, resident priorities and regulatory and legislative housing requirements.

- 3.2 The Council's approach to performance management demonstrates a clear link between service delivery and the strategic objectives in the MSEB Corporate Plan. By aligning performance measures and milestones under the 5 strategic priorities a 'golden thread' linking what the Council delivers, to the fulfilment of its strategic outcomes can be clearly seen. By taking this approach, the Council can simplify and streamline how performance monitoring and progress is communicated to Members and residents.

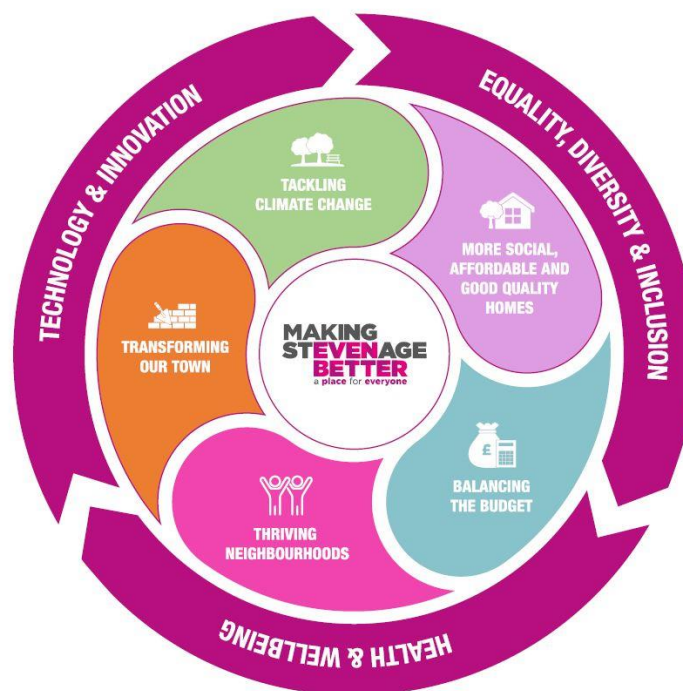


Fig 1.

- 3.3 The Council is committed to the delivery of its priorities and its local services, to the benefit of local residents and businesses. This is challenging in a very competitive, employee-driven market and there is a risk that not being able to retain, attract and recruit the right people and skills at all levels could continue to impact the Council's capacity to deliver all its priorities as well as provide core services and implement new government legislation. The main challenge is when the Council must compete with roles against the private sector (e.g. surveying roles), sometimes this can be compensated by using Market Forces supplements and work flexibility. The Council is continually reviewing its recruitment and retention approaches to strive to ensure it maintains the right capacity, skills, values and experience amongst staff at all levels.

- 3.4 Each year, the Council agrees it's key outcomes and priorities for the town and the Council during the coming 12 months. These are framed within the Making Stevenage Even Better (MSEB) Corporate Plan, with delivery driven through service areas and the MSEB programme.
- 3.5 Throughout 2024/25 the Council has continued to make significant progress in delivering it's ambitions under the Making Stevenage Even Better programme. 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.
- 3.6 This report aims to give Cabinet an overview of the achievements the Council has made during the last 12 months, with a particular focus on the previous quarter. These achievements are summarised in the council's Annual Report (Appendix A). It also identifies key priorities and performance indicators as part of the 2025/26 Corporate Performance Suite.
- 3.7 The Senior Leadership Team and Service Managers have been consulted to determine the appropriate content and to identify the key achievements.
- 3.8 The Corporate Performance Suite for 2025/26 contains 51 measures which are aligned with the 5 MSEB strategic priorities. The 51 measures are complemented by statutory and local measures which are managed internally with performance overseen by the Strategic Leadership Team.
- 3.9 Following the Regulator of Social Housing Inspection in September 2024 three additional measures were added in Quarter 2 'RSH Number of Overdue Fire Remedial Actions (High, Medium and Low)' and one added from Quarter three 'RSH Number of Overdue Water Remedial Actions'. The new measures will give the Cabinet oversight of the number of remedial actions stemming from Fire Risk Assessment that have been completed as a percentage of the total that have been identified split into high, medium and low categories. Performance against the complete suite of compliance measures along with the associated mitigating actions is regularly monitored with oversight provided by the Council's Corporate Risk Group.
- 3.10 There are 23 baseline measures within the corporate performance suite. The majority of these reflect the increased regulation and focus on housing compliance. Baseline measures provide a starting point from which to assess and compare performance in future. The remaining 30 measures are relevant to the Council's focus on what matters to residents and progress made against the MSEB objectives.

4 REASONS FOR RECOMMENDED ACTIONS AND OTHER OPTIONS

4.1 MAKING STEVENAGE EVEN BETTER (MSEB) PROGRAMME

- 4.1.1 A summary of progress against the MSEB Programme is attached at Appendix D. The key highlights this quarter have also been included in the Annual Report 2024/25 (see Appendix A). The Annual Report 2024/25 is an external-facing document which sets out the Council's progress in delivering excellent services for Stevenage and achieving the strategic priorities of the MSEB Corporate Plan.

4.1.2 The content of the Annual Report 2024/25 has been structured around service performance across the five MSEB strategic priorities and three cross-cutting themes of the corporate plan.

4.1.3 Particular highlights this year include:

4.1.3.1 Beginning the development of new town centre homes including the completion of the first phase of the Guinness Partnership development on the former Matalan site, delivering 143 affordable one- and two-bedroom homes for social rent.

4.1.3.2 Providing 595 new homes since 2014 and meeting the Council's ambition to deliver 500 new affordable homes by 2025. As a result, we are now aiming to have provided a total of 1000 homes by 2030.

4.1.3.3 Fully letting the new Independent Living Scheme at Brodie Court, freeing up 52 family homes as residents have downsized to take up the new homes on offer.

4.1.3.4 Upgrading approximately 240 homes, including 16 flat blocks and 100 houses, to meet the energy performance certificate (EPC) Band C target (with some reaching an EPC Band B) as part of the Social Housing Decarbonisation Fund (SHDF) Wave 2 programme.

4.1.3.5 Hosting a summit at Knebworth House to celebrate the success of the Council's Pioneering Young STEM Futures partnership with Mission44, bringing together local businesses, education leaders and key strategic partners to reflect on achievements and shape the next phase of collaboration.

4.1.3.6 Delivering improvements to eight play areas across the town following consultation with over 300 children and young people.

4.1.3.7 Continuing to support victims and survivors of domestic abuse through the Survivors Against Domestic Abuse (SADA) programme.

4.1.3.8 Delivering and supporting a wide range of civic and community events within the town with over 60,000 people attending, including Stevenage Day which hosted over 200 stalls, a variety of rides and attractions and celebrated the theme of Pride this year.

4.1.3.9 Funding a range of community-led climate initiatives through our Climate Change Community Fund including water butts, tree planting, energy efficiency upgrades at community centres, cycle hangers, a permanent Christmas tree in the Old Town, and better recycling facilities.

4.1.3.10 Administering and running a £140,800 Household Support Fund that helped local organisations to reduce food and energy poverty across the town.

4.1.3.11 Launching the EDI Action Plan for 2024/25 that held 18 actions across six key objectives to ensure we continued to champion the rights of individuals across our workforce and local communities.

- 4.1.3.12 Made physical activity more accessible by delivering free or low-cost sessions directly within local communities through the Active Communities Programme. Through over 245 outreach sessions with 1,558 attendees since July 2023, the programme has significantly expanded leisure provision and community engagement across Stevenage.
- 4.1.3.13 Investments in digital initiatives such as the migration from legacy systems, improvements to online customer services, and enhanced cyber security.
- 4.1.4 Under each MSEB strategic priority and cross-cutting theme within the Annual Report 2024/25, a summary of highlights have been listed under their subheadings alongside a set of projections for the upcoming year.
- 4.1.5 The 2024/25 Annual Report also includes a section on Cooperative Council Commitment, summarising how the Council have worked closely with partners across the Cooperative Councils Innovation Network to support policy lab projects.
- 4.1.6 The MSEB Corporate Plan categorises all the council's services under five key strategic priorities and three cross-cutting themes. So, whilst previous annual reports also included separate sections on the Cost of Living Crisis and Delivering for Stevenage with key performance statistics, these have now been embedded across the MSEB strategic priorities to sit beside linked information.
- 4.1.7 Please note that a graphic designed version of the Annual Report 2024/25 will be circulated electronically to Members prior to the Cabinet meeting.

4.2 QUARTER FOUR CORPORATE PERFORMANCE

- 4.2.1 As outlined in section three, the corporate performance suite has been aligned with the five MSEB priorities set out in Figure One. In addition, during 2024/25 progress against performance measures has been presented alongside key programme milestones. By taking this mixed-method approach, the Council is able to present a holistic overview of its performance activity. This helps demonstrate to residents that the Council is on track to deliver key projects, programmes and service improvements associated with MSEB, as well as highlighting performance against key service delivery targets.
- 4.2.2 Key highlights from the MSEB programmes are summarised in section 4.1. For further information on the aims and objectives of the programmes in 2024/25 please refer to the MSEB Plan on a Page, which was presented to the Cabinet in July 2024 as Appendix C of the Corporate Performance Suite 2024/25 report: [MSEB Plan on a Page 2024/25 \(stevenage.gov.uk\)](https://www.stevenage.gov.uk/mseb-plan-on-a-page-2024-25)
- 4.2.3 The total number of measures by Red, Amber & Green (RAG) rating is shown in Figure Two below. The full set of current corporate performance measures results and MSEB milestones are attached at Appendix D.

Q4 2024/25 CORPORATE PERFORMANCE OVERVIEW						
MSEB Programme	Baseline measure for 2024-25	Meeting or exceeding target	Amber Status (Within a manageable tolerance)	Red Status (Urgent improvement action required)	Unavailable Data	Milestones Reported Qtr. 4
More Social Affordable and Good Quality Homes (25 measures)	13	12	0	0	0	16
Transforming Our Town (3 measures)	0	3	0	0	0	11
Thriving Neighbourhoods (11 measures)	5	4*	1	1	0	10
	*The data for 'NI191: Residual household waste per household (kgs)' and 'NI192: Percentage of household waste sent for reuse, recycling and composting' comes from an external source and is only available a quarter in arrears, therefore will be reported this way					
Tackling Climate Change (1 measure)	0	1	0	0	0	12
Balancing the Budget (13 measures)	5	7	1	0	0	8
TOTAL (53)	23	27	2	1	0	57

Fig 2.

4.2.4 As highlighted in Figure Two, there is one measure that is red this quarter, 'CNM2g: Garage voids as a percentage of stock'. The table below outlines the actual performance over the last four quarters and the Q4 target. The section that follows provides an overview of the factors contributing to the below-target performance and the actions being taken in response.

MEASURE NAME	BUSINESS UNIT	Actual - Quarter 4 2023/24 YTD	Actual - Quarter 1 2024/25 YTD	Actual – Quarter 2 2024/25 YTD	Actual - Quarter 3 2024/25 YTD	Actual - Quarter 4 2024/25 YTD	Target - Quarter 4 2024/25 YTD
Thriving Neighbourhoods							
CNM2g: Garage voids as a percentage of stock	Stevenage Direct Services	11.07%	6.99%	7.50%	8.04%	7.76%	6.47%

CNM2g: Garage voids as a percentage of stock

- 4.2.5 The residential garage void rate at the end of March 2025 is 7.76% against a target of 6.47%, this is predominantly due to a high number of terminations (99). This is an improvement from last quarter where the residential void rate was 8.04%.
- 4.2.6 Economic factors have contributed to the void rate, with the cost of living being cited as one of the main reasons for terminations, as well as many residents moving house, possibly to take advantage of the stamp duty discount which ended on 31st March 2025.
- 4.2.7 However, although terminations were high in quarter four, offers also increased by 22%, with 188 offers being made. 76% of offers were accepted and garage services will continue to build solutions to assist in reducing issues for non-acceptance.
- 4.2.8 Garage services will continue with a proactive marketing strategy which includes working with local housing associations and issuing surveys to license holders who live outside the town to better understand their needs.
- 4.2.9 Further improvements to the online digital service including a mapping feature were implemented in April 2025. This has stopped a lot of location queries and enhances the self-serve feature.

4.3 CORPORATE PERFORMANCE CLINICS

- 4.3.1 As part of the Council's ongoing Performance and Risk Management cycles, targeted Performance Clinics are scheduled periodically to provide focused support and challenge in areas where performance pressures, operational complexity, or emerging risks have been identified. These sessions bring together senior officers and relevant service leads to explore performance data, identify barriers to delivery, and agree on improvement actions.
- 4.3.2 Each clinic is structured around three core elements:
- Analysis of Service Performance Data
 - Identification of Challenges and Issues
 - Outline of Planned Improvements
- 4.3.3 Three Performance Clinics are currently scheduled for Q2 2025:
- Customer Service Centre – This session will explore workforce-related challenges and opportunities for service optimisation within the Customer Service Centre.
 - Corporate & Community Asset Remediation – This clinic will focus on compliance and remedial activity across the Council's corporate, commercial and community estate portfolio.
 - Damp, Mould & Disrepair – This session will consider service pressures and legislative developments affecting the Council's approach to housing condition and repairs, including preparations for the implementation of Phase One of Awaab's Law, which is due to come into effect from October 2025.
- 4.3.4 The insights and actions emerging from these clinics will directly inform future cycles of performance and risk management. They play a key role in shaping updates to the Corporate Performance Suite and Strategic Risk Register,

ensuring that service planning and improvement activity are grounded in current data, operational challenges, and strategic priorities.

4.4 HOUSING REVENUE ACCOUNT (HRA) IN-YEAR COST PRESSURES

- 4.4.1 During 2024/25, the Council experienced significant in-year cost pressures across key housing repair functions. These pressures were driven by increased demand, operational complexity, and the need to meet higher regulatory expectations. Further detail on the financial position and service pressures is provided in the Q4 Outturn Monitoring Report, which is also being presented to July Cabinet.
- 4.4.2 A combined overspend of approximately £1.5 million was recorded across Responsive, Void, and Damp-and-Mould repairs. Additional budget provision had been approved during the year to provide extra resources to these areas; however, the final outturn was higher than projected in the third-quarter monitoring report. The increased spend was driven by a combination of higher volumes of work (including a higher level of voids), enhanced regulatory standards, and the complexity of repairs, which often required specialist contractors. These pressures were partially offset by underspends in planned-maintenance budgets, including the timing of cyclical-maintenance procurement and the implementation of the new Decent Homes Standard.
- 4.4.3 To address this, the Council has implemented a management action plan that includes recruitment to senior operational roles, re-procurement of key contractors, and strengthened internal controls to improve cost management and service delivery.
- 4.4.4 These pressures reflect not only increased demand but also the Council's strategic decision to invest in service delivery to meet regulatory expectations and improve outcomes for tenants. This approach is consistent with the Council's commitment to continuous improvement, as set out in the Council's Provider Improvement Plan agreed with the Regulator for Social Housing. The Council has sought to address known service pressures early, particularly in areas where regulatory scrutiny has increased and where tenant feedback has highlighted the need for sustained focus.
- 4.4.5 Governance arrangements have supported this proactive stance. Through the Housing Senior Leadership Team and Executive Housing Working Group, Portfolio Holders and officers have continued to meet monthly, guided by a defined forward plan and work programme. This has enabled the Council to respond dynamically to emerging pressures and maintain momentum on improvement activity.
- 4.4.6 These themes will be explored further through the Council's targeted Performance Clinics in Quarter 2 of 2025. In particular, the upcoming clinic on Damp, Mould and Disrepair will provide an opportunity to assess the effectiveness of current interventions, identify barriers to delivery, and shape the next phase of improvement activity.

4.5 TENANT SATISFACTION MEASURES (TSM)

- 4.5.1 Tenant Satisfaction Measures (TSMs) were introduced in 2023/24 as a regulatory requirement for all Registered Social Landlords in England. There are 22 TSMs – of which 12 are sourced from a tenant perception survey. The Council has commissioned Housemark to conduct the tenant perception surveys quarterly during 2024/25.

- 4.5.2 Although quarterly updates have previously been included in this report the TSM information was presented in Cabinet to June 2025 to meet the requirement to publicly report the data by the 30th of June.

4.6 COMPLAINTS MANAGEMENT HANDLING

- 4.6.1 As set out within the Councils Complaints Policy residents are able to contact either the Housing Ombudsman Service, mainly for issues which relate to the Council as a landlord or the Local Government and Social Care Ombudsman for areas such as Homelessness, the Housing Register and associated advice.
- 4.6.2 Both Ombudsmen services will independently consider cases where they have been approached by residents and will then come to a determination concerning the matters which have been raised. In line with the Housing Ombudsmen's new Statutory Code of Complaint Handling, the Council is required to report the outcome of such cases, and this will be provided to Cabinet on a quarterly basis.
- 4.6.3 The Council has reviewed its Complaints Policy in line with the latest regulatory and legal requirements. Details of this along with the Annual Self-Assessment of Complaint Handling against the Housing Ombudsman's Code are published annually, and work on the new Annual Housing Complaint Report is now underway and will be reported to future meetings for consideration prior to publication. The Councils new Complaint Handling System is now online, the Housing Complaint Clinic continues with the purpose of reviewing trends and undertaking root cause analysis to help drive improvements and learning. New transactional surveys for complaint handling are due to be rolled out in the next quarter as part of the Councils new system, and details of these will be included in future reports.
- 4.6.4 As part of the Housing Complaint Management process, complaints are reviewed by an internal officer working group that includes the Strategic Director and other senior officers, working alongside the Housing Portfolio Holder. This group, known as the Housing Complaint Handling Clinic, considers full details of all stage two complaints and those that may progress to the Ombudsman. Its role is to ensure that investigations are robust, responses are appropriate, and that any learning or service improvements are identified and monitored.
- 4.5.5 The Council's Quarterly Performance Reports include a dedicated section and appendix on Housing Ombudsman determinations. In Quarter Four, the Ombudsman issued determinations on three cases, each involving multiple findings. All cases resulted in findings of maladministration, with remedies including written apologies, compensation payments, and actions such as reviewing complaint handling processes and improving record management. Full details are provided in Appendix E.
- 4.6.6 Whilst formal benchmarking of individual Housing Ombudsman determinations is not currently available, the Council uses its internal governance processes to monitor outcomes and identify areas for improvement. Broader benchmarking is undertaken annually in line with the publication of the Housing Ombudsman's Annual Report. This was included in the Q3 2024/25 Performance Report to provide national context and will continue to inform the Council's understanding of its relative performance and areas for improvement.
- 4.6.7 Tenant Satisfaction Measure Perception Surveys for the year indicate that 34.1% of respondents were either very or fairly satisfied with the handling of their complaint which represents an improvement of 11.3% compared to the 2023/24 year end figure.

- 4.6.8 This result places the Council broadly in line with the national median (34.5%) and above the peer median (29.1%) as reported by Housemark. While there remains room for improvement, the data suggests that the Council's performance is comparable to other providers and is trending in a positive direction.
- 4.6.9 In the fourth quarter (Q4), there were no new investigations or determinations reached by the Local Government and Social Care Ombudsman (LGSCO). The Council received its annual review letter for 2024-25 from the LGSCO on 21st May 2025 which contains a summary of the complaint statistics for the year ending 31 March 2025. This letter will be published on the [LGSCO Website](#) on the 16th of July, alongside the publicly available statistical data.
- 4.6.10 The information provides insight into the Council's approach to complaints and should be considered as part of its corporate governance processes. The findings highlight areas for improvement, while also recognising positive efforts to resolve complaints before escalation to the LGSCO. They demonstrate that the vast majority of complaints are handled appropriately. A number of actions have been undertaken in 2024–2025 to improve handling and resolution of complaints including investment in systems and improved tracking of cases and remedies, as well as support to write better complaints responses.
- 4.6.11 As part of this Q4 update, a summary of the statistics contained in the letter are as follows:
- 4.6.12 Between 1st April 2-24 to 31st March 2025, the LGSCO dealt with 17 complaints. Of these, 5 were not for them or not ready for them to investigate. The LGSCO assessed and closed 9 complaints and investigated 3.
- 4.6.13 In terms of the 3 complaints that were investigated the LGSCO upheld all 3 of them which equates to 100% of complaints being upheld which means they found evidence of fault. In terms of satisfactory remedies, the LGSCO found that in 0 of the 3 cases they did not agree with how the Council had offered to put things right as part of its internal complaints handling. The LGSCO recorded compliance outcomes in 3 out of the 3 cases which means they were satisfied with the actions taken by the Council in terms of remedies.
- 4.6.14 The LGSCO publishes the anonymised final decisions for the upheld complaints as part of the annual report letter. For the purposes of this report, a summary of those complaints is provided below:

Case Number	Complaint Type	Complaint Summary	Decision
1	Housing - allocations	X complained the Council did not properly consider their disabilities and health conditions and so allocated the wrong housing priority band. LGSCO discontinued investigation as the Council has taken action and X has been rehoused in suitable accommodation.	Upheld
2	Housing - allocations	X complained about the way the Council dealt with their housing application. We found no fault in the way the Council made its decision. However, we found fault with the Council's failure to assess if they were homeless. This caused uncertainty to X. The	Upheld

Case Number	Complaint Type	Complaint Summary	Decision
		Council will apologise for this and consider their case again.	
3	Housing - Council house sales and leaseholders	Y complained about the way the Council dealt with their Right to Buy application. We have found fault by the Council, causing injustice, in failing to communicate properly and keep proper records regarding their application, and its poor complaint handling. The Council has agreed to remedy this injustice by apologising to Y, making a symbolic payment to reflect the upset caused and reporting on improvements to its service.	Upheld

4.7 PRIORITIES FOR 2025/26

- 4.7.1 In January 2024, the priorities of the Making Stevenage Even Better (MSEB) Corporate Plan were approved by the Council.
- 4.7.2 There are 80+ MSEB priorities due to be delivered in 2025/26, as shown in Appendix C. Completion and reporting of these priorities will be vital to demonstrating a complete picture of performance.
- 4.7.3 In addition to performance and programme progress, the quarterly corporate performance report, will be supplemented by information obtained from the quarterly Tenant Satisfaction Measures. The survey will contain 12 key questions covering areas such as tenant's satisfaction with repairs, maintenance, communal areas and views on the Council's willingness to engage and respond. The survey findings will be reported annually to the RSH and will also include the 10 RSH measures included in the corporate performance suite (see Appendix B and measures starting 'RSH').
- 4.7.4 The proposed suite of corporate measures is based on input and conversations with the Strategic Leadership Team, research into best practice, benchmarking, and building on previous / existing measures where appropriate, including regulatory requirements.
- 4.7.5 A significant period of discussion has been undertaken with Portfolio Holders and Officers, seeking to ensure that the measures chosen as part of the Cabinet suite are meaningful, provide good business insight and are relevant to decision-making and the priorities of the Council. The Cabinet suite of 52 measures is supported by 50+ statutory and local measures which will be managed internally and overseen by the Strategic Leadership Team.
- 4.7.6 There are 10 measures where there is no target required, these are measured that are used for monitoring purposes rather than being red, amber or green. The aim for the four remedial risk actions is to see a downward trend.
- 4.7.7 The Council's streamlined 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 proactively adapt service delivery models, where necessary, and support and drive forward additional improvements in services when required.

- 4.7.8 The proposed Corporate Performance Suite 2025/26 will form the basis of quarterly performance reports to Cabinet throughout 2025/26. The proposed measures, targets and priorities present an accurate reflection of what the Council is seeking to deliver in 2025/26 and how it will monitor progress against these ambitions.

4.8 STRATEGIC RISK

- 4.8.1 The strategic risks were considered by Corporate Risk Group on 29 April 2025, agreed by the Senior Leadership Team on 13 May 2025 and by the Audit Committee at its meeting on 3 June 2025.
- 4.8.2 The Audit Committee receives a detailed Strategic Risk Report each quarter. The report to the Audit Committee considers the actions which have been identified to mitigate each of the identified risks and the progress of those actions. Changes to the way risk is managed at the Council are also highlighted and considered by the Audit Committee. Where the Committee raises specific concerns about the risks or the process for managing them, these are highlighted to the Cabinet within this quarterly report.
- 4.8.3 Two new risks have been added to the Strategic Risk Register this quarter: Local Government Reorganisation and Lithium-ion Battery Fires. These reflect emerging national and operational challenges that could have implications for service delivery and community safety. Both risks have been reviewed through the Council's established risk governance process, with oversight from the Corporate Risk Group and Audit Committee. Mitigations and monitoring arrangements are in place and will continue to be tracked through the quarterly risk reporting cycle.

5 IMPLICATIONS

5.1 FINANCIAL IMPLICATIONS

- 5.1.1 There are no direct financial implications from the recommendations contained in this report. However, officers responsible for 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. Any financial impact of the under/over achievement of Corporate Performance Indicators will be reported as part of the Quarterly Monitoring report.

5.2 LEGAL IMPLICATIONS

- 5.2.1 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.

5.2 RISK IMPLICATIONS

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

- 5.3.2 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 provides good governance assurance.

5.4 CLIMATE CHANGE IMPLICATIONS

- 5.4.1 The Council declared a climate change emergency in June 2019 with a resolution to work towards a target of achieving net zero emissions by 2030. There are no direct climate change implications arising from the Annual Report 24/25, although examples are given where positive action has been taken to tackle climate change across our workforce and the community. These examples are included within the MSEB Corporate Plan's strategic priority of Tackling Climate Change. The officers responsible for delivering the improvements are charged with identifying and addressing any related climate change considerations.

5.5 EQUALITIES AND DIVERSITY IMPLICATIONS

- 5.5.1 There are no direct equality, diversity and inclusion implications arising from the Annual Report 24/25, although examples are given where positive action has been taken to advance equality, diversity and inclusion across our workforce and the community. These examples are included within the MSEB Corporate Plan's cross-cutting theme of Equality, Diversity and Inclusion (EDI), and cut across the delivery of all strategic priorities.
- 5.5.2 Where necessary, Equality Impact Assessments (EqIAs) will be completed for programmes, projects, service changes and improvement activity identified.

5.6 COMMUNITY SAFETY IMPLICATIONS

- 5.6.1 There are no direct community safety implications arising from the Annual Report 24/25, although examples are given where positive action has been taken to advance community safety across our workforce and the community. These examples are included within the MSEB Corporate Plan's strategic priority of Thriving Neighbourhoods – Community Safety.

5.7 INFORMATION TECHNOLOGY IMPLICATIONS

- 5.7.1 There are no direct information technology (IT) implications arising from the Annual Report 24/25, although examples are given where positive action has been taken to advance IT across our workforce and the community. These examples are included within the MSEB Corporate Plan's cross-cutting theme of Innovation and Technology and cut across the delivery of all strategic priorities.

5.8 OTHER CORPORATE IMPLICATIONS

- 5.8.1 Implementing the priorities and improvement activity outlined in this report may impact on the development of future policy or procedure, which will be monitored through the formal policy/procedure sign-off process via the Senior Leadership Team (SLT).

6 BACKGROUND DOCUMENTS

- Strategic Risk Register (Part II Audit Committee Report)
- Annual Governance Statement 2024/25
- [MSEB Plan on a Page 2024/25 \(stevenage.gov.uk\)](https://www.stevenage.gov.uk/mseb-plan-on-a-page-2024-25)

7 APPENDICES

- Appendix A: Annual Report 2024/25
- Appendix B: Corporate Performance Suite 2025/26
- Appendix C: MSEB Priorities 2025/26
- Appendix D: Performance Compendium Quarter Four 2024/25
- Appendix E: Housing Ombudsman Determinations Quarter Four 2024/25