

**Meeting** Cabinet  
**Portfolio Area** All  
**Date** 10 December 2025



## CORPORATE PERFORMANCE QUARTER TWO 2025/26

### KEY DECISION

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### 1 PURPOSE

- 1.1 To highlight the Council's performance across key priorities and projects for Quarter two 2025/26 and provide an update on progress against current strategic risks.
- 1.2 For Members' information, a presentation will be provided at the Cabinet meeting which will cover updates in relation to delivery against Corporate Plan Priorities and the key themes emerging from the Quarter two performance data.
- 1.3 The report also summarises headline findings from the 2025 Residents' Survey, with overall satisfaction amongst residents remaining high at 83%, and feedback providing insight into priorities for the local area and how Council services are delivered.
- 1.4 The Council has successfully completed another quarter of Tenant Satisfaction Measure (TSM) surveys, meeting regulatory responsibilities and continuing to build a robust evidence base for understanding tenant perceptions. In key areas such as "repairs service overall" and "contribution to neighbourhood," results are already outperforming last year's final scores.

- 1.5 Alongside performance data, the report provides the regular quarterly update on complaints made to the Housing Ombudsman and the Local Government and Social Care Ombudsman (LGSCO).
- 1.6 In addition, it presents key messages from the Housing Annual Report 2024/25 and the Housing Complaints and Service Improvement Report 2024/25 and the associated self assessment against the Housing Ombudsman Complaint Handling Code, alongside an update on preparations for the implementation of Awaab's Law.

## **2 RECOMMENDATIONS**

- 2.1 That the service performance against 50 corporate performance measures and progress of key projects in Quarter two 2025/26 through the Making Stevenage Even Better Programme (Appendix A) be noted.
- 2.2 That progress with the introduction of Awaab's Law and inclusion of four new measures be noted (section 4.5).
- 2.3 That further work on the Housing Complaints Satisfaction pilot and a planned performance clinic are noted (section 4.3.7).
- 2.4 That the improvement actions being taken to improve void turnaround times and deliver value for money for tenants be noted (section 4.3.2).
- 2.5 That the strategic risk updates (section 4.9) be noted.

## **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

- 3.2 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.
- 3.3 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 projects 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 are communicated to Members and residents.

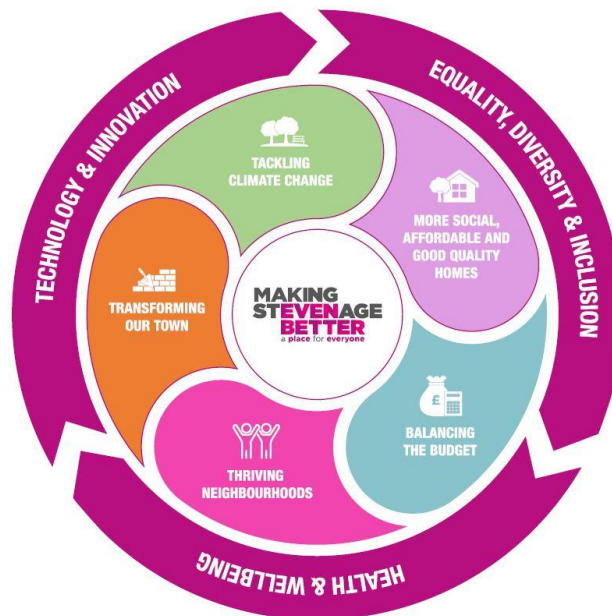


Fig 1.

- 3.4 The Corporate Performance Suite for 2025/26 contains 50 measures which are aligned with the 5 MSEB strategic priorities. The 50 measures are complemented by statutory and local measures which are managed internally with performance overseen by the Strategic Leadership Team.
- 3.5 There are 10 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 the future. The remaining 40 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 QUARTER TWO CORPORATE PERFORMANCE

- 4.1.1 As outlined in section 3, the corporate performance suite has been aligned with the five MSEB priorities set out in Figure 1. Progress against performance measures is presented alongside key projects. 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.
- 4.1.2 Key highlights from the MSEB programmes are summarised in section 4.2. For further information on the aims and objectives of the MSEB programme in 2025/26, please refer to MSEB Priorities & Projects 2025/26, which was presented to the Cabinet in July 2025: [MSEB Priorities & Projects 2025/26](#)
- 4.1.3 Two measures have been removed this quarter (% of Damp and Mould Cases completed on time and % of Damp and Mould inspections completed on time). These measures have been superseded by four new measures that will support the new AWAAB's Law. These four measures are now being captured and will be reported from Quarter 3.

4.1.4 The total number of measures by Red, Amber & Green (RAG) rating is shown in Figure 2 below. The full set of current corporate performance measures results and MSEB projects are attached at Appendix A.

Q2 2025/26 CORPORATE PERFORMANCE OVERVIEW						
MSEB Programme	Baseline measure for 2025-26	Meeting or exceeding target	Amber Status (Within a manageable tolerance)	Red Status (Urgent improvement action required)	Unavailable Data	Projects Reported Qtr. 2
More Social Affordable and Good Quality Homes (23 measures)	8	12	0	3	0	20
Transforming Our Town (3 measures)	0	3	0	0	0	15
Thriving Neighbourhoods (11 measures)	2	9*	0	0	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 measures)	0	1	0	0	0	7
Balancing the Budget (12 measures)	0	12	0	0	0	9
Cross Cutting (0 measures)	0	0	0	0	0	7
<b>TOTAL (50)</b>	<b>10</b>	<b>37</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>68</b>

Fig 2.

4.1.4 There were several strong areas of performance this quarter which are highlighted below:

- Compliance certification and documentation for Gas Safety, Fire Safety, Asbestos, Legionella and Lifts are at 100%.
- There are no overdue Fire Remedial Actions outstanding for the second quarter in a row; this has reduced from 286 medium overdue actions and 312 low overdue actions in Quarter two 2024/25.
- The percentage of remedial actions completed across corporate buildings has exceeded target and is at its highest level in the last year, with the overall compliance position continuing to improve.

- Satisfaction with the CSC customer service remains high at 92.1%; however, as always, it is recognised that there is still room for further improvement to be made in this area.
- All Planning measures have significantly exceeded their statutory targets.

## 4.2 MSEB PERFORMANCE HIGHLIGHTS

- 4.2.1 Alongside performance, the Council also captures quarterly updates on the milestones associated with the strategic priorities set out in the MSEB Corporate Plan and subsequent service planning and priority setting activities.
- 4.2.2 Further details on the projects included in the MSEB programmes and corporate highlights can be found in Appendix A.
- 4.2.3 All programmes have made progress on the projects agreed at Cabinet in July 2025, with Quarter two highlights including:

### **More Social, Affordable, Good Quality Homes**

- 4.2.3.1 Public consultation was held for the Bragbury End scheme, with a planning application submitted in late August.
- 4.2.3.2 Contracts have exchanged on the land deal and affordable homes delivery for the Cartref site.
- 4.2.3.3 Initial offers have been received for units at the Courtlands scheme, but none have yet been accepted.
- 4.2.3.4 The contractor has been appointed for the Oval. It is anticipated that works will begin in October with a full start on site anticipated for December.
- 4.2.3.5 Procurement is complete and the contract has been awarded for the next phase of the Council's Decarbonisation (Wave 3.1) Programme. Initial meetings with the contractor have taken place. Mobilisation has started, although works on site are due to begin later in the year.

### **Transforming Our Town**

- 4.2.3.6 HR have successfully recruited to six corporate apprenticeships and two additionally funded posts. Over 200 applications were received, and it is anticipated that postholders will start by November 2025.
- 4.2.3.7 A new permanent piece of public artwork has been unveiled at the Stevenage Bus Interchange. This features stories and memories from the local community, with local artist Donna Reeves and Junction 7 Creatives collating these stories. This forms part of the Stevenage Heart Trails – 27 miles of traffic free footpaths.

The Planning and Development Committee approved planning permission for the new Sports and Leisure Centre in September. In Quarter 3, approval of the business case and authority to enter into the full contract will be sought through the Council's governance structures.

### **Thriving Neighbourhoods**

- 4.2.3.8 80% of the Play Area Improvement project has been completed, and the remaining two sites will be finalised in Quarter 3.
- 4.2.3.9 The Playzone Programme has been approved by the Football Foundation and final plans are being devised ready for submitting a planning application. This will create an inclusive and accessible 3G pitch within King George V Playing Fields.

## Tackling Climate Change

- 4.2.3.10 Progress has been made with the Simpler Recycling project. The introduction of the weekly food waste service is scheduled for Quarter 4. Vehicles, caddies and other capital items have been procured. New routes have been designed and comms will be released in due course.
- 4.2.3.11 The Equality, Diversity, Inclusion (EDI) action plan has been renewed for 2025/26. The annual E & D report is being compiled for 2024/25 and will be published in Quarter 3.

## 4.3 PERFORMANCE MEASURES – AREAS FOR IMPROVEMENT

- 4.3.1 As highlighted in Figure 2, there are three measures that are red this quarter. The table below outlines the actual performance and the target that was set for the performance measure. The paragraphs that follow set out the reasons for improvement in Quarter two.

MEASURE NAME	BUSINESS UNIT	Actual – Quarter 2 2024/25 YTD	Actual – Quarter 3 2024/25 YTD	Actual – Quarter 4 2024/25 YTD	Actual – Quarter 1 2025/26 YTD	Actual – Quarter 2 2025/26 YTD	Target - Quarter 2 2025/26 YTD	Target - Quarter 3 2025/26 YTD
More Social, Affordable and Good Quality Homes								
% of customers satisfied with how their complaint was handled at stage two (Housing)	Housing & Neighbourhoods	0%	27%	0%	-	11%	40%	40%
% of tenants satisfied with how their complaint was handled at stage one (Housing)	Housing & Neighbourhoods	47%	55%	0%	-	18%	40%	40%
Average time taken to relet a routine void (GN) key to key	Building Safety & Housing Property Services	89 days	85 days	63 days	54 days	84 days	40 days	35 days

Fig.3

### General Needs Voids

- 4.3.2 Q2 presented a temporary challenge for the Council in managing void properties, primarily due to staffing shortages within the Empty Homes Team. These vacancies affected the time taken to survey properties and commence works, contributing to longer turnaround times during the quarter. Despite these pressures, 20 void properties were successfully let during the quarter, including three historic voids requiring Aids and Adaptations. These properties had been

vacant for an extended period, but their completion reflects improvements in processes and closer collaboration between the Adaptations and Lettings teams. Excluding these historic cases, average turnaround improves from 84 days to 52 days.

- 4.3.3 Recruitment issues have now been resolved, with all vacant posts filled, strengthening operational capacity. This improvement is already evident in October's performance, where average turnaround time reduced to 40 days, moving the council significantly closer to the target of 35 days. Contractor performance has also improved, and further enhancements are planned. Two dedicated contractors for void works will be appointed by the end of February 2026, and a pilot scheme with the in-house team will launch in January 2026, adding resources and supporting innovation.
- 4.3.4 Property condition remains a challenge, with many voids requiring substantial work before re-letting. While these homes do not meet the criteria for Major Works, they still demand considerable effort. The council continues to focus on efficient turnaround without compromising quality. Accountability measures have been significantly reinforced to ensure properties are returned in an acceptable condition and costs are recovered where appropriate. In Q2, recharges were applied to 28 properties, totalling circa £44k, primarily for the clearance of belongings left inside and outside homes. To prevent avoidable costs, Tenancy Leaving Standards are issued at the point of notice to quit or transfer, providing clear guidance on how properties should be left and outlining tenant responsibilities. Any works identified as the tenant's responsibility are fully rechargeable to the outgoing tenant or their estate.
- 4.3.5 To strengthen consistency and transparency, the Tenants Recharge Policy is currently being finalised under the leadership of the Head of Housing Management. This policy will provide a robust framework for managing recharges, ensuring fairness and clarity for tenants while supporting the Council's commitment to maintaining property standards.
- 4.3.6 Although some properties were harder to let within target timescales due to specific challenges, the overall trend since the beginning of the year has been positive. Building on this financial year's performance, officers are reviewing and enhancing the voids improvement plan to reduce average turnaround times to 35 days and ensure void works deliver value for money for tenants.

#### **Housing Complaints Handling**

- 4.3.7 Both satisfaction measures relating to stage one and stage two complaints for Housing customers are below target this quarter. Stage one achieved 18% against a target of 40%, and stage two achieved 11% against a target of 40%.
- 4.3.8 The Housing service began piloting a new automated transactional satisfaction survey for complaint handling as part of the Govmetric system in July 2025, so the results are from the first quarter that this method has been used. It is noted that initial results have indicated a reduction in satisfaction from the previous independent phone-based assessment. However, analysis of the free text that has been provided by respondents shows that in most cases feedback and comments relate to the initial cause of the complaint and not to the complaint handling process.
- 4.3.9 It is also noted that complaints will be either upheld or not upheld, and the most recent transactional survey satisfaction data does not reflect the range of responses as would be expected, with a clear bias on responses from those with complaints that were not upheld. As a result, further work is underway to review the new approach and the team are seeking guidance from independent

specialist consultants that have worked on other satisfaction surveys to ensure the Council is following good practice and is able to obtain robust and transparent feedback from residents.

- 4.3.10 It should be noted that the new transactional survey data contrasts with the Tenant Satisfaction Survey results at 4.6.6, which shows a more positive experience of 27.8% satisfaction for complaint handling and a 12.5% increase when compared to the same period last year.
- 4.3.11 Alongside the analysis that shows complaint satisfaction surveys were returned mainly by complainants who had not had their complaints upheld, the timing of the survey may also influence the response as the Council will not have had the opportunity to complete any actions arising from the initial complaint.
- 4.3.12 A complaints performance clinic has been arranged for December 2025 to focus on this area and revise the transactional survey methodology and approach.

#### **Housing Complaints and Service Improvement Report 2024/25 and Annual Self-Assessment**

- 4.3.13 The Complaints and Service Improvement Report 2024/25 (Appendix D) and the annual self-assessment against the Housing Ombudsman's Complaint Handling Code provide transparency on complaint volumes, themes, and outcomes; highlight service improvements made as a result of learning from complaints; key actions to be implemented during 2025/26 to improve services further; and demonstrate compliance with the Housing Ombudsman's standards for complaint handling.
- 4.3.14 Alongside this, the self-assessment (Appendix E) enables the Council to test its approach against the Code, identify any areas for development, and provide assurance to the tenants, leaseholders, elected Members, and Regulators that complaints are being handled in line with best practice.
- 4.3.15 The most recent self-assessment has confirmed that the Council is meeting all requirements of the Code. This includes having a clear, accessible complaints policy, ensuring timely and fair responses, and maintaining robust governance arrangements for oversight of complaint handling. The assessment also demonstrated that the Council's approach is aligned with best practice in terms of learning from complaints and using feedback to improve services.

#### **4.4 OMBUDSMAN COMPLAINT HANDLING**

- 4.4.1 As set out within the Council's 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 (LGSCO) for areas such as homelessness, the housing register and associated advice. Both Ombudsman 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.
- 4.4.2 In line with the Housing Ombudsman's Statutory Code of Complaint Handling, Appendix C provides details of the eight cases where an Ombudsman has made a determination in Q2. For the Housing Ombudsman Service, four cases were determined, one of which resulted in an order. A further four cases were determined by the LGSCO, three of which were confirmed to not be progressing. In all cases, any orders or agreed actions have been completed.



- 4.4.3 As part of the Housing Complaint Management process, full details and information are considered by the Housing Complaint Handling Clinic, which includes the Strategic Director, the Housing Portfolio Holder and other senior officers. This ensures that complaints have been fully investigated, that learning has been undertaken and that improvements have been identified.

#### **4.5 AWAAB'S LAW UPDATE**

- 4.5.1 The introduction of Awaab's Law requires landlords to address damp, mould and other hazards within strict timeframes from 27th October. The required timescales under Awaab's Law cover both potential emergency and potential severe hazards. A full list of actions taking place to implement changes for the introduction of Awaab's Law can be seen at Appendix B.
- 4.5.2 To measure compliance with the requirements of Awaab's Law regarding damp and mould, the Council has developed a KPI framework. The KPI framework is based on measures and methodology suggested by HQN for ensuring compliance with the requirements of the legislation. This includes four corporate measures, which have superseded the two current damp and mould measures, and five operational KPIs, with the corporate measures being:
- Percentage of standard investigations completed within ten working days.
  - Percentage of emergency investigations and safety works completed within 24 hours of awareness.
  - Percentage of safety works for significant hazards completed within five working days of investigation conclusion.
  - Percentage of supplementary preventative works begun within five working days of the investigation conclusion.
- 4.5.3 The operational measures cover other timescales within the requirements such as providing written summaries to tenants, triaging issues and where required offering alternative accommodation.
- 4.5.4 A draft process document has been produced using the HQN framework for compliance template and has been adapted to reflect SBC's systems and policy. This includes roles and responsibilities for capturing key data, monitoring and reporting on performance. Performance reports will be scheduled weekly and monitored by the Damp & Disrepair Manager.
- 4.5.5 Non damp and mould related emergency hazards covered by Awaab's Law will be measured using existing KPIs for repairs, with an additional KPI incorporated separately to measure those hazards relating to heating

#### **4.6 TENANT SATISFACTION MEASURES**

- 4.6.1 Tenant Satisfaction Measures (TSMs) were introduced in 2023/24 as a regulatory requirement for all 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.
- 4.6.2 The Council is required to complete at least 570 surveys for its stock size. For 2025/26, 1,000 responses will be collated over the year to ensure that the results provide further statistical robustness. The intention is that 90% of surveys will be completed over the phone and 10% online. The surveys are conducted quarterly to provide an ongoing rolling update, which supports greater transparency and timely consideration of the feedback provided.

- 4.6.3 The Council has successfully completed another quarter of Tenant Satisfaction Measure (TSM) surveys, meeting regulatory responsibilities and continuing to build a robust evidence base for understanding tenant perceptions.
- 4.6.4 It should be noted that these results are not yet statistically reliable due to the sample size, but reliability will increase as further quarterly data is collected, allowing for an accurate and representative view of overall tenant sentiment at the end of the year.
- 4.6.5 Quarter one of 2025/26 achieved the highest performance recorded since TSM surveys began, setting a high benchmark for 2025/26. As expected, Quarter two results show lower levels compared to these when compared with Q1. Quarterly variation is an expected feature of this reporting approach and should not be interpreted as a long-term trajectory.
- 4.6.6 In Quarter two for 2025/26, 286 surveys were completed. The Q2 satisfaction results can be seen in the table below:

Ref	Question	Q2 2025/26	Previous year (Q2 2024/25)	Difference (+/-)
TP01	Overall satisfaction	58.9%	60.8%	-1.9%
TP02	Repairs service overall	68%	57.9%	+10.1%
TP03	Speed of repairs	57.1%	55.9%	+1.2%
TP04	Home is well-maintained	61.2%	59.7%	+1.5%
TP05	Home is safe	68.8%	71.2%	-2.4%
TP06	Listens to views and acts	48.2%	47.7%	+0.5%
TP07	Keeps tenants informed	55.5%	60.8%	-5.3%
TP08	Treats tenants fairly and with respect	66.3%	69.9%	-3.6%
TP09	Complaint handling	27.8%	15.3%	+12.5%
TP10	Communal areas are clean and well-maintained	58.6%	57.5%	+1.1%
TP11	Contribution to neighbourhood	53.7%	55.1%	-1.4%
TP12	ASB handling	50.8%	53.8%	-3%

**Figure 4.**

- 4.6.7 The full annual quota of online surveys has almost been achieved. Consistent with last year's approach, the remaining online responses will be captured during Quarter 3, with Quarter 4 returning to telephone surveys only. This design supports balanced representation and facilitates direct comparison with previous year-end results.

- 4.6.8 When viewed in context, the Q2 downturn aligns with established patterns observed in previous years since the introduction of TSM surveys. Historically, Q2 tends to produce the lowest scores of the year, with improvement typically recorded in Q3 and Q4. Early indications from Q3 survey returns suggest improved performance across all questions compared to Q2, which is positive and consistent with this seasonal pattern. Despite these fluctuations, trend levels remain stable, indicating consistent underlying tenant perceptions. Combined performance for Q1 and Q2 2025/26 remains broadly in line with the 2024/25 year-end position. In key areas such as “repairs service overall” and “contribution to neighbourhood,” results are already outperforming last year’s final scores. Seasonal trends can also offer reassurance; last year, Q2 represented the lowest satisfaction quarter, followed by steady improvement in Q3 and Q4. If this pattern continues alongside the early Q3 results, the Council is well positioned to achieve stronger year-end results than in 2024/25.
- 4.6.9 Taking into account the early Quarter three indications described above, the Quarter two dip remains consistent with long term trends and does not indicate a deterioration in overall tenant perceptions. The Council continues to meet its regulatory obligations, strengthen its data reliability, and build a comprehensive understanding of tenant experience.
- 4.6.10 Continued focus on communication, tenant engagement, and service delivery will support improvement in the second half of the year, with the expectation of a positive trajectory towards year-end.

#### **4.7 HOUSING ANNUAL REPORT 2024/25**

- 4.7.1 The Housing Annual Report provides an overview of the Council’s housing performance between April 2024 and March 2025, including details of the Tenant Satisfaction Measures (TSMs). It notes achievements and indicates where progress has been made, setting out key actions to be implemented in 2025/26.
- 4.7.2 The Council has demonstrated measurable improvement across almost the full suite of TSMs this year, reflecting enhanced service delivery and stronger resident outcomes. A Provider Improvement Plan (PIP) has been developed, which focuses on areas where services need to be strengthened and has been approved by the Regulator of Social Housing (RSH).
- 4.7.3 Transactional surveys have been introduced across a range of housing services with insights gained helping to build a rounded picture of the tenant experience and to target improvements where they are needed most.
- 4.7.4 A number of highlights to note are included in the following tables which are also included with the full report attached as Appendix F:

## Property

### *In the last 12 months, the Council have:*

- ✓ Surveyed **2,866** properties as part of a Stock Condition Survey Programme
- ✓ Upgraded approximately **240 homes** through Wave Two of the Warm Homes: Social Housing Fund (SHF) Programme to achieve a minimum of EPC Band C, resulting in **66.46%** of council homes now rated Band C or above.
- ✓ Increased the proportion of homes deemed 'Decent' from 94.11% to **96.64%**
- ✓ Continued to deliver the Major Refurbishment Contract (MRC), bringing the total to 477 flat blocks with completed communal works to enhance their structure and appearance.
- ✓ Invested in homes to provide:
  - 443 Boiler replacements
  - 18 Kitchens
  - 74 bathrooms
  - 13 heating systems
  - 3 window replacements
  - 14 door replacements
- ✓ Implemented new policies covering the areas of Responsive Repairs and Maintenance, Aids and Adaptations, Fencing, Voids Management and the Lettable Standard
- ✓ Delivered **639** home adaptations ranging from minor works such as grab rails to more complex installation including through-floor lifts
- ✓ Procured a new specialist contractor to deliver the majority of adaptations, enabling an accelerated programme delivery
- ✓ Completed 98% of emergency repairs and 91% of non-emergency repairs within target timescales
- ✓ Fixed **95.72%** of repairs first time
- ✓ Completed over 80% of Damp, Mould and Condensation cases on time

## Housing Management

### *In the last 12 months, the Council have:*

- ✓ Let **293** general needs and **195** specialist accommodation properties
- ✓ Implemented a new Allocations Policy to optimise use of housing stock and ensure fairer and more transparent allocations
- ✓ Published a summary version of the Allocations Policy in response to requests to feedback asking the Council to make this clearer
- ✓ Regenerated a downsizing scheme and supported **51** home moves making best use of the Council's housing stock
- ✓ Conducted **1417** Tenancy Audits, **115** Settling-In Visits and **125** 8-Month Visits, building stronger relationships with tenants and helping to sustain tenancies
- ✓ Collected over **98%** of rent due; a 0.67% increase on last year; while developing tailored payment arrangements in collaboration with customers with outstanding debt
- ✓ Dealt with **107** cases of ASB, ranging from low to high level, with **94%** of cases resulting in successful enforcement action

Supporting People
<i>In the last 12 months, the Council have:</i>
<ul style="list-style-type: none"> <li>✓ Provided more than 7,900 households with safe, affordable and secure social housing, offering a stable foundation for their future</li> <li>✓ Introduced a new Reasonable Adjustments Policy</li> <li>✓ Supported all parties involved in ASB cases, including alleged victims and perpetrators, harnessing collaborative working with partner agencies including the Police and Herts County Council</li> <li>✓ Improved the support that the Council provides to households who need to move to more suitable accommodation by recruiting a Decant Officer</li> <li>✓ Set in motion the 'Know our Tenants' initiative; a comprehensive programme of home-visits to help build stronger relationships with the Council's tenants, whilst assessing vulnerability and improving understanding of support needs.</li> <li>✓ Responded to over 32,000 calls and carried out nearly 21,000 homes visits to tenants living in the Council's Supported Housing schemes, helping them to maintain their independence</li> <li>✓ Attended to a total of 1126 calls from Care Connect 24/7 service users, enabling them to remain safe and independent within their communities</li> <li>✓ Assisted tenants in 1022 welfare benefit related cases, helping to safeguard tenancies and reduce financial pressures</li> </ul>

Supporting People
<i>In the last 12 months, the Council have:</i>
<ul style="list-style-type: none"> <li>✓ Strengthened the approach to tenant and leaseholder participation, influence and scrutiny based on 'engaging, listening and acting', by developing and implementing a new Resident Engagement Strategy, Framework and Improvement Plan, in collaboration with the Tenants Participation Advisory Service (TPAS) and residents.</li> <li>✓ Integrated tenant feedback more effectively into service design and delivery by appointing a Resident Engagement Manager, putting the tenant voice front and centre.</li> <li>✓ Shared clearer and more consistent updates with residents, supported by a new Communication Plan, that sets out how the Council will keep them regularly and meaningfully informed</li> <li>✓ Kept out tenants informed, engaged and connected throughout the year by launching a quarterly tenant newsletter</li> <li>✓ Sough residents' views on building safety works, through a dedicated High Rise Resident Engagement Plan</li> <li>✓ Engaged with residents on a high-rise Capital Investment Programme, and a Repairs and Maintenance Policy, helping shape the Council's priorities and influence decision making</li> <li>✓ Ensured residents have the opportunity to help shape outstanding strategies and policies captured in the forward plan, following the development and approval of a comprehensive Strategy and Policy Register</li> </ul>

**Figure 5.**

## **4.8 RESIDENTS SURVEY**

- 4.8.1 Stevenage Borough Council commissioned DJS Research to deliver its 2025 Residents' Survey. Conducted using a mixed-method approach of telephone (CATI) and face-to-face (CAPI), a total of 1,103 interviews were achieved across a fieldwork period of 5 weeks from 06 May to 16 June 2025; 623 interviews via CATI and 480 via CAPI.
- 4.8.2 The survey found that 83% of residents are satisfied with their local area, maintaining the performance seen in 2021 (84%). Encouragingly, Stevenage outperforms the LGA average by 9% points. A similar pattern also emerges in terms of sense of belonging to the local area. Like in 2021, three-quarters of residents feel either a very or fairly strong sense of belonging (74%), and the LGA average is comfortably outperformed – this time by 15% points.
- 4.8.3 Satisfaction with the Council has increased significantly compared to 2021, rising from 62% to 68%. Again, the Council comfortably outperforms the latest LGA score (56%).
- 4.8.4 Perceptions of value for money have declined by 9% points compared to 2021 (43% cf. 52%), although this is still above the LGA's average (36%). When asked to consider ways to generate efficiencies and extra income for the council, residents' most preferred option is to modernise services or sell more of the Council's services.
- 4.8.5 There has also been an improvement in the percentage who feel informed about Council services. In 2021, just under half (49%) felt very or fairly well informed, but this has increased to three in five (61%). This means that Stevenage is comfortably ahead of the LGA benchmark (47%).
- 4.8.6 A full report will be provided to Cabinet in January 2026.

## **4.9 STRATEGIC RISK**

- 4.9.1 The strategic risks were considered by Corporate Risk Group on 25 September 2025 and considered by the Audit Committee at its meeting on 4 November 2025.
- 4.9.2 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.

### **HIGHLIGHTED RISKS**

- 4.9.3 One risk score has changed this quarter: the Capacity risk has been reduced to medium, reflecting a lower likelihood of the risk materialising. This reassessment is due to positive progress in recruitment across several previously challenging areas, along with encouraging developments in HR initiatives supporting recruitment and retention, including the apprenticeship programme.

## **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.

### **5.3 EQUALITIES AND DIVERSITY IMPLICATIONS**

- 5.3.1 There are no direct equality, diversity and inclusion implications arising from this report. Where required, Equality Impact Assessments will be completed for programmes, projects, service changes and improvement activity identified.

### **5.4 RISK IMPLICATIONS**

- 5.4.1 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.
- 5.4.2 The Council has an embedded approach to risk management that mitigates any adverse effect on delivery of the Council's objectives and internal control processes and provides good governance assurance.

### **5.5 CLIMATE CHANGE IMPLICATIONS**

- 5.5.1 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 this report, except for those activities that seek to have a positive impact in this area, and the officers responsible for delivering the improvements are charged with identifying and addressing any related climate change considerations.

### **5.6 OTHER CORPORATE IMPLICATIONS**

- 5.6.1 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 Corporate Performance Suite 2025/26
- MSEB Priorities & Projects 2025/26
- Annual Review of Local Government Complaints 2024-25
- Regulator for Social Housing – Provider Improvement Plan

## **7 APPENDICES**

- Appendix A – Quarter Two Corporate Performance Compendium
- Appendix B – Damp and Mould Spotlight
- Appendix C – Q2 Complaint Handling
- Appendix D – Housing Complaint Handling and Service Improvement Report 2024/25
- Appendix E – CHC Self-assessment 2024/25
- Appendix F – Housing Annual Report 2024/25