

**Corporate Performance Report 2025/26**  
**Quarter 3 (October, November, December)**



**Key to Performance Status Symbols**

- Red** - Focus of Improvement
- Amber** - Initial Improvement Activity Identified
- Green** - Achieving Target
- Pink** - Baseline Measure

**Key to Milestone Status Symbols**

- ▲** - Severe delays
- - Some delays
- ★** - On track
- ✔** - Completed

**MORE SOCIAL, AFFORDABLE & GOOD QUALITY HOMES 2025/26 PERFORMANCE**

	Actual - Quarter 3 2024/25 YTD	Actual - Quarter 4 2024/25 YTD	Actual - Quarter 1 2025/26 YTD	Actual - Quarter 2 2025/26 YTD	Actual - Quarter 3 2025/26 YTD	Target - Quarter 3 2025/26 YTD	Target - Quarter 4 2025/26 YTD	Comments
% of emergency damp & mould investigations and safety works completed within 24hrs of awareness (AWA)					100.00%	100.00%	100.00%	31/12/2025 Two cases were logged and completed within the 24 hour target.
% of relevant safety works for significant hazards completed within 5 working days of damp and mould					92.00%	100.00%	100.00%	31/12/2025 Contractor "Principal" has been issued multiple jobs, with the majority attended on time. Full automation of contractor performance tracking is in progress via the new contractor portal, scheduled for completion in the coming weeks. All non compliant cases have been due to access issues. There is currently work ongoing across Housing to address no access as a whole.
% of standard damp & mould investigations completed within 10 working days of tenant report (AWAABs)					92.42%	100.00%	100.00%	31/12/2025 This quarter 61 of 66 standard investigations were completed within the 10 working days. Five duplicated work orders caused the shortfall. With these corrected, the KPI would also achieve 100%. Training is being provided to address data accuracy.
% of supplementary preventative works begun within 5 working days of damp and mould investigation co					92.00%	100.00%	100.00%	31/12/2025 Performance data is sourced from the contractor tracker and will be automated through the Housing IT team as part of the portal rollout. All non complaint have been due to access issues. There is work ongoing to address no access cases across Housing.

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% of tenants satisfied with how their complaint was handled at stage one (Housing)	55.00%	0.00%		18.00%		40.00%	40.00%	<p>31/12/2025</p> <p>The Housing service began piloting a new automated transactional satisfaction survey for complaint handling as part of the Govmetric system implementation in July 2025. It is noted that initial results have indicated a reduction in satisfaction from the previous independent phone-based surveys with respondents referring to the outcome of their complaint, rather than how the complaint was handled. A complaints performance clinic was held in December 2025 to focus on this area and revise the transactional survey methodology and approach. Work is underway to review this approach, and make sure the measure is fit for purpose. This will ensure the Council is following good practice and is able to obtain robust and transparent feedback.</p> <p>In the meantime, the Tenant Satisfaction Survey which is an industry benchmarked indicator set by the Regulator of Social Housing (RSH), provides an insight into 'Satisfaction with complaint handling', which for Quarter 3 stands at 32.6%. The Tenant Satisfaction Perception Survey results are gathered by HouseMark, an independent body specialising in benchmarking of housing services, using the technical requirements as set out by the RSH.</p>
% of tenants satisfied with how their complaint was handled at stage two (Housing)	27.00%	0.00%		11.00%		40.00%	40.00%	<p>31/12/2025</p> <p>The Housing service began piloting a new automated transactional satisfaction survey for complaint handling as part of the Govmetric system implementation in July 2025. It is noted that initial results have indicated a reduction in satisfaction from the previous independent phone-based surveys with respondents referring to the outcome of their complaint, rather than how the complaint was handled. A complaints performance clinic was held in December 2025 to focus on this area and revise the transactional survey methodology and approach. Work is underway to review this approach, and make sure the measure is fit for purpose. This will ensure the Council is following good practice and is able to obtain robust and transparent feedback.</p> <p>In the meantime, the Tenant Satisfaction Survey which is an industry benchmarked indicator set by the Regulator of Social Housing (RSH), provides an insight into 'Satisfaction with complaint handling', which for Quarter 3 stands at 32.6%. The Tenant Satisfaction Perception Survey results are gathered by HouseMark, an independent body specialising in benchmarking of housing services, using the technical requirements as set out by the RSH.</p>

	Actual - Quarter 3 2024/25 YTD	Actual - Quarter 4 2024/25 YTD	Actual - Quarter 1 2025/26 YTD	Actual - Quarter 2 2025/26 YTD	Actual - Quarter 3 2025/26 YTD	Target - Quarter 3 2025/26 YTD	Target - Quarter 4 2025/26 YTD	Comments
Average time taken to relet a routine void (GN). key to key	85.00	63.00	54.00	84.00	63.00	35.00	30.00	31/12/2025 Quarter 3 performance was impacted by temporary staffing shortages and a high number of voids requiring asbestos removal. Despite this, 43 standard void properties were re-let, including several long-term and historic voids, reflecting improved processes and stronger cross-team working. Excluding these cases, average turnaround times improved from 63 days to 52 days, alongside continued improvements in contractor performance. Property condition remains a key challenge, with a proportion of voids requiring significant works prior to re-letting. Accountability has been strengthened through increased recharges and clearer tenancy leaving standards, with further improvements planned through additional contractor capacity, a pilot in-house team, and an expanded improvement plan to achieve the 35 day turnaround target. Further detail is provided in the full report.
Homelessness preventions	82.00	117.00	47.00	101.00	155.00	90.00	120.00	31/12/2025 The Housing Options Team completed 54 homelessness preventions between October and December, demonstrating continued progress in helping households avoid homelessness. This has been supported by improved triage and increased confidence across the team in delivering early interventions. Work continues to understand why some households still approach at a later stage, and this insight will inform further preventative work. The aim remains to increase the proportion of cases resolved through early advice, negotiation, and tenancy sustainment rather than statutory intervention. The team are also exploring how the service can be utilised to be able to assist those engaging with the Income service to avoid eviction.
Number of affordable homes delivered (gross) by the Council (since 2014)	498.00	500.00	501.00	529.00	531.00	529.00	530.00	
Percentage of homes maintained as decent against national minimum DH standard	92.22%	96.64%	96.42%	97.74%	98.82%	98.50%	98.50%	
Percentage repairs & inspections completed first time	95.83%	93.07%	84.86%	94.82%	99.41%	90.00%	90.00%	

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RSH BS01: Percentage of dwellings with a valid gas certificate	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
RSH BS02: Percentage of dwellings with a valid Fire Risk Assessment	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
RSH BS03: Percentage of properties that require an annual asbestos inspection / survey	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
RSH BS04: Percentage of sites with valid legionella inspections certificate	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
RSH BS05: Percentage of domestic passenger lifts with an in date LOLER inspection	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
RSH CH01 (part 2): Number of stage two complaints made by tenants	57	85	34	69	95			
RSH CH01 (part1): Number of stage one complaints made by tenants	516	688	134	290	450			
RSH CH02 (part1): Number of stage 1 complaints made by tenants and responded to within CH Timescale	493	651	125	267	401			31/12/2025 160 stage 1 complaints were received during the quarter for Housing Services (this excludes Allocations, Options and such like) 136 of these cases were closed: 134 cases were closed within time 2 cases were closed out of time 24 cases were active and within target time at the end of the quarter
RSH CH02 (part2): Number of stage 2 complaints made by tenants and responded to within CH Timescale	51	69	28	51	68			31/12/2025 26 stage 2 complaints were received during the quarter for Housing Services (this excludes Allocations, Options and such like) 17 of these cases were closed: 16 cases were closed within time 1 case was closed out of time 9 cases were active and within target time at the end of the quarter
RSH Number of Overdue Fire Remedial High Risk Actions	0	0	0	0	0			
RSH Number of Overdue Fire Remedial Low Risk Actions	215	122	0	0	0			
RSH Number of Overdue Fire Remedial Medium Risk Actions	159	81	0	0	0			
RSH Number of Overdue Water Remedial Actions	71	59	27	22	9			

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RSH Rep1: Proportion of emergency responsive repairs completed within target timescale	99.08%	98.45%	98.30%	99.10%	98.50%	99.00%	99.00%	31/12/2025 <b>Commentary</b> There are no major concerns this quarter. Service performance remains strong, as reflected in completion times of 98.5% for emergency jobs (every late case being down to user date entry error, or would be 100%) and 94.55% for all non-emergency jobs, alongside a first-time fix rate of 98.28%. Of 602 emergency repairs dealt with in Q3 593 were completed on time. Notably, work has commenced this quarter with the Business Change Team to review the end-to-end customer journey and the processes that sit behind the KPIs. This work will focus on two key areas for improvement: the first point of contact and follow-on works, with the ultimate aim of increasing customer satisfaction. Collaboration with the Housing Asset Management Team also continues, particularly in relation to setting and refining KPIs for the year ahead and for the longer term.
RSH Rep2: Proportion of non-emergency (Routine and Urgent) responsive repairs completed within target	77.17%	91.45%	95.60%	94.60%	94.55%	95.00%	95.00%	31/12/2025 <b>Commentary</b> There are no major concerns this quarter. Service performance remains strong, as reflected in completion times of 98.5% for emergency jobs (every late case being down to user date entry error, or would be 100%) and 94.55% for all non-emergency jobs, alongside a first-time fix rate of 98.28%. Notably, work has commenced this quarter with the Business Change Team to review the end-to-end customer journey and the processes that sit behind the KPIs. This work will focus on two key areas for improvement: the first point of contact and follow-on works, with the ultimate aim of increasing customer satisfaction. Collaboration with the Housing Asset Management Team also continues, particularly in relation to setting and refining KPIs for the year ahead and for the longer term.
VED1: Percentage of dwellings with a valid EICR Electrical Certificate	98.41%	99.61%	98.33%	98.86%	99.39%	100.00%	100.00%	

## MORE SOCIAL, AFFORDABLE & GOOD QUALITY HOMES 2025/26 MILESTONES

		Milestones	Performance	Comments
Building New & Sustainable Homes		Bragbury End	<ul style="list-style-type: none"> <li>* Planning permission and sale of 500 unit scheme at Bragbury End.</li> <li>* Public consultation</li> <li>* Planning permission submitted</li> <li>* Planning decision</li> <li>* Sales agent appointed</li> </ul>	<p style="text-align: center;"></p> <p>31 Dec 2025 Scheme is currently in Planning awaiting a decision. Expectation is that the Planning Committee will be this financial year. All contract documents drafted ahead of marketing of the site which commenced in January.</p>
		Brent Court - Independent Living	<ul style="list-style-type: none"> <li>* Delivery of 96 unit Independent Living scheme on site of former Brent Court Garages.</li> <li>* Gateway 2 submission made</li> <li>* Gateway 2 permission</li> <li>* Demolition of Garages</li> <li>* Foundation work completed</li> </ul>	<p style="text-align: center;"></p> <p>31 Dec 2025 Works are currently underway on site with new parking area to the South of Brent Court anticipated to handover in mid January. The Gateway 2 submission has been made, and outcome currently forecast for March 2026. Demolition of the garage will commence following the handover of the parking.</p>
		Burwell Phase Two	<ul style="list-style-type: none"> <li>* Topping out of 20 homes for affordable rent.</li> </ul>	<p style="text-align: center;"></p> <p>31 Dec 2025 Work continues at pace on site with first floor slab installed on site. Brick and blockwork will continue on site with a view to top out this financial year in line with target. The team have been successful in securing £2.2m in Homes England funding for the site.</p>

		Milestones	Performance	Comments
	Cartref	* Delivery of land receipt and affordable homes.		31 Dec 2025 The scheme is subject to Keepmoat's design amendments in Planning with the aim of a renewed permission being granted in February 2026. The contract will then complete, and works to the affordable element of the site will begin.
	Courtlands	* Completion of 17 unit private sale scheme.		31 Dec 2025 Progress has been made in the electrical diversions at the site which will enable more rapid construction progress on the site. The expectation is that the show home will be available in early January, allowing sales progress to speed up. The delays with the electrical diversions have had an overall impact on progress meaning sales of units may be difficult in this financial year.
	Defects	* Ongoing delivery of defects provision		31 Dec 2025 Defects works at Dunn Close began in Quarter 4, and a number of outstanding defects at Kenilworth Close remain with Hill to resolve. The team work daily to close out the remaining defects. Defects are project based. They're reducing on Kenilworth as the contractor works through outstanding works, and then as Dunn
	Ellis Avenue	* Delivery of 11 homes for Council Rent. * Demolition Completed		31 Dec 2025 Additional highways works are required to form full access before meaningful works can take place on site. A Section 278 application has been submitted to Highways and we are awaiting an outcome.
	Garage Sites Sales	* Cabinet approval for disposal of sites * Appoint architect for scheme development * Initial Design approval		31 Dec 2025 Plans for the Broadview site have progressed and are anticipated to be submitted to  Planning in the new year. Work to secure full ownership of the various garage sites is underway. A funding bid for £150K has been submitted to the BLRF to facilitate demolition at the Broadview site.

		Milestones	Performance	Comments
		Kenilworth Phase Two	<ul style="list-style-type: none"> <li>* Delivery of 24 home Private sale scheme, building on the completion of Phase One of the Kenilworth site.</li> <li>* Demolition of Walpole Court Completed *</li> <li>Foundation work completed</li> <li>* Estate Agent appointed</li> </ul>	 31 Dec 2025 All pre-commencement conditions have now been discharged, allowing foundation work to start on site with a piling rig due to be delivered at the site in Quarter 4. The stopping up application is now progressing with an easement agreed with Cadent to allow them to remove their objection.
		Locality Review	<ul style="list-style-type: none"> <li>* Provision of strategy to meet Neighbourhood Renewal Requirements and design development of initial sites.</li> </ul>	 31 Dec 2025 Plans are advancing for two local plan locations which were identified within the approved Cabinet Report on Locality Reviews. The expectation is that these will progress towards a Planning application in 2026.
		The Oval	<ul style="list-style-type: none"> <li>* Delivery of mixed used phase neighbourhood regeneration.</li> <li>* Contractor appointed</li> <li>* Demolition for phase 1 completed</li> <li>* Start on Site</li> </ul>	 31 Dec 2025 Work has begun on site with vacant possession of the Rabani church now secured, and demolition works beginning in the new year. A breaking ground event took place in January, and works will progress at pace. Work to secure vacant possession for Phase 2 is also progressing, with a lease surrender of the Times Club now secured.
Maintaining Good Quality Homes		Building & Fire Safety Compliance	<ul style="list-style-type: none"> <li>* Delivery of the Building Safety Action Plan</li> </ul>	 31 Dec 2025 Building Safety is still maintaining a strong compliance position. The action plan is monitored and reviewed regularly.
		Decarbonisation (Wave 3.1)	<ul style="list-style-type: none"> <li>* Procurement of works for a multi year programme linked to a 3 year funding allocation received from Warm Homes - Social Housing Fund</li> <li>* Start delivery of programme once procurement of a contractor has taken place.</li> </ul>	

		Milestones	Performance	Comments
	 Fair Access	<ul style="list-style-type: none"> <li>* Housing Transformation Programme - Fair Access to services for residents.</li> <li>* Mapping of customer journey across multiple contact pathways</li> <li>* Delivery of channel shift and opportunities to engage digitally with services</li> </ul>		31 Dec 2025 Journey mapping across the repairs service is currently in train to improve the overall experience for tenants. The Housing portal is being used more effectively to segment tenant information to communicate in a more targeted and effective manner.
	 Housing Asset Review	<ul style="list-style-type: none"> <li>* Procure consultant support</li> <li>* Produce and provide performance data for input into the model</li> <li>* Staff workshops for perception measures               <ul style="list-style-type: none"> <li>* Data analysis and report</li> </ul> </li> <li>* Agree recommendations and produce action plan</li> <li>* Report to EHWG on findings and recommendations</li> </ul>		31 Dec 2025 Ark presented the High Rise blocks outcomes to senior management to show how the stock is performing. The full written report for this will be sent across this week and the full asset report for the asset review will be sent across by the end of January 2026, if not sooner to be shared with the wider team. Following on from this, the team will be organising training within Asset Management (by end of Feb 26) to understand how the Viability model can be used within the team; to ensure that the team consider the larger value work items carried out and whether it would be feasible or not to invest in current stock based on it's current status.
	 MRC Refurbishment	<ul style="list-style-type: none"> <li>* Delivery of the final year of MRC - a refurbishment programme to the council's flat blocks (excluding high rises).</li> </ul>		31 Dec 2025 This project is on track for completion of the MRC programme in 2025/26. All works to complete the project have now been issued.

		Milestones	Performance	Comments
	  New Legislation and policy	<ul style="list-style-type: none"> <li>* Awaabs Law - Alongside changes to HHSRS Legislation will have a phased implementation from October 2025 (damp and mould) and extended to other hazards during 2026 and 2027.</li> <li>* Consultation on a new Decent Homes standard and implications for Stevenage</li> </ul>		31 Dec 2025 Awaab's Law has been fully integrated into the policy and procedures for Damp & Mould. The suite of KPI's are being reported and monitored monthly. The Policy is being approved in Q4.
	  Provider Improvement Plan & Journey to C1	<ul style="list-style-type: none"> <li>* Delivery of the actions outlined in the Regulator for Social Housing Provider Improvement Plan following inspection in September 2024.</li> </ul>		31 Dec 2025 Productive quarterly meetings with the RSH are continuing, with progress being made across all areas. The Provider Improvement Plan (PIP) is shared quarterly with the Executive Housing Working Group to monitor that delivery remains on track.
	  Repairs (inc Disrepair and D & M) Service Improvement Plan	<ul style="list-style-type: none"> <li>* Completion of all team process workshops and development of action plans</li> <li>* Easily accessible processes in place for all teams <ul style="list-style-type: none"> <li>* Implementation of all action plans</li> </ul> </li> <li>* Stakeholder mapping/touch points - as per 3.1: The original programme of work to improve the efficiency and effectiveness of the repairs service has been completed, including a series of workshops held across the service. This work has now been superseded and will be incorporated into a new, end-to-end customer journey and a comprehensive service review being delivered in partnership with Business Change.</li> </ul>		31 Dec 2025 Following a series of internal workshops conducted with all teams during Quarter 1 and Quarter 2 of this year, the initiative has progressed into a comprehensive end-to-end review of customer journey service delivery. This is being undertaken in collaboration with the Housing Asset Management and Business Change teams. The review remains ongoing, with identified quick wins under evaluation and planned for implementation. Separately, but with some areas of overlap, this includes a collaborative project with CSC that is specifically focused on improving the first point of contact and subsequent follow-on works.

		Milestones	Performance	Comments
		Repairs Health & Safety	* To implement all improvements from recent audit and proposals from the H and S team - all complete	 31 Dec 2025 All audit recommendations and Phase 1 works have been fully implemented, and a revised Phase 2 action plan has been formally agreed with the Health and Safety Team, resulting in strengthened arrangements across key areas including induction and training, risk assessments and safe systems of work, driving for work, site inspections, manual handling, COSHH and electrical safety, first aid, accident reporting and investigation, housekeeping and contractor management, monitoring systems, PPE and asbestos management, as well as toolbox talks and overall staff safety. Phase 2 will look at opportunities to move from good to excellent practice and embedding consistency, accessibility and safety culture.
		Resident Engagement & Scrutiny	* Delivery of the Resident Engagement Strategy and Framework. * Operating tenant panel and scrutiny panel in place	 31 Dec 2025 Good progress is being made in this area with a Tenant Chair appointed for the High Rise Building Residents Meeting, under formalised guidance and work is progressing to recruit an overarching tenants panel. The Caretaking Service Consultation received in excess of 200 responses to help inform improvements to future service delivery and the Annual Housing Report is currently being adapted into a tenant friendly version for distribution and information.
		Service Review Independent Living Service	* Review of service delivery and related charges that considers activity led functions across the wider housing service to create	 31 Dec 2025 The review is underway with an outline report progressing on the detail of the current operating model. The ILS cleaning service review is almost complete and will ensure savings targets identified as part of the 2026/27 budget setting process are realised.

		Milestones	Performance	Comments
	Service Review Temporary Accommodation	* Review the service delivery of the Temporary Accommodation Service.		31 Dec 2025 Steady progress against the action plan is being made which for Q3 includes revised operational KPI's that are monitored on a monthly basis to enhance service efficiency and identify pressures more quickly, adapted void path ways to ensure the use of B&B is minimised and a more regular schedule of property inspections to ensure that support needs for more vulnerable service users are identified quickly and addressed.
	Tenant Profile	* Capture of up to date tenant profile data including household details, vulnerabilities and preferences. * Develop IT system to enable the effective collection and profiling of tenant and household data		31 Dec 2025 Tenant profile data continues to be collected at various points of contact and customer interaction. Vulnerability data is being proactively captured and monitored as part of the complaint handling process and inform responses. Data is being used to communicate with tenants according to their preferences as far as possible and the migrated NEC Housing Management system will open up further opportunities to hone and use tenant profile data.
	Void Service Improvement Programme	*Delivery of the Voids Improvement Plan * Establishment of a small in-house team to carry out void works - Final agreement sought		31 Dec 2025  The voids improvement plan continues to be implemented – following a procurement process contract to be awarded and mobilised for void works during Quarter 4. A pilot in-house voids team is also to be established in Quarter 4 to test performance against assumptions used for the hybrid delivery model agreed in principle by Cabinet in October 2024. An updated improvement plan to be presented to EHWG in January 2026.

**TRANSFORMING OUR TOWN 2025/26 PERFORMANCE**

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Percentage of major planning applications determined in thirteen weeks	100.0%	100.0%	100.0%	100.0%	100.0%	60.0%	60.0%	
Percentage of minor planning applications determined in eight weeks	98.5%	98.8%	100.0%	92.9%	95.7%	70.0%	70.0%	
Percentage of other planning applications determined in eight weeks	97.1%	97.8%	100.0%	91.7%	79.6%	70.0%	70.0%	

**TRANSFORMING OUR TOWN 2025/26 MILESTONES**

MSEB Sub Priority	Project	Milestones	Performance	Comments
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MSEB Sub Priority	Project	Milestones	Performance	Comments
Enterprise & Skills	  Business Technology Centre Contract Renewal	* Explore options for Business Technology Centre Contract Renewal.		31 Dec 2025 A robust Spec has been produced with support from council's finance, estates, property, insurance, procurement, commercial and Hertfordshire County Council's legal team. The Management Contract and Property Agreements for BTC and CIU, alongside Schedule of Programmed Maintenance and Lifecycle Replacement Responsibility Matrix to support Repairs and Maintenance are being produced as part of the suite of documents to support the tender. A new Mission Statement, with strategic outcomes, key objectives and underlying objectives have been produced to support the council's aims and aspirations for the BTC and CIU. A vast amount of work has been undertaken to develop a suitable financial model, which provides optimal income levels for the council and performance bonus incentives for the supplier.

MSEB Sub Priority	Project	Milestones	Performance	Comments
	 <p data-bbox="362 662 757 721">Pioneering Young STEM Futures - P2</p>	<p data-bbox="806 646 1339 742">* Secure Phase Two of the Pioneering Young STEM Futures programme with funding from M44. Begin delivery of Year One.</p>		<p data-bbox="1592 87 1742 111">31 Dec 2025</p> <p data-bbox="1592 119 2161 279">A busy quarter within Phase Two of Pioneering Young STEM Futures has seen increased delivery of the future-focused STEM pathway programme, expanding reach while strengthening career progression routes.</p> <ul data-bbox="1592 284 2161 1241" style="list-style-type: none"> <li>• Next Gen Mentoring 3.0 has restarted at Marriott, and Nobel launches next week with the offer extended to Thomas Alleyne Academy and Barclay.</li> <li>• Zero Gravity is embedding sustained peer mentoring through in-person support, a digital platform and university student mentors across secondary schools.</li> <li>• Community engagement remains strong through a targeted STEM inspiration panto for 77 families, and planning is underway for a Moon Bus visit in partnership with the University of Hertfordshire, with a potential M44 visit to showcase key projects at the start of March.</li> <li>• Delivery has also been boosted through renewed Academy Challenge activity at the STEM Discovery Centre involving Thomas Alleyne Academy, Barnwell and elective home education students.</li> <li>• New project, Orbyts is now running in Thomas Alleyne Academy and Barnwell as a University of Hertfordshire Maths/Physics research project, and PSQM has been offered to all with four taking up the offer, two of which being high-need schools.</li> <li>• Access to All has launched to take opportunities directly to students, connecting STEM experiences to careers and clear next steps.</li> </ul>

MSEB Sub Priority	Project	Milestones	Performance	Comments
	 <p data-bbox="362 325 770 386">Stevenage Works - Health &amp; Social Care Expansion</p>	<ul style="list-style-type: none"> <li data-bbox="817 277 1323 338">* Establishment of supporting Governance Framework.</li> <li data-bbox="817 341 1323 402">* Establishment of a pilot cohort of care providers alongside partners.</li> <li data-bbox="817 405 1350 437">* Review of initial pilot cohort of care providers.</li> </ul>		<p data-bbox="1594 86 1742 118">31 Dec 2025</p> <p data-bbox="1594 121 2154 596">Following the approval of the Terms of Reference at the SW Board meeting in June 2025, subsequent meetings have taken place between North Herts College, Job Centre Plus and other potential partners within the Care Industry. The Pilot 2-week Care sector-based work academy programme (SWAP) course took place in September 2025. 12 out of 12 students who attended interviews were successful at the Hertfordshire Care Providers Association (HCPA) stage. 3 participants have found work in the care sector. A second Care Assistant SWAP took place in November 2025 with 11 participants, all of which were deemed suitable by HCPA</p>
	 <p data-bbox="362 1043 770 1104">Stevenage Works - Social Value &amp; Procurement</p>	<ul style="list-style-type: none"> <li data-bbox="817 963 1350 1056">* Continue to leverage social value on contracts through Stevenage Works and deliver a similar approach across the organisation.</li> <li data-bbox="817 1059 1350 1120">* Create and publish the Stevenage Works impact Report.</li> <li data-bbox="817 1123 1350 1184">* Manage and deliver the Stevenage Works Community Chest Fund.</li> </ul>		<p data-bbox="1594 641 1742 673">31 Dec 2025</p> <p data-bbox="1594 676 2154 1439">Regular meetings continue between Stevenage Works and contractors working in the area, to track Social Value delivered against commitments made. This includes offering support and signposting where required. Stevenage Works is now working with more departments across the organisation to leverage social value in contracts; Currently working with Contractors/suppliers in Planning, Housing Asset Management, Regeneration, Housing Development, Repairs and Facilities departments. The 2024 Stevenage Works Impact Report has been published on the Stevenage Borough Council website. The 2025 Impact Report is being compiled and will be published when complete. Winners of funds from the Stevenage Works Community Chest Fund are continually monitored to provide proof of spends, including receipts and photographic evidence. Donations for the 2025 fund have been made; the bidding has taken place, and the 9 winners have been invited to the presentation event at The Council Office on 9 January 2026.</p>



MSEB Sub Priority	Project	Milestones	Performance	Comments
Regeneration	  Cycling & Pedestrian Connectivity - Arts & Heritage Trail	* Design and implementation of an Arts & Heritage Trail.		31 Dec 2025 Officers continue to work with Made by Landmark on the implementation of the Stevenage Heart Trails, the programme for installation is expected early in Q4. Following the successful pilot on new public art at the Bus Interchange, Officers undertook a public call for four new pieces of artwork, linking in with the Trail. Following an extensive procurement process, four artists have been chosen and Officers are now supporting the detailed design alongside community engagement to inform the final artwork.
	  Diversification of Retail	* Utilising towns fund money to catalyse the diversification of retail in the town centre. * Successful relocation of the Indoor Market * Finalise scheme for new gateway to retail core * Retail Action plan agreed		31 Dec 2025 An Accountable Body Agreement has been executed with the owners of Westgate, under the new gateway to retail core project. This project looks to improve the South-West Entrance to the centre driven by the need to improve the visual appeal, creating a more welcoming visitor experience which integrates usability and improves access. A commencement meeting is scheduled for January. The team are also pleased to confirm Frequency Coffee has opened in 21 Town Square during this quarter. It is their first site outside London and their first location with its own in-house roastery. This all-day venue will offer coffee, workspace, and an evening economy, strengthening the town's business environment.
	  Gunnelswood Road Infrastructure	* Introduction of new infrastructure to a key roundabout to support the GSK development.		31 Dec 2025 Developer Reef Origin continue to work through their masterplan design for the site as a whole and are anticipating the main works to begin mid-2026.

MSEB Sub Priority	Project	Milestones	Performance	Comments
	  Indoor Market Move	* Move of current indoor market tenants to the units along Park Place in the Town Centre.		31 Dec 2025  The indoor market has relocated to Boston House on Park Place. It's a stone's throw away from the current location but provides a modern building that's both warm and welcoming, creating greater visibility and accessibility for both customers and traders. By relocating to Park Place, the market will continue to play a vital role in supporting small businesses and encouraging residents to shop local as it has done for the last 50 years. The reopening event on 6 December drew over 1,000 visitors—showing strong community support. There are a small amount of outstanding works to be completed throughout Quarter 4. These includes items such a roller shutters to the individual stall units which were delayed due to material availability and a feature ceiling trellis above the food court area. Any remaining works are being undertaken outside trading hours to accommodate and minimise any disruption. The Regeneration Team continues to work closely with Estates, Facilities and Town Centre and Market Management throughout the handover period.
	  Local Plan Review & Partial Update	* Partial update and review of the council's Local Plan.		31 Dec 2025 Hearing Sessions 2 - 10 December 2025. Cabinet February 2026 to approve Main Modifications for consultation, which will run February / March 2026. Back to Cabinet June 2026 to agree adoption.
	  SG1 - Plot A	* Phase 1A of the SG1 Programme - previous Swingate House site. * Completion of early works and drawdown of site * Design and procurement complete (SG1 Plot A)		31 Dec 2025 Construction is progressing positively and within programme on site. A topping out ceremony for Claxton House took place in January.

MSEB Sub Priority	Project	Milestones	Performance	Comments
	 SG1 - Public Sector Hub	* Partner engagement and design of a civic hub offering a one stop location for public services in the heart of the town centre, including the new Museum		31 Dec 2025 Engagement with partners and potential funder continued throughout Q3. Officers continue to work with architects for a feasibility study looks to understand the potential implications of Local Government Reorganisation.
	 Sports & Leisure Centre	* Finalisation of design, submission and approval of planning permission and construction to start on site.		31 Dec 2025 Following successful planning permission, Officers received approval from Cabinet and Full Council to enter into full contract with Morgan Sindall for the new Sports & Leisure Centre. Final detailed design elements are being considered with a start on site anticipated in January 2026.
	 Station Gateway	* Activating the Station Gateway area by working with a developer to create a viable scheme. * Initial masterplan complete * Cabinet decision to enter into a Development Agreement * Enter into Development Agreement		31 Dec 2025 An informal all-member drop-in session was held in October for the overall scheme, as well as an all-staff event; they were well attended and positively received. In November 2025, Officers received delegated authority from Cabinet to negotiate and enter into a Development Agreement with Muse for the Station Gateway major opportunity area. Final negotiations and drafting of legal and commercial detail took place during December, culminating in the Development Agreement being signed, sealed and exchanged on 22nd December. A public press release is being prepared to be published in early-2026.

THRIVING NEIGHBOURHOODS 2025/26 PERFORMANCE

	Actual - Quarter 3 2024/25 YTD	Actual - Quarter 4 2024/25 YTD	Actual - Quarter 1 2025/26 YTD	Actual - Quarter 2 2025/26 YTD	Actual - Quarter 3 2025/26 YTD	Target - Quarter 3 2025/26 YTD	Target - Quarter 4 2025/26 YTD	Comments
Number of people engaged in Cooperative Neighbourhood 'Community & Place' initiatives	478	954	1,103	1,103	1,103	1,000	1,500	31/12/2025 No neighbourhood newsletter issued during this period and no resident consultation took place. A neighbourhood newsletter is scheduled to be distributed in Quarter 4. Target is likely to be achieved at the end of the financial year
RSH NM01(part1): ASB cases opened by or on behalf of the provider during the reporting year	64	107	44	74	103			31/12/2025 The team received 30 Cases of ASB this quarter with 29 cases involving an SBC Tenant. ASB reports included various categories including Drug Use/Dealing. Last quarter the team were successful in obtaining a partial Closure Order alongside Police Partners for an address in Stevenage, this has had a positive impact on the neighbours as reports have significantly decreased.
RSH NM01(part2) ASB cases that involve hate incidents opened by or on behalf of the provider during	3	4	1	4	5			31/12/2025 There has been one report of Hate Crime this quarter and this case is still open and under investigation with the team.
# of neighbourhood improvements, events, projects, activities using UKSPF funding	54	138	0	0	27	10	50	31/12/2025 St Nicholas - 3 Almond Hill - 3 Bedwell - 1 Roebuck -1 Martins Wood - 3 Bandle Hill/Poplars - 3 Longmeadow - 3 Chells - 2 Manor - 2 Old Town - 2 Woodfield - 1 Symonds Green - 1 Shephall - 2
% of Graffiti Clearances completed	81.82%	93.75%	100.00%	66.00%	100.00%	80.00%	80.00%	30/11/2025 The dedicated resource has been fully staffed with no machinery issues. Therefore we have been able to maintain performance levels.

	Actual - Quarter 3 2024/25 YTD	Actual - Quarter 4 2024/25 YTD	Actual - Quarter 1 2025/26 YTD	Actual - Quarter 2 2025/26 YTD	Actual - Quarter 3 2025/26 YTD	Target - Quarter 3 2025/26 YTD	Target - Quarter 4 2025/26 YTD	Comments
ASB6: Percentage of ASB cases resulting in successful enforcement action	92.00%	94.00%	92.00%	93.00%	84.00%	80.00%	80.00%	31/12/2025 Of 25 cases closed 84% of are resolved with successful enforcement action, 10 cases were resolved following verbal warnings being given. 7 Cases were resolved through written warnings, 3 of these were NSPW's, 1 ABA and 3 Bans from Customer Service Centre. There were 4 cases where the complainant stopped engaging with the Council and after attempting to get back in contact the cases were closed.
Contamination rate of recycling - calculated as estimated proportion that is rejected of total amount	1.62	1.38	1.09	1.11	2.96	2.00	2.00	31/12/2025 Contamination has increased slightly. In winter, due to adverse weather conditions, kerbside paper and card can become moist due to exposure to rain and damp condition. Approx. 20% is the limit that is acceptable.
Percentage of household waste sent for reuse, recycling and composting	35.60%	32.00%	40.00%	38.10%		35.00%	32.00%	31/12/2025 This measure is reported in arrears from an external source. The figure for Q3 will not be available until the end of March 2026.
Percentage of residential bins collected	99.67%	99.73%	99.70%	99.72%	99.74%	99.00%	99.00%	31/12/2025 It is encouraging to see a continued reduction in the number of missed bins. Increased monitoring, clearer crew instruction, and ongoing resident education are all contributing to a better-quality service. In addition, the Bartec digital system for Refuse and Recycling enables crews to record bins that have not been presented, preventing these households from subsequently logging a missed collection and removing these erroneous reports from our totals. Bartec also highlights properties that have historically been missed due to location, ensuring crews are made aware in advance and can take proactive steps to prevent repeat occurrences.
Residual household waste per household (kgs)	372.86	494.96	120.18	119.40		360.00	495.00	31/12/2025 This measure is reported in arrears from an external source. The figure for Q3 will not be available until the end of March 2026.
Value (£) invested into Neighbourhood areas	142,423.64	266,365.57	0.00	0.00	3,500.00	13,000.00	55,278.00	31/12/2025 Projects are all planned and total UKSPF is expected to be allocated in Q4
CWLS1: EvAc - No of under 16 using facilities and outreach prog at least once p/w	17,468	19,715	26,395	19,586	24,967	17,000	19,500	

## THRIVING NEIGHBOURHOODS 2025/26 MILESTONES

MSEB Sub Priority	Project	Milestones	Performance	Comments
Clean Neighbourhoods & Green Spaces	  CCIN Policy Lab	* Two-year, £13,000 initiative led by Stevenage and Brent Councils, partnering with five other authorities, to strengthen community leadership and innovate local service delivery through cooperative, place-based approaches		31 Dec 2025 The project is moving into phase 2 where the partner organisations have split into focus delivery groups to work on producing the outcomes for the toolkit, mentoring programme and workshop delivery aspects of the programme.
	 Green Space / Tree & Woodland Strategy	* Development of Green Spaces Strategy and Tree & Woodland Strategy.		31 Dec 2025 The Green Spaces and Tree and Woodland Strategies have been approved and published.
	 Play Area Improvements	* Deliver capital programme of improvements to remaining sites and an options report to support future funding.		31 Dec 2025 The final sites under the play improvement programme have been completed. The team are currently planning for 2026/27 work programme subject to capital approval.
	 Social Inclusion Partnership Formalisation	* Work with the Social Inclusion Partnership, made up of our key voluntary sector partners to formalise as a multi-stakeholder cooperative.		31 Dec 2025 The Social Inclusion Partnership continues to be formalised as the Stevenage Co-operative Action Network. The process is progressing steadily, with time being taken to ensure the structure and arrangements are right. Partner organisations are now taking steps to agree the governance documents. Once agreed, they will be submitted to Co-operatives UK to check suitability.

MSEB Sub Priority	Project	Milestones	Performance	Comments
Community Safety TN	  ASB Services Delivery Review	<ul style="list-style-type: none"> <li>* Review of ASB case management, escalation procedures and partnership working, in line with Ombudsman spotlights, Crime &amp; Policing Bill 2025 and Tenancy Standard.</li> <li>* Development of recording and case management framework and escalation procedures</li> <li>* Realignment of ASB patches with neighbourhood patches and identify what sits with housing officers and ASB officers</li> </ul>		
	  Evolve	<ul style="list-style-type: none"> <li>* Work with domestic abuse perpetrators through the Evolve programme. Explore potential funding opportunities to expand this provision into young people.</li> </ul>		31 Dec 2025 Quarter 3 saw a successful move in completed with a new client, with all properties now fully occupied. Everyone in the NMS team has now been trained to deliver the Evolve programme.
	  Operation Educ8	<ul style="list-style-type: none"> <li>* Educate young people around the impact of Graffiti on the local community.</li> </ul>		31 Dec 2025 Following on from the work undertaken in Quarter 2, filming has now concluded for the creation of a sustainable resource aimed at raising awareness of complex issues. The project has been supported by local schools and the police and is currently in the editing phase. The aim for Q4 is to host a viewing event to share the finished resource with partners and key stakeholders.
	  SADA Safe Accommodation	<ul style="list-style-type: none"> <li>* Obtain properties to use as dispersed accommodation for family dynamics that would not fit refuge provisions.</li> </ul>		31 Dec 2025 For Quarter 3, the SADA accommodation team provided safe accommodation for 14 families and individuals ensuring that the team are sticking to the commitment of providing safe and accessible accommodation to those in need. The team continue to deliver intensive support work for clients ensuring that their needs and values were met.



MSEB Sub Priority	Project	Milestones	Performance	Comments
	 Arts & Culture Programme	* An ambitious programme of activity delivered in partnership between Junction 7 Creatives and Stevenage Museum.		31 Dec 2025 Vision and Values meeting undertaken at the museum Start to form a programme of events relating to the 80 anniversary to include: Exhibitions at the museum <ul style="list-style-type: none"> <li>▪ Work with artists.</li> <li>▪ Work to expand our oral histories.</li> </ul>
	 PlayZone Programme	* Create an inclusive and accessible 3G pitch within King George V Playing Fields. As part of the PlayZone initiative, led by the Football Foundation, aims to create an inclusive, and accessible outdoor 3G pitch within KGV Playing Fields.		31 Dec 2025 The PlayZone Development at KGV Playing Fields on part of the dilapidated tennis courts has been submitted for planning approval so far, there have been two letters of support and no objections. If approved, it is envisaged that the facility will be open by the summer.
	 Review of Cultural Strategy	* Undertake a review of the council's Cultural Strategy in line with council's current ambitions.		31 Dec 2025 The light touch review will take place this year looking back at achievements and consulting with key partners, stakeholders and members to refresh the strategy.

## TACKLING CLIMATE CHANGE 2025/26 PERFORMANCE

	Actual - Quarter 3 2024/25 YTD	Actual - Quarter 4 2024/25 YTD	Actual - Quarter 1 2025/26 YTD	Actual - Quarter 2 2025/26 YTD	Actual - Quarter 3 2025/25 YTD	Target - Quarter 3 2025/26 YTD	Target - Quarter 4 2025/26 YTD	Comments
CC1: Percentage of homes that have an Energy Performance Certificate (EPC) rating of Band C or above	65.89%	66.46%	67.82%	67.82%	66.48%	68.00%	69.60%	31/12/2025 The KPI is currently rated amber due to the transition from RdSAP 9.94 to RdSAP 10, RdSAP is the standard methodology used to calculate EPC ratings for residential properties which was updated in June 2025. This update has introduced changes to the EPC calculation methodology, resulting in revised EPC scores for some homes that have received new EPCs.

## TACKLING CLIMATE CHANGE 2025/26 MILESTONES

MSEB Sub Priority	Project	Milestones	Performance	Comments
Tackling Climate Change	  Climate Action Street Plans	* Develop street plans led by Councillors, with the support of officers to deliver community projects		31 Dec 2025 This project has been rebranded into Green Neighbourhood Projects and CIL Green Projects. It has been presented to SLT for decision in December 2025 and currently a series of project options are considered for delivery in the short term.
	  Climate Change Community Fund	* Assess, support and advise on community-led climate projects, review alternative schemes of delivery.		31 Dec 2025 CCCF projects continue to be assessed, approved by the panel (CCPG), delivered, and monitored. This is an ongoing opportunity for residents and community organisations to present their sustainability project ideas. While the fund is permanently open and promotional activities are regularly conducted, CCCF is currently expected to under-deliver relative to the available budget.

MSEB Sub Priority	Project	Milestones	Performance	Comments
	  Simpler Recycling (including Flat Block Pilot)	* Review of kerbside collections in accordance with new government legislation and deliver programme of change. Deliver schemes to improve recycling rates at flat blocks.		31 Dec 2025 Plans are progressing with caddies being delivered to all properties from w/c 12th Jan. Trial areas in Symonds Green and Martins Wood will have collections from 2nd Feb. Whole town roll out will commence 2nd March. Comms were delivered at Christmas, with additional information included within the caddies. There will also be adverts on 2 buses and using the Council's website and social media platforms to promote.
	  Sustainability Business Support	* Deliver workshops, mentoring, coaching and supply chain support activities for Stevenage businesses across three projects: 1. Green Business Start Up Scheme. 2. Sustainable X Business Support Programme 3. Action Zero Programme (Wenta)		31 Dec 2025 Progress is underway, 6 businesses have been supported for bespoke in depth support with businesses receiving 121 support and with clearer sustainability naratives for customers, buyers and funders. This includes the following outcomes: • Carbon baseline established across core operations • Priority reduction actions identified for energy and materials • Improved readiness for customer sustainability due diligence • Environmental priorities aligned with customer expectations • Clear roadmap and metrics for strengthening environmental data and reporting • Ecovadis certification achievement • Short-term and medium-term reduction actions prioritised • Increased confidence in responding to customer sustainability questions • Clear sustainability narrative suitable for tenders and proposals • Sustainability audit tailored to a digital business model • Carbon footprint focused on energy, digital infrastructure and travel • Practical reduction actions and communications guidance

MSEB Sub Priority	Project	Milestones	Performance	Comments
	  Tree Planting	*Micro Woods - Deliver new micro woods. * Canopy Cover - Plant new trees to support increasing tree canopy cover in areas of the town with deficiency.		31 Dec 2025 All planned trees for this year have been planted at various locations across the town. In addition to these, the team are currently planting 3 new Miyawaki Woods between now and the end of February funded via CIL money.
	  Warm Homes Local Grant Scheme	* Identify and support eligible households to improve energy efficiency, combat fuel poverty and reduce energy costs. Coordinate delivery of the Solar Together scheme in Stevenage.		31 Dec 2025 Delivery of the scheme have started, with social media and digital communications being delivered, plus letters and a door knocking activity setup in January 2026. However, the uptake has been very low up to now, and while the Council is exploring further communicational actions to reach eligible homes, it is also likely that we underdeliver by the end of the financial year and some of the allocated A&A costs must be returned to DESNZ.

## BALANCING THE BUDGET 2025/26 PERFORMANCE

	Actual - Quarter 3 2024/25 YTD	Actual - Quarter 4 2024/25 YTD	Actual - Quarter 1 2025/26 YTD	Actual - Quarter 2 2025/26 YTD	Actual - Quarter 3 2025/26 YTD	Target - Quarter 3 2025/26 YTD	Target - Quarter 4 2025/26 YTD	Comments
% of commercial rent collected from estates	91%	91%	90%	88%	90%	90%	90%	
% of Corporate Building Overall Completed Remedials	76.54%	75.15%	85.85%	88.35%	89.61%	80.00%	80.00%	<p>31/12/2025 Please note that the Corporate remedial statistics are accurate as of <b>31/12/25</b></p> <p>The Facilities Team has continued to make strong progress with compliance remedial actions, with the overall compliance position now at <b>89.61%</b>. This reflects sustained improvement across the estate and demonstrates the team's commitment to maintaining safe and compliant operations.</p> <p>A total of <b>3,625</b> actions have been completed and <b>841</b> have been assessed as not required, leaving <b>518</b> remedials outstanding. The Facilities Team continues to work closely with service providers and remains focused on achieving the 90% compliance milestone.</p> <p>This shows that:</p> <ul style="list-style-type: none"> <li>• Legionella carries the highest proportion of high-risk items</li> <li>• Fire is dominated by medium risk actions</li> <li>• Electrical is split between low and medium risk with no high-risk actions</li> <li>• Gas risk remains minimal</li> </ul> <p><b>Key observations:</b></p> <ul style="list-style-type: none"> <li>• Low and Medium risk actions are mainly Physical</li> <li>• High risk actions are driven by Policies and Procedures</li> <li>• Training forms the smallest contribution across all risk levels</li> </ul> <p><b>Summary Position</b></p> <p>The following figures reflect performance up to <b>31/12/25</b> and show continued progress across the estate:</p> <ul style="list-style-type: none"> <li>• <b>Overall completion:</b> 89.61%</li> <li>• <b>Change since October:</b> -0.01% (Was 89.62%)</li> <li>• <b>Outstanding:</b> 518 items</li> <li>• <b>Completed and Not Required:</b> 4,466 items</li> <li>• <b>Short-term target:</b> +20 completions required to reach 90%</li> <li>• <b>Medium-term target:</b> +269 additional completions required to reach 95%</li> </ul> <p>The Facilities Team has a clear understanding of where risk sits across the estate. High and medium risk actions remain the priority for the coming period, supported by targeted workstreams and ongoing collaboration with service providers. Progress continues at pace and the team remains on track to reach the 90% compliance milestone.</p>

	Actual - Quarter 3 2024/25 YTD	Actual - Quarter 4 2024/25 YTD	Actual - Quarter 1 2025/26 YTD	Actual - Quarter 2 2025/26 YTD	Actual - Quarter 3 2025/26 YTD	Target - Quarter 3 2025/26 YTD	Target - Quarter 4 2025/26 YTD	Comments
% of council service customer complaints responded to within deadline	90.00%	77.40%	85.00%	86.00%	93.30%	80.00%	80.00%	31/12/2025 Complaints performance remains strong, supported by service managers who are responsible for responding within their service areas. The introduction of a new complaints management system in Q4 24/25 has improved tracking and oversight, while a new corporate support process within the Customer Services team provides reminders and targeted support to services, particularly for more complex cases. This work has resulted in improved performance during 25/26.
% of Corporate Building Overall Compliance Inspections completed	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Customer satisfaction with CSC customer service	93.10%	88.80%	93.00%	92.10%	92.60%	80.00%	80.00%	
Dig2: Number of online payments	88,823	117,255	31,748	63,215	93,576	94,000	124,500	31/12/2025 The volume of online payments in Q3 increased by 2% compared to the same period last year, reflecting continued growth. However, as anticipated in forecasts, Q3 volumes were marginally lower than those in Q1 and Q2, attributable to seasonal variation associated with the Christmas period, which typically results in fewer payments.
Garage Voids (residential) as a percentage of stock	8.04%	7.76%	7.87%	7.38%	7.34%	7.26%	7.26%	31/12/2025 The residential garage void rate for Q3 is 7.34% against a target of 7.26%. There were 112 terminations in quarter 3 compared to 123 in quarter 2, an decrease of 8% with main reasons being as moving house and cost of garage. There was a 5% increase in the offers during Q3 and the acceptance rate increased by 4% due to an increase of demand during December. The Digital Lettings platform has now been in use for 3 years. During Q3 a new feature was added to the platform which allows users to prioritise their bids with a 1 and 2 choice option. Adjustments were made to the garage terms and conditions to incorporate both storage and vehicle use into one document and allows for the Council to contact licence holders electronically. This will be beneficial in digitising the service further as we move into 26/27 with corresponding with customers via email methods and using the Housing Online system to display letters.  The service are engaging with Charity Groups within Stevenage to take the hard to let blocks and continue to explore new marketing initiatives. Promotion of availability with existing customers via E-Newsletter will be issued in Q4.
Garage/Commercial/Parking- income raised vs budget for the top 3 income streams of the General Fund	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

	Actual - Quarter 3 2024/25 YTD	Actual - Quarter 4 2024/25 YTD	Actual - Quarter 1 2025/26 YTD	Actual - Quarter 2 2025/26 YTD	Actual - Quarter 3 2025/26 YTD	Target - Quarter 3 2025/26 YTD	Target - Quarter 4 2025/26 YTD	Comments
Percentage of council tax collected	85.50%	94.50%	32.09%	59.00%	85.20%	86.00%	95.80%	
Percentage of non-domestic rates due for the financial year received by the authority	90.00%	99.21%	37.05%	61.47%	89.14%	89.00%	98.80%	
Rent collection rate	98.60%	98.13%	93.28%	95.47%	97.14%	97.00%	98.50%	<p>31/12/2025</p> <p>Income collection performance for Quarter 3 2025/26 closed at 97.14%, representing a significant improvement on Quarter 2 performance of 95.57%. Encouragingly, when excluding brought-forward arrears, in-year rent collection remains strong at 99.56%. Please also note due to the office being closed on the 2 January approximately £250,000 (£110,000 in current rent due and £140,000 in arrears) was not posted until the 5 January arising from payments being made during the festive period but not being processed. These payments will however be included in Quarter 4 performance.</p> <p>To strengthen overall collection performance and address historical arrears, a range of targeted actions are being progressed, including:</p> <ul style="list-style-type: none"> <li>• Focused arrears recovery initiatives</li> <li>• Enhanced and earlier customer engagement</li> <li>• Improved data analytics to support account segmentation and prioritisation</li> <li>• Strengthened internal monitoring, assurance, and performance oversight</li> </ul> <p>A continued emphasis will be placed on reducing legacy arrears while ensuring proactive and preventative management</p>
Time taken (days) to process housing benefit new claims and change events	5.39	2.01	5.89	6.31	5.86	10.00	10.00	

## BALANCING THE BUDGET 2025/26 MILESTONES

MSEB Sub Priority	Project	Milestones	Performance	Comments
Balancing the Budget	<input checked="" type="checkbox"/> Business Change & Digital Projects	<ul style="list-style-type: none"> <li>* Community Advice &amp; Support - Service Improvements to embed the activity-led Community Advice and Support (CA&amp;S) team.</li> <li>* Localities - Service improvements for Business Units working in the local community.</li> <li>* Revenues &amp; Benefits - Deliver service improvements and efficiencies jointly with East Herts.</li> </ul>		31 Dec 2025 In addition to the ongoing financial benefits tracking, which is showing higher than expected savings, key projects are concluding: Localities reorganisation is completed and savings are on track, creating suitable structure and approach for teams working in the community; Revenues and Benefits savings are on track and the programme continues with targeted changes to improve online services and customer experience and modern work processes. In addition, work is underway with Business Units to explore and prioritise ideas for change and improvement in 26-27, including leveraging the ambitions outlined in the new Digital Strategy.
	<input checked="" type="checkbox"/> Business Change and Digital - Financial Returns	- Projects that deliver financial returns (increased income/commercial opportunities/tangible savings/cost avoidance)		31 Dec 2025 Streets & Grounds Project is concluding, providing digital solutions for the service area and the foundation for cost management through savings and/or commercial opportunities in the future. In addition, work is underway to support savings delivery for 26-27, looking at ideas including building on the discovery work for reducing cost of Print & Post with an initial pilot being undertaken with Garages. Further opportunities are starting to be explored with key service areas to shape BC&D priorities for 26-27.

MSEB Sub Priority	Project	Milestones	Performance	Comments
	<input checked="" type="checkbox"/> Business Change and Digital - Service Improvements	- Projects that deliver improved service quality, customer experience and modern work processes that save time		31 Dec 2025 Changes are underway including initiating projects to improve customer experience and modernise work processes through: Electronic Signing and Sealing, Website Chatbot and improvement of online services including changes required to meet Food and Waste legislation and new online forms for Commercial Waste which are due to go live in the new year. In addition, further changes are being scoped including ideas for whole workforce modernisation through M365 adoption to improve productivity across a range of daily tasks and both routine and one off business processes.
	<input checked="" type="checkbox"/> Commercial Culture Development	* Operating the Council in more of a business-like way by equipping staff with the right skills and engendering commercial behaviour.		31 Dec 2025 The team continue to work across workstreams and service areas to develop and deliver a culture of commercial behaviours. The team worked with economic development on the BTC tender and are presently working with planning on new charges and services. Work with Estates continues and we are looking at asset portfolio and commercial opportunities
	<input checked="" type="checkbox"/> Community Infrastructure Levy (CIL)	* Adopt a CIL spending protocol to bring together commitments made and provide a structure around future spending decisions.		31 Dec 2025 Being developed first for Neighbourhood CIL; draft Protocol February / March 2026.
	<input checked="" type="checkbox"/> Fees & Charges	* Review of fees and charges		31 Dec 2025 Work will commence on next round of F&C in the new FY

MSEB Sub Priority	Project	Milestones	Performance	Comments
	<input checked="" type="checkbox"/> General Fund & HRA Savings 2026/27	* Approve balanced budgets for 2026/27 for HRA in January 2026 and GF in February 2026.		31 Dec 2025 Based on the Quarter 3 budget monitoring for the 2025/26 financial year, the Council is on track to achieve the majority of its planned savings, representing 97% of the total savings programme. However, one savings scheme is not expected to meet its target this year: the relocation of the Indoor Market to Park Place. Although the market has now opened, the delayed opening date means the full savings will not be realised in 2025/26 and are instead expected to be delivered in 2026/27. Looking ahead, elements of the budget savings programme required to balance the budget have now been incorporated into the General Fund and HRA Budgets for 2026/27. These budgets have been approved by Cabinet and will be subject to consideration by the Overview & Scrutiny Committee and Full Council in February.
	<input checked="" type="checkbox"/> HRA Business Plan	* Undertake a review of the HRA Business Plan to help ensure a sustainable picture for the HRA going forward.		31 Dec 2025 The new iteration of the 30 Year HRA Business Plan was approved by Cabinet in November 2025. Progress will be monitored throughout the next financial year, aligned to quarterly budget monitoring.
	<input checked="" type="checkbox"/> Review Insourcing Options	* As per the Insourcing Roadmap 2023-26, review of all services provided to or on behalf of the council by external supplier or third party.		31 Dec 2025 The team continue to look at and consider possibilities. The Commercial team is working with Estates on the possibility of some assets. LGR outcome will mean that the team will review the insourcing strategy looking at new assets and activities that come into SBC post LGR.

## CROSS CUTTING 2025/26 MILESTONES

MSEB Sub Priority	Project	Milestones	Performance	Comments
Equality, Diversity & Inclusion	<input checked="" type="checkbox"/> EDI Action Plan, Annual Report & EDGG	* Deliver on the 18 actions highlighted as part of the EDI Action Plan, report these through EDGG and the councils Equalities Annual Report.		31 Dec 2025 Quarter one updates were provided in October for the EDI Action Plan, with quarter two updates due in February 2026. The Equality and Diversity Report for 2024/25 was formally published on the external website in November. An overview of both the action plan and the annual equality report were given at the latest EDGG meeting in November, alongside an update on the Stevenage Equalities Commission and the formal grading of 'Substantial Assurance' by the Shared Internal Audit Service on equality, diversity and inclusion governance at the Council.
	<input checked="" type="checkbox"/> Stevenage Equalities Commission Legacy Group	* Support the development of the Stevenage Equalities Commission Legacy Group, including its formalisation as a Multi-stakeholder Cooperative.		31 Dec 2025 The commissioners have contracted Operation Black Vote to deliver a civic engagement programme through February and March to work with communities to identify gaps and provide recommendations for improving civic engagement in the BAME community.
Health & Wellbeing	<input checked="" type="checkbox"/> Age Friendly Communities	* Age-Friendly Communities is a collaborative programme with HCC and Age UK to deliver projects and events to support older residents in Stevenage.		31 Dec 2025 Since the previous update, a formal motion has been passed at Full Council to 'Establishing a Lasting and Sustainable Commitment to Age Friendly Communities and Dementia-Friendly Action in Stevenage.' Following this motion the team have refreshed the Age-Friendly Action Plan. This action plan has been separated into three workstreams: engaging with older adults, supporting older adults and dementia friendly communities. This will continue to bring Council and local services together whilst working in partnership with Age UK and HCC as part of their Age-Friendly Hertfordshire programme. Key updates this quarter: - Age Friendly Survey results. Key findings show positives in access to green spaces, indoor spaces and leisure facilities highlighting strong community infrastructure. Areas for improvement include safety concerns, public toilet access and rest areas. These results will support future projects in partnership with HCC and Age UK. - County Dementia Accreditation is launching in the new year. Alongside this we are including mandatory dementia and Age-Friendly training to Taxi Drivers.

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	<input checked="" type="checkbox"/> Dementia Friendly Communities	<p>* Dementia Friendly Communities is delivered in collaboration with local organisation to support those living with dementia in Stevenage.</p>		<p>31 Dec 2025            As part of the Age-Friendly Action Plan, the Dementia Friendly Communities workstream continues to develop. Here are the latest updates:</p> <ul style="list-style-type: none"> <li>- Dementia Café continues to run weekly and provides vital support to those with dementia and respite to carers. Average attendance is between 30 and 40 each week.</li> <li>- Working with the Licensing Team, dementia and Age-Friendly training is being added to the mandatory training for all Taxi drivers. This will enable Taxi Drivers and companies to be more aware of additional support residents may need. There will also be an opportunity for drivers and companies to receive additional free training should they wish to.</li> <li>- Working with HCC and Alzheimer's Society, we have been supporting the county dementia friendly accreditation scheme. This is due to be implemented in January.</li> <li>- There are plans to hold additional training in early 2026, which will be available to staff, partner organisations and businesses.</li> </ul>
	<input checked="" type="checkbox"/> Healthy Hub	<p>* Funding received for a further two years of delivery through HCC Public Health.</p>		<p>31 Dec 2025            Healthy Hub continues to provide free advice and signposting to health services. November has seen a total footfall of 496 come into the HH. The HH continues to run programmes for Dementia, Pulmonary Rehab, Menopause Support, NHS Health Checks and weight management. There have been some delays in launching the Stop Smoking clinics through the HH. The team are looking into recruiting a new HH Co-Ordinator to deliver this service in the new year.</p>
	<input checked="" type="checkbox"/> Healthy Stevenage Strategy Revision	<p>* A revision of the councils current Health Stevenage Strategy delivered in cooperation with HCC Public Health and other partners.</p>		<p>31 Dec 2025            Progression has been made with the Healthy Stevenage Strategy, with a draft in production. There have been a number of meetings to share thoughts on emerging priorities including a meeting with the Primary Care Partners and Integrated Care Board. Alongside this updates were shared at informal cabinet to share progression, themes, potential priorities and collaboration ideas moving forward. A shared strategy with health partners has emerged as a key theme to ensure alignment between Council services and resources to tackle health inequalities, promoting prevention.</p>

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Technology & Innovation	<input checked="" type="checkbox"/> Digital Strategy	<p>* Our digital strategy focuses on enhancing customer experience, boosting efficiency, and increasing self-service use through three key pillars:</p> <ol style="list-style-type: none"> <li>1) Improving the website to meet rising expectations and retain users online;</li> <li>2) Expanding digital tools to enable self-service, automation, and efficient case management; and</li> <li>3) Promoting online services through targeted messaging, updated communications, and triage methods.</li> </ol>		<p>31 Dec 2025</p> <p>The Digital Strategy 2025-28 was agreed by Cabinet in December 2025, and focusses on service modernisation through four key pillars: 1. Developing Digital Solutions: maximising the ability to utilise self-service, automation, and case management to be more efficient and provide customers with modern services 2. Improving the Website and Intranet: reflecting the need to constantly modernise and build engagement to meet customer expectation 3. Adopting AI: driving efficiency and delivering smarter, modern services that genuinely improve outcomes for residents and staff 4. Driving the use of Digital Services: encouraging the use of online services. Initial projects are now in development.</p>
	<input checked="" type="checkbox"/> ICT Strategy & Assurance	<p>* Cyber First: Ensuring security, data-driven decisions, and adaptability.</p> <p>* Data-driven Decision-Making: Utilising data for strategic planning.</p> <p>* Innovate, Adapt, and Empower: Encouraging innovation and continuous learning.</p>		<p>31 Dec 2025</p> <p>The IT strategy is also being developed to ensure it is LGR-proof, and it remains on schedule, with publication expected by June.</p>