

Corporate Performance Report 2025/26 Quarter 4 (January, February, March)



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

	Actual - Quarter 4 2024/25 YTD	Actual - Quarter 1 2025/26 YTD	Actual - Quarter 2 2025/26 YTD	Actual - Quarter 3 2025/26 YTD	Actual - Quarter 4 2025/26 YTD	Target - Quarter 4 2025/26 YTD	Target - Quarter 1 2026/27 (YTD)	Comments
% of emergency damp & mould investigations and safety works completed within 24hrs of awareness (AWA)				100.00%	100.00%	100.00%		31/03/2026 Based on 2 cases in January, 1 case in February and no cases in March
% of relevant safety works for significant hazards completed within 5 working days of damp and mould				92.00%		100.00%		31/03/2026 Measures to monitor damp and mould performance in response to Awaab's Law were added to the strategic performance suite in Quarter 3. Unlike most new measures, targets were set from the outset rather than first being introduced to establish a performance baseline, as they relate directly to statutory requirements and resident safety. Learning from the first reporting period is now being used to identify the strongest measures. The current measure is therefore likely to be refined and replaced through Quarter 1 reporting and as part of the 2026/27 Performance Suite. Since April 2026, a 'shield and clean' approach has separated immediate safety works from follow-on or preventative activity, supporting clearer reporting against the required timescales.
% of standard damp & mould investigations completed within 10 working days of tenant report (AWAABs)				92.42%	86.00%	100.00%		31/03/2026 Consistently high demand during Q4 impacted on Surveyor capacity which has been addressed through recruitment of an additional surveyor during March 2026. Unable to gain access was a factor in some cases - for example for 9 out of 13 inspections not completed in time during March this was due to issues with gaining access and in a further 2 cases appointments were made outside of the 10 working day target at the request of the tenant. The Council is reviewing its Access Policy in light of Awaabs Law.
Average time taken to relet a routine void (GN). key to key	63.00	54.00	84.00	63.00	57.00	30.00		31/03/2026 In Quarter 4, a total of 29 standard void properties were re-let. While average turnaround times remain high, there are early signs of gradual improvement. Accountability has also been strengthened through increased recharges and clearer tenancy exit standards. However, the condition of properties upon handover continues to present a significant challenge. The use of interim contracts for void works has also impacted overall performance during Quarter 4. Nevertheless, the planned introduction of longer-term contractual arrangements for the 2026/27 financial year is expected to deliver greater consistency and enhance overall service delivery. As of 1 April 2026, the pilot for the in-house voids team has been mobilised and commenced work on void properties alongside external contractors. Progress and performance are being monitored throughout the pilot period. The Voids Improvement Plan

	Actual - Quarter 4 2024/25 YTD	Actual - Quarter 1 2025/26 YTD	Actual - Quarter 2 2025/26 YTD	Actual - Quarter 3 2025/26 YTD	Actual - Quarter 4 2025/26 YTD	Target - Quarter 4 2025/26 YTD	Target - Quarter 1 2026/27 (YTD)	Comments
								has been refreshed and strengthened. Progress against the plan is regularly reported and monitored through the HSLT and the EHWG.
Homelessness preventions	117.00	47.00	101.00	155.00	186.00	120.00		31/03/2026 Prevention outcomes have continued to increase, with 31 additional cases successfully prevented during the quarter. While this represents ongoing progress, the rate of increase has moderated compared to earlier quarters, reflecting the complexity of presenting cases and the continued trend of later engagement. Improvements to triage and front-line assessment processes are supporting more targeted and timely interventions. The service continues to prioritise tenancy sustainment, negotiation, and cross-service collaboration, including closer alignment with Income services to mitigate the risk of eviction. Further work is required to better understand barriers to early approach and to maximise prevention opportunities.
Number of affordable homes delivered (gross) by the Council (since 2014)	500.00	501.00	529.00	531.00	533.00	530.00		
Percentage of homes maintained as decent against national minimum DH standard	96.64%	96.42%	97.74%	98.82%	98.86%	98.50%		
Percentage repairs & inspections completed first time	93.07%	84.86%	94.82%	99.41%	99.47%	90.00%		
RSH BS01: Percentage of dwellings with a valid gas certificate	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%		
RSH BS03: Percentage of properties that require an annual asbestos inspection / survey	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%		
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%		
RSH CH01 (part 2): Number of stage two complaints made by tenants	85	34	69	95	106			
RSH CH01 (part1): Number of stage one complaints made by tenants	688	134	290	450	605			
RSH CH02 (part1): Number of stage 1 complaints made by tenants and responded to within CH Timescale	651	125	267	401	534			31/03/2026 155 stage 1 complaints were received during this quarter for Housing Services - 134 of these cases were closed - 133 cases were closed within time - 1 case closed out of time - 21 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	69	28	51	68	74			31/03/2026 11 stage 2 complaints were received during this quarter for Housing Services (this excludes Allocations, Options and such like)

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								6 cases closed within target / 0 closed out of time / 5 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	122	0	0	0	0			
RSH Number of Overdue Fire Remedial Medium Risk Actions	81	0	0	0	0			
RSH Number of Overdue Water Remedial Actions	59	27	22	9	6			31/03/2026 Six overdue water remedial actions remained at year end, relating to a small number of properties where access has not yet been secured. The Council continues to pursue access through appointments, letters and home visits, alongside a review of its access policy to support more timely completion.
RSH Rep1: Proportion of emergency responsive repairs completed within target timescale	98.45%	98.30%	99.10%	98.50%	99.20%	99.00%		31/03/2026 All emergency jobs were completed within 24 hours – Officers continue to work with contractors to ensure stronger data integrity.
RSH Rep2: Proportion of non-emergency (Routine and Urgent) responsive repairs completed within target	91.45%	95.60%	94.60%	94.55%	96.90%	95.00%		31/03/2026 96.9% of all non emergency jobs were completed on time - and an overall year end position of 95.43%, above target.
VED1: Percentage of dwellings with a valid EICR Electrical Certificate	99.61%	98.33%	98.86%	99.39%	99.85%	100.00%		

MORE SOCIAL, AFFORDABLE & GOOD QUALITY HOMES 2025/26 MILESTONES				
		Milestones	Performance	Comments
Building New & Sustainable Homes	Bragbury End	• Planning permission and sale of 500 unit scheme at Bragbury End. • Public consultation • Planning permission submitted • Planning decision • Sales agent appointed	★	31 Mar 2026 Resolution to grant planning permission was given in March, and sales exercise concluded at the end of March. Work currently underway to evaluate offers.
	Brent Court - Independent Living	• Delivery of 96 unit Independent Living scheme on site of former Brent Court Garages. • Gateway 2 submission made • Gateway 2 permission • Demolition of Garages • Foundation work completed	★	31 Mar 2026 A Gateway 2 application is still pending an outcome, with some initial feedback from the Building Safety Regulator received and being worked on. Demolition of the garage block is underway, and the new parking area is open to the existing residents of Brent Court.
	Burwell Phase Two	• Topping out of 20 homes for affordable rent.	★	31 Mar 2026 Brick and block work is being completed on the final floor of the scheme meaning the site is close to achieving topping out level with roof trusses also now on site.
	Courtlands	• Completion of 17 unit private sale scheme.	●	31 Mar 2026 Electrical works required by UKPN were expected to take place in mid April allowing the scheme to progress to completion. The expectations is that the first five homes will be ready 3 weeks after the conclusion of these electrical works.

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

		Milestones	Performance	Comments
				May 2026 Update: Electrical Works required by UKPN have begun as expected, which allows progress to be made on the delivery of the first 5 homes to practical completion during Qtr 1.
	Defects	Ongoing delivery of defects provision	★	31 Mar 2026 Defects work is ongoing at Dunn Close, with actions at Kenilworth Close continuing to be worked through with Hill Partnership.
	Ellis Avenue	- Delivery of 11 homes for Council Rent. - Demolition Completed	★	31 Mar 2026 Demolition works are completed and foundation works are underway at the site.
	Garage Sites Sales	- Cabinet approval for disposal of sites - Appoint architect for scheme development - Initial Design approval	★	31 Mar 2026 Architects have been appointed across the key sites with design work underway. Demolition of two garage blocks underway, and work to go to market for a purchaser has begun.
	Kenilworth Phase Two	- Delivery of 24 home Private sale scheme, building on the completion of Phase One of the Kenilworth site. - Demolition of Walpole Court Completed - Foundation work completed - Estate Agent appointed	★	31 Mar 2026 The site has been prepared for construction and the next stage of works is now under way, with foundation work progressing.
	Neighbourhood Reviews	Provision of strategy to meet Neighbourhood Renewal Requirements and design development of initial sites.	★	31 Mar 2026 One scheme is pending the outcome of a pre-app review, and the other is undergoing design development. The schemes are still on track for a 2026 Planning submission.
	The Oval	- Delivery of mixed used phase neighbourhood regeneration. - Contractor appointed - Demolition for phase 1 completed - Start on Site	★	31 Mar 2026 Demolition works at the site are now completed, and construction works well underway across the site, including piled foundations. The Legal agreement with the Shared Churches is also now complete enabling vacant possession at Phase 2 upon completion of Phase 1.
Maintaining Good Quality Homes	Building & Fire Safety Compliance	Delivery of the Building Safety Action Plan	★	31 Mar 2026 Building Safety is active, and monitored and reviewed regularly.
	Fair Access	- Housing Transformation Programme - Fair Access to services for residents. - Mapping of customer journey across multiple contact pathways - Delivery of channel shift and opportunities to engage digitally with services	●	31 Mar 2026 Work has begun to understand the drivers for telephone contact for housing services. Housing management and income-collection letters and processes are being reviewed to make them clearer, simpler and easier to understand. Tenant-friendly information is also being developed on key policies and tenancy changes, helping residents understand service standards and shared responsibilities. A key enabler for the next stage of this work is the housing management system upgrade, which will provide improved functionality and more options for residents to access services.
	High-Rise Refurbishment	- Procurement of a main contractor for refurbishment works. - Gateway 2 submission for refurbishment works. - Mobilisation of refurbishment works.	★	31 Mar 2026 Procurement of a main contractor for the refurbishment works has not yet started. Financial modelling is being completed ahead of Cabinet consideration, which is included on the Forward Plan for autumn 2026. Subject to Cabinet approval of the preferred option or options, and Section 20 consultation with leaseholders, procurement will then commence. A Gateway 2 submission has not yet started and will follow Cabinet's decision on the preferred option or options and completion of the Section 20 consultation. Subsequent timescales will be dependent on the Building Safety Regulator.

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

		Milestones	Performance	Comments
				Mobilisation of the refurbishment works has not yet started. Timescales will depend on Cabinet approval of the preferred option, the Section 20 consultation and the outcome of the Gateway 2 process and Building Safety Regulator requirements.
	MRC Refurbishment	• Delivery of the final year of MRC - a refurbishment programme to the council's flat blocks (excluding high rises).	★	31 Mar 2026 The MRC refurbishment programme is entering its final phase. Most of the remaining residential blocks across Trumper Road, Canterbury Way and Ingleside Drive are nearing completion, with snagging, handover and final billing activity under way. The remaining shop blocks and Purcell Court represent the final elements of the programme to be completed. Subject to the scale of the remaining works and suitable weather conditions, the programme is expected to be completed by the end of 2026.
	New Legislation and policy	• 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. • Consultation on a new Decent Homes standard and implications for Stevenage	★	31 Mar 2026 The Government response to the Decent Homes and MEES consultation has been released and the impact of the proposals for Stevenage is being assessed. A further update will be provided to the Executive Housing Working Group, with further Government guidance awaited.
	Provider Improvement Plan & Journey to C1	• Delivery of the actions outlined in the Regulator for Social Housing Provider Improvement Plan following inspection in September 2024.	★	31 Mar 2026 Meetings with the Regulator of Social Housing continue to be productive and work towards completion of the Provider Improvement Plan remains consistently on track. C2 to C1 challenge sessions have been held throughout March and April across the housing service to help refresh service plans and continue improvement needed to attain a C1 grading.
	Repairs (inc Disrepair and D & M) Service Improvement Plan	• Completion of all team process workshops and development of action plans • Easily accessible processes in place for all teams • Implementation of all action plans • 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.	★	31 Mar 2026 The Repairs Improvement Plan has been developed and delivered through five themes: People, Policy, Procurement, Process and Technology. People: There are two vacant Repairs Manager roles that require recruitment. Policy: This workstream has been completed, although policies will continue to be kept under review to ensure they reflect new and emerging legal and regulatory requirements, including Awaab's Law. Procurement: Support contractors have been procured and mobilised over the past year. The final stage is the migration away from Excel-based trackers onto the NEC Contractor Portal. In addition, a long-term materials supplier contract is being procured and is expected to be awarded later this calendar year. Process: Staff workshops and process mapping led to a further review with the Business Change Team, resulting in an end-to-end customer journey project. This identified a number of quick wins, which have been progressed alongside the wider review, and included a collaboration project with the Customer Service Centre. That project ran for 12 weeks between February and May 2026 and has now concluded. Technology: Work to make better use of IT is currently on hold pending the migration of the housing system, NEC, to the cloud, which is currently forecast to be completed in October 2026.
	Resident Engagement & Scrutiny	• Delivery of the Resident Engagement Strategy and Framework. • Operating tenant panel and scrutiny panel in place	★	31 Mar 2026 Recruitment has commenced for a Resident Engagement Co-ordinator to broaden engagement opportunities and help deliver more proactive outreach into communities and neighbourhoods during spring and summer 2026. A full report on the year's activities, progress and outcomes was presented to the Executive Housing Working Group in April 2026 and will also be shared with the Regulator of Social Housing through the Provider Improvement Plan.

MORE SOCIAL, AFFORDABLE & GOOD QUALITY HOMES 2025/26 MILESTONES				
		Milestones	Performance	Comments
	Service Review Independent Living Service	Review of service delivery and related th id h i t t charges that considers activity led functions across the wider housing service to create efficiencies and a leaner cost model		31 Mar 2026 This review is still on-going and is expected to bring forward options for future delivery by December 2026. It is a complex service with many elements that need effective cost analysis to ensure that the baseline model is fully understood before options can be brought forward.
	Service Review Temporary Accomodation	Review the service delivery of the Temporary Accommodation Service.		31 Mar 2026 As per the last quarter, progress is being made with the action plan, focus this quarter has been on minimising void turnaround times.
	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 Mar 2026 Work to focus Tenancy Audits is progressing this quarter, with an emphasis on triangulating data to prioritise households who are vulnerable, who will be transferring in the near future, where there are access issues for routine repairs or compliance checks and also identifying households who have not reported repairs or made contact with the council for some time. A Data Manager post is progressing through recruitment to help with insight and segmentation of tenant profiles to drive service delivery and improvement.
	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 from Finance. All ready to mobilise after green light and necessary back filling		31 Mar 2026 The Voids Improvement Plan has been refreshed. Progress against the plan is regularly reported and monitored, an update on the plan will be shared at internal officer groups in May 2026.

TRANSFORMING OUR TOWN 2025/26 PERFORMANCE								
	Actual - Quarter 4 2024/25 YTD	Actual - Quarter 1 2025/26 YTD	Actual - Quarter 2 2025/26 YTD	Actual - Quarter 3 2025/26 YTD	Actual - Quarter 4 2025/26 YTD	Target Quarter 4 2025/26 YTD	Target Quarter 1 2026/27 YTD	Comments
Percentage of major planning applications determined in thirteen weeks	100.0%	100.0%	100.0%	100.0%	100.0%	60.0%		
Percentage of minor planning applications determined in eight weeks	98.8%	100.0%	92.9%	95.7%	93.5%	70.0%		
Percentage of other planning applications determined in eight weeks	97.8%	100.0%	91.7%	79.6%	81.5%	70.0%		

TRANSFORMING OUR TOWN 2025/26 MILESTONES				
MSEB Sub Priority	Project	Milestones	Performance	Comments
Enterprise & Skills	Business Technology Centre Contract Renewal	Explore options for Business Technology Centre Contract Renewal.		31 Mar 2026 Discussions are at an advanced stage to make a direct award to an operator. June 2026 update: a contract has been signed with Wenta to operate the Business Technology Centre.
	Pioneering Young STEM Futures - P2	Secure Phase Two of the Pioneering Young STEM Futures programme with funding from M44. Begin delivery of Year One.		31 Mar 2026 Projects from the Pioneering Young STEM Futures programme have been running this academic year to provide inspirational, first-hand experiences to over 1,350 young people from primary age to secondary age across eight schools. The projects have involved young people from mainstream education as well as young people out of mainstream education. Projects have focused on: supporting young people in gaining a better understanding of STEM carers, pathways and qualifications - engaging local key STEM organisations in the

TRANSFORMING OUR TOWN 2025/26 MILESTONES

MSEB Sub Priority	Project	Milestones	Performance	Comments
				delivery; providing young people with hands-on STEM skills and knowledge; providing mentors for young people to boost their chances and targeting primary science leads to improve science across the primary year groups.
	Stevenage Works - Health & Social Care Expansion	- Establishment of supporting Governance Framework. - Establishment of a pilot cohort of care providers alongside partners. - Review of initial pilot cohort of care providers.	★	31 Mar 2026 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 latest Stevenage Works Health & Social Care sector-based work academy programme (SWAP) course was delivered in Stevenage on 23rd February 2026. 5 students attended, one has been offered employment with Hertfordshire Care Providers Association Care (HCPA). The next cohort is scheduled to commence in May 2026.
	Stevenage Works - Social Value & Procurement	- Continue to leverage social value on contracts through Stevenage Works and deliver a similar approach across the organisation. - Create and publish the Stevenage Works impact Report. - Manage and deliver the Stevenage Works Community Chest Fund.	★	31 Mar 2026 Stevenage Works continues to work with contractors to secure, track and deliver the social value commitments linked to Council investment. The 2025 Stevenage Works Impact Report has been published. At the January Community Chest Awards, contractors contributed £19,337 to support nine local community projects. Funding recipients are supported to demonstrate how grants have been used and the benefit they have delivered.
	Sustainable Technology Centre - SITEC Phase 2	Delivery of the second phases of both the Stevenage Innovation & Technology Centre (SITEC) & Enterprise Centre, in partnership with North Herts College.	★	31 Mar 2026 Construction on the new Town Centre Campus remains on track for September 2026 student intake. North Hertfordshire College has signed the lease for the space during this quarter and the college have successfully installed the new banners above the entrances and along St George's Way.
	UK Shared Prosperity Fund	Deliver the 2025/26 extension of UKSPF. Establish plans for 2026/27 UKSPF replacement.	●	31 Mar 2026 Support delivered by Hertfordshire Futures has continued throughout Q4, helping Stevenage residents to access business and skills opportunities as the current funding period draws to a close at the end of the financial year. Q3 monitoring indicates that delivery is progressing well against profile, with several targets already achieved or exceeded. The Q4 return is expected by the end of April, and current performance suggests that most targets will be met or surpassed by year end. Pioneering Young STEM Futures (Phase Two) has continued to progress well and will continue into 2026/27. Although this funding was originally intended for delivery within 2025/26, an extension has been agreed for all councils until the end of September 2026. This does not represent additional funding, but provides more time for the approved allocation to be spent effectively. While this is expected to be the final tranche of UKSPF, the announcement of Pride in Place funding may present further opportunities for the neighbourhood initiative to continue.
Regeneration	Cycling & Pedestrian Connectivity - Arts & Heritage Trail	Design and implementation of an Arts & Heritage Trail.	★	31 Mar 2026 Officers are continuing to support the four chosen artists with their detailed design and community engagement work. The Stevenage Heart Trails was launched on 25 March with the unveiling of the first plaque for the Stacked Stories sculpture at the Bus Interchange, alongside a dedicated website, which provides an interactive guide to the trail and its features. This milestone signifies the first of over 300 installations across the trails boundary, including interpretative text and wayfinding signage.
	Cycling & Pedestrian Connectivity - New Leisure Centre	- Design and implementation of pedestrian connectivity to the new Leisure Centre. - Implementation of new at-grade crossing - Public realm complete	★	31 Mar 2026 The new crossing on St George's Way, adjacent to the new leisure centre, was progressing through its final design and delivery arrangements during the Q4 reporting period, with officers working in partnership with Hertfordshire County Council. As of July 2026, the crossing has been installed and the works are now complete.

TRANSFORMING OUR TOWN 2025/26 MILESTONES

MSEB Sub Priority	Project	Milestones	Performance	Comments
	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 Mar 2026 Towns Fund investment is supporting a more varied and attractive town centre. The completed Activating Spaces programme has brought Event Island into use, supported Frequency Coffee to occupy a previously vacant unit and enabled the relocation of the Indoor Market. Work is continuing to develop proposals for improvements to the Westgate entrance, strengthening the connection to the retail core, with delivery timings to be confirmed as design work progresses.
	Gunnelswood Road Infrastructure	Introduction of new infrastructure to a key roundabout to support the GSK development.	★	31 Mar 2026 Developer Reef Origin, in joint venture with UBS, received planning consent in relation to the GSK expansion project (Elevate Quarter - a 30-acre Life Science and Knowledge Campus at the heart of one of the UK's fastest-growing innovation clusters). Consent was granted for the development of two state-of-the-art data centres within this development. This milestone marks a significant step forward in delivering next-generation digital infrastructure to support the region's expanding life science, research, and technology ecosystem. The project will bring together advanced data centre capacity, supercomputing capability, and high-value knowledge occupiers, strengthening Stevenage's position as a nationally important hub for science and innovation. This milestone reflects their commitment to delivering next-generation digital infrastructure that supports high-value jobs, research excellence, and long-term regional growth. Physical works continue through the utilities, power and infrastructure improvements which are due to complete at the end of 2026.
	Local Plan Review & Partial Update	Partial update and review of the council's Local Plan.	★	31 Mar 2026 Main Modifications consultation closed 31 March 2026. Cabinet in June to agree adoption of Local Plan Partial Update which will go to Full Council for formal adoption in July 2026.
	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 Mar 2026 Overall construction is progressing positively and remains on programme. The show apartments have been completed and are now open for viewings. The marketing suite will be located in a unit within Town Square.
	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 Mar 2026 Design development to RIBA stage 2 completed, with further feasibility options outlined. Engagement with partners continuing, but awaiting external funding route and local government reorganisation decision.
	Sports & Leisure Centre	Finalisation of design, submission and approval of planning permission and construction to start on site.	★	31 Mar 2026 Preliminary works required to progress the construction of the Sports & Leisure Centre are underway. Technical approval has been secured for the new entrance and exit on Fairlands Way, and works are scheduled to commence shortly. The communications strategy is being implemented ahead of the planned car park closure on 13 April. The logistics plan, including hoarding strategy and associated updates to emergency arrangements, has been agreed. The Temporary Traffic Regulation Order (TTRO) for the temporary coach drop-off point is also in place, with associated works programmed. Contracts for works have been agreed, with RIBA Stage 4 design nearing completion. Final cost plans and the main construction contract are currently being developed in parallel. Overall, the project has reached several key milestones and continues to progress as planned.
	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 Mar 2026 The signing of the Development Agreement with Muse and ECF generated national and local press coverage, with Sir Michael Lyons visiting Stevenage for the occasion. The project governance is now in place with delivery and steering groups established, MP and board briefings completed, dialogue underway with key external partners and local businesses, and progress made on consultant appointments and land strategy.

THRIVING NEIGHBOURHOODS 2025/26 PERFORMANCE								
	Actual - Quarter 4 2024/25 YTD	Actual - Quarter 1 2025/26 YTD	Actual - Quarter 2 2025/26 YTD	Actual - Quarter 3 2025/26 YTD	Actual - Quarter 4 2025/26 YTD	Target - Quarter 4 2025/26 YTD	Target Quarter 1 2026/27 YTD	Comments
Number of people engaged in Cooperative Neighbourhood 'Community & Place' initiatives	954	1,103	1,103	1,103	7,603	1,500		31/03/2026 A co-operative neighbourhoods newsletter was distributed to 6500 residents covering an Autumn (Q3) round up and projects, activities and events for Winter (Q4)
RSH NM01(part1): ASB cases opened by or on behalf of the provider during the reporting year	107	44	74	103	157			31/03/2026 The team received 63 Cases of ASB this quarter with 54 cases involving an SBC Tenant. ASB reports included various categories including Drug Use/Dealing. Last quarter the team were successful in obtaining a full Closure Order alongside Police Partners for an address in Stevenage, this has had a positive impact on the neighbours as reports have significantly decreased and residents have expressed their gratitude for the enforcement taken. The Council have applied to court for Possession of this property.
RSH NM01(part2) ASB cases that involve hate incidents opened by or on behalf of the provider during	4	1	4	5	5			31/03/2026 The Council have had no reports of Hate Crime this quarter. Total shown is due to this being a cumulative measure.
# of neighbourhood improvements, events, projects, activities using UKSPF funding	138	0	0	27	136	50		31/03/2026 Almond Hill -10 Bandle Hill & Poplars - 12 Bedwell - 5 Chells - 7 Longmeadow - 12 Manor - 4 Martins Wood - 6 Old Town - 15 Roebuck - 11 Shephall - 9 St Nicholas - 5 Symonds Green - 9 Woodfield - 4
% of Graffiti Clearances completed	93.75%	100.00%	66.00%	100.00%	74.00%	80.00%		31/03/2026 Fourteen of the nineteen graffiti clearance requests received during Quarter 4 were completed. Recruitment is under way to strengthen the cleansing team, supporting a more consistent response and continued improvement in clearance performance.
ASB6: Percentage of ASB cases resulting in successful enforcement action	94.00%	92.00%	93.00%	84.00%	76.00%	80.00%		31/03/2026 Of the 21 cases closed during Quarter 4, 76% resulted in successful enforcement action. This included verbal and written warnings, formal possession-related notices and an exclusion from the Bus Interchange. In the remaining cases, the complainant withdrew engagement or the person responsible had moved away.
Contamination rate of recycling - calculated as estimated proportion that is rejected of total amoun	1.38	1.09	1.11	1.34	1.38	2.00		31/03/2026 The highest level of contamination are still reported as food waste within food packaging (i.e. - not being cleaned out before putting out for collection) and moisture within the paper from rainfall on collection days.To help address this, guidance on recycling is on The Council's website and regular social media posts on recycling and what should be done are uploaded. Officers regularly attend school assemblies to highlight recycling and how this should be done correctly, with nine having been carried out so far this year. New pink bins are being used by the collection crews, short promo messages will be on these, such as thanks for recycling, please washout your containers etc. With regards to the moisture content, unfortunately, there is little the Council can do as this occurs on collection days at the kerbside when raining, however paper is kept undercover at Cavendish Road. Work continues on educational material for flat block residents, as they have the highest rates of contamination.
Percentage of household waste sent for reuse, recycling and composting	32.00%	40.00%	38.10%	36.20%		32.00%		31/03/2026 This measure is reported in arrears and will be available at the end of Q1.
Percentage of residential bins collected	99.73%	99.70%	99.72%	99.74%	99.69%	99.00%		31/03/2026 The Council have seen a slight increase in missed bins, therefore a decrease in bins collected. The Council believe this is connected to the new food waste service going live. This can be attributed to residents adapting to the new service and put their bins out late as they get accustomed to the new weekly service.
Residual household waste per household (kgs)	494.96	120.18	119.40	119.83		495.00		31/03/2026 This measure is reported in arrears from an external source. The figure for Q4 will not be available until the end of Q1.

THRIVING NEIGHBOURHOODS 2025/26 PERFORMANCE

Value (£) invested into Neighbourhood areas	266,365.57	0.00	0.00	3,500.00	54,247.00	55,278.00		31/03/2026 UK Shared Prosperity Fund investment supported new benches, bulb planting and seeding, restoration of two public sculptures and neighbourhood improvements across Stevenage.
CWLS1: EvAc - No of under 16 using facilities and outreach prog at least once p/w	19,715	26,395	19,586	24,967	20,055	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 Mar 2026 The Co-operative Councils Innovation Network Policy Lab is focused on strengthening community leadership and community capacity, particularly among younger generations. It will explore practical ways to encourage more people to take an active role in building their communities, supported by shared learning, tools and case studies.
	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 Mar 2026 Partners have agreed priorities for 2026/27 and are establishing focused delivery groups. This provides the shared purpose, structure and joint activity needed to support the formalisation of the Social Inclusion Partnership as a multi-stakeholder co-operative.
Community Safety TN	Evolve	Work with domestic abuse perpetrators through the Evolve programme. Explore potential funding opportunities to expand this provision into young people.	★	31 Mar 2026 Both properties are currently occupied, with residents actively engaging with the Service. Individuals living in Evolve accommodation have either successfully completed the Evolve programme or are in the process of doing so, demonstrating ongoing participation and progression through the support pathway.
	Operation Educ8	Educate young people around the impact of Graffiti on the local community.	★	31 Mar 2026 During Quarter 4, the short film 'The Orphan', developed in Stevenage and linked to the Council's Community Safety work, was screened at events in Stevenage and in Parliament. The Parliamentary screening provided a national platform for Operation Educ8, helping it build on the film's message through wider events and engagement focused on exploitation, early intervention and keeping young people safe. This supports Operation Educ8's wider programme of events, education and awareness activity.
	SADA Safe Accommodation	Obtain properties to use as dispersed accommodation for family dynamics that would not fit refuge provisions.	★	31 Mar 2026 During Q4 The SADA accommodation team provided safe housing for six families and individuals, upholding their commitment to accessible, secure accommodation. The team continues to ensure clients' needs are met, providing intensive support as required during their stay in SADA Safe Space accommodation.
Culture & Leisure TN	Active Communities	Everyone Active's AC programme brings physical activity to community venues such as community centres, pavilions and schools.	★	31 Mar 2026 Key highlights in Q4: The Council delivered 99 community outreach classes in Q4 with 723 attendances to sessions. The Council also continued to deliver weekly classes in 5 independent living schemes with 285 attendances At the Stevenage Golf and Conference Centre, the Council continued to deliver weekly long term health conditions golf sessions with roughly 6 attendances each week. At the Stevenage Swimming Centre in Q4, The Council had 154 attendances at our ladies only swimming sessions and 42 attendances to our inclusive quiet swimming sessions.
	Arts & Culture Programme	An ambitious programme of activity delivered in partnership between Junction 7 Creatives and Stevenage Museum.	★	31 Mar 2026 Twenty-two Only Connect locations have now been completed, with the remaining Phase 1 installations progressing. Stevenage Heart Trails will help

THRIVING NEIGHBOURHOODS 2025/26 MILESTONES				
MSEB Sub Priority	Project	Milestones	Performance	Comments
				residents and visitors discover local art and heritage through new on-street installations and digital content. Four new sculptures are planned for green spaces, alongside a new artwork celebrating Nala, Stevenage's much-loved station cat. Options for a further phase of Only Connect continue to be explored.
	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 Mar 2026 Planning permission has been secured for a new multi-use games area (MUGA), including an inclusive, all-weather 3G community pitch, at King George V Playing Fields. The Council and Football Foundation are progressing the remaining approvals and delivery arrangements to enable work to begin on site.
	Review of Cultural Strategy	Undertake a review of the council's Cultural Strategy in line with council's current ambitions.	★	31 Mar 2026 An initial draft has been completed and a meeting held with the Portfolio holder prior to going out to wider consultation. The 10 year Cultural Strategy will undergo a light touch review by the end of 2026.

TACKLING CLIMATE CHANGE 2025/26 PERFORMANCE								Comments
	Actual - Quarter 4 2024/25 YTD	Actual - Quarter 1 2025/26 YTD	Actual - Quarter 2 2025/26 YTD	Actual - Quarter 3 2025/25 YTD	Actual - Quarter 4 2025/26 YTD	Target - Quarter 4 2025/26 YTD	Target Quarter 1 2026/27 YTD	
CC1: Percentage of homes that have an Energy Performance Certificate (EPC) rating of Band C or above	66.46%	67.82%	67.82%	66.48%	67.22%	69.60%		

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 Mar 2026 This project has been rebranded into CIL Green Projects, aligned with our Corporate priorities and established strategies. Following presentation of Phase 1 to SLT in December 2025, Phase 2 of the project was presented to SLT in March 2026 for decision. Implementation of Phase 1 projects is currently underway. A new application window for project funding under Phase 2 is expected to open shortly.
	Climate Change Community Fund	Assess, support and advise on community-led climate projects, review alternative schemes of delivery.	●	31 Mar 2026 The Climate Change Community Fund continues to give residents and community organisations a route to bring forward practical sustainability projects, with three further projects approved in March. A refreshed delivery approach is being developed for 2026/27 to make the Fund easier to access, strengthen promotion and support a wider range of community-led climate action.
	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 Mar 2026 Stevenage's new weekly food-waste collection launched across the town on 2 March 2026, ahead of national requirements. Participation was around 30% at the end of Quarter 4 and had risen to 52.69% by the end of June, showing encouraging early take-up. Communications will continue to support further growth, alongside improvements to recycling facilities at flats, due to complete by the end of summer.
	Sustainability Business Support	Deliver workshops, mentoring, coaching and supply chain support activities for Stevenage businesses across three projects: 1. Green Business Start Up	★	31 Mar 2026 Additional support provided including: • Carbon footprint and Carbon Reduction Plan • Governance and policy strengthening guidance, including metrics and

TACKLING CLIMATE CHANGE 2025/26 MILESTONES				
MSEB Sub Priority	Project	Milestones	Performance	Comments
		Scheme. 2. Sustainable X Business Support Programme 3. Action Zero Programme (Wenta)		targets set • Impact reporting • Sustainability and Social value positioning and narrative development • Sustainability audit tailored to a digital business model • Carbon footprint focused on energy, digital infrastructure and travel
	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 Mar 2026 The 3 new micro woods were completed in January concluding our tree planting. In total, 3000 whips and 121 standard trees were planted.
	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 Mar 2026 Delivery of the scheme for the first financial year has now concluded, with £101k allocated to retrofit private homes out of the total £318k budget for the scheme. Promotional activities and feedback sessions to improve delivery in the coming years are currently underway with our partner, the National Energy Foundation, as part of this ongoing three-year programme.

BALANCING THE BUDGET 2025/26 PERFORMANCE								
	Actual - Quarter 4 2024/25 YTD	Actual - Quarter 1 2025/26 YTD	Actual - Quarter 2 2025/26 YTD	Actual - Quarter 3 2025/26 YTD	Actual - Quarter 4 2025/26 YTD	Target - Quarter 4 2025/26 YTD	Target Quarter 1 2026/27 YTD	Comments
% of commercial rent collected from estates	91%	90%	88%	90%	91%	90%		
% of Corporate Building Overall Completed Remedials	75.15%	85.85%	88.35%	89.61%	88.39%	80.00%		31/03/2026 The overall compliance position across corporate buildings improved from 88.39% at the end of Quarter 4 to 90.28% on 8 May 2026, meeting the short-term target. Progress has included a reduction in outstanding, overdue and high-risk actions. Work continues to address the remaining priority actions, particularly fire-safety requirements, and to progress towards the medium-term 95% target.
% of council service customer complaints responded to within deadline	77.40%	85.00%	86.00%	93.30%	87.60%	80.00%		
% of Corporate Building Overall Compliance Inspections completed	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		
Customer satisfaction with CSC customer service	88.80%	93.00%	92.10%	92.60%	94.60%	80.00%		
Dig2: Number of online payments	117,255	31,748	63,215	93,576	121,716	124,500		31/03/2026 Payment volumes typically reduce in the final quarter due to the profiling of regular bills, such as housing rent catch-up weeks. While the Q4 target was therefore set lower than Q3 to reflect this, online payments fell by 7%, exceeding the expected reduction. However, the total value of payments decreased by less than 2%, suggesting customers made fewer but higher-value transactions. Over the same period, other payment channels experienced larger declines, with Post Office payments down 17% and automated telephone payments down 11%, indicating that the reduction in online payment volumes reflects a wider shift in customer payment behaviour rather than an issue specific to the website.
Garage Voids (residential) as a percentage of stock	7.76%	7.87%	7.38%	7.34%	7.49%	7.26%		31/03/2026 In January, a new Garage Newsletter was issued to all garage licence holders. This enabled the team to promote the service more positively and actively engage with customers. The initiative proved highly successful, with a spike in demand during the first week of January, when 57 bids were received (compared with 38 in January 2025). The newsletter will now be issued on a quarterly basis. Overall, there was an increase in demand for the service, with 501 bids received during Q4 compared with 438 in Q3.
Garage/Commercial/Parking-income raised vs budget for	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		

BALANCING THE BUDGET 2025/26 PERFORMANCE							
the top 3 income streams of the General Fund							
Percentage of council tax collected	94.50%	32.09%	59.00%	85.20%	94.70%	95.80%	31/03/2026 The Council collected 94.7% of council tax due in 2025/26, an improvement on 94.5% in the previous year. While below the 95.8% target, the Council's Revenues and Benefits Service is taking targeted action to improve collection in 2026/27, including tailored recovery activity, contact through text, email and telephone, and improved digital options for residents.
Percentage of non-domestic rates due for the financial year received by the authority	99.21%	37.05%	61.47%	89.14%	98.52%	98.80%	
Rent collection rate	98.13%	93.28%	95.47%	97.14%	97.59%	98.50%	31/03/2026 Rent collection for 2025/26 closed at 96.59%, including arrears brought forward from earlier years. Excluding those historic arrears, collection remained strong at 99.44%, representing £55.74m collected during the year. Around £203,797 of payments received between 1 and 6 April had not been processed at year end because of the Easter bank holiday and will be reflected in the subsequent period.
Time taken (days) to process housing benefit new claims and change events	2.01	5.89	6.31	5.86	3.39	10.00	31/03/2026 Quarter 4 performance benefits from the inclusion of automated uprating cases, which are legitimately reportable under DWP guidance but reduce the average processing time. These uprating cases are counted as one-day transactions and do not occur in earlier quarters, which explains the significantly stronger Q4 result.

BALANCING THE BUDGET 2025/26 MILESTONES				
MSEB Sub Priority	Project	Milestones	Performance	Comments
Balancing the Budget	Business Change & Digital Projects	- Community Advice & Support - Service Improvements to embed the activity-led Community Advice and Support (CA&S) team. - Localities - Service improvements for Business Units working in the local community. - Revenues & Benefits - Deliver service improvements and efficiencies jointly with East Herts.	★	31 Mar 2026 In addition to the ongoing financial benefits tracking, which is showing higher than expected savings, the priority BC&D work in these specific projects (Community Advice & Support, Localities, Revenues & Benefits) is concluded and change is being embedded by the services. 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.
	Business Change and Digital - Financial Returns	Projects that deliver financial returns (increased income/commercial opportunities/tangible savings/cost avoidance)	★	31 Mar 2026 The Streets & Grounds Project is completed and will deliver financial savings once the return on investment in the new technology has been achieved, this will be tracked through financial security monitoring. 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 before being extended into Housing. A review of card payments (PCI Compliance Assessment) is underway to understand and current processes areas of risk. Further opportunities are starting to be explored with key service areas to shape BC&D priorities for 26-27 including a the new theme of work called 'Digitising our Data' which includes opportunities for improving customer communication and reducing costs of letters.
	Business Change and Digital - Service Improvements	Projects that deliver improved service quality, customer experience and modern work processes that save time	★	31 Mar 2026 Changes have been completed for Environmental Services customer facing services and online services as well as internal business processes, to modernise and meet new legislative requirements (for Streets and Grounds, Food and Waste and Commercial Waste). Changes are underway including initiating projects to improve customer experience and modernise work processes through: Website Chatbot and improving all business processes relating to customer letters, emails and text notifications, including where customers signatures are required. Elections processes have also been improved as well as internal business process improvements for Customer

BALANCING THE BUDGET 2025/26 MILESTONES

MSEB Sub Priority	Project	Milestones	Performance	Comments
				Services and Finance teams. In addition, further changes are being scoped including the business case for whole workforce modernisation through M365 adoption to improve productivity across a range of daily tasks and both routine and one-off business processes.
	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 Mar 2026 The Council is developing new commercial income opportunities across filming, advertising, asset use and small-cell infrastructure, with five corporate agreements close to completion. Social-value considerations are also being incorporated into relevant commercial arrangements, while services continue to review fees, charges and other viable opportunities.
	Community Infrastructure Levy (CIL)	Adopt a CIL spending protocol to bring together commitments made and provide a structure around future spending decisions.	●	31 Mar 2026 Protocol for Neighbourhood CIL is advanced. Bids for funding opening from Spring 2026. Wider CIL protocol for Strategic CIL being considered. The protocol will be reported to Members in due course, with the revised CIL rates going to Cabinet on 10th June. Looking ahead, the Council will be implementing a spending protocol to guide future CIL spending decisions. This will ensure that they align with Council priorities, as expressed in the Infrastructure Delivery Plan. The Council have agreed a first round of spending relating to Neighbourhood CIL, with a second round currently being discussed.
	General Fund & HRA Savings 2026/27	Approve balanced budgets for 2026/27 for HRA in January 2026 and GF in February 2026.	★	31 Mar 2026 Based on the Quarter 3 budget monitoring position for the 2025/26 financial year, the Council remains on track to deliver the vast majority of its planned savings, with 97% of the programme expected to be achieved. This position has not materially changed as The Council work towards finalising the year-end outturn. One scheme is below its 2025/26 savings target: the relocation of the Indoor Market to Park Place. While the market is now open, the later-than-planned opening date means the full savings will not be realised in 2025/26. These savings are now expected to be delivered in full during 2026/27. Looking ahead, all savings required to balance the 2026/27 budget have been incorporated into the approved General Fund and HRA budgets. These were agreed by Council in February and will be monitored throughout 2026/27 as part of the Council's regular budget management processes.
	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 Mar 2026 The Council is continuing to assess potential opportunities to bring services in-house where this could improve value, resilience and control. The outcome of Local Government Reorganisation will help inform the longer-term approach to future service delivery.

CROSS CUTTING 2025/26 MILESTONES

MSEB Sub Priority	Project	Milestones	Performance	Comments
Equality, Diversity & Inclusion	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 Mar 2026 Progress against the Equality, Diversity and Inclusion Action Plan is being reviewed ahead of its renewal this summer. A summary of delivery and learning will inform the refreshed plan and its priorities.
	Stevenage Equalities Commission Legacy Group	Support the development of the Stevenage Equalities Commission Legacy Group, including its formalisation as a Multi-stakeholder Cooperative.	★	31 Mar 2026 Operation Black Vote have started to deliver the research and engagement project looking at the status of civic engagement in Stevenage. Over the next few weeks, desk-based research, and individual interviews with VCFSE groups and community members will take place with workshops happening following the May elections. A next steps report is expected in June.

CROSS CUTTING 2025/26 MILESTONES

MSEB Sub Priority	Project	Milestones	Performance	Comments
Health & Wellbeing	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 Mar 2026 Following the motion on Age Friendly Communities, The Council have developed an action plan that sets out our key areas of work and helps provide a clear focus for delivery. The Council have also started planning for International Day of Older People in October, which will be an important opportunity to celebrate older residents and promote local support and activity. In addition, Hertfordshire County Council and Age UK have begun recruiting a Localities Officer, which will provide extra capacity and support for developing and delivering local age friendly projects across Stevenage.
	Dementia Friendly Communities	Dementia Friendly Communities is delivered in collaboration with local organisation to support those living with dementia in Stevenage.		31 Mar 2026 The Council have continued to support Dementia Friendly work in Stevenage by working with Hertfordshire County Council and Herts Memory Service on the new Hertfordshire Dementia Accreditation Scheme. This included supporting a launch event at Stevenage FC, which gave local organisations the opportunity to learn more about the scheme and take part in Dementia Friends training. The Council also continue to see good attendance at our weekly Dementia Café, which remains an important source of support and social connection for residents. In addition, our Dementia Festival was planned to take place at Fairlands on 6 June however was cancelled due to high levels of rain so will now occur in September 2026. Alongside this, our Licensing Team has incorporated mandatory age and dementia awareness training for taxi drivers, which went live in April.
	Healthy Hub	Funding received for a further two years of delivery through HCC Public Health.		31 Mar 2026 The Council continue to see good footfall at the Healthy Hub, showing the ongoing demand for accessible health and wellbeing support in the town centre. The Council have also successfully recruited a new Healthy Hub Co-ordinator, who will lead on delivering wellbeing checks and stop smoking clinics. Alongside this, the Council have started planning an outreach programme that will include pop up sessions in community spaces, helping us take support directly into neighbourhoods and reach more residents. Funding is also confirmed for 2026/27 from Herts Public Health for the HH delivery.
Technology & Innovation	ICT Strategy & Assurance	- Cyber First: Ensuring security, data- driven decisions, and adaptability. - Data-driven Decision-Making: Utilising data for strategic planning. - Innovate, Adapt, and Empower: Encouraging innovation and continuous learning.		31 Mar 2026 The ICT Strategy is being finalised, with supporting assurance and consultation activity continuing over the summer. It is scheduled to be presented to Cabinet for approval in October 2026.