

# Council Performance & Budget Summary

## September 2016

The monthly performance summary outlines trends in information the Council uses to monitor and manage service delivery. It shows performance against relevant targets.

### Appendices

- A. Planning Update
- B. Property Transactions Update
- C. Waste Management and Recycling Update
- D. Property Development Update (Part One)
- E. Spend on Consultants
- F. Business Friendly Procurement and Services Update
- G. Verulamium Park Lake Update
- H. Civic Centre Car Park Update
- I. Internal Audits Update
- J. Property Development Update (Part Two)

### Recommendations

- 1.1 That Cabinet notes the Council Performance and Budget Summary (September and Quarter 2 2016/17) and its appendices.

### Vacant Units (City and District)

The table below shows the proportion of vacant retail properties as of 30 September 2016 by Parish and the non-parished area (City). The properties are retail only. The information is extracted from the Council's business rates database.

PARISH	NO OF PROPERTIES	UNOCCUPIED	% UNOCCUPIED
UNPARISHED CITY	736	28	3.8%
COLNEY HEATH	31	0	0%
HARPENDEN RURAL	1	0	0%
LONDON COLNEY	49	1	2.0%
REDBOURN	35	1	2.9%
ST MICHAEL	3	1	33.3%
ST STEPHEN	53	1	1.9%
SANDRIDGE	52	1	1.9%
WHEATHAMPSTEAD	38	0	0%
HARPENDEN	248	6	2.4%
<b>TOTALS</b>	<b>1,246</b>	<b>39</b>	<b>3.1%</b>

For comparison, the table following shows the totals for the end of the last quarter (30 June 2016).

PARISH	NO OF PROPERTIES	UNOCCUPIED	% UNOCCUPIED
UNPARISHED CITY	733	21	2.9%
COLNEY HEATH	33	0	0%
HARPENDEN RURAL	1	0	0%
LONDON COLNEY	50	1	2.0%
REDBOURN	34	1	2.9%
ST MICHAEL	3	1	33.3%
ST STEPHEN	53	2	3.8%
SANDRIDGE	52	0	0%
WHEATHAMPSTEAD	38	0	0%
HARPENDEN	249	5	2.0%
<b>TOTALS</b>	<b>1,246</b>	<b>31</b>	<b>2.5%</b>

### Business Rates Revaluation

- The Government has published its Business Rates revaluation consultation. This indicates how rates will change and how the government will phase in these changes.
- The District's overall rateable value goes down slightly, but some ratepayers will be paying more.
- The government adjusts the amount of rates collected by applying either a tariff or a top up adjustment to the amount of rates the local authority retains. This measure ensures that we are no worse, nor better off, following revaluation. Should we see a reduction in rates payable due to revaluation, we should then see an adjustment to our tariff payment to compensate.
- As a ratepayer, the Council is subject to the changes as well (e.g. reduction for Civic Centre, increase for Bricket Road car park).
- The Government's website includes a tool to view your draft rateable values and get an estimate of your 2017-18 bill  
<https://www.gov.uk/government/news/business-ratepayers-click-find-and-review-your-draft-rateable-value>

### Portfolio Holder Response to the Recommendations to Cabinet from the meeting of Community, Environment and Leisure Scrutiny Committee on 6 September 2016.

#### Scrutiny Recommendations:

That Cabinet be recommended to consider the following proposals:

- (i) To increase the Council's CO<sub>2</sub> reduction targets to beyond 2020
- (ii) To explore opportunities to reduce CO<sub>2</sub> emissions beyond domestic buildings
- (iii) To publish the predicted effects of climate change in the District
- (iv) To explore the predicted effects of an overarching strategy to identify costs and prioritise action points.

## Portfolio Holder's Response:

The Council is likely to reach its CO<sub>2</sub> reduction targets ahead of 2020. These targets include fuel used in transport, business and domestic energy. We will continue to invest in technology that reduces emissions further where there is a sound financial business case to do so.

Information on the projected impacts of climate change on the District can be found on our website at the following link: <http://www.stalbans.gov.uk/council-and-democracy/sustainability/adaptationandrisk.aspx>.

We do not believe that an overarching strategy will be the best use of our limited resources. The Climate Change Action Plan focuses on action the Council is taking, and what it will do over coming years, to mitigate and adapt to climate change. This can also be found on our website:

<http://www.stalbans.gov.uk/environmentandwaste/greenerliving/climate-change/default.aspx>.

## **Waste Contractor Recruitment**

We reported previously that the Council's new waste contractor was recruiting to 16 vacant posts. Following discussion at the last Cabinet meeting, it was agreed to monitor progress in the performance report. Last updated 11 October.

<b>Post</b>	<b>Update</b>
Collector/Loader x9	Vacancy filled
Collector/Loader x1	Latest interview(s) scheduled for 03/10/16
Heavy Goods Vehicle Driver x5	Vacancy filled
Heavy Goods Vehicle Driver x1	Post being advertised

## **Commentary**

The table below provides commentary for indicators where there has been significant change in performance. It gives more detailed explanation and any action the Council is taking to improve performance.

	<b>Measure</b>	<b>Comments</b>
<b>A</b>	Percentage of rent loss due to voids	<p>The projected rent loss due to voids (empty properties) has fallen slightly, but due to rounding remains at 1.4% of the annual rent due.</p> <p>The rent loss due to voids on properties we actively manage remains within good practice guidelines at 0.4%.</p>
<b>R</b>	Rent arrears of current tenants as a percentage of rent due	<p>Rent arrears fell slightly to £773,977 in September 2016 (from £776,477 in August).</p> <p>We have appointed a new Income Team Leader with a provisional start date in January 2017. Once in post they will review and streamline our procedures.</p> <p>The team's emphasis in October will be to contact tenants who are likely to be affected by the benefit cap from early</p>

	Measure	Comments
		<p>November and offer them assistance where needed.</p> <p>In September we obtained eight eviction dates. Two resulted in all arrears being paid, and six warrants were stayed by the court.</p>
R	Number of households in temporary accommodation and average time in temporary accommodation	83 households have been accepted as homeless from April 2016 (compared to 72 for the same period last year). This continues to put pressure on availability of temporary accommodation. The Council continues to use its own general needs stock to accommodate homeless households in the District.
A	Percentage of repairs completed on time	<p>The percentage of repairs completed on time remains below target. Contractor staffing issues have been addressed with new admin staff and trades personnel in place. The contractor has assured us that their performance will increase to meet targets.</p> <p>The overall figure has also been affected by the gas servicing contractor who does not have access to the Council's Orchard system to log completed jobs. They usually send these to Council staff to update. At the time of reporting, these updates have not been made. Based on previous months, 100% completion on time is expected.</p> <p>The Council continues to withhold a percentage of payment for this performance shortfall in accordance with the contract.</p>
R	Days to process Housing Benefit new claims	Following a period of being short staffed due to vacancies, the Benefits team is now fully staffed and working to reduce their backlog of claims. In September the team determined 167 cases, a 36% increase from August's 123. Through October the team will be working on applications as they are received so performance is expected to return to target levels.
R	Percentage of Council's planning decisions supported at appeal (cumulative 12 month)	<p>In September, fourteen decisions were received. Of these seven were allowed and seven were dismissed. This equated to 50% of Council decisions being supported for the month, and 52% supported over the last 12 months.</p> <p>For dismissed appeals, inspectors gave considerable weight to Green Belt and Conservation Area considerations (including the adopted St Albans Conservation Area Statement). The allowed appeals included three extensions to dwellings, conditions imposed on adverts and a condition imposed on an extension to a dwelling. Applications for planning permission and Listed Building Consent for works to extend and alter a Listed public house were also allowed. In this latter case, the Inspector considered that the works would represent an improvement to the pub and its grounds. He considered that the socio-economic benefits of increased trade in a popular pub in this sustainable location outweighed potential harm to the historic character of the building.</p>
R	Parking Penalty Charge Notices Issued	Compared to September 2015, a fuller complement of staff meant Civil Enforcement Officers were deployed for over 500 additional hours. This allowed the contractor to increase coverage and a high number of vehicles breaking restrictions were found.

	Measure	Comments
R	Fly-tipping incidents	<p>There were 165 reported fly-tips in September, a high proportion of which were items of household waste and furniture. September saw a decrease in large fly-tips.</p> <p>The contractors are undergoing training with the Council's enforcement team on how to record any evidence they find during the process of removing fly-tips. This aims to collect more evidence to aid prosecution.</p> <p>One prosecution hearing was held 5 October where both defendants pleaded guilty resulting in a total fine for the two defendants of £1,005, legal costs of £330 and victim surcharge of £84. Three other cases are due to be heard on 2 November 2016 (two of these were rescheduled from September). A further case is currently being prepared for consideration by the legal team.</p>
R	Number of missed waste collections per 100,000	<p>The number for missed bins is still high for September and follows the changes in service – see Appendix C. September was the first full month where everyone was on the new service. Work is ongoing to balance the rounds to ensure the workloads are evenly distributed across all the crews. This will reduce missed collections due to crews rushing or failing to complete the day's work. This task is also being supported by a programme of recruitment activities to fill all vacant positions which will further relieve pressure from the operatives.</p> <p>The contractor's contact center staff are also undergoing further training on missed collections reporting to ensure figures will be comparable over time.</p>
R	Visits to Visitor Information Centre and www.enjoystalbans.com	<p>The number of visits to the Visitor Information Centre (VIC) and www.enjoystalbans.com is 23% lower than last month and 28% lower than September 2015.</p> <p>Visits to the VIC dropped from 8,116 to 1,817 (78%) year on year. As previously reported, the change in location and reduction in services offered have impacted on visitor numbers as expected. Staff are capturing comments from the public about the new VIC.</p> <p>Visits to www.enjoystalbans.com fell year on year from 33,301 to 28,162 (15%). Last year there was a spike in visitors to the site on the day of the Harpenden street festival. As this event was not part of the Food and Drink Festival this year, these additional visits did not reoccur.</p>
A	Museum Visits	<p>Museum visits have fallen from 14,164 in September 2015 to 13,989 in August 2016. The hypocaust visitor figure included in this measure is an estimate for September as the counter device was out of order. The replacement was fitted on 29 September.</p> <p>Visits to Verulamium museum increased by 124 year on year, including 1,233 more school visits. There were also 270 more outreach visits than September 2015.</p>
R	All crime (in month)	<p>The District continues to see an above average rise in crime. There have been increases in thefts and vehicle crime;</p>

	Measure	Comments
	and  Anti-social behaviour incidents (in month)	although with a fall in home burglaries. In the past month the largest percentage increases - though from a low base - have been in criminal damage to buildings, drug trafficking offences and deliberate fires.  Overall ASB has fallen compared to last month. It remains higher than September 2015, mainly due to increased environmental offences.  It is not clear what is driving the overall increase. The Community Safety Partnership continues to engage with local groups to target vehicle theft and other key issues.
A	Percentage of invalid applications received	This indicator is used to illustrate the quality of the applications received by the planning department. Our paid-for pre-application service for householder proposals continues to become more established and, over time, we expect to see fewer invalid applications. We now have a greater resource in Technical Support, which has significantly reduced the number of applications awaiting validation. This means that Technical Support officers can provide a higher level of service and an improvement in pre-validation discussions and negotiations. This also means that there will be fewer applications being made invalid post-validation and when being considered by planning officers.
A	Percentage of all major planning applications determined within 13 weeks (measured over a 2 year period)	Recent appointments of Senior Planning Officers will provide additional capacity to deal with Major planning applications. We have continued to make good progress recently with finalising outstanding S106 agreements. There are now only 3 Section 106 Agreements for major applications following a resolution to grant, which are outside the planning determination target. We continue to seek "Extensions of Time Limits" (to extend the determination period) with applicants and agents where appropriate. This is mostly to allow additional time for Section 106 Agreements to be completed.
A	Percentage of business rates collected of that collectable in the year	A temporary member of staff left the Council in June which meant collection rates dropped. The vacancy was filled in September and we expect the collection rates to improve for next quarter.
G	Recycling rate  and  Kg per household of residual waste	The quantity of residual waste per household decreased compared to the same period for 2015/16. The overall recycling rate increased. The new collection services include a separate weekly collection of food waste. This is already showing a significantly improved performance in this figure following the roll out of the new services – see Appendix C.
G	Total number of visits to arts and entertainment venues	The number of visitors for Quarter 2 is 42,744, which is nearly 7,000 visitors more than the same period last year. Both venues have received positive feedback on the variety of the programme, headline acts and support of community events. The Alban Arena's annual events, the Alban Beer Festival and Hertfordshire University Graduation, were better attended than predicted. Although the Alban Arena was closed for refurbishment from 10- 23 August, around 1,000 visitors came to see the mosaic uncovered during the work.

	Measure	Comments
Green		Harpenden Public Hall's fuller weekly programme and bookings by local groups has led to an increase in its visitor numbers.
	Agency and casual workers	<p>The FTE number of temporary agency workers has increased to 17 from 15 last quarter. This is the same number of agency workers as in Quarter 2 2015/16. This has fallen to 9 as a number of bookings ended on the 30 September.</p> <p>The number of temporary casual workers has also fallen in comparison to Quarter 1. This casual worker figure fluctuates within each quarter as well due to the short-term nature of much of the work (e.g. evening reception cover, museum teachers).</p>

### Key

The performance information is colour coded associated to the target or trend.

For indicators with a target – Green is where a target is achieved, Amber is up to 10% worse than target and Red is worse than 10% from target. For indicators with trend analysis – Green highlights an improved performance and Red a worse performance.

On the priority project update and appendices tables, Blue is used to show that a project or action is completed.

**Contact for further questions: Harry Graham, Business Analyst**  
[harry.graham@stalbans.gov.uk](mailto:harry.graham@stalbans.gov.uk)

# Council Performance & Budget Summary

## September 2016



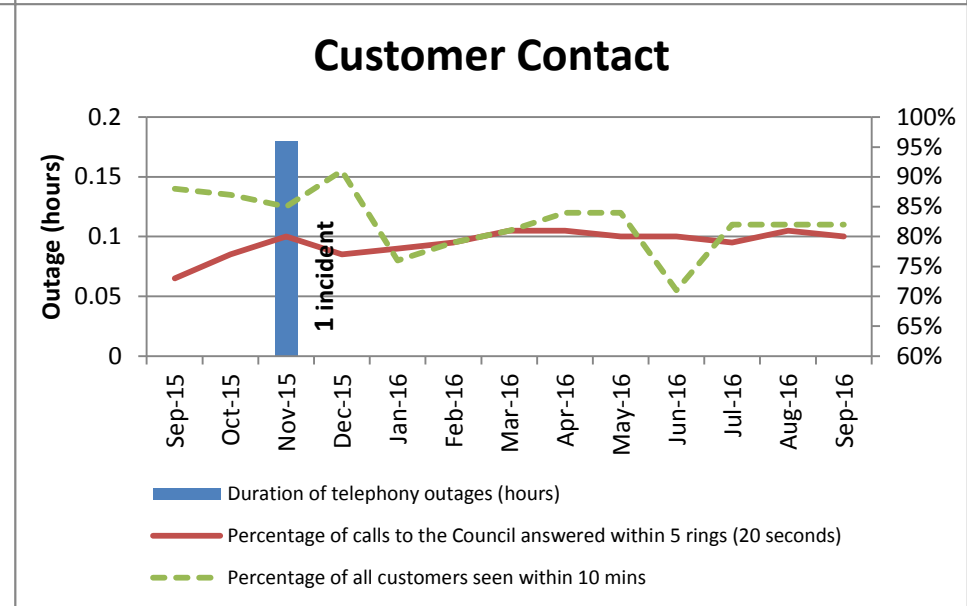
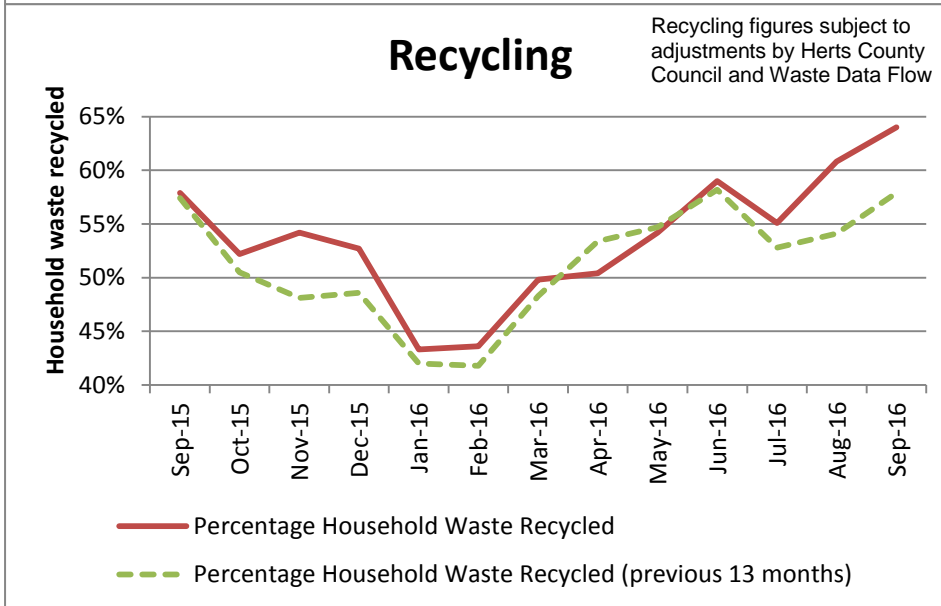
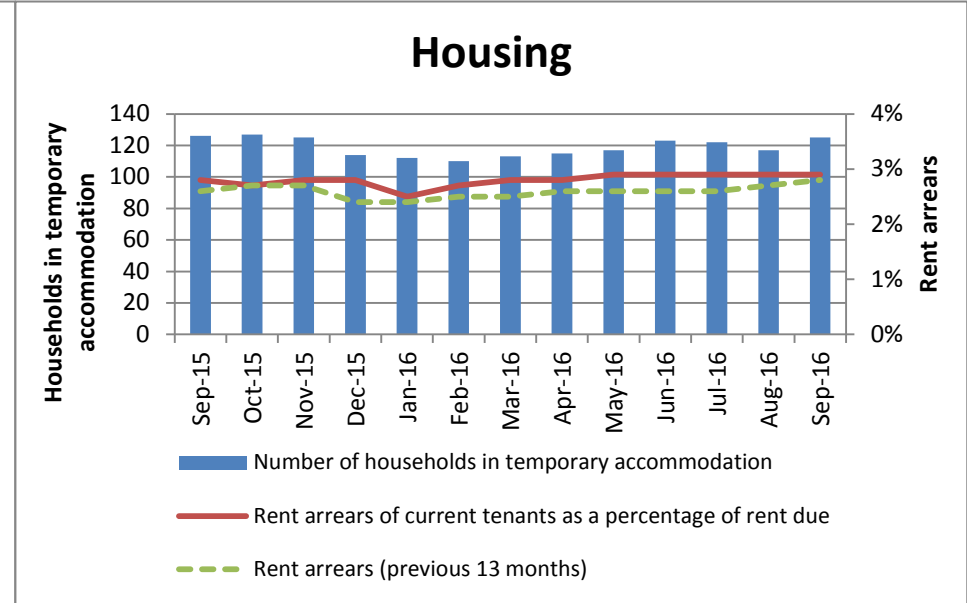
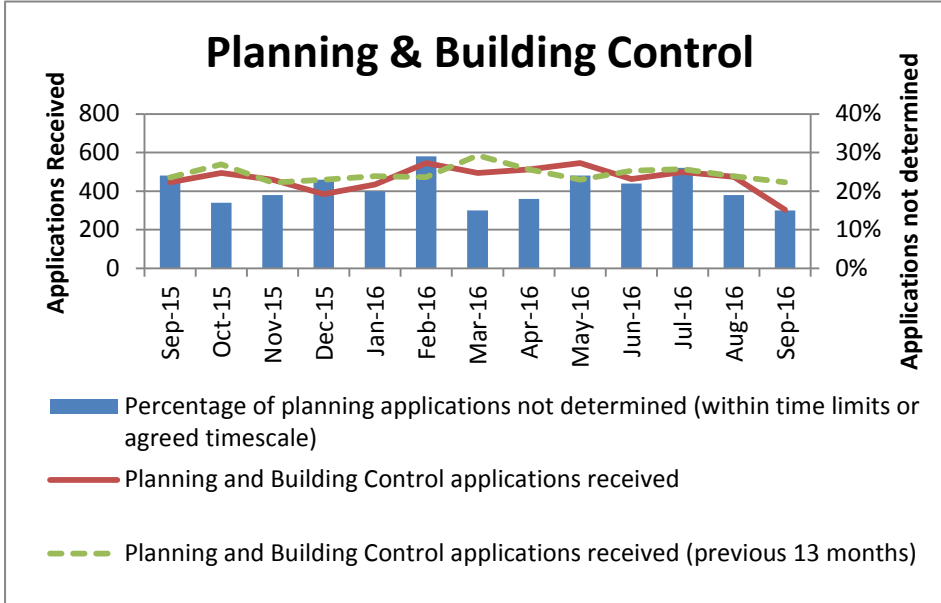
	Bigger or Smaller is Better	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	TARGET	
Finance	Forecast budget variance at the year end (General fund for year in question)	Smaller	0.0%	0.7%	1.0%	1.3%	0.5%	0.1%	-1.0%	0.0%	0.0%	-2.0%	-1.6%	-1.4%	-1.7%	0.0%
Housing	Average time to re-let dwellings (excluding temporary accommodation) (days)	Smaller	22	23	24	23	24	24	24	26	33	24	25	24	23	26
	Average time vacant for current voids (excluding temporary accommodation) (days)	Smaller	New indicator	New indicator	New indicator	New indicator	New indicator	New indicator	New indicator	New indicator	New indicator	New indicator	New indicator	12	12	
	Percentage of rent loss due to voids	Smaller	1.3%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.5%	1.5%	1.5%	1.5%	1.4%	1.4%	Trend
	Rent arrears of current tenants as a percentage of rent due	Smaller	2.8%	2.7%	2.8%	2.8%	2.5%	2.7%	2.8%	2.8%	2.9%	2.9%	2.9%	2.9%	2.9%	2.6%
	Number of households in temporary accommodation	Smaller	126	127	125	114	112	110	113	115	117	123	122	117	125	Trend
	Average time in temporary accommodation (weeks)	Smaller	24	24	26	27	27	28	25	28	28	27	26	24	24	Trend
	Percentage of repairs completed on time	Bigger	99%	99%	99%	81%	92%	91%	69%	90%	84%	89%	80%	95%	94%	98%
	Total number of households in receipt of Housing Benefit and/or Council Tax support	Smaller	7,156	7,157	7,139	7,104	7,035	7,044	7,038	7,211	7,039	7,047	7,054	7,048	7,007	
	Days to process Housing Benefit new claims	Smaller	42.5	20.9	22.0	34.5	30.2	27.9	32.8	26.5	29.3	26.0	26.5	27.0	28.1	23
	Days to process Housing Benefit change in circumstances	Smaller	7.8	8.0	10.0	7.6	6.1	2.4	5.5	5.4	7.1	6.6	7.3	6.0	6.9	7
Planning & Building Control	Planning and Building Control applications received (including pre-app, trees and condition discharge)		446	494	459	385	435	546	494	513	545	462	499	474	304	
	Percentage of Council's planning decisions supported at appeal (cumulative 12 month)	Bigger	62%	63%	61%	63%	62%	62%	61%	58%	57%	56%	54%	55%	52%	66%
	Percentage of planning applications not determined (within time limits or agreed timescale)	Smaller	24%	17%	19%	23%	20%	29%	15%	18%	24%	22%	26%	19%	15%	25%
	Number of planning applications at end of month that have not been determined in time	Smaller	261	236	214	233	200	184	146	162	170	134	103	77	64	150
Regulatory	Parking Penalty Charge Notices issued	Smaller	1,585	1,787	1,601	1,511	1,581	1,396	1,282	1,630	1,763	1,726	1,827	1,826	1,873	Trend
	Percentage of Parking Penalty Charge Notices paid	Bigger	89%	86%	86%	88%	86%	99%	87%	84%	85%	88%	86%	87%	88%	70%
Community Services	Fly-tipping incidents	Smaller	102	99	90	87	110	116	130	130	**	**	167	145	165	Year-on-year Trend
	Number of missed waste collections per 100,000	Smaller	16	19	12	9	11	16	11	12	**	**	81	110	172	40
	Visits to Visitor Information Centre and www.enjoystalban.com	Bigger	41,467	50,463	78,135	54,613	32,961	27,932	31,181	27,014	31,617	32,736	36,656	38,775	29,979	Year-on-year Trend
	Museum visits	Bigger	14,164	17,826	14,996	12,403	14,090	16,573	24,416	15,101	13,314	13,974	13,344	11,672	13,989	Year-on-year Trend
Customer Services	Percentage of calls to the Council answered within 5 rings (20 seconds)	Bigger	73%	77%	80%	77%	78%	79%	81%	81%	80%	80%	79%	81%	80%	80%
	Percentage of all customers seen within 10 mins	Bigger	88%	87%	85%	91%	76%	79%	81%	84%	84%	71%	82%	82%	82%	80%
External	Claimant count	Smaller	660	665	640	575	635	680	675	680	705	705	690	710	755	
	New jobs	Bigger	3,080	4,402	4,569	4,349	5,548	5,452	6,864	5,746	7,128	6,660	5,588	6,480	7,679	
	All crime (in month)	Smaller	531	564	530	536	587	556	637	627	611	639	642	647	676*	Trend
	Anti-social behaviour incidents (in month)	Smaller	263	232	200	177	211	192	221	261	295	315	361	292	279*	Trend

\* Draft figure subject to final adjustments

\*\* Verified figure unavailable.

# Performance Summary September 2016





# Council Performance & Budget Summary

## Quarter 2 2016-17 (July-September)



		Bigger or Smaller is Better	Quarter 2 2015-16	Quarter 3 2015-16	Quarter 4 2015-16	Quarter 1 2016-17	Quarter 2 2016-17	TARGET
Housing	Total affordable housing completions	Bigger	46	55	2	8	29	
	Percentage of invalid applications received	Smaller	4.3%	3.5%	5.4%	3.8%	6.0%	Trend
Planning and BC	Percentage of all major planning applications determined within 13 weeks (measured over a 2 year period)	Bigger	61.4%	64.3%	64.1%	64.0%	63.4%	70%
	Planning obligations (Section 106/CIL) monetary contributions secured		£30,628	£73,596	£10,734	£201,446	£65,231	
Finance	Percentage of council tax collected of that collectable in the year	Bigger	59%	86%	99%	30%	59%	59%^
	Percentage of business rates collected of that collectable in the year	Bigger	55%	84%	99%	30%	56%	57%^
Community Services	Recycling rate	Bigger	54.9%	53.0%	45.6%	54.5%	59.6%*	Year-on-year Trend
	Kg per household of residual waste	Smaller	95.7	95.2	102.3	98.8	82.4*	Year-on-year Trend
	Total number of visits to arts and entertainment venues	Bigger	35,845	84,392	49,356	41,457	42,744	Year-on-year Trend
	Total number of visits to sport and leisure centres	Bigger	458,406	418,629	484,189	572,057	597,825	Year-on-year Trend
Website	www.stalbans.gov.uk visits	Bigger	280,426	262,907	289,042	310,334	318,382	Trend
	www.enjoystalbans.com visits	Bigger	103,025	163,422	74,178	88,843	100,485	Trend
Human Resources	Establishment - actual FTE in post Approved established permanent posts = 365.05 FTE		343.3 FTE (324.7 permanent / 18.6 fixed term)	354.0 FTE (325.9 permanent / 28.1 fixed term)	340.6 FTE (304.8 permanent / 35.7 fixed term)	344.7 FTE (311.5 permanent / 33.2 fixed term)	352.9 FTE (314.6 permanent / 38.3 fixed term)	
	Agency and casual workers (FTE cover for vacancies or additional workloads)		17 agency / 13.0 casual	14 agency / 13.7 casual	15 agency / 13.3 casual	15 agency / 10.7 casual	17 agency / 9.8 casual	
	Number of working days/shifts lost due to sickness absence per full time equivalent employee (days)	Smaller	2.00	1.44	1.16	0.83	1.47	Trend

^ Seasonal Target

\* Draft figure subject to final adjustments

## Performance Summary Quarter 2 2016-17

# Council Performance & Budget Summary

## Quarter 2 2016-17 (July-September)



Portfolio	Q1 2016/17 (April to June)	Priority Project	Q2 2016/17 (July to September)	Progress	Q3 milestones (2016/17) (October to December)
Housing	A	Implement the sheltered housing redevelopment programme	A	<ul style="list-style-type: none"> <li>New contractors appointed to Victor Smith Court site.</li> <li>Betty Entwhistle House planning application submitted.</li> <li>Entered into contract with consultant via SCAPE regarding procurement of architects for Wavell House.</li> </ul>	<ul style="list-style-type: none"> <li>Building of Choristers Court (Victor Smith Court) on track for completion in January.</li> <li>Betty Entwhistle House planning application granted.</li> <li>Linley Court planning application submitted.</li> <li>Inception design meeting for Wavell House.</li> </ul>
	G	Develop affordable housing on garage sites	A	<ul style="list-style-type: none"> <li>Discussions with potential contractor for Batchwood site ongoing.</li> <li>Cotlandswick sites delayed by process of varying leases.</li> </ul>	<ul style="list-style-type: none"> <li>Construction started on Batchwood sites in November.</li> <li>Works commenced on Telford Road garage site.</li> <li>Way forward for Sandridge development determined.</li> <li>Viability of Phase 4 sites determined.</li> <li>Entered contract for Telford Road sites with North Hertfordshire Homes.</li> </ul>
	G	Procure and implement major housing improvement contract	G	<ul style="list-style-type: none"> <li>Meeting held with Dacorum regarding procurement methods.</li> <li>Ability to extend existing contracts confirmed, to be completed in 2017.</li> </ul>	<ul style="list-style-type: none"> <li>Meetings with other local authorities/Housing Associations to discuss procurement.</li> </ul>

## Priority Project Update Quarter 2 2016-17

# Council Performance & Budget Summary

## Quarter 2 2016-17 (July-September)



Portfolio	Q1 2016/17 (April to June)	Priority Project	Q2 2016/17 (July to September)	Progress	Q3 milestones (2016/17) (October to December)
Community Engagement and Localism	G	Implement actions from market review	G	<ul style="list-style-type: none"> <li>Revised fee structure, payment mechanism and terms and conditions introduced in July.</li> <li>Online trader application process implemented.</li> <li>Traders consulted on enjoystalbans.com markets content.</li> <li>Prototype new stall design on display in September met with positive feedback.</li> </ul>	<ul style="list-style-type: none"> <li>'Forward plan' of niche market initiatives completed.</li> <li>Costed proposals for a phased replacement of stalls completed in November 2016.</li> </ul>
Environment	G	Implement specific proposals to accelerate recycling to and beyond 60%	G	<ul style="list-style-type: none"> <li>Meeting held with Veolia to address areas with low engagement in September and performance.</li> <li>New bins and containers distributed to residents.</li> <li>Initiatives agreed for Sustainable St. Albans week.</li> </ul>	<ul style="list-style-type: none"> <li>Continued communication initiatives for new collection services.</li> <li>Implementation of action plan with Veolia to address the issues previously identified in low performing areas.</li> </ul>
	G	Re-tender the waste management contract	B	<ul style="list-style-type: none"> <li>Both contracts completed and signed in August.</li> </ul>	

## Priority Project Update Quarter 2 2016-17

# Council Performance & Budget Summary

## Quarter 2 2016-17 (July-September)



Portfolio	Q1 2016/17 (April to June)	Priority Project	Q2 2016/17 (July to September)	Progress	Q3 milestones (2016/17) (October to December)
Resources	<b>G</b>	Input into clinical strategy and future decisions on hospital provision in St Albans	<b>G</b>	<ul style="list-style-type: none"> <li>Members and officers attended CCG led stakeholder consultation on hospital options on 18<sup>th</sup> July.</li> <li>Continued engagement with Review through Health and Wellbeing Partnership on 19<sup>th</sup> July and 1<sup>st</sup> September (special focus on hospital options at latter meeting).</li> <li>Meeting held with new CCG Programme Manager on 12 September.</li> </ul>	<ul style="list-style-type: none"> <li>CCG led stakeholder event on hospital options on 4 October.</li> <li>Preferred hospital provision options discussed at Council in October.</li> <li>Health &amp; Wellbeing Partnership on 2 November.</li> <li>Meetings with West Herts Strategic Review team and WHHT to continue.</li> </ul>

## Priority Project Update Quarter 2 2016-17

# Council Performance & Budget Summary

## Quarter 2 2016-17 (July-September)



Portfolio	Q1 2016/17 (April to June)	Priority Project	Q2 2016/17 (July to September)	Progress	Q3 milestones (2016/17) (October to December)
	<b>G</b>	Implement digital technologies to make services more accessible and efficient	<b>G</b>	<ul style="list-style-type: none"> <li>Housing self-serve specification requirements gathered.</li> <li>Recommendations made to Head of Housing on migration of housing management calls to Corporate Contact Centre.</li> <li>Project to migrate Housing Repairs calls to Contact Centre started in September.</li> <li>Indicative savings from moving Development Management calls to Contact Centre calculated and findings taken to Star Chamber.</li> <li>Parking Shop customer service improvement draft savings and options proposal completed in September.</li> <li>Corporate booking solution project scope agreed in August and order placed.</li> </ul>	<ul style="list-style-type: none"> <li>Housing self-serve specification requirements gathered.</li> <li>Project scope developed and project implementation underway for migration of Housing Management calls to Contact Centre.</li> <li>Recruitments to posts in Housing and Corporate Services for migration of Housing Repair calls to Contact Centre.</li> <li>Corporate booking solution project implementation started in December.</li> <li>New Customer Services operating model agreed.</li> </ul>

## Priority Project Update Quarter 2 2016-17

# Council Performance & Budget Summary

## Quarter 2 2016-17 (July-September)



Portfolio	Q1 2016/17 (April to June)	Priority Project	Q2 2016/17 (July to September)	Progress	Q3 milestones (2016/17) (October to December)
	<b>G</b>	Workforce development to meet key service pressures	<b>G</b>	<ul style="list-style-type: none"> <li>Corporate Induction video filmed in September, new programme to be rolled out in October.</li> <li>Future Shape of the Council – work underway to develop options.</li> <li>Commercial and Development Department established and Head of Service appointed.</li> <li>Career pathways implemented in Planning and Building Control.</li> <li>Summer recruitment campaign completed.</li> <li>Graduate summer intern programme completed.</li> </ul>	<ul style="list-style-type: none"> <li>Internal communications strategy and implementation plan delivered.</li> <li>Continued work on Future Shape of the Council.</li> <li>Career pathways to be implemented in Finance and Housing.</li> </ul>
Sports, Leisure and Heritage	<b>G</b>	New Museum and Gallery	<b>G</b>	<ul style="list-style-type: none"> <li>Fundraising ongoing, £0.9m of £1.7m raised as at the end of September.</li> <li>Technical designs reviewed and signed off.</li> <li>Listed Building Consent received, strip out works and asbestos removal began 19 September.</li> <li>Application to discharge pre-commencement planning conditions granted in August.</li> </ul>	<ul style="list-style-type: none"> <li>Contract fixed price agreed in October with contractor.</li> <li>Hoarding erected early November.</li> <li>Construction of New Museum and Gallery started.</li> <li>Strip out works and asbestos removal completed in October.</li> </ul>

## Priority Project Update Quarter 2 2016-17

# Council Performance & Budget Summary

## Quarter 2 2016-17 (July-September)



Portfolio	Q1 2016/17 (April to June)	Priority Project	Q2 2016/17 (July to September)	Progress	Q3 milestones (2016/17) (October to December)
	<b>G</b>	Development of former Museum of St Albans site	<b>G</b>	<ul style="list-style-type: none"> <li>• Work on technical designs ongoing.</li> <li>• Work started on draft contract documents.</li> <li>• Application for Non Material Amendment submitted.</li> </ul>	<ul style="list-style-type: none"> <li>• Application for Non Material Amendment decision received in October.</li> <li>• Application for discharge of pre-commencement planning conditions submitted.</li> <li>• Technical designs completed.</li> <li>• Contract price agreed and contract signed.</li> <li>• Mobilisation started.</li> </ul>
	<b>G</b>	Shaping options for the future of Abbey View athletics track	<b>G</b>	<ul style="list-style-type: none"> <li>• Concepts shared with planning advisor and feedback received.</li> <li>• Meetings held with St Albans City FC, Oaklands College and St Columba's College.</li> </ul>	<ul style="list-style-type: none"> <li>• Further options explored informed by the outcomes of meetings held in Q2.</li> </ul>
	<b>G</b>	Shaping options for the future of Harpenden Sports Centre and Swimming Pool	<b>G</b>	<ul style="list-style-type: none"> <li>• Draft feasibility study circulated and reported to Cabinet in September.</li> <li>• Community Engagement Events held in September.</li> </ul>	<ul style="list-style-type: none"> <li>• Concept and design work begins subject to Full Council approval of capital budget in October.</li> <li>• Community Engagement Events held in October and November.</li> </ul>

## Priority Project Update Quarter 2 2016-17



# Council Performance & Budget Summary

## Quarter 2 2016-17 (July-September)



Portfolio	Q1 2016/17 (April to June)	Priority Project	Q2 2016/17 (July to September)	Progress	Q3 milestones (2016/17) (October to December)
Planning and Conservation	<b>G</b>	Progress the Strategic Local Plan ('SLP')	<b>G</b>	<ul style="list-style-type: none"> <li>• Draft SLP submitted to Secretary of State in August.</li> <li>• Detailed Local Plan (DLP) transport work underway with Hertfordshire County Council.</li> <li>• Draft content on DLP policies shared at September PPC.</li> </ul>	<ul style="list-style-type: none"> <li>• SLP Initial Hearing Session held in October.</li> <li>• DLP agreed at October PPC and Cabinet.</li> <li>• DLP consultation underway (depending on outcome of SLP Hearing).</li> </ul>
	<b>G</b>	City centre regeneration (City Centre Opportunity Site – 'CCOS')	<b>G</b>	<ul style="list-style-type: none"> <li>• Charette held by Look! St Albans with high attendance.</li> <li>• Discussions with other landowners ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• Options developed following charette.</li> </ul>

## Priority Project Update Quarter 2 2016-17

# Council Performance & Budget Summary

## Appendix A: Planning Update



### Staffing

	Post	Last month	Update
1	Deputy Planning Team Leader (PBC070)	Post advertised. Closing date 18 July	Post filled – started 19 September
2	Tree Protection Order Assistant (PBCC12)	Post advertised. Closing date 20 June. Four applications received.	Post filled – started 19 September
3	Senior Planning Officer (PBC018)	Post advertised. Closing date 18 July	Post filled – started 19 September
4	Senior Planning Officer (PBC019)	Post advertised. Closing date 18 July	Post filled – started 26 September
5	Planning Investigations Officer (PBCF026)	Post advertised. Closing date 18 July	Post filled – starting 7 November
6	Senior Planning Officer (PBC071)	Post advertised. Closing date 18 July	Post filled – started 3 October
7	Planning Officer (PBC076)	Post advertised. Closing date 18 July	Post filled – starting 10 October
8	Planning Investigations Officer (PBC039)	Post advertised. Closing date 18 July	Post filled – awaiting start date (possibly early November 2016)
9	Planning Officer (PBC043)	Post advertised. Closing date 18 July	Post filled – starting 31 October
10	Senior Planning Officer (PBC019A)	Post advertised. Closing date 18 July	Post filled – starting 9 January 2017
11	TS Apprenticeship (PBC.C5)	Recruitment through Oaklands College. Closing date 5 September	Post filled – starting 13 October
12	TS Apprenticeship (PBC.C6)	Recruitment through Oaklands College. Closing date 5 September	Post filled – starting 13 October
13	Planning Officer (PBC067) – maternity cover	Secondment opportunity – P&BC team emailed with a closing date of 12 September	Post filled – starting 31 October
14	Graduate Planning Officer (PBC048)	Secondment opportunity – P&BC team emailed with a closing date of 12 September	Post filled – starting 31 October
15	TS Apprenticeship (PBC.C7)	Interviews 12 September – posts offered	2 posts offered – no third suitable candidate
16	Deputy Planning Team Leader (PBC017)	Offered but not accepted due to personal circumstances.	To be re-advertised
17	Building Control Officer (PBC007)	Resignation received – left on 10 June	Post on hold
18	Deputy Planning Investigations Team Leader	Advert closed – no applications received	Post on hold – currently funding additional Investigations Officer

<sup>1</sup> Colour coding for Staffing table: Green - post filled. Orange - post advertised

# Council Performance & Budget Summary

## Appendix A: Planning Update



### Planning Application Performance

The success of recent Planning team recruitment campaigns is beginning to come through in the performance monitoring figures. The number of planning applications not determined in time has significantly reduced from 261 in September 2015 to 64 at the end of September 2016. Good progress is being made towards the target of having no more than 50 applications 'out of time' by March 2017.

The table below shows the Council's performance and trend against Government targets. This shows that performance is now ahead of Government targets in all areas and the average times to process applications is reducing.

Average decision times for:	Govt. Target	Council Performance	Average Times - September 2016*	Average Times - August 2016*
All planning applications	-	85%	9 weeks	12 weeks
Major planning applications	60% in 13 weeks	80% in 13 weeks	19.3 weeks*	41.5 weeks*
Minor planning applications	65% in 8 weeks	75% in 8 weeks	11 weeks	15 weeks
Householder planning applications	80% in 8 weeks	89% in 8 weeks	8 weeks	9 weeks

\* Large fluctuations can occur since we deal with relatively few major applications.

### Strategic Local Plan Examination Update

Submissions (responses to questions set out by the Inspector) were made by the deadline of 7 October 2016. An initial hearing session is scheduled for the afternoon of 26 October in the Council Chamber. The Inspector is expected to send a note regarding the outcome of that meeting approximately 10 days after the hearing session. If the Council is able to proceed, the main examination is then likely to take place in January 2017. More information on the Initial Hearing Session and Examination can be found at the link below:

<http://www.stalbans.gov.uk/planning/Planningpolicy/SLPexam.aspx>

### Online Tree Preservation Order (TPO) availability

Trees protected by TPOs are displayed on the Council's website (see the 'where you live' link on the homepage), and have been since 2012. TPOs can be viewed by ticking the 'Planning Constraints' box.

Since 27 September 2016, the public map information service has been supplemented with a scanned copy of the relevant TPO.

This service expands the online availability of information which was previously only available in the Council offices.

# Council Performance & Budget Summary

## Appendix A: Planning Update



### Significant Appeal and Planning Applications

	Decision / Comments
<p><b>Land at Three Cherry Trees Lane and Cherry Tree Lane (5/2016/2845)</b></p> <p><b>New Planning Application</b></p>	<p>Cross boundary outline planning application falling within Dacorum Borough Council and St Albans City and District Council administrative areas (18.6ha in DBC and 5.4ha in SADC) proposing up to 600 dwellings, land for primary school, local centre uses (A1, A3, A4, A5, D1, D2), landscaping open space and play areas, associated infrastructure and access (all matters reserved except access). The application is subject to an Environmental Statement. Applications have been submitted to SADC and DBC.</p>
<p><b>BRE, Bricket Wood (5/2016/2857)</b></p> <p><b>New Planning Application</b></p>	<p>Outline planning permission was allowed on appeal in 2014 for up to 100 dwellings (ref: 5/2013/0406. The reserved matters application covering the details of the development has been submitted.</p>
<p><b>Maryland Convent and Residential Home (5/2016/2888)</b></p> <p><b>New Planning Application</b></p>	<p>Following refusal of planning application ref: 5/2015/3344 by Plans Referrals Committee on 8 August 2016, a revised planning application has been submitted.</p>
<p><b>Railfreight (5/2016/2880, 5/2016/2881, 5/2016/2962, 5/2016/2963, 5/2016/2964)</b></p> <p><b>New Planning Application</b></p>	<p>Two discharge of conditions applications have been submitted as follows: Condition 31 – Countryside Management Plan (5/2016/2880) and Conditions 19 and 20 relate to ecology on the site, specifically ‘Ponds and Acid Grassland’ (5/2016/2881). Two discharge of conditions applications have been submitted as follows: Condition 17 - Drainage (5/2016/2962) and Condition 25 – Control of Noise (5/2016/2963). An application for Reserved Matters approval for infrastructure works was also submitted.</p>
<p><b>Land rear of The Old Electricity Works, Campfield Road, St Albans (5/2016/2285)</b></p> <p><b>New Planning Application</b></p>	<p>Application submitted for the construction of a five storey building consisting of nine one bedroom and twenty five two bedroom flats with underground parking, amenity space and landscaping.</p>

# Council Performance & Budget Summary

## Appendix A: Planning Update



### Hertfordshire Infrastructure and Planning Partnership (HIPP) - Transport Vision Consultation

Hertfordshire County Council is conducting a public consultation on a new Local Transport Plan for Hertfordshire. This is part of their “Transport Vision 2050” initiative. A link to the consultation, which runs until 14 December 2016, can be found below:

<http://www.hertfordshire.gov.uk/your-council/consult/transportconsult/TV2050/>

### Luton Airport

As a result of Councillor Bert Pawle’s briefing on 4 August 2016, letters were written to Luton Airport and to the London Luton Airport Committee (LLACC) asking a number of questions. Luton Airport has not yet responded. The next meeting of LLACC is scheduled to take place on 17 October 2016, after the Cabinet papers are published.

Councillor Pawle attended a Noise and Track Sub-Committee meeting on 14 September 2016. Concerns from complainants were raised. It was advised that an Area Navigation (RNAV) update would be appearing on the airport website shortly.

On 6 October 2016 a RNAV review Luton Airport Review meeting took place to discuss the performance to date and the next steps in airspace change. Members of LLACC, as well as other stakeholders, were invited. Those attending the meeting raised numerous issues and asked LLACC to recognise what the issues were. LLACC were asked to consider preparing a list of actions for short, medium and long term (mainly relating to noise mitigation measures).

### Enviro-Tech Enterprise Zone (EZ), East of Hemel Hempstead

The Department of Communities and Local Government (DCLG) requires a Memorandum of Understanding (MoU) signed with the LEP and all local authorities involved in the EZ.

A draft MoU was considered at the Partnership Board on 23 September. The MoU requires a quarterly return to DCLG. This details jobs created or safeguarded, new businesses and business “churn”, retained business rates, borrowing, public and private sector revenue/capital investment. It also details land sales and commercial floor space constructed or refurbished. The proposed MOU contains the following clause:

*The Relevant Local Authorities and the Local Enterprise Partnership agree, having undertaken due investigation, that at the date of this Memorandum of Understanding:*

- (a) the statements within the Application are accurate;*
- (b) they are not aware of any information which is likely to materially undermine the ability of the Local Enterprise Partnership and the Relevant Local Authorities to deliver the Enterprise Zone in accordance with the Application and achieve the outputs, apart from the outcome of the St Albans City & District Council Draft Strategic Local Plan process. The parties will continue to monitor progress and report back to the relevant governance group if there are any implications arising from the Local Plan process.*

# Council Performance & Budget Summary

## Appendix A: Planning Update



The MoU will be taken through the relevant delegated sign-off procedure by each partner. These are: Dacorum Borough Council, Hertfordshire County Council (as the accountable body), St Albans City and District Council and the DCLG. For the Council, the delegated sign off procedure is through the Chief Executive or Deputy Chief Executive (Finance).

The Board agreed to delete the Aviva site in Dacorum from the EZ. The site's retail development and retention of EZ status was not acceptable to the DCLG. In its place it was agreed to put forward Spencers Park Phase 2.

The Board also considered papers on the following: Board Terms of Reference; creating an Enterprise Zone Director position; the definition of Enviro-Tech; progress on Maylands Growth Corridor Study; Growth Deal Round 3; and a summary Business Case.

# Council Performance & Budget Summary

## Appendix B: Property Transactions Update



The purpose of this report is to provide visibility on the progress of key property transactions. It does not report more routine conveyancing matters.

### Completed transactions during period 01/07/16 – 30/09/16

Item	Date Completed	Property	Transaction
1	19/7/16	Public Conveniences Depots	The Public Conveniences Contract included a licence for the contractor to access two depots to enable performance of the Contract
2	22/7/16	8A High Oaks, St Albans	Acquisition of flat for temporary accommodation
3	2/8/16	Waste Management Contract Depots	Lease and licences of depots in connection with the new Waste Management Contract to enable performance of the Contract
4	8/8/16	39 Down Edge, Redbourn	Acquisition of flat for temporary accommodation

### Status of key transactions as at 30/09/16

Item	Property	Transaction	Date first reported	Status (current position in bold)
1	Former Garage site at Telford Road, London Colney	Sale of freehold land to North Hertfordshire Homes Housing Association Limited	September 2014	On 23/7/13 Cabinet resolved to transfer the site to North Herts Homes. Transferring the land has been complicated by North Herts Homes' wish to monitor current use of the site. After monitoring this for several months, North Herts Homes can now proceed with the purchase.  <b>The documents are agreed and we are pressing North Herts Homes for a completion date.</b>
2	Marshalswick Community Centre &	Transfer to Sandridge Parish	September 2014	Sandridge Parish Council has confirmed it is content to use the model legal documents used for Harness Way Playing Fields. We

# Council Performance & Budget Summary

## Appendix B: Property Transactions Update



	The Ridgeway Car Park, The Ridgeway, St Albans	Council		<p>asked solicitors at North Herts District Council to prepare draft documents ready to send to Sandridge Parish Council. We had anticipated that these would be ready by 30/04/16. The draft documents have since required further work to tailor them to this specific property.</p> <p><b>The Parish Council has now agreed that the Community Centre and the Ridgeway Car Park are to be transferred to the Parish Council in a single transaction. We have asked our solicitors to send a revised set of draft documents to the Parish Council by 30/11/16.</b></p>
3	Sherwood Avenue Recreation Ground, St Albans	Transfer to Sandridge Parish Council	September 2014	<p>Sandridge Parish Council has confirmed it is content to use the model legal documents used for Harness Way Playing Fields. We asked solicitors at North Herts District Council to prepare draft documents ready to send to Sandridge Parish Council. We had anticipated that these would be ready by 30/04/16. The draft documents have since required further work to tailor them to this specific property.</p> <p>Statutory advertisements required for a disposal of open space were posted and no objections were received.</p> <p><b>Our solicitors sent draft documents to the Parish Council for approval in July. We anticipate completion by 31/12/16.</b></p>
4	William Bell Recreation Ground, Furse Avenue, St Albans	Transfer to Sandridge Parish Council	September 2014	<p>Sandridge Parish Council has confirmed it is content to use the model legal documents used for Harness Way Playing Fields. We asked solicitors at North Herts District Council to prepare draft documents ready to send to Sandridge Parish Council. The documents will require further work to tailor them to this specific</p>



# Council Performance & Budget Summary

## Appendix B: Property Transactions Update

				<p>property.</p> <p>Statutory advertisements required for a disposal of open space were posted and no objections were received.</p> <p><b>In June we anticipated that the draft documents would be sent to the Parish Council for approval by 31/8/16. We now expect these to be sent by 31/10/16.</b></p>
5	Betty Entwistle House, Holyrood Crescent, St Albans	Sale to Bedfordshire Pilgrims Housing Association Limited (bpha)	June 2015	<p>Following a request from bpha, the Council has agreed revised terms for the transaction, which still comply with Cabinet's decision of 22 July 2014. This is a complex transaction involving a flexi-care scheme.</p> <p>We have given bpha a licence to carry out site surveys before they exchange contracts.</p> <p><b>The documents have been finalised and we anticipate exchanging contracts by 31/10/16.</b></p> <p><b>Completion is subject to bpha having a satisfactory planning permission. bpha has submitted a planning application.</b></p>

# Council Performance & Budget Summary

## Appendix B: Property Transactions Update



6	80, 82 and 84 Sopwell Lane, St Albans	Compulsory Purchase	September 2015	<p>The Council has submitted the Compulsory Purchase Order it made on 19 June 2015 to the National Planning Casework Unit (NPCU) for confirmation. The owner was to carry out works to the properties to make them available for letting by the end of November 2015. Following a joint request, the NPCU agreed to take no further action on the CPO until 29 December 2015. The NPCU gave a further extension until 12 May 2016.</p> <p>In the absence of substantive progress with the properties, the Council has decided to continue with the CPO and has submitted written representations to the NPCU.</p> <p><b>The NPCU Planning Inspector made a site visit on 27/9/16 and we understand that she will send her written report to the Secretary of State by 31/10/16.</b></p>
7	Batchwood Dojo	Lease to the St Albans Judo Club and Agreement with Hertfordshire County Council to take on Judo Club lease	March 2016	<p>The Lease is dependent on a Collaboration Agreement between the Council and Hertfordshire County Council and an Agreement between the Judo Club and Hertfordshire County Council about vacating their current premises.</p> <p>Terms have been agreed for all three transactions and we are working towards completion by as soon as possible. All three transactions will complete simultaneously.</p> <p><b>We have agreed the form of the Collaboration Agreement with Hertfordshire County Council. This will complete simultaneously with the Dojo Lease and the Judo Club surrendering their premises at the Ariston site.</b></p> <p><b>We have are working on the draft Lease for the Dojo with the</b></p>

# Council Performance & Budget Summary

## Appendix B: Property Transactions Update



				<b>Judo Club's solicitors. Currently we anticipate completion by 31/10/16.</b>
8	Leisure Contract Property Transactions	Leases of leisure facilities to the Council's leisure operator, 1Life Management Solutions Limited	June 2016	<p>Following the extension of the Leisure Management Contract in February 2016, the contractor's existing leases are to be renewed to enable the continued performance of the Leisure Management Contract.</p> <p><b>We now anticipate sending draft documents to 1Life for approval by 30/11/16. The Contract extension provided for an interim period and this delay does not present a practical problem.</b></p>
9	Office premises at Sandridge Gate Business Centre	Lease to Hertfordshire Community NHS Trust	September 2016	<b>The lease transaction is progressing and currently we anticipate completion by 31/10/16. We have given the NHS Trust an access licence to carry out refurbishment works before their staff move in.</b>

*Footnote:*

*Transfers of land or buildings to Sandridge Parish Council are within the delegated limits set by Cabinet and will include clawback provisions if the site is sold for development*

LEG/SEF  
041016

# Council Performance & Budget Summary

## Appendix C: Waste Management and Recycling Update



This update provides a summary of progress on the Council's priority project to move to 60% recycling and beyond.

### **Key performance highlights over the past 12 months - October 2015 to September 2016 (figures shown in Table 1 and Table 2 overleaf)**

- Total recycling performance for the 12 month period is **53.4%**, up from 51.1% for the previous year.
- The Council's monthly recycling performance topped 60% for the first time in the last quarter, with a figure of **64%** being achieved for September. This compares with 58% in September 2015.
- Around 750 tonnes of food waste has been collected separately using the newly introduced weekly collection service. This is reflected in a noticeable reduction in landfill waste collected using the new brown bins.
- The new service has been established for a relatively short period. However, early indications on the overall performance are encouraging in terms of the tonnages anticipated. Further analysis and commentary will be provided following completion of Quarter 3, in the light of a full quarter's operating experience.

### **Bedding in the new waste collection and street cleaning contracts**

The new recycling service was successfully introduced to households across the District over a six week period starting in early July.

New bins and containers have been delivered to individual households and flats. Smaller than standard brown bins are being provided to those residents who request them. Larger bins are being provided to some households that meet the agreed criteria. Arrangements have been made to collect redundant recycling boxes where requested.

There were a number of problems with some aspects of the new waste management and street cleaning services in the early stages of the contract. The issues were the direct result of front line staff shortages at Veolia.

The knock-on effect has been evident in lower than acceptable levels of performance relating to:

- (Veolia) contact centre waiting times and follow-up responses
- Missed waste collections (both Standard and Assisted)
- Routine emptying of on-street litter bins
- Roll-out of new collection service to flats, schools and houses of multiple occupancy. The aim is to incorporate flats onto the same collection round as households in the area. This means that a single dedicated flats collection round will no longer be required.
- Street cleanliness levels (sweeping and litter picking).

# Council Performance & Budget Summary

## Appendix C: Waste Management and Recycling Update



Veolia is actively working on a range of initiatives aimed at improving the efficiency and reliability of the new service. Examples include bringing in staff from other contracts and a staff recruitment campaign to address the shortfalls in permanent staffing. Staffing agency arrangements are also under constant review to ensure that appropriate cover is provided for staff absences.

Senior SADC officers now meet with their Veolia counterparts on a weekly basis. During those meetings, Veolia's progress towards achieving service delivery improvements is assessed, with planned activities agreed and closely monitored. One key outcome of this is Veolia's success in reducing permanent contract staff vacancies.

### **New service communications plan**

Initiatives currently being developed include:

- A targeted campaign in lower performing areas.
- Continuing promotion of food waste initiatives, including work with the Sustainable St Albans group on a number of events.
- Collection of 'excess' food waste over the Christmas holiday period.
- Using collection crews and information from 'on board' monitoring systems to monitor recycling performance across the District.

### **Project to improve recycling performance in low performing areas**

- The campaign will target low performing areas and will include messages designed to address the problem of contaminated or incorrectly presented materials.
- A schools' campaign will be undertaken in these areas too, starting in November 2016 and continuing into the early part of next year. Ward councillors will be contacted before to the start of the campaign.

# Council Performance & Budget Summary

## Appendix C: Waste Management and Recycling update



Table 1 - 60% Recycling Project - 12 month's figures for October 2015 to September 2016

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct 15 to Sept 16 Total	Oct 14 to Sept 15 Total	
<b>Material Recycled/Composted (tonnes)</b>															
Soft Mix (paper and cardboard)	527	547	544	603	484	514	517	469	513	484	452	619	6,273	▲	6,280
Glass	292	301	313	427	288	312	311	314	144	10	12	12	2,735		3,777
Plastics & Cans	149	151	150	184	148	162	162	157	70	0	0	0	1,333	▲	1,844
Comingled Glass, Paper, Cardboard, Plastic and Cans	0	0	0	0	0	0	0	0	271	436	509	576	1,793		0
Others - textiles, WEE, Batteries, Third Party.	5	4	90	5	4	96	5	5	96	6	5	83	404	▲	357
<b>Total Dry Recycling (tonnes)</b>	<b>974</b>	<b>1,003</b>	<b>1,097</b>	<b>1,218</b>	<b>924</b>	<b>1,084</b>	<b>995</b>	<b>946</b>	<b>1,094</b>	<b>936</b>	<b>978</b>	<b>1,290</b>	<b>12,538</b>	▲	<b>12,258</b>
<b>Total Garden Waste (tonnes)</b>	<b>1,482</b>	<b>1,164</b>	<b>724</b>	<b>739</b>	<b>514</b>	<b>754</b>	<b>945</b>	<b>1,832</b>	<b>1,604</b>	<b>1,853</b>	<b>967</b>	<b>935</b>	<b>13,514</b>	▲	<b>13,487</b>
<b>Total Food Waste (tonnes)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>86</b>	<b>298</b>	<b>368</b>	<b>751</b>		<b>0</b>
<b>Total Mec. Street Cleansing Recycling (tonnes)</b>	<b>125</b>	<b>126</b>	<b>65</b>	<b>96</b>	<b>61</b>	<b>74</b>	<b>20</b>	<b>117</b>	<b>41</b>	<b>62</b>	<b>42</b>	<b>34</b>	<b>862</b>	▲	<b>366</b>
<b>Total household waste recycled and composted (tonnes)</b>	<b>2,580</b>	<b>2,292</b>	<b>1,885</b>	<b>2,053</b>	<b>1,498</b>	<b>1,913</b>	<b>1,960</b>	<b>2,896</b>	<b>2,739</b>	<b>2,937</b>	<b>2,285</b>	<b>2,626</b>	<b>27,664</b>	▲	<b>26,110</b>
Total residual waste (tonnes)	2,364	1,936	1,694	2,690	1,935	1,931	1,927	2,450	1,887	2,365	1,475	1,478	24,133	▼	24,961
<b>Total Household Waste (tonnes)</b>	<b>4,944</b>	<b>4,228</b>	<b>3,579</b>	<b>4,743</b>	<b>3,433</b>	<b>3,844</b>	<b>3,887</b>	<b>5,346</b>	<b>4,626</b>	<b>5,302</b>	<b>3,760</b>	<b>4,104</b>	<b>51,797</b>	▲	<b>51,072</b>
<b>% Dry Recycling</b>	<b>19.7%</b>	<b>23.7%</b>	<b>30.6%</b>	<b>25.7%</b>	<b>26.9%</b>	<b>28.2%</b>	<b>25.6%</b>	<b>17.7%</b>	<b>23.6%</b>	<b>17.7%</b>	<b>26.0%</b>	<b>31.4%</b>	<b>24.2%</b>	▲	<b>24.0%</b>
<b>% Garden &amp; Food Waste Composted</b>	<b>30.0%</b>	<b>27.5%</b>	<b>20.2%</b>	<b>15.6%</b>	<b>15.0%</b>	<b>19.6%</b>	<b>24.3%</b>	<b>34.3%</b>	<b>34.7%</b>	<b>36.6%</b>	<b>33.6%</b>	<b>31.7%</b>	<b>27.5%</b>	▲	<b>26.4%</b>
<b>% Mechanical Street Cleansing Recycled</b>	<b>2.5%</b>	<b>3.0%</b>	<b>1.8%</b>	<b>2.0%</b>	<b>1.8%</b>	<b>1.9%</b>	<b>0.5%</b>	<b>2.2%</b>	<b>0.9%</b>	<b>1.2%</b>	<b>1.1%</b>	<b>0.8%</b>	<b>1.7%</b>	▲	<b>0.7%</b>
<b>% TOTAL HOUSEHOLD WASTE RECYCLED</b>	<b>52.2%</b>	<b>54.2%</b>	<b>52.7%</b>	<b>43.3%</b>	<b>43.6%</b>	<b>49.8%</b>	<b>50.4%</b>	<b>54.2%</b>	<b>59.2%</b>	<b>55.4%</b>	<b>60.8%</b>	<b>64.0%</b>	<b>53.4%</b>	▲	<b>51.1%</b>

### Note

Presentation of the figures has been amended to reflect the new/amended materials mix introduced from June of this year.

# Council Performance & Budget Summary

## Appendix C: Waste Management and Recycling update



Table 2 – Comparison of Tonnages Collected for the 12 month period October 2015 to September 2016 and October 2014 to September 2015

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct 15 to Sept 16 Total
Total Residual Waste (tonnes)	2,364	1,936	1,694	2,690	1,935	1,931	1,927	2,450	1,887	2,365	1,475	1,478	24,784
Total Dry Recycling (tonnes)	974	1,003	1,097	1,218	924	1,084	995	946	1,094	936	978	1,290	12,398
Total Garden Waste Recycled (tonnes)	1,482	1,164	724	739	514	754	945	1,832	1,604	1,853	967	935	13,742
Total Food Waste Recycled (tonnes)	0	0	0	0	0	0	0	0	0	86	298	368	0
Total Mec. Street Cleansing Recycling (tonnes)	125	126	65	96	61	74	20	117	41	62	42	34	938
Total household waste recycled and composted (tonnes)	2,580	2,292	1,885	2,053	1,498	1,913	1,960	2,896	2,739	2,937	2,285	2,626	27,078
% TOTAL HOUSEHOLD WASTE RECYCLED	52.2%	54.2%	52.7%	43.3%	43.6%	49.8%	50.4%	54.2%	59.2%	55.4%	60.8%	64.0%	53.4%

	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct 14 to Sept 15 Total
Total Residual Waste (tonnes)	2,353	2,104	1,864	2,740	1,935	1,926	1,882	2,355	1,833	2,351	1,762	1,858	25,061
Total Dry Recycling (tonnes)	997	954	1,045	1,257	883	1,088	995	948	1,029	1,076	846	1,141	12,175
Total Garden Waste Recycled (tonnes)	1,408	999	716	729	509	715	1,106	1,856	1,465	1,491	1,189	1,304	13,403
Total Food Waste Recycled (tonnes)	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Mec. Street Cleansing Recycling (tonnes)	0	0	0	0	0	0	59	37	56	59	43	113	151
Total household waste recycled and composted (tonnes)	2,405	1,953	1,761	1,986	1,392	1,803	2,159	2,841	2,550	2,625	2,078	2,559	25,729
% TOTAL HOUSEHOLD WASTE RECYCLED	50.5%	48.1%	48.6%	42.0%	41.8%	48.3%	53.4%	54.7%	58.2%	52.8%	54.1%	57.9%	51.1%

### **City Centre Opportunity Site (CCOS)**

A design charrette\* took place on the weekend of 9-11 September, hosted by local community group *Look! St Albans*. In addition, a follow up/ feedback meeting was held on 16 September. Over 190 people from the community, businesses, the development team, property experts and adjoining landowners attended over the weekend. 91 people participated on Friday 16<sup>th</sup>.

Angle Property attended the charrette and confirmed their intention to exercise permitted development rights to convert Hertfordshire House into flats. Future development options therefore must work around the retention and residential use of Hertfordshire House. Angle are amenable to the possibility of including their car park site into a comprehensive scheme. It was on this basis that the attendees of the charrette were asked to consider the potential options. However, one of the two options produced from the charrette did not factor this into the design and so this second option will need to be reconsidered.

The charrette produced two design layouts which looked at use types and locations on the site, massing, access and car parking considerations. The designs were displayed at the feedback meeting. Attendees were asked to place 'like', 'don't like' and 'neither like nor dislike' stickers on the key design points. The facilitators have produced a de-brief paper which is now available on Look! St Albans' website.

The outcome of the charrette will inform the first design stages of a comprehensive development of this valuable city centre site. The development partnership (the Police, the NHS and the Council working with Boulton LDN) will also be asking for further help from the community to flesh out the design as things move forward.

\*\*Charrette - an intense period of design or planning activity involving different stakeholders working collaboratively towards finding a solution to a design opportunity. At the recent Planning and Placemaking Awards, the charrette held to consider the future of the Museum of St Albans site was 'highly commended' in the 'Award for Community Led Placemaking, Southern England'.

### **Former Museum of St Albans (MoSTA)**

The asbestos removal and strip out works have been completed. This enabled the structural surveys to be finalised. In August, our contractor identified an issue regarding the propping of the museum building. As a result of discussions with the Planning and Conservation Officer, a number of amendments were agreed. We have now submitted a "non-Material Amendment" application.

We expect to receive a fixed price from the contractor by December and it is anticipated that the contract for the works will be signed in January 2017. Work should start on site in February 2017 and last approximately 60 weeks, completing in April 2018.

### **Sandridge Gate Business Centre, Ronsons Way St Albans – lease arrangement with Hertfordshire Community NHS Trust**

Details of progress on the legal documentation are included in Appendix B of this Cabinet Performance Report.



# Council Performance & Budget Summary

## Appendix D: Property Development Update (Part One)



This leasing arrangement has been mutually beneficial for the NHS and the Council. It enables the NHS to amalgamate a number of clinical functions into one building resulting in efficiency savings. The Council has been able to let long vacant office space and generate an income worth almost £1m over the next 10 years.

### **Ridgeview**

See Appendix J in Part 2 of these Cabinet papers.

### **Garage Site Redevelopments**

#### Telford Road, London Colney

Work is anticipated to start later this year for North Hertfordshire Homes to deliver 3 x shared ownership and 4 x social rented properties.

#### Cotlandswick, London Colney

The Council is planning to consult with local residents and leaseholders over proposals to develop the garage site. It is anticipated that North Hertfordshire Homes will begin work in Summer 2017 to deliver 2 x shared ownership and 5 x affordable rent properties.

#### Batchwood Garage sites

Work is expected to start in November 2016 to deliver up to 25 units for social rent across 3 garage sites in Ladies Grove, Partridge Road and Blundell Close. These properties will be developed by the Council and are expected to be completed in winter 2017.

#### Sandridge Garage sites

Planning permission has been granted to deliver 23 units on the former garage sites at Langley Grove and St Leonards Crescent. The Council will be developing these sites and we are currently in discussions to procure professional services and a works' contractor to progress the project.

### **Sheltered Housing Redevelopments**

#### Victor Smith Court, Bricket Wood

Completion was expected in June. Unfortunately North Hertfordshire Homes has advised that its contractor for this scheme has gone into administration. A contingency plan has been implemented by the housing association and a replacement contractor has been identified to finish the scheme. The development is now expected to complete in January 2017 to deliver 18 units. The site has been renamed Choristers Court.

#### Linley Court, St Albans

We are currently using this property as temporary accommodation on an interim basis. The building is to be redeveloped by Aldwyck Housing into 10 x 1 bed and 18 x 2 bedroom units for rent. Aldwyck is currently liaising with the Council's Housing and Planning departments before submitting a planning application.

#### Betty Entwistle House, St Albans

Following a public consultation event in May 2016, a planning application was submitted for the redevelopment of 40 mixed age flexi-care units. There will be a mix of shared ownership and affordable rent properties. This is currently under consideration for determination in December 2016. Details of the transfer of the site are covered in Appendix B.

# Council Performance & Budget Summary

## Appendix D: Property Development Update (Part One)



### Mereden Court, St Albans

We held a meeting with residents and ward councillors on 23 June to discuss future redevelopment proposals. Residents are in the process of being rehoused in alternative accommodation prior to expressions of interest for redevelopment being advertised.

### Wavell House, St Albans

We have recently appointed a consultant to provide an end-to-end project management service for the redevelopment of Wavell House. A project inception meeting will be held in October 2016 to determine and agree the brief for the project, before design work commences for the scheme. The Council intends to develop the building for elderly persons' housing and outline timescales will be made available once the programme is agreed with the consultant.

# Council Performance & Budget Summary

## Appendix E: Spend on Consultants



Item	Actuals as at 23/9/2016  £'000	2016/17 further anticipated work £'000	Total Forecast  £'000	Funded From		
				General Fund Revenue  £'000	General Fund Capital  £'000	Externally Funded and HRA  £'000
Research, analysis and facilitation work on the Council's future shape.	3	7	10	10		
Business Rates: Northgate system	2	-	2	2		
Work by CIPFA for Accounts Review, Accounts Closure and Fixed Asset Register work (some of this has been necessary as a result of vacancies)	4	-	4	4		
Upgrade to accounting system	1	-	1	1		
Service Improvement Project - support delivery of Customer Access & Digital Transformation Programme	11	32	43	43		
Review of future management of car parking provision	11	20	31	31		
Civic Centre Opportunity Site - including charette	10	33	43		43	
<b>Portfolio Total – Resources</b>	<b>42</b>	<b>92</b>	<b>134</b>	<b>91</b>	<b>43</b>	
Harpenden Leisure & Cultural Development: The £45k covers RIBA stage 1 feasibility study. The next £172k is for RIBA stage 2 architects concept design and £20k for a charrette process	45	192	237		237	
Harpenden Public Halls Development Consultants: Feasibility drawings for RIBA stage 1	-	10	10		10	
Verulamium Running Track Development Consultants: Feasibility drawings for RIBA stage 1	-	3	3		3	
MOSTA redevelopment - Mechanical & Electrical; Architects; Landscape Architects, Structural Engineers; Quantity Surveyors; Project Management, Contractor Design Management, Principal Designer, Surveys, Early Works Costs	118	114	232		232	
New Museum and Gallery Project - Interpretation &	231	170	401		265	136

# Council Performance & Budget Summary

## Appendix E: Spend on Consultants



Item	Actuals as at 23/9/2016  £'000	2016/17 further anticipated work  £'000	Total Forecast  £'000	Funded From		
				General Fund Revenue  £'000	General Fund Capital  £'000	Externally Funded and HRA  £'000
Exhibition Design; Mechanical & Electrical; Architects; Structural Engineers; Heritage Advice; Quantity Surveyors; Project Management, Contractor Design Management, Part Funded by HLF circa 34%						
<b>Portfolio Total - SHL</b>	<b>394</b>	<b>489</b>	<b>883</b>	<b>0</b>	<b>747</b>	<b>136</b>
Property & Asset Management Database Consultants: Contract and Project management of Corporate garage sites and specialist support to progress the HIP	2	35	37			37
HRA business plan - annual health check, project costs for advice	0	5	5			5
<b>Portfolio Total – Housing</b>	<b>2</b>	<b>40</b>	<b>42</b>			<b>42</b>
Proposed shared use bridge for Verulamium Park	5	-	5			5
Replacement access ramp and steps at Clarence Park	5	-	5	5		
<b>Portfolio Total – Environment</b>	<b>10</b>	<b>-</b>	<b>10</b>	<b>5</b>		<b>5</b>
<b>Total</b>	<b>448</b>	<b>621</b>	<b>1,069</b>	<b>96</b>	<b>790</b>	<b>183</b>

# Council Performance & Budget Summary

## Appendix E: Spend on Consultants



### Comparison with previous years

	General Fund (Revenue and Capital)/£000	HRA and External/£000	Total/£000's
Totals 2016/17 (forecast above)	886	183	1,069
Totals 2015/16	435	424	859
Totals 2014/15	257	180	437
Totals 2013/14	323	78	401
Totals 2012/13	474	418	892
Totals 2011/12	480	77	557
Totals 2010/11	953	14	967

Note: Spend on Capital projects are part of the approved costs of the capital scheme.

Note: The table does not include:

- Aitcheson Raffety/Brian Barber Associates' piece rate work on processing planning applications.
- Northgate infrastructure development cost
- Legal costs associated with MoSTA and the New Museum & Gallery project
- Legal and consultants costs associated with planning appeals and the draft Local Plan

## Appendix F: Business Friendly Procurement and Services Update

The Council has developed a plan to make it easier for businesses to compete for Council business and to use our services. This was the result of two corporate priority projects for 2013/14. These were:

- To develop a more business friendly Council; and
- To explore ways to give more opportunities for local business in Council procurement.

This report updates the Business Friendly Procurement and Services Plan. The last update was in February 2016. Key actions since then include:

### **Procurement**

- Tender opportunities are now on the Council's Twitter feed.
- The Procurement team have delivered two tender workshops for Small and Medium Enterprises (SMEs) and attended the Herts Expo.
- Larger contracts have been divided to help engage SMEs. For example the lift modernisation and maintenance contract has been split into two parts.

### **Building Control**

- The annual external audit was passed. This checks to ensure that customer need is being met. This included processes on document management, process mapping and customer feedback.

### **Customer Services**

- Council tax and business rates payers can now view their details online.

### **Development Management**

- There is now an online service for householders to book pre application meetings and one point of contact (via Customer Services) for Development Management, Trees and Woodlands, Technical Support and Planning Enforcement.

### **Regulatory Services**

- The County Council have now appointed a Better Business For All (BBfA) Coordinator, providing support and assistance to District Councils. This will include benchmarking against the Hertfordshire Regulators' Charter and identifying actions for improvement. The Chief Executive is one of two CEOs across Hertfordshire who act as a champion for this work.

### **Case Study – New Museum and Gallery**

Steps towards a more business friendly approach:

- The marketing tender for the former Museum site in Hatfield Road was one of those where changes led to contracts being awarded to Herefordshire SMEs. This came about after listening to suggestions made by local suppliers generally about what would encourage them to bid for contracts. In addition the Economic Development team reviewed significant tenders to ensure that apprenticeship and employment opportunities are considered. The first of these was the tender to appoint a Chartered Surveyor to market the former St Albans Museum (now closed as the new Museum and Gallery is developed).
- Before the catering tender for the new Museum and Art Gallery was initiated, market research was undertaken to identify possible local suppliers.

# Council Performance & Budget Summary

## Appendix G: Verulamium Park Lake Update



This report provides a brief update on Verulamium Park lake.

In August, our waste contractor, Veolia, removed approximately 45 tonnes of silt from the Causeway end of the lake using a tanker fitted with a suction system. This improved the look of the lake and reduced the unpleasant smell.

We are investigating whether we can remove more silt from the area near the bridge that separates the two parts of the lake. However there are logistical issues in getting a tanker close enough to do this. The main problem is that the tanker needed to remove the silt will weigh 38 tonnes when full. We are concerned that the footpath and river edge will not support this weight and we need to manage any decline of these areas. Also the mains sewer from Redbourn lies under the path and we do not want to damage it.

We are exploring the possibility of providing access from Verulamium Museum. However this will involve driving across the Park which is a Scheduled Ancient Monument and protected by law. Initial discussions with Historic England and English Heritage confirm that we will require Scheduled Ancient Monument consent (SAM) before we can proceed.

The SAM process will take up to 8 weeks once it is submitted to Historic England. This will take us into the winter months and most likely the ground will be damp, which is not ideal. We will need to reassess the situation (including the ground conditions) once we have SAM consent.

In the meantime, a new dedicated Park Ranger is working full-time on the lake. His duties include daily patrols, removing litter, ensuring the sluice gates remain clear and generally working to keep the lake free from silt and debris.

The larger lake is believed to have been dredged last in the 1970s. In 2005 the smaller lake dried up during the drought and we removed the silt at a cost of around £23,000. We estimate that there are now 12,000 tonnes of silt in the lakes. Removal of the silt will only ever be a temporary measure (lasting around 10 years) and a more sustainable solution is required.

We are working with the Environment Agency and Affinity Water to develop options for a scheme to restore the flow of the River Ver to its natural state, which we hope will provide a longer term solution. The project is being led by the Environment Agency, which has recently tendered work to assess the feasibility. Three proposals have been received and the contractor will be appointed shortly.

The study is expected to produce a number of costed options by the end of March 2017. The Council and Environment Agency will then need to consider whether they wish to pursue any of the options and how they will be funded.

In the meantime, a number of ideas have been suggested by the Countryside Management Service including:

- Placing metal cages filled with rocks called “Gabion baskets” to cut off the bottom and corners of the lake. The area between the baskets and the shore line to be backfilled with the silt from the lake and planted with aquatic plants.

# Council Performance & Budget Summary

## Appendix G: Verulamium Park Lake Update



- Creation of a third island in-filled with silt removed from the lake and planted with aquatic plants.
- Rescuing the existing second island that is flooded, by infilling with silt removed from the lake. This could then be planted with aquatic plants where practicable.
- Planting the verge between the path and the lake with native shrubs to discourage access by Canada Geese. These geese are not a native species however the favourable conditions mean they are not migrating. This measure would prevent the birds' view of predators and make the area less favourable to them. Creation also of improved access point/s through the planting with platforms into the lake and improving the path itself.
- Creating a floating reed bed close to the bridge. The reed roots would then draw their nutrients directly from the water.

We will pass these ideas to the successful contractor, once appointed. We anticipate that they will propose further ideas, including solutions specific to the lake.



# **Council Performance & Budget Summary**

## **Appendix H: Civic Centre Car Park Update**

# Background

## Objectives

- Make use of spare capacity identified in the Civic Centre Car Park for public parking.
- Raise additional revenue to offset budget reductions elsewhere.

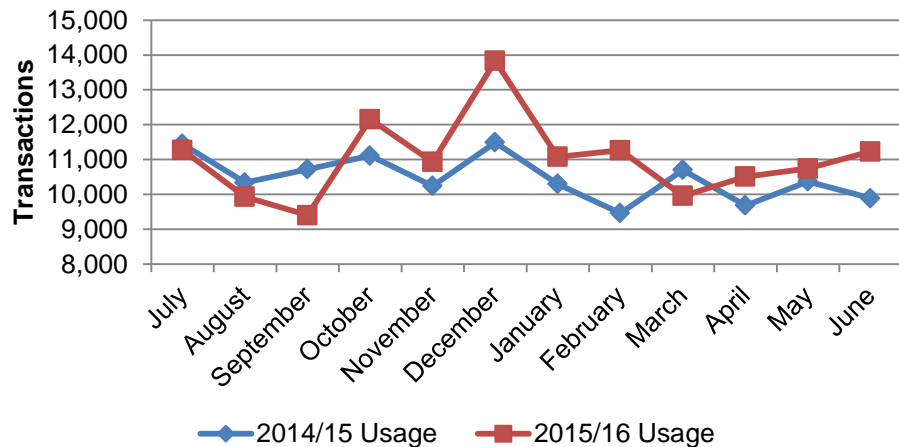
## Measures taken

- One year pilot (July 15 – June 16) with reviews to capture seasonal trends and any impact on permit holders (mostly Council staff).
- All levels of the Car Park available for public use after 10am for up to 3 hours.
- All day Saturday parking re-introduced to Ground and First floor part way through the pilot.
- Basement level opened up for additional Permit Holder parking.

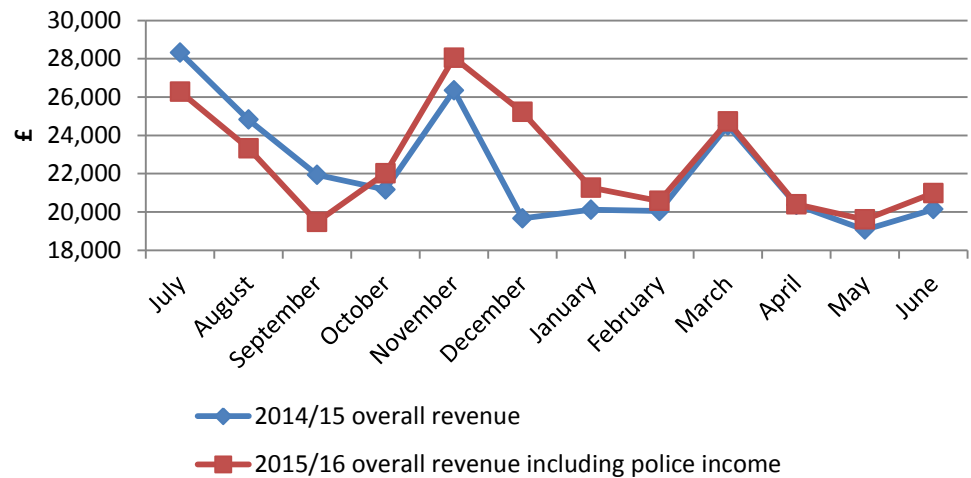
# Findings

- The total additional income raised during the pilot phase was £5,437.55 (c.2%).
- Only 10 occasions when Permit Holders were unable to find parking, all in November.
- Latest utilisation survey (16-27 May 2016) showed that there was free space for Permit Holder parking, especially in the basement.

### Total Transactions 2014/15 - 2015/16



### Revenue Comparison 2014/15 - 2015/16



# Main issues raised by Permit Holders

- Car park busier after 10am, when public entry begins, so more difficult for staff returning from site visits (especially on Wednesday market day).
- Members of the public attempt to enter the car park before 10am which can create a queue at the entrance.

# Conclusion

- The pilot was successful and the new arrangements should continue.
- Additional signage to be installed to prevent queue at entry gates before 10am – October.
- New car park arrangements to be highlighted in press release and on the Council's website – October.

# Council Performance & Budget Summary

## Appendix I: Internal Audits Update



Internal Audit undertakes audits across the Council's activities. Areas selected for audit are based on a risk assessment. This identifies those which are most important to the Council, where there are or have been problems or where there are opportunities to improve processes or efficiency. All reports go to the Council's Audit Committee, and include a management commentary on how the Council intends to respond to any recommendations.

This appendix summarises any significant findings emerging from recent Internal Audit work undertaken by the Council, along with the management response.

Audit	Key Findings	Audit Recommendations	Management Response
<p><b>Health and Safety</b></p> <p>Issued March 2015</p>	<p>The Council has undertaken work to ensure that the health and safety aspects of its operations are up to date and operating effectively. This has included a refresh of the Health and Safety Policy and the provision of training to officers, managers and Members.</p> <p>Another improvement over previous years is that any high risk recommendations are automatically discussed at the Chief Executive's Board.</p>	<p>All inspections must be fully documented to include what was inspected, whether or not it was satisfactory and details of follow up action if required.</p>	<p>The Business Compliance Manager has confirmed that inspection templates are being developed for immediate use. All inspections will be fully documented including any follow up action where required.</p> <p>Implementation Date: 31<sup>st</sup> December 2016</p>
<p><b>Licensing and Licensing Enforcement</b></p> <p>Issued September 2016</p> <p>Acceptable Assurance</p> <p>1 High Risk recommendation.</p>	<p>One such recommendation arose in relation to licensing, where it was found that inspections of animal welfare establishments were not documented adequately. Inspection forms were not used for consistency and there was no record of what was inspected, and whether or not it is satisfactory. Where not satisfactory, there is no record of what follow up action is necessary or has been undertaken.</p>		

# Council Performance & Budget Summary

## Appendix I: Internal Audits Update

Audit	Key Findings	Audit Recommendations	Management Response
<p><b>Museums – Follow Up</b></p> <p>Issued September 2016</p> <p>Acceptable Assurance</p> <p>1 High Risk recommendation.</p>	<p>The Museum service has made improvements to its health and safety arrangements by implementing in full the recommendations of both Internal Audit and an external assessor, QLM.</p> <p>However, a walkthrough health and safety test undertaken by Internal Audit as part of a follow up review found:</p> <ul style="list-style-type: none"> <li>• Electrical wires were resting on top of some hot transformer units which is a potential fire risk;</li> <li>• Liquid materials, a bottle of acetone and a tub of silicone were not retained securely in a metal cabinet;</li> <li>• An external health and safety inspection undertaken by QLM identified a set of doors with no automatic door closures fitted.</li> </ul>	<p>Electrical wiring and the storage of hazardous substances need to be attended to immediately.</p> <p>Automatic door closures need to be fitted to a set of doors between the gallery and shop area identified by QLM.</p>	<p>The Museums Manager has confirmed that immediate action has been taken to rectify the wiring issues and disposal/storage of hazardous substances.</p> <p>Implementation Date: Implemented</p> <p>Door closures will be ordered and fitted as soon as possible.</p> <p>Implementation Date: 31<sup>st</sup> October 2016</p>

# Council Performance & Budget Summary

## Appendix I: Internal Audits Update



<p><b>Kitchens and Bathrooms</b></p> <p>Issued September 2016</p> <p>Acceptable Assurance</p> <p>1 Medium Risk recommendation.</p>	<p>This is a Medium Risk recommendation. However, as it has previously been reported to Cabinet, an update is provided below.</p> <p>The Housing Department has improved the monitoring of contracts for housing repairs and for kitchens and bathrooms.</p> <p>Internal Audit found that the contractor has worked diligently in the second year of this contract to resolve the issues previously reported. The follow up audit identified no high risk recommendations.</p> <p>Internal Audit inspected a sample of properties. It was noted that external covers to new extractor fans had not been installed in some cases. This meant that a hole was left on the external walls of properties, which could allow entry by birds or vermin.</p>	<p>The contractor should return to site and install the external covers to the extractor fans.</p>	<p>The Capital Projects Team Leader has confirmed that the contractor has returned to site and installed the missing external fan covers.</p> <p>Implementation Date: Implemented</p>
--	---	--	---

### Assurance Levels

Full Assurance – all internal controls are operating as expected.

Acceptable Assurance – most internal controls are operating as expected, but some are not.

Limited Assurance – most internal controls are not operating as expected, but some are.

No Assurance – internal controls are either not present or those that are, do not operate as expected.