

# Council Performance & Budget Summary

August 2017

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. Sustainability Performance Report
- C. Committee Working Party and Task & Finish Groups Update
- D. Portfolio Holder Working Party and Task & Finish Groups Update
- E. Advisory Groups and Partnerships Update
- F. Leisure and Sports Centre Usage Review
- G. Harpenden Leisure and Cultural Facilities Development Update
- H. Athletics Track Development Update
- I. New Museum and Gallery Project – Budget Update
- J. Contractor Staffing Update
- K. Digital Transformation Programme Update
- L. Fire Safety and Vacant Properties Update
- M. Long Term Vacant Properties Update (Part Two)

## Recommendations

- 1.1 That Cabinet notes the Council Performance and Budget Summary (August 2017) and its appendices.
- 1.2 That Cabinet agrees that an increase in investment in the new Museum and Gallery project of £181k be met from the £5 million 2017/18 'Invest to Save' budget approved by Council in December 2016, as set out in Appendix I.

## Performance and Budget Summary July 2017

Last month's Performance and Budget Summary is available here:

[http://www.stalbans.gov.uk/Images/PR\\_PerformanceBudgetSummary201707\\_tcm15-61632.pdf](http://www.stalbans.gov.uk/Images/PR_PerformanceBudgetSummary201707_tcm15-61632.pdf)

## Commentary

The table below provides commentary for indicators giving more detailed explanation and any action the Council is taking to improve performance where appropriate.

|          | Measure   | Comments   |
|----------|---|--|
| <b>R</b> | Average time to re-let dwellings (excluding temporary accommodation) (days) | The average time for re-letting is currently 36 days. There has been a slight increase due to poor contractor performance and utility provider delays such as new electric smart meter installations. Senior management met with the contractor in September to discuss improving performance.               |
| <b>R</b> | Rent arrears of current tenants as a percentage of rent due                 | The number of tenants with arrears has fallen by 12% since the start of the financial year but the total outstanding arrears has increased by £170,000 (25%). The largest increase is in arrears over £1,000 where there is a 10% increase in the number of tenants with arrears, and a 40% increase in cash |

|   | Measure   | Comments   |
|---|---|--|
|   |   | <p>outstanding.</p> <p>Housing Officers continue to prioritise recovery from cases over £1,000. This is increasingly difficult following relocation of the court to Watford and due to the Court issuing fewer possession orders.</p> <p>It is likely that this, combined with the roll out of Universal Credit in coming months, is likely to lead to an ongoing increase in outstanding arrears.</p>   |
| A | Average time in temporary accommodation / Number of households in temporary accommodation | <p>The increase in households in temporary accommodation over the last two months is due to a high number of referrals from the Housing Options team.</p> <p>The Council continues to use its own General Needs stock to accommodate homeless households in the District.</p> <p>There are currently 11 homeless households in temporary accommodation who are 'under offer' for permanent accommodation.</p>  |
| R | Days to process Housing Benefit new claims  | <p>The cumulative performance for 2017/18 is still within target, taking 21.96 days on average. The staff annual leave during the summer period has attributed to the overall dip in performance.</p>  |
| R | Percentage of Council's planning decisions supported at appeal (cumulative 12 month)      | <p>In August 2017, eleven decisions were received. Of these, seven were dismissed and four were granted contrary to the Council's decision. This equates to 64% of the Council's decisions being supported in the month.</p> <p>The seven dismissed appeals included two extension proposals to residential properties (one in a conservation area) and four proposals for new/additional dwellings (one in a flood zone). A proposed extension to a nursery in a conservation area was also dismissed. In this case, partial costs were awarded against the Council due to its approach to assessing the impact of increased nursery capacity on traffic.</p> <p>Of the appeals allowed, three were for new dwellings. In all three of these cases, the Inspector considered that the benefits of providing additional dwellings outweighed the limited harm he identified in each case. In one case, full costs were awarded against the Council. This was because reasons for refusal were not expressed clearly, and because the Council's refusal was based on points that would also apply to previously allowed applications. The Inspector considered this was inconsistent and unreasonable.</p> <p>The other allowed appeal related to change of use of storage and distribution units. This included construction of external ducting at roof level and single story extension to house a jet wash booth. The Inspector considered that the noise and odour mitigation measures would ensure neighbours' amenities would not be harmed.</p> |
| A | Parking Penalty Charge Notices (PCNs) issued  | <p>The number of PCNs issued in August represents a 5% increase from the number issued in July. Nicer weather, particularly on weekends, meant more drivers parked against</p>   |

|   | Measure   | Comments  |
|---|---|---|
|   |   | <p>the rules around parks and green spaces.</p> <p>There has been a 9% decrease in PCNs issued compared to the same period last year. This is due to fewer deployed hours because of leave and sickness.</p>  |
| R | Visits to Visitor Information Centre and www.enjoystalbans.com      | <p>Visits to www.enjoystalbans.com have fallen year on year from 36,724 in August 2016 to 27,383 in August 2017. Visits to the site continue to be affected by changing internet habits and specialist websites like Airbnb and TripAdvisor.</p> <p>There were 1,204 visits to the Visitor Information Centre (VIC), a decrease from 2051 visits in the same month last year.</p> <p>From 14 to 20 August, the VIC at the Alban Arena was temporarily closed for refurbishment. During this time, visitors were signposted to a Visitor Information Point in the Civic Centre, but were not recorded in the statistics.</p>   |
| A | All Crime (in month) and Anti-social behaviour incidents (in month) | <p>The District continues to see rates of reported crime higher than the equivalent month in the year before. Reported crime is lower than in July in the majority of categories.</p> <p>Thefts and violent crime have continued to increase year on year, in line with the national trend. This represents increases across a number of other crimes. These crime types have been highlighted in the Community Safety Partnership's Community Safety Strategy for 2017/18.</p> <p>Reported anti-social behaviour (ASB) is slightly higher than a year ago but down on last month. Though personal incidents are down, nuisance and environmental incidents have increased significantly.</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.

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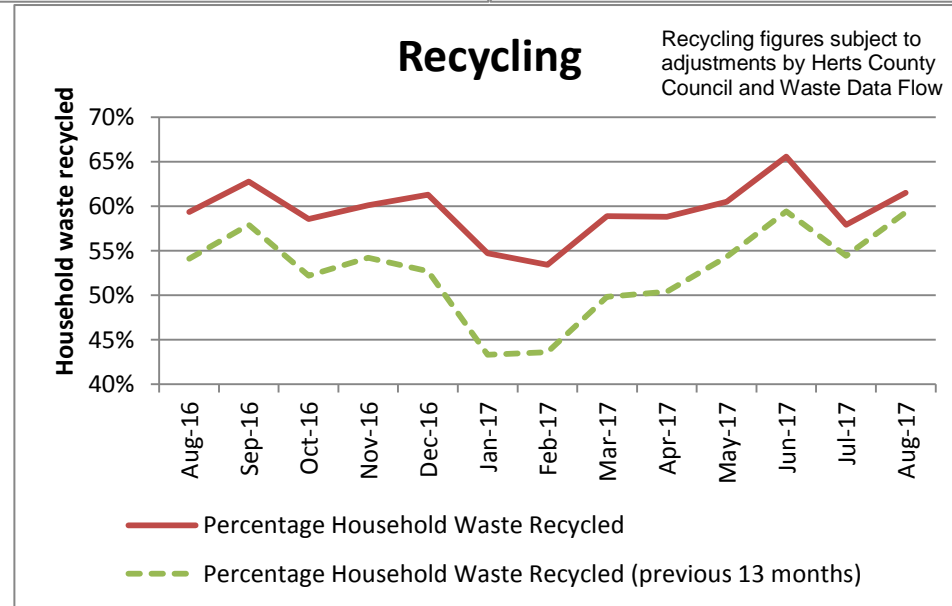
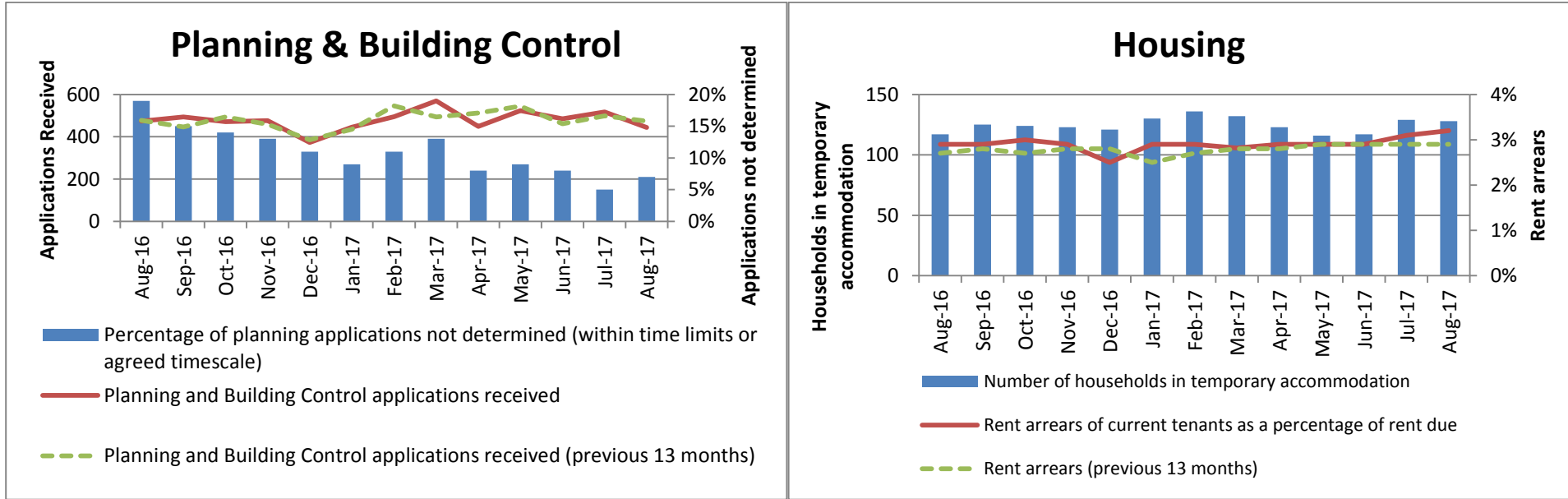
# Council Performance & Budget Summary

## August 2017



|                             |  | Bigger or Smaller is Better | Aug-16 | Sep-16 | Oct-16 | Nov-16 | Dec-16 | Jan-17 | Feb-17 | Mar-17 | Apr-17 | May-17 | Jun-17 | Jul-17 | Aug-17 | TARGET             |
|-----------------------------|--|-----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------------------|
| Finance                     | Forecast budget variance at the year end (General fund for year in question)                           | Smaller                     | -1.4%  | -1.7%  | -2.7%  | -3.0%  | -2.4%  | -2.9%  | -2.5%  | -6.0%  | 0.0%   | 0.0%   | -2.2%  | -3.6%  | -3.8%  | 0.0%               |
| Housing                     | Average time to re-let dwellings (excluding temporary accommodation) (days)                            | Smaller                     | 24     | 23     | 23     | 23     | 22     | 23     | 23     | 26     | 33     | 37     | 34     | 34     | 36     | 26                 |
|                             | Average time vacant for current voids (excluding temporary accommodation) (days)                       | Smaller                     | 12     | 12     | 17     | 13     | 22     | 15     | 20     | 29     | 32     | 30     | 23     | 24     | 25     |                    |
|                             | Percentage of rent loss due to voids   | Smaller                     | 1.4%   | 1.4%   | 1.4%   | 1.3%   | 1.3%   | 1.3%   | 1.3%   | 1.3%   | 0.9%   | 1.0%   | 0.9%   | 0.8%   | 0.8%   | Trend              |
|                             | Rent arrears of current tenants as a percentage of rent due  | Smaller                     | 2.9%   | 2.9%   | 3.0%   | 2.9%   | 2.5%   | 2.9%   | 2.9%   | 2.8%   | 2.9%   | 2.9%   | 2.9%   | 3.1%   | 3.2%   | 2.6%               |
|                             | Number of households in temporary accommodation  | Smaller                     | 117    | 125    | 124    | 123    | 121    | 130    | 136    | 132    | 123    | 116    | 117    | 129    | 128    | Trend              |
|                             | Average time in temporary accommodation (weeks)  | Smaller                     | 24     | 24     | 23     | 24     | 27     | 28     | 29     | 28     | 29     | 28     | 27     | 25     | 24     | Trend              |
|                             | Percentage of repairs completed on time  | Bigger                      | 95%    | 94%    | 90%    | 94%    | 91%    | 96%    | 97%    | 96%    | 100%   | 99%    | 98%    | 99%    | 97%    | 98%                |
|                             | Total number of households in receipt of Housing Benefit and/or Council Tax support                    | Smaller                     | 7,048  | 7,007  | 7,001  | 7,012  | 6,973  | 6,974  | 6,951  | 6,920  | 6,934  | 6,896  | 6,899  | 6,861  | 6,836  |                    |
|                             | Days to process Housing Benefit new claims   | Smaller                     | 27.0   | 28.1   | 20.3   | 17.2   | 19.2   | 22.3   | 18.0   | 22.3   | 21.0   | 22.4   | 21.3   | 17.4   | 26.3   | 22                 |
|                             | Days to process Housing Benefit change in circumstances  | Smaller                     | 6.0    | 6.9    | 7.2    | 7.2    | 7.9    | 2.6    | 2.6    | 7.2    | 7.0    | 6.8    | 7.1    | 6.0    | 7.7    | 7                  |
| Planning & Building Control | Planning and Building Control applications received (including pre-app, trees and condition discharge) |                             | 474    | 494    | 471    | 476    | 373    | 445    | 495    | 570    | 449    | 524    | 485    | 517    | 444    |                    |
|                             | Percentage of Council's planning decisions supported at appeal (cumulative 12 month)                   | Bigger                      | 55%    | 52%    | 52%    | 53%    | 52%    | 53%    | 52%    | 53%    | 56%    | 58%    | 60%    | 60%    | 58%    | 66%                |
|                             | Percentage of planning applications not determined (within time limits or agreed timescale)            | Smaller                     | 19%    | 15%    | 14%    | 13%    | 11%    | 9%     | 11%    | 13%    | 8%     | 9%     | 8%     | 5%     | 7%     | 25%                |
|                             | Number of planning applications at end of month that have not been determined in time                  | Smaller                     | 77     | 64     | 44     | 48     | 36     | 42     | 32     | 44     | 36     | 44     | 47     | 18     | 17     | 50                 |
| Community Services          | Parking Penalty Charge Notices issued  | Smaller                     | 1,826  | 1,873  | 1,722  | 1,893  | 1,505  | 1,413  | 1,389  | 1,494  | 1,469  | 1,513  | 1,743  | 1,575  | 1,660  | Trend              |
|                             | Percentage of Parking Penalty Charge Notices paid  | Bigger                      | 87%    | 88%    | 86%    | 84%    | 102%   | 85%    | 87%    | 92%    | 85%    | 90%    | 82%    | 87%    | 90%    | 70%                |
|                             | Fly-tipping incidents  | Smaller                     | 145    | 165    | 159    | 137    | 116    | 129    | 87     | 139    | 99     | 87     | 140    | 125    | 105    | Year-on-year Trend |
|                             | Number of missed waste collections per 100,000   | Smaller                     | 110    | 172    | 78     | 58     | 46     | 38     | 28     | 40     | 35     | 32     | 37     | 32     | 32     | 40                 |
| Commercial & Development    | Visits to Visitor Information Centre and www.enjoystalbans.com   | Bigger                      | 38,775 | 29,979 | 32,988 | 63,946 | 54,630 | 18,110 | 17,847 | 18,152 | 24,944 | 24,783 | 35,185 | 28,421 | 28,587 | Year-on-year Trend |
|                             | Museum visits  | Bigger                      | 11,672 | 13,834 | 15,287 | 10,238 | 6,623  | 8,662  | 12,084 | 12,625 | 14,079 | 15,326 | 16,847 | 14,378 | 16,073 | Year-on-year Trend |
| External                    | Claimant count   | Smaller                     | 710    | 755    | 745    | 715    | 715    | 710    | 740    | 785    | 790    | 810    | 805    | 820    | 815    |                    |
|                             | New jobs   | Bigger                      | 6,480  | 7,679  | 5,969  | 3,926  | 2,722  | 2,768  | 1,970  | 2,477  | 2,025  | 1,720  | 803    | 852    | 817    |                    |
|                             | All crime (in month)   | Smaller                     | 650    | 667    | 701    | 615    | 669    | 720    | 775    | 941    | 782    | 832    | 810    | 923    | 757*   | Trend              |
|                             | Anti-social behaviour incidents (in month)   | Smaller                     | 292    | 280    | 306    | 212    | 209    | 218    | 276    | 319    | 363    | 397    | 398    | 363    | 299*   | Trend              |

\* Draft figure subject to final adjustments



# Council Performance & Budget Summary

## Appendix A: Planning Update

### Planning Performance

The table below shows the Council's performance against the Department for Communities and Local Government's (DCLG) planning performance thresholds.

| Measure and type of applications                          | Bigger or Smaller is Better | Performance over 2 Year period (Sept 15 – Aug 17) | Current cumulative performance in assessment period | 2018 threshold and DCLG's 2 Year assessment periods |
|---|-----------------------------|---|---|---|
| Speed of major development (% determined in time)         | Bigger                      | <b>82.3%</b>                                      | <b>84%</b> (October 2015 to Aug 2017)               | <b>60%</b> (October 2015 to September 2017)         |
| Quality of major development (% overturned at appeal)     | Smaller                     | <b>8.9%</b>                                       | <b>5.6%</b> (April 2015 to March 2017)              | <b>10%</b> (April 2015 to March 2017)               |
| Speed of non-major development (% determined in time)     | Bigger                      | <b>81.9%</b>                                      | <b>82.2%</b> (October 2015 to Aug 2017)             | <b>70%</b> (October 2015 to September 2017)         |
| Quality of non-major development (% overturned at appeal) | Smaller                     | <b>2.4%</b>                                       | <b>2.5%</b> (April 2015 to March 2017)              | <b>10%</b> (April 2015 to March 2017)               |

Colour coding for table: Green – performance above threshold.

The current cumulative performance for the quality of both major and non-major development has not changed as the DCLG's date thresholds for these have been met.

The table below shows the Council's performance and trend against Government and local targets.

| Application Type           | Target                             | % in time Aug 2017 (Bigger is Better) | Average Aug 2017 (Smaller is better) | Average July 2017 | Average June 2017 | Average Apr-June 17-18 | Average Jan-March 16-17 | Average Oct-Dec 16-17 |
|----------------------------|------------------------------------|---------------------------------------|--------------------------------------|-------------------|-------------------|------------------------|-------------------------|-----------------------|
| 'Out of time applications' | No more than 50 (local)            | -                                     | 17                                   | 18                | 47                | 40                     | 31                      | 43                    |
| Major Applications*        | 13 weeks (national)<br>50% in time | 100%                                  | 19.6 weeks                           | 16.6 weeks        | 25.6 weeks        | 39.7 weeks             | 17.5 weeks              | 20.1 weeks            |
| Minor Applications         | 8 weeks (national)<br>65% in time  | 93.8%                                 | 12 weeks                             | 10 weeks          | 10 weeks          | 10.3 weeks             | 10.6 weeks              | 11.5 weeks            |
| Householder Applications   | 8 weeks (national)<br>80% in time  | 93.6%                                 | 8 weeks                              | 8 weeks           | 8 weeks           | 8.3 weeks              | 8.2 weeks               | 7.8 weeks             |

Colour coding for table: Green- performance above target.

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

Applications where an 'extension of time' is agreed will have taken longer than 8/13 weeks, but are still considered in time.

# Council Performance & Budget Summary

## Appendix A: Planning Update



### Local Plan

The Council has considered the recent Judicial Review judgement with its legal advisers, the Portfolio Holder and Planning Policy Committee (PPC) Group spokespersons. A report was presented to September PPC outlining a potential way forward with the Local Plan. This can be found at Item 9 here;

<http://stalbans.moderngov.co.uk/ieListDocuments.aspx?CIId=459&MIId=8245&Ver=4>

### Duty to Cooperate Discussions with Adjoining / Nearby Local Planning Authorities

A Councillor level meeting with Dacorum Borough Council took place in August. Draft Meeting Notes are in circulation. Informal Councillor level conversations have taken place with Welwyn & Hatfield Borough Council. Meeting notes from an officer level meeting with the South West Herts Group in March 2017 are now finalised.

### Environment Agency (EA) Consultation Responses

The EA will no longer send acknowledgment emails to planning consultations that they will be providing comments on. The EA will respond to all consultations within their remit within 21 days. If there is no response by this point, it should be assumed that they have no comments, unless they have confirmed otherwise with the relevant case officer.

### Hertfordshire LEP Revised Strategic Economic Plan (SEP)

The Hertfordshire LEP published their revised SEP on 17 August 2017. In addition to this, the LEP published its response to HM Government's Green Paper "Building our Industrial Strategy". In summary, the LEP strongly supports the need for an Industrial Strategy. Further information on both documents can be found on the links below:

<https://www.hertfordshirelep.com/media/5417/hertfordshire-lep-sep-report-interactive.pdf>

<https://www.hertfordshirelep.com/media/5074/hertfordshire-lep-is-report-interactive.pdf>

### Hertfordshire Infrastructure and Planning Partnership (HIPP)

The HIPP meeting's in June and July were both postponed. A new date has been scheduled for 13 September. The minutes from the latest HIPP meetings can be found at:

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

HCC organised a workshop for councillors on 'Infrastructure Funding and Viability' on 25 July. Planning Portfolio Holders and Heads of Planning were invited. The session included presentations on 'innovations to meet the infrastructure challenge' and 'financial viability and funding'.

### A414 Corridor Member Group

The A414 Member (councillor) Group met at the East Hertfordshire Council offices on 3 July. There was officer and councillor attendance from St Albans City and District Council, Dacorum Borough Council, and East Herts District Council. Hertfordshire County Council was also represented, among others.

# Council Performance & Budget Summary

## Appendix A: Planning Update



Infrastructure, development and funding within the corridor were discussed. Councillors considered a draft A414 Strategy including modelling of major transport schemes and potential highway interventions. The next meeting will be a councillor tour of the A414 corridor to ensure a common understanding of the issues and stress points along the route.

### **Luton Airport**

Luton Airport is inviting volunteers from the London Luton Airport Consultative Committee (LLACC) and its Noise and Track Sub-Committee (NTSC). This is to form a focus group to contribute to the next steps in airspace for Luton Airport.

As raised at Cabinet at its meeting on 22 June 2017 and 25 July 2017, St Albans Council has responded to the Civil Aviation Authority (CAA) Airspace Design Guide CAP1520 Consultation. The Council has also responded to the Department for Transport's consultations on UK airspace policy and Draft Airports National Policy Statement. Both responses referenced the need for the Department of Transport to speed up the airspace change programme. This is to enable quicker changes to be made in the context of the impact of noise from Luton. SADC will also be responding separately to the CAA's Post Implementation Review of RNAV.

The first meeting of the Luton Airport Working Group will take place 14 September 2017. Luton Airport have been invited to attend the Working Group meetings.

### **DCLG Chief Planners Newsletter, July 2017**

The latest edition of the planning update newsletter was published in July. Notable items included: local housing need, brownfield land registers and permission in principle and planning application fees increase. It was also noted that the new Objectively Assessed Need (OAN) methodology consultation will be published in September. The full newsletter can be found here;

[https://www.stalbans.gov.uk/Images/Planning%20Update%20Newsletter%20July%202017\\_tcm15-61787.pdf](https://www.stalbans.gov.uk/Images/Planning%20Update%20Newsletter%20July%202017_tcm15-61787.pdf)

### **Enforcement Plan**

The Local Enforcement Plan has been published on the Council's website. The Enforcement Plan below sets out how the Council will investigate and tackle reported breaches of planning control in a consistent, fair and proportionate way. This was adopted following consideration by Planning, Housing, Resources and Commercial Scrutiny Committee.

It can be viewed here:

[http://www.stalbans.gov.uk/Images/Local%20Planning%20Authority%20Enforcement%20Plan%20-%20April%202017\\_tcm15-61664.pdf](http://www.stalbans.gov.uk/Images/Local%20Planning%20Authority%20Enforcement%20Plan%20-%20April%202017_tcm15-61664.pdf)



# Council Performance & Budget Summary

## Appendix A: Planning Update



### Significant Planning Applications and Appeals

| New planning applications  | Decision/comments  |
|--|--|
| <p><b>Land at Three Cherry Trees Lane and Cherry Tree Lane (5/2016/2845)</b><br/>600 dwellings, land for primary school, local centre uses (A1, A3, A4, A5, D1, D2), landscaping open space and play areas. Cross-boundary outline planning application falling within Dacorum Borough Council (DBC) and St Albans City and District Council administrative areas.</p>   | <p>The application is in outline form, so the numbers of dwellings within the St Albans City and District Council part of the site is not specified, although it is likely to be approximately 150. The application has not been called into committee and it will be considered under delegated powers. The application was considered by the Development Control Committee at DBC on 17 August 2017. DBC's officers recommended approval subject to a S106 Agreement and referral to the Secretary of State due to an objection from Sport England. DBC's committee agreed the recommendation. Negotiations on the S106 are ongoing between DBC, SADC, Hertfordshire County Council and the applicant.</p> |
| <p><b>Former Radlett Aerodrome</b></p> <p>Five applications for Reserved Matters approval have been submitted:</p> <p><b>5/2016/2964 (Infrastructure) (Omits area at new junction on A414)</b><br/> <b>5/2016/3006 (Development site – details of buildings, etc in the terminal itself)</b><br/> <b>5/2017/0864 (Landscaping) (Omits area at new junction on A414)</b><br/> <b>5/2017/1938 (Infrastructure) (Includes area at new junction on A414)</b><br/> <b>5/2017/1995 (Landscaping) (Includes area at new junction on A414)</b></p> <p>Fourteen 'discharge of conditions' applications have been submitted:</p> <p><b>(5/2016/2880, 5 /2016/2881, 5/2016/2962, 5/2016/2963, 5/2016/3003, 5/2016/3004, 5/2016/3005, 5/2016/3013, 5/2016/3187, 5/2017/0865, 5/2017/0869, 5/2017/0870, 5/2017/0871, 5/2017/1168)</b></p> | <p>Planning Referrals Committee considered an issues report on 3 July 2017. The Committee raised several points which officers will discuss with the applicant. The reserved matters applications will be reported back to Planning Referrals Committee for decision in due course. A site visit for Members has been arranged for mid-September. One new reserved matters application was received on 7 July 2017 and another was received on 14 July 2017.</p>   |

# Council Performance & Budget Summary

## Appendix A: Planning Update



| New planning applications  | Decision/comments  |
|--|--|
| <p><b>Former British Gas Land, Griffiths Way, St Albans (5/2016/3386)</b><br/>Outline application for mixed use development comprising Class A1 (discount food store), Class A1 (non-food retail), D2 (gym) and Class A3/A5 (restaurant and drive-through) with associated access and ancillary works. All matters except access and scale have been reserved.</p> | <p>Outline application received on 2 December. It has not been called into Committee. A number of additional plans have been required and currently the S106 agreement is being negotiated. A delegated decision is expected by mid-September. Referral on to Secretary of State required if officers are minded to grant.</p>   |
| <p><b>Car Park, Grosvenor Road, St Albans (5/2017/1149)</b><br/>74 apartments with associated access, parking, amenity space and landscaping.</p>  | <p>New application received. Consultation on the application ended on 19 July. Further information is expected from the applicant on affordable housing figures. The application is likely to go to Planning Referrals Committee on 2 October.</p>   |
| <p><b>Building Research Establishment (BRE), Bucknalls Lane, Bricket Wood (5/2017/1550)</b><br/>Demolition of existing buildings and construction of 100 dwellings with associated access from The Kestrels, landscaping, parking and infrastructure</p>   | <p>New application received. This is a full application for a similar form of development to that previously granted outline planning permission at appeal. It involves a revised location and form of access. The previous proposal involved access through an existing entrance to the BRE site on Bucknalls Drive. This revised scheme involves a separate access via The Kestrels, then onto Bucknalls Drive rather than through the BRE site itself. Re-consultation on the application ended on 28 August 2017. The application will be reported to Planning Referrals Committee on 2 October.</p> |

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## Appendix A: Planning Update



| Planning Appeals   | Decision/comments  |
|--|--|
| <p><b>Oaklands College (5/2013/2589)</b><br/>Comprehensive redevelopment to provide new and refurbished college buildings, enabling residential development of 348 dwellings, car parking, associated access and landscaping, including demolition of existing buildings</p> | <p>The Inspector's report has been sent to the Secretary of State for consideration. A decision on the appeal is expected soon. The Council has submitted further representations to address the decision in <i>Suffolk Coastal District Council v Hopkins Homes Ltd</i> [2017]. This is in response to a letter from the Secretary of State dated 17 May 2017. No date for the decision has been given by the Secretary of State.</p> |

This Appendix provides summaries of carbon dioxide emissions across the District; the report on the Council's greenhouse gas emissions; and work to reduce emissions.

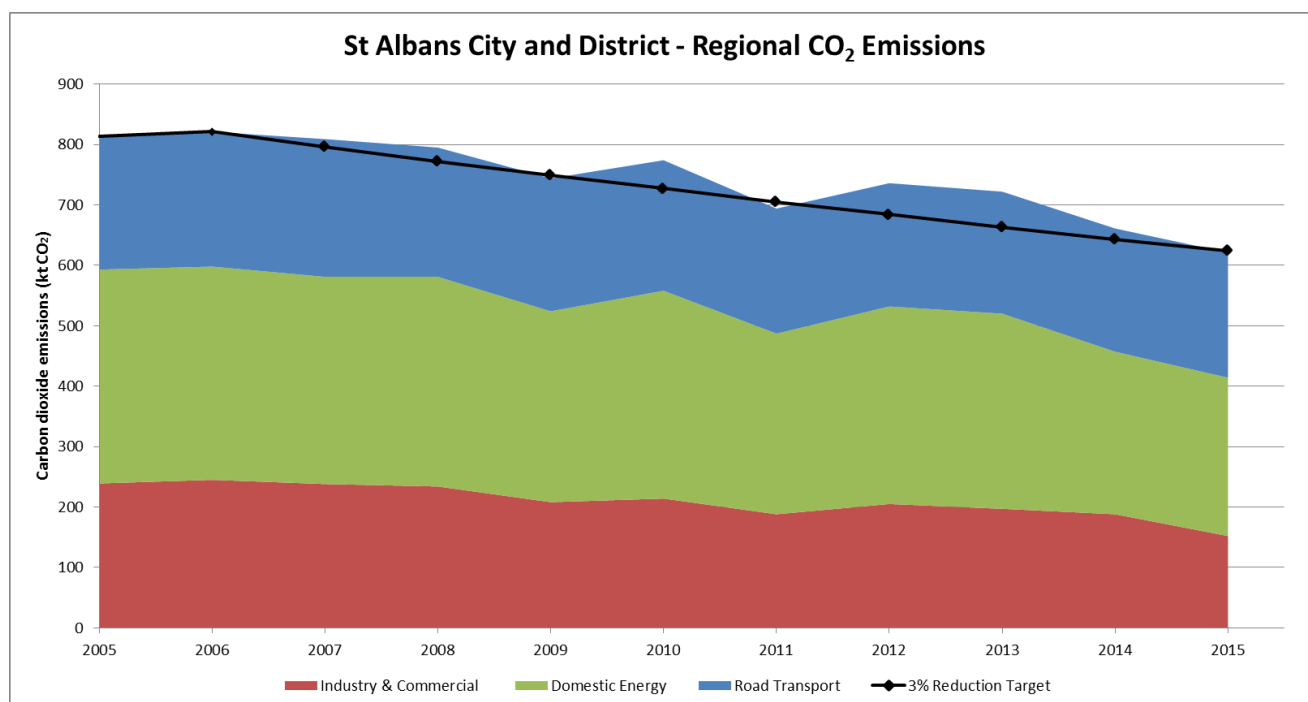
### District-wide carbon dioxide (CO<sub>2</sub>) emissions

The Department of Energy and Climate Change (DECC) has published the latest CO<sub>2</sub> emissions estimates for the District for 2005-2015. There is a two-year delay due to the complexity of reporting. A summary of the figures can be found [here](#)<sup>1</sup>.

The Council does not have direct control of District-wide CO<sub>2</sub> emissions. However, we have an important role to play in encouraging and supporting householders, drivers and businesses to reduce emissions from energy and transport.

Our [Climate Change Action Plan](#)<sup>2</sup> sets out our approach to reducing greenhouse gas emissions across the District as well as from our own estate and operations. The report contains two Council targets which are relevant to reducing District-wide emissions. These are:

- Reduce CO<sub>2</sub> emissions across the District by 3% per annum from 2006 to achieve a 60% reduction by 2025.
- Reduce emissions from the domestic sector by 1.5% per annum from 2010.



### Highlights

- District-wide CO<sub>2</sub> emissions have decreased by 24% between 2005 and 2015. This is in line with the East of England reduction but slightly lower than Hertfordshire (26%) or Greater London (30%), over the same period. We will continue to monitor this situation.

<sup>1</sup> [http://www.stalbans.gov.uk/Images/2017%20District%20Wide%20CO2%20Emissions%20Figures\\_tcm15-55316.pdf](http://www.stalbans.gov.uk/Images/2017%20District%20Wide%20CO2%20Emissions%20Figures_tcm15-55316.pdf)

<sup>2</sup> <http://www.stalbans.gov.uk/climatechangeactionplan>

# Council Performance & Budget Summary

## Appendix B: Sustainability Performance Report



- 100 other local authorities achieved a similar reduction in that period, though 226 authorities achieved reductions of between 25 and 40% in the same time.
- On a per capita basis, emissions are down from 6.2 to 4.3 in 2015. This is better than the County average (4.5 tCO<sub>2</sub> per person).
- National emissions from energy provision have decreased since 2015. This is due to a change in the fuel mix for electricity generation, with a decrease in the use of coal and more use of nuclear and renewables.
- Our target to reduce District-wide emissions by 3% annually was met in 2011 but not in later years. 2012 and 2013 were colder than previous years and saw gas consumption increase by 11% and 5% on previous years.
- The latest figures show that total emissions fell by 5.9% between 2014 and 2015. This has significantly narrowed the gap between the District's emissions and the cumulative 3% annual target. This means that we were, in 2015, only 6 KtCO<sub>2</sub> away from our target. If similar levels of reduction are seen in 2016 as in 2015, we will meet the target next year.
- Domestic energy use makes up the largest proportion (42%) of the total emissions, followed by transport (33%) and then industry and commercial (24%).
- Emissions from domestic energy use in 2015 were 26% lower than in 2005, which is lower than any of the previous years monitored. Nationally, less coal and gas were used for the provision of space heating as 2014 was a warmer than average year.
- We did not achieve our 1.5% year-on-year reduction target in domestic energy emissions that we set in 2010. This is largely because of increased energy use in 2012 and 2013. colder years Domestic energy emissions were however only 10KtCO<sub>2</sub> higher than our target emissions (252KtCO<sub>2</sub>) and we are confident that we will be able to achieve the target in 2016.
- Transport emissions are 3 KtCO<sub>2</sub> higher than the previous year but still 6% lower than the baseline year. This is slightly lower than the County average (8%). Nationally these reductions are associated with improvements in vehicle fuel efficiency, even though the actual distance travelled and vehicles on the road have increased.

### St Albans City and District Council – Greenhouse Gas Emissions Report 2016/17

The Council's Greenhouse Gas Emissions Report 2016/17<sup>3</sup> has recently been published. This sets out the approach taken to measure and calculate greenhouse gas emissions from the Council's own operations and services for the financial years 2008/09-2016/17. In line with Defra's guidance<sup>4</sup>, the report covers emissions from building energy use, fuel from business travel, and our largest contractors' energy and transport use.

The Council has set itself a target to reduce Council greenhouse gas emissions by 20% of 2008/09 levels by 2020/21. This is equivalent to an annual reduction of 1.8% since the baseline year.

<sup>3</sup> The Council's Greenhouse Gas Emissions Report can be downloaded from: [www.stalbans.gov.uk/council-and-democracy/sustainability/energy.aspx](http://www.stalbans.gov.uk/council-and-democracy/sustainability/energy.aspx).

<sup>4</sup> Defra, October 2013: Environmental Reporting Guidelines: Including mandatory greenhouse gas emissions reporting guidance: [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/206392/pb13944-env-reporting-guidance.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/206392/pb13944-env-reporting-guidance.pdf)

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### Highlights

- The Council has reduced its total gross emissions by 17% (1,156 tCO<sub>2</sub>e) between 2008/09 and 2016/17.
- In 2016/17, total emissions declined by 3% compared to the previous year, with reductions evident across 'Scopes' 1 and 2 (see table below), but not 'Scope' 3 (which include our largest contractors).
- We are on track to achieving our 20% reduction target. We need to reduce our emissions by a further reduction of 222 tCO<sub>2</sub>e in future years to achieve this. We expect this to be achievable given that we have reduced emissions by 153 tCO<sub>2</sub>e since last year.
- Emissions from Council-owned buildings' energy use decreased by 39% from the baseline year (-1,131 tCO<sub>2</sub>e). 56% of this reduction (633 tCO<sub>2</sub>e) can be attributed to the net closure of 21 energy accounts within our portfolio. These include sheltered housing properties which have been redeveloped and public conveniences which are no longer in use. The remaining 498 tCO<sub>2</sub>e reduction can be attributed to building energy efficiency improvements.

### St Albans City and District Council Statement of Emissions 2016/17

**Table 3.1: 2008 – 2016 statement of emissions from SADC (tCO<sub>2</sub>e)**

|  | Greenhouse Gas Emissions (tonnes CO <sub>2</sub> e) |              |              |              |              |              |              |              |              |  |
|--|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--|
|  | 08/09   | 09/10        | 10/11        | 11/12        | 12/13        | 13/14        | 14/15        | 15/16        | 16/17        |  |
| <b>Scope 1</b> - Council gas consumption and fleet vehicles        | 1,548   | 1,292        | 1,215        | 1,057        | 1,194        | 1,003        | 923          | 892          | 754          |  |
| <i>% change previous year</i>                                      | -   | -17%         | -6%          | -13%         | +13%         | -16%         | -8%          | -3%          | -5%          |  |
| <b>Scope 2</b> - Council electricity consumption                   | 1,251   | 1,379        | 1,295        | 1,299        | 1,268        | 1,246        | 1,334        | 1,043        | 930          |  |
| <i>% change previous year</i>                                      | -   | +10%         | -6%          | 0%           | -2%          | -2%          | +7%          | -22%         | -11%         |  |
| <b>Scope 3</b> - Council business travel and contractor emissions* | 4,092   | 4,250        | 3,947        | 3,311        | 3,829        | 3,819        | 4,168        | 3,953        | 4,046        |  |
| <i>% change previous year</i>                                      | -   | +4%          | -7%          | -16%         | +16%         | 0%           | +9%          | -5%          | +2%          |  |
| <b>All Contractor emissions</b>                                    | 3,888   | 4,063        | 3,772        | 3,141        | 3,670        | 3,669        | 4,006        | 3,815        | 3,916        |  |
| <i>% change previous year</i>                                      | -   | +5%          | -7%          | -17%         | +17%         | 0%           | +9%          | -5%          | +3%          |  |
| <b>Total gross emissions</b>                                       | <b>6,891</b>  | <b>6,922</b> | <b>6,457</b> | <b>5,667</b> | <b>6,291</b> | <b>6,068</b> | <b>6,425</b> | <b>5,888</b> | <b>5,735</b> |  |
| <i>% change from baseline</i>                                      | -   | 0%           | -6%          | -18%         | -9%          | -12%         | -7%          | -15%         | -17%         |  |
| Intensity ratio (kg CO <sub>2</sub> e per resident)                | 51.0  | 50.5         | 46.5         | 40.3         | 44.5         | 41.9         | 44.4         | 40.7         | 39.6         |  |
| <i>% change previous year</i>                                      | -   | -1%          | -8%          | -13%         | +11%         | -6%          | +6%          | -8%          | -3%          |  |

- The installation of Automatic Meter Reading (AMR) across most electricity meters has led to more accurate billing than in the early years of monitoring.
- Gas consumption in Council buildings is lower than it has ever been. Gas use has been steadily decreasing since 2013/14 in line with warming outside air temperatures.

# Council Performance & Budget Summary

## Appendix B: Sustainability Performance Report



- This report has revealed suspiciously high gas use at a number of properties including the District Offices and William Bird Pavilion. We will be prioritizing action on this over the coming months.
- Housing properties make up nearly  $\frac{3}{4}$  of the Council's gas consumption. Emissions from gas consumption in this group of properties are now 55% lower than in 2008/09 as a result of property disposals and energy efficiency measures.
- Contractor emissions make up 68% of the Council's greenhouse gas emissions and have risen by 1% since the baseline year. This is linked to the extensive redevelopment of Westminster Lodge, Batchwood and Cotlandswick leisure centres between 2012 and 2016. Although the new centres are larger than the previous sites, their energy efficient constructions mean that emissions per visitor are now significantly lower. In 2016/17 emissions per visitor to Batchwood and Westminster Lodge were 1.4kg and 1.1kg CO<sub>2</sub> respectively, in contrast to 2.5kg and 2.1kg in 2010/11. At Cotlandswick, emissions per visitor have reduced from 1.4kg in 2010/11 to 0.7kg in 2016/17. We expect this to reduce as customer numbers increase in line with business plan projections.
- The Council's Green Travel Plan has helped to reduce emissions from Council fleet and business travel by 51% from the baseline year. 13% of miles travelled are by public transport, however these journeys make up only 3% of emissions as the emissions associated with private car use are higher than those from public transport. Contractors contribute 8 times more emissions from transport than Council travel in the 2016/17 reporting year. We continue to set high standards for the efficient use of fuel for transportation when we award service contracts and encourage ongoing improvements through the contract management process.

### The Council's contribution towards reducing emissions

Our [Climate Change Action Plan](#)<sup>5</sup> sets out our approach to reducing greenhouse gas emissions across the District as well as from our own estate and operations. This links to other plans and strategies such as the [Home Energy Conservation Action Plan](#)<sup>6</sup> and the [Council's Green Travel Plan](#)<sup>7</sup>. Below are some examples of the work taking place.

#### Internal emissions reduction

- **LED Lighting** – in 2016 we installed LED lights to all the office areas in the District Offices. LED lighting is more energy efficient; has a longer life; distributes light more evenly; and saves money. In February and March 2016, the new lighting saved 24,488 kWh less electricity compared to the previous year, and saved 10 tCO<sub>2</sub>e. The lights will pay for themselves within 3 years and save an estimated £14,750 per year thereafter in electricity and lighting replacement costs.
- **Solar photovoltaic (PV) systems** – the solar PV systems at the leisure centres (Westminster Lodge, Batchwood and Cotlandswick) and the District Offices have generated 327,719 kWh of electricity since they were installed<sup>8</sup>. All the energy has been used on-site saving the Council and the leisure contractor an estimated £35,000

<sup>5</sup> <http://www.stalbans.gov.uk/climatechangeactionplan>

<sup>6</sup> <http://www.stalbans.gov.uk/heca>

<sup>7</sup> <http://www.stalbans.gov.uk/greentravelplan>

<sup>8</sup> The solar PV systems were installed to the District Offices in 2008; Westminster Lodge 2012; Batchwood 2014 and Cotlandswick 2015.

in energy costs and reducing our total emissions by 135 tCO<sub>2</sub>e. We have received £28,079 from the Governments Feed-in-Tariff.

### District-wide emissions reduction

- **Home Energy Conservation Plan.** We continue our work to reduce emissions from energy consumption across all households in the District. This includes measures to encourage residents to improve the energy efficiency of their homes. It also includes work to help vulnerable householders who are at risk of excess cold, and improvements to our own housing stock. Over the past year we have:
  - Insulated 309 properties with loft and cavity walls.
  - Installed solar PV panels to 18 Council-owned properties.
  - Installed 890 A-rated condensing boilers.
  - Installed low energy lighting to 443 bathrooms
  - Replaced 2,048 windows with double glazing.
- **Herts Healthy Homes.** This county-wide scheme aimed to reduce the health impacts to vulnerable residents living in cold homes and reduce excess winter deaths. The scheme provided a variety of assistance to 209 households in St Albans including energy efficiency measures, grants and advice.
- **New Council Developments**
  - The New Museum and Gallery will include a variety of energy efficiency measures including secondary glazing, under floor heating and LED lighting.
  - Cotlandswick Leisure centre features Combined Heat and Power (CHP), LED lighting, Solar PV and sensor controlled lighting.
  - We have set a requirement that the redevelopment of residential units on the Museum of St Albans (MOSTA) site achieves 20% improvement on current building standards.
- **Reducing transport emissions.** Over the past year we have delivered a number of infrastructure improvements across the District. We have undertaken access improvement to the Alban Way including resurfacing the entire route, improving access points and interpretation and signage. In addition we have piloted the licencing of electric taxi vehicles. We are also leading on a campaign to reduce emissions from engine-idling.
- **Sustainable St Albans Week.** The Council supported the community-led Sustainable St Albans Week in 2015 and 2016. The latest event involved 120 groups and organisations running 73 public events highlighting the 10 Bioregional Framework of Environmental Sustainability themes from water to energy. Over 1500 people attend, plus thousands of children were involved across 27 schools.



# Council Performance & Budget Summary

## Appendix C: Committee Working Party and Task & Finish Groups Update



### Working Party and Task & Finish Groups January to June 2017

The list below gives information about Councillor groups set up to consider various topics. We intend to produce this list twice a year so Councillors and Officers know what groups are in existence, and who is involved. Changes since the last update are highlighted in **bold** or strike-through.

#### Groups Listed in Appendix C1 and C2

Total number of groups listed within previous report (March 2017): 7

New groups created: 7

New groups proposed: 2

Total number of groups that have concluded: 2

New overall total groups: 14

#### Committee Working Party or Task & Finish Group

| Group                                   | Parent Committee                                    | Date or expected date of next meeting | No. of meetings in 1 <sup>st</sup> and 2 <sup>nd</sup> quarters | Average No. of officers attending each meeting in quarters 1 and 2 (nearest whole number) | Chair (2017/18) | Lead Officer(s) | Council representatives in 2016/17   | Estimated Cost |
|---|---|---------------------------------------|---|---|-----------------|-----------------|--|----------------|
| Community Safety Scrutiny Working Group | Community, Environment and Sport Scrutiny Committee | <b>15.11.17</b>                       | <b>2</b>  | <b>3</b>  | TBA             | Neil Kieran     | <b>Cllr Featherstone, Cllr Harris, Cllr Harrison, Cllr Mead, Cllr Pawle, Cllr Rowlands and Cllr Swendell</b> | <b>£2,000</b>  |

# Council Performance & Budget Summary

## Appendix C: Committee Working Party and Task & Finish Groups Update



| Group   | Parent Committee                                    | Date or expected date of next meeting | No. of meetings in 1 <sup>st</sup> and 2 <sup>nd</sup> quarters | Average No. of officers attending each meeting in quarters 1 and 2 (nearest whole number) | Chair (2017/18) | Lead Officer(s) | Council representatives in 2016/17                                     | Estimated Cost    |
|---|---|---------------------------------------|---|---|-----------------|-----------------|--|-------------------|
| Advice and support to Small and Medium Enterprises (SME)<br><del>Group held final meeting on 22.06.17, will report to CESSC on 07.09.17</del> | Community, Environment and Sport Scrutiny Committee | -                                     | <del>3</del>  | <del>2</del>  | Cllr Stephens   | Maria Gutler    | Cllr Day, Cllr Janet Smith, Cllr T Smith, Cllr Stephens and Cllr Yates | <del>£3,000</del> |

# Council Performance & Budget Summary

## Appendix C: Committee Working Party and Task & Finish Groups Update



| Group   | Parent Committee                                    | Date or expected date of next meeting | No. of meetings in 1 <sup>st</sup> and 2 <sup>nd</sup> quarters | Average No. of officers attending each meeting in quarters 1 and 2 (nearest whole number) | Chair (2017/18) | Lead Officer(s) | Council representatives in 2016/17                                      | Estimated Cost |
|---|---|---------------------------------------|---|---|-----------------|-----------------|---|----------------|
| Cycling Task and Finish Group<br><b>Group held final meeting on 17.06.17, reported to CESSC on 13.07.17</b> | Community, Environment and Sport Scrutiny Committee | -                                     | 4   | 2   | Cllr Rowlands   | Steve Dibben    | Cllr Grover, Cllr Rowlands, Cllr Janet Smith, Cllr Wakely and Cllr Wood | £4,000         |

# Council Performance & Budget Summary

## Appendix C: Committee Working Party and Task & Finish Groups Update



**Note** – using a rough benchmark figure of £1,000 per meeting for a Scrutiny Committee related working party/task and finish group, the total cost of resources used on these meetings in the last two quarters is £9,000. It is intended to track this figure for both Scrutiny and Portfolio Holder working groups over time.

\*Data from January to June 2017 has been used as quarters 1 and 2.

### **NEW Committee Working Party or Task and Finish Groups**

The following Committee Working Party or Task and Finish Groups have been established but did not hold a meeting between January and June 2017:

- Budget Scrutiny Task and Finish Group (reporting to the Planning, Resources, Housing and Commercial Scrutiny Committee (PRHCSC), the Community Environment and Sport Scrutiny Committee (CESSC) and Cabinet)
- City Neighbourhoods Committee Budget Task and Finish Group (reporting to CNC)
- Digital Transformation Project Task and Finish Group (Scrutiny Task and Finish Group reporting to PRHCSC)
- Planning Applications – Conservation Areas (Scrutiny Task and Finish Group reporting to PRHCSC)
- Rail Provision Sub Group (Scrutiny Task and Finish Group reporting to PRHCSC)

The following Committee Working Party or Task and Finish Groups have been proposed:

- Allotments Task and Finish Group (Scrutiny Task and Finish Group reporting to CESSC)
- Regulatory Functions Task and Finish Group (Scrutiny Task and Finish Group reporting to CESSC)

**As at 7 September 2017**

# Council Performance & Budget Summary

## Appendix D: Portfolio Holder Working Party and Task & Finish Groups Update



| <b>Portfolio Holder Working Party or Task &amp; Finish Group</b> |  |  |  |                        |                                |  |                       |
|--|--|--|--|------------------------|--------------------------------|--|-----------------------|
| <b>Group</b>   | <b>Date or expected date of next meeting</b> | <b>No. of meetings in 1<sup>st</sup> and 2<sup>nd</sup> quarters</b> | <b>Average No. of officers attending each meeting in quarters 3 and 4 (nearest whole number)</b> | <b>Chair (2016/17)</b> | <b>Lead Officer(s)</b>         | <b>Council representatives in 2016/17</b>  | <b>Estimated Cost</b> |
| Car Parking WP   | 09.10.17                                     | 2  | 5  | Cllr Read              | Maria Stagg                    | Cllr Campbell, Cllr Donald, Cllr Gordon, Cllr Maynard, Cllr Read, and Cllr Rowlands.                         | £2,000                |
| Member Development Steering Group                                | 10.17 (TBC)                                  | 1  | 1  | Cllr Davies            | Rhiannon Leary                 | Cllr Davies, Cllr Hodgson, Cllr Read, Cllr J Smith and Cllr White.   | £1,000                |
| Democratic Services and Electoral Arrangements Review            | 09.17 (TBC)                                  | 1  | 2  | Cllr Read              | Elizabeth Heath and Alex Berry | Cllr Clark, Cllr Crawley, Cllr Hodgson, Cllr Hudspith, Cllr Pakenham, Cllr Read, Cllr White and Cllr Wright. | £1,000                |
| River and Lake Working Group                                     | 09.17 (TBC)                                  | 3  | 3  | Cllr Chichester-Miles  | Dan Flitton                    | Cllr D Chichester-Miles<br>Cllr R Curthoys<br>Cllr A Campbell  | £3,000                |

# Council Performance & Budget Summary

## Appendix D: Portfolio Holder Working Party and Task & Finish Groups Update



|  |  |  |  |  |  |   |  |
|--|--|--|--|--|--|---|--|
|  |  |  |  |  |  | <b>Cllr J Chivers</b><br><b>Cllr S Grover</b><br><b>Cllr I Grant</b><br><b>Cllr R Mills</b><br><b>Cllr C Davies</b><br><b>Cllr R Donald</b> |  |
|--|--|--|--|--|--|---|--|

Note – using a rough benchmark figure of £1,000 per meeting for a Portfolio Holder related working party/task and finish group, the total cost of resources used on these meetings during the last two quarters is £7,000. It is intended to track this figure for both Scrutiny and Portfolio Holder working groups over time.

\*Data from January to June 2017 has been used as quarters 1 and 2.

### **NEW Portfolio Holder Working Party or Task and Finish Groups**

The following Portfolio Holder Working Party or Task and Finish Groups have been established, but did not hold a meeting between January and June 2017:

- St Albans Christmas Market
- Portfolio Holder Task and Finish Group on Housing Maintenance
- London Luton Airport Working Group

**As at 7 September 2017**

# Council Performance & Budget Summary

## Appendix E: Advisory Groups and Partnerships Update



Changes since the last update are highlighted in **bold**.

| Group  | Chair                                 | Nature of Council representation                                   | Council representatives in 2017/18                             |
|--|---------------------------------------|--|--|
| <b>Administered by St Albans City and District Council</b> |                                       |  |  |
| <u>Park Forums</u>   |                                       |  |  |
| Clarence Park  | Cllr White                            | Clarence Ward Cllrs  | Cllrs Hudspith, McHale and White                               |
| Rothamsted Park  | Cllr Maynard                          | 3 seats drawn from Harpenden Ward Cllrs (+ Phil Bruce-Green)       | Cllrs Farmer, Maynard and Stephens                             |
| Batchwood  | Tony Marmo/Stuart Foster <sup>1</sup> | Batchwood Ward Cllrs + relevant Portfolio Holder (+ Stuart Foster) | Cllrs Brewster, Mills, Pakenham and T Smith                    |
| Verulamium Park  | Cllr Chivers                          | Verulam Ward Cllrs   | Cllrs Chivers, C Davies and Hill                               |
| <b>Partnerships</b>  |                                       |  |  |
| Strategic Partnership*                                     | Cllr Campbell                         | Leader   | <b>Cllr Campbell</b>   |
| Visitor Partnership*                                       | Vicky La Trobe                        | Relevant Portfolio Holder  | Cllr Read  |
| City of Professional Expertise*                            | TBC                                   | Relevant Portfolio Holders   | Cllrs Daly, Read (Chair and representatives to be confirmed at |

<sup>1</sup> Chaired by officers at the request of members of the forum.

# Council Performance & Budget Summary

## Appendix E: Advisory Groups and Partnerships Update



| Group   | Chair  | Nature of Council representation                                     | Council representatives in 2017/18   |
|---|--|--|--------------------------------------|
|   |  |  | Group's next meeting on 28.09.17)    |
| Green Triangle  | Cllr Daly  | Relevant Portfolio Holders   | Cllrs Daly, Read                     |
| <b>External Groups</b>  |  |  |                                      |
| Intalink Network Partnership (formerly the Quality Network Partnership) | Stephen Joseph                                   | Portfolio Holder and officers, others at invitation of Chair.        | Cllr Read, Cllr Donald.              |
| Nomansland Common Joint Committee                                       | John Newton Davies (Sandridge Parish Councillor) | 3 seats in 2017/18 + Nick Sherriff                                   | Cllrs Clark, Churchard and Wood      |
| Bricket Wood Common Management Committee*                               | John Bell (St Stephen Parish Councillor)         | 3 seats in 2017/18   | Cllrs Featherstone, Wright and Yates |
| Jersey Farm Woodland Park Joint Management Committee                    | Cllr Churchard (as Sandridge Parish Councillor)  | 1 seat in 2017/18 (to be from Marshalswick North or Sandridge Wards) | Cllrs Churchard, Leonard             |
| Look! St Albans   | Vanessa Gregory                                  | Relevant Portfolio Holder and Officer                                | Cllr Read and John Hoad              |
| Cathedral / HLF project   | Gerald Corbett                                   | Relevant Portfolio Holder  | Cllr Brewster                        |



## Council Performance & Budget Summary

### Appendix E: Advisory Groups and Partnerships Update



| <b>Group</b>  | <b>Chair</b>                                       | <b>Nature of Council representation</b>                        | <b>Council representatives in 2017/18</b> |
|---|--|--|---|
| Hertfordshire Infrastructure & Planning Partnership | Cllr Perkins<br>(Welwyn Hatfield District Council) | Relevant Portfolio Holder                                      | <b>Cllr Maynard</b>                       |
| Bus Users Forum*                                    | Cllr Rowlands                                      | Chair of Community, Environment and Leisure Scrutiny Committee | Cllr Rowlands                             |

\*The Council currently provides support for this Group.

**As at 6 September 2017**

# Council Performance & Budget Summary

## Appendix F: Leisure and Sports Centre Usage Review



Since 2011, the Council has invested £37m in the redevelopment of its leisure and sports facility stock. The key principles underpinning each development are to:

1. Meet the future demands and needs of the Council's residents
2. Deliver greater usage through increased and/or enhanced facilities
3. Deliver a saving on the payment made by the Council to the Leisure Operator
4. Provide a high quality facility that is future proofed for 30 years (including lifetime costs)

The following facilities have been opened:

- Westminster Lodge Leisure Centre (2012) – a new building to replace the old Westminster Lodge Leisure Centre and the Bricket Wood Sports Centre (BWSC) which closed in 2010
- Batchwood Sports Centre (2014) – a part new build and part refurbished building
- Cotlandswick Leisure Centre (2015) – a new building to replace London Colney Recreation Centre.

### **Westminster Lodge Leisure Centre**

The new Westminster Lodge Leisure Centre opened on 10 November 2012. Following a contract tender process, the Council appointed a new Leisure Operator, SLM (Everyone Active), to manage the facility. The new Leisure Operator pays the Council an annual contract fee which is being used to repay the debt on the Council's capital outlay.

The annual usage figure for the old facility was 334,298. The new Westminster Lodge Leisure Centre's annual usage in 2016/17 was 1,001,007, an increase of 666,709.

The success of the new site is attributed to the quality of the design, finishes, facility mix and leisure operator. The new facility has 5,400 fitness members (the old site had 1,300), over 600 spa members and 3,500 children per week learning to swim (the industry typical swim average for a leisure centre is 1,500). In addition, over the past few years, SLM has developed a new Hot Yoga studio, redeveloped the Fitness Gym and grown the programme of junior activities.

### **Batchwood Sports Centre**

A fire in August 2011 caused extensive damage to the site. At the point of the fire, the annual usage figure for the facility was 102,145. After refurbishment and the building of new facilities, the new centre opened on 26 May 2014. Total usage quickly grew to 120,003 (2014/15), and last year's usage was 255,177 (2016/17).

The Council is no longer paying the leisure operator an annual contract fee for Batchwood Sports Centre. The saving is being used to repay the debt on the Council's capital outlay.

The facility now has 1,200 fitness members (the old site had 600). St Albans Judo Club moved into the purpose built dojo in May 2017 and has 200 members attending the site every week. In addition, the tennis programme is thriving with 282 young people playing each week.

### **Cotlandswick Leisure Centre**

London Colney Recreation Centre's last full year of usage before it closed was 71,822. The new Cotlandswick Leisure Centre opened in July 2015, and total usage quickly started to grow. Last year's usage figure was 320,720 (2016/17).

The London Colney Recreation Centre was run by 1Life at a cost to the Council. The Council is no longer paying the leisure operator an annual contract fee and the saving is used to repay the debt on the Council's capital outlay.

In 2014/15, London Colney Recreation Centre had 340 fitness members. The improved fitness offer at Cotlandswick Leisure Centre has helped 1Life to grow the fitness membership level to 1,300. In addition, the bookings for the football pitches average 105 hours per week.

Since opening Cotlandswick Leisure Centre, 1Life has invested in a new Grit Studio. The studio is a flexible space to hold exciting accredited fitness training programmes that improve the group exercise offer at the centre. 1Life has also employed a dedicated full-time Football Development Officer to ensure the success of the all-weather football pitches.

### **Leisure Management Contract Usage**

Over the last 7 years, with the redevelopment of three new state of the art facilities, the Council has seen a substantial increase in usage (97%) as follows:

- 2010/11 = 1,237,850
- 2016/17 = 2,449,488

In addition, the Council has seen a substantial reduction in the cost of owning and operating the leisure facility stock as follows:

- 2009/10 = net balance of circa £1.5m paid to the operators
- 2016/17 = net balance of circa £0.5m received from the operators

### **Next Steps**

The Council is working to develop new state of the art leisure and cultural facilities in Harpenden to provide greater opportunities for the north of the District. The target is to open these facilities by 2019/20.

The Council is also working on the options for renewal of the Athletics Track. The aim is to complete the options appraisal by the end of 2017 and agree the best solution to take this important facility forward.

The Council will begin the process of tendering the new leisure contract in 2020/21. This is to ensure a new contract will be completed before the contracts with 1Life and SLM expire in October 2022.

## Appendix G: Harpenden Leisure & Cultural Facilities Development Update

A series of public consultation events have been held over the last month. This is to give residents and users an opportunity to see how the designs for the Harpenden Leisure and Cultural Facilities have been improved and developed since the last public consultation.

Officers consulted with the local community between October 2016 and March 2017 on the concept designs for the new facilities. This included a design workshop (known as a “charrette”) and a series of public open evenings.

Since March the project team has revised the designs for the scheme in response to the feedback from the design charrette and the community engagement process. The new designs give more detailed information, in preparation for the submission of a planning application in late September.

The new designs were displayed at Park Hall, in Harpenden, on Tuesday 15 August, from 4pm to 8pm. Architects and members of the Council’s project team were on hand to discuss the plans and answer questions.

The designs transferred to Harpenden Public Halls where they went on public display from Wednesday 16 August to Friday 1 September. 150 residents and stakeholders attended. Members of the public who were unable to visit the exhibition, could also access the designs on the Council’s website at [www.stalbans.gov.uk/harpendenleisure](http://www.stalbans.gov.uk/harpendenleisure) from 15 August.

Promotion of this stage of the consultation process was undertaken through:

- Website notification
- Press release
- Email notice to the stakeholder mailing list
- Leaflet drop to Harpenden, Redbourn and Wheathamstead residential addresses
- Posters in the Harpenden Sports Centre, Harpenden Swimming Pool and Harpenden Public Halls

Information about the potential landscaping and elevation designs was included in the display. One of the aims which emerged from the design charrette process, is the inclusion of a public square. The Council recognises the importance of the developments blending into their natural surroundings. We are currently discussing with the owners of Park House (Pegasus Life), how best to create a landscaping scheme that is sympathetic to the park setting..

The public events have been well attended and the project team has captured comments and questions emerging from them. Local residents have helpfully contributed further ideas to improve the designs for the proposed leisure and cultural facilities. The project team is now working up the final detailed designs.

# Council Performance & Budget Summary

## Appendix H: Athletics Track Development Update



Commitment four within the Council's corporate plan is to develop and deliver cultural, sport, leisure and heritage facilities with activities that benefit the entire District. Within this commitment, one of the key priority projects is to develop the District's athletics track.

The athletics track at Abbey View is over 30 years old. The natural life of a track is 15 to 20 years. The track requires extensive patch work repairs each year and the cost of these typically totals around £15k per annum. These repairs are becoming increasingly less effective. The track is now at the point of needing a new surface. This will cost in the region of £200k.

In addition, the athletics track's pavilion building is aging, and the facilities within it are in need of upgrading and enhancing. The potential cost of the work to provide a new track pavilion will be in the region of £1m.

The current facility is run by a leisure operator (1Life) and the cost of operating the facilities significantly exceeds the income received from customers.

Officers have been working with potential partners over the last year to develop a sound business case that will allow an investment to be made in new facilities. This work continues, as the Council considers all options available, including:

1. Replacing the track surface, and at a later date replacing the pavilion
2. Replacing both the track and pavilion
3. Relocating the track to a new site to develop a partnership approach

The Council has received Section 106 leisure contribution funding\* that can be used towards the Athletics Track project. Further Section 106 leisure contribution funding may become available from another developer if they execute their planning permission as anticipated.

Officers continue to work to create a sound business case using a partnership approach to funding the development and hope to conclude this work by the end of 2017.

Until a final decision is reached on the most prudent route to develop the athletics track provision, the current track will be maintained to an appropriate standard.

\*Section 106 contributions – financial contributions made by developers for e.g., infrastructure.

# Council Performance & Budget Summary

## Appendix I: New Museum & Gallery - Budget Update



Council agreed on 9 July 2015 to transform the old Town Hall into a New Museum and Gallery at a value of £7.75m.

The project is progressing on time with 'practical completion' planned for 2 February 2018. This will be followed by the Exhibition fitout and associated works with a 'soft' opening planned for May 2018.

Detailed below is a resume of works undertaken to date:

- Work to lower the central area (below the former café area) is complete.
- The basement concrete slab has been cast for the new Vault Gallery.
- The new ground floor has been constructed.
- Refurbishment of the public toilets has started.
- Repairs to the Courtroom lantern are progressing.
- A new upper level glazed walkway linking the two halves of the building has been constructed, and the glazing installed.
- Repairs to the building exterior including essential roof repairs are progressing.
- Work to break through from the new Vault Gallery to the cells is complete.

Officers have identified a number of items that will improve the building's operational functionality. These are all items which were not included in the original budget. This work has been undertaken in consultation with the Head of Commercial and Development, the Portfolio Holder for Commercial and Development, and the Portfolio Holder for Sports and Culture.

The proposed additional elements will result in a net increase in spending on the New Museum and Gallery project of **£181,000**.

These changes can be made by making use of the Council's Invest to Save budget in the Capital Programme, which Cabinet can agree.

The Invest to Save budget is designed for use when items can be fully funded through savings made. This is either as a direct result of an investment made, or, as in this case, when it can be fully funded. For clarity, the source of the savings is described in detail below. In this case this detailed description also serves as the business case for use of this capital budget.

### **Cabinet is asked to agree to this further investment.**

The items identified, and their proposed funding sources, are as follows:

|   |
|---|
| Assembly room feature lighting and design improvements            |
| Basement stair feature lighting to handrail                       |
| Basement corridor feature lighting for Honours' Boards            |
| Glazed walkways feature lighting                                  |
| General staircase feature lighting and design items               |
| Courtroom projector point and design item                         |
| Wayfinding design and construction                                |
| Courtroom dock metal railings and furniture safety adjustments    |
| Improved door safety including: door closures and fire door stops |
| External banner stanchions  |
| <b>Total - £75,000</b>  |

### **Proposed Funding: Transfer of Athletics Track Budget**

The 2017/18 budget includes a fund of £100,000 to work on the initial stages of the Abbey View Athletics Track development. Work on the options for the Athletics Track continues (see separate Performance Report Update in this agenda). Meanwhile, at this stage, this funding can be released for use on the New Museum and Gallery project.

PA system

Advertising screens

Courtroom feature lighting

**Total = £32,000**

### **Proposed Funding: Leisure Services Development Account**

The 1Life Leisure Management Contract allows for 2% of 1Life's income from this contract to be paid to the Council. The Council must use this directly on the development of the leisure and cultural offer in the District. This fund is known as the Leisure Services Development Account.

Security enhancements to allow for National Loans and Exhibitions (£80,000)

Under floor heating (£50,000)

Graining of the Courtroom panelling (£47,000)

**Total = £177,000**

### **Proposed Funding: NMG Budget Reallocations (and use of Contingency) and project specific Section 106\* receipt**

Following a detailed review of the NMG budget, it has been identified that the following elements of the budget, and a S106 contribution could be re-allocated to fund the above items:

- a) **Project's Heritage Budget** (£25,000)
- b) **Identified underspends** (£35,000)
- c) **Project Contingency Budget** (£78,000)
- d) **S106 Leisure Funding** (£39,000)

The S106 agreement for Maryland Convent, 29 Townsend Drive, St Albans (5/2015/3344) provides £38,889 to be used exclusively on the New Museum & Gallery project. This money is allocated under the Leisure & Cultural Centre element of S106 funding.

Assembly Room secondary glazing

**Total = £35,000**

### **Proposed Funding: Council's Sustainability Fund**

The sustainability budget has been utilised for upgrading the lighting in the Civic Centre to LEDs. This work is complete, leaving a balance of £35,000. It is proposed to use this to install secondary glazing in the Assembly Room to improve energy efficiency and comfort for its users. Based on an EMEC\*\* report, it is possible to increase the efficiency of the building by upgrading elements of the glazing.

\*Section 106 contributions – financial receipts from developers related to e.g., infrastructure investment.

\*\*EMEC - Environmental Mechanical Electrical Consultancy

# Council Performance & Budget Summary

## Appendix J: Contractor Staffing Update

### Contractor staffing levels for major contracts

The table below sets out the type of information currently monitored as part of the Council's major contracts arrangements for five of the Council's largest general fund revenue contracts..

Cabinet's views are sought on what future information should be reported. For example, as in the case of Veolia, contractors could be asked to notify the Council proactively of any significant, foreseeable implications of reduced staffing levels. .

| <b>Contract</b>                             | <b>Contractor</b>               | <b>Is info collected on numbers in post, or variations from full staffing Establishment*, or productive hours?</b>                | <b>Is info collected on implications of variations from full staffing Establishment*?</b>   |
|---|---------------------------------|---|---|
| Grounds maintenance                         | John O'Conner                   | Yes – this is discussed monthly at Contract monitoring meetings   | Yes   |
| Leisure contracts                           | 1Life and SLM                   | No  | Yes. (Vacancies not dealt with mean staffing ratios are not met. This can mean elements of the service are not provided)  |
| Parking – on street                         | NSL                             | Yes. 11% reduction in deployed hours  | Yes. (See, for example, data in July Cabinet Performance report)  |
| Contract for Waste Management and Cleansing | Veolia (Environmental Services) | Yes. Weekly staffing summary sent to Council. Shows contractual labour investment (by category) and daily actuals against target. | Yes. This is a standing agenda item on fortnightly meetings. Veolia is required to notify the Council of any significant, foreseeable implications proactively. |

- Establishment – the overall number of full-time equivalent staff employed.



# Council Performance & Budget Summary

## Appendix K: Digital Transformation Programme Update



The Council has begun the next stage of our Digital Transformation Programme\*.

The quarterly performance report includes an update on progress. However, this update is to report more fully on the activity over the first six months of the programme (February to August 2017).

On 7 December 2016, Council approved the Corporate Plan 2017-2022 and 'pump priming' investment of £487k for the Digital Transformation Programme. The investment covers the three financial years 2017/18, 2018/2019 and 2019/20.

The Digital Transformation Programme along with **Workforce Development** and **Customer Service Improvements** is a key strand within the overall '**Shaping our Future**' programme.

The aims of the Digital Transformation Programme are:

- To improve the customer experience, by enabling our customers (visitors, businesses, residents, and staff) to do business with, and interact with, the Council easily online.
- To enable substantial financial savings possible through more modern ways of working and automated services.

The Government's G-Cloud Framework was used to select a suitable technology partner to develop a Council-wide digital platform and support the transformation work.

As previously reported to Cabinet in the priority project update Quarter 4 2016/17, ARCUS Global was selected as the technology partner using Salesforce for the digital platform.

A link to the 2016/17 Quarter 4 Cabinet update is here:

<http://stalbans.moderngov.co.uk/documents/s50028884/Council%20Performance%20and%20Budget%20Summary%20March%202017.pdf>

The first stage of the programme will see the delivery of two main digital accounts:

- An external '**My St Albans Account**' enabling customers to book, pay, report and track Council services.
- An internal '**My Employee Account**' providing self-serve access for a range of people related processes such as IT support, recruitment, annual leave, expenses.

The '**My St Albans Account**' is due to be launched at the end of December 2017. The first phase will include self-serve access to a range of services, for our housing residents. They will be able to go online and view their rent account, payment history, report an issue and apply for housing related services.

The '**My Employee Account**' for staff will be launched at the end of September 2017.

Feedback from recent Customer Conversations reported to Cabinet on 22 June 2017 is being used to help shape the design of the '**My St Albans Account**'.

We have also:

- Launched a new ICT Help desk tool. This allows staff to report, track and monitor IT faults, issues, and change requests.
- Integrated the digital platform (Salesforce) with the online appointment and booking solution. This is used by residents wanting to make use of the planning pre-application service or to see a Customer Service Advisor for help with a complex enquiry.

## Appendix K: Digital Transformation Programme Update

- Established a cross-Council group of employee Digital Champions to support and promote the changes.

Quarterly updates on the overall programme will continue to be included in the Performance Report under the Corporate Priority Project update. A further six month update will be included in the February 2018 Performance Report.

\* The Digital Transformation Programme builds on the work previously started under the Customer Access and Digital Transformation (CA&DT) programme. Progress of the CA&DT programme has been reported under the heading "Implement digital technologies to make services more accessible and efficient" in the Performance Report, Quarterly Corporate Priority project updates.

# Council Housing & Budget Summary

## Appendix L: Fire Safety and Vacant Properties Update



### 1. Fire Safety

A report on Fire Safety will be presented to Cabinet in October following a motion agreed by Council in July.

The following provides an update of progress to date.

#### i) Fire Safety Information

Fire safety advice has been reissued to tenants at Telford Court, the Council's sole high rise block. Leaflets have also been distributed to tenants in sheltered housing/older persons' schemes. A leaflet has been produced for tenants in 'general needs' blocks of flats, which will be distributed also.

The summer edition of Housing Times included two articles on fire safety. One article was on our clear landings policy, and the other covered the process required to seek permission to carry out alterations. The door knocking summer surveys on several of our estates have started. A question on fire safety is included. The Fire Service has been invited to attend the Housing Services Open Day on Saturday 23 September. Their team will attend to provide fire safety advice, assuming they are not called out to an incident. An article on fire safety is included in the autumn edition of Community News. Fire safety information is also being prepared to send to Lettings Agents and HMO landlords. The website will also be updated.

#### ii) Sprinkler Systems

A company experienced in providing sprinkler systems has been appointed. It is working with officers to prepare a full cost for installing a sprinkler system at Telford Court. An indicative cost will then be obtained for all Council owned blocks of flats regardless of age or height.

#### iii) Fire Risk Assessments

The next batch of planned fire risk assessments are in progress. Inspections have been completed at the Council's four mobile home sites and temporary homeless accommodation. No issues of concern have been raised. The Fire Service also carries out an annual check on a sample of our buildings. They have recently inspected Ridgeview D block, Sparrow Court and Mereden Court. The inspections were all satisfactory.

#### iv) Fire Safety Improvements

A budget for fire safety improvements to blocks of flats has been in place since 2011 as part of the Housing Investment Programme. Orders have recently been raised for further upgrades to fire doors and emergency lighting.

### 2. **Empty Properties**

An Empty Homes Officer is due to start in post in October 2017. As of 18 August there are 299 properties that have been empty for at least 6 months in the District. Of these 69 have been empty for over 2 years. The next update report in December will include an update on these 69 properties.