

# Council Performance & Budget Summary

March 2019

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. Waste Management and Recycling Update
- C. Fly-tipping Enforcement Update
- D. Property Development Update Part I
- E. Digital Transformation Programme Update
- F. Staffing Levels Update
- G. Spend on Consultants
- H. Enterprise Zone Update
- I. Syrian Refugees Update
- J. Property Development Update Part II

## Recommendations

- 1.1 That Cabinet notes the Council Performance and Budget Summary (March and Quarter 4 2018/19) and its appendices.
- 1.2 That, as requested by London Colney Parish Council, the London Colney Neighbourhood Plan boundary is designated as shown in the map at Annex 2 of Appendix A: Planning Update.

## Update on actions arising from Cabinet meetings

21 March 2019		
2.	<i>Fly-tipping prosecutions</i>	An update has been included on this agenda – please see Appendix C - Fly-Tipping Update.
2.	<i>Sign-off process for South West Herts Group proposals</i>	Further information will be provided in the Planning Update to June Cabinet.
2.	<i>Review of process for approval of S106 agreements</i>	Further information is provided in Appendix A – Planning Update.
2	<i>S106 contribution for Wheathampstead</i>	Officers have sent proposal to Ward Councillor's for approval.
2	<i>Leisure Contract Sub-leases</i>	1 Life has agreed in principle to investigate the costs associated with the sub-leases.
4	<i>Parking Penalty Charge Notices</i>	Initial impact of the officer decision to deploy fewer Civil Enforcement Officers (CEOs) appears to be approximately cost neutral. As a result, the service is now aiming to: <ul style="list-style-type: none"> <li>• Increase the number of CEOs deployed, to address specific infringement types and areas. Aiming to deploy additional 3 CEOs in April and May, but level of deployment will depend on successful recruitment.</li> </ul>

		<ul style="list-style-type: none"> <li>Monitor the impact on a monthly basis to ensure the net effect remains broadly cost neutral</li> </ul>
4	<i>Herts IQ performance monitoring</i>	Further information is provided in Appendix H – Enterprise Zone Update.
4	<i>Station Approach, Harpenden</i>	Further information is included in Appendix A – Planning Update.
4	<i>Planning consultation – Ellenbrook Park</i>	Further information is included in Appendix A – Planning Update.
4	<i>Asset Maintenance spending projections</i>	<p>The projected underspend on the gas replacement boiler contract and other projects was due to delays in the procurement of the new gas contract, and staff vacancies. The target date has been extended to 2022 as we are now including the renewal of the complete central heating system in addition to boilers.</p> <p>We are also working with the new Reactive Repairs Contractor, Morgan Sindall Property Services, to review planned maintenance projections and improvement of processes. This includes validating the programme of works, and more accurate financial tracking and budget forecasting of planned works. Fewer tenders will be required as most planned works are included in the new contract.</p>
4	<i>Verulamium Park Bridge funding</i>	The Deputy Chief Executive (Commercial and Development) is in discussions with HCC on the possibility of receiving additional S106 for this project.
4	<i>Fire stopping works at Cyril Dumpleton House in London Colney</i>	<p>The work at Cyril Dumpleton House is in 2 phases. The first phase started from January 2018 to April 2018. This work involved boarding to the ceilings in flats, upgrades to fire doors and electrical works.</p> <p>The second phase involves the loft space where compartmentation works are required. Various meetings were held with Hertfordshire Fire Safety Officer during the summer to discuss the works needed and additional items were required.</p> <p>Interim measures have been in place at this scheme, including a waking warden. Housing Support Staff visit regularly and there is an out of hours service.</p> <p>A building control application was required. This was submitted in the autumn in consultation with Building Control and Fire Safety Officer and approved in November. A specification for the work and materials</p>

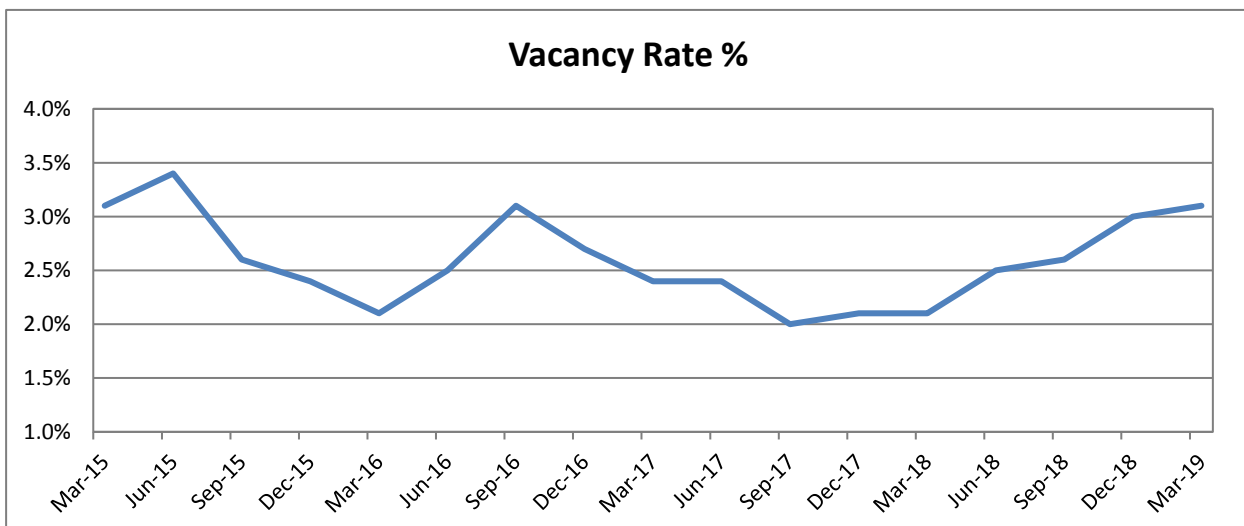
		<p>was put together and tenders invited in January 2019. In total 3 Contractors submitted tenders. The lowest withdrew and the others were not satisfactory. Fire Safety is included in the new Repairs and Planned Maintenance Contract. A price is now being obtained from Morgan Sindall Property Services expected on 19 April 2019.</p> <p>Throughout this process the Fire Safety Officer has been kept updated and they are aware of the current position. A further update will be provided to them after 19 April.</p>
4	<i>Long-Term Vacant Properties identification of sites</i>	A request for Councillors' assistance in identifying sites will be included in the April Members' Information Bulletin.

### Vacant Units (City and District)

The table below shows the proportion of vacant retail properties as at 31 March 2019 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. PROPERTIES	UNOCCUPIED	% UNOCCUPIED				
			18/19 Q4	18/19 Q3	18/19 Q2	18/19 Q1	17/18 Q4
UNPARISHED CITY	727 (down 2*)	27 (up 6*)	3.7%	2.9%	2.8%	2.9%	2.1%
COLNEY HEATH	32	0	0%	0%	0%	0%	0%
HARPENDEN RURAL	6	0 (down 1*)	0%	16.7%	16.7%	0%	0%
LONDON COLNEY	53	3	3.8%	5.7%	2.0%	2.0%	2.1%
REDBOURN	36	1	2.8%	2.8%	2.8%	0%	0%
ST MICHAEL	3	0	0%	0%	0%	0%	0%
ST STEPHEN	55	1	1.8%	1.8%	1.8%	0%	0%
SANDRIDGE	55 (up 1*)	3 (up 1*)	5.5%	3.7%	0%	0%	0%
WHEATHAMPSTEAD	40	0	0%	0%	0%	0%	0%
HARPENDEN	241	5 (down 3*)	2.1%	3.3%	3.3%	3.8%	4.2%
<b>TOTALS</b>	<b>1,248 (down 1*)</b>	<b>40 (up 3*)</b>	<b>3.13%</b>	<b>3.0%</b>	<b>2.6%</b>	<b>2.5%</b>	<b>2.1%</b>

\*Up or down from the quarter ended 31 December 2018.



## **Changes to performance measures**

### Sport and leisure

Officers are working with the leisure providers to understand an effective way to report membership figures at Leisure Centres to Cabinet. Changes or new measures will be introduced in the first quarterly update for 2019/20, to July Cabinet.

### Housing measures

A number of changes are planned for Housing measures:

- Add in two new void (empty) property performance indicators:
  - Number of voids over target
  - Number of voids over 3 months
- Change target for 'Rent arrears of current tenants as a percentage of rent due' to reflect one per cent rent reduction
- Remove 'Average time in temporary accommodation (weeks)' as it is a less useful performance measure than 'Number of households in temporary accommodation' and does not effectively reflect performance
- Replace existing repairs measure with two new repairs measures, to reflect change to new contract:
  - Percentage of repairs completed within target. - target is 95%
  - Percentage of repairs completed at first visit. Target is 80%
- Total Affordable Housing Completions quarterly measure to give separate number of Council and Housing Association Properties.

In addition, a six-monthly dashboard will be included as an appendix to the Performance and Budget Summary. This will include some added indicators and wider information on the new contract activities. These will include customer satisfaction, social value, health and safety, handyman services.

### Parking measures

A new measure will be introduced in October, alongside the new in-house parking service. The team will commission external parking compliance surveys, which will show the percentage of parking compliance in individual areas. This will give a more effective measure of driver compliance levels than the current measure.

An initial survey will establish a baseline percentage before October, which will be used by officers and the Portfolio Holder to determine the Council's preferred target compliance level. This will feed directly into performance conversations (appraisals) with Civil Enforcement Officers.

From October, Cabinet will receive six-monthly updates in the Performance and Budget Summary, giving an overall compliance percentage for the whole District. More granular detail will be available as required. The 'Parking Penalty Charge Notices issued' indicator will be retired.

The existing measure 'Percentage of Parking Penalty Charge Notices Paid' will continue to be reported as usual.

## Percentage of business rates collected of that collectable in the year

For 2019/20, the collection rate for Business Rates has been reprofiled to reflect the current business rates payment patterns. The targets will now be:

- Quarter 1 – 29
- Quarter 2 – 56
- Quarter 3 – 84
- Quarter 4 – 99

## **Crime and Anti-social Behaviour Performance Measures**

In the March 2018 Performance and Budget Summary, new statistics were included for 'All Crime' and 'Anti-social Behaviour' using data from the Police. Due to an unforeseen issue with their recording system, the Police are still unable to extract all crime data for inclusion in this report. This will be reported as and when it becomes available.

Police data for Anti-Social Behaviour for 2018-19 continues to follow a downward trend, and shows a year-on-year drop of 34%.

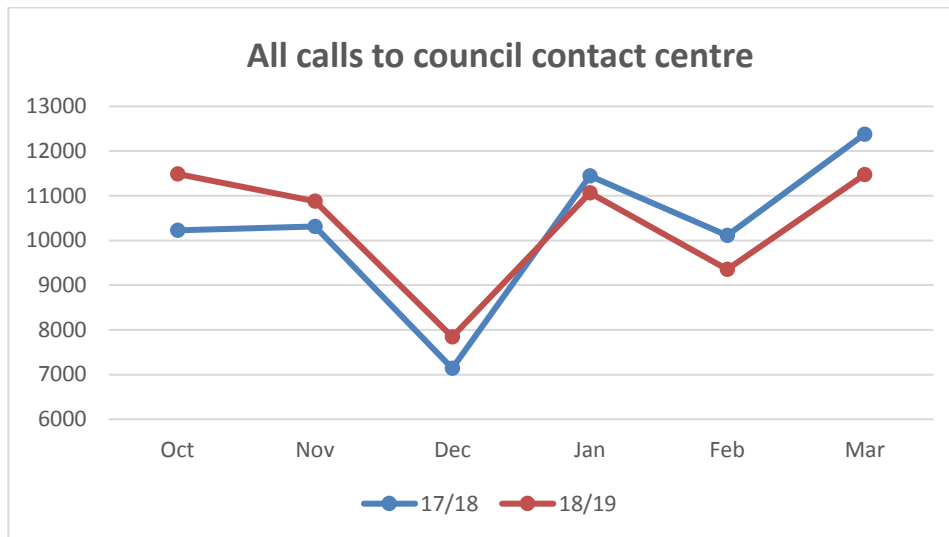
ASB Type	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2017/18 Total	2018/19 Total	% change
ENVIRONMENTAL	116	149	76	92	680	433	-36%
NUISANCE	443	417	338	294	2355	1492	-37%
PERSONAL	132	136	91	104	575	463	-19%
<b>Total</b>	<b>691</b>	<b>702</b>	<b>505</b>	<b>490</b>	<b>3610</b>	<b>2388</b>	<b>-34%</b>

Data from a recent Joint Agency Group (JAG) meeting, covering 1 April 2018 to 31 December 2019, shows that reported crime dropped c.4% year-on-year. Reported residential and commercial burglaries has decreased significantly. Motor vehicle crime has increased, and the police continue to educate the public about locking vehicles.

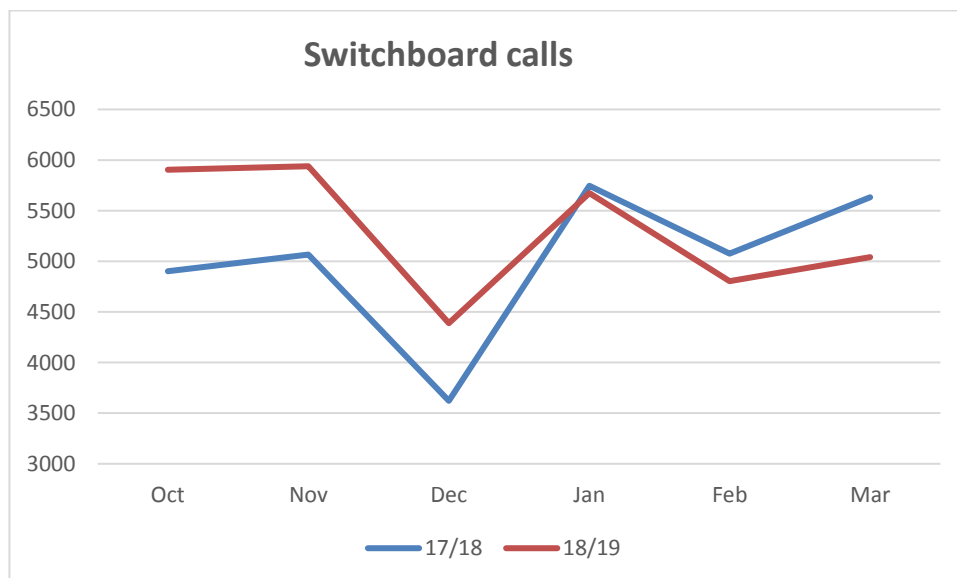
## **Customer Service Measures Update**

### Telephone contact

- In the Contact Centre, Quarter 4 saw 31,885 calls, a decrease of 2,054 compared to the 33,939 calls in the same quarter last year. The decrease in calls can be seen across all services, except for Elections which saw an increase of 251 calls.
- The Council has procured a new telephony solution and reporting functionality which replaced the previous system. The new system went live in March in the Contact Centre and was fully implemented across the rest of the organisation by 1 April.
- To help reduce call wait times and connect callers to the right person first time, a new menu of options (IVR) has been introduced on the general switchboard number 01727 866100. The options are based on the most common switchboard phone enquires. By selecting the relevant option, calls are automatically transferred to the relevant person/department. This includes the automatic transfer of relevant calls to Herts County Council.

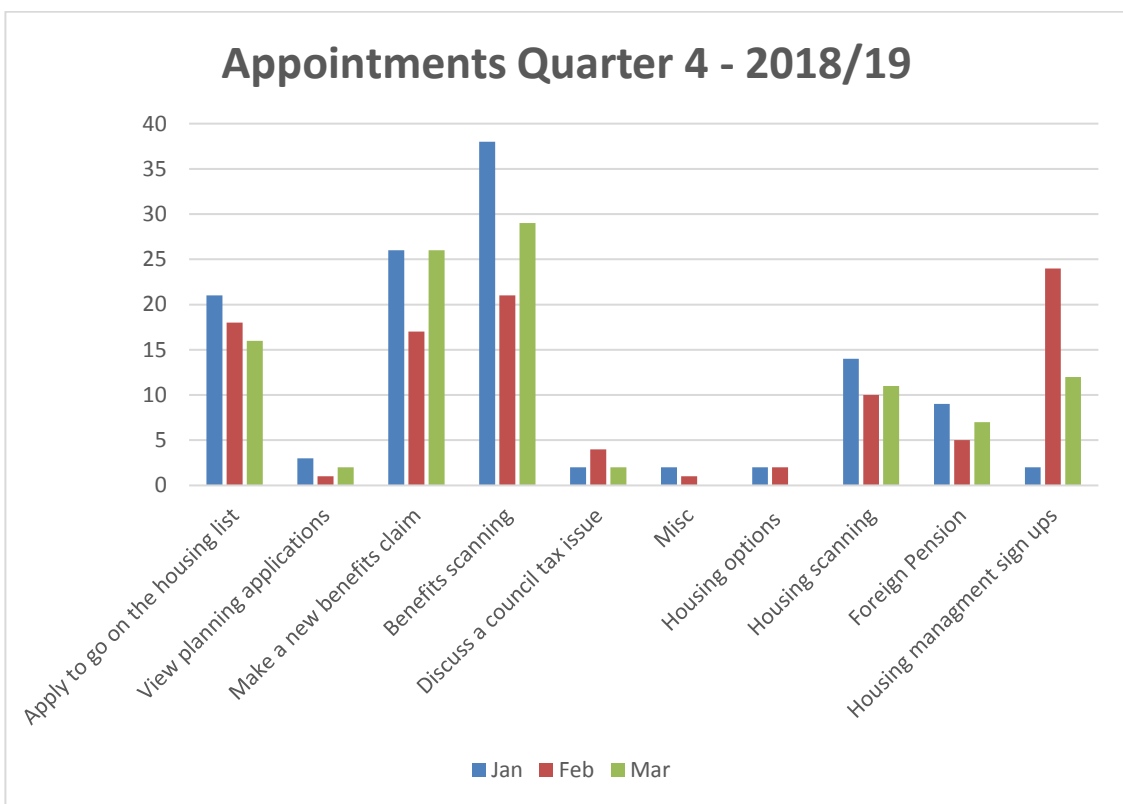
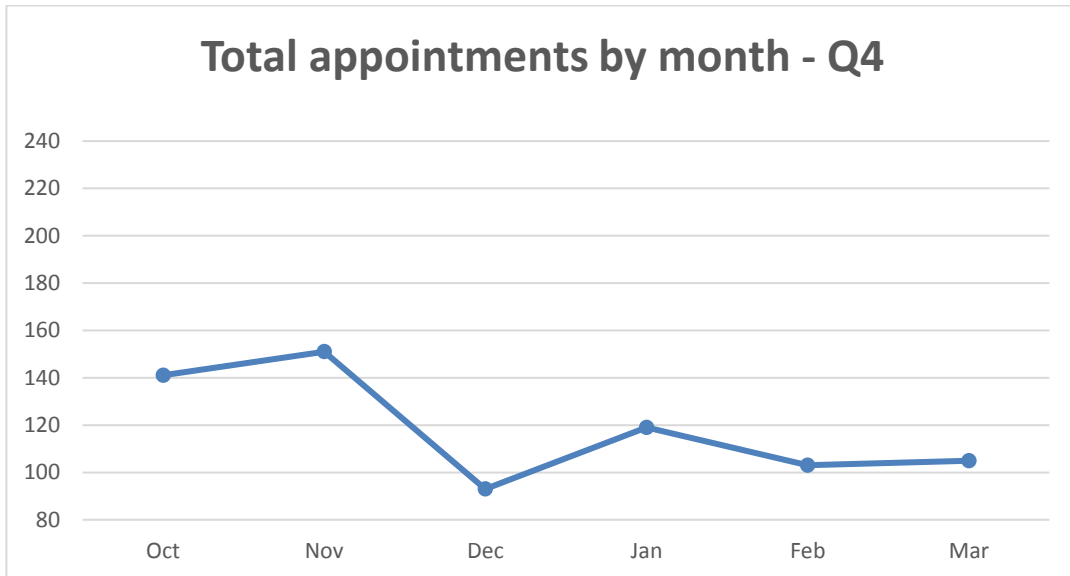


- In contrast to the previous quarter, we have also seen a reduction in switchboard calls. Since the introduction of the new system, switchboard calls have fallen c.10% compared to the same period last year.



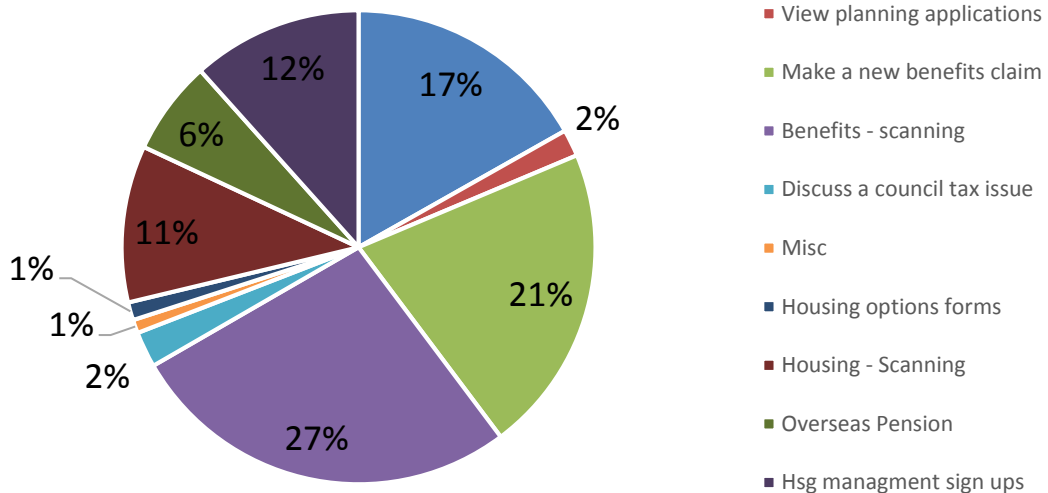
### Face to face contact

- During Quarter 4, 327 customer appointments were made, a decrease of 343 appointments compared to 670 appointments made in the same quarter last year.
- We have created a new appointment type for 'Housing Management sign ups' – When new tenants sign their new tenancy agreement, customer services take the initial rent payment and sign the tenant up for a My St Albans Account.



- 38% of our appointments are for scanning documents [27% Benefits and 11% Housing] followed by new benefit claims at 21%. New housing register applications made up 17% of the appointments.

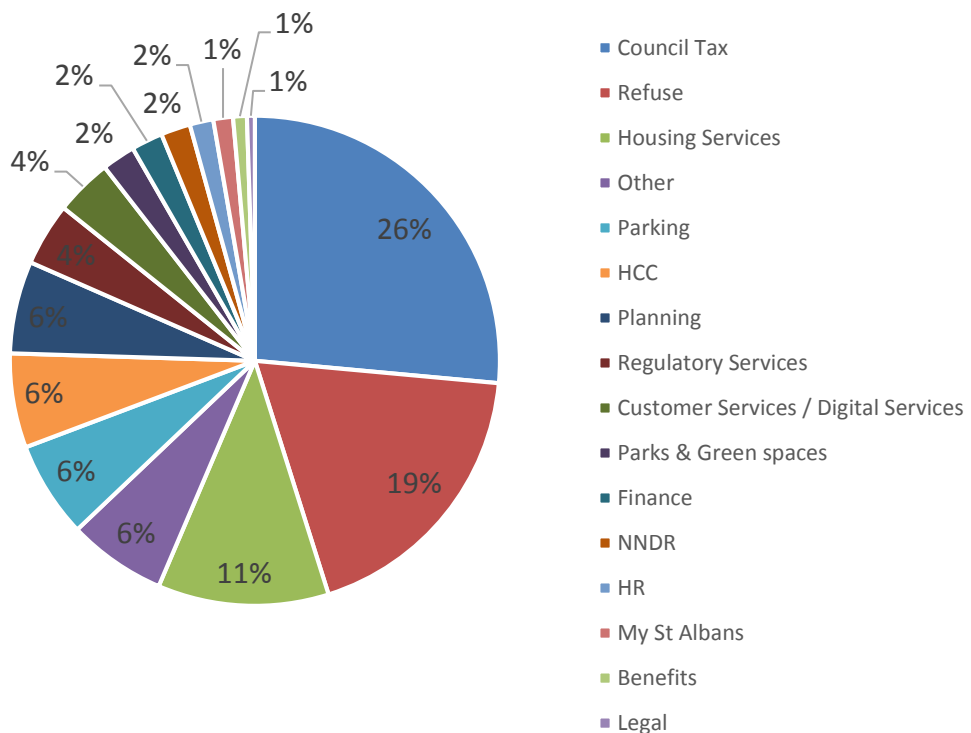
## Appointments by type Q4



### Email contact

- Quarter 4 saw a total of 771 customer emails to the 'Contact us' inbox, an average of 257 per month.
- The highest volume of emails were directed to Council Tax [26%], followed by Refuse [19%]. Parking, Herts County Council and Planning each accounted for 6% of contact.

## Contact us emails - Quarter 4





## The Hub

- Hub partners and Council staff have shared the Customer Service desks since the Hub was closed for refurbishment in February.
- The arrangement has worked well. It has provided an opportunity for Council staff to build up better working relationships with partners and understand more about the services they offer.
- The Hub is due to reopen from mid-April. Council staff will be working in the Hub alongside existing partners such as Citizens Advice and the Credit Union.
- This approach will provide a more holistic service for customers as all enquiries will be dealt with in one place, making it easier to triage and signpost.
- There are now 10 partners working in the Hub. Morgan Sindall are due to join us when the new Hub opens to deliver digital skills sessions and job clubs.

<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>
St Albans District Citizen's Advice	St Albans District Citizen's Advice	St Albans District Citizen's Advice	St Albans District Citizen's Advice	St Albans District Citizen's Advice
Communities 1 <sup>st</sup>	Herts CC Stop Smoking Clinic	Communities 1 <sup>st</sup>		Hertfordshire Asian Women's Association
Oaklands College		Oaklands College		
Community Navigator		Herts Practical Parenting Programme	Herts Practical Parenting Programme	
Morgan Sindall		Credit Union		
St Albans Women's Outreach		Shaw Trust		

## **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>G</b>	Forecast budget variance at the year end (General fund for year in question)	Forecast budget variance currently stands at an underspend of 0.1% (£16k).  The forecast has changed from last month (which was an overspend) due to the late announcement and receipt of several government grants at the end of March. These include new or additional grants. This includes grants for preventing homelessness, parks improvement, national community clean up, transparency code set up and letting agents transparency and redress requirements. It also includes EU Exit funding.
<b>R</b>	Average time to re-let dwellings (excluding temporary accommodation) (days)	We continue to have a large number of voids (empty properties) which have arisen over the winter months and as a result of tenants transferring to the new developments. There were also 9 properties which became vacant toward

	Measure	Comments
R		<p>the end of the month as they were 'buy backs' of former council properties.</p> <p>Our former contractor stopped taking on new voids in mid-March. They also handed back a number of void properties that they were unable to complete.</p> <p>We began working with our new contractor prior to the start of the new contract on 1st April. They will be putting together a delivery programme for the 70+ outstanding voids, plus a number earmarked for temporary accommodation.</p> <p>Our contractors have identified two managers who will manage voids until the backlog is cleared. They are now attending the weekly void meetings.</p>
A	Rent arrears of current tenants as a percentage of rent due	<p>Rent arrears have decreased by 0.1% over the course of the month and in cash terms they are now £4,000 less than the previous month. The figure for total rent arrears is £881,296, a decrease on last month.</p> <p>According to our records, approximately £240,000 of rent arrears is due to Universal Credit (UC) cases. We now have 487 tenants who are in receipt of universal credit. 31% of tenants with arrears are receiving UC, although the rent owed is more than 50% of total outstanding arrears.</p>
A	Number of households in temporary accommodation	<p>The number of households in temporary accommodation remains relatively high, including for the following reasons:</p> <ul style="list-style-type: none"> <li>• the impact of the Homelessness Reduction Act. There has been an increase in approaches to the Council, and the Act allows households to stay longer in temporary accommodation.</li> <li>• 39 properties are currently under offer to households in temporary accommodation.</li> </ul>
R	Average time in temporary accommodation (weeks)	<p>As mentioned above, there are 39 properties currently under offer to households in temporary accommodation (20 Council properties and 19 Housing Association properties). When these properties become available, the households will be able to vacate their current temporary accommodation.</p>
A	Percentage of repairs completed on time	<p>There has been no change to the percentage of repairs completed on time.</p> <p>Throughout March we were reducing the repairs passed to our main contractor as the contract drew to a close. At the same time they were losing staff due to resignations and in the course of TUPE transfer to the new contractor.</p> <p>The new contractor will be dealing with a greater than usual number of repairs and has put the necessary resources in place to get the work done.</p>
R	Percentage of Council's planning decisions supported at appeal (cumulative 12 month)	<p>In March, thirteen appeal decisions were received. Eight of these appeals were dismissed. Four of those dismissed related to developments in the Green Belt and two to developments in a Conservation Area.</p>

	Measure	Comments
R		<p>Of the five appeals allowed, two were in respect of developments in the Green Belt and one related to a Locally Listed Building in a Conservation area.</p> <p>Costs were awarded on one of these allowed appeals relating to the development of extensions to a dwelling in the Green Belt.</p>
	<p>Verulamium Museum visits + Hypocaust visits</p>	<p>Visits to Verulamium have decreased compared with the same quarter in 2017/18. School visits are down by c.700 children. Snowfall prevented school visits to the museum on several days in the quarter. In addition, since the opening of St Albans Museum + Gallery in Quarter 2, visitor numbers to Verulamium have remained stable at around 15,000 per quarter.</p> <p>The reduction in visits to the Hypocaust reflects the above.</p>
G	<p>Total number of visits to sport and leisure centres</p>	<p>The total number of visits to sports and leisure centres are up from the same time last year.</p> <p>There has been an increase in capacity and use of fitness programmes. This is due, in part, to a new boxing studio at Cotlandswick, and spin studio at Batchwood.</p>
	<p>Establishment - actual FTE (full-time equivalent staff) in post</p>	<p>The actual FTE has not changed significantly since Q3 but it does continue the downward trend seen in 2018/19.</p> <p>Of the 14 roles advertised in our New Year advertising campaign we successfully filled 9 roles (6 internally and 3 externally) and 1 post in Housing has been advertised twice during that period, but without success. 4 posts are to be re-advertised, or alternative approaches to cover the work identified (Planning, Building Control and Communications).</p> <p>No post additions or deletions were agreed by Cabinet in Q4. However, a number of areas have made changes to roles and team structures working within current establishment (FTE and salary budgets).</p>
R	<p>Number of working days/shifts lost due to sickness absence per full time equivalent (FTE) employee (days)</p>	<p>Sickness levels have increased slightly in comparison to Quarter 4 last year.</p> <p>Short term absence accounts for 1.00 days lost per FTE, a reduction of 0.14 days in comparison to Q4 2017/18.</p> <p>The main cause of these absences was respiratory (flu, coughs and colds) and gastrointestinal illness. This is in line with seasonal trends at this time of year.</p> <p>Long term absence accounts for 1.63 days lost per FTE, a small increase of 0.18 days in comparison to Q4 2017/18.</p> <p>The number of long term absence cases increased to 17 (15 cases in Q4 2017/18) across 8 absence categories including 8 mental health and 3 musculoskeletal cases. Of these, 8 employees have successfully returned to work and 4 have left the organisation. The remaining 5 cases are being managed in line with our attendance management policy and are at the formal review stage.</p>

Measure	Comments
	<p>Line managers actively work with the individuals to encourage an early return to work where possible. Support measures include seeking advice from Occupational Health and offering reasonable adjustments such as phased return to work or home working. Access to counselling is also available through the Council's Employee Assistance Programme Helpline.</p> <p>The Council's absence rate remains below the benchmark for the council sector and in line with all sectors, according to our contractor FirstCare's client data and sector benchmarks.</p> <p>The approximate cost of long term absence over quarter 4 was £143k, which includes £87k direct costs (salary and on costs for working days lost) and £56k indirect costs (notional calculation for cover arrangements, agency fees and occupational health). This figure does not include additional manager and HR time in managing the absence.</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

## March 2019



		Bigger or Smaller is Better	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	TARGET
Finance	Forecast budget variance at the year end (General fund for year in question)	Smaller	-7.0%	0.0%	*	1.2%	0.3%	0.2%	0.0%	-0.6%	0.5%	0.7%	1.2%	1.0%	-0.1%	0.0%
Housing	Average time to re-let dwellings (excluding temporary accommodation) (days)	Smaller	33	34	27	25	28	30	51	41	40	34	39	39	41	26
	Rent arrears of current tenants as a percentage of rent due	Smaller	3.1%	3.5%	3.4%	3.4%	3.7%	3.7%	4.0%	4.0%	4.1%	3.2%	3.4%	3.5%	3.4%	3.1%**
	Number of households in temporary accommodation	Smaller	117	118	118	123	119	126	145	149	149	145	139	131	126	Trend
	Average time in temporary accommodation (weeks)	Smaller	26	25	27	26	26	26	25	27	28	31	31	31	30	Trend
	Percentage of repairs completed on time	Bigger	100%	95%	88%	86%	93%	87%	94%	93%	98%	81%	94%	94%	94%	98%
	Total number of households in receipt of Housing Benefit and/or Council Tax support	Smaller	6,640	6,640	6,654	6,645	6,664	6,679	6,689	6,632	6,614	6,576	6,598	6,550	6,577	
	Days to process Housing Benefit new claims (12 month average)	Smaller	21.6	20.7	20.1	19.5	19.0	17.8	17.1	16.2	15.5	14.4	14.0	13.9	13.8	22
	Days to process Housing Benefit change in circumstances (12 month average)	Smaller	7.0	6.9	7.0	6.7	6.8	6.8	6.8	6.7	6.6	6.7	6.5	6.4	6.3	7
Planning & Building Control	Planning and Building Control applications received (including pre-app, trees and condition discharge)		511	482	406	480	493	414	371	496	438	332	400	484	502	
	Percentage of Council's planning decisions supported at appeal (cumulative 12 month)	Bigger	67%	66%	61%	61%	57%	55%	59%	60%	61%	60%	60%	58%	56%	66%
	Percentage of planning applications not determined (within time limits or agreed timescale)	Smaller	5%	5%	7%	12%	13%	16%	13%	15%	11%	12%	10%	13%	14%	25%
	Number of planning applications that have not been determined in time (at end of month)	Smaller	14	22	21	30	36	29	37	40	48	43	28	41	28	40
Community Services	Parking Penalty Charge Notices issued	Smaller	1,464	1,442	1,865	1,613	1,633	1,536	1,539	1,569	1,724	1,134	1,058	1,082	1,425	Trend
	Percentage of Parking Penalty Charge Notices paid	Bigger	88%	82%	82%	85%	86%	93%	84%	90%	83%	97%	90%	92%	83%	80%
	Fly-tipping incidents (latest month data provisional)	Smaller	100	103	124	74	111	68	100	90	79	58	62	48	50	Year-on-year Trend
	Number of missed waste collections per 100,000 (latest month data provisional)	Smaller	35	33	30	33	34	36	25	30	28	30	31	32	34	32****
External	Claimant count	Smaller	1,000	1,110	1,085	1,120	1,105	1,130	1,180	1,225	1,195	1,125	1,150	1,230	1,210^	****

\* Data not available

\*\* Target changed from 2.6% to 3.1% from April 2018.

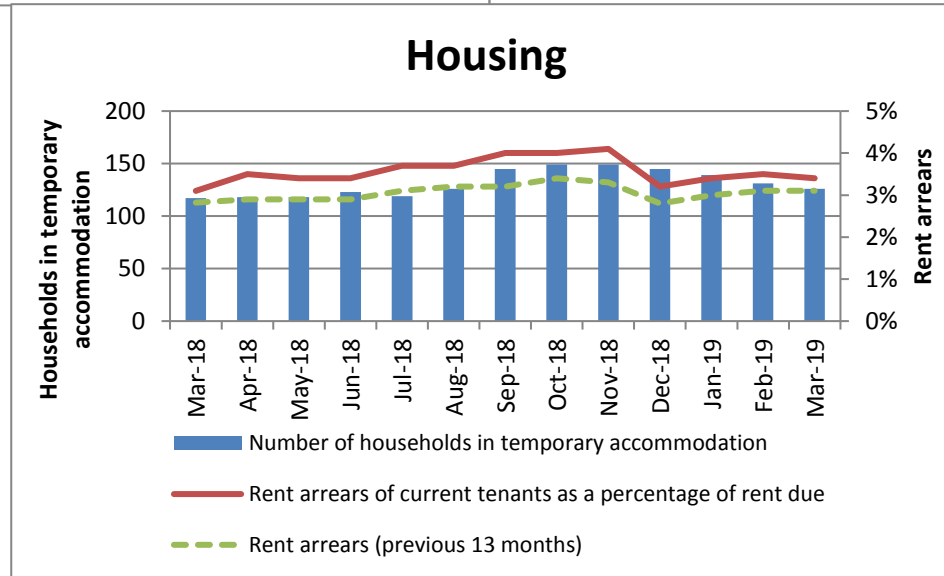
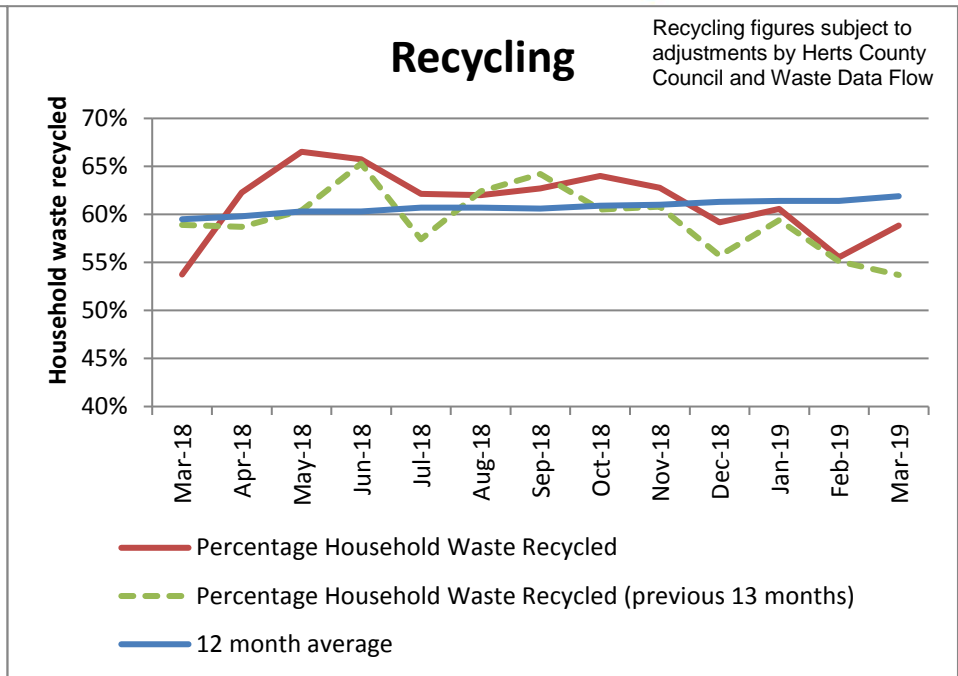
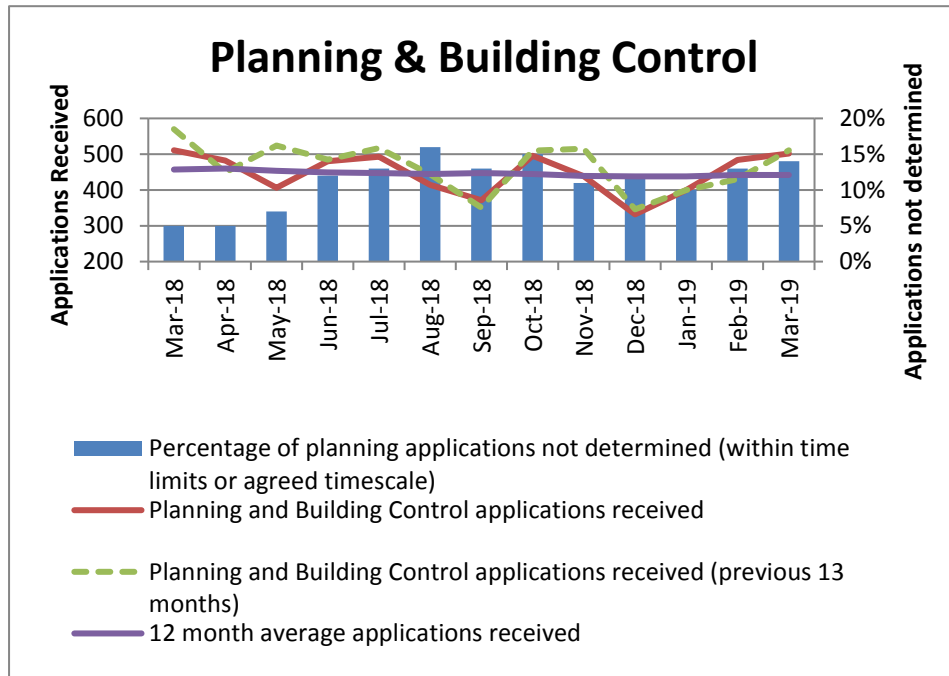
\*\*\* Target changed from 40 to 32 from April 2018.

\*\*\*\* ONS Experimental Indicator – may not accurately reflect labour market.

^ Data subject to ONS revisions.

# Council Performance & Budget Summary

## March 2019



# Performance Summary March 2019

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## Quarter 4 2019-20 (January-March)



		Bigger or Smaller is Better	Quarter 4 2017-18	Quarter 1 2018-19	Quarter 2 2018-19	Quarter 3 2018-19	Quarter 4 2018-19	TARGET
Housing	Total affordable housing completions	Bigger	9	25	1	40	28	*
	Percentage of invalid applications received	Smaller	4.0%	4.0%	5.5%	3.3%	2.6%	Trend
Planning and Building Control	Percentage of all major planning applications determined within 13 weeks (measured over a 2 year period)	Bigger	87.2%	92.9%	93.3%	93.9%	92.9%	70%
	Planning obligations (Section 106/CIL) monetary contributions secured		£53,830	£0	£209,241	£65,873	£95,154	
Finance	Percentage of council tax collected of that collectable in the year	Bigger	99%	31%	58%	87%	99%	99%^
	Percentage of business rates collected of that collectable in the year	Bigger	100%	29%	56%	84%	98%	99%^
Community Services	Recycling rate (latest quarter data provisional)	Bigger	56%	65%	62%	62%	59%	Year-on-year Trend
	Kg per household of residual waste (latest quarter data provisional)	Smaller	78.4	78.4	72.3	72.6	74.0	Year-on-year Trend
Commercial and Development	Verulamium Museum visits	Bigger	18,868	20,186	14,943	14,936	14,928	Year-on-year Trend
	Hypocaust visits	Bigger	15,647	16,234	17,289	9,244	13,480	Year-on-year Trend
	Clock Tower visits	Bigger	0	4,334	4,546	0	0	Year-on-year Trend
	St Albans Museum + Gallery visits	Bigger	N/A	42,453**	66,168	77,155	83,771	50,000
	Total number of visits to arts and entertainment venues	Bigger	56,664	48,771	46,988	91,623	53,111	Year-on-year Trend
	Total number of visits to sport and leisure centres	Bigger	730,542	620,167	618,509	608,583	743,820	Year-on-year Trend
Website	www.stalbans.gov.uk visits	Bigger	296,754	313,166	284,331	266,277	296,189	Trend
	www.enjoystalbens.com visits	Bigger	47,857	69,660	76,862	124,890	36,493	Trend
Human Resources	Establishment - actual FTE in post		348 FTE (329 perm / 19 fixed term)	344 FTE (325.1 perm / 18.6 fixed term)	339 FTE (323 perm / 16 fixed term)	334 FTE (318 perm / 16 fixed term)	333 FTE (316 perm / 17 fixed term)	
	Agency and casual workers (FTE cover for vacancies or additional workloads)		7.0 agency / 8.1 casual	12.0 agency / 11.8 casual	12.0 agency / 6 casual	10 agency / 11.7 casual	12.4 agency / 12 casual	
	Number of working days/shifts lost due to sickness absence per full time equivalent employee (days)	Smaller	2.59	2.13	2.12	2.56	2.63	Trend

^ Seasonal Target

\* Target outlined in September 2017 report -[https://www.stalbans.gov.uk/Images/PR\\_PerformanceBudgetSummary201709\\_tcm15-62203.pdf](https://www.stalbans.gov.uk/Images/PR_PerformanceBudgetSummary201709_tcm15-62203.pdf)

\*\* Museum + Gallery open for only 1 month this quarter

## Performance Summary Quarter 4 2018-19

# Council Performance & Budget Summary

## Quarter 4 2019-20 (January-March)



Portfolio	Q3 milestones (2018/19) (October to December)	Priority Project	Q4 milestones (2018/19) (January to March)	Progress	Q1 milestones (2019/20) (April to June)	2019/20
Housing and Inclusion	<b>G</b>	Implement the sheltered housing redevelopment programme	<b>G</b>	<ul style="list-style-type: none"> <li>Betty Entwistle House practical completion.</li> <li>Construction underway at Wavell House.</li> <li>Mereden Court planning application approved.</li> </ul>	<ul style="list-style-type: none"> <li>Betty Entwistle House residents moved in May.</li> <li>Construction continues on Linley Court (to be renamed Hawkings House) and Wavell House.</li> <li>Contractor appointed to refurbish Mereden Court.</li> </ul>	Continues in 2019/20 as 2 priority projects – ‘Progress affordable housing on Council owned land’ and ‘Progress the sheltered housing redevelopment programme.’ Betty Entwistle House residents move in May. Linley Court and Wavell House completion in Quarter 2. Mereden Court completion in Quarter 1 2021.
	<b>G</b>	Develop affordable housing on garage sites	<b>G</b>	<ul style="list-style-type: none"> <li>Sandridge sites completed.</li> </ul>	N/A	Development of affordable housing continues in new project ‘Progress affordable housing on Council owned land’.

## Priority Project Update Quarter 4 2018-19



# Council Performance & Budget Summary

## Quarter 4 2019-20 (January-March)



Portfolio	Q3 milestones (2018/19) (October to December)	Priority Project	Q4 milestones (2018/19) (January to March)	Progress	Q1 milestones (2019/20) (April to June)	2019/20
	<b>G</b>	Procure and implement major housing improvement contract	<b>B</b>	<ul style="list-style-type: none"> <li>• Contract awarded.</li> <li>• Contract mobilised.</li> <li>• Final meeting of Task and Finish Group held.</li> <li>• Contractor attended scrutiny meeting in March.</li> <li>• Housing staff trained in new IT and contract processes.</li> <li>• Launch event held for Housing staff.</li> <li>• Information letter sent to all tenants and leaseholders.</li> </ul>	N/A	Major housing improvement continues throughout 2019/20 as part of 'Continue the substantial programme of improvement for Council houses and flats'.

**Priority Project Update Quarter 4 2018-19**

# Council Performance & Budget Summary

## Quarter 4 2019-20 (January-March)



Portfolio	Q3 milestones (2018/19) (October to December)	Priority Project	Q4 milestones (2018/19) (January to March)	Progress	Q1 milestones (2019/20) (April to June)	2019/20
Environment	<b>G</b>	Implement specific proposals to accelerate recycling to and beyond 60%	<b>G</b>	<ul style="list-style-type: none"> <li>Annual recycling performance for the rolling 12-month period is 62.1%.</li> <li>Veolia Communication Plan food awareness campaign letters to residents being sent.</li> <li>Supplementary Deep Clean Programme underway.</li> </ul>	<ul style="list-style-type: none"> <li>Progress against the Guaranteed Recycling Recovery Plan to be critically reviewed at Waste Management Board meeting (April 2019).</li> <li>Veolia Communication Plan food awareness campaign letters to residents sent and initial results evaluated.</li> <li>Supplementary Deep Clean Programme continues.</li> </ul>	Becomes part of ongoing work, waste and recycling statistics will continue to be reported in Performance and Budget Summary.

**Priority Project Update Quarter 4 2018-19**

# Council Performance & Budget Summary

## Quarter 4 2019-20 (January-March)



Portfolio	Q3 milestones (2018/19) (October to December)	Priority Project	Q4 milestones (2018/19) (January to March)	Progress	Q1 milestones (2019/20) (April to June)	2019/20
Resources	<b>G</b>	Shaping our Future - Implement digital technologies to make services more accessible and efficient	<b>G</b>	<ul style="list-style-type: none"> <li>Housing Self-Serve launched.</li> <li>Staff Performance Conversation module developed and piloted.</li> <li>Service Review programme developed, ready to begin in April.</li> <li>Launch of additional green waste service through MyStAlbans.</li> </ul>	<ul style="list-style-type: none"> <li>Performance Conversation module. launched in April</li> <li>Digital projects priorities for 2019/20 agreed at Change Management Board.</li> </ul>	Continues as 'Implement digital technologies to transform services for customers' including further enhancements to MyStAlbans. New website to launch in Quarter 3.
	<b>G</b>	Shaping our Future – develop the Council to meet the future needs of the District's residents, businesses and visitors	<b>G</b>	<ul style="list-style-type: none"> <li>Learning and development offer for staff set out for 2019-20.</li> <li>National pay model for 2019/20 agreed at Council.</li> <li>New Year campaign promoting St Albans' offer for employees delivered.</li> <li>Values and Behaviours-engagement with cross party Customer Transformation Forum.</li> </ul>	<ul style="list-style-type: none"> <li>Local Pay Proposals for 2019/20 revised for July Council.</li> <li>Redevelopment of jobs and careers web pages underway in summer (links to website development project).</li> </ul>	Becomes part of ongoing work.

## Priority Project Update Quarter 4 2018-19

# Council Performance & Budget Summary

## Quarter 4 2019-20 (January-March)



Portfolio	Q3 milestones (2018/19) (October to December)	Priority Project	Q4 milestones (2018/19) (January to March)	Progress	Q1 milestones (2019/20) (April to June)	2019/20
Sports and Culture	G	New Museum + Gallery	B	<ul style="list-style-type: none"> <li>Continued fundraising, as part of the 2018/19 fundraising strategy. Total as of 5 March is £1,583,608.</li> </ul>	<ul style="list-style-type: none"> <li>Fundraising continues.</li> </ul>	Project complete.
	G	Progress options for an improved St Albans athletics track	B	<ul style="list-style-type: none"> <li>Track formally handed over and open.</li> </ul>	N/A	Project complete.
Planning	G	Progress the Local Plan	G	<ul style="list-style-type: none"> <li>Local Plan submitted to Minister for Housing, Communities and Local Government.</li> <li>Portfolio Holder (PH) level Duty to Cooperate (DtC) meetings held to address responses to Regulation 19 consultation.</li> <li>Updated Gypsy and traveller study/approach.</li> </ul>	<ul style="list-style-type: none"> <li>Local Plan Examination questions and hearings started dependant on the appointed inspectors.</li> <li>Ongoing DtC discussions with adjoining/nearby Local Planning Authorities and Herts County Council.</li> </ul>	Continues in 2019/20. Dependent on Inspectorate timetable and progress with Examination, potential to complete at end of Quarter 4.

## Priority Project Update Quarter 4 2018-19

# Council Performance & Budget Summary

## Quarter 4 2019-20 (January-March)



Portfolio	Q3 milestones (2018/19) (October to December)	Priority Project	Q4 milestones (2018/19) (January to March)	Progress	Q1 milestones (2019/20) (April to June)	2019/20
Commercial and Development	G	Progress the development of the City Centre Opportunity Site (CCOS)	G	<ul style="list-style-type: none"> <li>• Site investigations and surveys completed for demolition phase.</li> <li>• Pre-start conditions in relation to demolition completed.</li> <li>• Demolition underway.</li> <li>• Design Review Panel met in March and report received.</li> <li>• Scaffold erected on West elevation of police building. Ongoing license issues being dealt with by solicitors.</li> </ul>	<ul style="list-style-type: none"> <li>• Demolition of NHS building in April.</li> <li>• Revised planning application submitted in May.</li> <li>• First draft of RIBA stage 4 technical designs and cost plan by contractor due post planning submission.</li> </ul>	Continues in 2019/20, due to complete in 2022.
	G	Progress the Civic Office Development (including the NHS relocation)	G	<ul style="list-style-type: none"> <li>• NHS refurbishment delayed to May.</li> <li>• Contract agreed, final technical designs received and construction underway.</li> </ul>	<ul style="list-style-type: none"> <li>• NHS to begin their own refurbishment work within the Civic Offices in May.</li> <li>• SADC construction works on schedule.</li> </ul>	Continues in 2019/20 as part of CCOS project. Co-location with NHS due to complete in October.

## Priority Project Update Quarter 4 2018-19

# Council Performance & Budget Summary

## Quarter 4 2019-20 (January-March)



Portfolio	Q3 milestones (2018/19) (October to December)	Priority Project	Q4 milestones (2018/19) (January to March)	Progress	Q1 milestones (2019/20) (April to June)	2019/20
	A	Progress the development of Ridgeview	A	<ul style="list-style-type: none"> <li>Status update reported to March Cabinet meeting.</li> <li>Negotiations reopened with Sainsburys.</li> </ul>	<ul style="list-style-type: none"> <li>Detailed options analysis produced.</li> <li>Further actions depend on outcomes of discussions.</li> </ul>	No longer a Corporate Plan Priority Project. Progress will continue to be reported to Commercial Board.
	G	Progress the development of the former Museum of St Albans site	B	<ul style="list-style-type: none"> <li>Practical completion.</li> <li>First residents moved in.</li> <li>First property sold. 2 of remaining 9 properties sold subject to contract.</li> <li>Agents arranging regular views.</li> </ul>	<ul style="list-style-type: none"> <li>Marketing continues.</li> <li>Properties sold.</li> </ul>	Project complete.
	G	Develop Harpenden leisure and cultural facilities	G	<ul style="list-style-type: none"> <li>Pre-commencement discharge of conditions submitted.</li> <li>Agreed contract sum achieved and draft contract produced.</li> </ul>	<ul style="list-style-type: none"> <li>Discharge agreed in April.</li> <li>Final contract signed.</li> <li>Mobilisation of leisure centre construction phase in April.</li> </ul>	Continues in 2019/20, to complete Quarter 3 2020/21.

## Priority Project Update Quarter 4 2018-19

# Council Performance & Budget Summary

## Quarter 4 2019-20 (January-March)



Portfolio	Q3 milestones (2018/19) (October to December)	Priority Project	Q4 milestones (2018/19) (January to March)	Progress	Q1 milestones (2019/20) (April to June)	2019/20
	<b>G</b>	Enterprise Zone	<b>G</b>	<ul style="list-style-type: none"> <li>Refreshed Delivery Plan completed.</li> <li>Hertfordshire Innovation Quarter officially launched in March.</li> <li>Work started on skills plan. Draft skills framework circulated to partners.</li> </ul>	<ul style="list-style-type: none"> <li>Draft skills framework reviewed.</li> <li>Sustainability framework action plan reviewed.</li> <li>Green Triangle engaged.</li> <li>Events held and marketing materials produced.</li> <li>Workshops held to explore implications of Digital Strategy with local councils.</li> </ul>	Continues in 2019/20.

**Priority Project Update Quarter 4 2018-19**

# Council Performance & Budget Summary

## Quarter 4 2019-20 (January-March)



Portfolio	Q3 milestones (2018/19) (October to December)	Priority Project	Q4 milestones (2018/19) (January to March)	Progress	Q1 milestones (2019/20) (April to June)	2019/20
Business and Community	<b>G</b>	Parking Services service provision	<b>G</b>	<ul style="list-style-type: none"> <li>Initial project plan completed.</li> <li>Progress reported to the Car Park Working Party in February.</li> <li>Financial modelling shared at Commercial Board (CB).</li> <li>HR and ICT scoping complete.</li> <li>Dates set for demobilisation meetings with contractor and HR for TUPE process.</li> <li>Research on options for innovation undertaken and shared with relevant Cabinet members.</li> </ul>	<ul style="list-style-type: none"> <li>Financial modelling to be reported at April Commercial Board and June Cabinet.</li> <li>2 weekly meetings with HR to keep on top of TUPE issues.</li> <li>Member/Officer workshop held 2nd April 2019 and actions taken forward and reported back to June Commercial Board.</li> </ul>	<ul style="list-style-type: none"> <li>Continues in 2019/20. In-house parking service will be delivered in October 2019.</li> </ul>

### New priority project for 2019/20 from Corporate Plan 2019-2024

Portfolio	Priority Project
Resources	Undertake service reviews of at least 3 key areas to understand, set and meet customer expectations, increase productivity and embed our new organisational behaviours.

## Priority Project Update Quarter 4 2018-19



# Council Performance & Budget Summary

## Appendix A: Planning Update

### Planning Performance

The table below shows the Council's performance against the Ministry of Housing, Communities and Local Government (MHCLG) planning performance thresholds.

Colour coding for table: Green – performance above threshold.

Measure and type of applications	Bigger or Smaller is Better	Current 2019 cumulative performance in assessment period	2018 Performance against 2 Year Assessment period	DCLG's estimated thresholds and 2 Year assessment period	
Speed of major development (% determined in time)	Bigger	<b>92.2%</b> (Oct 2017 to Sept 2019)	<b>93.3%</b> (Oct 2016 to Sept 2018)	<b>60%</b> (Oct 2017 to Sept 2019)	
Quality of major development (% overturned at appeal)	Smaller	<b>8.3%</b> (Apr 2017 to Mar 2019)	<b>7%</b> (Apr 2016 to Mar 2018)	<b>10%</b> (Apr 2017 to Mar 2019)	
Speed of non-major development (% determined in time)	Bigger	<b>91.8%</b> (Oct 2017 to Sept 2019)	<b>92.4%</b> (Oct 2016 to Sept 2018)	<b>70%</b> (Oct 2017 to Sept 2019)	
Quality of non-major development (% overturned at appeal)	Smaller	<b>1.6%</b> (Apr 2017 to Mar 2019)	<b>2%</b> (Apr 2016 to Mar 2018)	<b>10%</b> (Apr 2017 to Mar 2019)	

MHCLG announced the special measures programme will continue up to 2020. The table has been adjusted to reflect the updated 2 Year assessment periods.

% of decisions overturned at appeal – appeal decisions are scrutinised by officers to inform future decision making.

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

Colour coding for table: Green- performance above target.

Application Type	Target	% in time Mar 2019 (Bigger is Better)	Average Mar 2019 (Smaller is better)	Average Feb 2019	Average Jan 2019	Average Jan - Mar 18-19	Average Oct - Dec 18-19	Average July – Sept 18-19
'Out of time applications'	No more than 40 (local)	-	33	38	40	37	41	34
Major Applications*	13 weeks (national) 60% in time	83%	24.9 weeks	26.1 weeks	17.2 weeks	24.7 weeks	24.1 weeks	28.5 weeks
Minor Applications	8 weeks (national) 65% in time	84.6%	11 weeks	13.8 weeks	14.3 weeks	13 weeks	11 weeks	10.8 weeks
Householder Applications	8 weeks (national) 80% in time	93%	9.3 weeks	11.6 weeks	8.8 weeks	9.9 weeks	8.5 weeks	8.7 weeks

\* 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'.

### **S106 Review and Recommendations**

A review of the progress of major applications which are subject to a Section 106\* agreement (planning obligation) was carried out. Major applications validated in 2017 were analysed (excluding applications for the Strategic Rail Freight Interchange). The length of time to instruct the legal team and for the legal team to complete the obligation varied significantly. For the 4 cases which took the longest time to process the reasons for the delay were:

- 2 cases - unclear (possibly factors outside of the planning process)
- 1 case – drafting error
- 1 case – failure in communication

The overall conclusion of the review was there no common factor which would explain the time differences in completing obligations. However, there were a number of areas where efficiency improvements could be made, including:-

- The Council's website to be updated to include an explanation of the process, template obligations and further information on S106s;
- Potential S106 requirements for major applications to be discussed at pre-application advice stage;
- The Planning Application Local Validation Checklist be reviewed to encourage early submission, by the applicant, of draft obligations.
- The Legal Team be instructed, on a without prejudice basis, to start work on the draft obligation at the end of the planning application consultation period;
- Current practice to provide a list of obligation requirements within planning application reports continues;
- All major applications decided by Committee be subject to a resolution which requires the completion of the obligation within 3 months. If this deadline is not met to allow for a refusal under officer delegated authority to encourage the completion of legal agreements in a timely manner;
- To review internal processes and monitoring of legal agreements post Committee resolution.

The above measures will now be put in place.

### **Hertfordshire Growth Board**

The Board met on 12 March. They heard a presentation on a study initiated by the Local Enterprise Partnership on the loss of employment land in Hertfordshire. There was a discussion on the Growth Board development programme and future high street fund schemes. Information items included updates on current government consultations and the London Plan.

### **South West Herts Joint Strategic Plan (JSP)**

An application was submitted to the Ministry of Housing, Communities and Local Government (MHCLG) for additional funding to support progressing the JSP. Unfortunately, the bid was not successful, but positive feedback was received regarding both the JSP and the bid itself.

A Statement of Common Ground has been signed by the Heads of Planning. A copy of this can be found at:

<http://stalbans.moderngov.co.uk/documents/s50039010/SWHG%20Statement%20of%20Common%20Ground.pdf>

### **Garden Towns Funding**

A joint bid with Dacorum Council for Hemel Hempstead has been successful receiving garden towns status and funding. Hemel Garden Communities, delivering up to 11,000 homes, will receive a share of £3.7 million of funding to fast-track specialist survey work and planning works necessary for each new town's development. The scheme will join the 23 existing garden communities the government is currently supporting.

### **Local Plan**

As agreed at Cabinet in March, submission of the draft Local Plan to the Secretary of State for examination was made at the end of March 2019. Louise Crosby MA MRTPI and Elaine Worthington BA (Hons) MTP MUED MRTPI have been appointed to conduct the examination to determine whether the Local Plan is sound. The date for the opening of any formal hearing part of the examination into the Local Plan will be decided by the Inspectors.

### **London Colney Neighbourhood Plan Area Designation**

London Colney Parish Council has submitted a letter requesting a Neighbourhood Plan area designation. The letter included all the statutorily required elements. This included a map which identifies the area to which the area application relates. It also included a statement explaining why this area is considered appropriate to be designated as a neighbourhood area; and a statement that the body making the area application is a 'relevant body' as set out in legislation. A copy of the area application is attached to this as Annex 1 and 2 (letter and map respectively).

As community-led initiatives, the role of the Council is not to create Neighbourhood Plans, but to assist communities in developing them for themselves. Neighbourhood planning work is already underway in many parts of the District and the Council is committed to ongoing support.

Six Neighbourhood Plan area designation reports were considered at Cabinet between 2013 and 2016. There were subsequent amendments in 2016 to the Neighbourhood Planning (General) Regulations 2012. Now, the Local Planning Authority (LPA) is no longer required to carry out a formal public consultation on an application to designate a neighbourhood plan area. The LPA must now designate a neighbourhood area if it receives a valid application and some, or all of the area, has not yet been designated.

# Council Performance & Budget Summary

## Appendix A: Planning Update



MHCLG and the Localism Act have set out that the area designation decision is a statutory Development Plan procedure. This procedure is the responsibility of Cabinet.

### Bus Services in the District

Planning, Resources, Housing and Commercial Scrutiny Committee (PRHCS) resolved at its meeting on 9 January 2019:

*To ask the Portfolio Holder for Business and Community to raise with Cabinet how the Council can take a lead in providing a more holistic transport system across the whole of the District.*

Hertfordshire County Council (HCC) is both the transport authority and the bus regulator. The Council can, and is, working closely with HCC to help it deliver a more holistic transport system. This has included close working on the overarching approach to, and content of, the draft Local Plan (LP). Moving forward with the draft Local Plan is the most significant way that the Council can support HCC in delivering a more holistic transport system.

### RAF Northolt Consultation

The Council has been invited to respond to initial consultation on air space design principles for RAF Northolt. As this is the initial stages of consultation, no information has been provided to proposed flight paths. The Council's draft response supports design principles that minimise impact on other airspace users, in particular Luton and Heathrow, and also reducing the impact of noise.

### Ellenbrook Background and Next Steps

Timeline	Event
2000	<p>December - outline planning permission for the redevelopment of the former Hatfield Aerodrome site (to the west of Hatfield) was granted on completion of a S106 covering a whole range of matters. St Albans City and District Council (SADC) is a joint signatory to this original Section 106* (S106) agreement, together with Hertfordshire County Council (HCC) and Welwyn Hatfield Borough Council (WHBC).</p> <p>At the time of completion of the S106 agreement in 2000, it was anticipated that some, or all, of the designated Ellenbrook Park land would be subject to minerals extraction.</p> <p>One of the requirements of the S106 was that the part of the former Aerodrome site within the Green Belt should be made available for public access by local residents as a country park (referred to as Ellenbrook Park). The park would fall partly within WHBC's area, and partly within SADC's.</p>
2007	<p>The land was identified in the Hertfordshire County Council's Minerals Local Plan adopted in 1998 as being within a preferred area for mineral extraction. The Minerals Local Plan Review adopted in 2007 confirmed this preferred area status.</p>

# Council Performance & Budget Summary

## Appendix A: Planning Update

2012	WHBC, as part of its preparations for a new Local Plan, consulted on allocating the land for 1,400 new homes to be built beyond 2029.
January 2017	HCC resolved to grant planning permission for mineral extraction works, subject to conditions and signing of a S106 agreement.
May 2017	WHBC submitted its local plan (not including this land for housing development) for examination.
October 2017	The Local Plan Inspector asked WHBC to review the number of new homes being delivered through the plan and carry out a further review of the Green Belt.  The landowners are continuing to propose the land for housing development through the Local Plan Examination process.
2018	An outline application for a large-scale mixed-use development, including 1,100 new homes, and supporting infrastructure including a primary school, local centre and open space, with all matters reserved, was submitted (6/2018/2768/OUTLINE). WHBC is the decision maker and has consulted SADC Local Planning Authority. At Planning Referrals Committee on the 18 February 2019, SADC resolved to object to the planning application.
2019	HCC ran a Minerals Local Plan Review consultation, until 22 March 2019.

Next steps:

Timeline	Event
2019	WHBC issue a decision on 6/2018/2768/OUTLINE
Autumn 2019	WHBC Local Plan examination; HCC Minerals Local Plan examination
Spring 2020	WHBC Local Plan adoption
Summer 2020	HCC Minerals Local Plan adoption

In summary:

There are ongoing discussions between St Albans City and District Council (SADC), Welwyn-Hatfield Borough Council (WHBC), Hertfordshire County Council (HCC) and the landowner, Arlington on completion of the original s106 requirements. However, progress on meeting these requirements is dependent on the outcome of the WHBC Local Plan and the outcome of a current planning application (Welwyn Hatfield Council 6/2018/2768/OUTLINE). In light of the complex and on-going planning issues, it is anticipated that it will take some time to reach an outcome. There is also pollution to ground water from a Bromate plume originating in Sandridge that needs to be considered as part of any ongoing decision making. The lead authority for this is the Environment Agency.

# Council Performance & Budget Summary

## Appendix A: Planning Update

### Ellenbrook Country Park Risk Analysis

Risk Description	Impacts	Mitigations	Actions by SADC	Actions by others
Delays from Planning Process	Uncertainty over future provision of park	Swift progress through planning processes	Respond to planning consultations	Hertfordshire County Council (HCC) progress Minerals Local Plan (MLP) and minerals planning application. Welwyn Hatfield District Council (WHBC) progress housing planning application and Local Plan (LP).
Negotiations on new planning applications weaken current signed S106*	Reduced community benefits	Secure or strengthen existing s106 requirements as part of planning application negotiations	Continue to be an active party to negotiations on s106 requirements	WHBC to lead on any s106 negotiations for housing planning application. HCC to lead on s106 negotiations for minerals extraction planning application.
	Delays in setting up Country Park Trust (see below)	Set up Shadow Trust (see below)	SADC support drafting by HCC/WHDC of trustee	
S106* requirements not complied with (i.e. Management Trust not set up and maintenance sums not paid)	Park remains in full practical control of land owner	If trust is in place there would be more public accountability	SADC to press for all parties to secure principles set out in original S106	WHBC continue on-going discussions with land owner
	Park continues to operate on an informal basis	Encourage on-going public access	None	WHBC meeting with land owner where appropriate
	Park continues to be maintained by land owner	Encourage good management practice	None	WHBC meeting with land owner where appropriate
	Lack of community involvement in management of park	Shadow Trust is to be set up by HCC (beginning process of community involvement)	Identification of Councillor to sit on Shadow Trust (Cllr Brazier was SADC rep for 2018/19)	Shadow Trust to be set up (HCC/WHBC)

### Significant Planning Applications

Planning Decisions (Note 1*)	Decision/comments
<b>Land at Three Cherry Trees Lane and Cherry Tree Lane (5/2016/2845)</b> 600 dwellings, land for primary school, local centre uses (A1, A3, A4,	DBC's committee has resolved to grant permission subject to a S106 Agreement*. A draft S106 Agreement has been agreed to secure matters. These include: affordable housing; education provision; Hertfordshire

# Council Performance & Budget Summary

## Appendix A: Planning Update

Planning Decisions (Note 1*)	Decision/comments
<p>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 (SADC) administrative areas. (Approx. 150 dwellings in the District) <i>Delegated</i></p>	<p>County Council (HCC) services; sustainable transport, highway works and travel plan; and healthcare provision. <b>St Albans Planning Department has instructed that the S106 agreement can be engrossed. Officers have concerns about the wording of the proposed conditions however and have emailed Dacorum Borough Council and the applicant's solicitor on 29 March 2019 and 02 April 2019. A response is awaited from both parties to the concerns raised.</b></p>
<p><b>Former Radlett Aerodrome</b> Sixteen 'discharge of conditions' applications have been submitted <i>Delegated</i></p>	<p>Eleven of the submitted discharge of conditions applications have been approved (5/2016/2962, 5/2016/2963, 5/2016/3004, 5/2017/2599, 5/2017/1168, 5/2016/2881, 5/2016/3187, 5/2016/3003, 5/2016/3005, 5/2017/0871 and 5/2017/0865). Three have been withdrawn by the applicant/agent (5/2017/2770, 5/2017/0870, 5/2016/2880). (Applications 5/2016/3003, 5/2016/3005 and 5/2017/0865 were discharged on 28 September).</p> <p>5/2016/3018 and 5/2018/0869 are pending further discussions between the applicant and the Environment Agency to resolve issues relating to land contamination. Further discussions took place on 13/02/2019. Further information is now expected from the developer to respond to the Environment Agency. An extension of time for the determination of the applications has been agreed to 31 March 2019.</p> <p><b>Since the previous Cabinet Meeting, officers have agreed with the applicant that a non-material amendment application can be submitted to enable the partial discharge of condition 24.1 (land contamination) by area. This would be a non-material amendment to a condition on the outline planning permission, leaving the permission itself intact and with no implications for the reserved matter approvals. This further application is expected in due course.</b></p>
<p><b>Pan Autos Site, 22-24 Grove Road, Harpenden, AL5 1PX (5/2018/2000)</b> Outline application (access, layout and scale sought) for demolition of existing and construction of three</p>	<p>Planning Referrals resolved to grant outline planning permission subject to conditions and the completion of a legal agreement on 21/01/2019. This scheme includes 15% Affordable Housing Provision. A draft of the</p>

# Council Performance & Budget Summary

## Appendix A: Planning Update

Planning Decisions (Note 1*)	Decision/comments
<p>blocks creating 39 dwellings with associated underground and surface level parking, amenity space and associated works <i>Planning Referrals Committee</i></p>	<p>legal agreement has been sent to the developer's solicitors (on 08 March 2019) and the County Council (on 11 March 2019) and a response is outstanding. <b>Additionally, the Harpenden Neighbourhood Plan has since been 'made' following the resolution of the Planning Referrals Committee on 21/01/2019. As such, this application will need to be re-determined at Committee (likely 03/06/2019), to ensure that the decision issued on this application takes into account the change to the statutory development plan.</b></p>
<p><b>Land to Rear of Burston Garden Centre, North Orbital Road, Chiswell Green, St Albans (5/2018/1324)</b> Demolition of all existing horticultural structures and redevelopment of the site to provide a new retirement community comprising a 64 bedroom care home, 125 assisted living bungalows and apartments, a community clubhouse together with associated access and alterations to pedestrian/bridleway, landscaping, amenity space and car parking</p>	<p><b>Planning permission was refused by the Referrals Planning Committee on 18 March 2019.</b></p>
<p><b>Beaumont School, Oakwood Drive, St Albans (5/2018/2080)</b> Residential development to provide 62 no. residential dwellings (Use Class C3) comprising 51 houses (2-2.5 storeys) and one building containing 11 apartments, associated car parking, cycle parking, open space and pedestrian/cycle infrastructure, formation of pedestrian and cycle links and other associated works and improvements</p>	<p>This proposed scheme would amend the layout approved under reserved matters application 5/2015/0797. Together with the dwellings which have been constructed on site to date, the proposed development would increase the density of the site to provide 91 dwellings. <b>This application was considered by the Planning Referrals Committee on 18/02/2019. Councillors resolved that conditional planning permission be granted following the completion of a legal agreement which will secure infrastructure contributions and affordable housing provision. There is a requirement for this legal agreement to be completed within 3 months of the resolution date. The first draft of the Legal agreement has now been checked by officers and has been sent to the applicant and the County Council and a response is awaited.</b></p>
<p><b>Civic Centre Opportunity Site (South) Victoria Street, St Albans (5/2018/1925)</b></p>	<p><b>Following a further resolution being agreed by the Referrals Planning Committee on 18 March 2019 and the completion of the S106</b></p>



# Council Performance & Budget Summary

## Appendix A: Planning Update

Planning Decisions (Note 1*)	Decision/comments
<p>Variation of Condition 3 (samples of materials), 4 (sample panels), 5 (new windows and doors), 7 (hard and soft landscaping), 13 (landscape management plan), 21 (drainage scheme), 26 (highways management plan), 28 (travel plan implementation), 29 (levels), 30 (basement access) and 45 (residential soundproofing) of planning permission 5/2017/1060 dated 30/04/2018 for Demolition of existing buildings and redevelopment of site consisting of 86 residential units, 2,101sqm commercial floorspace (flexible uses class A1-A4, B1, D1) and 2,697sqm office floorspace with associated works, access, parking and landscaping</p>	<p><b>agreement, planning permission was granted on 20 March 2019.</b></p>
<p><b>Unit 3 St Albans Retail Park Griffiths Way St Albans (5/2018/3349)</b> Change of use from Class A1 (retail) to Class D2 (gymnasium), insertion of mezzanine floor and external alterations to front entrance</p>	<p><b>Planning permission was granted for this change of use on 20 March 2019 under delegated authority.</b></p>
<p><b>Smallford Nurseries Hatfield Road St Albans (5/2018/0040)</b> Construction of replacement glass houses incorporating nursery produce shop, two surface water storage tanks, below ground attenuation tank, hot water storage tank and associated car parking, landscaping and site works (part retrospective)</p>	<p><b>Consultation period ends on 27 April 2019. Application under consideration. This application is likely to be determined under delegated authority.</b></p>
<p><b>Radio Casa 54, 64a Oaklands Lane Smallford St Albans (5/2018/2806)</b> Erection of 28 new dwellings, new access and provision of open green space at Radio Casa 54, 64a Oaklands Lane Smallford Hertfordshire St Albans</p>	<p><b>Application under consideration. During the consultation period on this application, a response was received from the Environment Agency (EA). Whilst the EA did not raise any objections, they nevertheless raised significant concerns as to the proximity of the site to a permitted landfill operation. Planning Officers met with the Council's Legal and Environmental Compliance teams on 05 April 2019. It is agreed that an external consultant who has expertise in assessing the impact of an adjacent landfill site is required in order to make a full assessment of this application.</b></p>

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Planning Decisions (Note 1*)	Decision/comments
	<p><b>It is proposed that quotes will be obtained to engage a consultant in accordance with the Council's Procurement Policy next.</b></p>
<p><b>Copsewood and A405 Junction North Orbital Road Chiswell Green St Albans Hertfordshire (5/2018/2666)</b> Variation of Conditions 4 (finished appearance) and 25 (approved plans) to allow changes to the roof, floor plans and facade of planning permission 5/2015/0722 dated 22/08/2016 for Hotel with 150 bedrooms, conference and function centre, associated car parking, realignment of roundabout and retention of bungalow (amendments to 5/2012/2055 dated 27/09/2013 and 5/2013/3450 dated 21/03/2014)</p>	<p>Application under consideration. The application constitutes Schedule 2 development under the Environmental Impact Assessment Regulations 2017 (as amended). When drafting the requisite screening opinion, Officers discovered a discrepancy in the submitted documentation as to the number of bedrooms proposed. Officers are seeking to rectify this discrepancy as soon as possible, although further public consultation on the matter may be needed. A delegated decision on this application is expected in April 2019. <b>A further consultation exercise on the amended drawings received is underway and expires on 26 April 2019.</b></p>
<p><b>York House, Guildford Road, St Albans (5/2019/0288)</b> Demolition of existing building and construction of four storey block comprising one commercial unit at ground floor level and ten, one bedroom flats at first, second and third floor levels, associated landscaping, parking and new crossovers</p>	<p><b>This application is currently under consideration by officers who have concerns in respect of the scale and design of the proposed building. It is likely that this application will be considered by the Referrals Committee in June 2019.</b></p>
<p><b>The Noke Hotel, Watford Road, Chiswell Green, St Albans, AL2 3DS (5/2018/2592)</b> Single storey side extension to replace existing temporary banqueting marquee, rear single storey infill extension, relocation of main entrance with alterations to openings and new canopy, new opening to rear elevation, new bin store and alterations and extension to car park</p>	<p><b>Following feedback from officers, amended landscaping scheme has been submitted. The amended drainage scheme is awaiting revised Lead Local Flood Authority comments. If Very Special Circumstances allow for approval in the Green Belt, approval requires referral to Secretary of State to see if they would call-in the application. Subject to no call-in being received this application is likely to be approved under delegated authority.</b></p>
<p><b>Station House 2-6 Station Approach, 9-10 &amp; 11-12 Harding Parade Harpenden, AL5 4Ss (5/2018/1307)</b> Partial demolition and conversion of retail unit, front, side, rear and roof extensions with dormer windows and parapet walls to create an additional eight, one bed and two, two bed apartments, alterations to openings, recladding and associated landscaping</p>	<p><b>The application had been withdrawn by the applicants and that this site remained derelict and in an unsightly state. The Head of Planning &amp; Building Control undertook to give consideration to any enforcement action which might be open to the Council. Site visited by a planning investigations officer and it was noted that the building was empty, with rubbish from commuters gathering on the steps and that the hedgerow was overgrown and encroaching the pavement. These are not planning enforcement issues and a recommendation</b></p>

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## Appendix A: Planning Update



Planning Decisions (Note 1*)	Decision/comments
	<p>was made that Harpenden Town Council may wish to include the pavement and steps for street cleaning as the rubbish is not due to neglect by the owners. Also noted that the hedgerow was cut back when viewed on 01/04/19.</p>

Planning Consultations (Note 2*)	Decision/comments
<p><b>Former Hatfield Aerodrome / Ellenbrook Country Park (HCC Ref: 5/0394-16)</b>            Application for the establishment of a new quarry on land at the former Hatfield Aerodrome, including a new access onto the a1057, aggregate processing plant, concrete batching plant and other ancillary facilities, together with the importation of inert fill materials for the restoration of the minerals working at land at Hatfield Aerodrome, off Hatfield Road.</p>	<p>Hertfordshire County Council (HCC) granted planning permission on 25 January 2017 for mineral works, subject to conditions and signing of a S106 agreement. There are ongoing discussions between St Albans City and District Council (SADC), Welwyn Hatfield Borough Council (WHBC), HCC and the landowner, Arlington.</p> <p>There is a proposal to establish a 'Shadow' Trust which, in the longer term, will manage and maintain the Country Park.</p> <p>Progress on the S106* agreement is dependent on the Welwyn &amp; Hatfield Local Plan and the outcome of planning application 6/2018/2768/OUTLINE.</p> <p>This site may take some time to resolve. No action required by SADC at this stage. Next steps rest with WHBC to consider planning application and progress their Local Plan. <b>No change from previous Cabinet meeting.</b></p>
<p><b>Ellenbrook Park Hatfield Road Smallford St Albans Hertfordshire (WHBC Ref: <a href="#">6/2018/2768/OUTLINE</a>)</b></p>	<p>The District Council has been consulted on an outline application for a large-scale mixed use development. This includes 1,100 new homes and supporting infrastructure including a primary school, local centre and open space with all matters reserved. The application is pending consideration by Welwyn Hatfield Council officers.</p> <p>The Planning Referrals Committee, at its meeting 18 February 2019, resolved to recommend that an objection is raised to the consultation. The consultation response report can be found at:  <a href="http://stalbans.moderngov.co.uk/documents/s50038758/5.2018.3112%20Hatfield%20Business%20Park%20Hatfield%20Road%20Smallford%20St%20Albans%20-%20report.pdf">http://stalbans.moderngov.co.uk/documents/s50038758/5.2018.3112%20Hatfield%20Business%20Park%20Hatfield%20Road%20Smallford%20St%20Albans%20-%20report.pdf</a></p> <p><b>No change from previous Cabinet meeting.</b></p>
<p><b>Expansion of London Luton Airport (Planning Inspectorate ref: TRO20001_00042_190401)</b></p>	<p><b>The District Council has been consulted on an Environmental Scoping Opinion for the Expansion of London Luton Airport. This is a technical consultation for which the Local</b></p>

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	<p><b>Planning Authority should provide a response. This should specify the information that it considers should be provided in an Environmental Statement which would form part of a formal planning application submission. A response is due by 29 April 2019.</b></p>
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\*Section 106 (S106) financial contributions can be secured from developers in certain circumstances, through the planning process. As good practice, SADC seeks to complete obligations within 3 months.

\*\*Section 52 agreements based on Town and Country Planning Act 1971 are agreements regulating development or use of land.

The Decision/Comments highlighted in bold describes new information from the previous Cabinet Appendix.

### Notes:

- (1) Where St Albans City and District Council is the determining authority.
- (2) Where St Albans City and District Council is a consultee.

# Council Performance & Budget Summary

## Appendix B: Waste Management and Recycling Update

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

### **Recycling performance highlights over the past 12 months – April 2018 to March 2019 (figures shown in Tables 5 and 6 overleaf)**

- Annual recycling performance for the rolling 12-month period is 62.1%. The 62.1% figure is further improvement on 59.6% for the corresponding period last year. The April 2019 position represents the Council's best recycling performance to date. It means the priority project target of 60% is being maintained.
- The 2018/19 annual recycling performance is being measured against a Veolia contract target of 62.5%, by April 2019.
- During the past 12 months, monthly recycling rates have now exceeded 60% on nine occasions. The highest figure was 66.5% in May 2018.
- The amount of garden waste collected is slightly down by around 160 tonnes when compared to the same period for last year. This is as a result of the last year's cold late winter and exceptionally hot dry summer. However, tonnages have recovered following the early mild spell in the spring of this year. Total household waste collected has also reduced, as a result of this reduction in garden waste.
- The secondary sorting of mixed recyclable materials has been in place since December 2017. This, combined with an improved recycling in lower performing areas, has resulted in 480 tonnes more material being recovered for recycling.
- The above, along with initiatives to reduce brown bin 'side waste', continues to have a lasting effect. It has resulted in a 1,722 tonnes reduction in waste being sent to landfill over the period.
- Further initiatives are being developed which aim to have a positive impact on the overall recycling rate. All such initiatives are developed and agreed with Veolia prior to implementation.
- The recycling performance for the 2018/19 year is likely to further improve the Council's position in the recycling league table. Based on 2017/18 results, it could result in a position in the top 10 performing councils in England.

### **Update on initiatives to increase performance**

#### Recycling More Food Waste

- Food waste recycling continues to be our main focus to achieve a sustained annual recycling rate which exceeds 60%. There is no need to

# Council Performance & Budget Summary

## Appendix B: Waste Management and Recycling Update

send food waste to landfill with the collection arrangements currently in place.

- A number of community talks have focused on food waste, the process once it reaches the Anaerobic Digestion facility near London Colney and the benefits of recycling all food waste.
- There are a number of free tours of the AD site, these can be booked via <https://www.eventbrite.co.uk/e/tours-of-agriverts-north-london-anaerobic-digestion-facility-multiple-dates-severn-trent-green-power-tickets-45678246866>

### Chargeable Additional Garden Waste Service

- The new online self-serve subscription system was successfully launched on the 'MyStAlbans District Account' system in February 2019. This was in time for the start of the new service in April.
- The additional green bins and bags required have now been delivered to the depot, for onward distribution to subscribing households.
- As at 1<sup>st</sup> April, 92 additional green waste bins had been ordered of which 68% of subscribers have set up an annual direct debit. The target for the new service is 750 to 1,000 subscriptions during the first year.
- A communications plan is being implemented to publicise the new service. Initiatives completed to date include: website update, Community News promotion, a press release, and briefing for Parish Councils. Further initiatives planned include; further articles in Community News, social media promotion, and use of the Council's web site.
- The £50 per bin charge (two sacks) per year for the new service has been determined through comparison of similar services being provided by neighbouring councils.

### Reducing Contamination Levels

- The Council and Veolia continue working in partnership to improve the collection and processing of mixed recyclable materials. We review each of the main 'doorstep to destination' steps or stage. Our expectation is to benefit from improvement opportunities in all of them. The principal aims are to:
  - recover as much of the potentially recyclable material identified as 'contaminated waste'; and
  - divert it from materials currently being sent to landfill.
- Officers have engaged with specific resident associations and similar groups to identify possible solutions to the communal bin areas. Some of this work has resulted in the reduction of residual waste bins, alterations to bin areas and or relocation and information boards.

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## Appendix B: Waste Management and Recycling Update

### Controlling 'Side Waste'

- Tighter monitoring and control of excess residual 'side waste' (i.e. waste not contained within the landfill bin) has made a difference. We recognise that side waste may be produced when residents move into or out of a property. That would be an exceptional circumstance and one where we would be happy to assist. The 'no side waste' policy continues, and crews are being asked to check properties and log any side waste issues.
- Over the last 12 months there has been a reduction of 1,722 tonnes, 33 tonnes per week.

### **General contract performance highlights**

#### Customer Contacts & Missed Collections

- Performance figures for the Veolia contact centre and missed refuse collections are outlined below:

Table 1: Performance Summary - Veolia Contact Centre

Description	Jan-19	Feb-19	March-19
Number of Veolia Contact Centre Calls	2,743	2,058	2,269
% Calls Answered (target = 95%)	98.8%	99%	98.9%
Average Call Waiting Time	0m:10s	0m:10s	0m:11s
Average Call Duration	2m:11s	2m:22s	2m:21s
Missed Collections/100,000	32	34	34

- From April 2018 missed collections performance has been measured against a lower figure of 32/100,000. It was previously 40/100,000 collections. Approximately 171,000 collections are made each week.

#### Street Cleanliness (Tables 2 and 3)

- Under the Veolia contract, street cleanliness performance targets are expected to be achieved in 95% of sites, for both litter and detritus. Tables 2 and 3 below show the performance over a rolling 15-month period.

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## Appendix B: Waste Management and Recycling Update

Table 2: Sites achieving High or Acceptable Standards – **Litter**

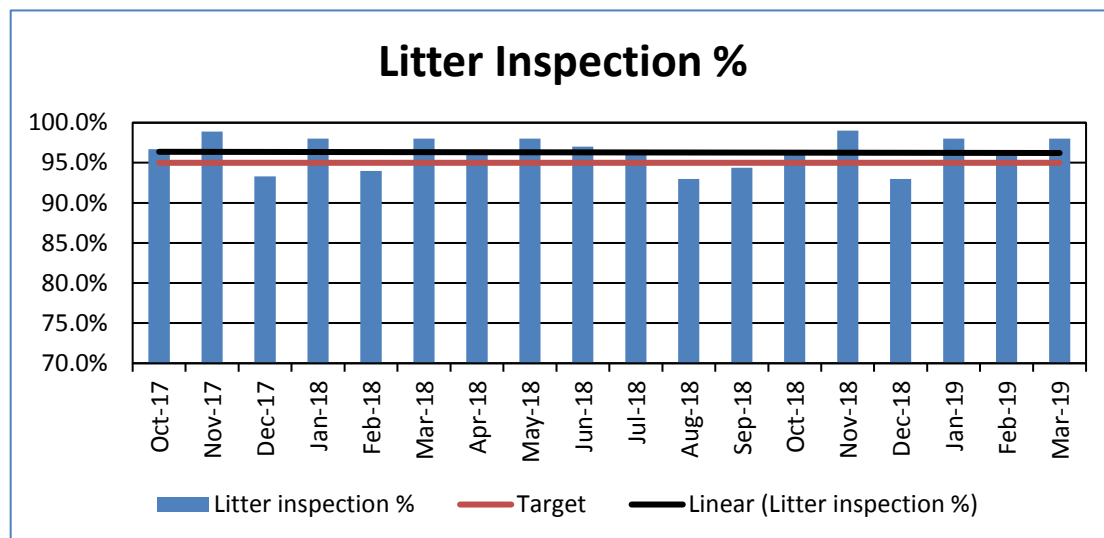
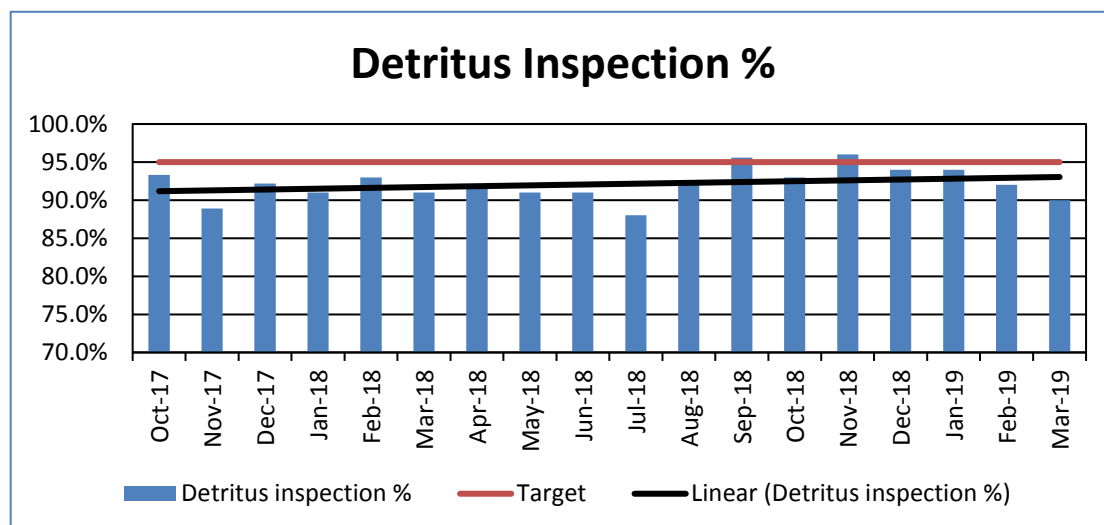


Table 3: Sites achieving High or Acceptable Standards – **Detritus**



- Street cleansing performance for litter (see Table 2) is above target over the quarter and also above target for the 12-month period. The average 12-month performance level is 96.2%, which is above the 95% target. The Council and Veolia have noted the improvement on the previous quarter.
- Management of detritus (see Table 3) is still consistently below target, with a 12-month average of 92.4%. The performance trend remains positive, indicating slow but steady progress towards achieving the 95% target.
- The images in the following two pages have been included in previous performance reports. They show the range of cleanliness grades and their descriptions. The contract performance standard is met if the street is found to be at grade B or above on inspection.



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## Appendix B: Waste Management and Recycling Update

### Rural Roads

- These standards also extend to rural roads. However, cleansing response times are generally reduced in line with the relatively reduced intensity of use of these roads. Grade B is an acceptable minimum standard for litter and detritus on un-kerbed road channels in rural roads following a rectification inspection.
- Roads which are classified as Zone 6 or 7 (rural) continue to be visited and graded independently, by SADC officers. The clearance of leaves from grassed verges and other 'soft' areas in these zones will not normally be required as part of this cleansing specification. Any streets which were below the contract specification was reported for rectification in accordance with the service level agreements for these zones.
- A summary of officer inspections results is shown in Table 4 below. All sites found to require rectification were reported directly to Veolia by the SADC monitoring officers.



Table 4: Rural Roads Inspection Results

Ref.	Description	Nov '18	Dec '18	Jan '19	Feb '19	Mar '19
1	Number of rural roads (Zone 6 and Zone 7)	102	102	102	102	102
2	Number of months inspections took place	1	1	1	1	1
3	Officer inspections during period	74	10	45	61	25
4	% of inspected roads found to be high (grade A) or acceptable (B)	76%	90%	82%	72%	88%
5	% of inspected roads below standard	24%	10%	18%	28%	12%
6	% defaults reported to Veolia rectified by deadline	94.1%	99.9%	100%	100%	100%





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## Appendix B: Waste Management and Recycling Update

### Litter and Refuse

			
<b>Grade A</b> No litter or refuse	<b>Grade B</b> Predominantly free of litter and refuse apart from some small items	<b>Grade C</b> Widespread distribution of litter and/or refuse with minor accumulations	<b>Grade D</b> Heavily affected by litter and/or refuse with significant accumulations

### Detritus

			
<b>Grade A</b> No detritus	<b>Grade B</b> Predominantly free of detritus except for some light scattering	<b>Grade C</b> Widespread distribution of detritus with minor accumulations	<b>Grade D</b> Heavily affected by detritus with significant accumulations

### Deep Clean Programme

- The 'Deep Clean' programme introduced in November 2017 was repeated in October 2018. In particular, the programme targets heavily-parked streets which often prove difficult to clean effectively. Deep cleaning has a direct and positive impact on detritus performance.
- The list of Roads for completion October/November 2019 is already being compiled.
- The Supplementary Deep Clean Programme covers streets, which have evidence of long-standing build-up of detritus (in particular). Our approach is to work closely with Veolia, agreeing and taking extra steps to achieve the contractual cleansing standards.

### Highways Weed Control

- In March 2018, St Albans Council took on the responsibility of weed control on highway adopted land, on a year's trial basis. Three applications were carried out (May, July and September), and this has been a success. The number of visible weeds has reduced from previous years. Where there

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## Appendix B: Waste Management and Recycling Update

were enquiries on application or missed areas due to weather the Contractor has returned and responded in a timely manner.

- Officers have seen a reduction in the number of weed-related enquiries over the last 12 months. Essentially this is due to the improved weed control standard / coverage. Another factor is website information where residents are able to check on the status of works (see link below). Our waste management contractor, Veolia has been able monitor website updates and schedule their street sweeping teams to follow up once the weeds have died off (approximately a fortnight later). This partnership working has led to an improvement throughout the District.

Updates can be found at: [https://www.stalbans.gov.uk/leisure-and-culture/leisure-management-contract/Grounds\\_Maintenance/highwaysweeds.aspx](https://www.stalbans.gov.uk/leisure-and-culture/leisure-management-contract/Grounds_Maintenance/highwaysweeds.aspx)

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## Appendix B: Waste Management and Recycling Update

Table 4 - 60% Recycling Project - 12 month's figures for April 2018 to March 2019

	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	April 18 to March 19 Total	April 17 to March 18 Total
Material Recycled/Composted (tonnes)														
Soft Mix (paper and cardboard)	541	529	489	493	490	495	548	553	556	670	470	503	6,337	6,562
Comingled Glass, Plastic and Cans	594	642	646	690	602	572	600	569	586	790	540	549	7,381	6,629
Veolia others - Textiles, Batteries and WEE	2	0	5	0	6	2	2	0	0	4	5	2	27	37
Third party others - Textiles, WEE and Dry Recyclables.	8	9	81	12	9	76	15	9	69	5	4	71	367	403
<b>Total Dry Recycling (tonnes)</b>	<b>1,145</b>	<b>1,180</b>	<b>1,222</b>	<b>1,195</b>	<b>1,107</b>	<b>1,145</b>	<b>1,164</b>	<b>1,131</b>	<b>1,211</b>	<b>1,469</b>	<b>1,018</b>	<b>1,125</b>	<b>14,111</b>	<b>13,631</b>
<b>Total Garden Waste (tonnes)</b>	<b>1,015</b>	<b>1,484</b>	<b>1,797</b>	<b>774</b>	<b>748</b>	<b>1,291</b>	<b>963</b>	<b>869</b>	<b>699</b>	<b>431</b>	<b>301</b>	<b>796</b>	<b>11,167</b>	<b>11,327</b>
<b>Total Food Waste (tonnes)</b>	<b>375</b>	<b>367</b>	<b>462</b>	<b>379</b>	<b>349</b>	<b>472</b>	<b>379</b>	<b>392</b>	<b>470</b>	<b>462</b>	<b>399</b>	<b>492</b>	<b>4,997</b>	<b>4,849</b>
<b>Total Mec. Street Cleansing Recycling (tonnes)</b>	<b>109</b>	<b>76</b>	<b>99</b>	<b>41</b>	<b>79</b>	<b>79</b>	<b>79</b>	<b>117</b>	<b>160</b>	<b>99</b>	<b>99</b>	<b>155</b>	<b>1,193</b>	<b>1,054</b>
<b>Total household waste recycled and composted (tonnes)</b>	<b>2,643</b>	<b>3,107</b>	<b>3,580</b>	<b>2,389</b>	<b>2,283</b>	<b>2,987</b>	<b>2,585</b>	<b>2,509</b>	<b>2,541</b>	<b>2,461</b>	<b>1,817</b>	<b>2,568</b>	<b>31,469</b>	<b>30,861</b>
Total residual waste (tonnes)	1,601	1,563	1,864	1,455	1,398	1,776	1,453	1,487	1,753	1,602	1,455	1,796	19,203	20,926
<b>Total Household Waste (tonnes)</b>	<b>4,244</b>	<b>4,670</b>	<b>5,444</b>	<b>3,844</b>	<b>3,681</b>	<b>4,763</b>	<b>4,039</b>	<b>3,996</b>	<b>4,294</b>	<b>4,063</b>	<b>3,271</b>	<b>4,365</b>	<b>50,672</b>	<b>51,787</b>
<b>% Dry Recycling</b>	<b>27.0%</b>	<b>25.3%</b>	<b>22.4%</b>	<b>31.1%</b>	<b>30.1%</b>	<b>24.0%</b>	<b>28.8%</b>	<b>28.3%</b>	<b>28.2%</b>	<b>36.2%</b>	<b>31.1%</b>	<b>25.8%</b>	<b>27.8%</b>	<b>26.3%</b>
<b>% Garden &amp; Food Waste Composted</b>	<b>32.7%</b>	<b>39.6%</b>	<b>41.5%</b>	<b>30.0%</b>	<b>29.8%</b>	<b>37.0%</b>	<b>33.2%</b>	<b>31.6%</b>	<b>27.2%</b>	<b>22.0%</b>	<b>21.4%</b>	<b>29.5%</b>	<b>31.9%</b>	<b>31.2%</b>
<b>% Mechanical Street Cleansing Recycled</b>	<b>2.6%</b>	<b>1.6%</b>	<b>1.8%</b>	<b>1.1%</b>	<b>2.1%</b>	<b>1.7%</b>	<b>2.0%</b>	<b>2.9%</b>	<b>3.7%</b>	<b>2.4%</b>	<b>3.0%</b>	<b>3.6%</b>	<b>2.4%</b>	<b>2.0%</b>
<b>% TOTAL HOUSEHOLD WASTE RECYCLED</b>	<b>62.3%</b>	<b>66.5%</b>	<b>65.8%</b>	<b>62.2%</b>	<b>62.0%</b>	<b>62.7%</b>	<b>64.0%</b>	<b>62.8%</b>	<b>59.2%</b>	<b>60.6%</b>	<b>55.5%</b>	<b>58.8%</b>	<b>62.1%</b>	<b>59.6%</b>

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## Appendix B: Waste Management and Recycling Update



Table 5 – Comparison of Tonnes Collected for the 12 month period April 2018 to March 2019 and April 2017 to March 2018

	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	April 18 to March 19 Total
<b>Total Residual Waste (tonnes)</b>	1,601	1,563	1,864	1,455	1,398	1,776	1,453	1,487	1,753	1,602	1,455	1,796	19,203
<b>Total Dry Recycling (tonnes)</b>	1,145	1,180	1,222	1,195	1,107	1,145	1,164	1,131	1,211	1,469	1,018	1,125	14,111
<b>Total Garden Waste Recycled (tonnes)</b>	1,015	1,484	1,797	774	748	1,291	963	869	699	431	301	796	11,167
<b>Total Food Waste Recycled (tonnes)</b>	375	367	462	379	349	472	379	392	470	462	399	492	4,997
<b>Total Mec. Street Cleansing Recycling (tonnes)</b>	109	76	99	41	79	79	79	117	160	99	99	155	1,193
<b>Total household waste recycled and composted (tonnes)</b>	<b>2,643</b>	<b>3,107</b>	<b>3,580</b>	<b>2,389</b>	<b>2,283</b>	<b>2,987</b>	<b>2,585</b>	<b>2,509</b>	<b>2,541</b>	<b>2,461</b>	<b>1,817</b>	<b>2,568</b>	<b>31,469</b>
<b>% TOTAL HOUSEHOLD WASTE RECYCLED</b>	<b>62.3%</b>	<b>66.5%</b>	<b>65.8%</b>	<b>62.2%</b>	<b>62.0%</b>	<b>62.7%</b>	<b>64.0%</b>	<b>62.8%</b>	<b>59.2%</b>	<b>60.6%</b>	<b>55.5%</b>	<b>58.8%</b>	<b>62.1%</b>

	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	April 17 to March 18 Total
<b>Total Residual Waste (tonnes)</b>	2,045	1,671	1,601	2,086	1,519	1,538	1,991	1,619	1,799	1,700	1,535	1,823	20,926
<b>Total Dry Recycling (tonnes)</b>	983	1,050	1,204	1,026	1,067	1,189	1,060	1,130	1,143	1,552	1,033	1,194	13,631
<b>Total Garden Waste Recycled (tonnes)</b>	1,392	1,014	1,395	1,208	1,119	1,107	1,401	870	574	462	374	412	11,327
<b>Total Food Waste Recycled (tonnes)</b>	453	366	367	450	332	363	452	378	451	418	367	453	4,849
<b>Total Mec. Street Cleansing Recycling (tonnes)</b>	81	124	41	124	0	100	130	131	91	59	113	59	1,054
<b>Total household waste recycled and composted (tonnes)</b>	<b>2,909</b>	<b>2,554</b>	<b>3,007</b>	<b>2,808</b>	<b>2,518</b>	<b>2,759</b>	<b>3,043</b>	<b>2,509</b>	<b>2,259</b>	<b>2,491</b>	<b>1,887</b>	<b>2,118</b>	<b>30,861</b>
<b>% TOTAL HOUSEHOLD WASTE RECYCLED</b>	<b>58.7%</b>	<b>60.4%</b>	<b>65.3%</b>	<b>57.4%</b>	<b>62.4%</b>	<b>64.2%</b>	<b>60.5%</b>	<b>60.8%</b>	<b>55.7%</b>	<b>59.4%</b>	<b>55.1%</b>	<b>53.7%</b>	<b>59.6%</b>

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## Appendix C: Fly-tipping Enforcement Update



Below is an update on fly-tipping work between 1 January 2019 and 31 March 2019, this outlines fly tipping workloads, outcomes from prosecutions, Fixed Penalty Notices (FPNs) served and prevention and reduction work.

The objective during the past three months has been to investigate fly tips, enforce against perpetrators where possible, and educate members of the public on their duty of care when disposing of their waste.

We continue to raise awareness of fly tipping, working closely with the Police and the Herts Fly Tipping Group (HFTG) which is composed of all the local authorities within Hertfordshire.

### **Dedicated workforce**

We continue to have the following dedicated workforce to investigate fly-tipping incidents:

- 0.8 full-time equivalent (FTE) fixed term role 100% dedicated to fly-tipping enforcement;
- 1:0 FTE General Enforcement Officer (80% of this post's focus and priority is to investigate fly tipping offences).

### **Large scale fly tips**

December 2018 – Punchbowl Lane. 10 large commercial fly-tips on the highway and verges, linked to Waste Carrier in Edgware. Waste transfer notice production offences are going to be considered by legal for Prosecution.

December 2018 – Morrisons Car Park. Commercial waste and building materials found with evidence from local business. Two offenders were interviewed and admitted Duty of Care offences. Others have disappeared including possibly out of the country, and it is unlikely that we will be able to trace them. The case is being prepared for prosecution against two restaurant owners.

January 2019 – Rugby Club A414. Large fly-tip on land; deposit linked to Bushey resident. Formal recorded interview under caution pending.

February 2019 – Millford Hill Garages. Commercial and domestic waste including green waste traced to a local resident. Formal recorded interview under caution pending.

### **Repeated fly-tips**

Listed below are the common hotspots in the District where multiple fly tips have been reported, due to their rural and secluded locations. We are continuing to monitor these spots using overt wildlife cameras. We are also working closely with the Police, providing them with our fly-tipping statistic and addresses to help them identify hotspots and install automatic number plate recognition cameras.

1. Hogg End Lane (offenders linked to Luton from evidence found)
2. Smug Oak Lane (offender linked to Harrow from evidence found)
3. Punchbowl Lane

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## Appendix C: Fly-tipping Enforcement Update

4. Brick Knoll Park.
5. Kinsbourne Green
6. Kennel Lane
7. Noke Lane

### Workload and assessment of cases

There was a high number of fly-tip incidents reported in January; fewer in February and March. This may be due to the holiday period with householders clearing their rubbish and the construction industry returning to work after the holiday period.

A breakdown of the number of fly-tipping cases reported and referred to the Environmental Compliance Team between 1 January 2019 and 31 March 2019 is set out below:

**Table 1 – Reported Fly-Tipping Incidents**

Month	Number
January	35
February	19
March	19
<b>Total</b>	<b>73</b>

The table below illustrates the volume of incoming cases and outcomes following investigation.

**Table 2 – Fly-Tipping Investigation Outcomes**

Month	Reported	Interview Under Caution	Refer to legal	Prosecutions	Duty of Care Inspections	Fixed Penalty Notice
January	35	10	2	0	1	0
February	19	14	0	2	2	1
March	19	6	0	0	3	2
<b>Total</b>	<b>73</b>	<b>30</b>	<b>2</b>	<b>2</b>	<b>6</b>	<b>3</b>

**Table 3 – City & District Wide Fly-tips**

City and District Wide Fly-Tips (Jan 2019 – Mar 2019)							
Description	1. Total Number	2. Number Identified for Assessment	3. Number Agreed for Investigation (recorded interviews held)	4. Formal Warning Letters	5. Fixed Penalty Notices	6. Submitted to Legal Department	7. Passed for Prosecution
<b>Number &amp; %</b>	160	28	28 (100%)	4 (14%)	3 (10.7%)	3 (10.7%)	3 (100%)
<b>Comment</b>	Equals the confirmed	Equals the number of incidents	Equals the number of cases where	Lowest level outcome	Middle level outcome	Highest level outcome	

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## Appendix C: Fly-tipping Enforcement Update

	data on the monthly "Tartan Rug"	which have strong lines of enquiry	an individual has been linked to the incident	(deemed not in the public interest to proceed further)		
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**Note 1: Percentage figure in columns 3, 4 5 & 6 compares to 2 (number identified for assessment). Percentage figure in column 7 compares to 6 (passed for prosecution).**

**Note 2: Due to ongoing investigations figures are likely to increase.**

### Prosecutions

During the same reporting period, we successfully prosecuted two offenders, and three cases are currently being considered by our legal team.

On 27 February 2019, Khalid Miah pleaded guilty to the offence of depositing controlled waste without an environmental permit contrary to section 33(1) Environmental Protection Act 1990.

1. On 27 August 2018 he deposited mirrored doors, side panels of a wardrobe, carpet, underlay and cardboard packaging on a redevelopment site at Waverley Road, St Albans. He was captured on CCTV obtained from a local resident. The packaging was traced to an address in Waverley Road. Khalid Miah had been doing some work for a relative and took the waste to the nearby building site where he left it at the entrance with some waste being thrown into the site. Mitigation was given on his behalf by his Solicitor and he was given credit for his early guilty plea.

He was fined £320, ordered to pay compensation for the removal of the waste to the sum of £191.20, pay prosecution costs of £220 and a Victim surcharge of £32, making a total sum of £763.20.

2. On the same day Mr Imad Benballah pleaded guilty to the offence of depositing waste without an environmental permit contrary to section 33(1) Environmental Protection Act 1990. As a result of the guilty plea we withdrew the second alternative offence of controlling a vehicle from which waste was deposited under section 33(5) of the same Act. Mr Benballah appeared unrepresented at the hearing.

On 1 December 2017 he deposited controlled waste being a cardboard box and a sack of waste near to bins located in Drovers Way, St Albans. He was caught on CCTV depositing the waste next to the bins. The bins are used for the purpose of a collection point by the beat barrow operatives who collect from City Centre litter bins. He gave mitigation and gave the Court details of his means.

The Court gave Mr Benballah credit for his guilty plea. He was fined £120, ordered to pay compensation for the costs of removing the waste to the sum of £97 and pay a victim surcharge of £30. This made a total sum of £247.

The claim for costs of £622.74, which included investigation costs of £402.74, was not awarded by the Court due to the Defendant's means.

### Fixed Penalty Notices (FPNs) - section 33 offences (fly-tipping)



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## Appendix C: Fly-tipping Enforcement Update



In 2016 an FPN for section 33 offences (fly-tipping) was introduced by St Albans City and District Council. This was set at £400 (reduced to £300 for payment within 10 days). Section 33 states that a person shall not deposit controlled waste or knowingly cause or permit controlled waste to be deposited in or on any land, without an environmental permit authorising the deposit.

There is no obligation to offer an alleged offender an FPN, however, for this offence, it can be more proportionate than prosecution through the courts.

During this accounting period we issued 3 FPNs for fly-tipping:

1. 15 Feb 2019 - Windermere Avenue. Perpetrator fly-tipped a freezer on the Highway outside their property on Windermere Avenue. They thought that a local scrap metal dealer would collect it.
2. 5 March 2019 – Kinsbourne Green Lane. Refuse bags and cardboard fly-tipped on Highway. Perpetrator admitted the offence and was issued with an FPN.
3. 11 Mar 2019 – Keswick Close. Perpetrator fly-tipped commercial waste in refuse bags in bushes in Keswick Close. The offender admitted the offence under caution and agreed to pay an FPN.

We continue to increase the use of FPNs for low level offences. Levels are currently low as many fly tips do not contain evidence, or are recommended for prosecution. Where an offender admits to a small fly tipping offence, such as a single bag, we will issue an FPN.

### **Fixed Penalty Notices (FPNs) - section 34 offences (duty of care)**

On 7 January 2019, the regulations allowing FPNs for offences under section 34 (duty of care) came into force. The FPN for breaches of the 'household waste duty of care', provides an alternative option for enforcement.

The duty of care regime requires occupiers of domestic properties to take reasonable measures to ensure that they only allow household waste produced on their property to be removed by an authorised person. This reduces the chance of waste ending up in the hands of those who would fly tip it and further reduce the incidences of fly tipping.

An FPN can now be issued when a householder has failed to comply with their duty of care under section 34(2A) of the Environmental Protection Act 1990. For example:

- Where fly-tipped waste can be traced back to a householder who is found to have failed to take reasonable steps to ensure that they transferred the waste to an authorised person.
- Where an unauthorised carrier is found to be carrying waste that was directly transferred to them by a householder.
- Where a householder is found to be transferring their waste to an unauthorised person at a site that does not have a permit or exemption.

### Cases pending legal authorisation

CCTV evidence caught by an overt camera identified a male illegally depositing wood and heaters on Hogg End Lane using a hired rental vehicle. The suspect was interviewed under caution and admitted to fly-tipping.

### Further cases being investigated

- i) Officers inspected 6 fly tips on Hogg End Lane, St Albans. Officers have strong evidence to suggest where the commercial fly-tips have come from and are following lines of enquiry for 4 offenders.
- ii) We have recently identified a commercial waste fly-tip deposited in a garage block in Furse Avenue, the waste comprises bathroom waste including baths and toilets. It is suspected that the waste is linked to 3 further fly-tips listed below:
  - a. Mattresses were found dumped on Smug Oak Lane. Evidence was found and further enquiries are underway.
  - b. Mattresses were found dumped at Therfield Road Garages. The mattresses are the same as those found on Smug Oak Lane. It is suspected that the mattresses originated from a care home or similar.
  - c. Similar mattresses were deposited on South End Farm. They are likely to have been deposited by the same offender.

### Warning letters

Sometimes we are able to identify an individual who we believe caused the fly-tip, and are satisfied that the facts of the case meet the evidential test, as set out in the Council's prosecution policy, which is based upon The Code for Crown Prosecutors.

However, there are sometimes other mitigating circumstances which mean that the case does not meet the Public Interest Test, also set out within the above Code. We take advice from the Legal Team on these cases.

The table below outlines cases where it was considered not to be in the public interest to prosecute or issue an FPN.

**Table 4 – Warning letters Issued**

	Location/Ward	Offence	Disposal
1	Victoria Road/Harpenden West	Fly tip	Warning letter issued as not deemed to be in the public interest
2	Victoria Road/Harpenden West	Fly tip	Warning letter issued as not deemed to be in the public interest
3	Victoria Road/Harpenden West	Fly tip	Warning letter issued as not deemed to be in the public interest
4	Victoria Road/Harpenden West	Fly tip	Warning letter issued as not deemed to be in the public interest

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## Appendix C: Fly-tipping Enforcement Update

5	London Road/St Peters	Fly tip	Warning letter issued as not deemed to be in the public interest
6	Haseldine Road Car Park/London Colney	Fly tip	Warning letter issued as not deemed to be in the public interest
7	Haseldine Road Car Park/London Colney	Fly tip	Warning letter issued as not deemed to be in the public interest

The reason why each case did not meet the Public Interest Test is set out below.

1, 2, 3 & 4 - Residents above a block of shops were depositing their domestic waste on the highway on non-collection days. Warning letters were sent out with information advising them of their collection day.

5 - Rubbish bags left next to a public bin outside a take-away on London Road. The resident stated that he was told to do this by landlord. He was advised on the correct disposal of his waste and a warning letter was issued.

6 - Resident deposited several boxes on the ground next to the glass recycling point. There was a full admission in the interview under caution. An appropriate adult was present due to early signs of dementia and it was deemed not in the public interest to prosecute.

7 - Resident deposited one box onto an already existing fly-tip adjacent to a glass recycling point. There was a full admission under caution, however it was not deemed suitable for prosecution as only one box was left.

### Bench marking exercise on prosecution costs and fines

We have recently undertaken an exercise to compare fly tipping prosecution fines and costs awarded to other local authorities. This was undertaken to determine if the fines and costs awarded to St Albans City and District Council, by the court, are lower than other authorities, and if so why.

Table 5 outlines the average prosecution costs awarded to Hertfordshire local authorities during 2018/19. It is clear that St Albans has been awarded average lower costs than all authorities in Hertfordshire and has the second lowest fines awarded, other than Dacorum.

**Table 5 – Average prosecution costs and fines**

Average Costs Awarded Per Authority 2018/19				
2018/19	Fine	Costs	Compensation	Victim Surcharge
Broxbourne	£597	£688	£294	£65
Dacorum	£174	£425	---	£30
East Herts	---	---	---	---
Hertsmere	£1,250	£2,267	£376	£125

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## Appendix C: Fly-tipping Enforcement Update

Average Costs Awarded Per Authority 2018/19				
2018/19	Fine	Costs	Compensation	Victim Surcharge
North Herts	£880	£574	---	£54
St Albans	£480	£185	£470	£48
Stevenage	---	---	---	---
Three Rivers	£990	£288	---	£100
Watford	£500	£2,000	£0	£20
Welwyn Hatfield	---	---	---	---
<b>HWP Averages...</b>	<b>£696</b>	<b>£918</b>	<b>£285</b>	<b>£63</b>

When peer reviewing the approaches that Broxbourne and Hertsmere take when compiling a prosecution file, it was noted that a similar format to ours is used. This includes a brief statement of facts, witness statements and summary of time attributable to prosecution costs.

However, Hertsmere have set an hourly cost for officer time at £51 per hour, compared to St Albans' £21.44.

It was also noted that both Hertsmere and Broxbourne submit an impact statement to the court. This outlines the total basic cost of clearing and disposing of unlawfully deposited waste over the year. It also states how fly-tipping impacts the wider community by visually blighting the country side and urban public spaces, highlighting the importance for the court to send a clear message to the offenders that it is unacceptable to knowingly harm the environment. They further suggest to the court that offenders should be made to cover all associated costs in recognition of the seriousness of the offence.

It is important to note however, that each case has different aggravating and mitigating features and each defendant's circumstances are different. The court therefore takes into account the offender's circumstances and their means to pay a fine and costs.

When comparing cases it was noted that Hertsmere had some large high profile successes in fly-tipping cases; this has increased the average of their cost and fines.

The exercise was a soft-touch bench marking exercise and further discussions will take place to explore differing approaches. However the key outcomes to take forward are to:

- investigate current officer time costs to determine if they are proportionate, including on-costs;
- compose a generic impact statement outlining the effect of the fly-tipping, as well as tailored impact statements for each case.

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## Appendix C: Fly-tipping Enforcement Update

### County-wide actions on fly tipping

The membership of the Herts Fly Tipping Group comprises all Hertfordshire Councils, the Office of the Police and Crime Commissioner (OPCC), Hertfordshire Constabulary, Hertfordshire Fire and Rescue Service, the Environment Agency, the National Farmers Union, the St Albans District Community Safety Partnership, and M25 Connect.

Due to the lack of updated fly-tipping incidents for some local authorities it is not possible to determine a trend for the quarter reported at this time.

**Table 5 - Number of fly tips 1 January – 28 February 2019**

Authority	Jan	Feb	Total
Broxbourne	74	79	<b>153</b>
Dacorum	127	91	<b>218</b>
East Herts	118	94	<b>212</b>
Hertsmere	135	105	<b>240</b>
North Herts	107	114	<b>221</b>
St Albans	62	48	<b>110</b>
Stevenage	190	168	<b>358</b>
Three Rivers	39	35	<b>74</b>
Watford	93	100	<b>193</b>
Wel/Hat	151	126	<b>277</b>
<b>Totals</b>	<b>1096</b>	<b>960</b>	<b>2056</b>

(Figures provided by the Herts Fly Tipping Group – data source: Fly Capture)

Note: Blank spaces indicate that figures have not yet been reported to HFTG

### Public awareness raising initiatives

From 1 April to the end of May 2019 the Herts Fly Tipping Group will be starting a campaign to promote the impact and consequences of fly-tipping. The intention is to flood social media with their past campaign material, as well as adding in the new communications which aims to raise awareness about section 34 - Fixed Penalty Notices Duty of Care.

The social media plan that the Herts Waste Partnership channels will be using, will include posting on Twitter, Facebook and Instagram. To highlight this we will be undertaking the following:

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## Appendix C: Fly-tipping Enforcement Update



- Like / share / re-tweet / comment on these posts. Tagging our local partners e.g. Parish Councils, transition towns, local environment groups, CABs, Chamber of Commerce, BIDs etc.
- Schedule in our own posts and/or messages.
- Installing physical #SCRAPflytipping signs and posting photos of them.
- Publicising any recent prosecutions. The Police and Crime Commissioner's office is keen to promote these on an on-going basis. We will be sharing images and film footage of fly tips with them.

The Herts Fly Tipping Group will be promoting websites where members of the public can find out more information. We will be promoting [www.hertfordshire.gov.uk/flytipping](http://www.hertfordshire.gov.uk/flytipping), and directing people to our own website.

There will also be posts on LinkedIn to try and encourage other local authorities to join in.

At the Herts Fly Tipping Group meeting on Wednesday 20 March 2019 there was discussion on how to progress the campaign further by focussing the message on consequences. For example, offenders could get a criminal conviction which would have to be disclosed to present and future employers. Entry to some countries such as the USA could be affected.

### **Joint Working with the Police**

Following a meeting with the Police we are organising joint patrols to target fly-tipping hotspots to try to catch the perpetrators in the act. Fly tipping officers will accompany Police officers in their vehicles and patrol the District. These patrols will also act as a visual deterrent, informing potential perpetrators that we are actively patrolling these areas.

There will also be the opportunity for the patrol vehicles to stop commercial vans and trucks to check for waste carrier licences. The outcomes of these patrols will be reported in the July 2019 fly-tipping update.

### **Operation Kendal**

Officers from the Environmental Compliance Team undertook a successful 2 hour joint operation with the Police on 22 August 2018.

Officers stopped and identified 10 traders who were found to be not in possession of a waste carrier licence. These traders were required to produce evidence of their licence within a two week time frame. They also identified 2 waste vehicles driving without insurance and another with a bald tyre. Further joint operations will take place next year.

Seven of the traders subsequently produced their licences, and therefore no further action was necessary. Details of the remaining three were provided to the Environment Agency specifically to take further action. Action will be reported in the next quarterly update.

### **Recycling points across the District**

We continue to monitor recycling centres throughout the District. Signs advising residents on depositing the correct recyclable waste have been installed by the recycling points.

Working in partnership with the Community Protection Team, we have installed CCTV at Morrisons car park recycling centre.

### **Pilot fly tipping fund to support private landowners**

St Albans has signed up to a pilot scheme to fund the removal of small scale fly-tipped waste of private land. The scheme is funded by the Office of the Police and Crime Commissioner.

The scheme enables a degree of flexibility and discretion for officers, but also has some financial controls to enable funds to be spent steadily and support as many private landowners as possible.

Using £20,000 set aside from the Proceeds of Crime Act (POCA), the Police and Crime Commissioner introduced the pilot scheme to support private landowners who are victims of fly-tipping. The pilot enables local authorities to explore how we can use POCA money to extend our service to include the clearance of fly-tipping on private land. The pilot has now been running for 8 months. Terms and conditions apply.

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



The format of the Property Development Update has been refined. A separate progress update has been provided for each project, showing key milestones achieved, next steps, any delays in programme and key project risks. In addition, financial information has been reported in PART II.

Updates are enclosed for the following projects:

- D1: CCOS (City Centre Opportunity Site) South, St Albans
- D2: CCOS (City Centre Opportunity Site) North, St Albans
- D3: Harpenden Leisure & Cultural Development, Harpenden
- D4: Harpenden Public Halls, Harpenden
- D5: Leyland Avenue (Sopwell Youth Club), St Albans
- D6: Noke Shot Garage Site, Harpenden
- D7: Oak Tree Gardens (former Museum of St Albans (MoStA) Site), St Albans
- D8: Sandridge Garages Site, Sandridge
- D9: Wavell House (Cell Barnes Lane), St Albans
- D10: Civic Office Redevelopment



# Council Performance & Budget Summary

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



### D1: CCOS South, St Albans (project status as at 1 April)

#### 1. Project Guiding Principles

- a) Deliver objectives of Supplementary Planning Document in particular:
  - Regenerate large City centre site;
  - Improve public realm;
  - Deliver high quality of design;
  - Improve pedestrian flow thorough retail centre of City.
- b) Deliver starter, downsizer and affordable homes towards need identified in draft Local Plan.
- c) Provide commercial space to offset c.500,000 sqf of office space lost to permitted development - strategically important to retain critical mass of professional services firms.
- d) Help to keep developer profit for the benefit of the original public sector owners (the Police, NHS and St Albans City and District Council).
- e) Sell residential units to reduce the level of Council borrowing that funds construction.

#### 2. Project Outcomes

Subject to successful planning application:

Residential units (market)	64
Residential units (affordable)	34
Commercial space (SQF)	56,000
Car park spaces	118

#### 3. Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RAG
Land Acquisition		Feb 18	Apr 18	<b>Achieved:</b> Completed purchase of former police station and NHS site.	<b>B</b>
Pre-start	May 18	Oct 18	Nov 18	<b>Achieved:</b> Demolition contractor appointed. Cost consultant appointed for demolition. Asbestos surveys carried out in Police and NHS buildings. Cleared pre-start conditions.	<b>B</b>
Demolition (former police station & NHS)	Dec 18	Jun 19		<b>Achieved:</b> Utilities disconnected. New water supply to Magistrates Court connected. <b>Next Steps:</b> Asbestos removal. Safe demolition of buildings.	<b>G</b>
Optimisation	May 18	Mar 19	May 19	<b>Achieved:</b> RIBA stage 2 concept design and cost plan produced. Community design review and report. Design review panel and report.	<b>G</b>

# Council Performance & Budget Summary

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



				<b>Next Steps:</b> RIBA stage 3 detailed design and cost plan. Submit planning application.	
Construction (car park)	Jul 19	Jul 20		<b>Achieved:</b> Procure contractor. <b>Next Steps:</b> RIBA stage 4 technical design and cost plan. Complete basement car park and sub structure.	<b>G</b>
Construction (buildings)	Aug 20	Nov 21		<b>Next Steps:</b> Complete super structure.	

### 4. Project Key Risks

Key Risks	Description	Mitigation	RA G
<b>Financial</b>	Affordable Housing - sale affordable units to an affordable housing provider	Engage with affordable housing providers to discuss interest in units. Ensure affordable units are designed to affordable housing provider needs.	<b>A</b>
<b>Financial</b>	Scheme design – the designed scheme does not meet the cost plan	Cost consultants produce indicative cost plan. Value engineering exercise undertaken. Key project team members to attend Design Review.	<b>A</b>
<b>Planning</b>	Optimised Scheme Planning Permission - gain a new planning permission to optimise the site	Held pre-application meetings with Local Planning Authority. Undertaking community consultation. Ensured quality design and planning consultants engaged on the project.	<b>G</b>

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



### D2: CCOS North, St Albans (as at 1 April)

#### 1. Project Guiding Principles

- a) Deliver objectives of Supplementary Planning Document in particular:
  - Regenerate large City centre site;
  - Improve public realm;
  - Deliver high quality of design;
  - Improve pedestrian flow thorough retail centre of City;
  - Provide a link between the High Street, CCOS North and CCOS South sites through a promenade.
- b) Deliver up to 20,000 sqf of starter, downsizer and affordable homes towards need identified in draft Local Plan
- c) Deliver up to 50,000 sqf of commercial space to offset office space lost to permitted development – strategically important to retain critical mass of professional services firms.
- d) Generate sufficient further profit to pay (or cover borrowing) for the Alban Arena and public realm improvements.
- e) Generate net income for the general fund.

#### 2. Project Outcomes

<b>Phasing Programme:</b>	
Phase 1 – Car Park, Promenade, Alban Arena rear extension, Lorry turning head.	
Phase 2 – Alban Arena Front Extension	
Phase 3 – Public realm improvements.	
Commercial space (SQF)	50,000
Residential space (SQF)	20,000
Alban Arena extension (SQF)	8,000
Car park spaces	354

#### 3. Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RAG
Governance	Jan 19	Mar 19		<b>Achieved:</b> Guiding principles and project phasing agreed at Commercial Board 19.3.19.	<b>B</b>
Business Case	Jan 19	May 19		<b>Achieved:</b> Draft business case presented to Project Board. <b>Next Steps:</b> Complete final business case for presentation at Cabinet.	<b>G</b>
Structural Reports	Mar 19	Apr 19		<b>Achieved:</b> Review of existing structural information and reports to confirm additional information required. <b>Next Steps:</b>	<b>G</b>

# Council Performance & Budget Summary

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



				Engage specialist services to provide additional information and reports on structure to inform concept designs.	
Concept Design	Mar 19	Jul 19		<p><b>Achieved:</b> Review of concept design to date, against Project Guiding Principles/Targets.</p> <p><b>Next Steps:</b> Refine and agree designs in order to optimise the site. Refine procurement brief for design team. Procure design services.</p>	<b>G</b>

### 4. Project Key Risks

Key Risks	Description	Mitigation	RAG
<b>Financial</b>	The existing car park proves harder to retain as the design is developed	Site structural surveys being undertaken. GPR survey to establish position of existing foundations to supporting columns to inform design.	<b>A</b>
<b>Financial</b>	The target net contribution to revenue may not be achieved because of the level of public realm required within the project	Business case is being completed. Grant and other funding for improved public realm is being investigated.	<b>A</b>
<b>Planning</b>	Planning Permission - gain an acceptable planning permission that optimises the site	Ensured quality design consultant is engaged on project. Ensure quality planning agent is engaged on project. Hold pre-app meetings with Local Planning Authority.	<b>A</b>
<b>Stakeholders</b>	Stakeholders - objections, good ideas or feedback, requires significant changes to the scheme.	Comprehensive consultation held through meetings. Undertake community design review event. Undertake community consultation survey.	<b>A</b>

# Council Performance & Budget Summary

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



### D3: Harpenden Leisure & Cultural Development, Harpenden (as at 1 April)

#### 1. Project Guiding Principles

- a) Self-funding: no requirement for £'s from Council Tax.
- b) Increasing and enhancing our current facilities.
- c) Quality development: future proof for 30 years (including lifetime costs).
- d) Car Parking: (i) to accommodate larger facilities;  
(ii) to cater for the town's growing need.
- e) Continuity of service: keep closure of facilities to a minimum.
- f) Wide consultation to bring the community on the journey.
- g) The enabling development to be delivered by the Council.

#### 2. Project Outcomes

To build a:

New Harpenden Leisure Centre  
 New Harpenden Cultural Centre  
 New general maintenance depot  
 Create an additional 92 car park spaces

#### 3. Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RAG
RIBA Stage 0 Feasibility	Apr 16	Jul 16		<b>Achieved:</b> Viable Feasibility Study approved.	<b>B</b>
RIBA Stage 1 Business Case	Aug 16	Oct 16		<b>Achieved:</b> Viable Business Case approved.	<b>B</b>
RIBA Stage 2 Concept Design	Oct 16	Apr 17		<b>Achieved:</b> Consultation and informed concept designs.	<b>B</b>
RIBA Stage 3 Develop Design	May 17	Oct 17	Jan 18	<b>Achieved:</b> Planning permission submitted using stage 3 designs.	<b>B</b>
Planning approval	Mar 18	Jun 18	Sep 18	<b>Achieved:</b> Determination at Planning Referral meeting Sept 18.	<b>B</b>
Sec of State approval	Sept 18	Oct 18	Nov 18	<b>Achieved:</b> Sec of State approval received Nov 18.	<b>B</b>
RIBA Stage 4 Technical Design	Feb 18	Sep 18	Dec 18	<b>Achieved:</b> 4a designs and models complete. Novated design team to contract for 4b. Pre-contract agreement completed with contractor	<b>B</b>
Enabling works	Oct 18	Dec 18	April 19	<b>Achieved:</b> Agreed contract sum.	<b>G</b>

# Council Performance & Budget Summary

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



				<b>Next Steps:</b> Clear pre-start conditions. Main contract signed and sealed. Prepare site for commencement of works.	
RIBA Stage 5 Construction (Leisure)	May 19	Dec 20			
RIBA Stage 5 Construction (Cultural)	Nov 19	Dec 20			
Works on Amenbury Lane Car Park	Jan 21	Apr 21			

### 4. Project Key Risks

Key Risks	Description	Mitigation	RA G
Affordability	Project costs exceed agreed budget	Affordability is central to all discussions at design team meetings regarding design development. Cost consultant to approve contractor tender packages for pricing through joint cost plan. Ensure scrutiny of project works by cost consultant and project team during construction process.	<b>A</b>
Planning	Pre-commencement conditions not being discharged.	Clarifications sought and received from the Local Planning Authority (LPA). Pre-commencement conditions submitted. LPA decision date to be confirmed by 4 April.	<b>G</b>
	Non-material Amendments not approved.	Clarifications sought and received from the LPA. Non-material Amendments submitted. LPA decision date to be confirmed by 4 April.	<b>G</b>
	Planning requirement for spoil retention	Approached LPA and HCC for guidance on planning requirements. Prepare submission for spoil retention planning application.	<b>G</b>

# Council Performance & Budget Summary

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



### D4: Harpenden Public Halls, Harpenden (as at 1 April)

#### 1. Project Guiding Principles

- a) Create a high-quality exemplar mixed residential/commercial development (invest in whole life costs).
- b) Regenerate the former Harpenden Public Halls site (invest in social good).
- c) Maximise the site's potential through excellent layout design (sweat the asset).
- d) Sell or agree rents at market rates for the development (accept calculated risk).
- e) Wide consultation to bring the community on the journey.
- f) Generate a capital receipt or long-term rental income to part-fund the Harpenden LC project.
- g) Comply with planning, health and safety, and other regulations (lead by example).

#### 2. Project Outcomes

Create:	
Affordable residential units (SQM)	800
Market sale residential units (SQM)	1000
Commercial space (SQM)	800

#### 3. Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RAG
Charrette Complete	Oct 18	Nov 18		<p><b>Achieved:</b> Design charrette completed 16-17 Nov. Feedback session completed 28 Nov. Draft report completed. Final report approved and published on Council website – <a href="https://www.stalbans.gov.uk/Bounce.aspx?PG=/Images/RTU2018%20ID%2014%20Harpenden%20Design%20Charrette%20-%20FINAL%2019%20Mar_tcm15-66964.pdf">https://www.stalbans.gov.uk/Bounce.aspx?PG=/Images/RTU2018%20ID%2014%20Harpenden%20Design%20Charrette%20-%20FINAL%2019%20Mar_tcm15-66964.pdf</a>.</p>	<b>B</b>
Architect Project Brief	Jan 19	Mar 19		<p><b>Next Steps:</b> Produce architect, cost consultant and principal design project brief for tender purposes.</p>	<b>G</b>

#### 4. Project Key Risks

Key Risks	Description	Mitigation	RAG
Affordability	Project costs exceed budget/available funding	Business case completed. Appoint QS at early stage.	<b>G</b>
Stakeholders	Stakeholder objections, good ideas or feedback, requires significant changes to the scheme.	Comprehensive consultation held through charrette, public meetings and surveys. Further consultation with scrutiny and key stakeholders undertaken.	<b>G</b>

# Council Performance & Budget Summary

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



Planning	Proposals not acceptable to planning.	Prepare for a comprehensive pre-planning agreement. Planning advisor commissioned to give comment of DLP and concept designs.	<b>G</b>
Parking & Transport	Unacceptable impact on parking and traffic movements for all or some stakeholders.	Framework Travel Plan to be commissioned. Views sought from residents via consultation process. HCC views sort at the outset of the process.	<b>G</b>



# Council Performance & Budget Summary

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



### D5: Leyland Avenue (Sopwell Youth Club), St Albans (as at 1 April)

#### 1. Project Guiding Principles

- a) Create high quality exemplar housing (invest in whole life costs).
- b) Regenerate a run-down site within the city (invest in social good).
- c) Maximise the sites potential through excellent layout design (sweat the asset).
- d) Sell at market rates, the houses built (accept calculated risk).
- e) Comply with planning, health and safety, and other regulations (lead by example).

#### 2. Project Outcomes

Residential units for market sale	7
Car parking space (including visitors)	16

#### 3. Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RA G
RIBA Stage 0 Feasibility	Jan 18	Feb 18		<b>Achieved:</b> Viable Feasibility Study approved by the Portfolio Holder.	<b>B</b>
RIBA Stage 1 Business Case	Mar 18	Apr 18		<b>Achieved:</b> Viable Business Case approved by the Portfolio Holder and Cabinet in July 2018.	<b>B</b>
RIBA Stage 2 Concept Design	May 18	Aug 18		<b>Achieved:</b> Architectural services appointed and designs created. Planning pre-application advice received for concept designs. 2 <sup>nd</sup> designs complete and public consultation undertaken. Cabinet approved budget for the project.	<b>B</b>
RIBA Stage 3 Develop Design	Sep 18	Oct 18		<b>Achieved:</b> Cost consultant and health and safety advisor appointed. Architectural services for Stage 3 appointed. Transport consultant appointed and reviewed designs. Developed designs produced. Agree preferred procurement route for modular units and main contractor. Full planning application submitted.	<b>B</b>
RIBA Stage 4 Technical Design	Nov 18	Mar 19	Jun 19	<b>Achieved:</b> Procure architectural support for RIBA Stages 4-7 (Dec 18). Tender exercise undertaken for demolition contractor (Mar 19). <b>Next Steps:</b>	<b>A</b>

# Council Performance & Budget Summary

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



				<p>Re-submit planning application (Apr 19).          Finalise remaining project team for Stages 4 onwards (Apr 19).          Appoint demolition contractor (May 19).          Procure main contractor and modular units supplier (May 19).          Produce final technical designs (Jun 19).</p>	
RIBA Stage 5 Construction	Jun 19	Sep 20			

### 4. Project Key Risks

Key Risks	Description	Mitigation	RAG
Planning	Failure to gain planning approval of a viable refined project design.	<p>Ongoing engagement with planning department, including pre-app meeting attended in June.</p> <p>Ensure quality design and planning consultants engaged on the project. Specific feedback from original planning application being addressed directly in re-submission.</p>	<b>A</b>
Commercial	Post-completion failure to sell the residential units.	Appropriate estate agent with experience of offsite construction engaged on the project at an early stage, to input into layouts and designs.	<b>G</b>
Contract	Failure of construction contractor to deliver on time, to budget and to quality.	<p>Agree realistic and achievable programme.</p> <p>Implement tight performance management, site inspection and scrutinise progress on site.</p>	<b>G</b>

# Council Performance & Budget Summary

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



### D6: Noke Shot Garage Site, Harpenden (as at 1 April)

#### 1. Project Guiding Principles

- Create high quality exemplar housing (invest in whole life costs).
- Regenerate a run-down former garage site within the district (invest in social good).
- Maximise the site's potential through excellent layout design (sweat the asset).
- Sell at market rates, the houses built (accept calculated risk).
- Generate a capital receipt for Housing sufficient to fund new affordable housing units.
- Comply with planning, health and safety, and other regulations (lead by example).

#### 2. Project Outcomes

Residential units (market sale)	3
Car parking space (including visitors)	7

#### 3. Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RAG
RIBA Stage 0 Feasibility	Jan 18	Feb 18		<b>Achieved:</b> Viable Feasibility Study approved by the Portfolio Holder.	<b>B</b>
RIBA Stage 1 Business Case	Mar 18	Apr 18		<b>Achieved:</b> Viable Business Case approved by the Portfolio Holder and Cabinet in July 2018.	<b>B</b>
RIBA Stage 2 Concept Design	May 18	Jun 18	Jul 18	<b>Achieved:</b> Architectural services appointed. Draft concept designs created. Planning pre-application meeting took place 12 June. Architects made minor amendments to design.	<b>B</b>
RIBA Stage 3 Develop Design	Jul 18	Sep 18	Oct 18	<b>Achieved:</b> Cost consultant, CDM advisor and architect appointed. Public consultation took place 19 July. Route for developing on HRA land determined. Procurement route agreed. Detailed designs produced. Full planning application submitted.	<b>B</b>
RIBA Stage 4 Technical Design	Oct 18	Feb 19	May 19	<b>Achieved:</b> Procure project team for RIBA Stages 4 to 7. Obtained planning permission. Enabling works contractor procured. <b>Next Steps:</b> Discharge pre-start planning conditions (Apr 19). Produce final technical designs (Apr 19). Procure main contractor (May 19).	<b>G</b>

# Council Performance & Budget Summary

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



RIBA Stage 5 Construction	Mar 19	Jun 20		<p><b>Achieved:</b> New boundary wall constructed to widen access.</p> <p><b>Next Steps:</b> Contractor begins enabling works (Apr 19).</p>	<b>G</b>
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### 4. Project Key Risks

Key Risks	Description	Mitigation	RAG
Finance	Post-completion failure to sell the residential units.	Appropriate estate agent engaged on the project at an early stage, to input into designs.	<b>G</b>
	Failure of construction contractor to deliver on time, to budget and to required quality.	<p>Agree realistic &amp; achievable programme.</p> <p>Implement tight performance management, site inspection and scrutinise progress on site.</p> <p>Separating enabling works from main contract to ensure contractor has “clean” site.</p>	<b>G</b>

# Council Performance & Budget Summary

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



**D7: Oak Tree Gardens (former Museum of St Albans (MoStA) site), St Albans (as at 1 April)**

### 1. Project Guiding Principles

- Create high quality exemplar housing (invest in whole life costs).
- Regenerate the former Museum of St Albans site (invest in social good).
- Maximise the site's potential through excellent layout design (sweat the asset).
- Sell the houses built at market rates (accept calculated risk).
- Generate a capital receipt for the St Albans Museum and Gallery project (invest in social good).
- Comply with planning, health and safety, and other regulations (lead by example).

### 2. Project Outcomes

Residential units (market)	10
Car park spaces	11*

\*Residents parking only – private road (including one designated disabled/visitor bay)

### 3. Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RAG
Pre-construction works	Mar 16	Oct 16	Mar 17	<b>Achieved:</b> Pre-construction works and contract development began with Willmott Dixon Partnership Homes. Contract sum resolution unsatisfactory. Morgan Sindall approached as alternative contractor.	<b>B</b>
Construction commenced	Jun 17	Jun 17		<b>Achieved:</b> Morgan Sindall commenced works on site.	<b>B</b>
Demolitions (inc. façade retention)	Jun 17	Sep 17		<b>Achieved:</b> All demolitions and façade retention works carried out to programme.	<b>B</b>
Substructure/Superstructure works	Aug 17	Jun 18	Jul 18	<b>Achieved:</b> Completed. 2 week delay expected due to poor weather (Winter/Spring 2018).	<b>B</b>
Sales strategy (1 <sup>st</sup> phase)	Jan 18	Apr 18	May 18	<b>Achieved:</b> Initial sales plan delayed due to poor Spring weather. Marketing commenced in May 2018 which has completed 1 sale plus 3 sales STC. <b>Next Steps:</b> Review progress of initial marketing push after calendar month (Aug 2018) for phase 2.	<b>B</b>
Internal fit-out	Jul 18	Nov 18	Feb 19 2 mths	<b>Achieved:</b> Completed on 15 Feb 2019. Finishes specifications developed with Rumball Sedgwick and confirmed to MS.	<b>B</b>

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



Properties available for buyers	Nov 18	Nov 18	Feb 19 2 mths	<b>Achieved:</b> Completed on 15 Feb 2019. Minor snagging works progressed in March 2019. Properties undergoing weekly maintenance checks by Rumball Sedgwick. Aftercare led by Estates.	<b>B</b>
Sales strategy (2nd phase)	Aug 18	Nov 18	Mar 19 4 mths	<b>Next Steps:</b> Continue to review approach to marketing remaining houses.	<b>G</b>

#### 4. Project Key Risks

Key Risks	Description	Mitigation	RAG
Marketing	External events impacting sales	Ongoing publicity and promotion. Regular reviews of competing developments.	<b>G</b>
Legal	Progression of outstanding legal matters to avoid delays or complications to sales process	Timely action with solicitors to progress all legal issues in advance of sales negotiations.	<b>G</b>
Health & Safety	Maintenance and security after completion	Appropriate security and insurances for once PC is achieved and buildings handed over.	<b>G</b>

# Council Performance & Budget Summary

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



### D8: Sandridge Garages Site (as at 1 April)

#### 1. Project Guiding Principles

- The design and construction of 23 new affordable homes on two former garage sites St Leonards Crescent (8 homes) and Langley Grove (15 homes), and associated site works.
- Regenerate a run-down and underused former garage sites within the district (invest in social good).
- Comply with planning, health and safety, and other regulations (lead by example).

#### 2. Project Outcomes

Residential units (affordable)	23
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#### 3. Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RAG
RIBA Stage 2 Concept Design	May 15	June 15		<b>Achieved</b> Kyle Smart were appointed by Council's Housing team to develop Stage 2 concept designs for St Leonards and Langley Grove garage sites.	<b>B</b>
RIBA Stage 3 Develop Design	July 15	Oct 15		<b>Achieved</b> A Planning application for an 8 unit block of flats at St Leonards Crescent Garages was submitted by Kyle Smart in Aug. 2015. A planning application for Langley Grove, comprising 7 houses & 8 unit block of flats was submitted in Oct. 2015.	<b>B</b>
Planning Process	Aug 15	Nov 16		<b>Achieved</b> Planning permission for St Leonards Crescent Garages was granted in Nov. 2015. Planning permission for Langley Grove Garages was granted in Nov 2016.	<b>B</b>
Tender Process	Oct 16	April 17		<b>Achieved</b> Following planning approval Pick Everard were appointed as project manager through Scape Framework in Nov 2016. Willmott Dixon (WD) were awarded the construction contract through the SCAPE framework.	<b>B</b>
RIBA Stage 4 Technical Design/Contractor Proposals	Apr 17	Oct 17		<b>Achieved</b> Architects appointed by WD developed technical designs in line with the pre-construction services agreement through consultation with Council's Housing team between April and Oct 2017.	<b>B</b>
RIBA Stage 5 Construction	Oct 17	Jan 19		<b>Achieved</b> WD took possession of sites in Oct 2017. Practical completion was achieved within	<b>B</b>

# Council Performance & Budget Summary

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



				the original programme, completing on Jan 2019.	
RIBA Stage 6 Handover and Close out	Jan 19	Mar 19		<p><b>Achieved</b> St Leonards Close (8 Units) handed over 30 Nov 2018. Langley Grove (15 Units) handed over on 29 Jan 2019.</p> <p><b>Next Steps</b> Consultant PM to provide final account and close down report for the project. Lessons learned report with recommendations to be provided by consultant project manager.</p>	<b>G</b>

#### 4. Project Key Risks

No outstanding risks.



# Council Performance & Budget Summary

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



### D9: Wavell House (Cell Barnes Lane), St Albans (as at 1 April)

#### 1. Project Guiding Principles

- a) Construction a new three storey accommodation block for over 55s
- b) Regenerate a run-down accommodation site within the district (invest in social good)
- c) Comply with planning, health and safety, and other regulations (lead by example)

#### 2. Project Outcomes

Residential units	24
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#### 3. Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RAG
RIBA Stage 0 Feasibility	Oct 16	Oct 16		<b>Achieved</b> Feasibility concluded total cost of conversion including higher energy costs could approach the cost of a new build development. On consultation with Ward Cllrs & Portfolio Holder new build agreed. Approach approved at Cabinet Oct. 2016 with adjustment to HIP to reflect this.	<b>B</b>
RIBA Stage 1 Business Case	Nov 16	Mar 17		<b>Achieved</b> Faithful and Gould (F&G) appointed through the Scape framework in Sept. 2016 to deliver project through RIBA Stages 1 to 5. Business Case developed from report submitted to SADC by F&G in March 2017.	<b>B</b>
RIBA Stage 2 Concept Design	Mar 17	Jul 17		<b>Achieved</b> Kyle Smart, sub-consultants of F&G, developed initial concept designs; costed by F&G. Consultation undertaken with SADC Housing & Planning Dept.	<b>B</b>
RIBA Stage 3 Develop Design	Jun 17	Oct 17		<b>Achieved</b> Proposals developed by Kyle Smart through consultation with Housing dept. leading to a planning submission in Oct. 2017.	<b>B</b>
Planning Process	Oct 17	Feb 18		<b>Achieved</b> Planning permission approved in Jan 2018. Approval for demolition obtained through Prior Approval – Demolition; approved Dec. 2017 enabling demolition to take place in Jan 2018; completing April 2018. Issue with highways land on the site not highlighted in planning conditions.	<b>B</b>
Tender Process	Oct 17	Sept 18		<b>Achieved</b> Jarvis awarded construction contract Oct 2018 following open tender process. A	<b>B</b>

# Council Performance & Budget Summary

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



				Letter of Intent was in place whilst the contractor undertook pre-commencement conditions prior to contract signing.	
RIBA Stage 4 Technical Design/Contractor Proposals	Oct 18	May 19		<p><b>Next Steps</b></p> <p>Appointed contractor developing technical design with their internal design team, reviewed by SADC project team. Preconstruction conditions submitted as related technical design elements completed.</p>	<b>G</b>
RIBA Stage 5 Construction	Mar 19	Apr 20	Approx. 5 weeks	<p>Construction period originally Feb 19 – Feb 20. Entrance to site found to be Highways land and as S247 had not been obtained, commencement on site has been delayed. Actual start on site date 25<sup>th</sup> March 2019.</p> <p><b>Next Steps</b></p> <p>Submit Section 50, submit hoarding license, submit construction management plan and commence remediation of site Commission and Testing Dec 19 – Jan 20 Handover – April 20</p>	<b>A</b>

#### 4. Project Key Risks

Key Risks	Description	Mitigation	RAG
Finance	Failure of construction contractor to deliver on time, to budget and to quality.	Agree realistic & achievable programme. Implement tight performance management, site inspection and scrutinise progress on site.	<b>A</b>

# Council Performance & Budget Summary

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



### D10: Civic Office Redevelopment (as at 1 April)

#### 1. Project Guiding Principles

- a) Vacate the space leased to the NHS by 31 July 2018
- b) Re-provide a high quality eating / welfare area for staff
- c) Re-provide a high quality contact centre within the reception area of the Civic Offices
- d) Re-design the reception space to cater for the greater level of footfall entering the Civic Offices
- e) Replace the 6 meetings rooms lost to the NHS
- f) Re-provide open office space for Community Service and C&D staff

#### 2. Project Outcomes

To deliver the project guiding principles for the sum of £500,000.

#### 3. Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RAG
RIBA stage 2 Concept Design	Apr 18	May 18		<b>Achievements:</b> Turner & Townsend appointed for stage 2 and 3 design and cost consultancy. Early concept designs completed in consultation with staff and partners	<b>B</b>
RIBA stage 3 Detailed Design	Jun 18	Jul 18		<b>Achievements:</b> Detailed designs completed in consultation with staff and partners. Once completed a detailed design cost plan was completed, with potential value engineering options offered.	<b>B</b>
Consultation with partners / stakeholders	Dec 18	June 19		<b>Achievements:</b> These are being scheduled on a fortnightly basis till the end of project build, including representatives from across the Council as well as key Hub partners.	<b>B</b>
Procurement of Main Works Contractor	Aug 18	Feb 19		<b>Achievements:</b> The current procurement through a direct award to MS has produced a contractor that can deliver in line with the budget.	<b>B</b>
RIBA stage 4 Technical Design	Nov 18	Jan 19		<b>Achievements:</b> SADC and the NHS have agreed on the design for the shared reception desk. MS have concluded M&E surveys. Final technical designs sign off.	<b>B</b>
Internal project plan including comms plan developed	Dec 18	Jan 19	Feb 19	<b>Update:</b> LM, CW, LD, PS, and BC are working together to develop a plan with input from key people (eg NHS and the Police) on staff and customer comms.	<b>B</b>

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



RIBA stage 5 Construction	Feb 19	Jul 19		<b>Update:</b> MS started on site 25.02.2019. Programme constantly reviewed against plan and currently on target to complete on time.	<b>G</b>
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#### 4. Project Key Risks

Key Risks	Description	Mitigation	RAG
Health & Safety	Ensuring the safety of contractor, staff, customers and partners during the construction phase.	SADC created a communication plan advising on awareness of building works and H&S aspects. Access arrangements to building being reviewed prior to commencement of each phase and monitored during phases to ensure that Health & Safety is prioritised Regular communications with staff on H&S aspects that arise during project.	<b>G</b>
Logistics	Ensure minimal disruption during the main reception staircase's closure.	Internal communication in hand (with LM/SdV) in relation to phasing of works & impact on to areas & escape routes. Communications team producing plan for external stakeholder engagement.	<b>G</b>
Budget	Ensure the final contract sum meets the available budget.	VE has been completed on T&T cost plan. Review of MS submitted cost plan to remove all works not required to complete project. Project signed off by SdV 18.02.2019 to allow contract to be issued & MS to start on site. Costs constantly monitored during contract for savings where available.	<b>G</b>

# Council Performance & Budget Summary

## Appendix E: Digital Transformation Programme Update

This quarterly performance report includes an update on progress with the Digital Transformation Programme.

It covers activity over the last three months (January – March 2019).

As at 1 April, 7,390 people have registered and set up an online MyStAlbans District Account. This is an increase of 73% on the figure reported to Cabinet in January 2019. In March 1,580 new accounts were created.

We launched our housing self-serve service in January. This provides council tenants with online access to their rent account and a range of housing services. Since its launch 12% of council tenants have signed up to view their rent account online.

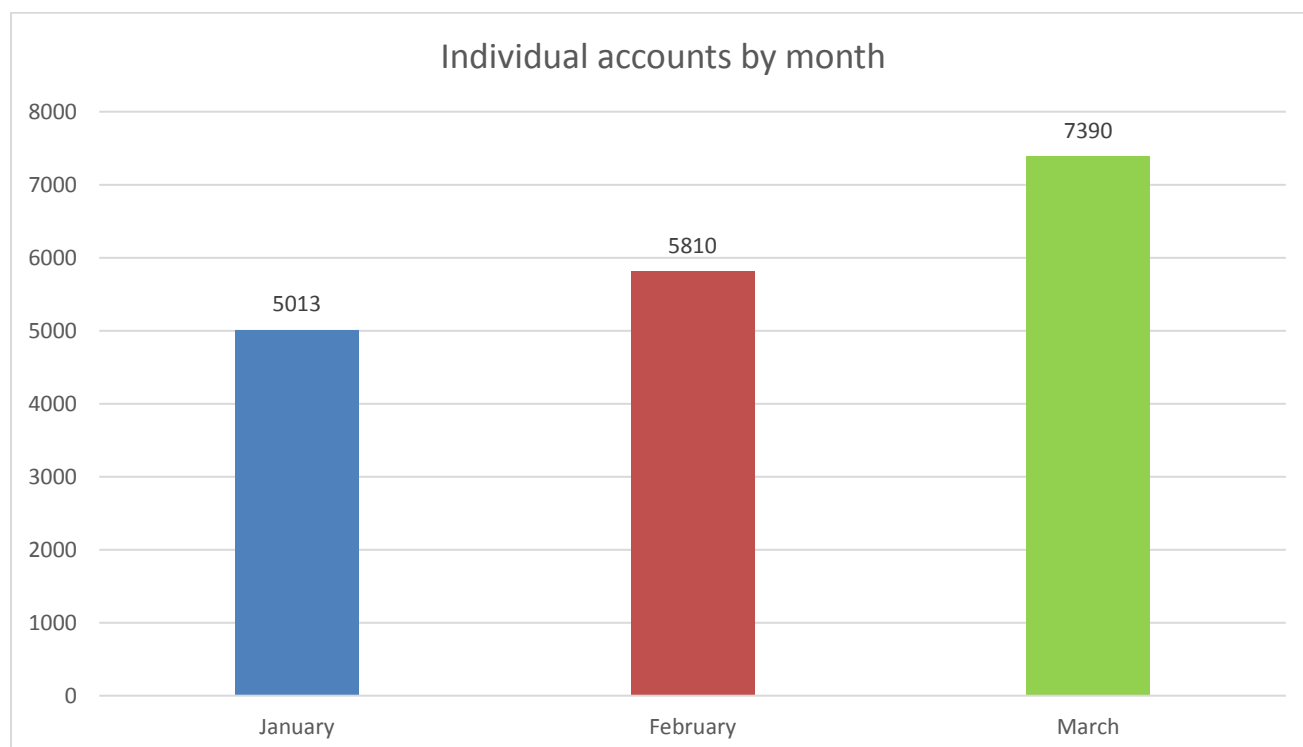
In February, the additional green waste service was launched on MyStAlbans. As at 1 April, 92 additional green waste bins have been ordered. 68% of these subscribers have set up an annual direct debit.

### Promotion and communication

February and March has seen a significant marketing campaign which has included:

- Front page article in Community News
- Promotion of MyStAlbans on the annual Council Tax Bills
- MyStAlbans QR code printed on envelopes used for the council tax bills
- New video shown within the customer waiting area in the Civic Offices
- Personalised letters sent to all council tenants promoting the benefits of signing up for a MyStAlbans account.

The graph below shows the sign-up history for the quarter (January – March 2019)



# Council Performance & Budget Summary

## Appendix E: Digital Transformation Programme Update

The development priorities for MyStAlbans during Quarter 4 (January – March) were:

- Launch Housing Self-Serve
- Launch additional Garden Waste Bin service
- Launch HR performance conversations on MyEmployee portal (STAN)
- Commence work on next phase of STAN
- Agree 2019/20 Digital Transformation Projects

The table below shows progress against these deliverables

Priority	RAG status	Progress update	Next Steps
Housing Self-Serve	<b>B</b>	Completed - housing self-serve full roll out completed end of January 2019.	Continue to monitor and promote online service.
Chargeable additional Garden Waste Bin for the new financial year	<b>B</b>	Completed – new service launched on 28 February.	Continue to monitor and promote online service.
Launch HR Performance Conversations	<b>G</b>	Pilot underway with small staff cohort. On track to launch in mid-April.	Council-wide roll out in April
Commence work on next phase of STAN	<b>G</b>	Initial priorities identified and include: <ul style="list-style-type: none"> <li>• Integration with external payroll solution</li> <li>• Staff Starters/ Leavers/ Transfers – workflow process</li> <li>• Develop knowledge hub to replace intranet</li> </ul>	April - finalise scope, agree timescales, priority order and identify and agree resource requirements (people, budget)
Agree Digital Transformation Projects for 2019/20	<b>G</b>	Candidate projects identified	Candidate projects reviewed and agreed by Change Management Board on 15 April 2019

MyStAlbans priorities for Quarter 1 (April - June 2019) are:

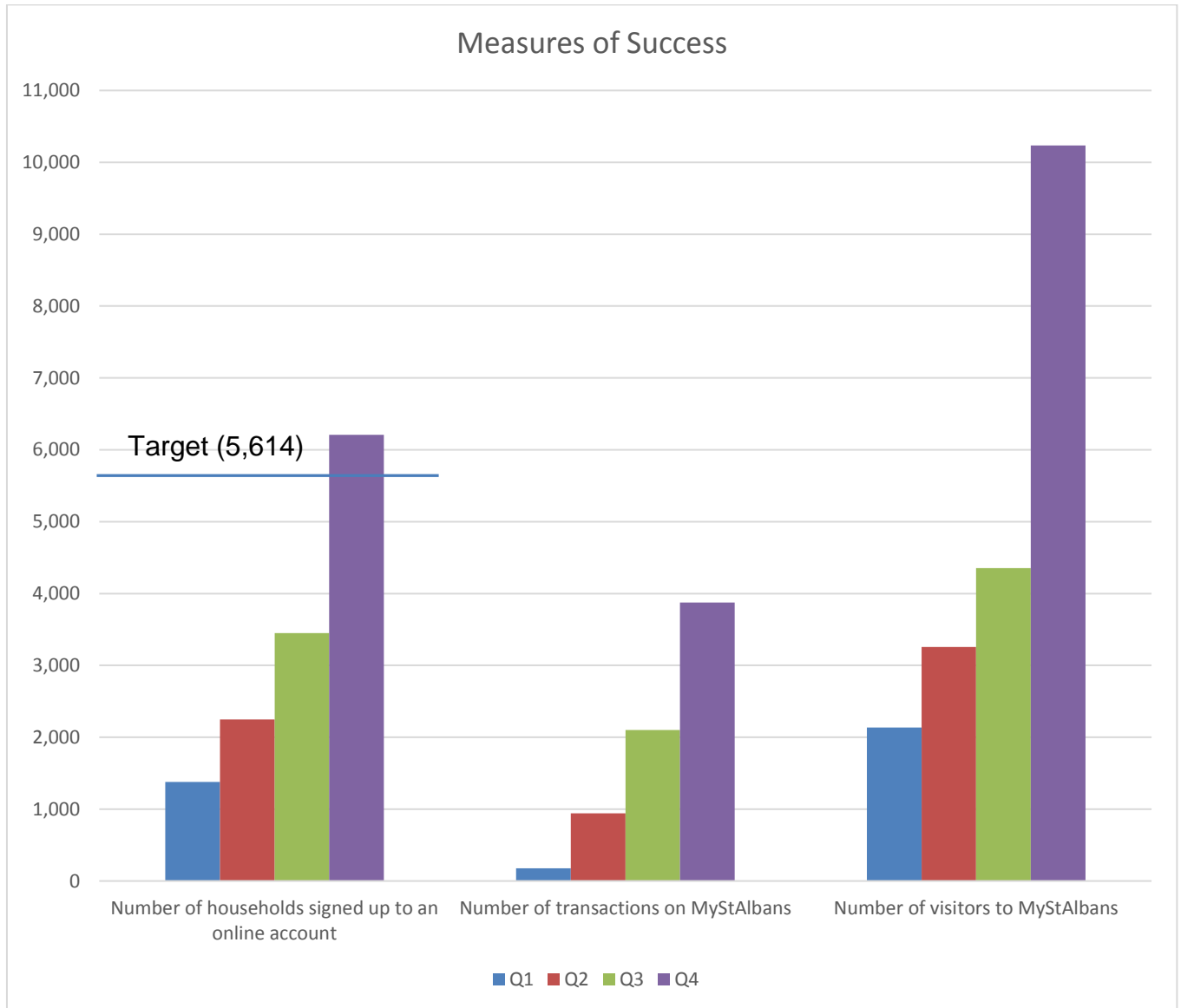
- Agree Digital Transformation projects for 2019/20
- Complete scoping for business portal
- Complete testing on 'single sign-on' between MyStAlbans and Citizens Access

# Council Performance & Budget Summary

## Appendix E: Digital Transformation Programme Update

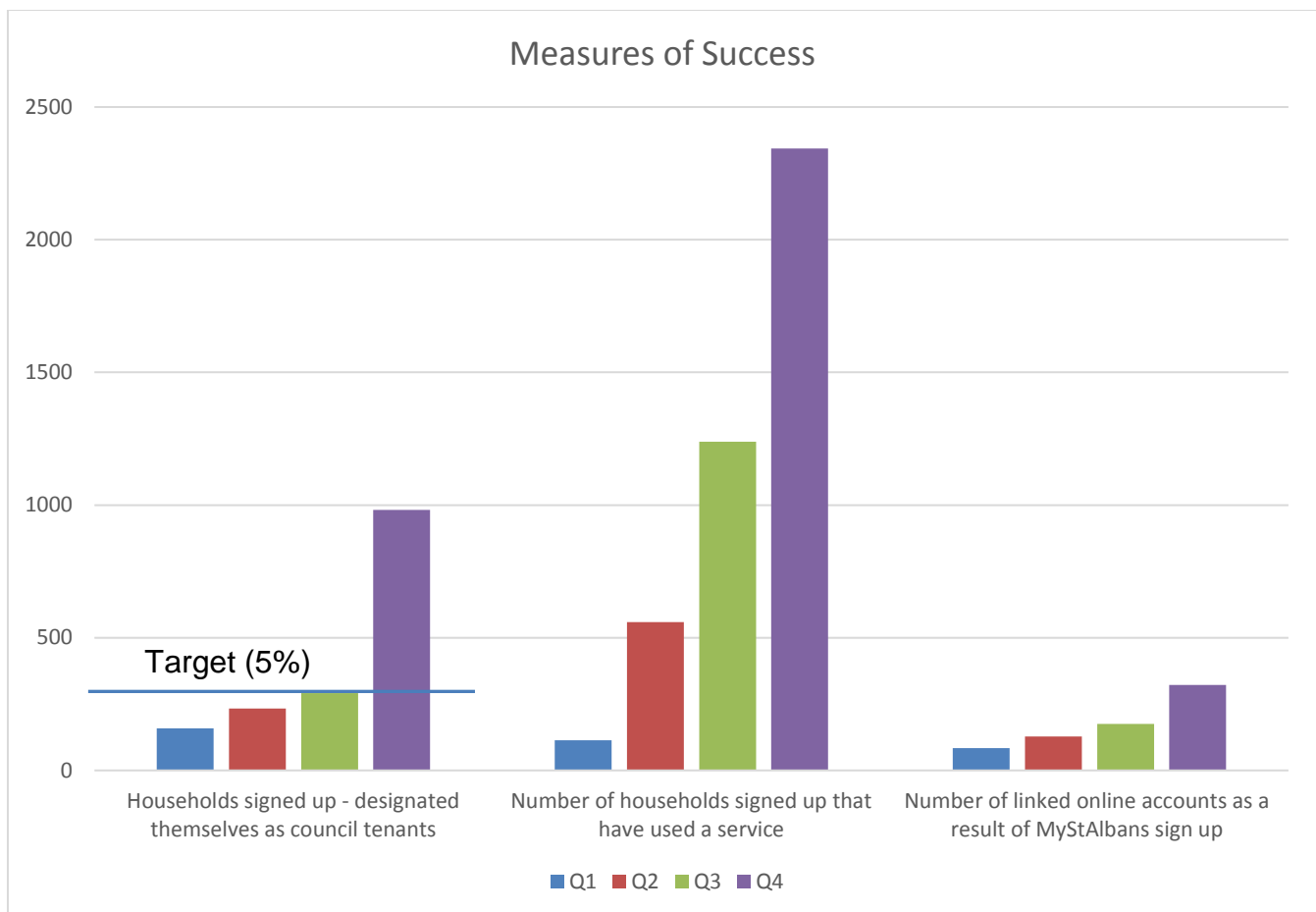
### Measures of Success

The table below shows progress against the quarterly set of indicators for each of the key measures with baseline data where available.



# Council Performance & Budget Summary

## Appendix E: Digital Transformation Programme Update



Measure
Number of households signed up to an online account
Households signed up - designated themselves as council tenants
Number of individuals signed up to an online account
Number of linked online accounts as a result of MyStAlbans sign up
Number of transactions on MyStAlbans
Number of visitors to MyStAlbans
Number of households signed up that have used a service

Target Q4	Actual Q4
5,614	6,208
5%	16%
N/A	7,390 *(↑ 73%)
N/A	322 *(↑ 84%)
N/A	3,873 *(↑ 85%)
N/A	10,234 *(↑ 135%)
N/A	2,344 *(↑ 89%)

User satisfaction (as percentage)
Transaction completion time (seconds)
Uptime

90%	62.5%**
N/A	134
99.99%	99%

\* Percentage increase from last quarter.

\*\*User satisfaction is based on 40 responses to STAR rating on MyStAlbans. Main comment is on lack of integration between MyStAlbans and Citizens Access. This is currently in test.



# Council Performance & Budget Summary

## Appendix E: Digital Transformation Programme Update

### Annual indicators:

Measure	31 March 2019	Actual
Services available online versus offline	85%	77%***
20% reduction in monthly volume of generic 'Contact Us' emails	Avg. 240 per month	Avg. 257 per month (Jan – Mar 2019)

\*\*\* Percentage excludes services which only provide email contact i.e. no online form

### Re-procurement of digital platform (Salesforce Customer Relationship Management (CRM) System)

The contract with Arcus Global for the provision of the Salesforce CRM system ended on 14 February 2019.

A re-procurement exercise was completed using the Governments Digital Market Place G Cloud 10 framework. The G Cloud framework specialises in technology or people for digital projects in the public sector.

The new contract was awarded to Arcus Global and started on 15 February 2019. Arcus Global had the highest overall score and the lowest cost.

The annual cost of the new contract is £171,303.40. This figure excludes the cost of development days which will be agreed on a project by project basis.

The Salesforce CRM system will continue to be developed to allow for more services to be provided on-line and to support the delivery of digital transformation projects across the Council.

To ensure that the Council continues to make use of new and emerging technologies a full evaluation of the Council's digital platform requirements will be undertaken during the last year of the contract.

A report on the procurement of the digital platform will be considered by Audit Committee on 23 April 2019. A link to the audit report is here -

<http://stalbans.moderngov.co.uk/documents/s50039287/Capital%20Projects%20Protocol%20Digital%20Platform%20Contract.pdf>

### Staffing Levels for Frontline Services

Cabinet asked to receive regular information on shortfalls against staffing targets for frontline services, related to both in-house and contractor staffing. This quarterly report summarises the key messages and aims to:

- identify and acknowledge where there is a shortfall on staffing levels in key areas of service delivery,
- get early warning of pressure on performance levels for those services,
- highlight action to ensure proper resources are put in place to deliver.

Two summaries are attached showing:

- a. staffing levels for Council frontline services (including both vacancy and sickness absence rates for each);
- b. staffing levels for contracted out frontline services (including contracted hours and hours delivered).

Key points to note:

- **Planning & Building Control** - The department continues to experience recruitment and retention difficulties across all frontline areas. Flexible recruitment practice and payment options (e.g. market supplements, bonuses) are in place. However, this does not appear to be resolving the supply issues in the long term particularly at more senior levels. The number, and types, of application are kept under review, and are reflected in recruitment decisions. There has been a small drop in application numbers in 2018/19 compared to the previous year, with an average of 300 applications per month received. Large scale major planning applications have increased from 4 (2017/18) to 14 (2019/20). Large scale major applications are dealt with by senior staff and require more staff time to determine than householder or minor applications. The Technical Support Team, who validate applications, have been understaffed meaning validations are taking longer to process; with 242 applications awaiting validation at the end of March. We are using talent development options to provide accelerated career progression and opportunities for existing staff. Temporary staff have been employed for the Easter period to help reduce this backlog. A New Year recruitment campaign went well, however all recruitment involved internal promotion. Secondments are in place to cover these vacancies and there will be a new recruitment campaign after Easter 2019.  
**Building Control** – The team is continuing to experience significant stretch on capacity. 2 new external staff have taken up their posts. We have appointed a new Trainee Building Control Officer (new post). This is part of our initiative to ‘grow our own’ and address skills shortages.
- **Revenues** – The service was affected by multiple long-term absences (recently reduced to 1) and the loss of a senior manager in 2018. An initial review of the revenues service has concluded. A service review, and recommendations to improve resilience and ability to deliver are to be implemented in 2019.

This report covers data available at the end of Quarter 4 (March 2019).

# Council Performance & Budget Summary

## Appendix E: Staffing Levels Update



### a. Staffing levels for council frontline services

The table below sets out the vacancy rates and absence rates for each of the key frontline services provided by the council directly.

Service Area	Service Team	Approved establishment <sup>1</sup> <sup>2</sup> (FTE - Full time equivalent staff)	Actual establishment in post <sup>2 3</sup> (FTE filled)	Variance (FTE unfilled) <sup>2</sup>			Absence Rate <sup>4</sup> % of approved FTE absent (sickness)			Comments/Actions
		Q4 2018/19	Q4 2018/19	Q4 2018/19	Q3 2018/19	Q2 2018/19	Q4 2018/19	Q3 2018/19	Q2 2018/19	
Planning & Building Control	Development Management (including Enforcement)	30	24	6	7	5	3.3%	0%	0%	New recruitment campaign after Easter 2019 to fill vacancies. Degree apprenticeship now approved by Government – looking to recruit 2 additional FTE – business case to be provided.
	Technical Support	11	9	2	3	3	0%	0%	0%	1 post on hold pending review of service/roles. 1 post to be advertised for an apprenticeship role to start in September 2019.
	Building Control	12	11	1	4	4	0%	15.6%	0%	Difficult to recruit to the Building Control Manager role – market supplements, salary earn back scheme and flexible recruitment in place. Advertised via permanent and Comensura.
	Trees & Woodlands	3	3	0	1	1	0%	0%	0%	Resignation received from 1 FTE – leaving on 30 April 2019.
Housing Services	Benefits	7	7	0	0	0	14.3%	0%	0%	Absence rate is high due to one absence at time of reporting within a relatively small team.
	Housing Options	15	14	1	2	3	6.6%	0%	0%	Vacant hours across part-time roles.

<sup>1</sup> Establishment – the overall number of full time equivalent (FTE) staff employed

<sup>2</sup> Figures rounded to nearest whole number (not including Totals)

<sup>3</sup> In post as at 25<sup>th</sup> March 2019

<sup>4</sup> Q4 Absence Rate calculated as at 29<sup>th</sup> March 2019, rounded to one decimal place

# Council Performance & Budget Summary



## Appendix F: Staffing Levels Update

	Housing Repairs	<b>6</b>	<b>4</b>	<b>2</b>	1	1	<b>0%</b>	16.7%	16.7%	Repairs Contract manager – post remains uncovered. No suitable applicants from recent recruitment, out to advert again. H&S Surveyor – post has never been filled and remains vacant – temporary agency cover in place. Secondment arrangement in place for repairs officer – now vacant following long term sickness. Caretaking – 1 post covered by agency staff as substantive post holder is back filling repairs officer post.
	Tenancy Services & Performance	<b>29</b>	<b>27</b>	<b>2</b>	4	4	<b>3.4%</b>	0%	0%	Housing support team - 2.8 vacancies. 2 covered by internal secondment/casual but 0.8 post remains vacant. Housing Management – Grade 4 vacancy arising from internal secondment. Aiming to fill this from casual register.
Community Services	Parking	<b>7</b>	<b>6</b>	<b>1</b>	2	5	<b>0%</b>	0%	0%	Successfully appointed to 2 Parking Appeals posts. 1 PO2 post being re-evaluated by HR. Once complete this role will then be advertised.
	Fly Tipping	<b>2</b>	<b>2</b>	<b>0</b>	0	1	<b>0%</b>	0%	0%	There is no change to this position.
Commercial & Development	Museums	<b>24</b>	<b>21</b>	<b>3</b>	3	2	<b>0%</b>	0%	4.2%	Visitor Services Manager and vacant Museum Assistant roles currently being interviewed. Bookings and Admin Officer post offered to preferred candidate.
	Commercial Programmes	<b>11</b>	<b>9</b>	<b>2</b>	4	6	<b>0%</b>	0%	0%	New Project Manager (P1517 – PM – BS) starting on 1 June 2019. Project Support Officer (P1561 PM) on hold and using part of budget for training Project Support Assistant.
	Property & Asset Management	<b>15</b>	<b>10</b>	<b>5</b>	3	1	<b>13.3%</b>	7.1%	6.7%	Interim and casual cover in place for 2 of the vacant roles. Business case being prepared to make changes to the Establishment <sup>1</sup> following a review of the service.
Finance & Legal	Revenues	<b>14</b>	<b>10</b>	<b>4</b>	4	3	<b>7.1%</b>	14.3%	17.4%	2 agency staff and casuals equivalent to approx. 1 FTE and one manager (the latter shared

# Council Performance & Budget Summary



## Appendix F: Staffing Levels Update

										with another department) are providing cover for the variance and absences. Absences have reduced and are actively being managed in line with policy.
Corporate Services	Customer Services	15	13	2	2	1	6.6%	0%	0%	No change since Q3 update - 1 fixed term contract and additional casual support over peak year end period.
Chief Executive & Policy	Community Protection	4	4	0	0	0	0%	0%	0%	5 staff, 1 full time, 4 part time.
<b>TOTALS <sup>5</sup></b>		<b>205</b>	<b>174</b>	<b>31</b>	<b>40</b>	<b>38</b>				

<sup>5</sup> Rounded sum of the non-rounded figures above.

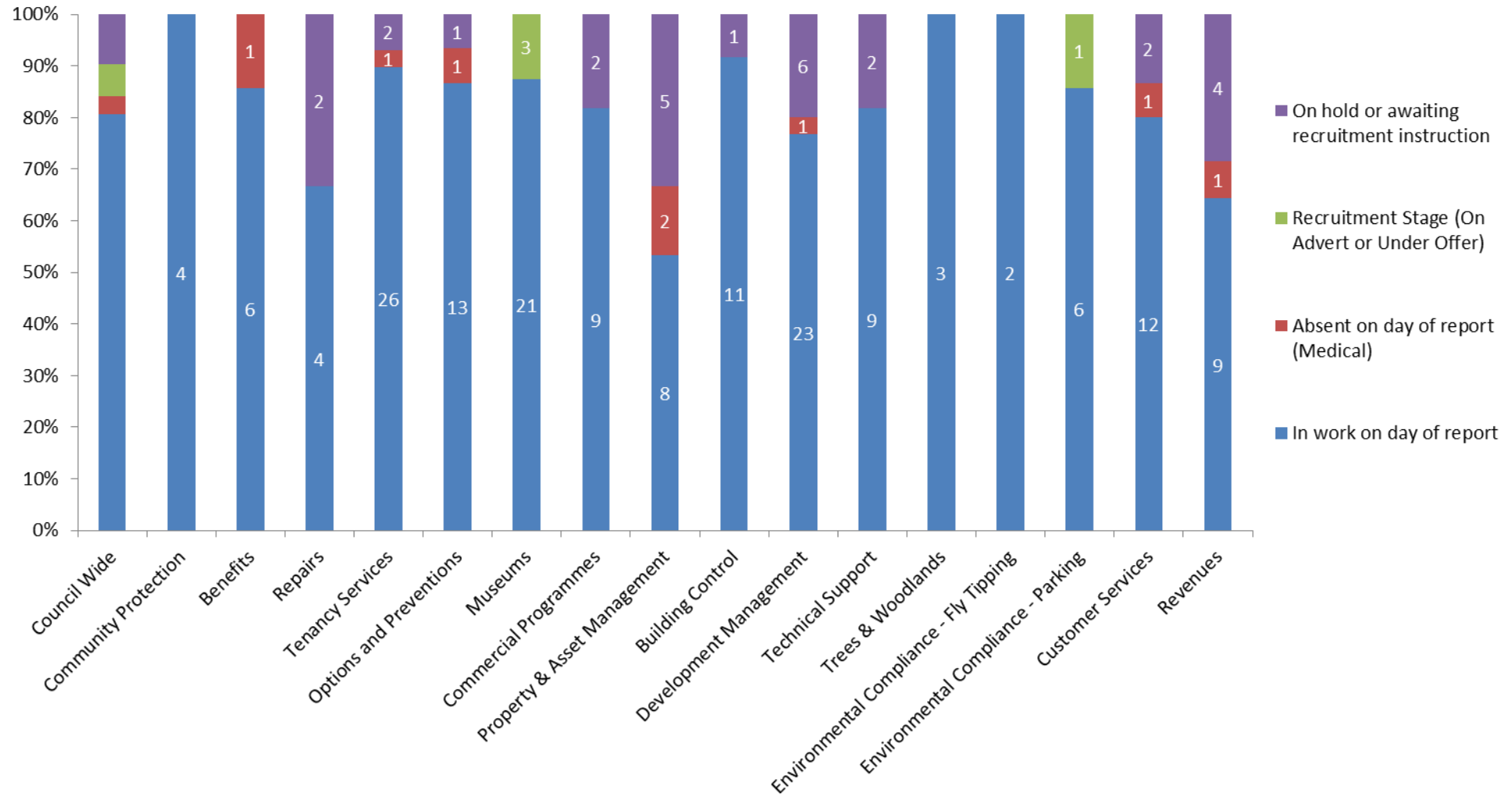
# Council Performance & Budget Summary

## Appendix F: Staffing Levels Update



The stacked graph below sets out the staffing levels for each of the key frontline services provided by the Council directly<sup>6</sup>

### Current FTE Status for Front Line Services - Stacked to 100%



<sup>6</sup> As at 29<sup>th</sup> March 2019

# Council Performance & Budget Summary

## Appendix F: Staffing Levels Update



*\* All figures rounded to nearest whole number*

# Council Performance & Budget Summary

## Appendix F: Staffing Levels Update



### b. Staffing levels for major contracted out frontline services

The table below sets out the position for the Council's major contracts.

Contract	Contractor	Total FTEs (contracted)	Total FTEs (actual)	Comments
Grounds maintenance	John O'Conner	46	44	Recruiting for 2 seasonal operatives
Leisure	1Life – Batchwood	5	5	March data. *see note
	1Life – Cotlandswick	4.5	4.5	March data. *see note
	1Life - Harpenden	10.2	10.2	March data. *see note
	SLM	10.8	10.8	March data. *see note
Parking – on street	NSL – foot patrols	11	8.92	Quarterly figures for Jan, Feb and March includes leave and sickness. Other CEO duties include anti-idling and schools. Deployed hours reduced and managed down for the last financial quarter to control expenditure/budget. (11) current average staff expectation figure.
	NSL – Mobile patrols	6	3	
	NSL – other	6	5	
Waste Management and Cleansing	Veolia (Environmental Services) - Refuse and recycling collection	62	67.5	As of 1 April 2019
	Veolia (Environmental Services) - Street cleansing	22	22	As of 1 April 2019

\* Contracted Leisure FTE numbers represent the core delivery and are covered as required by additional resource (bank of staff) to ensure the facilities are open to the public



# Council Performance & Budget Summary

## Appendix G: Spend on Consultants



Note: The majority of the spend relates to planned investment particularly relating to skills that the Council does not have in house such as architects, cost consultants etc.

<u>Item</u>	<u>Actual spend at 19/03/19</u>	<u>Outstanding Orders/Further anticipated work</u>	<u>Total spend and commitments</u>	<u>Funded from</u>		
				<u>General Fund Revenues</u>	<u>General Fund Capital</u>	<u>Externally Funded and HRA</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Specialist Internal Audit IT service.	8	-	8	8		
Council Tax specialist service: identification of cases to review Single Persons Discounts.	10	-	10	10		
Financial technical advice on cash flow and banking tender.	5	1	6	6		
Project management for payroll re-tender project.	19	-	19	19		
Project management of telephony review & implementation.	20	3	23	23		
Project management for roll out of IT refresh project.	23	-	23	23		
Digital transformation (funded from 'pump priming' investment of £487k agreed by Council on 7 December 2016).	46	-	46	46		
<b><u>Portfolio Total Resources</u></b>	<b>131</b>	<b>4</b>	<b>135</b>	<b>135</b>	<b>-</b>	<b>-</b>
New Museum and Gallery: interpretation and exhibition design, heritage advice, quantity surveyors, principal designer, project management, contractor design management. Part funded by HLF circa 34% (total project cost £7.7m).	106	-	106		106	
Harpenden Leisure & Cultural Development: fees for architects, cost monitoring, asbestos survey and bat roosting survey (total project cost £19m).	202	-	202		202	

# Council Performance & Budget Summary

## Appendix G: Spend on Consultants



Item	Funded from					
	<u>Actual spend at 19/03/19</u>	<u>Outstanding Orders/Further anticipated work</u>	<u>Total spend and commitments</u>	<u>General Fund Revenues</u>	<u>General Fund Capital</u>	<u>Externally Funded and HRA</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Market Depot: architects and specialist site survey.	88	-	88		88	
MOSTA redevelopment: quantity surveyors, project management, contractor design management, principal designer, surveys <b>(total project cost £5.7m)</b> .	93	4	97		97	
City Centre Opportunity Site - North: master planning by the land and buildings development <b>(total project cost £28m)</b> .	24	-	24		24	
City Centre Opportunity Site - South: project management, modelling of use of space requirements, cost consultants, master planning, topographic study, design charrette <b>(total project cost £54m)</b> .	604	-	604		604	
Leyland Avenue: Architects and specialist site surveys <b>(total project cost £2.2m)</b> .	69	1	70		70	
Noke Shot: project management, structural engineer, architects and specialist site surveys. <b>(total project cost £2m)</b> .	71	8	79		79	
St Germain's Barn: architects and specialist site surveys.	4	6	10		10	
Harpenden Public Halls: design charrette.	21	-	21		21	
<b>Portfolio Total - Commercial &amp; Development</b>	<b>1,282</b>	<b>19</b>	<b>1,301</b>	<b>-</b>	<b>1,301</b>	<b>-</b>

# Council Performance & Budget Summary

## Appendix G: Spend on Consultants



Item	<u>Actual spend at 19/03/19</u>	<u>Outstanding Orders/Further anticipated work</u>	<u>Total spend and commitments</u>	<u>Funded from</u>		
				<u>General Fund Revenues</u>	<u>General Fund Capital</u>	<u>Externally Funded and HRA</u>
				<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Car parks service provision	23	1	24	24		
<b>Portfolio Total - Business &amp; Community</b>	<b>23</b>	<b>1</b>	<b>24</b>	<b>24</b>	<b>-</b>	<b>-</b>
Procurement of repairs contract.	13	10	23			23
Batchwood Garage Site: project management and principal designer fees <b>(total project cost £8m).</b>	34	-	34			34
Sandridge Garage Site: project management and principal designer fees <b>(total project cost £6.2m).</b>	86	-	86			86
Wavell House Redevelopment: project management fees <b>(total project cost £4.8m).</b>	16	-	16			16
Mereden Court Redevelopment: Project Management fees, Principal Designer, Cost Consultant, M&E Consultant, Surveys <b>(total project cost £3m).</b>	82	-	82			82
<b>Portfolio Total - Housing</b>	<b>231</b>	<b>10</b>	<b>241</b>	<b>-</b>	<b>-</b>	<b>241</b>
<b>Total</b>	<b>1,667</b>	<b>34</b>	<b>1,701</b>	<b>159</b>	<b>1,301</b>	<b>241</b>

# Council Performance & Budget Summary

## Appendix G: Spend on Consultants

### Comparison with previous years

	General Fund (Revenue and Capital)/£000	HRA and External/£000	Total/£000's
Totals 2018/19 (forecast above)	1,460	241	1,701
Totals 2017/18	1,357	324	1,681
Totals 2016/17	854	444	1,298
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 is part of the approved costs of the capital scheme.

Note: The table does not include:

- Legal costs associated with MOSTA and the New Museum project.
- Legal and consultants costs associated with planning appeals and the Strategic Local Plan.

# Council Performance & Budget Summary

## Appendix H: Enterprise Zone Update

### Background

The aim of this half yearly report is to update on specific strands of the work relating to the delivery of the Enviro-Tech Enterprise Zone (EZ).

Hertfordshire's Enterprise Zone was designated by government in April 2017 and holds EZ status until 31 March 2042. It is governed by a partnership of seven organisations: Dacorum Borough Council (DBC); St Albans City and District Council (SADC); Hertfordshire County Council (HCC); Hertfordshire Local Enterprise Partnership (LEP); the Building Research Establishment (BRE); Rothamsted Research; and the University of Hertfordshire.

It comprises seven sites, under different land ownership. Five of which extend the existing Maylands employment area in Hemel Hempstead at Junction 8 of the M1. The other two sites are at the BRE and Rothamsted Research campuses.

The Enterprise Zone aims to support and develop the existing enviro-tech sector in West Hertfordshire. It will attract new green technology businesses and investment to the area with a focus on the enviro-tech sector.

Expected outcomes include:

- 55,762 sq. m of employment floor space by 20/21 (Prologis Park and Lok N Store Maylands Avenue site)
- Between 8,000 and 12,000 new jobs in the next 25 years
- Transport improvements through Maylands Growth Corridor Study (see below) and M1 Junction 8
- Improved residential and commercial area connectivity
- Inward investment opportunities in the green technology sector
- Business rates retention will fund substantial capital investment in the EZ and in due course financial return to SADC, DBC, HCC and the LEP.

### Jobs created to date (plus associated floorspace)

Sites	Jobs created to date (January 2019)
Prologis Park	50
Maylands Avenue	115
Building Research Establishment (BRE)	7
Rothamsted Research	36
TOTAL (to date)	208

### Financial status of the Enterprise Zone

Confidence in the financial status of the Enterprise Zone and its income forecasts has grown significantly over the last 18 months. This is due to early developments on the Prologis Park and Maylands Avenue sites which have begun to deliver business rates income to the project.

In 2018/19 business rates income at £248,346 was greater than the EZ team's operational costs of £224,033. Historically the majority of the EZ team's costs have been paid by the LEP and the 3 councils. 2018/19 income has enabled the project to cover in year costs and begin to repay previous year debts to the LEP. The 2019/20 'worst case scenario' income forecast is £1,022,767. This would enable all previous year debts to be repaid to the LEP and other project partners. In addition, all in-year operational costs can be repaid to the LEP. A surplus of £173,877 will then be carried forward as upfront funding for the 2020/21 operational budget. Based upon current market indicators it is likely that tenancies

# Council Performance & Budget Summary

## Appendix H: Enterprise Zone Update

will be secured on the four remaining completed Prologis Park units. This would generate sufficient business rates income to forward fund the full 2020/21 operational budget. The project will then reach the point of operational finance self-sufficiency. Further LEP funding will be required to support investment items until sufficient income has been secured in the project.

### Marketing and Inward Investment

The Enterprise Zone requires a targeted marketing and inward investment (sales) plan to promote the offer to companies it is seeking to attract. This plan needs to be implemented thoroughly, with effective measures in place to target, nurture and secure future occupier interest. This includes:

- The successful launch of the Enterprise Zone as **Hertfordshire Innovation Quarter** in March 2019, communicating the strength of the offer to target markets ([www.herts-iq.co.uk](http://www.herts-iq.co.uk));
- Differentiation of the Enterprise Zone from its competitors, creating awareness with commercial agents and businesses in key sectors agri-tech and modern construction.
- Building a pipeline of prospects for landowners and partners.

### EZ Delivery Plan 2019

The original EZ Delivery Plan has been refreshed and an EZ Delivery Action Plan 2019 is being developed to update progress on a quarterly basis covering the following key areas of the EZ:

#### 1. Site Delivery

The EZ sites need to be developed as early as possible, with a high quality commercial market product that will suit the needs of the EZ's future occupiers. In particular :

- The Crown Estate land (TCE) subject to SADC Local Plan process (circa 2023 - 2032);
- Maylands Gateway (2021-2023);
- Maylands Avenue (2020-2022);
- Spencers Park (2021-2023);
- Prologis Park (near completion);

#### 2. Transport

The EZ has to be easy to travel to and around. It needs to be easy for employers to attract and retain quality staff, access customers and supply chains. Infrastructure needs to be in place to support growth. Public and sustainable forms of transport will need to be widely available and be an attractive choice.

Work already in place includes:

- The Maylands Growth Corridor Study (MGCS) completed in November 2017 has set the framework for local transport improvements.

## Appendix H: Enterprise Zone Update

- The EZ secured circa £0.7million Growth Deal 3 funding to deliver improvements to the Buncefield Lane cycle ways and to create a pedestrian crossing on Breakspear Way; both schemes recommended in the MGCS.

Worksteams include:

**M1 J8 improvements:** The major highways works needed to reconfigure Junction 8 are being accelerated, with an application for grant funding having been submitted by TCE to the LEP, in order to commence the detailed design and preparatory works ahead of securing planning permission.

**Public and sustainable transport improvements:** An Area Wide Travel Plan is needed to set out the 1-3 year interventions that will begin to improve public and sustainable travel modes. This will align fully with the emerging Transformational Plan and Sustainable Travel Plan for Hemel Hempstead (both including Hemel Garden Communities). It will also align with wider Hertfordshire travel and transport strategies.

### 3. Skills and the Labour Market

Work has commenced with key partners to start the process to develop a comprehensive and targeted skills plan. A Skills Delivery Plan (Spring 2019) has been drafted with short term (1-2 year) and medium term (3-5 year) goals. It helps set the framework for skills and local labour market development in sectors strategic to the Enterprise Zone. It will support new jobs being created and the success of the future local economies of St Albans District, Dacorum and wider Hertfordshire.

### 4. Digital Connectivity

The EZ aspires to have outstanding connectivity, across fibre, 5G and Internet of Things networks. This will provide a premium offer to future employers, enabling them to test new tech concepts and evolve future working practices.

Work already in place:

- The EZ's Digital Strategy – Summary Report and Recommendations was completed in September 2018 and sets the framework for delivery;
- Partner engagement with Department for Digital, Culture and Media and Sport (DCMS) and the Local Full Fibre Network programme has been initiated.

The EZ's role in this is as a broker / enabler, connecting stakeholders to deliver commercial solutions that will meet the EZ's objective.

### 5. Sustainability

The EZ aspires to be an exemplar for sustainable development. It will stimulate and encourage the delivery of smart, sustainable and efficient transport options and a sustainable, high-quality built environment and public realm. It aims to attract new inward investment from environmental technology companies and benefit occupiers' productivity, health and wellbeing.

# Council Performance & Budget Summary

## Appendix H: Enterprise Zone Update



### Innovation and Networks

The EZ is attracting companies from target sectors with the offer of strong local innovation networks to enable them to help extend their own R&D and commercial potential. The Green Triangle <http://www.thegreentriangle.org/mobile/> is the key network to facilitate such connections for future occupiers, as well as for existing Hertfordshire businesses connected with environmental technologies. The Green Triangle held a recent Clean Growth event which enabled business connections in this sector to be made. Further events are planned for 2019.

Further information on the Enviro-Tech EZ (**Hertfordshire Innovation Quarter**) contact:

**Cherie Norris**

**Enterprise Zone Programme Manager**

[cherie.norris@hertfordshirelep.co.uk](mailto:cherie.norris@hertfordshirelep.co.uk)

[www.herts-iq.co.uk](http://www.herts-iq.co.uk)

Twitter [@HertsIQ](https://twitter.com/HertsIQ)



# Council Performance & Budget Summary

## Appendix I: Syrian Refugees Update



The Council committed to resettle 50 individuals by 2020. As of 12 June 2018 we fulfilled this commitment, settling 12 families in total. Since then a family has relocated elsewhere in the UK and now 11 families remain, totalling 47 individuals.

To date, 206 individuals have been resettled across Hertfordshire:

Stevenage	22
St Albans	50
Watford	17
Dacorum	23
East Hertfordshire	19
North Hertfordshire	45
Three Rivers	10
Hertsmere	4
Welwyn Hatfield	16

Two families were identified as living in unsuitable accommodation due to high rents and elderly family members developing mobility issues. The Council has assisted both families to move into more affordable and appropriate accommodation within the District. One family moved in February and the other family is due to move in April, subject to the property being ready to let.

St Albans City and District Council co-chairs and represents local authorities across Hertfordshire at a quarterly multi-agency meeting. This includes representatives from the voluntary sector, Herts County Council, the Refugee Council and East of England Local Government Association. This is an opportunity for information gathering and sharing best practice.

The East of England Local Government Association is applying for funding to launch a new employment and mental health scheme in the East of England. If successful it will employ part-time resources for employment advice, English for Speakers of Other Languages (ESOL) and well-being therapy. The hope will be that the scheme will help more individuals into employment, particularly those suffering from mental health problems.

In February 2018, Herts Welcomes Syrian Families recruited a Coordinator of ESOL Volunteers to work across Hertfordshire. This proved extremely successful and Herts Welcomes Syrian Families has sourced funding to continue this role. Some of the families attend formal and informal ESOL courses, including those run by Hertfordshire Women's Asian Association.

There are currently 40 individuals in St Albans in full time education and 45 in formal ESOL classes. 9 are in paid employment. Jobs range from horse groomer to chef. 3 people are participating in voluntary work in the hope of moving into paid employment soon.

All families continue to receive support from the Refugee Council. This support is tailored to their needs. Those in their first year receive more intensive support than those in their third year.