

June 2013

The monthly performance summary outlines trends in information the Council uses to monitor and manage service delivery. Where relevant, it includes performance against targets set for the relevant period.

Overview

G	Budget – 1.6% projected underspend
G	Performance Indicators
G	Progress against priorities

Appendices

- A. Benefits Service
- B. Significant Planning Matters
- C. Energy Bill Revolution Campaign
- D. Partnership Agreement with University of Hertfordshire

Commentary

The table below is provided for indicators where there has been significant change in performance and provides more detailed explanation for the performance levels and any action the Council is taking to improve performance where it is off track.

		Measure	Comments
_	R	Average time to re let dwellings (excluding sheltered and temporary accommodation changes) (Days)	Figures for June include 3 properties in Hunters Ride, Bricket Wood, which have been difficult to let. Reasons for this include; that they are next to the Victor Smith Court redevelopment site, they are on 2 year fixed tenancies, as they are identified for development in the future and are for over 55's only. If these properties were excluded from the figures, then the month's average would be 17.3 days for June.
_	R	% of rent loss due to voids	This continues to reflect the void turnaround time. The reason why there has not been a sharp increase this month, despite the increase in the turnaround time, is the two different methods of calculation. The former is calculated on a year to date basis while the latter is calculated on a "snapshot" basis for the month.
	R	Rent arrears of current tenants as a percentage of rent due (targets updated for 2013-14)	This continues to be high for the reasons highlighted in the previous performance report. This reflects the seasonal variation due to direct debits together with housing benefit delays and other benefit issues. There has been a significant percentage reduction since last month due to some small procedural changes which are having a positive impact.

	Measure	Comments
R	Percentage of invalid [planning] applications received	The percentage of planning applications which were invalid, did not have the required information, has increased to 5.48%. The planning department are meeting with agents on 24 July 2013. Following changes to legislation in June 2013 regarding validation requirements, the planning department will be revising the checklists.
R	Website Visits	 The number of website visits has fallen from 280,310 (April–June 2012) to 249,521 (April-June 2013), a fall of 10.98% There are a number of reasons for the reduction, including; Elections (on 4 May 2012 nearly 10000 people visited site to get the district results compared to less than 5000 for the county elections in 2013) Events, such as the Queen's Jubilee weekend and the Olympic torch, increasing traffic to the site in June 2012. The enjoystalbans website was launched at this time last year. It received 27,385 visits (April-June 2013) compared to 323 visits (April-June 2012), contributing to reducing number of visits to the main website
Α	Percentage of council tax collected of that collectable in the year	At Q1 the collection rate is down 0.2% on last year and 0.3% on the target. This is partly because there was not a reminder run at the end of June (as there had been in previous years) and this was run instead in July. July summonses have been issued earlier which should counteract this. Overall officers would estimate that after adjusting for this timing issue, the end of year position will be approx 0.1% below the 2012/13 position. This will be kept under review.
A	Percentage of business rates of that collectable in the year	As above.
A	% of households with missed waste collections	This coincides with a change in the recycling service (additional plastics collected, cardboard in boxes rather than green bin) which often causes teething problems for both residents and the contractors. This is comparable to the figure for the last major service change towards the end of 2008.
G	New Jobs (New and Unfilled Vacancies until Dec 2012)	The number of new jobs (positions) has increased to the highest level since we began tracking them in April 2010.
G	% of customers seen within 15mins (excl Benefits)	Highest level of performance since this performance indicator was implemented – at 97%. This is 17% points higher than June 2012, when a similar number of customers called at the offices.
G	Total number of visits to arts and entertainments venues	A 9.6% increase in the number of visits compared to the same quarter in 2012-13, 44,003 compared to 40,132. This can be attributed to an improved programme, which has led to an increase in ticket sales generally throughout the period especially at the Alban Arena.

	Measure	Comments
G	Total number of visits to sport and leisure centres	A 19.6% increase in the number of visits compared to the same quarter in 2012-13, 267,028 compared to 223,250. This is due to the increase in numbers of visitors at Westminster Lodge, where we had 175,065 visitors in April to June 2013/14 compared to 89,305 visitors in the same period in 2012/13, an increase of 96%.
G	Museums Visits	There has been an increase in visits in June 2013 compared to June 2012. This is because there were 5 weekends in June 2013 (which are always busier), coupled with good weather.
G	Forecast budget variance at the year end	The forecast outturn is due to an underspend against the central contingency budget, offset by the estimated cost of the housing benefits section restructure.

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 best performance and Red the worst performance.

Progress on rebuilding the Batchwood Centre and Golf and Bowls clubs

The new bowls and golf modules were installed between 27 June and 4 July 2013. The modules will form the 2 pavilions. The bowls pavilion will be ready on the week commencing 29 July 2013 and the golf pavilion will be ready on the week commencing 12 August 2013.

The Council has received a letter confirming the Secretary of State will not call-in the planning consent for the new Batchwood Centre. The application was referred to the Secretary of State as a Green Belt development in accordance with Town and Country Planning (consultation) (England) Direction 2009.

By the 31 July 2013, the Council will have signed the Scape framework Memorandum of Agreement to enable Willmott Dixon to begin ground works on site in August 2013. The total cost of the project is expected to be £6.6m, with a build cost of £6.2m.

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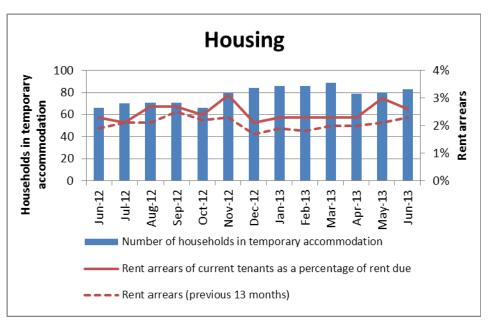
June 2013

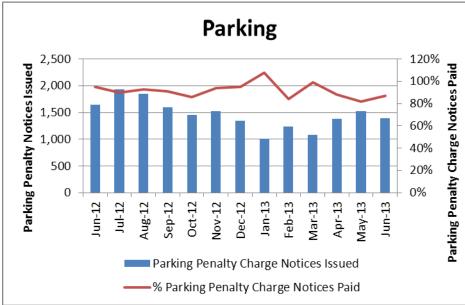


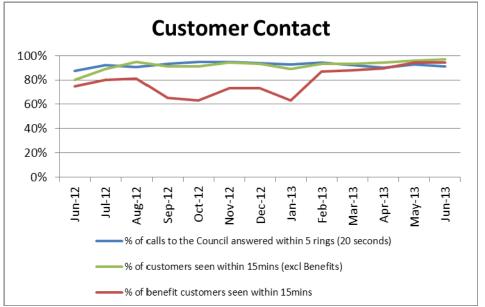
		Bigger or Smaller is Better	Jun- 12	Jul- 12	Aug- 12	Sep-	Oct-	Nov-	Dec- 12	Jan- 13	Feb- 13	Mar- 13	Apr- 13	May- 13	Jun- 13	TARGET
Finance	Forecast budget variance at the year end (General fund for year in question)	Smaller	-0.2%	0.0%	-0.1%	0.7%	0.7%	0.6%	0.75%	0.0%	-1.0%	-2.5%	0.0%	0.0%	-1.6%	0%
	Average time to re let dwellings (excluding sheltered and temporary accommodation changes) (Days)	Smaller	19	20	13.1	12.8	15.1	18	15		23	18	20	21.3	24.5	21
	% of rent loss due to voids	Smaller	1.33%	1.36%	1.38%	1.38%	1.30%	1.38%	1.38%	1.44%	1.42%	1.39%	1.59%	1.55%	1.53%	Trend
	Rent arrears of current tenants as a percentage of rent due (targets updated for 2013-14)	Smaller	2.3%	2.1%	2.7%	2.7%	2.4%	3.1%	2.1%	2.3%	2.3%	2.3%	2.3%	3.0%	2.6%	2.5%^
Housing	Number of households in temporary accommodation	Smaller	66	70	71	71	66	80	84	86	86	89	79	80	83	Trend
Hou	Average time in temporary accommodation (weeks)	Smaller	15.3	15.9	16.5	17.3	18	17.4	17	18.5	17.4	17.6	18.9	16.0	17	Trend
	% of repairs completed on time	Bigger	100%	100%	99.6%	99.5%	98.3%	98.6%	98%	99%	98%	98%	99%	99.8%	99%	98%
	Housing repairs satisfaction	Bigger	98%	97%	99.4%	99.7%	97.8%	99.3%	98%	98%	99%	99%	99.8%	99.3%	99.5%	90%
	Number of Benefit Applications	Smaller	202	274	311	255	312	269	357	251	326	293	263	241	300	Trend
	Days to process Council Tax/Housing Benefit new claims and changes	Smaller	18.57	12.94	11.9	18.32	15.81	27.51	25.42	20.47	19.87	24.2	34.57	32.14	36.45	14
	% of benefit customers seen within 15mins	Bigger	75%	80%	81%	65%	63%	73%	73%	63%	87%	88%	89%	94%	94%	70%
& p =	All planning applications received		268	293	263	249	254	303	250	236	272	272	330	240	360	
Planning & Building Control	Planning applications registered (excl invalids/ conditions)*		247	253	233	226	220	272	206	206	219	257	263	296	300	
	Overall % of planning decisions within time	Bigger	90%	86%	86%	90%	89%	86%	89%	83%	85%	89%	91%	88%	89%	75%
Regul	Parking Penalty Charge Notices Issued	Smaller	1,646	1,929	1,852	1,601	1,455	1,522	1,347	1,008	1,238	1,079	1,380	1,530	1,395	Trend
Regato	% Parking Penalty Charge Notices Paid	Bigger	95%	90%	93%	91%	86%	94%	95%	108%	84%	99%	88%	82%	87%	70%
Se	Graffiti and Fly-tipping Calls	Smaller	26	18	28	42	32	28	25	27	27	31	33	20	23	Trend
Services	% of households with missed waste collections	Smaller	0.10%	0.11%	0.19%	0.09%	0.12%	0.09%	0.09%	0.03%	0.09%	0.12%	0.09%	0.09%	0.14%	Trend
Community S	Visits to Tourist Information Centre and www.enjoystalbans.com	Bigger	21,857	11,807	11,958	12,964	12,560	13,281	8,857	12,012	11,457	14,128	14,804	16,617	21,032	Year-on- year Trend
	Museums Visits	Bigger	16,992	21,278	18,177	10,036	15,784	10,371	7,218	9,223	12,968	13,148	12,317	12,494	18,798	Year-on- year Trend
Customer Services	% of calls to the Council answered within 5 rings (20 seconds)	Bigger	87.5%	92.2%	90.5%	93.3%	94.6%	94.7%	93.6%	92.7%	94.5%	92.2%	90.2%	92.6%	91.2%	80%
Cust	% of customers seen within 15mins (excl Benefits)	Bigger	80%	89%	95%	91%	91%	94%	93%	89%	93%	93%	94%	96%	97%	80%
<u></u>	Claimant Count (% Proportion of Population)	Smaller	1.7%	1.8%	1.7%	1.8%	1.7%	1.7%	1.6%	1.7%	1.8%	1.7%	1.6%	1.6%	1.5%	Trend
External	New Jobs (New and Unfilled Vacancies until Dec 2012)	Bigger	1,072	785	854	935	808	797	994	668	883	724	934	1,213	1,654	Trend
Ú	All Crime (in month)	Smaller	418	439	440	430	479	441	383	435	411	380	483	427	453	Trend
	Anti Social Behaviour Incidents (in month)	Smaller	340	342	385	295	266	250	219	270	217	206	231	219	227	Trend











Performance Summary June 2013



		Bigger or Smaller is Better	Quarter 1 2012-13	Quarter 2 2012-13	Quarter 3 2012-13	Quarter 4 2012-13	Quarter 1 2013-14	TARGET
Housing	Total affordable housing	Bigger	6	6	30	25	57	
Planning and BC	% of invalid applications received	Smaller	3.12%	3.29%	5.69%	3.58%	5.48%	Trend
Plan	Affordable housing through the planning process	Bigger	3	0	38	44	8	
ance	Percentage of council tax collected of that collectable in the year	Bigger	30.57%	58.45%	87.16%	98.71%	30.43%	30.7%^
Financ	Percentage of business rates of that collectable in the year	Bigger	32.39%	59.33%	87.31%	98.87%	32.52%	34.6%^
_	Recycling Rate	Bigger	53.12%	51.8%	51%	45%	53.59%*	53%
unit	Kg per household of residual waste	Smaller	109.2	107.12	102.53	113.39	111.5	105.75
Community services	Total number of visits to arts and entertainments venues	Bigger	40,132	36,430	66,008	62,413	44,003	Year-on- year Trend
	Total number of visits to sport and leisure centres	Bigger	223,250	233,780	223,364	283,465	2013-14 TARGET 57 5.48% Trend 8 30.43% 30.7%^ 32.52% 34.6%^ 53.59%* 53% 111.5 105.75 Year-on-	
Web	Website Visits	Bigger	280,310	272,368	250,455	251,612	249,521	Trend
Resources	Headcount Actuals		364 (354 permanent / 10 fixed term) 315.19 FTE	387 (374 permanent / 13 fixed term) 329.64 FTE	385 (374 permanent / 11 fixed term) 329.19 FTE	397 (377 permanent / 17 fixed term) 338.5 FTE	(374 permanent / 19 fixed term)	
Human	Agency and Casual Workers (covering vacancies or helping with added workloads)		14	30	32	35	37	
	Number of working days/shifts lost due to sickness absence per full time equivalent employee (days)	Smaller	1.27	2.06	2.15	1.67	1.39	Trend
External	Vacant Unit (St Albans City Centre)	Smaller	9.90%	7.78%	7.38%	9.32%	9.11%	Trend

[^] Seasonal target

^{*} estimate



Portfolio	Q4 2012/13 (Jan to Mar)	Priority Project	Q1 2013/14 (Apr to Jun)	Progress	Quarter 2 milestones (July to September)
Housing	A	Develop affordable housing on garage sites	G	 Four out of five planning applications for garage sites agreed at Plans Referrals meeting on 3 April 2013. Three expressions of interest received from Housing Associations. Four homes completed at White Hedge garage site. 	 23 July 2013 – Cabinet appoint Housing Association to develop the garage sites. Start works at Housden/ Beech Close Garage Sites following agreement by Thames Water for diversion. Consultation to be carried out with Ward Councillors and local residents re 3 garage sites at Batchwood.
	G	Implement the sheltered housing redevelopment programme	G	 Leacroft transfer finished. Demolition works started. The Grange transferred to Hightown and refurbishment works started. Victor Smith Court planning application submitted. Caroline Sharpe House transferred to North Herts Homes. 	 Leacroft building work to begin (to last until end of April 2014). The Grange building work to begin (to last until end of April 2014). Caroline Sharpe building work to begin (to last until end of September 2014)
	G	Introduce welfare reform changes (including localisation of Council tax support)	G	Preparation for implementation of Universal Credit.	Develop welfare reform action plan



Portfolio	Q4 2012/13 (Jan to Mar)	Priority Project	Q1 2013/14 (Apr to Jun)	Progress	Quarter 2 milestones (July to September)
Community Engagement and Localism		Christmas Market 2013	G	Outline proposals reported to Cabinet on the 20 June 2013.	Consultation on proposalsFormalise plan.Procure chalets.
	G	Implementing the visitor strategy	G	 Visitor Economy Advisory Board met on 30 April and the 4 June 2013. Agreed to set up joint ticketing with Roman Theatre and Verulamium Museum. 	 Develop St Albans brand. Purple Flag workshop to plan how to achieve accreditation for excellence in night time town centre management.
	G	Develop a car parking strategy and review of the car parking contract	G	 Review of tariffs, occupancy and locations to Car Parking Working Party on 9 April 2013. Initial review of satisfaction with car parking completed and follow-up residents' survey planned. 	 Car Parking Contract options report to Cabinet (July) Draft Car Parking Strategy.
		Redbourn Youth Cafe	G	 Redbourn Youth Café established at Redbourn Recreation Centre. Launch event took place on 28 June 2013. 	Raise awareness of the youth café to increase numbers of young people attending.



Portfolio	Q4 2012/13 (Jan to Mar)	Priority Project	Q1 2013/14 (Apr to Jun)	Progress	Quarter 2 milestones (July to September)
Environment	G	Implement specific proposals to accelerate recycling to and beyond 60%	G	 Rollout of new collection service to three further areas - central Harpenden, How Wood, Dellfield and remainder of Redbourn. 	 Completion of rollout to all rounds. Procurement and supply of food waste kitchen caddies.
	R	Have completed the Verulamium Park cycle paths	R	 East-West cycleway preparation work complete April 2013. 	 Top surface dressing for East-West cycle path to be completed in July 2013.
Resources		Work Environment Programme (better working environment, improved technology and create the space for a ground floor tenants)	G	 De-cluttering of the office space underway, including archiving of less used information. Business case for office improvements finalised. 	 Portfolio Holder decision to proceed Police decision on colocation Meeting room alterations made. Purchase new furniture. Toilet and kitchen works.
Sports, Leisure and Heritage	G	Westminster Lodge Leisure Centre	G	Tile replacement: phases 1-5 now complete, this includes most of the changing areas, learner, confidence and half of the main pool areas.	All replacement tiling scheduled to be completed by early August 2013.



Portfolio	Q4 2012/13 (Jan to Mar)	Priority Project	Q1 2013/14 (Apr to Jun)	Progress	Quarter 2 milestones (July to September)
	G	Completion of Batchwood Leisure Centre	G	Planning application granted for revised centre design.	 Completion of planning conditions. Planning application to be drafted for the Solar PV panels. Completion of Bowls and Golf Pavilions and hand over to clubs.
	G	New museum and gallery	G	 Met Heritage Lottery Fund on the 16 April 2013 for feedback on first bid. 	Submit new bid for funding.
	А	Cotlandswick leisure facility	R	 Ongoing discussions with DC Leisure on project plan and costings. 	Report to Cabinet July 2013 on way forward for Cotlandswick.
Planning and Conservation	G	Progress the Strategic Local Plan		 Consultants appointed for the Housing Needs Assessment and Green Belt reviews. 	Reports received from consultants in September.
	G	City centre regeneration (City Centre Opportunity Site – 'CCOS')	G	 Soft market testing for CCOS taken place. 	Identify preferred redevelopment approach by December 2013 (Quarter 3).

Appendix A: Benefits Service



		Caseload (Including new claims)			Active/ awaiting			New claims						Backlog^			
Date From	Date To		Incoming including new claims		Carried forward	Active claimant caseload	Active DWP Matching Workload (Atlas)	Awaiting customer response		Brought forward	New claims received	New claims processed	New claims (Sent for customer action)	Carried forward	Tray Active	Awaiting response from customer	Comments
08-Apr-13	14-Apr-13	2,463	767	1,130	2,100	1,588	80	432		345	60	95	59	310	589	205	Integrated
15-Apr-13	21-Apr-13	2,100	640	510	2,230	1,650	149	431		310	59	73	72	296	535	197	Revenues and Benefits
22-Apr-13	28-Apr-13	2,230	1,086	784	2,532	1,544	565	423		296	62	76	51	282	463	172	system closed for 3 days to
29-Apr-13	05-May-13	2,532	1,199	736	2,995	1,558	1,037	400		282	56	48	42	290	316	177	allow end of year
06-May-13	12-May-13	2,995	674	719	2,950	1,468	1,095	387		290	41	64	39	267	325	192	- billing
13-May-13	19-May-13	2,950	740	612	3,078	1,611	1,049	418		267	54	46	39	275	246	205	
20-May-13	26-May-13	3,078	860	530	3,408	1,723	1,353	332		275	48	35	47	288	409	183	
27-May-13	02-Jun-13	3,408	634	736	3,306	1,736	1,247	323		288	48	33	34	303	744	180	
03-Jun-13	09-Jun-13	3,306	741	618	3,429	1,773	1,298	358		303	46	56	47	293	874	161	
10-Jun-13	16-Jun-13	3,429	724	596	3,557	1,828	1,391	338		293	57	49	59	301	1,039	189	
17-Jun-13	23-Jun-13	3,557	551	771	3,337	1,709	1,353	275		301	35	16	26	320	872	141	30 days
24-Jun-13*	30-Jun-13	3,337	346		3,037	1,455	1,281	301		320	48	70	36	298	824	178	after jump in Atlas work
01-Jul-13	07-Jul-13	3,037	1,295		3,317	1,856	1,064	397		298	58	37	65	319	807	233	

^{* 24} June 2013 – automation of the automatic updating from ATLAS being piloted. Officers monitoring an average of 12 automated changes per day. ^ The backlog contains cases which are at least 30 days old and have not yet been processed

Appendix B: Significant Planning Matters



Strategic Local Plan

Work is progressing to timetable on the Greenbelt and Housing reviews. The consultants' formal reports are expected in September.

Sewell Park (Hunston)

The decision by the Inspector dated 12 March 2013 dismissing an appeal by Hunston Properties Ltd against the Council's refusal of planning permission for 116 houses and a 72 bed care home has been challenged by the Appellant in the High Court.

There are two challenges; one under Section 288 of the Town and Country Planning Act against the decision to dismiss the appeal, and the second by way of Judicial Review against the Inspector's decision to make a partial costs award in favour of the Council.

The Secretary of State is the First Defendant and the Council is the Second Defendant.

Both claims are to be considered in the High Court, Manchester on 1st and 2nd August 2013.

Railfreight

1. St Albans Council 's application for Judicial Review of Secretary of State's decision dated 14 December 2012 not to re-open the Public Inquiry and conjoin it with the Inquiry into the appeal by Goodmans in respect of a proposed Rail Freight Terminal at Colnbrook near Slough.

Permission for Judicial Review was refused by Deputy High Court Judge Frances Patterson QC on 14 June 2013.

The Council has applied to renew its application at an oral hearing before a High Court Judge. Council is to be notified of a date for the hearing by 14 August 2013.

2. Helioslough's application for Judicial Review of Secretary of State's failure to issue a final decision on their appeal and for a declaration that their approach to the condition 33 issue is correct in law.

Permission for Judicial Review was refused by Deputy High Court Judge John Howell QC on 1 July 2013.

Helioslough have decided not to renew their application for Judicial Review.

Oaklands College, Smallford

No planning application has yet been submitted. Two public exhibitions have been held for additional education facilities and residential development (approx 350).

Appendix B: Significant Planning Matters



Former HSBC, Bricket Wood

No planning application has yet been submitted. Public exhibition has been held for potential residential development (approx. 175).

Lea Industrial Estate, Batford, Harpenden

No planning application has yet been submitted. A public exhibition has been held for redevelopment of site to provide mix of offices (approx 2000m2) and residential development (approx 70).

Ridgeview, London Colney

Planning application (5/2013/0011) for retail development still under consideration and will be reported to referrals in due course.

Appendix C: Energy Bill Revolution Campaign



Background

Launched in 2012 by an alliance of voluntary sector groups, businesses and public figures, the Energy Bill Revolution campaign seeks to address fuel poverty¹. They aim to do this by campaigning for Government to direct income from carbon taxes² towards improving domestic energy efficiency.

At Full Council on 30 January 2013, Council asked the Local Services Scrutiny Committee to investigate the opportunities and benefits to residents offered by the Energy Bill Revolution campaign.

After consideration at their meeting on 5th March 2013, Local Services Scrutiny Committee recommended to Cabinet that the authority should support the Energy Bill Revolution campaign.

At their meeting on 21st March 2013, Cabinet discussed the issue, agreeing to defer consideration of the Committee's recommendation pending more information. The Environment Portfolio Holder was asked to obtain further information about the campaign, including discussing with Portfolio Holders and officers from other Hertfordshire Districts.

Portfolio Holder Decision

The Portfolio Holder for Environment has now had an opportunity to speak to the relevant Portfolio Holders at other Hertfordshire districts. None of the other Councils are signed up to the campaign or have any immediate plans to do so.

There are not deemed to be any direct benefits to St Albans residents in the Council signing.

The Portfolio Holder has therefore decided that there is no supporting evidence to warrant the authority signing up to the campaign.

The Portfolio Holder proposes that the Council keeps its focus on addressing fuel poverty and improving energy efficiency across the District through existing actions/initiatives. Further detail on how the Council is addressing these objectives is provided in the Council's Home Energy Conservation Plan 2013-27³.

¹ A household is currently said to be in fuel poverty if it needs to spend more than 10% of its income on fuel to maintain a satisfactory heating regime (usually 21 degrees for the main living area, and 18 degrees for other occupied rooms). Source: Department of Energy and Climate Change, May 2013

² £4bn raised per year from European Emissions Trading Scheme and Carbon Floor Price which is currently used to fund general government spending

http://www.stalbans.gov.uk/Images/HomeEnergyConservationPlan13_27_tcm15-33555.pdf

Appendix D: Partnership Agreement with University of Hertfordshire



St Albans City and District Council has a partnership agreement with the University of Hertfordshire which captures joint work between the two. This agreement has recently been refreshed and is attached below. Particular projects identified for this year include the Green Triangle initiative, the new museum and a better co-ordinated cultural offer.

Partnership Agreement between University of Hertfordshire and St Albans District Council

Terms of Reference and Membership of the Partnership Board

Background

- 1.1 The University of Hertfordshire (UH) and St Albans District Council (SADC) have a Partnership Agreement under which they will work collaboratively on a number of mutually agreed activities.
- 1.2 Under this Agreement a Partnership Board was established to identify and initiate suitable collaborative projects and to oversee their progress.

Partnership Board

2.1 The Partnership will be overseen by a meeting of representatives of both the UH and SADC, which shall comprise on behalf of the:

SADC:

- Leader of the Council
- Chief Executive

UH:

- Pro Vice-Chancellor (Regional Affairs) (Chair)
- A senior member of the University nominated by the Pro Vice-Chancellor
- 2.2 The Partnership Board shall meet at least twice annually to oversee the relationship and consider progress, and agree a plan of activity for the next year. These meeting will normally be in December and June respectively.
- 2.3 Nominated Leads for each Key Area of collaboration from SADC and UH will liaise with each other to implement the agreed programmes of activity, and will advise and report on progress to the Partnership Board. Where it is considered necessary, groups may be established to progress individual areas of interest and initiatives. Such groups may be established in partnership with other bodies, as for the Quality Network Partnership.

Key Areas of co-operation and co-ordination

- 3.1 The key areas of co-operation and co-ordination will initially be:
 - Mutual strengthening of brands
 - Transport
 - Sustainable development and planning
 - Culture
 - Economic development
 - Shared services

Appendix D: Partnership Agreement with University of Hertfordshire



3.2 This list may be altered from time to time by the Partnership Board, and the Board is not precluded from discussing items which do not come within these key areas.

4. Annual Report

4.1 A brief annual report of the work of the Partnership between SADC and HCC will be included in the annual report on Community Engagement to the Board of Governors of the University. The Council will receive reports as it determines.

Agreed by the Parthership Board on 21 June 2013