

Council Performance & Budget Summary

March 2015

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

A	Budget – 0.8% overspend
A	Performance Indicators
G	Progress against priorities

Appendices

- A. Recycling Update
- B. Retendering Waste Management Contract
- C. Planning Update
- D. Asset Maintenance Quarterly Report
- E. Community Right to Bid – Schedule of Decisions
- F. Conveyancing Update
- G. Internal Audits Update

Recommendations

- 1.1 That Cabinet notes the Council Performance and Budget Summary (March and Quarter 4 2014/15) and its appendices.
- 1.2 That Cabinet agrees that current contracts with Amey (Waste Management and Cleansing of Public Conveniences) be extended from 3rd February 2016 to 12th June 2016.
- 1.3 That Cabinet agree that the tenders sought for the new waste management contract be let on the basis of two options, i.e. either:

Option A

- Residual waste (black bin) collections remain as current system
- Recycling (green box) collections remain as current system
- Introduce a new separate weekly food waste collection
- Retain existing green bin collection for garden waste only

or

Option B

- Introduce a smaller bin for residual waste collections
- Replace existing box collections with a 240 litre bin to collect comingled dry recyclable material
- Introduce a new separate weekly food waste collection
- Retain existing green bin collection for garden waste only

Vacant Units (City and District)

The table below shows the proportion of vacant retail properties as at 31 March 2015 by parish and the non-parished area (city). The properties in this table are retail only. The non-parished area is broader than the city centre area previously surveyed. The information is extracted from the Council's business rates database.

PARISH	NO OF PROPERTIES	UNOCCUPIED	% UNOCCUPIED
UNPARISHED CITY	723	24	3.32%
COLNEY HEATH	22	1	4.54%
HARPENDEN RURAL	1	0	0%
LONDON COLNEY	47	2	4.26%
REDBOURN	36	0	0%
ST MICHAEL	3	0	0%
ST STEPHEN	48	2	4.17%
SANDRIDGE	53	1	1.89%
WHEATHAMPSTEAD	37	0	0%
HARPENDEN	257	8	3.11%
TOTALS	1,227	38	3.10%

For comparison, the table below shows the totals for the end of the last quarter (31 December 2014).

PARISH	NO OF PROPERTIES	UNOCCUPIED	% UNOCCUPIED
UNPARISHED CITY	723	28	3.87%
COLNEY HEATH	22	2	9.09%
HARPENDEN RURAL	1	0	0%
LONDON COLNEY	47	2	4.26%
REDBOURN	36	3	8.33%
ST MICHAEL	3	0	0%
ST STEPHEN	48	1	2.08%
SANDRIDGE	53	1	1.89%
WHEATHAMPSTEAD	37	0	0%
HARPENDEN	257	9	3.50%
TOTALS	1,227	46	3.75%

Commentary

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

	Measure	Comments
A	Forecast budget variance at the year end (General fund for year in question)	The forecast overspend has reduced to £150k. This relates to employing extra staff to deal with planning applications and a reduction in recycling income as prices for materials have fallen. This is offset by the net underspend elsewhere in the Council.
A	Average time to re-let dwellings	The average time to re-let dwellings in March was 22 days, an improvement on previous months.

	Measure	Comments
	(excluding sheltered and temporary accommodation changes) (days)	We are continuing to explore medium term options to improve the void property management and letting process. The introduction of multiple viewings for each property, first reported last month, has been successful and will continue.
R	Number of households in temporary accommodation & Average time in temporary accommodation (weeks)	The high use of temporary accommodation continues. In March the housing options team dealt with 121 enquiries (1,838 for the year April 2014 to March 2015). There were 22 formal homeless applications (173 for the same time period) and a further 11 homeless acceptances (131 for the same time period). We purchased 9 properties in 2014/15 to increase the supply of temporary accommodation.
A	Overall percentage of planning decisions within time	For the financial year 2014-2015, there were 206 more planning applications received (5.9% more) and 211 more decisions made (8.7% more) than last year. During February and March the team has been addressing the number of out of time applications as well. Determining older applications had an impact on the percentage of applications determined on time.
R	Parking Penalty Charge Notices issued	The increase in the number of Penalty Charge Notices (PCNs) issued is due to a higher number of drivers breaking parking restrictions. We have recently reviewed existing performance indicators with the contractor which has led to civil enforcement officers (CEOs) operating more efficiently. It has allowed us to deploy CEOs more effectively to areas of most need. In addition, an ongoing programme of works to refresh yellow lines allows us to enforce pre-existing parking restrictions.
R	Graffiti and fly-tipping calls	The number of incidents for February has now been confirmed as 86. The provisional number of incidents in March has remained consistent with last month, with a similar breakdown of 3 incidents of graffiti and 83 of fly-tipping. The final figure will be reported next month. Officers are working with contractors to ensure all reports are recorded correctly. Where possible, details relating to the party responsible are passed through to the Council's enforcement team to pursue prosecution.
A	Percentage of households with missed waste collections	The percentage of households with missed waste collections has decreased to 0.25%. This is the 5th consecutive month that has seen the figure either remain the same or decrease. This is a result of more experienced collection crews and customer contact centre staff, and of residents becoming more familiar with services.
G	Percentage of business rates collected of that collectable in the year	The percentage of business rates collected in Quarter 4 is on target and remains consistent with the previous year. Due to a change in legislation we now offer businesses the opportunity to pay in 12 monthly instalments (ending in March) instead of 10 monthly instalments (ending in January). This impacted on the percentage collected each quarter up to January 2015, but we have now caught up to meet the target.
R	Recycling rate	The provisional recycling rate for quarter 4 is 44.16%. This again shows the seasonal decrease in the recycling rate. During this period

	Measure	Comments
		green waste tonnage was significantly lower due to seasonal weather. There is also an increase in refuse tonnage collected following the Christmas and New Year period.
	Agency and casual workers	<p>With the close of the seasonal Christmas Market there was a significant reduction in the number of casuals workers (down by 21).</p> <p>Over the last two months, a number of service areas have taken on additional casuals. This was to increase their casual pool to ensure cover is available to meet peaks in demand and to cover staff absences. This includes Markets (taken on 7 erectors), Museums (5 assistants) and Democratic Services (1 webcaster).</p> <p>Other areas have seen an increase in work pressures due to vacancies and have utilised casuals as an additional resource to deliver service priorities and meet customer demands. This includes Housing (3 casuals in place to cover vacancies/internal secondments pending recruitment) and HR (1 Assistant to provide cover pending recruitment for a HR Apprentice).</p> <p>Human Resources will be undertaking a comprehensive review of Casual workers over the coming month in order to ensure that all that have been inactive for a significant amount of time are removed from our staff lists and reporting system.</p>
A	Number of working days/shifts lost due to sickness absence per full time equivalent employee (days)	<p>The absence rate has increased by 0.56 days since the same quarter in 2013/14. This includes 8 cases of long term absence (28 days and over) and 18 cases of medium term absence (7 days and over). This is an increase of 4 medium term cases on last year's total. The most common cause for medium term absence was stress/mental health. However, overall the most common cause for absence was cough/cold and flu.</p> <p>The absence rate excluding the 8 long term absence cases is 1.2 days.</p> <p>Employees on long term absence are contacted by their line manager to discuss how they can be helped to return to work. They are offered support by Human Resources and Occupational Health. In addition we formally review cases when absence reaches the defined levels set out in our Attendance Management Policy.</p> <p>There are currently 23 cases under formal review. Action taken includes 9 formal meetings with issued warnings, 2 referrals to Occupational Health, 2 reviews under probation process and 10 reviews in progress.</p>

Key

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

For indicators with a target – Green is where a target is achieved, Amber is up to 10% worse than target and Red is worse than 10% from target. For indicators with trend analysis – Green highlights an improved performance and Red a worse performance. On the priority project progress and appendices tables Blue is used to show that a project or action is completed.

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Council Performance & Budget Summary

March 2015

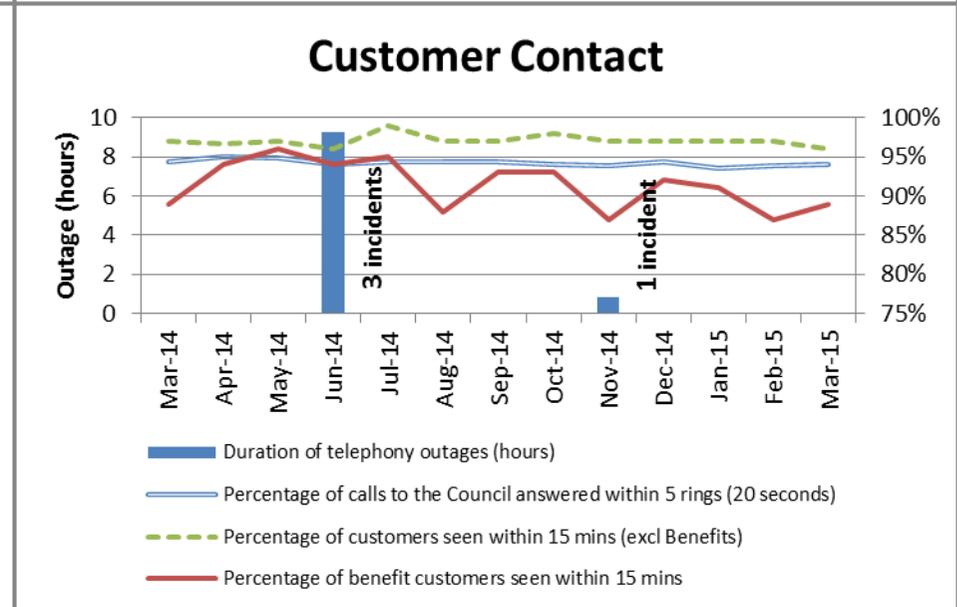
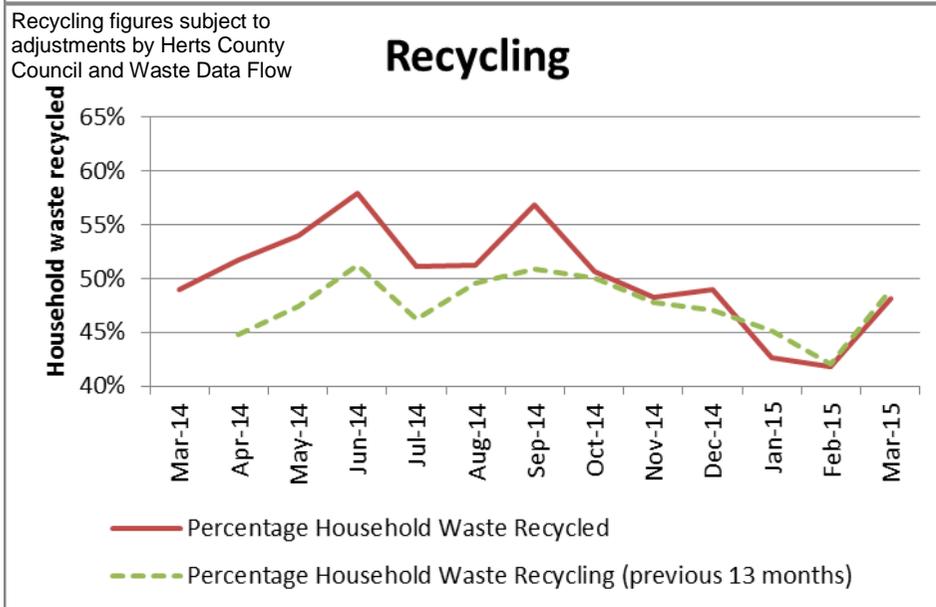
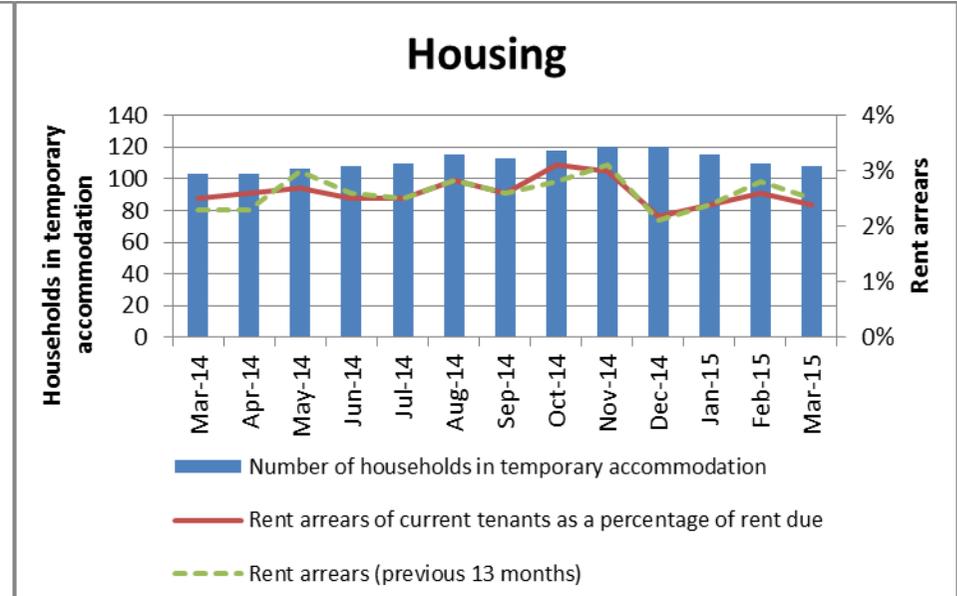
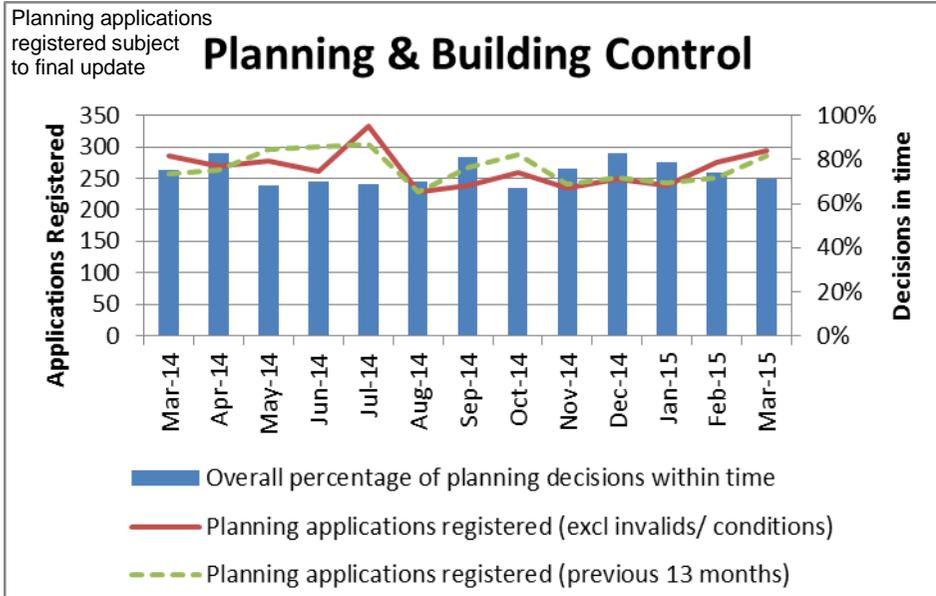


	Bigger or Smaller is Better	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	TARGET	
Finance	Forecast budget variance at the year end (General fund for year in question)	Smaller	0.0%	0.0%	-0.2%	-0.1%	0.0%	0.8%	0.7%	0.8%	1.0%	2.3%	1.9%	1.6%	0.8%	0.0%
Housing	Average time to re-let dwellings (excluding sheltered and temporary accommodation changes) (days)	Smaller	17	21	20	19	17	22	17	30	24	25	33	24	22	21
	Percentage of rent loss due to voids	Smaller	1.28%	1.06%	1.05%	1.03%	1.05%	1.05%	1.08%	1.09%	1.10%	1.12%	1.15%	1.18%	1.21%	Trend
	Rent arrears of current tenants as a percentage of rent due (targets updated for 2014-15)	Smaller	2.5%	2.6%	2.7%	2.5%	2.5%	2.8%	2.6%	3.1%	3.0%	2.2%	2.4%	2.6%	2.4%	3.3%^
	Number of households in temporary accommodation	Smaller	103	103	106	108	110	115	113	118	120	120	115	110	108	Trend
	Average time in temporary accommodation (weeks)	Smaller	19	22	23	19	25	25	25	24	25	27	28	28	26	Trend
	Percentage of repairs completed on time	Bigger	99%	96%	100%	100%	100%	99%	98%	100%	98%	99%	99%	100%	99%	98%
	Housing repairs satisfaction	Bigger	99%	100%	99%	100%	99%	99%	99%	100%	99%	100%	99%	98%	98%	90%
	Total number of households in receipt of Housing Benefit and/or Council Tax support	Smaller	New indicator	7,550	7,490	7,517	7,536	7,509	7,490	7,445	7,408	7,346	7,295	7,241	7,248	
	Days to process Housing Benefit new claims	Smaller	33	25.9	29.7	18.3	23.5	19.3	21.6	19.4	28.2	26.6	29.6	20.8	23	24
	Days to process Housing Benefit change in circumstances	Smaller	7.8	6.1	6.8	6.5	6.3	6.7	7.2	6.2	8	6.9	3.2	3.3	8.1	11
Percentage of benefit customers seen within 15 mins	Bigger	89%	94%	96%	94%	95%	88%	93%	93%	87%	92%	91%	87%	89%	70%	
Planning & Building Control	All planning applications received		326	345	311	313	347	267	270	308	263	305	321	298	379	
	Planning applications registered (excl invalids/conditions)		286	269	278	262	333	229	238	260	234	249	238	275	293*	
	Overall percentage of planning decisions within time	Bigger	75%	83%	68%	70%	69%	70%	81%	67%	76%	83%	79%	74%	71%	75%
Regulatory	Parking Penalty Charge Notices issued	Smaller	1,448	1,236	1,387	1,206	1,298	1,291	1,520	1,671	1,477	1,632	1,597	1,469	1,739	Trend
	Percentage of Parking Penalty Charge Notices paid	Bigger	92%	92%	89%	92%	84%	78%	82%	84%	87%	86%	85%	90%	85%	70%
Community Services	Graffiti and fly-tipping calls	Smaller	40	54	51	45	51	52	55	56	53	65	70	86 ¹	86*	Trend
	Percentage of households with missed waste collections	Smaller	0.19%	0.10%	0.13%	0.15%	0.17%	0.15%	0.13%	0.41% ²	0.34%	0.29%	0.27%	0.27%	0.25%*	Trend
	Visits to Tourist Information Centre and www.enjoystalbens.com	Bigger	25,720	28,231	33,534	34,084	35,051	35,418	35,050	46,952	65,316	52,316	32,862	31,953	35,330	Year-on-year Trend
	Museums visits	Bigger	15,194	11,457	12,504	13,528	13,225	13,277	15,599	18,312	16,969	13,475	14,396	18,184	17,263	Year-on-year Trend
Customer Services	Percentage of calls to the Council answered within 5 rings (20 seconds)	Bigger	94.4%	95.0%	94.9%	94.1%	94.3%	94.3%	94.4%	94.0%	93.9%	94.3%	93.5%	93.8%	94.1%	80%
	Percentage of customers seen within 15 mins (excl Benefits)	Bigger	97%	97%	97%	96%	99%	97%	97%	98%	97%	97%	97%	97%	96%	80%
External	Claimant count (% proportion of population)	Smaller	1.2%	1.1%	1.1%	1.0%	1.0%	1.0%	0.9%	0.9%	0.8%	0.8%	0.8%	0.8%	0.8%	Trend
	New jobs	Bigger	1,181	991	1,196	1,128	1,421	1,312	1,541	1,541	2,250	2,349	3,214	3,024	4,817	Trend
	All crime (in month)	Smaller	529	483	520	554	516	456	519	496	485	493	500	473	574	Trend
	Anti-social behaviour incidents (in month)	Smaller	212	226	221	251	273	220	228	237	199	162	161	192	190	Trend

^ Seasonal Target for Rent Arrears
 Quarter 1 (Apr-Jun): 2.5%
 Quarter 2 (Jul-Sep): 2.9%
 Quarter 3 (Oct-Dec) 3.1%
 Quarter 4 (Jan-Mar) 3.3%

* draft figure subject to final adjustments
¹ recording system changed from this month on
² recording system changed from this month on

Performance Summary March 2015



Council Performance & Budget Summary

Quarter 4 2014-15 (January-March)



		Bigger or Smaller is Better	Quarter 4 2013-14	Quarter 1 2014-15	Quarter 2 2014-15	Quarter 3 2014-15	Quarter 4 2014-15	TARGET
Housing	Total affordable housing	Bigger	4	1	27	43	1	
	Percentage of invalid applications received	Smaller	5.0%	6.0%	3.8%	4.3%	2.7%	Trend
Planning and BC	Affordable housing through the planning process	Bigger	33	4	62	38	25	
	Percentage of council tax collected of that collectable in the year	Bigger	98.8%	30.0%	60.2%	88.5%	98.8%	99%^
Finance	Percentage of business rates collected of that collectable in the year	Bigger	99.1%	32.3%	59.6%	85.3%	99.1%	99%^
	Recycling rate	Bigger	45.56%	54.55%	53.17%	48.89%	44.16%*	53%
Community Services	Kg per household of residual waste	Smaller	100.66	95.66	95.39	94.66	99.72*	105.75
	Total number of visits to arts and entertainment venues	Bigger	57,719	30,648	38,476	89,640	70,562	Year-on-year Trend
	Total number of visits to sport and leisure centres	Bigger	381,097	259,126	384,646	351,442	457,698	Year-on-year Trend
	www.stalbans.gov.uk visits	Bigger	240,990	270,731	247,598	240,418	282,145	Trend
Website	www.enjoystalbans.com visits		New indicator	71,799	79,482	143,546	78,488	Trend
	Headcount actuals Approved established permanent posts = 358.42 FTE		400 (381 permanent / 19 fixed term) 345.74 FTE	401 (379 permanent / 22 fixed term) 347.09 FTE	405 (382 permanent / 23 fixed term) 351.28 FTE	397 (364 permanent / 33 fixed term) 351.28 FTE	394 (373 permanent / 21 fixed term) 344.35 FTE	
Human Resources	Agency and casual workers (covering vacancies or helping with added workloads)		36	37	38	73	68	
	Number of working days/shifts lost due to sickness absence per full time equivalent employee (days)	Smaller	1.45	1.36	2.32	1.83	2.01	Trend

^ Seasonal Target

* draft figure subject to final adjustments

Performance Summary Quarter 4 2014-15

Council Performance & Budget Summary

Quarter 4 2014-15 (January-March)



Portfolio	Q3 2014/15 (Oct to Dec)	Priority Project	Q4 2014/15 (Jan to Mar)	Progress	Q1 milestones (2015/16) (April to June)	2015/16
Housing	G	Develop affordable housing on garage sites	A	<ul style="list-style-type: none"> 30-59 Cotlandswick site transferred to North Hertfordshire Homes and contractor appointed Work underway at Alexander Road and continuing at Offas Way Resident consultation event on Sandridge sites held 19 March 	<ul style="list-style-type: none"> Advert to procure contractors for Batchwood garage sites placed 3 further sites in London Colney to be transferred to North Hertfordshire Homes Full project timetable for London Colney and Wheathampstead sites complete 	Project continues 2015/16
	G	Implement the sheltered housing redevelopment programme	G	<ul style="list-style-type: none"> Work currently in progress on 3 former sheltered housing schemes Victor Smith Court redevelopment underway Victor Smith Court 'meet the contractor' event held 25 March Completion of Parkside View (formerly Caroline Sharpe House) delayed due to contractor issues Meetings held to progress Betty Entwistle House project plan and to agree Heads of Terms Consultation meeting on redevelopment of Wavell House held with Ward Councillors and residents 9 March 	<ul style="list-style-type: none"> Sparrow Court (formerly Thomas Sparrow House) completed and tenants moved in May 2015 Parkside View (formerly Caroline Sharpe House) completed May 2015 and first tenants move in June 2015 Pre-application meeting to be held on development proposals at Betty Entwistle House 	Project continues 2015/16

Priority Project Update Quarter 4 2014-15

Council Performance & Budget Summary

Quarter 4 2014-15 (January-March)



Portfolio	Q3 2014/15 (Oct to Dec)	Priority Project	Q4 2014/15 (Jan to Mar)	Progress	Q1 milestones (2015/16) (April to June)	2015/16
	G	Procure and implement major housing improvement works and repairs contracts	A	<ul style="list-style-type: none"> Major housing improvement works project on hold pending appointment of Asset Manager 	<ul style="list-style-type: none"> Asset Manager appointed and revised programme developed 	Major housing improvement contract project continues 2015/16 Housing repairs contract completed 2014/15
	G	Deliver First World War Centenary events (includes restoration of memorials)	G	<ul style="list-style-type: none"> Planned appropriate commemoration for the laying of the Victoria Cross memorial stone in May 2015 	<ul style="list-style-type: none"> Continued development of events programme 	Project continues 2015/16
Community Engagement and Localism	A	Implement the visitor strategy	A	<ul style="list-style-type: none"> Visitor partnership has decided on a 'pay as you go' funding model rather than membership model Discussions held with City Centre Partnership (CCP) around areas of overlap and duplication. Potential merger deferred until the autumn 	<ul style="list-style-type: none"> Visitor Partnership action plan agreed 	Project continues 2015/16

Priority Project Update Quarter 4 2014-15

Council Performance & Budget Summary

Quarter 4 2014-15 (January-March)



Portfolio	Q3 2014/15 (Oct to Dec)	Priority Project	Q4 2014/15 (Jan to Mar)	Progress	Q1 milestones (2015/16) (April to June)	2015/16
	G	Implement actions from market review	G	<ul style="list-style-type: none"> 5 year strategic Markets Development Plan completed Advertising of markets on buses started 	<ul style="list-style-type: none"> Wednesday food pilot developed and re-launched Pro-active trader recruitment strategy established New policies and regulations finalised 	Project continues 2015/16
	G	Develop three year events' programme	G	<ul style="list-style-type: none"> Delivered Residents First Weekend which drew hundreds of visitors to attractions across the District Delivered Pancake Races with 100 participants and over 400 spectators Delivered Mayor's Pride Awards, including a champagne reception for around 70 VIPs and a ceremony attended by over 180 people 	<ul style="list-style-type: none"> Delivered Magna Carta 800th programme, Alban Pilgrimage and Alban Street Festival 	Project continues 2015/16

Priority Project Update Quarter 4 2014-15

Council Performance & Budget Summary

Quarter 4 2014-15 (January-March)



Portfolio	Q3 2014/15 (Oct to Dec)	Priority Project	Q4 2014/15 (Jan to Mar)	Progress	Q1 milestones (2015/16) (April to June)	2015/16
	G	Implement new car parking strategy	A	<ul style="list-style-type: none"> • Pay by Phone contract agreed after delays and due to go live next quarter • Survey of car parking and brown tourist signs completed and recommendations for improvements are being considered • Repainting of multi-storey car parks delayed and work to be completed next quarter • Review meeting held with contractor to review car park categories and occupancy levels 		n/a – initial project completed 2014/15 - on-going implementation managed as part of department's work programme and monitored by programme management office – specific actions on Controlled Parking Zone programme included in new project below
	G	Implement Individual Voter Registration	B	<ul style="list-style-type: none"> • Register updated monthly 		n/a – project completed 2014/15

Priority Project Update Quarter 4 2014-15

Council Performance & Budget Summary

Quarter 4 2014-15 (January-March)



Portfolio	Q3 2014/15 (Oct to Dec)	Priority Project	Q4 2014/15 (Jan to Mar)	Progress	Q1 milestones (2015/16) (April to June)	2015/16
	G	Develop the District's strengths - Green Triangle specialist green business	G	<ul style="list-style-type: none"> Work progressed on Memorandum of Understanding to formalize partnership Progressing first year payments from partners 	<ul style="list-style-type: none"> Green Triangle launch event in May 	Project continues 2015/16
	G	Develop the District's strengths - professional services	G	<ul style="list-style-type: none"> Marketing posters and website launched 8 January Planning for Professional Services Careers event 24 June (part of the Business Festival) underway 	<ul style="list-style-type: none"> Professional Services Careers event held 24 June Year 2 project planning underway 	Project continues 2015/16
Environment	G	Implement specific proposals to accelerate recycling to and beyond 60%	G	<ul style="list-style-type: none"> Joint communications strategy underway to clarify acceptable recycling materials (in particular lightweight plastics) Roll out of recycling services to outstanding flats including combined paper and card collection In-cab data providing recycling performance by area on a monthly basis New contract for the sale of glass agreed and finalised 	<ul style="list-style-type: none"> Joint communication plan with contractor on food recycling initiated Joint campaign to target low performing areas initiated Introduction of mechanical street cleansing Continued monitoring of performance at Agrivert site 	Project continues 2015/16

Priority Project Update Quarter 4 2014-15

Council Performance & Budget Summary

Quarter 4 2014-15 (January-March)



Portfolio	Q3 2014/15 (Oct to Dec)	Priority Project	Q4 2014/15 (Jan to Mar)	Progress	Q1 milestones (2015/16) (April to June)	2015/16
Resources	G	Work Environment Programme (includes office productivity, Government IT compliance and police co-location projects)	G	<ul style="list-style-type: none"> Windows 7 upgrade complete Works to fit out for police co-location including car park works complete - Police moved in w/c 13 April 2015 Submitted Government Public Services Network IT Compliance – approval received for year until 27 March 2016 	<ul style="list-style-type: none"> Procured new servers and additional storage capacity to continue programme of upgrades 	Government IT compliance project continues 2015/16 but main work environment project to complete early 2015/16
	G	Develop revised financial strategy	G	<ul style="list-style-type: none"> Budget finalised and Council Tax agreed and bills issued 	<ul style="list-style-type: none"> Developed proposals for next phase of Financial Strategy 	Project continues 2015/16
	G	Develop customer service culture	G	<ul style="list-style-type: none"> Self-service kiosk installed and available to the public Assisted E-benefits implemented and being used by customer services team Self-serve E-benefits implemented and soft-launched in January Review of how customer feedback is collected and opportunities to develop this further reported to Portfolio Holder 	<ul style="list-style-type: none"> E-benefits service formally launched Citizens access eBilling launched 1 April 	Project continues 2015/16

Priority Project Update Quarter 4 2014-15

Council Performance & Budget Summary

Quarter 4 2014-15 (January-March)



Portfolio	Q3 2014/15 (Oct to Dec)	Priority Project	Q4 2014/15 (Jan to Mar)	Progress	Q1 milestones (2015/16) (April to June)	2015/16
	G	Input into clinical strategy and future decisions on hospital provision in St Albans	G	<ul style="list-style-type: none"> Continued engagement with West Herts Strategic Review through Health and Wellbeing Partnership Health and Wellbeing Partnership and Strategic Partnership received updates on the review from the Programme Director 	<ul style="list-style-type: none"> Continued engagement with West Herts Strategic Review through Health and Wellbeing Partnership Update presentation made by Strategic Review team to Full Council (date to be agreed) 	Project continues 2015/16
Sports, Leisure and Heritage	A	Westminster Lodge Leisure Centre	G	<ul style="list-style-type: none"> Outstanding snagging and defects works progressed with Willmott Dixon Construction and Everyone Active – due to complete next quarter 	<ul style="list-style-type: none"> Re-surfacing of overflow car park completed 	n/a – project completed 2014/15 and final actions to be managed as part of on-going work programme and monitored by programme management office

Priority Project Update Quarter 4 2014-15

Council Performance & Budget Summary

Quarter 4 2014-15 (January-March)



Portfolio	Q3 2014/15 (Oct to Dec)	Priority Project	Q4 2014/15 (Jan to Mar)	Progress	Q1 milestones (2015/16) (April to June)	2015/16
	G	New museum and gallery	G	<ul style="list-style-type: none"> Draft Charity Commission Order received, approving the sale of Museum of St Albans to St Albans City and District Council Heritage Lottery Fund stage C review successfully passed and project progressing to stage D Revised programme, budget and funding plan reported to Cabinet Fundraising Manager recruited 	<ul style="list-style-type: none"> Charity Commission Order finalised Planning application for Museum of St Albans site submitted Comprehensive business plan developed 	Project continues 2015/16
	G	Cotlandswick leisure facility	G	<ul style="list-style-type: none"> Building sub-structure complete Internal and external building works progressing to schedule 1 Life presented initial operational plan and programme to London Colney Parish Council 	<ul style="list-style-type: none"> Operational plan complete Cotlandswick opened 	Project continues 2015/16
	G	Procure grounds maintenance contract	A	<ul style="list-style-type: none"> Service Level Agreement documents with Harpenden Town Council and Sandridge Parish Council ready for completion after delay – due to complete next quarter 		n/a – project to complete early 2015/16

Priority Project Update Quarter 4 2014-15

Council Performance & Budget Summary

Quarter 4 2014-15 (January-March)



Portfolio	Q3 2014/15 (Oct to Dec)	Priority Project	Q4 2014/15 (Jan to Mar)	Progress	Q1 milestones (2015/16) (April to June)	2015/16
Planning and Conservation	G	Progress the Strategic Local Plan ('SLP')	G	<ul style="list-style-type: none"> Consultation responses reported to Planning Policy Committee in stages Held Duty to Cooperate meetings with neighbouring councils 	<ul style="list-style-type: none"> Consultation responses reported to Planning Policy Committee in stages Completed programme of Duty to Co-Operate meetings 	Project continues 2015/16
	A	City centre regeneration (City Centre Opportunity Site – 'CCOS')	G	<ul style="list-style-type: none"> Meetings held with police and NHS to progress collaboration on CCOS site 	<ul style="list-style-type: none"> Further negotiations and agreement of development approach 	Project continues 2015/16
	A	Implement further enhancements to the planning service	A	<ul style="list-style-type: none"> Recruitment in progress for 19 posts Recruited to 10 posts <p>See Appendix C: Planning Update for more details</p>		n/a –workforce issues to be addressed through workforce development project below

New priority projects for 2015/16 from Corporate Plan 2015-2020

Portfolio	Priority Project	Comments and Progress to Date
Community Engagement and Localism	Accelerate the Controlled Parking Zone programme	<ul style="list-style-type: none"> Draft Business Case for additional resource completed and signed off Recruitment of new fixed term staff to progress Controlled Parking Zone work programme due next quarter

Priority Project Update Quarter 4 2014-15

Council Performance & Budget Summary

Quarter 4 2014-15 (January-March)



Portfolio	Priority Project	Comments and Progress to Date
Community Engagement and Localism	Strengthen Retail and support the City Centre Partnership	<ul style="list-style-type: none"> Supported Retail Forum to set up City Centre Partnership Interim City Centre Manager contracted for 6 months Discussions started with Visitor Partnership around overlap and duplication – see above “Implement the Visitor Strategy”
Environment	Re-tender the waste management contract	<ul style="list-style-type: none"> Cross party working group established Project plan developed and agreed Soft Market Testing exercise and analysis of top 10 recycling councils completed. Results being used to develop recycling options appraisal and key contract terms Completed door step consultation exercise to gain residents view on the current services and any potential future service changes Pre-qualification questionnaire process and evaluation completed to shortlist suitable contractors Consultant commissioned to undertake options evaluation Update to Cabinet in April – see Appendix B
Resources	Workforce development to meet key service pressures	<ul style="list-style-type: none"> Two workshops held with Chief Executive’s Board to develop workforce strategy Joint meeting with Cabinet and Chief Executive’s Board to communicate and discuss work activities Successful recruitment campaign in January-February Develop a new graduate and apprentice scheme to encourage more “generic” recruits that the Council can support with professional development Investors in People re-assessment underway Staff survey to go out in April
Sports, Leisure and Heritage	Finalise new leisure provision contract	<ul style="list-style-type: none"> Initial meeting with 1 Life in relation to potential contract extension took place in early December Cabinet agreed extension in March 2015

Priority Project Update Quarter 4 2014-15

Council Performance & Budget Summary

Quarter 4 2014-15 (January-March)



Portfolio	Priority Project	Comments and Progress to Date
Housing	Implement Universal Credit	<ul style="list-style-type: none">• Not in Corporate Plan – however project now a priority as Council will be implementing the first phase of Universal Credit in 2015/16• Project group established and initial workshops held – for new single Job Seekers Allowance (JSA) claimants• Go-live date 18 May

Priority Project Update Quarter 4 2014-15

Council Performance & Budget Summary

Appendix A: Recycling Update



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

Key performance highlights over the past 12 month period - April 2014 to March 2015 (Figures shown in table 1 overleaf)

Key highlights include:

- Recycling performance improved to 50.6% (from 47.7% for the previous corresponding 12 month period). Whilst the overall rate has increased it is lower than anticipated. The reasons for this have been explored further below.
- Dry recycling tonnages increased from 11,305 to 12,150 tonnes (7.5%).
- Green waste composting improved from 13,394 to 13,803 tonnes (3.1%).
- Residual waste to landfill reduced by 1,735 tonnes (6.4%).

Summary progress on key initiatives completed in quarter 4 (January to March 2015)

- Sustained improved performance of the new cardboard collection service.
- Continuing improvements in the composting performance at Agrivert site.
- Continuing communications campaign including road shows, recycling presentations, waste aware initiatives and regular features in Community News newsletter for residents.
- Commencement of a trial to recycle street sweeping arisings.

Commentary on Variance Between Current Year Projections and Outturn Figures

Table 1 - Comparison Between Current Year Draft Outturns & Original projections

	13/14		June 16 projections		14/15	
	Tonnes	% (of household)	Tonnes	% (of household)	Tonnes	% (of household)
Total Composted	13,394	25.8%	14,312	27.7%	13,803	26.9%
Total Rejects (not composted)	1,501	2.9%	1,216	2.4%	309	0.6%
Total Food/Garden Collected	14,895	28.7%	15,528	30.0%	14,113	27.5%
Total Soft Mix	5,554	10.7%	6,281	12.1%	6,208	12.1%
Total Glass	3,809	7.4%	3,988	7.7%	3,807	7.4%
Total Cans/Plastics	1,676	3.2%	1,800	3.5%	1,822	3.5%
Total Other Dry	266	0.5%	352	0.7%	313	0.6%
Total Dry Recycling	11,305	21.8%	12,421	24.0%	12,150	23.7%
Total Recycled/Composted	24,699	47.7%	26,733	51.7%	25,953	50.6%
Total Household	51,819		51,727		51,339	

As can be seen from table 1 above, the original current year projection was 51.7% compared to the outturn figure of 50.6%.

This variance is largely as a result of a reduction, in the total projected amount of food/garden waste collected for composting by 1,415 tonnes. A key contributing factor has been the recent relatively cold/dry spell, compared to the corresponding period for last year. This has resulted in a reduction in the

amount of garden waste being collected by around 50 tonnes per week. Additionally further work needs to be undertaken to encourage residents to recycle more food waste via the green bin collections.

Soft mix tonnages have performed well as a result of the new cardboard collection scheme. Cans and plastics have also performed well, but glass tonnages have not increased beyond last year's figures.

Food Waste & Targeting Low Performing Recycling Areas

A targeted communications strategy is being developed in conjunction with Amey aimed at improving recycling performance from current services. The campaign and strategy will focus on food waste and improving performance in the lower performing areas. The data produced by the in-cab system has shown that recycling performance for some areas is as low as 36%. Improving performance in these areas will be key to improving the Council's overall recycling rate.

Improvements to Cardboard Collection Service

The new service continues to perform well and have resulted in an additional 10 to 12 tonne per week in the amount of card being collected. This equates to 550 tonnes per annum. This would result in an estimated saving in landfill costs to the County Council of £55,000 and an increased income, from the sale of materials, of £19,800.

Agrivert Composting Site

Results from the site continue to show a significant improvement in the overall composting process and the resulting end product. Reject levels have now reduced from a peak of 14.4% (April to June 2013) to 0.7% for the quarter October to December 2014.

The level of odour complaints arising from the operation of the site has also reduced significantly. Complaints reduced from a peak of 107 in June of last year, to just three complaints for the period August 2014 to March 2015. The figures are based on complaints reported to the Environment Agency. Officers are continuing to monitor progress and receive regular updates on the site.

Winter Plan

The winter plan, to address any potential disruptions to collections should severe weather hit, has been in place during the past four months.

Where appropriate situation updates have been included on the Council's website. However, fortunately, the weather has not been severe enough to cause any significant disruptions to the service.

Recycling of Street Sweeping Arisings

A trial to recycle arisings from mechanical street cleansing arisings has been commenced. The materials are being collected from the Council's Sandridge Gate Depot for processing at a specialist treatment plant. If the trial proves successful the process will divert around 2,200 tonnes of material from landfill each year.

Council Performance & Budget Summary

Appendix X: Recycling update



Table 2 - 60% Recycling Project - 12 month's figures for April 2014 to March 2015

	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr 14 to Mar 15 Total	Apr 13 to Mar 14 Total	
<u>Material Recycled/Composted (tonnes)</u>															
Glass	227	395	298	248	282	441	274	292	332	453	239	325	3,807	▲	3,809
Soft Mix (paper and cardboard)	514	509	458	500	443	514	570	525	514	645	490	526	6,208	▲	5,554
Plastics & Cans	155	150	154	165	139	154	158	141	150	174	131	150	1,822	▲	1,676
Others - textiles, WEE, Batteries, Third Party.	3	6	76	5	4	85	2	2	80	2	2	47	313	▲	266
Total Dry Recycling (tonnes)	899	1,060	985	918	868	1,194	1,005	960	1,076	1,275	861	1,047	12,150	▲	11,305
Total Green Waste (tonnes)	1,246	1,912	1,612	1,539	1,087	1,274	1,408	999	716	750	524	736	13,803	▲	13,394
Total household waste recycled and composted (tonnes)	2,145	2,972	2,597	2,457	1,955	2,468	2,413	1,960	1,793	2,025	1,385	1,783	25,953	▲	24,699
Total residual waste (tonnes)	2,005	2,538	1,884	2,352	1,853	1,866	2,353	2,104	1,864	2,718	1,927	1,922	25,386	▼	27,120
Total Household Waste (tonnes)	4,150	5,511	4,481	4,809	3,808	4,334	4,766	4,064	3,656	4,743	3,312	3,705	51,339	▼	51,819
% Dry Recycling	21.7%	19.2%	22.0%	19.1%	22.8%	27.5%	21.1%	23.6%	29.4%	26.9%	26.0%	28.3%	23.7%	▲	21.8%
% Green Waste Composted	30.0%	34.7%	36.0%	32.0%	28.5%	29.4%	29.5%	24.6%	19.6%	15.8%	15.8%	19.9%	26.9%	▲	25.8%
% TOTAL HOUSEHOLD WASTE RECYCLED	51.7%	53.9%	58.0%	51.1%	51.3%	56.9%	50.6%	48.2%	49.0%	42.7%	41.8%	48.1%	50.6%	▲	47.7%

Council Performance & Budget Summary

Appendix B: Retendering Waste Management Contract

This update provides a summary of progress on the Council's priority project to retender the Council's Waste Management Contract.

Re-tendering of the Council's Waste Management Contract

The process is being managed by the Environment Portfolio Holder's Working Group. The group have made good progress in moving the project on towards the Invitation of Tenders in May. This includes:

- An analysis of the top 10 recycling Councils and a soft market testing of potential suppliers. This has been used to inform the development of recycling options appraisal and key contract terms.
- A consultation (doorstepping) exercise to gain residents views on the current services and any potential future service changes.
- Completion of the PQQ process and evaluation to shortlist suitable contractors to be invited to tender for the new service.
- Substantial completion of the new contract documents including revised and updated specifications for the new services.
- Commissioning an external consultant to undertake an evaluation of a number of potential options to improve recycling performance.

Further details of the above, including the next steps in the retendering project, are included on the attached slides. The slides were used as a presentation given to the Council's senior management team.

Proposed Extension to Existing Contracts

The group have considered and agreed a project plan and timetable for the retendering process. In doing so the group have recommended that the current contracts with Amey (Waste Management and Cleansing of Public Conveniences), be extended from 3rd February 2016 to 12th June 2016. This will allow for a suitable mobilisation period and will avoid commencing the new contract during the winter period.

Recycling Options Appraisal

A report on the headline results from the recycling options appraisal has been appended to this paper. This report was considered by the Portfolio Holder Task and Finish Group at their meeting on 24th February 2015.

The estimated financial implications arising from the options appraisal have been included under Part 2 of the agenda, based on recent analysis by specialist consultants. Exact financial implications will only be available once tender bids have been received.

As well as a price, Contractors will be required to provide full details of the service implications associated with implementing the service(s). Additionally, Contractor's will be required to 'bid back' a guaranteed recycling performance, for each option, to the Council.

It is recommended that the tender be sought on the basis of two options. This will allow the Council to undertake a full risk benefit analysis on both options against the certainty of actual bids arising from the tendering exercise.

Re-tendering of the Waste Contract

Update to CEXB – 19th March 2015

Summary of Progress to date

- Environment Portfolio Holders Group Established – 4 meetings held
- Analysis of Best Practice – Top 10 Recycling UK Councils
- Soft Market Testing Undertaken & Evaluated – Oct/Nov 2014
- Consultation (Doorstepping) Exercise completed Nov 2014
- PQQ Commenced Nov 2014, Closed Jan 2015 – Evaluation 80% complete.
- Specifications:
 - Public Conveniences – 99% complete
 - Street Cleansing - 95% complete
 - Refuse & Recycling Collections – 80% complete
 - Processing & Sale of Materials – 10% complete
- Recycling Options Evaluation – Dec 2014 – Feb 2015
- Tender Evaluation Methodology – 50% complete.
- Invitation to Tender – 50% complete
- Conditions of Contract – Key terms substantially agreed – document to be drafted.
- Approximately 3 to 4 weeks behind programme (due to work on recycling appraisals)

Council Performance & Budget Summary

Appendix B: Retendering Waste Management Contract



Performance of Top 10 Recycling Councils

Local Authority	2013/14 rates	2012/13 rates	Total Change	Service Provision
South Oxfordshire District Council	65.71%	65.32%	0.39% 	<ul style="list-style-type: none"> Residual 180 litre WB Fortnightly Food Waste 23 litre Kerbside Bin Weekly Garden Waste 240 litre WB Fortnightly Subscription Dry Recycling 240 litre WB Fully Comingled Fortnightly
Rochford District Council	65.49%	66.75%	-1.26% 	<ul style="list-style-type: none"> Residual 140 litre WB Fortnightly Food and Garden Waste Combined 240 litre WB Weekly Dry Recycling 240 litre WB Fully Comingled Fortnightly
Vale of White Horse District Council	65.27%	65.13%	0.14% 	<ul style="list-style-type: none"> Residual 180 litre WB Fortnightly Food Waste 23 litre Kerbside Bin Weekly Garden Waste 240 litre WB Fortnightly Subscription Dry Recycling 240 litre WB Fully Comingled Fortnightly
Three Rivers District Council	62.40%	61.96%	0.44% 	<ul style="list-style-type: none"> Residual 140 litre WB Fortnightly Food and Garden Waste Combined 240 litre WB Weekly Optional second Garden Waste Bin for annual fee of £104 Dry Recycling 3 Boxes Separate Materials Fortnightly
Stockport MBC	61.11%	60.97%	0.14% 	<ul style="list-style-type: none"> Residual 140 litre WB Fortnightly Food and Garden Waste Combined 240 litre WB Weekly Dry Recycling 2 x 180 litre WB. Paper, card & cartons in one. Glass, cans and plastic bottles in second bin.
Calderdale MBC	60.10%	60.61%	-0.51% 	<ul style="list-style-type: none"> Residual 240 litre WB Fortnightly Food Waste 23 litre Kerbside Bin Weekly No kerbside Garden Waste Service Dry recycling 1 Box for glass & cans. Sack for paper. Sack for plastic bottles. Textiles in carrier bags.
Woking Borough Council	59.47%	58.57%	0.90% 	<ul style="list-style-type: none"> Residual 240 litre WB Fortnightly Food Waste 23 litre Kerbside Bin Weekly Garden Waste 240 litre WB Fortnightly Subscription Dry Recycling 240 litre WB Fully Comingled Fortnightly
West Oxfordshire District Council	59.22%	60.11%	-0.89% 	<ul style="list-style-type: none"> Residual 240 litre WB Fortnightly Food Waste 23 litre Kerbside Bin Weekly Garden Waste 240 litre WB Fortnightly Dry Recycling Comingled in Recycling boxes
Stratford-on-Avon District Council	59.10%	60.28%	-1.18% 	<ul style="list-style-type: none"> Residual 240 litre WB Fortnightly Food and Garden Waste Combined 240 litre WB Fortnightly Dry Recycling 240 litre WB Fully Comingled Fortnightly
Epping Forest Borough Council	58.96%	58.80%	0.16% 	<ul style="list-style-type: none"> Residual 180 litre WB Fortnightly Food and Garden Waste Combined 180 litre WB Weekly Dry Recycling Box for Glass, Plastic Sack for comingled recycling of other materials.

What Did the Market Say?

- **Waste & Recycling Collections**
 - Residual (Black Bin) squeeze
 - Weekly Food Waste Collections
 - Comingled Collections of Dry recyclable Materials
- **Contract Period**
 - 8 year is optimum period for return of capital investment in Vehicles
- **Processing & Sale of Materials**
 - Flexibility to respond to changing market conditions.

Consultation (Doorstepping) Campaign

- Conducted Oct/Nov 2014
- Visited over 20,000 households and gathered responses from more than 7,000.
- **Key findings:**
 - High participation – good knowledge of collection systems (apart from food waste)
 - Greater participation in dry recycling than recycling food waste
 - Main reason for not recycling food is waiting 2 weeks for a collection
 - Over 50% of residents were happy with current service
 - Survey identified an appetite from residents for wheeled bins for dry recycling – but many happy with boxes (mixed view).
 - No appetite for reduced residual capacity (smaller bins).

Environment Portfolio Holders Group

Group have agreed:

- Project programme, approach to PQQ including evaluation.
- Revised contract start date 13th June 2016
- Contract length 8 + 8 years (4 year periods for waste processing)
- Contract packaging:
 - Waste recycling collections – Lot 1
 - Materials processing & sale – lot 1
 - Other cleansing – Lot 1
 - Cleaning of public conveniences – Lot 2
- Approach to Contract Specifications:
 - Other cleansing – Performance based generally in accordance with current service
 - Cleaning of public conveniences – Performance + Specified inputs
 - Waste Collections & Materials Processing – Pending final agreement to options evaluation.
- Tender Evaluation Framework & Key evaluation Criteria
- Use of Sandridge Gate Depot as a dedicated 'waste' site.
- 2 Preferred approaches to future recycling service?



PQQ (Shortlisting of Contractors for ITT)

- 7 Companies have applied for both Lots
- Majority are leading companies in UK MW Management.
- Delays in evaluation arising from submission of financial information.
- Aiming to make final recommendations within 2 weeks.



Note – the above slide has been amended from that considered by the Council's senior management team following advice from the procurement manager. The original slide contained commercially sensitive information impacting on the potential outcome of the shortlisting process. The companies under consideration have yet to be formally notified of the results of the PQQ process.

Outstanding Issues/Next Steps - Key Dates

Issues to be resolved:

- Final confirmation of recycling service option(s) by member group.
- Approach to Specification – i.e. are we going to include 2 Options?
- Cabinet endorsement/ approval to service change(s)?
- Format of report to Cabinet?
- Communications – controlling release of information to public.

Project Next Steps (assuming resolution of above)

Project Stage	Date
Issue Invitation to Tender (ITT)	May 2015*
Evaluate Tenders	July – September 2015*
Award of contract	November 2015*
Commencement of Contract	13 th June 2016**

*Latest revised dates based on satisfactory completion of PQQ and final agreement to options evaluation & option(s) to be included within Refuse/Recycling specifications.

** Ideally we should give a minimum 6 month mobilisation period.

Council Performance & Budget Summary

Appendix B: Retendering Waste Management Contract

Recycling Options Appraisals – Overview of Headline Results from Evaluation

1.0 Overview of Options Appraisal

The consultants WYG Group were commissioned to undertake an appraisal of the potential recycling options approved when the Environment Portfolio Holder's working group met in November 2014.

Table 1 – Recycling Service Options Evaluation - Overview of Service Profiles Evaluated by WYG

Option	Service to individual households (different arrangements required to households that cannot accommodate bins or boxes)	Service to flats and other multiple occupancy properties.
Option 0 Current Service	Fortnightly residual – 240l wheeled bin	Weekly residual – 240 to 1,100 l bin (based on 120l allowance per property)
	Fortnightly paper/card – 55l box Fortnightly cans/mixed plastics – 55l box Fortnightly mixed glass – 55l box.	Fortnightly dry recycling - 240 to 1,100 l bin.
	Fortnightly garden and food waste - 240l wheeled bin	Collections not currently provided.
Option 1 (as current, but with separate weekly food waste)	Fortnightly residual – 240l wheeled bin (using existing bin)	Weekly residual - bins
	Weekly food waste – 23l kerbside caddy (new bin)	Weekly food waste - bins
	Fortnightly paper/card – 55l box Fortnightly cans/mixed plastics – 55l box Fortnightly mixed glass – 55l box.	Fortnightly separated dry recycling as existing using bins.
	Fortnightly garden waste only - 240l wheeled bin (retain existing bin)	No garden waste collections
Option 2 (as current, but with separate weekly food waste and smaller residual bin).	Fortnightly residual – 140l wheeled bin (new bin)	Weekly residual - bins
	Weekly food waste – 23l kerbside caddy (new bin)	Weekly food waste - bins
	Fortnightly paper/card – 55l box Fortnightly cans/mixed plastics – 55l box Fortnightly mixed glass – 55l box.	Fortnightly separated dry recycling as existing using bins.
	Fortnightly garden waste only - 240l wheeled bin (retain existing bin)	No garden waste collections
Option 3 (& 3a) (smaller residual bin. Separate food waste. Fully comingled dry recyclable bin)	Fortnightly residual – 140l wheeled bin (new bin)	Weekly residual - bins
	Weekly food waste – 23l kerbside caddy (new bin)	Weekly food waste - bins
	Fortnightly paper, card, cans, mixed plastics and glass – 240l bin (reuse current residual 240l bin).	Fortnightly comingled dry recycling using bins.
	Fortnightly garden waste only - 240l wheeled bin (retain existing bin)	No garden waste collections
Option 4 (smaller residual bin. Separate food waste. Fully comingled dry recyclable bin – glass collected separately in box).	Fortnightly residual – 140l wheeled bin (new bin)	Weekly residual - bins
	Weekly food waste – 23l kerbside caddy (new bin)	Weekly food waste - bins
	Fortnightly paper, card, cans, mixed plastics – 240l bin (reuse current residual 240l bin). Retain existing glass box collection.	Fortnightly comingled dry recycling apart from separate glass bin.
	Fortnightly garden waste only - 240l wheeled bin (retain existing bin)	No garden waste collections

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Appendix B: Retendering Waste Management Contract



2.0 Headline Results (financial implications included under part 2)

Table 2 – Headline Results from the Options Evaluation Undertaken by WYG

Option	Refuse	Dry-Recycling	Food Waste	Garden Waste	Recycling Rate (%)
0 (no change to current)	240L wheeled bin fortnightly	55L box fortnightly	240L wheeled bin fortnightly		51%
1 (current + separate food waste)	240L wheeled bin fortnightly	55L box fortnightly	23L caddy weekly	240L wheeled bin fortnightly	59%
2 (as above + smaller residual bin)	140L wheeled bin fortnightly	55L box fortnightly	23L caddy weekly	240L wheeled bin fortnightly	59%
3a (smaller residual bin, separate weekly food waste, comingled dry in wheeled bins)	140L wheeled bin fortnightly	240L wheeled bin fortnightly	23L caddy weekly	240L wheeled bin fortnightly	68%
3b (different vehicles to 3a)	140L wheeled bin fortnightly	240L wheeled bin fortnightly	23L caddy weekly	240L wheeled bin fortnightly	68%
4 (as 3 but with separate box collection for glass)	140L wheeled bin fortnightly	240L wheeled bin fortnightly & 55L box for glass	23L caddy weekly	240L wheeled bin fortnightly	61%

The headline results above were presented to members of the Environment Portfolio Holder's working group at the meeting held on 20th January. The group agreed to concentrate on future consideration of **options 1 and options 3a** (shaded in yellow).

Council Performance & Budget Summary

Appendix B: Retendering Waste Management contract



3.0 Overview of Key Implications

Table 3 – Overview of Key Implications Associated with Options 1 & 3a

	Option 1	Option 3a
Overview of Option	<p>Weekly Food – New Bin Organic – Garden waste only using current bin. Residual – Current Bin Paper & Card – Current Box Separate bulky card – as existing. Glass – Current Box Plastics & Cans – Current Box.</p>	<p>Weekly Food – New Bin Organic – Garden waste only using current bin. Residual – Smaller Bin Paper & Card, Glass, Plastics & Cans – comingled using existing residual bin.</p>
Impact on service & residents with associated communications' campaign requirements.	<p>Moderate – New separate kerbside bin for collection of food waste. Residents will no longer be able to put food waste in green bin.</p>	<p>Very Significant – New separate kerbside bin for collection of food waste. Residents will no longer be able to put food waste in green bin. Current residual bin replaced with smaller bin. Boxes replaced with current residual bin for the collection of comingled dry recyclables.</p>
Recycling gain	<p>Moderate - Separate food waste should result in an additional gain in the region of 7% to 8%</p>	<p>High - Separate food waste should result in an additional gain in the region of 7% to 8% Comingled collections using boxes should result in a further additional gain of between 7% and 8%. Difficult to quantify gain from using smaller bin as this is not usually introduced in isolation from the other proposed changes above.</p>
Implications under new requirement to collect glass, paper, metals and plastics separately.	<p>Low – The Environment Agency have indicated that they are likely to undertake a low level of intervention, where council's continue to undertake kerbside sorting of materials.</p>	<p>Medium – The Council will have to fully justify (defend) any proposed move to a fully comingled collection. However WYG feel that we may collect differently where it can be shown that it is not technically, economically or environmentally practicable to do otherwise (the TEEP) test.</p>
Likelihood of delivering service within current budget.	<p>Very Likely – current estimates indicate that we should achieve some significant savings on current 2014/15 budget.</p>	<p>Unlikely – current estimates and projections shown that the service will not be delivered with current budget. However this is subject to some key sensitivities. These include the net cost of processing dry recyclable material. Along with the projected income from the County linked to supplementary (AFM) credits from savings in landfill costs. A new annual sinking fund of £380k/annum, for container replacement, has also been included in the estimates.</p>
Likelihood of achieving 60% plus recycling and move into 'top ten'.	<p>Unlikely - weekly food waste should result in significant gain. However it will be difficult to move much beyond 60% unless further changes are made.</p>	<p>Very Likely – weekly food waste, combined with comingled bin collections and smaller residual bins, is likely to result in significant gain in recycling performance. Services would match those being provided by current top performing Councils. St Albans would be well placed to meet future requirements in this key service area.</p>

4.0 Benefits/Risks - Collection of comingled dry recyclables using a wheeled bin

Benefits

- Experience elsewhere has shown that residents find a co-mingled bin system less confusing and easier to use and therefore overall participation and recycling rates increase.
- This method of collection is less likely to result in wind-blown materials from overfull boxes or boxes without lids, or bulky cardboard outside of boxes i.e. cleaner for the local environment.
- It is a safer method of collection (from a manual handling-lifting viewpoint) for residents and operatives.
- It is a more efficient from an operational collection viewpoint and therefore overall collection costs decrease (but note the sorting cost identified under risks below).
- Bins last longer and therefore do not need replacing as often as boxes (and lids).
- The Council is extremely likely to achieve its aim to move to and accelerate beyond a 60% recycling target and become a top performing Council, (assuming this is introduced in conjunction with separate weekly food waste collections).

Risks

- It will involve a significant change for residents which will have to be appropriately managed via a comprehensive communications' campaign.
- The Council will have to purchase new bins to replace the boxes – this will mean a new capital funding requirement in the region of £905k (the Council could offer to take back the redundant boxes for recycling or residents could retain them for alternative uses).
- The material will have a significantly reduced value due to the need to process and separate the comingled material. Current estimates indicate a net processing **cost** (after taking into account materials value) in the region of £5/t.
- Increased chance of challenge from the Government under the new requirements to collect recyclable materials separately. Although WYG consider that this can be defended on 'TEEP' grounds.

5.0 Conclusions/Recommendations

Based on the projections produced by the consultants, option 3 does provide the best opportunity for achieving the highest recycling performance. However the increased cost to the Council (when compared to option 1), needs to be properly considered in the context of the Council's financial position. The financial position should also be considered in conjunction with any potential service implications and actual recycling rates.

Additionally, the 'TEEP' implications will need to be adequately assessed and suitably evidenced, to defend any proposed move from separately collected to comingled collection of dry recyclable materials.

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Appendix B: Retendering Waste Management contract



Consequently, it is recommended that the tender specification contains an approach to include for both option 1 and option 3a. As well as a price, Contractors will be required to provide full details of the service implications associated with implementing the service(s). Additionally, Contractor's will be required to 'bid back' a guaranteed recycling performance, for each option, to the Council.

Using the results of the tenders, the Council will be able to carry out a risk/benefit analysis on both options with the certainty of using actual bids.

Albert Light – Interim Waste Projects Manager – 26th February 2015

Council Performance & Budget Summary

Appendix C: Planning Update



Meetings with Local Planning Authorities

Since the end of January 2015, nine meetings with neighbouring and nearby District, Borough and County Councils have been held. One more will be forthcoming. We hold such meetings primarily to discuss strategic cross boundary planning issues. The meetings will also be discussed at the Planning Policy Committee and help to inform the development of the Council's Strategic Local Plan and related documents.

Local Authority	Meeting Date (all in 2015)
Central Bedfordshire Council	16 March
Dacorum Borough Council	12 February
Hertsmere Borough Council	13 February
Hertfordshire County Council	10 March
Luton Borough Council	13 March
North Hertfordshire District Council	27 February
Stevenage Borough Council	16 February
Three Rivers District Council	12 March
Watford Borough Council	Due 20 April
Welwyn Hatfield Borough Council	23 February

St Stephen Parish Council – proposed Neighbourhood Plan Area

St Stephen Parish Council has applied to designate the whole of the area within the parish boundary as a Neighbourhood Area. The consultation period lasted for four weeks, ended Monday 30 March.

Copies of the consultation documents and comments received are available at the Parish Council and District Council offices and online at: <http://stalbans-consult.limehouse.co.uk/portal/>.

The proposal and feedback from the consultation can be found in a report elsewhere on this agenda.

Wheathampstead Parish Council – proposed Neighbourhood Plan Area

Wheathampstead Parish Council has notified us of their intention to produce a Neighbourhood Plan. The Parish Council has applied to designate the entire Parish as a Neighbourhood Plan Area. A recent amendment to the Neighbourhood Planning (General) Regulations 2012 requires local planning authorities to publish decisions on proposed Neighbourhood Plan Areas within eight weeks of the consultation start date. This means the consultation period must start within eight weeks of a forthcoming Cabinet meeting.

It is intended that a four week consultation period will commence in mid-May and that a recommendation will be made to the Cabinet meeting on 25 June 2015.

Planning Update March 2015

On 25 March 2015 Central Government proposed further actions to “streamline the planning system to protect the environment, support economic growth and assists locally-led decision-making”.

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Further information can be found at: <https://www.gov.uk/government/speeches/planning-update-march-2015>

Officers would particularly draw members' attention to the sections entitled:

Parking: helping local shops and preventing congestion

Planning applications: streamlining the process

Change of use: supporting brownfield regeneration

These include various changes that came into force on 15 April 2015.

The Planning Inspectorate (PINS) – Millbrook Power Station, Bedfordshire

The Council has been informed by PINS of an application by Millbrook Power for an order granting development consent for the proposal of a gas fired peaking plant. The proposed project site is located in Bedfordshire, approximately 2km to the east of the A421 which connects directly to Junction 13 of the M1.

Given its size, the Project requires a Development Consent Order (DCO) from the Secretary of State for Energy & Climate Change. We received a subsequent letter from PINS on 25 March notifying us that Millbrook Power has decided to defer submission of their application until later in the year.

General Permitted Development (Amendment) (England) Order 2015

The Order provides that where a drinking establishment has been nominated for or designated as an asset of community value, development will not be permitted for a specific period.

In order to retain these local community facilities, the Government is dis-applying the national permitted development rights for the change of use or demolition of drinking establishments.

The changes will apply where any drinking establishments have been formally listed by the local authority as being an asset of community value under the Localism Act 2011.

The Order is in force from 6 April 2015.

Self-Build and Custom Housebuilding Bill

The House of Lords has approved a third reading of MP Richard Bacon's Self-Build and Custom Housebuilding Bill. This means the Bill, seen as the first legislative step in the Government's Right to Build initiative, only requires Royal Assent before becoming an Act of Parliament.

The Bill will require councils to keep a register of individuals and community groups who have expressed an interest in acquiring land to bring forward self-build and custom-build projects. It would also require councils to take account of and make provisions for the interests of those on such registers in developing their housing initiatives and their local plans.

Ariston Site, land off Harpenden Road

Hertfordshire County Council has advised us that a planning application should be expected shortly. Discussions are taking place to determine the final content of the application.

80 Oakwood Road, Bricket Wood

On 30 and 31 March 2015 the Council prosecuted a case at St Albans Magistrates Court relating to seven charges of contravening the Town and Country Planning Regulations 1990 by wilfully destroying a tree protected by a Tree Preservation Order ('TPO'). The court heard the prosecution evidence on 30 March 2015 and a submission of no case to answer was made and allowed by the judge on 31 March 2015. Written reasons have subsequently been provided. An application for costs by the defendant was dismissed and written reasons also provided. The Council has asked counsel to advise whether there are any grounds to challenge the judge's decision in the High Court. The Council is also considering what work may be necessary to appropriately protect other trees in the district following the judgment.

HSBC Training Centre, Smug Oak Lane, Bricket Wood

An application for 138 dwellings was considered by Planning Referrals Committee on 30 March 2015. The Committee resolved to refuse the application citing harm to the openness of the green belt, lack of affordable housing and no completed legal agreement.

Three Hammers PH, Chiswell Green

An application for a retail convenience store was considered by Planning Development Control Committee South on 23 March.

Although the applicant has lodged an appeal against non-determination Officers referred the application to committee to enable the Council to set out its objections to the proposal. The objections resolved by the Committee will form the Council's appeal statement.

The objections are that the proposal would be:

- harmful to the setting of the Grade II listed building;
- harmful to the character and appearance of the street scene; and
- detrimental to surrounding residential amenity.

270 – 274 London Road, St Albans

An application for 81 bed care home (use class C2) was considered by Planning Development Control Committee South on 23 March. This followed the Committee's previous resolution to defer deciding the application as they sought more information on C2 supply and demand.

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The Committee resolved to refuse the application arising from loss of family housing without sufficient justification demonstrating an overriding planning benefit for the replacement care home and introduce a large scale non-residential use to a residential area. Other reasons for refusal included its size and scale being harmful to the character of the area, harm to trees and no completed legal agreement.

Rail Freight

On 14 July 2014, the Secretary of State issued his decision allowing the appeal. The Council has challenged the decision in the High Court. The case was heard on 3 and 4 February 2015.

The Council's recent challenge to this decision in the High Court was rejected on 13 March 2015. The Council is currently seeking leave to appeal to the Court of Appeal.

Sewell Park, land off Harpenden Road

Appeals against earlier refusals (5/2013/2713 for 85 dwellings, and 5/2011/2857 for 116 houses and 72 bed care home), were heard at a public inquiry beginning on 21 July 2014. Both appeals have been 'called-in' by the Secretary of State for his determination.

The Council was previously informed that a decision would be made on or before 23 March 2015. However, the Council has been advised of a delay due to illness. The Council should now receive the decision on or before 10 June 2015.

Former Evershed Site, London Road

Planning permission (5/2012/3128) was granted in February 2013 for the erection of 80 dwellings with landscaping and associated works.

Following the discharge of all planning conditions, work will now commence in May to construct 80 new houses at the site. The client, Spenhill Developments, has awarded the Building Control work to the Council's Building Control team and the project will be managed on site by Higgins construction. When completed, the new site will be known as Gabriel Square.

Trees and Woodlands telephone calls

It is intended that from Monday 27 April 2015, routine telephone calls for Trees and Woodlands Officers will be dealt with by contact centre staff in the first instance.

Socitm survey – Better Connected 2015

The Socitm survey is a review of 439 local authority websites. A team of reviewers carries out a structured survey with up to eight common tasks assessed plus a general assessment of both the mobile and desktop experience. In addition specific topics are also covered. The survey is a random review of local authorities' websites and we scored very highly for the permitted development pages.

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Appendix C: Planning Update



Staffing

Cabinet discussed the issue of Planning and Building Control Department staffing at its meetings in February, March, June and July 2014 and in October 2014.

On 23 October, Cabinet agreed to increase the Council's team to include four new full time equivalent posts in the Planning Service. These are three posts in Development Management and one in the Spatial Planning team.

The position in relation to the vacant posts is shown in the table below. The posts for which start dates are confirmed are highlighted green. The posts for which start dates are yet to be confirmed, or currently filled by agency cover, are highlighted amber.

	Post	Last month	Update
1	Development Management Team Leader	Interviewing candidates week commencing 9 th March	Internal appointment. Start date confirmed 18 th May 2015.
2	Enforcement Team Leader – retitled Planning and Building Investigations Team Leader	Offer made and verbally accepted following interviews.	Start date confirmed 27 th April 2015
3	Deputy Development Management Team Leader (Maternity Cover)	Not able to find cover for this vacancy. Still with recruitment agencies.	Post now vacant following appointment of Deputy to be Team Leader. The full time post is now being advertised.
4	Lead Planner	Offer made and verbally accepted following interviews.	Internal appointment. Started 23 rd March 2015
5	Development Management Planner	Start date confirmed – 30 March 2015	Started 30 March 2015
6	Development Management Planner	Interviewing candidate week commencing 9 th March	Offer accepted and HR checks underway
7	Enforcement Officer – retitled Planning and Building Investigations Officer	Agency cover in place. Interviewing candidates weeks commencing 2 nd and 9 th March	Internal appointment. Started 30 th March 2015
8	Enforcement Officer – retitled Planning and Building Investigations Officer	Interviewing candidates weeks commencing 2 nd and 9 th March	Post needs to be re-advertised. Agency cover currently in place
9	Planning Apprentice	Offer made following interview.	Offer accepted and start date 18 May 2015

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10	Development Management Planner	-	Post vacant following resignation. Post to be filled by current member of staff acting up
11	Development Management Planner	-	Post vacant following resignation. Post to be filled by current member of staff acting up
12	Development Management Planner	-	Post vacant following internal appointment. Post being advertised
13	Assistant Development Management Planner	-	Post vacant due to staff acting up to post above. Post to be filled by current member of staff acting up
14	Assistant Development Management Planner	-	Post vacant due to staff acting up to post above. Post to be filled by current member of staff acting up
15	Compliance and Monitoring Officer	-	Agency cover in place. Post to be advertised following internal appointment
16	Spatial Planning Officer	-	Post vacant following resignation. Seeking immediate agency cover.
17	Spatial Planning Officer	-	Post vacant following resignation. Seeking immediate agency cover.
18	Spatial Planning Officer	-	Post vacant following resignation. Seeking immediate agency cover.
19	Development Management Team Leader (Maternity Cover)	Agency cover in place. Interviewing candidates week commencing 9th March	Interim cover in place.

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Appendix D: Asset Maintenance Quarterly Report



Work	Due Date	Date Completed	RAG
Furniture in the Council's Chamber - the tables have been replaced because they were in very poor condition. However we have re-covered all the chairs, which were basically sound. This means that we have saved over 100 chairs from being scrapped and contributed to the Council's sustainability measures.	March 2015	March 2015	
Changing Places changing facilities, adjoining Bricket Road car park, St Albans - Construction of new changing facilities adjoining the existing public toilets next to Bricket Road car park. The User Group will start using the facilities from mid-April on a pilot basis. We then propose a formal opening in May/ June.	February 2015	March 2015	
Harpenden Swimming Pool – replacement of the steam room	March 2015	March 2015	
Resurfacing of the running track at Westminster Lodge (approx. 120m ²)	March 2015	March 2015	
Bricket Road Car Park – repairs to expansion joints	February 2015	February 2015	
French Row, St Albans - minor refurbishment works to allow the property to be used for temporary office accommodation. The tenant is now in occupation.	January 2015	January 2015	

Status of Key Issues

Property/ Asset	Issue	Progress/ Comments
35 Market Place, St Albans	Defect to front elevation.	The works are now well under way with an anticipated completion in early June. Responding to concerns by tenants we have painted the site compound and tidied up the scaffolding in front of their shops.

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Appendix D: Asset Maintenance Quarterly Report



<p>Westminster Lodge Overflow Car Park</p>	<p>Temporary car park at Westminster Lodge to be upgraded and used as a permanent car park</p>	<p>Preliminary site investigations have been carried out and an initial design prepared. We are due to go to tender in mid-April and we hope to have the works completed before the summer holidays to minimise disruption to park users. The Sea Cadets have asked the Council for help with resurfacing works to their grounds, for which they have obtained external funding. As their premises adjoin the car park, officers are assisting with a view to a procuring the work for both projects together, to enable economies of scale. By undertaking the work in partnership with the Cadets, they will also have the benefit of the Council's in-house expertise.</p>
<p>Ox Lane Bridge Repairs</p>	<p>Planned maintenance works to ensure the safety of the bridge</p>	<p>Works started on 30 March and expected to complete by mid April.</p>
<p>Green Ring: 1. Sandpit Lane (part highway land, part this Council's land) 2. Bernard's Heath</p>	<p>These areas are on common land and therefore any works carried out on them require the consent of the Department for the Environment, Food and Rural Affairs (DEFRA).</p>	<p>We applied to DEFRA on 11 November 2014 for Commons Consent for the Green Ring routes that are proposed through Bernard's Heath and Sandpit Lane. The application was a joint application with the County Council (HCC) and therefore also covers part of the Green Ring route on public highway.</p> <p>In accordance with DEFRA's procedures we were required to consult again on these routes. This was in addition to the consultation we had already carried out as part of the Green Ring consultation. The District and County Councils received a number of objections to both routes but have been able to address all but two.</p> <p><u>Sandpit Lane</u></p> <p>A local resident has objected to the shared use of the highway path in front of St Saviour's View. He argues this will be dangerous and has requested that the County Council consider mitigating measures. These include installing a staggered barrier and widening of the path on the north side to help separate cyclists from pedestrians.</p>

Council Performance & Budget Summary

Appendix D: Asset Maintenance Quarterly Report



<p>Green Ring:</p> <ol style="list-style-type: none">1. Sandpit Lane (part highway land, part this Council's land)2. Bernard's Heath <p>(continued)</p>		<p><u>Bernard's Heath</u></p> <p>One local resident has objected to the hard surfacing of a part of the woodland as he argues it will detract from the quiet of the woodland setting. He would like the District Council to route the Green Ring along the privately owned Heath Farm Lane. A similar objection was raised by the Friends of Bernard's Heath during our original consultation. However they have accepted that Heath Farm Lane is not an option since it is in a poor state of repair and the costs of resurfacing it and continued maintenance are beyond the available budgets. The Friends have now offered their support for our proposed route and have written to the Planning Inspectorate accordingly.</p> <p>The Planning Inspectorate has decided he wishes to inspect both proposed routes and will be doing so on 20 April. We anticipate receiving a decision on that day or shortly afterwards.</p> <p>We have a contractor ready to carry out the works on this Council's land if approval is given. The works should take approximately 3 weeks.</p>
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Council Performance & Budget Summary

Appendix E: Community Right to Bid – Schedule of Decisions



Asset name	Owner	Nominated by and date	Recommended Decision & Date	Reasons	PH Approved/ Date of Final Decision
No applications have been determined this quarter.					

Reviews/ Appeals

Asset name	Owner	Date of Review/ Appeal	Decision & Date	Reasons/ Comments
Bedmond Fields Bedmond Lane	Banner Homes; Aspley Homes Limited; Batchworth Properties Ltd; National Grid Gas PLC	Appeal hearing on 4 March 2015	Decision Awaited	Appeal at the First Tier Tribunal, which is established by the Localism Act, to consider appeals by landowners against local authority review decisions regarding the listing of land as an Asset of Community Value. The Tribunal is an independent body administered by HM Courts and Tribunal Service.
Park Wood	CP Holdings	Review hearing 17.02.15	Decision Awaited	The decision will be taken by the Head of legal, Democratic and Regulatory Services in consultation with the Leader.
Scrubbs Wood	CP Holdings	Review hearing 17.02.15	Decision Awaited	The decision will be taken by the Head of legal, Democratic and Regulatory Services in consultation with the Leader.

Council Performance & Budget Summary

Appendix F: Conveyancing Update



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

Completed transactions during period 01/01/15 – 31/03/15

Date Completed	Property	Transaction
31/01/15	Former Garage Site at 30-59 Cotlandswick, London Colney	Sale to North Hertfordshire Homes Limited with Nominations' Agreement
27/02/15	25 Market Place and 2 & 4 Upper Dagnall Street, St Albans	Lease renewal for WH Smith Retail Holdings Limited
05/03/15	77 Church Street, St Albans	Sale of 2 bed city centre house (will fund acquisition of two traditional housing stock properties or support delivery of affordable housing)

Status of key transactions as at 31/03/15

Property	Transaction	Status
Former Garage site at Telford Road, London Colney	Sale to North Hertfordshire Homes Housing Association Limited	Buyer expected to complete on this former garage site at Telford Road by 30 June 2015
Former Garage Sites at 119-132 Cotlandswick and 141-162 Cotlandswick London Colney	Sale to North Hertfordshire Homes Housing Association Limited	Council and Buyer are considering title issues. Buyer will liaise with owners and occupiers of surrounding flats
Harness Way Playing	Transfer to Sandridge	Model documents for transfer of freehold building to Sandridge

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Appendix F: Conveyancing Update



Fields, St Albans	Parish Council	Parish Council prepared. Officers reviewed documents with the Parish Council in January 2015. Completion expected by 30 September 2015
Marshalswick Community Centre, The Ridgeway, St Albans	Transfer to Sandridge Parish Council	Using the Harness Way model documents we expect to send draft paperwork to Sandridge Parish Council for review by 30 June 2015
Sherwood Avenue Recreation Ground, St Albans	Transfer to Sandridge Parish Council	Using the Harness Way model documents we expect to send draft paperwork to Sandridge Parish Council for review by 30 June 2015
William Bell Recreation Ground, Furse Avenue, St Albans	Transfer to Sandridge Parish Council	Using the Harness Way model documents we expect to send draft paperwork to Sandridge Parish Council for review by 31 July 2015
The Ridgeway Car Park, St Albans	Transfer to Sandridge Parish Council	Parish Council considering terms for acquisition
91 Lower Luton Road, Harpenden	Transfer to Harpenden Town Council	Model legal documents recently circulated to Harpenden Town Council for review. We hope to receive them back by 31 May 2015 to prepare for completion by 30 June 2015
Oakley Road Allotments, Harpenden	Transfer to Harpenden Town Council	Using the 91 Lower Luton Road model documents we expect to send draft paperwork to Harpenden Town Council for review by 30 June 2015
Heath Close Allotments, Harpenden	Transfer to Harpenden Town Council	Using the 91 Lower Luton Road model documents we expect to send draft paperwork to Harpenden Town Council for review by 30 June 2015

Footnote:

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

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Appendix G: Internal Audits Update



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

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

Audit	Key Findings	Audit Recommendations	Management Response
<p>Health And Safety</p> <p>Issued March 2015</p> <p>Limited Level of Assurance</p>	<p>Good areas of H&S practice identified:</p> <ul style="list-style-type: none"> - Up to date H&S Policy - Discussion of H&S issues at Chief Executive's Board (Weekly) and at Safety Committee - Contractors assessed for H&S during tender exercise - Dedicated safety co-ordinators with responsibility for health and safety issues <p>Areas for improvement</p> <ul style="list-style-type: none"> - The Council would benefit from a full time officer with the capacity to give greater assistance to HoS and managers with H&S accountability; - H&S responsibilities are not clearly defined in some HoS job descriptions which could be strengthened in this area; - There is a lack of documentary evidence to confirm that progress with routine HoS issues is regularly discussed by senior management with officers. 	<ul style="list-style-type: none"> - The Council should consider appointing a full time health and safety officer - HoS job descriptions should be reviewed and strengthened to include H&S accountability - H&S issues should be formally reviewed at all levels on a quarterly basis and documented 	<ul style="list-style-type: none"> - Agreed – End June 2015 - Agreed – End June 2015 - Agreed - End of March 2015, then ongoing

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Appendix G: Internal Audits Update



	<ul style="list-style-type: none"> - Responsibility for carrying out risk assessments does not appear to be clearly understood and many managers responsible for carrying them out are not sufficiently trained. - Council training and Personal Protective Equipment (PPE) records are incomplete. - Health and safety records are held in different places across the Council. 	<ul style="list-style-type: none"> - Responsibility for carrying out risk assessments should be clearly defined in the Council H&S policy together with guidance. - All training should be signed off by the trainer and the trainee - H&S records should be held centrally. 	<ul style="list-style-type: none"> - Agreed - End of March 2015, then ongoing. - Agreed - End of March 2015, then ongoing. - Agreed - End of September 2015.
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H&S – Health and Safety

HoS – Heads of Service

Assurance Levels

Full Assurance – all internal controls are operating as expected.

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

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

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

Note – The Health and Safety Executive (HSE) have been conducting an investigation into an accident which occurred on 9th September 2014 involving two Council employees who were working at height on a residential garage. HSE have not yet concluded their work on deciding whether to take any action against the Council.