

# Council Performance & Budget Summary

September 2015

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

## Overview

|          |                                    |
|----------|------------------------------------|
| <b>G</b> | <b>Budget – 0.0% overspend</b>     |
| <b>A</b> | <b>Performance Indicators</b>      |
| <b>G</b> | <b>Progress against priorities</b> |

## Appendices

- A. Planning Update
- B. Asset Maintenance Quarterly Report
- C. Conveyancing Update
- D. Community Right to Bid – Schedule of Decisions
- E. Waste Management and Recycling Update
- F. Working Party and Task and Finish Groups Update
- G. Advisory Groups Update
- H. Sustainability Performance Report
- I. Voluntary and Community Sector Funding Update
- J. Agency and Casual Overview
- K. References from the Audit Committee
- Ki. Extract from Audit Results Report

## Recommendations

- 1.1 That Cabinet notes the Council Performance and Budget Summary (September and Quarter 2 2015/16) and its appendices.

## Vacant Units (City and District)

The table below shows the proportion of vacant retail properties as at 30 September 2015 by parish and the non-parished area (city). The properties in this table are retail only. The information is extracted from the Council's business rates database.

| PARISH          | NO OF PROPERTIES | UNOCCUPIED | % UNOCCUPIED |
|-----------------|------------------|------------|--------------|
| UNPARISHED CITY | 728              | 18         | 2.5%         |
| COLNEY HEATH    | 33               | 0          | 0%           |
| HARPENDEN RURAL | 1                | 0          | 0%           |
| LONDON COLNEY   | 50               | 1          | 2.0%         |
| REDBOURN        | 36               | 0          | 0%           |
| ST MICHAEL      | 3                | 0          | 0%           |
| ST STEPHEN      | 53               | 2          | 3.8%         |
| SANDRIDGE       | 52               | 2          | 3.9%         |
| WHEATHAMPSTEAD  | 38               | 0          | 0%           |
| HARPENDEN       | 249              | 9          | 3.6%         |
| <b>TOTALS</b>   | <b>1,243</b>     | <b>32</b>  | <b>2.6%</b>  |

For comparison, the table below shows the totals for the end of the last quarter (30 June 2015).

| PARISH          | NO OF PROPERTIES | UNOCCUPIED | % UNOCCUPIED |
|-----------------|------------------|------------|--------------|
| UNPARISHED CITY | 728              | 17         | 2.3%         |
| COLNEY HEATH    | 33               | 0          | 0%           |
| HARPENDEN RURAL | 1                | 0          | 0%           |
| LONDON COLNEY   | 50               | 2          | 4.0%         |
| REDBOURN        | 36               | 1          | 2.8%         |
| ST MICHAEL      | 3                | 0          | 0%           |
| ST STEPHEN      | 53               | 2          | 3.8%         |
| SANDRIDGE       | 52               | 2          | 3.8%         |
| WHEATHAMPSTEAD  | 38               | 0          | 0%           |
| HARPENDEN       | 249              | 8          | 3.1%         |
| <b>TOTALS</b>   | <b>1,243</b>     | <b>32</b>  | <b>2.6%</b>  |

### Syrian Refugees

A meeting with all Group Leaders was held after Cabinet on 24 September 2015 to discuss this issue.

It was agreed that the Council is ready to play its part in any nationally agreed and co-ordinated approach to supporting refugees. Overall the Government has indicated that it will be taking 20,000 people over five years. If shared equally across all areas of the country, this might mean 100 people a year coming to Hertfordshire or 10 per district. We are looking to accommodate people in the private rented sector in self-contained accommodation.

A press release was issued after the above meeting. This included a request for anyone who is able to offer self-contained accommodation to house a refugee family locally to contact us. The link is here - <http://www.stalbans.gov.uk/council-and-democracy/press-room/items/2015/september/2015-09-29-council-stands-ready-to-welcome-syrian-refugees.aspx#0>

Officers are in contact with the Strategic Migration Partnership, one of 12 UK partnerships funded by the Home Office, and have confirmed our commitment and support.

Since the meeting, the Home Office has made a further announcement. The first 12 months of a refugee's resettlement costs will be funded fully by Central Government. To ensure that local authorities can plan ahead the Government will also provide funding to assist with costs incurred in future years. The details of this are not available yet. The Home Office is working closely with local government to develop the process for drawing down the funding. This will give more certainty to those councils offering support under the scheme.

### 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 | Percentage of rent loss due to voids                        | <p>The total rent loss due to voids is projected at 1.35% of the annual rent due (i.e. £357,213). This has reduced by £7,682 since July due to ongoing improvements in void turnaround times. This figure also includes the following properties which are not available for re-letting:</p> <ul style="list-style-type: none"> <li>• Betty Entwistle House to transfer to a housing association, BPHA, as part of our sheltered housing redevelopment programme</li> <li>• Wavell House – 24 of the 31 flats are being held empty pending refurbishment</li> <li>• Linley Court 27 of the 28 flats are currently held empty pending redevelopment (also see comment under temporary accommodation below)</li> <li>• Albert Street which we are selling</li> <li>• Clifton Street – currently held void pending a decision on sale</li> </ul> <p>The rent loss due to voids figure will continue to be influenced significantly by our sheltered housing redevelopment programme and pending sales.</p> <p>If the properties above are removed from the overall figure, the rent loss which we are actively managing is £123,430 for the year. This is 0.47% of the rent due.</p> |
| A | Rent arrears of current tenants as a percentage of rent due | <p>Rent arrears have increased by £10,533 between August and September and are now 2.8% of rent due. Note that there is one account, with arrears of over £6,000, which has been suspended pending a fraud investigation. This is 0.2% of rent due. Without this single case the arrears would be 2.6%.</p>   |
| R | Number of households in temporary accommodation             | <p>So far this year (April to date) we have had 1,100 housing enquiries compared to 938 in the same time period last year. 72 households have been accepted as homeless to date this year, compared to 76 for the same period last year. In addition, we have received 99 homeless applications this year, compared to 94 for the same period last year.</p> <p>Sparrow Court, a scheme for older people in Wheathampstead, is due to open in November 2015. This will release some general needs rental properties to applicants in temporary accommodation and on the housing register. Two new properties at Hart Road managed by Hightown Praetorian and Churches Housing Association will be available from the middle of October for use as temporary accommodation. In addition 8 units are being used at Ridgeview. A further 8 units at Ridgeview and 7 at Linley Court (5 one-bed and 2 two-bed) are being prepared for use as temporary accommodation.</p>   |
| R | Days to process Housing Benefit new claims                  | <p>As highlighted last month, we have had an issue with temporary accommodation tenancy records on the Orchard system not interfacing with Northgate systems. This now appears to be resolved. This was fixed in late August, but there were three effected claims assessed in September, which are adversely affecting our performance data for the month. These three cases were received in 2014 and as such are reporting as having taken between 318 and</p>   |

|   | Measure   | Comments  |
|---|---|---|
| R |   | <p>529 days to assess. If these cases were removed from the calculation, the average number of days taken reduces to 31 days. We expect the impact of this issue to diminish over the coming months as the outstanding claims are finally processed.</p> <p>In addition, a full-time member of staff was off work for the full month due to sickness. There was also a national issue preventing us from accessing the Department of Work and Pensions' computer system for over a week at the end of September. This meant we were unable to verify what state benefits (such as Income Support, Job Seekers Allowance tax credits etc.) claimants were entitled to. As a result, for a period we could not assess certain cases which would normally be processed more quickly. This issue has now been resolved.</p> |
| A | Percentage of Council's planning decisions supported at appeal (cumulative 12 month)  | <p>In September, 10 decisions were received of which 8 were dismissed in accordance with the Council's decision. This equates to 80% of the Council's decisions supported on appeal and 62% when averaged over the last 12 months. Reasons for dismissal included unacceptable impacts to Green Belt, conservation areas, listed buildings and design. Most of the dismissed appeals referred to householder development with a couple linked to appeals for listed building consent.</p> <p>Of the 2 appeals allowed, both were householder development where the inspector did not uphold design reasons for refusal.</p> <p>Officers continue to monitor appeal decisions to shape their approach to similar applications.</p>   |
| R | Number of planning applications at end of month that have not been determined in time | <p>Turnover of staff continues to have an impact on our performance. Four experienced members of staff have left in recent weeks. Recruitment is currently taking place, but there is a shortage of applicants. Further rounds of recruitment advertising are taking place. Further details on recruitment can be found in Appendix A – Planning Update.</p>  |
| A | Parking Penalty Charge Notices issued   | <p>The number of Penalty Charge Notices (PCNs) issued fell again in September due to a 1.5% decrease in deployed hours of Civil Enforcement Officers compared to August.</p> <p>However the overall level of PCNs issued is higher than in September 2014.</p>  |
| R | Fly-tipping incidents   | <p>The level of fly-tipping remains high. A Task &amp; Finish Group has been set up in response to a request from Local Services Scrutiny Committee and will discuss fly-tipping within the District. The group will then feed back in to the Committee with recommendations for possible actions to reduce the levels of fly tipping.</p>  |
| R | Percentage of invalid applications received   | <p>This indicator is used to illustrate the quality of the applications received by the planning department. By improving our work with customers at the pre-application stage and information contained on our website, we hope to improve the overall quality of applications received.</p>   |

|   |  |   |
|---|--|---|
| R | Percentage of all major planning applications determined within 13 weeks (measured over a 2 year period) | Frequent turnover of staff continues to have an impact on our performance as noted above and in recent monthly Planning appendices. Furthermore, the County Council has lost resource in its legal department which is impacting on the completion of Section 106 Agreements in a timely manner. There are currently 11 outstanding Section 106 Agreements.   |
| A | Percentage of council tax collected of that collectable in the year                                      | Last quarter the percentage collected was 0.6% behind target due to reminders being sent later than planned. It was stated that collection rates should return to normal as the existing collection process will correct itself by year end. In line with this expectation, this quarter's figure is 0.1% below target.   |
| G | Percentage of business rates collected of that collectable in the year                                   | Cabinet asked for the targets for this indicator to be updated to take account of the ability of businesses to now pay by 12 monthly instalments. Previous months' targets were based on customers paying in 10 monthly instalments. Performance against target is now more accurately reflected. The percentage of business rates collected is on track for the year.  |
| A | Kg per household of residual waste   | The residual waste per household increased slightly compared to the same period for 2014/15. The overall recycling rate also increased. The increase of 0.37 kg is only a slight movement. The impact of the upcoming 'Low Performing Area' engagement campaign will be monitored against the residual waste tonnages to see what progress is made. For more information on this campaign see Appendix E – Waste Management and Recycling Update.   |
| A | Number of working days/shifts lost due to sickness absence per full time equivalent employee (days)      | <p>The absence rate (2.00 days per employee) shows a reduction of 0.32 days in comparison to the same quarter in 2014/15. However it is an increase from 1.62 in the previous quarter.</p> <p>The Quarter 2 figure includes 7 cases of long term absence (28 days and over). 2 cases related to employees who have since left the Council and 2 more who have since returned to work. The absence rate, excluding the 7 long term absence cases, is 0.89 days.</p> <p>There were 16 cases of medium term absences (7 days and over), which is an increase from the previous quarter. These include 5 cases due to stress/anxiety, 3 pregnancy related absences and 2 related to employees who have since left the Council.</p> <p>Line managers keep in regular contact with employees on long term absence to actively encourage an early return to work. They are offered support by Occupational Health and also have access to support and counselling via the Employee Assistance Programme. In addition we formally review cases when absence reaches the defined levels set out in our Attendance Management Policy.</p> <p>Overall the most common cause for absences was stomach upset/gastroenteritis.</p> <p>The Council's Attendance Management Policy was updated in August 2015. This takes into consideration feedback received over the 12 months since the current policy was introduced. All employees who hit the absence triggers are actively being managed under this policy.</p> |

|  |  |
|--|--|
|  | Workshops are also underway to provide managers with the skills to manage attendance more effectively. |
|--|--|

### **Key**

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

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

**Contact for further questions: Harry Graham, Business Analyst**  
(01727 814611 [harry.graham@stalbans.gov.uk](mailto:harry.graham@stalbans.gov.uk))

# Council Performance & Budget Summary

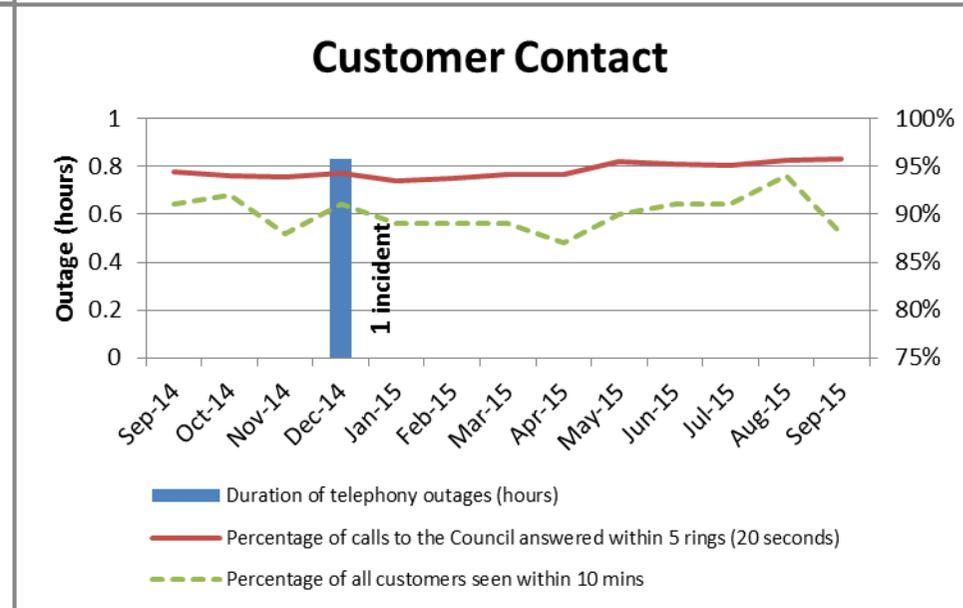
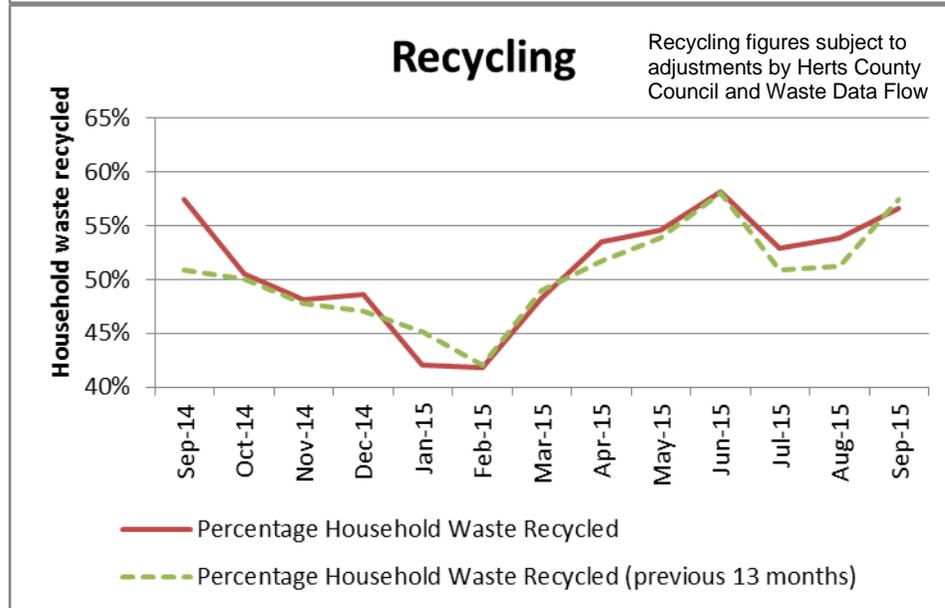
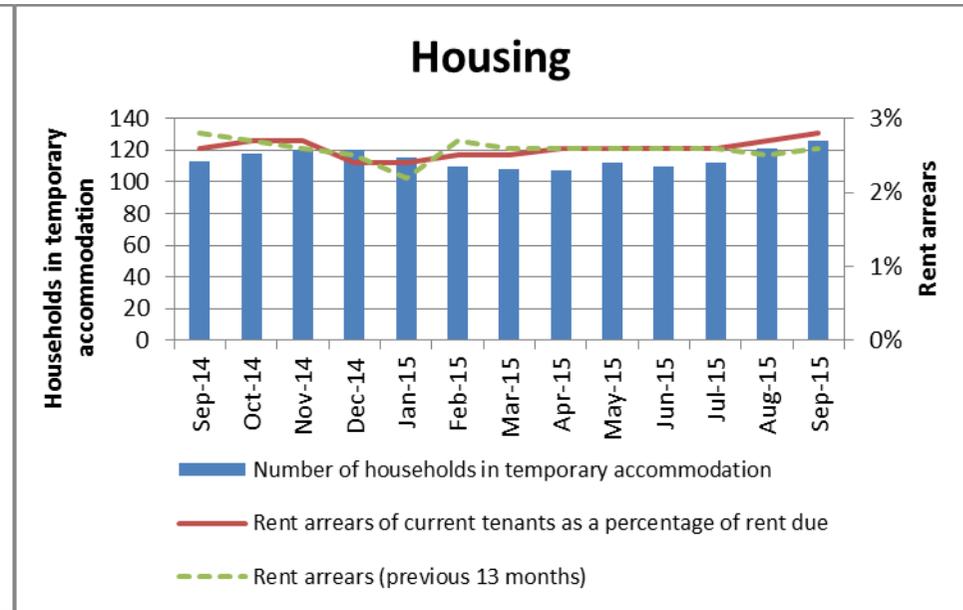
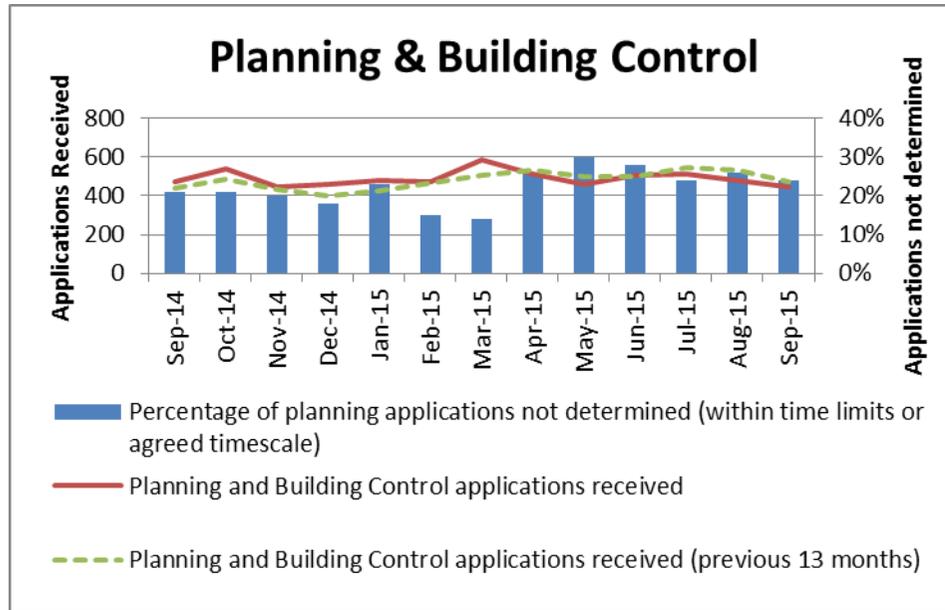
## September 2015



|                             |  | Bigger or Smaller is Better | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 | Feb-15 | Mar-15 | Apr-15 | May-15 | Jun-15 | Jul-15 | Aug-15 | Sep-15 | TARGET             |     |
|-----------------------------|--|-----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------------------|-----|
| Finance                     | Forecast budget variance at the year end (General fund for year in question)                           | Smaller                     | 0.7%   | 0.8%   | 1.0%   | 2.3%   | 1.9%   | 1.6%   | 0.8%   | 0.0%   | 0.0%   | 0.0%   | 0.0%   | -0.2%  | 0.0%   | 0.0%               |     |
| Housing                     | Average time to re-let dwellings (excluding temporary accommodation) (days)                            | Smaller                     | 26     | 32     | 24     | 25     | 33     | 24     | 19     | 29     | 22     | 22     | 21     | 22     | 22     | 26                 |     |
|                             | Percentage of rent loss due to voids   | Smaller                     | 1.08%  | 1.09%  | 1.10%  | 1.12%  | 1.15%  | 1.18%  | 1.21%  | 1.51%  | 1.55%  | 1.49%  | 1.41%  | 1.37%  | 1.34%  | Trend              |     |
|                             | Rent arrears of current tenants as a percentage of rent due  | Smaller                     | 2.6%   | 2.7%   | 2.7%   | 2.4%   | 2.4%   | 2.5%   | 2.5%   | 2.6%   | 2.6%   | 2.6%   | 2.6%   | 2.7%   | 2.8%   | 2.6%               |     |
|                             | Number of households in temporary accommodation  | Smaller                     | 113    | 118    | 120    | 120    | 115    | 110    | 108    | 107    | 112    | 110    | 112    | 121    | 126    | Trend              |     |
|                             | Average time in temporary accommodation (weeks)  | Smaller                     | 25     | 24     | 25     | 27     | 28     | 28     | 26     | 24     | 22     | 22     | 23     | 23     | 24     | Trend              |     |
|                             | Percentage of repairs completed on time  | Bigger                      | 98%    | 100%   | 98%    | 99%    | 99%    | 100%   | 99%    | 100%   | 99%    | 99%    | 100%   | 100%   | 94%    | 99%                | 98% |
|                             | Housing repairs' satisfaction  | Bigger                      | 99%    | 100%   | 99%    | 100%   | 99%    | 99%    | 98%    | 98%    | 99%    | 99%    | 99%    | 97%    | 86%    | 98%                | 90% |
|                             | Total number of households in receipt of Housing Benefit and/or Council Tax support                    | Smaller                     | 7,490  | 7,445  | 7,408  | 7,346  | 7,295  | 7,241  | 7,248  | 7,211  | 7,244  | 7,222  | 7,219  | 7,198  | 7,156  |                    |     |
|                             | Days to process Housing Benefit new claims   | Smaller                     | 21.6   | 19.4   | 28.2   | 26.6   | 29.6   | 20.8   | 23.0   | 28.7   | 23.9   | 23.7   | 27.7   | 33.7   | 42.5   | 24                 |     |
|                             | Days to process Housing Benefit change in circumstances  | Smaller                     | 7.2    | 6.2    | 8.0    | 6.9    | 3.2    | 3.3    | 8.1    | 5.5    | 7.9    | 9.4    | 7.3    | 5.8    | 7.8    | 11                 |     |
| Planning & Building Control | Planning and Building Control applications received (including pre-app, trees and condition discharge) |                             | 471    | 539    | 445    | 459    | 478    | 473    | 586    | 512    | 459    | 506    | 514    | 478    | 446    |                    |     |
|                             | Percentage of Council's planning decisions supported at appeal (cumulative 12 month)                   | Bigger                      | 66%    | 66%    | 65%    | 63%    | 61%    | 61%    | 61%    | 61%    | 62%    | 61%    | 63%    | 61%    | 62%    | 66%                |     |
|                             | Percentage of planning applications not determined (within time limits or agreed timescale)            | Smaller                     | 21%    | 21%    | 20%    | 18%    | 23%    | 15%    | 14%    | 26%    | 30%    | 28%    | 24%    | 26%    | 24%    | 25%                |     |
|                             | Number of planning applications at end of month that have not been determined in time                  | Smaller                     | 162    | 116    | 110    | 119    | 157    | 142    | 122    | 157    | 202    | 231    | 214    | 249    | 261    | 150                |     |
| Regulatory                  | Parking Penalty Charge Notices issued  | Smaller                     | 1,520  | 1,671  | 1,477  | 1,632  | 1,597  | 1,469  | 1,739  | 1,511  | 1,549  | 1,319  | 1,716  | 1,630  | 1,585  | Trend              |     |
|                             | Percentage of Parking Penalty Charge Notices paid  | Bigger                      | 82%    | 84%    | 87%    | 86%    | 85%    | 90%    | 85%    | 89%    | 86%    | 91%    | 84%    | 82%    | 89%    | 70%                |     |
| Community Services          | Fly-tipping incidents  | Smaller                     | 55     | 52     | 52     | 61     | 68     | 93     | 96     | 68     | 73     | 124    | 103    | 100    | 102*   | Year-on-year Trend |     |
|                             | Number of missed waste collections per 100,000   | Smaller                     | 51     | 48     | 38     | 33     | 30     | 30     | 28     | 33     | 34     | 37     | 30     | 10     | 16*    | 40                 |     |
|                             | Visits to Tourist Information Centre and www.enjoystalbans.com   | Bigger                      | 35,050 | 46,952 | 65,316 | 52,316 | 32,862 | 31,953 | 35,330 | 31,155 | 40,556 | 47,105 | 42,521 | 43,131 | 41,467 | Year-on-year Trend |     |
|                             | Museums visits   | Bigger                      | 15,599 | 18,312 | 16,969 | 13,475 | 14,396 | 18,184 | 17,263 | 17,134 | 14,713 | 15,958 | 15,889 | 16,033 | 15,118 | Year-on-year Trend |     |
| Customer Services           | Percentage of calls to the Council answered within 5 rings (20 seconds)                                | Bigger                      | 94.4%  | 94.0%  | 93.9%  | 94.3%  | 93.5%  | 93.8%  | 94.2%  | 94.2%  | 95.5%  | 95.2%  | 95.1%  | 95.7%  | 95.8%  | 80%                |     |
|                             | Percentage of all customers seen within 10 mins  | Bigger                      | 91%    | 92%    | 88%    | 91%    | 89%    | 89%    | 89%    | 87%    | 90%    | 91%    | 91%    | 94%    | 88%    | 80%                |     |
| External                    | Claimant count (% proportion of population)  | Smaller                     | 0.9%   | 0.9%   | 0.8%   | 0.8%   | 0.8%   | 0.8%   | 0.8%   | 0.8%   | 0.8%   | 0.7%   | 0.7%   | 0.7%   | 0.6%   | Trend              |     |
|                             | New jobs   | Bigger                      | 1,541  | 1,541  | 2,250  | 2,349  | 3,214  | 3,024  | 4,817  | 6,081  | 6,955  | 2,234  | 2,527  | 2,522  | 3,080  | Trend              |     |
|                             | All crime (in month)   | Smaller                     | 519    | 496    | 485    | 493    | 500    | 473    | 574    | 517    | 514    | 555    | 555    | 501    | 528    | Trend              |     |
|                             | Anti-social behaviour incidents (in month)   | Smaller                     | 228    | 237    | 199    | 162    | 161    | 192    | 190    | 254    | 224    | 211    | 313    | 311    | 263    | Trend              |     |

\* draft figure subject to final adjustments

# Performance Summary September 2015



# Council Performance & Budget Summary

## Quarter 2 2015-16 (July-September)



|                    |  | Bigger or Smaller is Better | Quarter 2 2014-15                                   | Quarter 3 2014-15                                   | Quarter 4 2014-15                                   | Quarter 1 2015-16                                   | Quarter 2 2015-16                                   | TARGET             |
|--------------------|--|-----------------------------|---|---|---|---|---|--------------------|
| Housing            | Total affordable housing completions   | Bigger                      | 27  | 43  | 1   | 9   | 46  |                    |
|                    | Percentage of invalid applications received  | Smaller                     | 3.8%  | 4.3%  | 2.7%  | 3.7%  | 4.3%  | Trend              |
| Planning and BC    | Percentage of all major planning applications determined within 13 weeks (measured over a 2 year period) | Bigger                      | 70.0%   | 67.7%   | 65.6%   | 65.1%   | 61.4%   | 70%                |
|                    | Planning obligations (Section 106/CIL) monetary contributions secured                                    |                             | £13,163   | £10,096   | £92,474   | £190,527  | £30,628   |                    |
| Finance            | Percentage of council tax collected of that collectable in the year                                      | Bigger                      | 60.2%   | 88.5%   | 98.8%   | 30.1%   | 58.6%**   | 58.7%^             |
|                    | Percentage of business rates collected of that collectable in the year                                   | Bigger                      | 59.6%   | 85.3%   | 99.1%   | 29.1%   | 55.3%**   | 55.2%^*            |
| Community Services | Recycling rate   | Bigger                      | 53.2%   | 48.9%   | 44.2%   | 55.1%   | 54.4%**   | Year-on-year Trend |
|                    | Kg per household of residual waste   | Smaller                     | 95.39   | 94.66   | 99.72   | 96.64   | 95.76**   | Year-on-year Trend |
|                    | Total number of visits to arts and entertainment venues  | Bigger                      | 38,476  | 89,640  | 70,562  | 48,994  | 35,845  | Year-on-year Trend |
|                    | Total number of visits to sport and leisure centres  | Bigger                      | 384,646   | 351,442   | 457,698   | 468,729   | 458,406   | Year-on-year Trend |
| Website            | www.stalbans.gov.uk visits   | Bigger                      | 247,598   | 240,418   | 282,145   | 330,273   | 280,426   | Trend              |
|                    | www.enjoystalbans.com visits   | Bigger                      | 79,482  | 143,546   | 78,488  | 104,158   | 103,025   | Trend              |
| Human Resources    | Headcount actuals<br>Approved established permanent posts = 365.05 FTE                                   |                             | 405<br>(382 permanent / 23 fixed term)<br>351.3 FTE | 397<br>(364 permanent / 33 fixed term)<br>351.3 FTE | 394<br>(373 permanent / 21 fixed term)<br>344.4 FTE | 397<br>(378 permanent / 19 fixed term)<br>345.4 FTE | 397<br>(374 permanent / 23 fixed term)<br>343.3 FTE |                    |
|                    | Agency and casual workers (covering vacancies or helping with added workloads)                           |                             | 38  | 73  | 68  | 66  | 65  |                    |
|                    | Number of working days/shifts lost due to sickness absence per full time equivalent employee (days)      | Smaller                     | 2.32  | 1.83  | 2.01  | 1.62  | 2.00  | Trend              |

^ Seasonal Target

\*Seasonal Target updated at request of Cabinet 21/07/15

\*\* draft figure subject to final adjustments

## Performance Summary Quarter 2 2015-16

# Council Performance & Budget Summary

## Quarter 2 2015-16 (July-September)



| Portfolio | Q1 2015/16<br>(April to June) | Priority Project   | Q2 2015/16<br>(July to September) | Progress   | Q3 milestones (2015/16)<br>(October to December)  |
|-----------|-------------------------------|--|-----------------------------------|--|---|
| Housing   | A                             | Implement the sheltered housing redevelopment programme  | G                                 | <ul style="list-style-type: none"> <li>Parkside View completed July and first tenants moved in August 2015.</li> </ul>   | <ul style="list-style-type: none"> <li>Public consultation and planning application submitted for development of Betty Entwistle House.</li> <li>Architects for refurbishment of Wavell House appointed.</li> <li>Registered provider appointed to redevelop Linley Court site.</li> <li>Sparrow Court completed and tenants moved in.</li> </ul> |
|           | A                             | Develop affordable housing on garage sites               | A                                 | <ul style="list-style-type: none"> <li>Planning application to redevelop St Leonard's garage site in Sandridge submitted.</li> </ul>   | <ul style="list-style-type: none"> <li>Full revised project timetable received for 3 remaining London Colney sites.</li> <li>4 units in Cotlandswick completed.</li> <li>Procurement of contractor for Batchwood garage sites.</li> <li>Planning application submitted for Langley Grove garage site.</li> </ul>                                  |
|           | A                             | Procure and implement major housing improvement contract | A                                 | <ul style="list-style-type: none"> <li>Project was on hold pending the appointment of an Asset Manager. Interim consultants appointed to produce a procurement strategy options paper for capital works.</li> <li>Stock condition surveys completed and analysis is being undertaken to inform options for future procurement of major capital works.</li> </ul> | <ul style="list-style-type: none"> <li>Procurement strategy for capital works setting out options completed.</li> </ul>   |

## Priority Project Update Quarter 2 2015-16

# Council Performance & Budget Summary

## Quarter 2 2015-16 (July-September)



| Portfolio                         | Q1 2015/16<br>(April to June) | Priority Project                         | Q2 2015/16<br>(July to September) | Progress   | Q3 milestones (2015/16)<br>(October to December)   |
|-----------------------------------|-------------------------------|--|-----------------------------------|--|--|
|                                   | G                             | Deliver First World War Centenary events | B                                 | <ul style="list-style-type: none"> <li>Schools' project prepared to be delivered during 2015-16 academic year.</li> </ul>  | <ul style="list-style-type: none"> <li>Project completed.</li> </ul>   |
|                                   | G                             | Implement Universal Credit               | G                                 | <ul style="list-style-type: none"> <li>Tracking and monitoring process established.</li> <li>Work progressed on long term strategy for Universal Credit.</li> </ul>  | <ul style="list-style-type: none"> <li>Work completed on longer term strategy and project plan for wider roll out of Universal Credit.</li> </ul>  |
| Community Engagement and Localism | G                             | Develop three year events' programme     | G                                 | <ul style="list-style-type: none"> <li>Delivered St Albans and Harpenden Food and Drink Festival, which saw over 14,000 visitors to the Street Finale</li> <li>Evaluation strategy developed to include impact on residents, visitors and business.</li> </ul> | <ul style="list-style-type: none"> <li>Delivered Christmas Light Switch on Event.</li> <li>Conducted review of St Albans and Harpenden Food and Drink Festival and updated forward plan.</li> </ul>  |
|                                   | G                             | Implement the visitor strategy           | G                                 | <ul style="list-style-type: none"> <li>Position statement on Visitor Strategy discussed and agreed at Visitor Economy Board on 27 July.</li> <li>Updated events' calendar published 8 September.</li> </ul>  | <ul style="list-style-type: none"> <li>Action plan developed.</li> <li>Mobile friendly. <a href="http://www.enjoystalbens.com">www.enjoystalbens.com</a> site developed.</li> <li>Proposals for group travel developed (in conjunction with Cathedral).</li> </ul> |

## Priority Project Update Quarter 2 2015-16

# Council Performance & Budget Summary

## Quarter 2 2015-16 (July-September)



| Portfolio | Q1 2015/16<br>(April to June) | Priority Project  | Q2 2015/16<br>(July to September) | Progress  | Q3 milestones (2015/16)<br>(October to December)  |
|-----------|-------------------------------|---|-----------------------------------|---|---|
|           | A                             | Implement actions from market review  | A                                 | <ul style="list-style-type: none"> <li>Work is progressing, but has been delayed due to capacity issues in the Department. A temporary Officer has been appointed to the markets' team to boost capacity and progress actions.</li> <li>It has been agreed with the Portfolio Holder to re-phase actions from the market review until after the Christmas period. This is to reduce adverse impact on market traders during this key time.</li> </ul> | <ul style="list-style-type: none"> <li>Full analysis of latest market performance data to evaluate the impact of actions taken so far.</li> </ul>   |
|           | A                             | Develop the District's strengths - Green Triangle specialist green business | G                                 | <ul style="list-style-type: none"> <li>Profile raising with publicity following submission of Enterprise Zone bid linked to Green Triangle.</li> <li>Links to Green Triangle on Council website.</li> <li>Lunch time information session date set for 19 November with BRE and Council technical staff</li> </ul>   | <ul style="list-style-type: none"> <li>Support the on-going profile raising and brand awareness of the Green Triangle.</li> <li>Robust links to be developed with Council services in particular Housing, Car parking, Property and Procurement.</li> </ul> |
|           | G                             | Develop the District's strengths - professional services                    | G                                 | <ul style="list-style-type: none"> <li>Year 2 Project Plan proposed to partners.</li> <li>20 firms plus Chamber of Commerce financially committed to Year 2 'City of Expertise'.</li> </ul>   | <ul style="list-style-type: none"> <li>Year 2 projects agreed by partners in October.</li> <li>Year 2 milestones confirmed with firms.</li> </ul>   |

## Priority Project Update Quarter 2 2015-16

# Council Performance & Budget Summary

## Quarter 2 2015-16 (July-September)



| Portfolio | Q1 2015/16<br>(April to June) | Priority Project  | Q2 2015/16<br>(July to September) | Progress   | Q3 milestones (2015/16)<br>(October to December)   |
|-----------|-------------------------------|---|-----------------------------------|--|--|
|           | <b>G</b>                      | Strengthen Retail and support the City Centre Partnership | <b>G</b>                          | <ul style="list-style-type: none"> <li>City Centre Partnership business plan developed.</li> <li>Business Improvement District timeline developed, but dates to be confirmed.</li> </ul>   | <ul style="list-style-type: none"> <li>Supported City Centre Partnership with project plan for applying to be a Business Improvement District.</li> <li>Link Business Improvement District with Visitor Strategy.</li> <li>Meeting held with landlords.</li> </ul> |
|           | <b>A</b>                      | Accelerate the Controlled Parking Zone programme          | <b>G</b>                          | <ul style="list-style-type: none"> <li>Internal candidate seconded to new fixed term post to progress Controlled Parking Zone work programme and in post.</li> <li>Completed 23 projects to date and currently on schedule.</li> </ul> | <ul style="list-style-type: none"> <li>65% of the annual work programme complete.</li> </ul>   |

## Priority Project Update Quarter 2 2015-16

# Council Performance & Budget Summary

## Quarter 2 2015-16 (July-September)



| Portfolio   | Q1 2015/16 (April to June) | Priority Project   | Q2 2015/16 (July to September) | Progress  | Q3 milestones (2015/16) (October to December)   |
|-------------|----------------------------|--|--------------------------------|---|---|
| Environment | <b>G</b>                   | Implement specific proposals to accelerate recycling to and beyond 60% | <b>A</b>                       | <ul style="list-style-type: none"> <li>Joint campaign with contractor to target low performing areas initiated with production of initial ward level participation rates.</li> <li>Bin stickers produced reminding residents to recycle food waste and awareness message up in Council reception.</li> <li>Signage for collection vehicles promoting recycling ordered.</li> <li>Completed 6 month project to recycling street cleansing arisings.</li> <li>Analysis of low performing areas complete and barriers to recycling identified.</li> <li>Community engagement plan developed and manned a stall at the Housing Open Day.</li> <li>See Appendix E Waste Management and Recycling Update for more details.</li> </ul> | <ul style="list-style-type: none"> <li>Bin stickers reminding residents to recycle food waste to be distributed by collection crews.</li> <li>Signage promoting recycling fitted to collection vehicles.</li> <li>'Low Performing Areas' engagement project in progress.</li> </ul> |
|             | <b>G</b>                   | Re-tender the waste management contract                                | <b>G</b>                       | <ul style="list-style-type: none"> <li>Tenders received.</li> <li>See Appendix E Waste Management and Recycling Update for more details.</li> </ul>   | <ul style="list-style-type: none"> <li>Tender and options evaluations substantially complete.</li> </ul>  |

## Priority Project Update Quarter 2 2015-16

# Council Performance & Budget Summary

## Quarter 2 2015-16 (July-September)



| Portfolio | Q1 2015/16 (April to June) | Priority Project   | Q2 2015/16 (July to September) | Progress  | Q3 milestones (2015/16) (October to December)   |
|-----------|----------------------------|--|--------------------------------|---|---|
| Resources | G                          | Input into clinical strategy and future decisions on hospital provision in St Albans | G                              | <ul style="list-style-type: none"> <li>Continued engagement with West Herts Strategic Review through Health and Wellbeing Partnership (HWP).</li> <li>David Radbourne (Programme Director) presented to HWP on 16 September.</li> </ul> | <ul style="list-style-type: none"> <li>Continued updates to HWP on West Herts Strategic Review.</li> </ul>  |
|           | G                          | Develop customer service culture   | G                              | <ul style="list-style-type: none"> <li>Detailed staff survey results disseminated to Heads of Service for local review and action.</li> <li>Draft Digital/Customer Access Strategy completed.</li> </ul>                                | <ul style="list-style-type: none"> <li>Review effective use of customer service objectives for staff across the organisation.</li> <li>Analyse customer service themes from Staff Survey and explore through staff focus groups.</li> </ul> |
|           | G                          | Develop IT service and meet Government security standards                            | G                              | <ul style="list-style-type: none"> <li>New servers and additional storage capacity installed.</li> <li>Implemented enhanced backup solution.</li> </ul>   | <ul style="list-style-type: none"> <li>Email server updated.</li> <li>IT health check completed in December.</li> </ul>   |
|           | G                          | Develop revised financial strategy   | G                              | <ul style="list-style-type: none"> <li>Savings for 2016/17 identified by departments and first stage scrutiny of budget proposals underway.</li> </ul>  | <ul style="list-style-type: none"> <li>Budget agreed by Cabinet in December.</li> </ul>   |

## Priority Project Update Quarter 2 2015-16

# Council Performance & Budget Summary

## Quarter 2 2015-16 (July-September)



| Portfolio                    | Q1 2015/16<br>(April to June) | Priority Project                                    | Q2 2015/16<br>(July to September) | Progress   | Q3 milestones (2015/16)<br>(October to December)   |
|------------------------------|-------------------------------|---|-----------------------------------|--|--|
|                              | G                             | Workforce development to meet key service pressures | G                                 | <ul style="list-style-type: none"> <li>Management Development Programme launched and sessions underway.</li> <li>Initial scoping of pay strategy review completed.</li> </ul>  | <ul style="list-style-type: none"> <li>Workforce profiles reviewed to inform planning.</li> <li>Recruitment improvements reviewed and further action prioritised for 2016.</li> <li>Career pathways identified in specialist areas (initially Planning and Building Control).</li> </ul> |
| Sports, Leisure and Heritage | G                             | Cotlandswick leisure facility                       | G                                 | <ul style="list-style-type: none"> <li>Cotlandswick officially opened by Ray Parlour 18 September.</li> </ul>  | <ul style="list-style-type: none"> <li>Building snagging and defect rectification progressed to point that less than 10% are outstanding at the end of December.</li> <li>Landscaping works and noise reduction measures completed.</li> </ul>   |
|                              | G                             | New museum and gallery                              | G                                 | <ul style="list-style-type: none"> <li>Bid submitted for Round 2 Heritage Lottery Fund on 6 August including comprehensive business plan.</li> <li>Planning and listed building consent application submitted on 29 July.</li> </ul> | <ul style="list-style-type: none"> <li>Developer partner procured for Museum of St Albans.</li> <li>Round 2 Heritage Lottery Fund bid decision.</li> <li>Planning and Listed Building application decision.</li> <li>Land swap completed.</li> </ul>                                     |
|                              | G                             | Finalise new leisure provision contract             | A                                 | <ul style="list-style-type: none"> <li>Details of contract extension with 1 Life agreed in principle between the Council's legal team and the 1Life legal team.</li> </ul>   | <ul style="list-style-type: none"> <li>Contract extension finalised and signed.</li> </ul>   |

## Priority Project Update Quarter 2 2015-16

# Council Performance & Budget Summary

## Quarter 2 2015-16 (July-September)



| Portfolio                 | Q1 2015/16<br>(April to June) | Priority Project   | Q2 2015/16<br>(July to September) | Progress  | Q3 milestones (2015/16)<br>(October to December)  |
|---------------------------|-------------------------------|--|-----------------------------------|---|---|
| Planning and Conservation | <b>G</b>                      | Progress the Strategic Local Plan ('SLP')                        | <b>G</b>                          | <ul style="list-style-type: none"> <li>• Consultation responses reported to Planning Policy Committee in stages.</li> <li>• Gypsy and Traveller accommodation needs study reported to September's Planning Policy Committee meeting.</li> </ul> | <ul style="list-style-type: none"> <li>• Landowners/developers for potential strategic scale Green Belt sites invited to set out their offer concerning economic, social and environmental benefits. To be reported to Planning Policy Committee in November.</li> <li>• Pre-submission Strategic Local Plan agreed by Planning Policy Committee and Cabinet in November and by Council in December.</li> </ul> |
|                           | <b>G</b>                      | City centre regeneration (City Centre Opportunity Site – 'CCOS') | <b>G</b>                          | <ul style="list-style-type: none"> <li>• Partnership Agreement with police and NHS agreed in principle to take forward development approach.</li> </ul>   | <ul style="list-style-type: none"> <li>• Partnership Agreement agreed.</li> <li>• Senior level meeting with landowners held.</li> </ul>   |

## Priority Project Update Quarter 2 2015-16

# Council Performance & Budget Summary

## Appendix A: Planning Update



### Staffing

|    | Post                                     | Last month  | Update   |
|----|--|---|--|
| 1  | Lead Development Planner                 | Jobs advertised, but post not filled                              | Post re-advertised                               |
| 2  | Lead Development Planner                 | Jobs advertised, but post not filled                              | Post re-advertised                               |
| 3  | Development Management Planning Officer  | Currently on maternity leave                                      | Maternity cover advertised                       |
| 4  | Development Management Planning Officer  | Jobs advertised. Interviews taken place. Offer made and accepted. | Interviews taken place. Offer made and accepted. |
| 5  | Development Management Planning Officer  | Jobs advertised, but post not filled                              | Post re-advertised                               |
| 6  | Assistant Development Management Planner | Post advertised   | Interviews taking place October 2015             |
| 7  | Assistant Development Management Planner | Post advertised   | Interviews taking place October 2015             |
| 8  | Technical Support Technician             | Interviews taken place. Offer made. Verbally accepted             | Paperwork to confirm appointment being completed |
| 9  | Technical Support Technician             | Interviews taken place. Offer made. Verbally accepted             | Paperwork to confirm appointment being completed |
| 10 | Technical Support Technician             | Interviews taken place. Offer made. Verbally accepted.            | Paperwork to confirm appointment being completed |
| 11 | Building Control Officer                 | Post advertised   | No suitable candidates. Post to be re-advertised |
| 12 | Building Control Officer                 | Post advertised   | No suitable candidates. Post to be re-advertised |

The vacancies set out above currently leave the teams:

#### Building Control:

2 below establishment – covered by staff working additional hours. The posts have reviewed before re-advertisement and now include a temporary market supplement.

#### Development Management:

Technical Support 3 below establishment – covered by 2 casual staff and staff working additional hours.

#### Development Management Case Officers:

4 below establishment – covered by consultant (x1 post), part time casual and part time consultant (x1 post), temporary staff (x1 post) and staff working additional hours.

# Council Performance & Budget Summary

## Appendix A: Planning Update



### New Government Announcements on Planning

On 15<sup>th</sup> September 2015, Brandon Lewis announced a new Panel of experts to help streamline the Local Plan-making process. The Panel includes:

- John Rhodes, of planning consultants Quod (Chair)
- Adrian Penfold, from developers British Land
- Richard Harwood QC, from legal firm 39 Essex Chambers
- Councillor Toby Elliott, from Swindon Borough Council
- Keith Holland, a retired Senior Planning Inspector
- Liz Peace, formerly of the British Property Federation
- John Howell MP, member for Henley
- Derek Stebbing, Local Authority Plans Manager for Chelmsford City Council

### Planning Policy Committee (PPC)

The PPC met on 13<sup>th</sup> October 2015. An indicative publication draft Strategic Local Plan (SLP) was agreed. PPC members were updated on engagement with landowners/developers on the delivery issues for draft SLP's potential sites. The Committee also discussed a review of neighbouring/nearby authority planning, including progress with the Duty to Cooperate, a housing capacity update and a review of the work programme.

<http://planningguidance.planningportal.gov.uk/blog/guidance/duty-to-cooperate/>

### Strategic Local Plan Timetable

The timetable agreed at PPC's September meeting is as follows:

|            | <b>Planning Policy Committee</b>               | <b>Planning Policy Committee</b>   | <b>Cabinet - Whole draft</b> | <b>Council Whole Draft</b> | <b>Pre-submission Publication</b>        |
|------------|--|--|------------------------------|----------------------------|--|
| <b>SLP</b> | 13 October – All updates and suggested changes | 17 November - Respond to PPC suggested amendments – take agreed version to Cabinet | 19 Nov                       | 2 Dec                      | 8 Jan – 19 Feb 2016 (To avoid Christmas) |

A paper relating to this timetable and the implications for Council business has been prepared for discussion at Full Council on October 14<sup>th</sup>.

Following the previous Cabinet meeting, Group Leaders agreed that officers should provide all councillors with the opportunity to attend a training seminar on the Strategic Local Plan (SLP) on 23/24 November 2015. It was further agreed that there should be one daytime and one evening seminar.

These training seminars will be held on:

Monday 23 November – 16.00-18.00 – Council Chamber

# Council Performance & Budget Summary

## Appendix A: Planning Update



Tuesday 24 November – 19.00-21.00 – Council Chamber

The 23/24 November training dates were chosen by Group Leaders as they fit between the Cabinet meeting on 19 November and Full Council on 2 December.

Further background and details will be provided in advance.

### **Tree Preservation Order (TPO) Update**

Cabinet resolved on September 24<sup>th</sup>, to set aside £82,500 to create two 12 month posts with the potential to extend to 24 months. The recruitment process is currently underway.

### **Tree Sponsorship Promotion**

The Tree Sponsorship Scheme was re-launched in 2011. Since that time, 32 trees have been planted with another 7 planned for the coming planting season. This gives an average of 8 per year.

The scheme is currently promoted through the Council's website and other promotional channels and is administered in conjunction with the St Albans Civic Society. Potential sponsors are given a choice of sites, locations (within the sites) and species from a prepared list which is linked to maps. The take up is mainly for memorial trees in the major parks.

The scheme is currently being reviewed and ways of promoting the scheme better are being considered. The scheme will feature in forthcoming edition of the Council's publication for residents, Community News.

### **East Anglian Region Tree Wardens Forum Saturday September 26<sup>th</sup> in Suffolk**

Council representatives attended the East Anglian Region Tree Wardens Forum on September 26<sup>th</sup> in Suffolk. The seminar covered the role Tree Wardens can play in planning new landscapes, and the implications of changes to the treescape in our area. During the day, delegates visited a woodland which had young and mature ash trees suffering from Ash Dieback.

The day also marked 25 years of Tree Wardens operating in East Anglia and demonstrated the critical role they have in the future of East Anglia's trees.

### **St Albans Sustainability Week and National Tree Week**

The Trees and Woodlands team will be participating in Sustainable St Albans Week 21-28 November ([www.sustainablestalbans.org](http://www.sustainablestalbans.org)) National Tree Week takes place the week after.

### **Street Numbering and Naming Charges**

These charges are currently under review. The aim is to move to a full cost-recovery basis, which will involve a range of fee increases. Feedback on proposed charges will be sought from professional planning agents at one of our regular liaison forums in October. The aim is to go live with any changes to fees/processes by the end of this calendar year.

### **Pre-Application Advice Fees**

A review of pre-application advice fees is taking place with the intention of introducing new arrangements in January 2016. The review includes a comparison of our charges with other Local Planning Authorities and exploring the introduction of a charge for a residential pre-application advice service.

A wider review will also cover how general planning advice is given over the telephone. The aim will be to increase the availability of planning advice overall by using the services of the Council's Contact Centre and increasing services delivered through the web site.

### **The Planning Inspectorate (PINS) – Land at Oaklands College, St Albans Campus**

An appeal by means of a Public Inquiry is scheduled for May 2016.

### **The Planning Inspectorate (PINS) – James Marshall House, Harpenden**

An appeal (Public Inquiry) is scheduled for six days commencing 24 November 2015 at St Albans City and District Council's offices. The proposed application is for demolition of existing buildings and construction of 'later living accommodation' consisting of 38 apartments with communal facilities.

### **The Planning Inspectorate (PINS) – 270-274 London Road, St Albans**

This appeal was due to be considered by informal hearing. However, the Planning Inspector has determined that the appeal is now to be considered by Public Inquiry. The planning inspectorate is making arrangements for the Inquiry. It is anticipated that it will last six days in view of the issues raised and the amount of third party interest.

### **The Planning Inspectorate (PINS) – Former HSBC Site/Hanstead Park, Smug Oak Lane, Bricket Wood**

An appeal (Public Inquiry) is scheduled to commence on 9<sup>th</sup> February 2016 at St Albans Council offices for 4 days.

### **Beaumont School and land north of Winches Farm, Hatfield Road**

Development of the school playing field relocation is now starting on site.

A 'reserved matters application' for the housing layout has now been submitted by Charles Church Homes. The application is currently under consideration.

### **Ariston Site, land off Harpenden Road**

Pre application discussions continue between the applicant (Hertfordshire County Council - HCC) and the Council on the draft planning application and associated legal agreement. HCC's Cabinet considered a report on the potential re-location of the St Albans Judo Club on September 21<sup>st</sup>. HCC have indicated they intend to finish negotiations with the Judo Club prior to finalising the application. They will arrange to meet local councillors and stakeholders prior to submission.

### **Harperbury Hospital, Harper Lane**

A planning application for redevelopment, including demolition and removal of existing buildings and erection of 206 dwellings, is due to be considered by the Planning Referrals Committee. This takes place on 19 October 2015.

### **Old Town Hall Museum Project**

An application for the change of use and improvements has been submitted and is due to be considered by the Planning Referrals Committee on 16 November 2015.

### **Copsewood, North Orbital Road, Chiswell Green, St. Albans**

The Planning Referrals Committee recommended approval for a planning application for a 150 bedroom hotel, conference and function centre on the 24<sup>th</sup> August 2015. However the application needs to be considered by the National Planning Casework Unit before the final decision can be made. This is because it involves a significant level of development in the Green Belt.

### **Notes of the East of England Roundtables with the Greater London Authority**

Following the Wider South East Summit in March 2015, further discussions on Duty to Co-operate arrangements for London have taken place. The Council Leader attended initial discussions about future planning for London and surrounding areas on 10<sup>th</sup> July 2015. Three further meetings were held in September. A second wider South East Summit will be held on 11 December 2015.

The main themes to date from these meetings have been;

- the mechanisms that might be useful for future joint studies and formal liaison
- the need to provide local authorities in the wider south-east area with sufficient support for infrastructure investment required to accommodate housing growth pressures arising from London.

The formal notes of the most recent meetings can be found here:

<http://www.eelga.gov.uk/documents/news-campaigns/item%203%20appendix%20a%20-%20note%20of%20east%20of%20england%20roundtables%20-%20sept%20update%20v2.pdf>

# Council Performance & Budget Summary

## Appendix B: Asset Maintenance Quarterly Report



| Work done last quarter  | Due Date       | Date Completed | RAG |
|---|----------------|----------------|-----|
| Resurfacing works at the Sea Cadet HQ in Westminster Lodge                        | August 2015    | August 2015    | B   |
| Alban Arena renewal of soffits and removal of Asbestos Insulating Board (phase 1) | August 2015    | August 2015    | B   |
| Green Ring Route Sandpit Lane – non- highway area (see below)                     | August 2015    | September 2015 | B   |
| Nunnery Cottonmill Lane – emergency stoneworks                                    | September 2015 | September 2015 | B   |
| Roof repairs Council Offices  | September 2015 | October 2015   | B   |
| Redbourn High Street and Luton Road Bridges – planned maintenance & repairs       | Sep – Dec 2015 | October 2015   | B   |
| Path resurfacing Longacres Recreation Ground                                      | October 2015   | October 2015   | B   |

| Forthcoming Projects  | Due Date               |
|---|------------------------|
| Redecorating St Michaels Changing Rooms (external)                              | October/ November 2015 |
| Installation of new bus shelters at Batchwood Drive and Griffiths Way St Albans | November 2015          |
| Renewal of steps behind the Causeway, Verulamium Park                           | November 2015          |
| Installation of new fire Alarm Alban Arena                                      | December 2015          |
| Alban Arena renewal of balcony fascia boards and walkway tiles                  | Dec 2015/ Jan 2016     |
| Redecoration of public conveniences – various (to be confirmed)                 | March 2016             |
| Expansion joints first floor Bricket Road car park                              | March 2016             |

# Council Performance & Budget Summary

## Appendix B: Asset Maintenance Quarterly Report



### Status of Key Issues

| Property/ Asset   | Issue  | Progress/ Comments  |
|---|--|---|
| <p>Green Ring:<br/>Sandpit Lane (part highway land, part this Council's land)</p> | <p>The works are on common land and therefore 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 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 on this route. This was in addition to the consultation we had already carried out as part of the Green Ring consultation.</p> <p>A local resident objected to the shared use of the highway path in front of St Saviour's View. He argued it would be dangerous and requested that the County Council consider mitigating measures. HCC agreed to this and are now proposing to install a staggered barrier and widen the path on the north side to help separate cyclists from pedestrians.</p> <p>The Planning Inspectorate inspected the proposed route on 20 April and we received his decision at the end of July. The works on District Council land have now been completed.</p> <p>The works to the County Council land will take part on the highway and will require a 3 month notice period before they can start. It is expected that these works will begin in January 2016 with a view to completing in February 2016.</p> <p>We have been advised that a second local resident has now challenged DEFRA's decision to allow the County Council works. We await further advice as to whether this will impact further on the proposed timescales for completing the HCC section of the Green Ring.</p> |

# Council Performance & Budget Summary

## Appendix B: Asset Maintenance Quarterly Report



| Property/ Asset                      | Issue   | Progress/ Comments  |
|--------------------------------------|---|---|
| Wall adjoining St Peter's Churchyard | Structural failure of the wall at the corner of the Age Concern Building. | <p>In March 2015 we identified structural issues with the wall. We used scaffolding as a temporary shoring measure to reduce the risk of it collapsing into the road. We have also provided hoarding as a further safety measure and we carry out regular inspections.</p> <p>The wall has historic significance and will need to be demolished and re-built using the existing materials. We require statutory permissions before we can undertake permanent repair works.</p> <p>To date we have commissioned structural engineers to carry out surveys and we are awaiting ground scans to check for burial sites within the proposed foundation area. The results of the surveys/ scans have been/ will be given to Planning as part of our application for consent.</p> <p>Once we have received the necessary statutory consents we will tender the works. Reports on progress will be given at future meetings of Cabinet.</p> |

# Council Performance & Budget Summary

## Appendix C: Conveyancing Update



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

### Completed transactions during period 01/07/15 – 30/09/15

| Item | Date Completed | Property               | Transaction  |
|------|----------------|------------------------|--|
| 1    | 17/7/15        | 31 Malvern Close       | Acquisition of flat for temporary accommodation  |
| 2    | 20/8/15        | 30 Dagnall Street      | Sale of freehold house (will fund acquisition of traditional housing stock properties or support delivery of affordable housing) |
| 3    | 5/9/15         | Thomas Sparrow House   | Deed of Easement for electricity supply to the redeveloped Thomas Sparrow House  |
| 4    | 24/9/15        | 91 Lower Luton Road    | Transfer of freehold building to Harpenden Town Council  |
| 5    | 30/9/15        | King Offa Public House | Acquisition of property for housing redevelopment  |

### Status of key transactions as at 30/09/15

| Item | Property  | Transaction  | Status  |
|------|---|--|---|
| 1    | Former Garage site at Telford Road, London Colney                                   | Sale of freehold land to North Hertfordshire Homes Housing Association Limited | In April, we indicated a 30 June completion date. However, North Herts Homes is currently monitoring access across the site before proceeding with the purchase. We await a new potential completion date from North Herts Homes. Meanwhile, the Council has allowed North Herts Homes to clear the site and to carry out investigations and surveys under licence. |
| 2    | Former Garage Sites at 119-132 Cotlandswick and 141-162 Cotlandswick, London Colney | Sale of freehold land to North Hertfordshire Homes Housing Association Limited | North Herts Homes is considering how title issues might impact on the viability of the current planning scheme for each site. North Herts Homes will liaise with owners and occupiers of surrounding flats.   |

# Council Performance & Budget Summary

## Appendix C: Conveyancing Update



|   |   |                                      |   |
|---|---|--------------------------------------|---|
| 3 | Harness Way Playing Fields, St Albans                   | Transfer to Sandridge Parish Council | We are finalising the documents with Sandridge Parish Council. Although in June we anticipated a September completion, it is likely that this will now take place in October.   |
| 4 | Marshalswick Community Centre, The Ridgeway, St Albans  | Transfer to Sandridge Parish Council | <p>Progress on this transaction is subject to Sandridge Parish Council confirming they are content to use the model legal documents used for Harness Way Playing Fields. Council finalisation of the Harness Way documents is needed first.</p> <p>In June we anticipated sending draft paperwork for review in late September, subject to timely completion of the Harness Way transaction. Completion of Harness Way is now anticipated in October and we will send draft paperwork for review after the Harness Way transaction completes.</p> |
| 5 | Sherwood Avenue Recreation Ground, St Albans            | Transfer to Sandridge Parish Council | <p>Progress on this transaction is subject to Sandridge Parish Council confirming they are content to use the model legal documents used for Harness Way Playing Fields. Council finalisation of the Harness Way documents is needed first.</p> <p>In June we anticipated sending draft paperwork for review in late September, subject to timely completion of the Harness Way transaction. Completion of Harness Way is now anticipated in October and we will send draft paperwork for review after the Harness Way transaction completes.</p> |
| 6 | William Bell Recreation Ground, Furse Avenue, St Albans | Transfer to Sandridge Parish Council | <p>Progress on this transaction is subject to Sandridge Parish Council confirming they are content to use the model legal documents used for Harness Way Playing Fields. Council finalisation of the Harness Way documents is needed first.</p> <p>In June we anticipated sending draft paperwork for review in</p>   |

# Council Performance & Budget Summary

## Appendix C: Conveyancing Update



|    |   |  |   |
|----|---|--|---|
|    |   |  | late September, subject to timely completion of the Harness Way transaction. Completion of Harness Way is now anticipated in October and we will send draft paperwork for review after the Harness Way transaction completes.   |
| 7  | The Ridgeway Car Park, St Albans                    | Transfer to Sandridge Parish Council                             | The Parish Council is considering terms for its acquisition of this car park.   |
| 8  | Oakley Road Allotments, Harpenden                   | Transfer to Harpenden Town Council                               | Harpenden Town Council has confirmed it is content to use the model legal documents used for 91 Lower Luton Road. Following completion of the 91 Lower Luton Road transaction on 24/9/15, we will produce draft documents by 31 October.  |
| 9  | Heath Close Allotments, Harpenden                   | Transfer to Harpenden Town Council                               | Harpenden Town Council has confirmed it is content to use the model legal documents used for 91 Lower Luton Road. Following completion of the 91 Lower Luton Road transaction on 24/9/15, we will produce draft documents by 31 October.  |
| 10 | Betty Entwistle House                               | Sale to Bedfordshire Pilgrims Housing Association Limited (bpha) | We sent draft documents to bpha for approval and are considering their comments. The complexity of the documents has meant that we were not able to exchange contracts by 31 August, as we had anticipated in June. We are working with bpha to exchange contracts as soon as possible. |
| 11 | Cotlandswick Leisure Centre                         | Lease to 1Life and associated sub-lease to C-Salt and licence    | We have agreed the lease documents with 1Life. C-Salt and 1Life are still to finalise their associated sub-lease documents.   |
| 12 | Museum of St Albans relocation to the Old Town Hall | Exchange of freehold land and associated                         | The solicitors for the Council and the MoSTA charity have finalised the wording of the conveyancing documents and the   |

# Council Performance & Budget Summary

## Appendix C: Conveyancing Update



|    |                                 |                      |   |
|----|---------------------------------|----------------------|---|
|    |                                 | leases               | Charity Commission consent and are preparing for completion.  |
| 13 | London Colney Recreation Centre | Termination of Lease | We served notice on Hertfordshire County Council to terminate the District Council's Lease on 19 November 2015. With the County Council's agreement, the District Council vacated the premises on 24 June. The County Council has confirmed that the District Council does not have any liability for dilapidations   |
| 14 | 80, 82 and 84 Sopwell Lane      | Compulsory Purchase  | The Council has submitted the Compulsory Purchase Order it made on 19 June 2015 to the National Planning Casework Unit (NPCU) for confirmation. The owner is currently carrying out works to the properties which are likely to be finished shortly and see them available for letting by the end of November 2015. Following a joint request, the NPCU has agreed to take no further action on the CPO until 29 December 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*

# Council Performance & Budget Summary

## Appendix D: Community Right to Bid – Schedule of Decisions



| Asset name   | Owner                         | Nominated by and date         | Recommended Decision & Date | Reasons   | PH Approved/ Date of Final Decision |
|--|-------------------------------|-------------------------------|-----------------------------|---|-------------------------------------|
| The Rats Castle Public House, Hatfield Road, St Albans | Blue Star Pub Company Limited | South Herts CAMRA<br>30.07.15 | List the Asset<br>14.09.15  | <p>The primary use of the asset, now or in the recent past, furthers or has furthered the local community's social wellbeing or interest in that:</p> <ul style="list-style-type: none"> <li>the pub is in the heart of Fleetville with a large catchment area and potentially passing trade. The Camp PH which was reasonably close by has now closed. The Crown, which is c1mile away is being refurbished;</li> <li>the exterior of the property is well maintained with attractive flowering baskets. The interior is well maintained;</li> <li>there was evidence of pub games such as pool and darts and there were several TVs for live sporting events;</li> <li>there were posters displaying live music events;</li> <li>there were photographs of locals displayed on the walls of the pub.</li> </ul> | 05.10. 2015                         |

### Recent Valid Nominations awaiting a decision

| Asset name                        | Owner                 | Nominated by and date              |
|-----------------------------------|-----------------------|------------------------------------|
| The Red Cow PH Harpenden          | Paratrend Ltd         | South Hertfordshire CAMRA 19.08.15 |
| The John Bunyan PH Wheathampstead | McMullen and Sons Ltd | South Hertfordshire CAMRA 11.09.15 |

# Council Performance & Budget Summary

## Appendix D: Community Right to Bid – Schedule of Decisions



### Reviews/ Appeals

| Asset name                     | Owner                | Date of Review/<br>Appeal         | Decision &<br>Date  | Reasons/ Comments  |
|--------------------------------|----------------------|-----------------------------------|---|--|
| The Camp Public House          | Howarth Homes Plc    | TBC                               | TBC   | The owner's Solicitors have requested an oral review hearing. The decision maker is the Head of Legal, Democratic and Regulatory Services (the decision maker must by law be an officer), in consultation with the Leader of the Council.  |
| Bedmond Fields<br>Bedmond Lane | Banner Homes Limited | Appeal hearing on<br>4 March 2015 | First Tier<br>Tribunal<br>dismissed the<br>appeal.<br><br>Owner has been<br>given leave to<br>appeal to the<br>Upper Tribunal | The Upper Tribunal <sup>1</sup> has issued Directions. The Directions set out when each party has to send their response to the Tribunal and the parties. The Council submitted its response on 25 September 2015. The residents have one month from the date we submitted our response (i.e. 25 <sup>th</sup> October 2015).<br><br>We now await details of an oral hearing.<br><br><sup>1</sup> The Upper Tribunal is an independent body administered by HM Courts and Tribunal Service. It primarily reviews and decides appeals arising from the First-tier Tribunal. |
| Park Wood                      | CP Holdings          | Review hearing<br>17.02.15        | Decision to<br>uphold Listing<br>03.08.15   | The decision was taken by the Head of legal, Democratic and Regulatory Services in consultation with the Leader of the Council. There has been no appeal to date. The owners are now out of time to appeal but there is provision in the Rules of the Tribunal to apply for leave to submit after the deadline, albeit this seems unlikely.  |

# Council Performance & Budget Summary

## Appendix D: Community Right to Bid – Schedule of Decisions



| Asset name   | Owner       | Date of Review/<br>Appeal  | Decision &<br>Date                        | Reasons/ Comments   |
|--------------|-------------|----------------------------|---|---|
| Scrubbs Wood | CP Holdings | Review hearing<br>17.02.15 | Decision to<br>uphold Listing<br>03.08.15 | The decision was taken by the Head of legal, Democratic and Regulatory Services in consultation with the Leader of the Council. There has been no appeal to date. The owners are now out of time to appeal but there is provision in the Rules of the Tribunal to apply for leave to submit after the deadline, albeit this seems unlikely. |

# Council Performance & Budget Summary

## Appendix E: Waste Management & Recycling Update



This update provides a summary of progress on the Council's priority project to move to 60% recycling and beyond. Also included is an update on the priority project to retender the Council's waste management contract.

### **Key performance highlights over the past 12 month period - October 2014 to September 2015 (figures shown in Table 2 and Table 3 overleaf)**

Key highlights include:

- Recycling performance improved to 51% (from 50.5% for the previous corresponding 12 month period).
- Dry recycling tonnages increased from 11,876 to 12,241 tonnes (3.1%).
- Green waste composting reduced from 14,583 to 13,536 tonnes (-7.2%). As previously reported this is largely as a result of a reduction in the amount of garden waste collected for composting and is linked to the cold/dry late winter/spring. The amount of green waste collected has picked up over the past 3 months.
- Residual waste to landfill reduced by 824 tonnes. This figure has been helped by the amount of street cleansing arisings being sent for treatment/recycling.
- The recycling projection for this current year is 52.4% (compared to 50.5% last year).
- In the last three months, performance improved from 53.2% in Quarter 2 2014-15 to 54.6% in Quarter 2 2015-16.

### **Summary progress on key initiatives completed in quarter 2 (July to September 2015)**

- Continuing communications campaign including road shows, recycling presentations, waste aware initiatives and regular features in Community News.
- Improvement in sales of materials from Pearce Recycling contract.
- Production and initial implementation of project plan to address low performing areas.
- Continuation of a trial to recycle street sweeping arisings.
- Completion of tender stage and return of tenders for new waste management contract.

The initiatives contained above have contributed towards a continuing improvement in recycling performance. However progress during the last quarter has been slower than we would have liked. This is a consequence of a number of key staff being heavily involved in the waste retendering project for longer than anticipated and some sickness absence of key staff.

### **Project to Improve Recycling Performance in Low Performing Areas**

Analysis of work undertaken by Amey following introduction of the in-cab monitoring system 12 months ago, has provided a good indication of recycling performance in individual wards.

A summary of the recycling performance by ward, has been captured in the recycling 'heat map' that was reported to Cabinet in July of this year.

The analysis identifies four wards as poorer performing areas. These are:

# Council Performance & Budget Summary

## Appendix E: Waste Management & Recycling Update



Sopwell – 31.1%  
Batchwood – 33.4%  
Cunningham – 33.9%  
Park Street – 34%

The key objective of the project is to improve recycling performance to at least 40% (based on a like for like comparison over a 6 month period) within the four low performing areas (LPAs), by 1<sup>st</sup> April 2016. This will be achieved by:

- Undertaking an initial analysis of the 'baseline' issues and reasons leading to the relatively poor performance in these areas, from currently available information and data sources.
- Engaging with the community and local Councillors within the LPAs to understand the key issues prohibiting full participation in current recycling services.
- Producing a structured and targeted communication plan to help address the issues arising from the community engagement process.
- Undertaking further detailed monitoring of collection statistics and participation to review the impact of community engagement activities and determine future on-going engagement activities.

A detailed project plan has now been prepared. The project is divided in to 4 phases from initial concept planning to a full review on the effectiveness of the engagement.

| Project Stage  | Date               |
|--|--------------------|
| 1. Baseline Current Performance/Issues                             | Sept / Oct 15      |
| 2. Develop engagement and communications plan                      | Oct / Nov 15       |
| 3. Implement programme of engagement activities for selected wards | Dec 15 – March 16  |
| 4. On-going monitoring and review                                  | March 2016 onwards |

It is intended that, if successful, the approach developed under this project will form a template for a future targeted community engagement campaign in other LPAs.

### Food Waste

Food waste is the largest proportion of household waste still being sent to landfill. Further work is under way to encourage residents to waste less food and use the existing green bins to recycle food waste.

New Agrippa signs on sides of collection vehicles promoting the food waste recycling message have been designed and ordered.

Stickers on green waste bins in low performing areas promoting the recycling of food waste have been designed and printed. These will be used in the coming months by collection crews in areas where residents do not appear to be recycling food waste.

# Council Performance & Budget Summary

## Appendix E: Waste Management & Recycling Update



### Contract with Pearce Recycling

The Council's contract with Pearce Recycling for the processing and sale of recyclable materials, commenced on 1<sup>st</sup> July 2014. The contract included a 12 month review of the prices being paid for materials. This review has now been completed and improved terms, for materials have been negotiated with Pearce. This has realised further income in the region of £60,000 for the period from July this year to March next year.

Earlier this year the contract was extended to include the sale of glass and separately collected paper from banks, to Pearce. This provides a consolidated approach to material sales within a single contract. Additionally as part of this agreement Pearce agreed to no longer levy the handling charges for these materials. This arrangement resulted in a further financial benefit to the Council of £24,000 per annum.

### Recycling of Street Sweeping Arisings

A trial to recycle arisings from mechanical street cleansing arisings has been in place for the six month period commencing in April 2015.

During this period 511 tonnes of material have been collected from the Council's Sandridge Gate Depot, for processing at a specialist treatment plant located in Essex.

September saw an increase in the amount of street cleansing arisings collected. This was due to Amey previously stockpiling material at the depot combined with the quarterly sweep of dual carriageways.

The overall performance of the treatment process has been summarised in table 1 below.

**Table 1 – Street Sweepings Recycled – April to September 2015**

|  | April         | May           | June          | July          | August        | Sept           | totals         |
|--|---------------|---------------|---------------|---------------|---------------|----------------|----------------|
| <b>Inputs</b>  |               |               |               |               |               |                |                |
| Total Monthly Street Sweepings to Treatment                          | <b>80.900</b> | <b>54.380</b> | <b>80.640</b> | <b>78.560</b> | <b>54.980</b> | <b>162.000</b> | <b>511.460</b> |
| <b>Outputs</b>   |               |               |               |               |               |                |                |
| Recycled Aggregates (used in construction projects)                  | 51.190        | 29.880        | 44.360        | 50.170        | 35.620        | 94.107         | <b>305.327</b> |
| Inert Fines (used in land restoration projects)                      | 22.000        | 17.430        | 25.090        | 19.920        | 12.350        | 48.408         | <b>145.198</b> |
| Organic Material (used in soil improvement & also energy from waste) | 7.670         | 7.040         | 11.140        | 8.430         | 6.980         | 19.395         | <b>60.655</b>  |
| Paper & Card (Recycled)  | 0.021         | 0.014         | 0.021         | 0.020         | 0.014         | 0.042          | <b>0.132</b>   |
| Plastic (Recycled)   | 0.008         | 0.005         | 0.008         | 0.008         | 0.005         | 0.016          | <b>0.050</b>   |
| Metal (Recycled)   | 0.011         | 0.007         | 0.021         | 0.011         | 0.007         | 0.029          | <b>0.086</b>   |
| Waste (to incineration)  | 0.000         | 0.004         | 0.004         | 0.001         | 0.004         | 0.003          | <b>0.016</b>   |
|  | <b>80.900</b> | <b>54.380</b> | <b>80.644</b> | <b>78.560</b> | <b>54.980</b> | <b>162.000</b> | <b>511.464</b> |
| % of material recycled   | 72.8%         | 67.9%         | 68.9%         | 74.6%         | 77.5%         | 70.1%          | <b>71.6%</b>   |
| % of material diverted from landfill                                 | 27.2%         | 32.1%         | 31.1%         | 25.4%         | 22.5%         | 29.9%          | <b>28.4%</b>   |
| % of material to landfill  | 0.0%          | 0.0%          | 0.0%          | 0.0%          | 0.0%          | 0.0%           | <b>0.0%</b>    |

The above equates to reduction in waste to landfill of around 1,022 tonnes per annum. This represents a net saving in disposal/treatment costs of £40,880. The initiative will add an estimated 1.4% to the Council's overall recycling performance.

# Council Performance & Budget Summary

## Appendix E: Waste Management & Recycling Update



### **Update on Retendering Waste Management Contract**

The Invitation to Tender (ITT) was issued on 9<sup>th</sup> June 2015 with an original return date of 4<sup>th</sup> August 2015. Following the issue of the ITT, a number of questions were raised by tenderers in relation to specific key contract conditions. The tender return date was extended to 28<sup>th</sup> September to allow adequate time for consideration of, and response to, these clarification questions.

Five tenders were received. They are currently being evaluated. A price/quality evaluation process is being used to determine the most economically advantageous tender for the Council.

The Environment Portfolio Holder's working group is due to meet next in October and early November. The group will make a recommendation on the preferred tender/collection service option. The aim is to submit a report to Cabinet in December or January for approval of the preferred tender and the future approach to recycling collections. The timing will depend on whether there are any substantive clarification issues arising from any tenders.

The intention is to award the contract as soon as possible in the new year to allow a suitable mobilisation period for the new service.

# Council Performance & Budget Summary

## Appendix E: Waste Management & Recycling update



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

|  | Oct-14       | Nov-14       | Dec-14       | Jan-15       | Feb-15       | Mar-15       | Apr-15       | May-15       | Jun-15       | Jul-15       | Aug-15       | Sep-15       | Oct 14 to Sept 15 Total | Oct 13 to Sept 14 Total |               |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------------------|-------------------------|---------------|
| <u>Material Recycled/Composted (tonnes)</u>                  |              |              |              |              |              |              |              |              |              |              |              |              |                         |                         |               |
| Glass  | 265          | 285          | 303          | 445          | 276          | 324          | 315          | 296          | 307          | 360          | 276          | 307          | 3,760                   | ▼                       | 3,803         |
| Soft Mix (paper and cardboard)                               | 571          | 525          | 513          | 635          | 466          | 527          | 520          | 494          | 494          | 540          | 430          | 567          | 6,282                   | ▲                       | 6,014         |
| Plastics & Cans  | 158          | 141          | 149          | 175          | 139          | 150          | 154          | 152          | 152          | 172          | 134          | 168          | 1,844                   | ▲                       | 1,767         |
| Others - textiles, WEE, Batteries, Third Party.              | 2            | 2            | 80           | 2            | 2            | 86           | 5            | 5            | 77           | 7            | 7            | 79           | 355                     | ▲                       | 292           |
| <b>Total Dry Recycling (tonnes)</b>                          | <b>997</b>   | <b>954</b>   | <b>1,045</b> | <b>1,257</b> | <b>883</b>   | <b>1,088</b> | <b>995</b>   | <b>948</b>   | <b>1,029</b> | <b>1,079</b> | <b>846</b>   | <b>1,121</b> | <b>12,241</b>           | ▲                       | <b>11,876</b> |
| <b>Total Green Waste (tonnes)</b>                            | <b>1,408</b> | <b>999</b>   | <b>716</b>   | <b>729</b>   | <b>509</b>   | <b>715</b>   | <b>1,106</b> | <b>1,856</b> | <b>1,465</b> | <b>1,521</b> | <b>1,205</b> | <b>1,307</b> | <b>13,536</b>           | ▼                       | <b>14,583</b> |
| <b>Total Mec. Street Cleansing Recycling (tonnes)</b>        | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>59</b>    | <b>37</b>    | <b>56</b>    | <b>59</b>    | <b>43</b>    | <b>114</b>   | <b>366</b>              | ▲                       | <b>0</b>      |
| <b>Total household waste recycled and composted (tonnes)</b> | <b>2,405</b> | <b>1,953</b> | <b>1,761</b> | <b>1,986</b> | <b>1,392</b> | <b>1,803</b> | <b>2,159</b> | <b>2,841</b> | <b>2,550</b> | <b>2,659</b> | <b>2,094</b> | <b>2,541</b> | <b>26,143</b>           | ▼                       | <b>26,458</b> |
| Total residual waste (tonnes)                                | 2,353        | 2,104        | 1,864        | 2,740        | 1,935        | 1,926        | 1,882        | 2,355        | 1,833        | 2,365        | 1,781        | 1,925        | 25,062                  | ▼                       | 25,886        |
| <b>Total Household Waste (tonnes)</b>                        | <b>4,757</b> | <b>4,057</b> | <b>3,625</b> | <b>4,725</b> | <b>3,327</b> | <b>3,729</b> | <b>4,042</b> | <b>5,196</b> | <b>4,383</b> | <b>5,023</b> | <b>3,875</b> | <b>4,466</b> | <b>51,205</b>           | ▼                       | <b>52,344</b> |
| <b>% Dry Recycling</b>                                       | <b>20.9%</b> | <b>23.5%</b> | <b>28.8%</b> | <b>26.6%</b> | <b>26.5%</b> | <b>29.2%</b> | <b>24.6%</b> | <b>18.2%</b> | <b>23.5%</b> | <b>21.5%</b> | <b>21.8%</b> | <b>25.1%</b> | <b>23.9%</b>            | ▲                       | <b>22.7%</b>  |
| <b>% Green Waste Composted</b>                               | <b>29.6%</b> | <b>24.6%</b> | <b>19.8%</b> | <b>15.4%</b> | <b>15.3%</b> | <b>19.2%</b> | <b>27.4%</b> | <b>35.7%</b> | <b>33.4%</b> | <b>30.3%</b> | <b>31.1%</b> | <b>29.3%</b> | <b>26.4%</b>            | ▼                       | <b>27.9%</b>  |
| <b>% Mechanical Street Cleansing Recycled</b>                | <b>0.0%</b>  | <b>0.0%</b>  | <b>0.0%</b>  | <b>0.0%</b>  | <b>0.0%</b>  | <b>0.0%</b>  | <b>1.5%</b>  | <b>0.7%</b>  | <b>1.3%</b>  | <b>1.2%</b>  | <b>1.1%</b>  | <b>2.5%</b>  | <b>0.7%</b>             | ▲                       | <b>0.0%</b>   |
| <b>% TOTAL HOUSEHOLD WASTE RECYCLED</b>                      | <b>50.5%</b> | <b>48.1%</b> | <b>48.6%</b> | <b>42.0%</b> | <b>41.8%</b> | <b>48.3%</b> | <b>53.4%</b> | <b>54.7%</b> | <b>58.2%</b> | <b>52.9%</b> | <b>54.0%</b> | <b>56.9%</b> | <b>51.1%</b>            | ▲                       | <b>50.5%</b>  |

# Council Performance & Budget Summary

## Appendix E: Waste Management & Recycling update



Table 3 – Comparison of Tonnages Collected for the 12 month period October 2014 to September 2015 and October 2013 to September 2014

|   | Oct-14 | Nov-14 | Dec-14 | Jan-15 | Feb-15 | Mar-15 | Apr-15 | May-15 | Jun-15 | Jul-15 | Aug-15 | Sep-15 | Oct 14 to Sept 15 Total |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------------------------|
| Total Residual Waste (tonnes)                         | 2,353  | 2,104  | 1,864  | 2,740  | 1,935  | 1,926  | 1,882  | 2,355  | 1,833  | 2,365  | 1,781  | 1,925  | 25,062                  |
| Total Dry Recycling (tonnes)                          | 997    | 954    | 1,045  | 1,257  | 883    | 1,088  | 995    | 948    | 1,029  | 1,079  | 846    | 1,121  | 12,241                  |
| Total Green Waste Recycled (tonnes)                   | 1,408  | 999    | 716    | 729    | 509    | 715    | 1,106  | 1,856  | 1,465  | 1,521  | 1,205  | 1,307  | 13,536                  |
| Total Mec. Street Cleansing Recycling (tonnes)        | 0      | 0      | 0      | 0      | 0      | 0      | 59     | 37     | 56     | 59     | 43     | 114    | 366                     |
| Total household waste recycled and composted (tonnes) | 2,405  | 1,953  | 1,761  | 1,986  | 1,392  | 1,803  | 2,159  | 2,841  | 2,550  | 2,659  | 2,094  | 2,541  | 26,143                  |
| % TOTAL HOUSEHOLD WASTE RECYCLED                      | 50.5%  | 48.1%  | 48.6%  | 42.0%  | 41.8%  | 48.3%  | 53.4%  | 54.7%  | 58.2%  | 52.9%  | 54.0%  | 56.9%  | 51.1%                   |

|   | Oct-13 | Nov-13 | Dec-13 | Jan-14 | Feb-14 | Mar-14 | Apr-14 | May-14 | Jun-14 | Jul-14 | Aug-14 | Sep-14 | Oct 13 to Sept 14 Total |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------------------------|
| Total Residual Waste (tonnes)                         | 2,501  | 2,170  | 1,890  | 2,814  | 2,005  | 2,008  | 2,005  | 2,538  | 1,884  | 2,372  | 1,865  | 1,833  | 25,886                  |
| Total Dry Recycling (tonnes)                          | 922    | 820    | 917    | 1,402  | 869    | 1,020  | 899    | 1,060  | 985    | 918    | 868    | 1,194  | 11,875                  |
| Total Green Waste Recycled (tonnes)                   | 1,575  | 1,165  | 766    | 910    | 589    | 908    | 1,246  | 1,912  | 1,612  | 1,539  | 1,087  | 1,274  | 14,582                  |
| Total Mec. Street Cleansing Recycling (tonnes)        | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0                       |
| Total household waste recycled and composted (tonnes) | 2,498  | 1,986  | 1,682  | 2,312  | 1,458  | 1,928  | 2,145  | 2,972  | 2,597  | 2,457  | 1,955  | 2,468  | 26,457                  |
| % TOTAL HOUSEHOLD WASTE RECYCLED                      | 50.0%  | 47.8%  | 47.1%  | 45.1%  | 42.1%  | 49.0%  | 51.7%  | 53.9%  | 58.0%  | 50.9%  | 51.2%  | 57.4%  | 50.5%                   |

# Council Performance & Budget Summary

## Appendix F: Working Party and Task and Finish Groups Update



### Working Party and Task & Finish Groups 2015 – 2016

The list below gives information about Councillor groups set up to consider various topics. We intend to produce this list every quarter so Members and Officers know what Councillor groups are in existence, and who is on them. Changes since the last update are highlighted in bold or strike through.

| <b>Scrutiny Groups</b>                                |                                   |  |   |  |                        |                        |   |
|---|-----------------------------------|--|---|--|------------------------|------------------------|---|
| <b>Group</b>  | <b>Parent Committee</b>           | <b>Date or expected date of next meeting</b> | <b>No. of meetings in last Municipal Year</b> | <b>Average No. of officers attending each meeting in last Municipal Year (to the nearest whole number)</b> | <b>Chair (2014/15)</b> | <b>Lead Officer(s)</b> | <b>Council representatives in 2015/16</b>                               |
| Community Safety Scrutiny Working Group               | Local Services Scrutiny Committee | 11.11.2015                                   | 2   | 2  | Cllr Swendell          | Neil Kieran            | Cllrs Featherstone, Harris, Mead, Pawle, A Rowlands, Swendell and White |
| St Albans Christmas Market & Markets Review T&F Group | Local Services Scrutiny Committee | November 2015                                | 2   | 2  | Cllr Mills             | Richard Shwe           | Cllrs Clark, Featherstone, Grover, Mills and Wartenberg                 |

# Council Performance & Budget Summary

## Appendix F: Working Party and Task and Finish Groups Update



| Group  | Parent Committee  | Date or expected date of next meeting | No. of meetings in last Municipal Year          | Average No. of officers attending each meeting in last Municipal Year (to the nearest whole number) | Chair (2014/15)                   | Lead Officer(s)                         | Council representatives in 2015/16                         |
|--|---|---------------------------------------|---|---|-----------------------------------|---|--|
| Leisure Facilities Task and Finish Group ( <i>one further meeting due in autumn 2015</i> ) | Local Services Scrutiny Committee   | 13.10.15                              | 3   | 4   | Cllr A Rowlands                   | Richard Shwe, Tony Marmo, Stuart Foster | Cllrs Bell, Harris, Leonard, A Rowlands, Wood and Zia      |
| Contract Monitoring T&F Group  | Internal Performance Scrutiny Committee   | 26.10.15                              | New (2 meetings held in current Municipal Year) | N/A (4 at first meeting in this Municipal Year)   | N/A (Cllr Bell Chair for 2015/16) | Debbi White/Matthew Devan/Tony Marmo    | Cllrs Bell, Featherstone, Harris, Pawle, A Rowlands, White |
| Voluntary and Community Sector Funding   | Joint Local Services Scrutiny Committee & Internal Performance Scrutiny Committee | N/A reporting to IPSC 12.01.15        | New (1 meeting held in current Municipal Year)  | N/A (3 at first meeting in this Municipal Year)   | N/A (Cllr Bell Chair for 2015/16) | Emma Edgell                             | Cllrs Bell, Day, Gordon, Grover, Leonard, Mead, Zia        |
| Deprivation Task and Finish Group  | Local Services Scrutiny   | November 2015                         | New   | 3   | TBA                               | Emma Edgell                             | Cllrs Calder, Harris, T Heritage, Maynard and S Rowlands   |

# Council Performance & Budget Summary

## Appendix F: Working Party and Task and Finish Groups Update



| Group   | Parent Committee                                   | Date or expected date of next meeting | No. of meetings in last Municipal Year | Average No. of officers attending each meeting in last Municipal Year (to the nearest whole number) | Chair (2014/15) | Lead Officer(s) | Council representatives in 2015/16                                   |
|---|--|---------------------------------------|--|---|-----------------|-----------------|--|
|   | Committee (16.07.15)                               |                                       |  |   |                 |                 |  |
| Night Time Economy Task and Finish Group  | Local Services Scrutiny Committee (16.07.15)       | 28.10.15                              | New                                    | -   | -               | Maria Cutler    | Cllrs Crawley, T Heritage, Pakenham, A Rowlands and Weaver.          |
| Fly Tipping Task and Finish Group   | Local Services Scrutiny Committee (03.09.15)       | 19.10.15                              | New                                    | -   | -               | TBA             | Cllrs Brazier, Chivers, Rahim and Swendell                           |
| Good Practice in Consultation Task and Finish Group   | Internal Performance Scrutiny Committee (08.09.15) | TBA                                   | New                                    | -   | -               | TBA             | Cllrs Janet Smith and Wartenberg.<br>Conservative representative TBA |
| Review of how organisations within the Hub (at the District Council Offices) i.e. CVS and CAB | Internal Performance Scrutiny Committee (08.09.15) | TBA                                   | New                                    | -   | -               | TBA             | Cllrs Crawley, Grant and S Rowlands.                                 |

# Council Performance & Budget Summary

## Appendix F: Working Party and Task and Finish Groups Update



| Group  | Parent Committee  | Date or expected date of next meeting | No. of meetings in last Municipal Year | Average No. of officers attending each meeting in last Municipal Year (to the nearest whole number) | Chair (2014/15) | Lead Officer(s)  | Council representatives in 2015/16   |
|--|---|---------------------------------------|--|---|-----------------|------------------|--|
| are providing services for young people<br>Task and Finish Group |   |                                       |  |   |                 |                  |  |
| <b>Budget Scrutiny T&amp;F Groups</b>                            |   |                                       |  |   |                 |                  |  |
| Community Engagement and Localism                                | Joint Local Services Scrutiny Committee & Internal Performance Scrutiny Committee | 21.10.15                              | 2                                      | 4   | Cllr Prowse     | Finance Officers | Cllrs Prowse, Bell, Crawley, Donald, Farmer, Grant, McHale, Mead, Mills, Rahim and White |
| Environment  | Joint Local Services Scrutiny Committee & Internal Performance Scrutiny Committee | 04.11.15                              | 2                                      | 4   |                 | Finance Officers | Cllrs Bell, Churchard, Clark, Day, Gardner, Grover and Weaver                            |
| Housing  | Joint Local Services Scrutiny Committee &   | 15.10.15                              | 2                                      | 4   |                 | Finance Officers | Cllrs Bell, Clark, Harris, Lee and Mead  |

# Council Performance & Budget Summary

## Appendix F: Working Party and Task and Finish Groups Update



| Group  | Parent Committee  | Date or expected date of next meeting | No. of meetings in last Municipal Year | Average No. of officers attending each meeting in last Municipal Year (to the nearest whole number) | Chair (2014/15) | Lead Officer(s)  | Council representatives in 2015/16                                |
|--|---|---------------------------------------|--|---|-----------------|------------------|---|
|  | Internal Performance Scrutiny Committee   |                                       |  |   |                 |                  |   |
| Planning and Conservation (and Executive Leader) | Joint Local Services Scrutiny Committee & Internal Performance Scrutiny Committee | N/A business concluded                | 2                                      | 4   | Cllr Weaver     | Finance Officers | Cllrs Weaver, Bell, Grant, Leonard, Mead and Yates                |
| Resources  | Joint Local Services Scrutiny Committee & Internal Performance Scrutiny Committee | TBA                                   | 2                                      | 4   | Cllr White      | Finance Officers | Cllrs Bell, Clark, Gibbard, Mead, Mills and White                 |
| Sports, Leisure and Heritage                     | Joint Local Services Scrutiny Committee & Internal Performance                    | N/A business concluded                | 2                                      | 4   | Cllr A Rowlands | Finance Officers | Cllrs A Rowlands, Bell, T Heritage, Leonard, Mead and Janet Smith |

# Council Performance & Budget Summary

## Appendix F: Working Party and Task and Finish Groups Update



| Group | Parent Committee   | Date or expected date of next meeting | No. of meetings in last Municipal Year | Average No. of officers attending each meeting in last Municipal Year (to the nearest whole number) | Chair (2014/15) | Lead Officer(s) | Council representatives in 2015/16 |
|-------|--------------------|---------------------------------------|--|---|-----------------|-----------------|------------------------------------|
|       | Scrutiny Committee |                                       |  |   |                 |                 |                                    |

### Portfolio Holder Working Party or Task & Finish Group

| Group   | Date or expected date of next meeting | No. of meetings in last Municipal Year | Average No. of officers attending each meeting in last Municipal Year (to the nearest whole number) | Chair                 | Lead Officer(s) | Council representatives in 2015/16                         |
|---|---------------------------------------|--|---|-----------------------|-----------------|--|
| Car Parking WP  | 19.01.16                              | 3                                      | 5   | Cllr Read             | Maria Stagg     | Cllrs Campbell, McHale, Mills, Read, A Rowlands and Weaver |
| Efficiency & Transformation T&F Group                 | 27 October 2015                       | 3                                      | 4   | Cllr Campbell         | Simonne De Vall | Cllrs Bell, Campbell, Daly, Mills and White                |
| Retendering of Waste Management & Cleansing Contracts | October / November 2015               | 4                                      | 8   | Cllr Chichester-Miles | Albert Light    | Cllrs Chichester-Miles, Davies, Gardner, Gibbard and White |

# Council Performance & Budget Summary

## Appendix F: Working Party and Task and Finish Groups Update



|                                  |                            |            |          |                      |                     |   |
|----------------------------------|----------------------------|------------|----------|----------------------|---------------------|---|
| Garages WP                       | December 2015/January 2016 | 1          | 3        | Cllr Ellis           | David Reavill       | Cllr Ellis, Leonard, Janet Smith and Swendell   |
| Member Development Working Group | December 2015              | N/A        | 1        | TBA                  | Elizabeth Heath     | Cllrs Bell, Davies and White                    |
| <b>Living Wage</b>               | <b>October 2015</b>        | <b>N/A</b> | <b>4</b> | <b>Cllr Campbell</b> | <b>Amanda Foley</b> | <b>Cllrs Campbell, Chivers, Gibbard and Lee</b> |

# Council Performance & Budget Summary

## Appendix F: Working Party and Task and Finish Groups Update



| <b>Other Working Party or task and finish group</b>  |  |   |  |                        |                        |   |
|--|--|---|--|------------------------|------------------------|---|
| <b>Group</b>   | <b>Date or expected date of next meeting</b> | <b>No. of meetings in last Municipal Year</b> | <b>Average No. of officers attending each meeting in last Municipal Year (to the nearest whole number)</b> | <b>Chair (2014/15)</b> | <b>Lead Officer(s)</b> | <b>Council representatives in 2015/16</b>   |
| City Neighbourhoods Committee Budget T&F Group<br><br>Note: The Group is comprised of one representative from each of the 8 wards covered by the City Neighbourhoods Committee | TBA  | 4   | 4  | Cllr Donald            | Richard Shwe           | ( <del>Includes one co-opted committee member representing St Peter's ward) plus Cllrs Donald (Chair), Chivers, Rahim, Hill, Mills, A Rowlands, Janet Smith and White. Plus one representative from Marshalswick South ward</del><br><br><b>Three remaining representatives to be agreed.</b> |

As at 12 October 2015

# Council Performance & Budget Summary

## Appendix G: Advisory Groups Update



| Group  | Chair                                      | Nature of Council representation  | Council representatives in 2015/16   |
|--|--|---|--|
| Quality Network Partnership (also known as Network St Albans)  | Stephen Joseph                             | Portfolio Holder and officers, others at invitation of Chair. SADC Group Leaders to be invited going forward.   | Cllr Read  |
| Group  | Chair                                      | Nature of Council representation  | Council representatives in 2015/16   |
| New Museum and Gallery Advisory Group  | Maurice Davies                             | Group representations   | Cllrs Brewster, Janet Smith, Turner and White  |
| Visitor Partnership  | Vicky La Trobe                             | Relevant Portfolio Holder   | Cllr Read  |
| City Centre Partnership  | Phil Corrigan                              | Relevant Portfolio Holder   | Cllr Read  |
| Park Forums <ul style="list-style-type: none"> <li>• Clarence Park</li> <li>• Rothamsted Park</li> <li>• Batchwood</li> <li>• Verulamium Park</li> </ul> | Councillor White<br><br>Councillor Maynard | Portfolio Holder plus Clarence Ward Cllrs<br><br>3 seats drawn from Harpenden Ward Cllrs (+ Jon Green)<br><br>Portfolio Holder plus Batchwood Ward Cllrs (+ Stuart Foster)<br><br>Portfolio Holder plus Verulam | Cllrs Chichester-Miles, McHale, S Rowlands and White<br><br>Cllrs Farmer, Maynard and Weaver<br><br>Cllrs Brewster, Mills, Pakenham and T Smith<br><br>Cllrs Chichester-Miles, Chivers, Hill |

# Council Performance & Budget Summary

## Appendix G: Advisory Groups Update



| Group  | Chair  | Nature of Council representation   | Council representatives in 2015/16            |
|--|--|------------------------------------|---|
| <ul style="list-style-type: none"> <li>Jersey Farm Woodland</li> </ul> | TBC  | Ward Cllrs<br>3 seats in 2015/16   | and Wartenberg<br>Cllrs Churchard and Leonard |
| Nomansland Common Joint Committee                                      | John Newton Davies<br>(Wheathampstead Parish Councillor) | 3 seats in 2015/16 + Nick Sherriff | Cllrs Clark, Wood and one vacancy             |
| Bricket Wood Common Management Committee                               | John Bell (Parish Councillor)                            | 3 seats in 2015/16                 | Cllrs Featherstone, Lee and Wright            |
| Strategic Partnership  | Julian Daly  | Executive Leader                   | Cllr Daly                                     |
| Look! St Albans  | Vanessa Gregory  | John Hoad                          | Cllr Read                                     |
| Cathedral / HLF project  | Gerald Corbett   | Portfolio Holder                   | Cllr Brewster                                 |
| Hertfordshire Infrastructure & Planning Partnership                    | Richard Thake<br>(HCC Councillor)                        | Portfolio Holder                   | Cllr Daly                                     |
| Green Triangle   | Julian Daly  | Relevant Portfolio Holders         | Cllrs Daly, Read                              |
| Professional Services  | Julian Daly  | Relevant Portfolio Holders         | Cllrs Daly, Read                              |

As at 5 October 2015

# Council Performance & Budget Summary

## Appendix H: Sustainability Performance Report



This is a summary of the recent reports on District-wide carbon dioxide emissions and the Council's greenhouse gas emissions. It also describes the Council's work towards reducing its own and the District's emissions.

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

The Department of Energy and Climate Change (DECC) has published the latest CO<sub>2</sub> emissions estimates for the District. These are summarised in the table below. There is a two-year delay due to the complexity of reporting therefore the figures are for 2005-2013.

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

The Council's Home Energy Conservation Plan<sup>1</sup> sets out our approach to reducing energy consumption from the District's homes. This report contains two Council targets which are relevant to reducing District-wide emissions. These are:

- 3% year on year reduction in total District-wide emissions from 2006 to achieve a 60% reduction by 2025.
- 1.5% year on year reduction in domestic emissions from 2010.

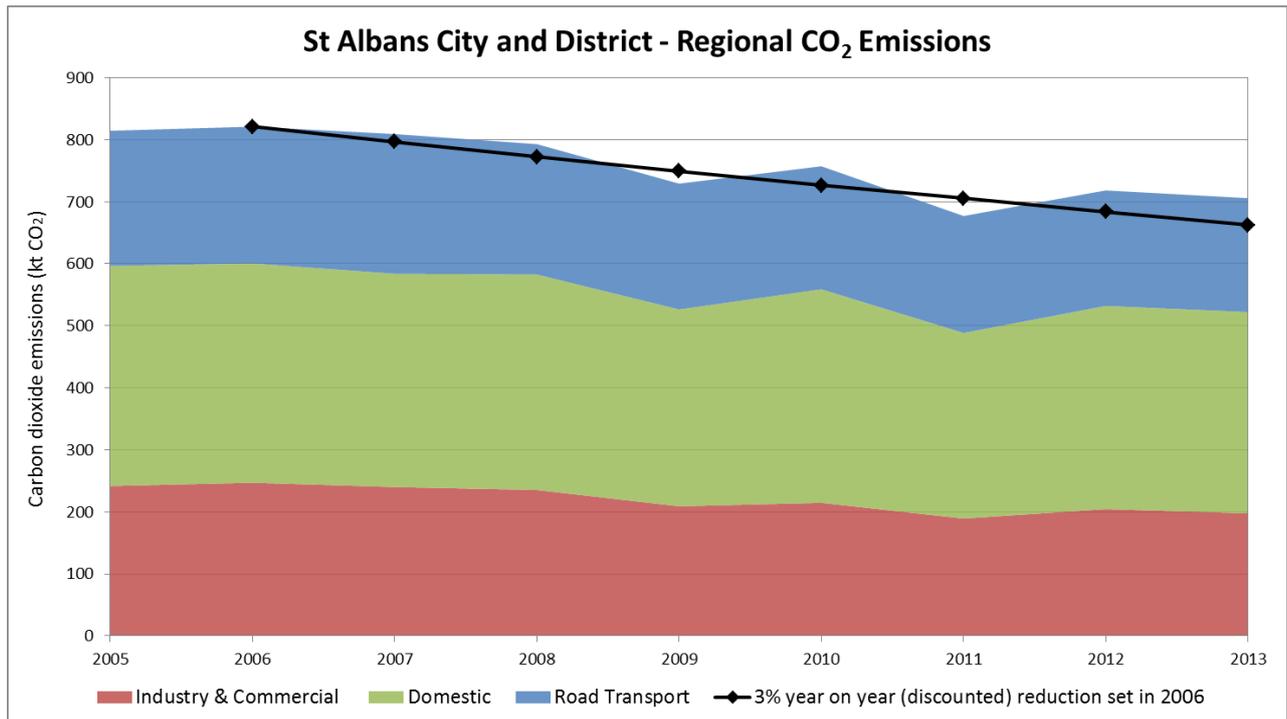
The table below sets out progress towards these targets.

#### St Albans City and District Council Area CO<sub>2</sub> emissions estimates for 2005-2013<sup>2</sup>

|  | 2005       | 2006       | 2007       | 2008       | 2009       | 2010       | 2011       | 2012       | 2013       |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>Emissions (kt CO<sub>2</sub>)</b>   |            |            |            |            |            |            |            |            |            |
| Industry & Commercial  | 242        | 247        | 240        | 235        | 209        | 215        | 189        | 205        | 198        |
| Domestic   | 355        | 354        | 344        | 347        | 317        | 344        | 299        | 328        | 325        |
| Road Transport   | 218        | 220        | 225        | 210        | 203        | 198        | 189        | 186        | 184        |
| <b>Total</b>   | <b>815</b> | <b>821</b> | <b>809</b> | <b>793</b> | <b>729</b> | <b>757</b> | <b>677</b> | <b>718</b> | <b>706</b> |
| % change from 2005   | -          | +0.8%      | -0.7%      | -2.7%      | -10.5%     | -7.0%      | -16.9%     | -11.8%     | -13.4%     |
| <b>Population</b>  |            |            |            |            |            |            |            |            |            |
| ('000s, mid-year estimate)   | 132        | 133        | 134        | 136        | 138        | 140        | 141        | 142        | 143        |
| <b>Per capita emissions</b>  |            |            |            |            |            |            |            |            |            |
| (t CO <sub>2</sub> )   | 6.2        | 6.2        | 6.0        | 5.8        | 5.3        | 5.4        | 4.8        | 5.1        | 4.9        |
| <b>Targets</b>   |            |            |            |            |            |            |            |            |            |
| District-wide emissions - 3% year on year (discounted) reduction set in 2006     |            |            |            |            |            |            |            |            |            |
| Target (% of 2006)   | -          | 100%       | 97.0%      | 94.1%      | 91.3%      | 88.5%      | 85.9%      | 83.3%      | 80.7%      |
| Target (kt CO <sub>2</sub> )   | -          | 821        | 796        | 773        | 750        | 727        | 705        | 684        | 663        |
| Domestic energy emissions - 1.5% year-on-year (discounted) reduction set in 2010 |            |            |            |            |            |            |            |            |            |
| Target (% of 2010)   | -          | -          | -          | -          | -          | 100%       | 98.5%      | 97.0%      | 95.5%      |
| Target (kt CO <sub>2</sub> )   | -          | -          | -          | -          | -          | 344        | 339        | 334        | 329        |

<sup>1</sup> The 2015 – 2027 Home Energy Conservation Plan can be found at; [http://www.stalbans.gov.uk/Images/Home%20Energy%20Conservation%20Plan%202015-2027.pdf\\_tcm15-49214.pdf](http://www.stalbans.gov.uk/Images/Home%20Energy%20Conservation%20Plan%202015-2027.pdf_tcm15-49214.pdf)

<sup>2</sup> Source: 25/06/15 2005 to 2013 UK local and regional CO<sub>2</sub> emissions subset dataset: <https://www.gov.uk/government/statistics/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics-2005-2013>



### Highlights

- Overall District-wide CO<sub>2</sub> emissions decreased by 13% between 2005 and 2013. This is in line with the regional East of England reduction of 13% over the same period.
- Emissions from road transport are now 16% lower than in 2005. This is better than the national average which saw transport emissions decline to 13% below 2005 levels.
- Domestic energy use contributes the largest proportion (46%) of the total emissions. Domestic emissions have fallen by 9% since 2005 and 6% since 2010. Our target of a 1.5% year-on-year reduction from 2010 was achieved.
- Our target to reduce District-wide emissions by 3% annually was met in 2009 and 2011 but not in 2012 or 2013. 2012 and 2013 were colder than previous years and saw gas consumption increase by 11% and 5% on previous years, respectively.
- On a per capita basis, emissions were reduced by 20%, from 6.2 t CO<sub>2</sub> per person in 2005 to 4.9 t CO<sub>2</sub> in 2013. This is in-line with Hertfordshire and UK-wide reductions.

### St Albans City and District Council – Greenhouse Gas Emissions Report 2014/15

The Council will publish its Greenhouse Gas Emissions Report 2014/15 later this year. The report will set out the approach taken to measure and calculate greenhouse gas emissions from our own operations and services for the financial years 2008/09 – 2014/15. In line with Defra’s recommended approach, the report will cover emissions from building energy use, fuel from business travel, and our largest contractors’ energy and transport use.

The table below shows the Statement of Emissions summary which will be included in the report. When published, the full report will be available at, [www.stalbans.gov.uk/council-and-democracy/sustainability/energy.aspx](http://www.stalbans.gov.uk/council-and-democracy/sustainability/energy.aspx).

# Council Performance & Budget Summary

## Appendix H: Sustainability Performance Report



### St Albans City and District Council Statement of Emissions 2014/15

|  | Greenhouse gas emissions (tonnes CO <sub>2</sub> e) |              |              |              |              |              |              |
|--|---|--------------|--------------|--------------|--------------|--------------|--------------|
|  | 2008/<br>09   | 2009/<br>10  | 2010/<br>11  | 2011/<br>12  | 2012/<br>13  | 2013/<br>14  | 2014/<br>15  |
| <b>Actual emissions</b>  |   |              |              |              |              |              |              |
| <b>Total gross emissions</b>   | <b>7,701</b>  | <b>7,165</b> | <b>6,724</b> | <b>6,042</b> | <b>6,504</b> | <b>6,200</b> | <b>6,463</b> |
| % change from baseline year  | -   | -7%          | -13%         | -22%         | -16%         | -19%         | -16%         |
| % change from previous year  | -   | -7%          | -6%          | -10%         | +8%          | -5%          | +4%          |
| <b>Scope 1 – Council gas consumption and fleet vehicles</b>  | <b>1,483</b>  | <b>1,230</b> | <b>1,150</b> | <b>992</b>   | <b>1,119</b> | <b>943</b>   | <b>889</b>   |
| % change previous year   | -   | -17%         | -7%          | -14%         | +13%         | -16%         | -6%          |
| <b>Scope 2 – Council electricity consumption</b>   | <b>2,060</b>  | <b>1,831</b> | <b>1,600</b> | <b>1,505</b> | <b>1,503</b> | <b>1,423</b> | <b>1,408</b> |
| % change previous year   | -   | -11%         | -13%         | -6%          | 0%           | -5%          | -1%          |
| <b>Scope 3 – Council business travel and contractor emissions*</b>   | <b>4,158</b>  | <b>4,104</b> | <b>3,973</b> | <b>3,544</b> | <b>3,883</b> | <b>3,834</b> | <b>4,166</b> |
| % change previous year   | -   | -1%          | -3%          | -11%         | +10%         | -1%          | +9%          |
| <b>All contractor emissions</b>  | <b>3,885</b>  | <b>3,879</b> | <b>3,772</b> | <b>3,357</b> | <b>3,703</b> | <b>3,669</b> | <b>3,997</b> |
| % change previous year   | -   | 0%           | -3%          | -11%         | +10%         | -1%          | +9%          |
| <b>Total emissions per resident (kg CO<sub>2</sub>e)</b>   | <b>57.0</b>   | <b>52.2</b>  | <b>48.4</b>  | <b>43.0</b>  | <b>46.0</b>  | <b>42.8</b>  | <b>44.6</b>  |
| % change from previous year  | -   | -8%          | -7%          | -11%         | +7%          | -7%          | +4%          |
| <b>Recalculated emissions**</b>  |   |              |              |              |              |              |              |
| <b>Total gross emissions</b>   | <b>6,431</b>  | <b>6,425</b> | <b>6,239</b> | <b>5,852</b> | <b>6,440</b> | <b>6,403</b> | <b>6,463</b> |
| % change from baseline year  | -   | 0%           | -3%          | -9%          | 0%           | 0%           | 0%           |
| % change from previous year  | -   | 0%           | -3%          | -6%          | +10%         | -1%          | +1%          |
| <b>Scope 1 – Council gas consumption and fleet vehicles</b>  | <b>1,009</b>  | <b>951</b>   | <b>942</b>   | <b>892</b>   | <b>1,056</b> | <b>944</b>   | <b>889</b>   |
| % change previous year   | -   | -6%          | -1%          | -5%          | +18%         | -11%         | -6%          |
| <b>Scope 2 – Council electricity consumption</b>   | <b>1,327</b>  | <b>1,406</b> | <b>1,345</b> | <b>1,422</b> | <b>1,348</b> | <b>1,408</b> | <b>1,408</b> |
| % change previous year   | -   | +6%          | -4%          | +6%          | -5%          | +4%          | 0%           |
| <b>Scope 3 – Council business travel and contractor emissions</b>  | <b>4,095</b>  | <b>4,068</b> | <b>3,951</b> | <b>3,537</b> | <b>4,036</b> | <b>4,051</b> | <b>4,166</b> |
| % change previous year   | -   | -1%          | -3%          | -10%         | +14%         | 0%           | +3%          |
| <b>All contractor emissions</b>  | <b>3,885</b>  | <b>3,879</b> | <b>3,772</b> | <b>3,357</b> | <b>3,870</b> | <b>3,888</b> | <b>3,997</b> |
| % change previous year   | -   | 0%           | -3%          | -11%         | +15%         | 0%           | +3%          |
| <b>Total emissions per resident (kg CO<sub>2</sub>e)</b>   | <b>47.6</b>   | <b>46.8</b>  | <b>44.9</b>  | <b>41.6</b>  | <b>45.6</b>  | <b>44.2</b>  | <b>44.6</b>  |
| % change from previous year  | -   | -2%          | -4%          | -7%          | +10%         | -3%          | +1%          |
| <p>*This also includes the emissions associated with the transmission and distribution of electricity (used by the Council and its largest contractors).</p> <p>**The recalculation approach adjusts the baseline year, to reduce the impact of property portfolio changes on our emissions reduction target, more accurately reflecting property energy efficiency performance. Using this approach, 33 Council-owned properties that left our portfolio were removed from the baseline and 18 properties that we gained were added to it. Emissions from Batchwood Sports Centre are also recalculated, between 2012/13 and 2013/14, to account for it being closed for redevelopment across these years. Bricket Wood Sports Centre was removed from the reporting process entirely (including from the 'actual emissions'), following its closure in 2010. Westminster Lodge Leisure Centre has not been recalculated, as the old centre remained open whilst the new one was developed.</p> |   |              |              |              |              |              |              |

### Summary

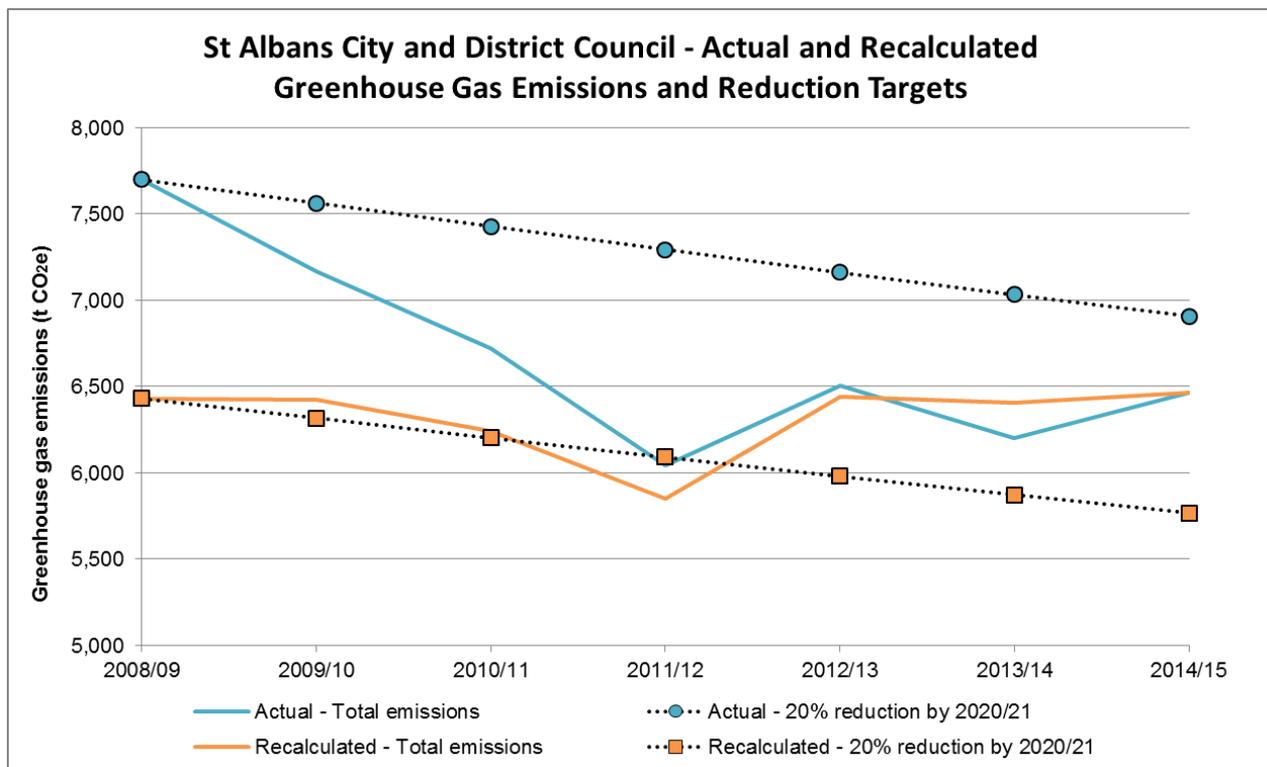
- The Council's total actual emissions have decreased by 16% between 2008/09 (the baseline) and 2014/15.

# Council Performance & Budget Summary

## Appendix H: Sustainability Performance Report



- Since the baseline year, the Council gained 18 and lost 33 properties. The net loss of 15 properties contributed a reduction of 1,577 MWh of electricity and 2,430 MWh of gas consumption from the baseline year. This equates to a reduction of 1,229 t CO<sub>2</sub>e from the baseline, equivalent to 20% of the Council's actual 2014/15 emissions.
- The Council's emissions prior to the 2014/15 reporting year have been recalculated to account for changes in the Council's property portfolio. Our total recalculated emissions have increased by 0.5% between the baseline and 2014/15.
- Last year we set a target to reduce our emissions by 20% of 2008/09 levels by 2020/21. This replaced the previous target of reducing emissions by 5% p.a., which six years of monitoring indicated was not realistic. The new target is equivalent to an annual reduction of 1.8% p.a. since the baseline year.



- Actual emissions from Council-owned buildings' energy use decreased by 35% from the baseline, from 3,532 t CO<sub>2</sub>e, to 2,290 t CO<sub>2</sub>e. However, around 1,229 t CO<sub>2</sub>e can be attributed to the reduction in emissions caused by the net loss of 15 properties from our portfolio. The recalculated emissions from overall Council energy use actually show a 2% reduction, or 35 t CO<sub>2</sub>e, attributed to energy efficiency improvements, from the baseline.
- Recalculated emissions from the Council's gas consumption decreased by 6% between 2013/14 and 2014/15 and by 12% from the baseline (from 998 t CO<sub>2</sub>e to 881 t CO<sub>2</sub>e). This is counterbalanced by a 6% increase in emissions from electricity use, from the baseline (from 1,327 t CO<sub>2</sub>e to 1,408 t CO<sub>2</sub>e).
- Total actual contractor emissions increased by 9% between 2013/14 and 2014/15, and by 3% from the baseline.
- Batchwood Sports Centre opened in May 2014. Its emissions have been recalculated for the 2011/12-2013/14 reporting years, to reduce the effect that its closure between

these years has on our overall emissions. The recalculated total contractor emissions result in a 3% increase between 2013/14 and 2014/15.

The new leisure facility is built to high environmental standards, has an enhanced range of sports facilities, and is larger than the old centre. Visitor footfall for the facility has increased. Despite this, emissions per visit have increased slightly, from 2.5 kg CO<sub>2</sub>e per visit in 2010/11 to 2.9 kg CO<sub>2</sub>e per visit in 2014/15. We would expect this to change as footfall builds up in the new centre.

- Amey – our waste and recycling contractor has transport emissions 18% higher than the baseline year, an increase of 142 t CO<sub>2</sub>e. This is due to the extra service started in September 2014, when three extra vehicles started operating an extended service, to allow for separate soft mix recycling.
- Westminster Lodge Leisure Centre – reopened in November 2012 – has reduced its emissions per visitor from 2.3 kg CO<sub>2</sub>e in 2010/11 to 1.3 kg CO<sub>2</sub>e in 2014/15.
- Alban Arena – emissions have progressively decreased since the baseline, from 504 t CO<sub>2</sub>e to 259 t CO<sub>2</sub>e in 2014/15 (a 49% reduction). This is as a result of the installation of new boilers, Building Management System control, valves to the ventilation system and LED stage lighting.
- District Offices – emissions from gas consumption have decreased by 36% and from electricity consumption by 13%, from the baseline. The decrease in gas emissions is due to turning down thermostats by 2°C and from electricity, is due to lighting upgrades and IT improvements.
- Emissions from the Council's fleet vehicles increased by 20% between 2013/14 and 2014/15, due to more journeys being made by the planning and housing teams. Overall, however, these are now 29% lower than in the baseline year (decreasing from 11 t CO<sub>2</sub>e to 8 t CO<sub>2</sub>e). Emissions from fleet vehicles only contributed 1% of our Scope 1 emissions in 2014/15 (the rest coming from gas consumption).
- The Council's Green Travel Plan has helped to reduce emissions from business travel by 53% from the baseline year, from 98 t CO<sub>2</sub>e to 47 t CO<sub>2</sub>e. This is despite a small increase of 4% between 2013/14 and 2014/15.

## The Council's contribution towards reducing emissions

### Internal emissions reduction

- Solar photovoltaic (PV) systems – we have now completed the installation of solar PV systems on our new leisure centres (Westminster Lodge, Batchwood and Cotlandswick). As well as generating income under the Government's Feed-in-Tariff (FIT), using this electricity in the buildings reduces our consumption from the grid, saves money and reduces emissions.
  - The Government's consultation on a review of the FIT includes a revised set of generation tariffs for systems registered from January 2016 onwards. It does not change rates retrospectively for installations registered before this date.
  - FIT generation rates are proposed to drop by between 67% and 87%, depending on the size of installation.
  - We are investigating opportunities to install solar PV systems in Council-owned car parks, following the Full Council resolution. We will need to consider the impact of FIT changes on the economic viability of future projects such as these.

# Council Performance & Budget Summary

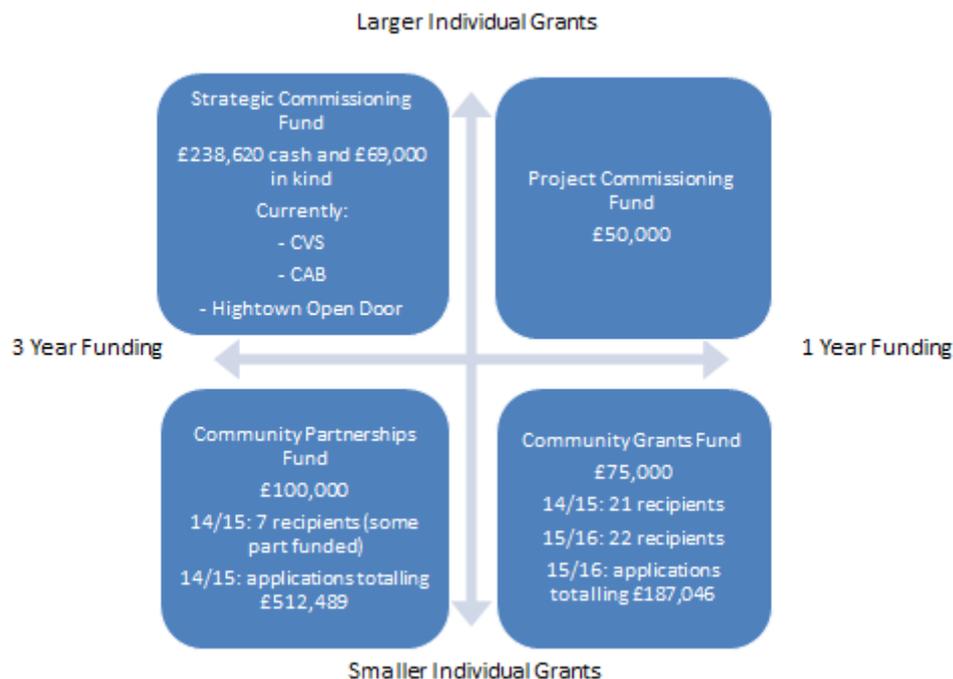
## Appendix H: Sustainability Performance Report



- We have upgraded all lighting in the District Council Offices' corridors, stairwells, toilets and office areas to A-rated fluorescent bulbs.
- IT improvements – we have implemented numerous measures to reduce the electricity consumption of IT systems in the District Council Offices.
  - A reduction in the number of physical servers we require from over 100 to fewer than 40.
  - Decrease in the amount of energy we use for cooling in the server room. We now have five active air conditioning units rather than eight and run them at 23 rather than 19°C.
  - These server reductions and air conditioning improvements are cumulatively estimated to reduce our monthly electricity bill by £60.
  - The gradual powering down of our old telephony system.
  - Exploring options for new digital technology e.g. web chat, instant messenger and video conferencing in addition to improving our existing communications systems.

### District-wide emissions reduction

- **Home Energy Conservation Plan.** We are continuing to work to reduce energy consumption from our social and temporary housing.
  - We have insulated lofts in all Council-owned housing up to 270mm.
  - We replaced single-glazed windows with double-glazing in 710 properties between 2013 and 2015, for a cost of £2.2 million. We are continuing to do this for the remaining Council housing.
  - We replaced 1,558 old boilers with high-efficiency, condensing boilers between the 2011 and 2015 financial years, for a cost of £3.9 million. We are on track to provide replacements for all remaining Council housing by 2017/18.
  - We are nearing the completion of the sheltered housing refurbishments. Parkside View is complete and Sparrow Court is due for completion in November 2015.
- **Reducing transport emissions.** We have used around £1.1 million of Local Sustainable Transport funding to part-fund the development of the St Albans Green Ring and provide 11 new hybrid buses for Hertfordshire.
  - The last section of the Green Ring is due to complete in Spring 2016.
  - Hertfordshire County Council has installed bike counters in Verulamium Park and on the Alban Way, which will be used to determine baseline figures to measure the uptake of cycling.
- **Sustainable St Albans Week (21 – 28 November)** ([www.sustainablestalbans.org/](http://www.sustainablestalbans.org/)). The Council is providing support for a number of events during the week, to promote environmental sustainability and reduce the District's carbon footprint.
  - Opening event – hosted by Transition St Albans (TSA) on Saturday 21 November, near the Clock Tower. The Council's recycling, green spaces, and trees and woodlands teams will be involved.
  - Building a Future Sustainable St Albans – final event on Saturday 28 November, hosted by TSA in the Council Chamber, exploring ideas to develop the District's sustainability further for the future.



### Strategic Commissioning Fund

New service level agreements (SLAs) have been negotiated with the three recipients of Strategic Commissioning Funding. This is core funding awarded for a three-year period to partner organisations that provide services which are considered strategically important to the Council. The total amount available per year in the period 2015-18 is £238,620. There is an additional £69,000 worth of property related support, given in kind to the organisations using the information, advice and guidance HUB at the Civic Centre.

The recipients of this funding are:

| Organisation                                     | In kind support | Funding per year |
|--|-----------------|------------------|
| Hightown Praetorian Churches Housing (Open Door) |                 | £71,000          |
| Centre for Voluntary Services                    | £26,500         | £68,490          |
| Citizens Advice                                  | £42,500         | £99,130          |
| <b>Total</b>                                     | <b>£69,000</b>  | <b>£238,620</b>  |

### Community Partnerships Fund (CPF)

Allocation decisions for the Community Partnerships Fund 2015-18 were taken at the Grants Panel meeting in March 2015. The CPF provides core funding for three years to organisations delivering services to the most vulnerable. Seven organisations have been awarded funding and service level agreements have been agreed with each one. The funding allocation is:

| Organisation and service                                   | Funding per year |
|--|------------------|
| Bereavement Matters: Service for Children and Young People | £4,916.66        |
| KIDS @ THE BASE  | £4,916.66        |
| The Living Room  | £4,916.66        |

# Council Performance & Budget Summary

## Appendix I: Voluntary and Community Sector Funding Update

|  |                   |
|--|-------------------|
| Youthtalk                              | £4,916.66         |
| Homestart                              | £23,000.00        |
| HTPCHA: Mother & Baby Service          | £29,000.00        |
| St Albans and Hertsmere Women's Refuge | £28,333.34        |
| <b>Total</b>                           | <b>£99,999.98</b> |

### Community Grants Fund

In August, the annual allocation of Community Grants Fund was made. Organisations apply for a one-off grant of between £500 and £5,000 for a project which will support the Council's inclusion strategy. Of 56 applications, 22 were awarded funding:

| Name of group                          | Description of Project   | Funding awarded |
|--|--|-----------------|
| Crescent                               | The Stand Tall and Get Snapped Project will display images of people living with HIV & promote HIV testing at community venues across the District.  | £5,000.00       |
| Daylight Club                          | Hidden Stories will create a booklet and YouTube video celebrating the varied lives of disabled people.  | £2,145.00       |
| Computer Friendly                      | Batford 'Skew Bridge' Drop-in Centre for Computer Help: a free drop-in centre where anyone in the community can bring a PC or tablet and learn IT skills.  | £895.00         |
| Guideposts Trust                       | St Albans & Harpenden Friendships Scheme – summer and Christmas discos and a day trip for adults with learning and physical disabilities.  | £2,969.00       |
| Home Start St Albans City and District | Domestic Violence and Abuse (DVA) support group: a fortnightly group will provide support for mothers and children who have been victims of domestic violence.   | £4,961.00       |
| Marshalswick Baptist Free Church       | Community Technology Café: a project to reduce elderly loneliness & isolation by giving support in computers, internet and domestic technology use in a group setting, involving youth volunteers to help. | £3,938.00       |
| Police Cadets                          | A project to promote crime prevention and safety to older people and improve public engagement by training and expanding the cadet force.  | £695.95         |
| Stand By Your Saints                   | Legacy initiative to make St Albans City Football Club's ground and club house accessible for as many members of the community as possible.  | £2,366.32       |
| Trinity Community Project              | Peer support group, where current and former mental health service users will meet other people with similar experiences, sharing knowledge and emotional issues and offering mutual support.              | £1,812.00       |
| YMCA West and Central Herts            | Youth Bike: a project for young people in St Albans to rebuild a motor bike for the 'Youth Bike' 2016 competition.   | £4,993.00       |
| Talking Newspaper (SADTN)              | Outreach 2015/16: a project to expand the Talking Newspaper to enable more listeners to contribute to weekly programmes and to launch 'Blind Spot' meetings in local cafes for listeners.                  | £1,750.00       |
| Wacky Wheels                           | Day Trips for physically disabled young adults with severe physical & communication difficulties.  | £2,205.00       |

## Appendix I: Voluntary and Community Sector Funding Update

|  |   |                   |
|--|---|-------------------|
| Hatfield Road Day Care Group                     | A project to modernise and expand Hatfield Road Day Care Group.   | £4,418.00         |
| Mencap   | Buy, Cook and Eat: courses to teach basic cooking skills and dietary awareness.   | £3,888.00         |
| Practical Parenting Programme CIC                | Change Together: home visits to provide intensive tailored 1:1 support to children, young people and their families related to anti-social behaviour. | £4,275.00         |
| Radlett Lodge/National Autistic Society          | Engage, Enjoy & Achieve: a project to introduce a range of leisure activities to children with autism.  | £3,380.00         |
| Credit Union                                     | Treasure Chest School Savings Scheme: talks in school to encourage children to save, instilling financial awareness.                                  | £1,000.00         |
| Hightown Praetorian Churches Housing Association | St Albans Homeless Pathway to Employment: a training programme for homeless people in St Albans including employability and IT workshops.             | £2,410.63         |
| ADD-vance ADHD & Autism Trust                    | Short consultations for parents of disabled children.   | £4,721.00         |
| Cruse  | Bereavement support for children and young people.  | £850.00           |
| HACRO  | Caring Dads parenting programme for fathers who commit domestic violence.   | £4,500.00         |
| Mind in Mid Herts                                | Your wellbeing in MIND: life skills courses providing coping strategies for those with mental health issues.  | £4,252.00         |
| <b>Total</b>                                     |   | <b>£67,424.90</b> |

The application process for this fund is co-ordinated by the Centre for Voluntary Service (CVS) as part of their service level agreement (SLA) for receipt of Strategic Commissioning Funding. Decisions are taken by the Portfolio Holder for Community Engagement and Localism, based on scored assessments undertaken by officers.

Also included within the CVS SLA is an analysis of the groups applying for and receiving funding. This analysis has identified that some groups are not as successful at identifying projects for their community and in making successful applications for their projects. Officers will consider both the causes for this and what, if any, support or adjustments to the grant criteria and application process should be made in future. Findings will be presented to and discussed with the Grants Panel.

### Project Commissioning Fund

Two allocations of funding from the Project Commissioning Fund have been made in 2015/16. The fund is awarded annually to deliver projects that address a specific, identified need within the District. Both projects receiving funding to date are continuations of projects agreed in previous years. The recipients are as follows:

| Project      | Funding        |
|--------------|----------------|
| On Side      | £11,000        |
| Food bank    | £3,000         |
| <b>Total</b> | <b>£14,000</b> |

## Appendix I: Voluntary and Community Sector Funding Update

Data on needs within the District is being gathered and analysed and will be presented to the next Grants Panel for discussion. This will include a proposal to allocate up to £25,000 to support Syrian refugees should this prove necessary. It will also include funding interventions to support youth, BME communities and build further capacity in the community and voluntary sector. Once the Grants Panel agrees the needs to be addressed and outline allocations of funding, organisations will be invited to apply to deliver services to address these identified needs.

### Agency and Casual overview for 2014/15

In January 2015 Cabinet asked for a detailed breakdown of the use of agency and casual workers (temporary staffing). This was as a result of an increase in numbers from 38 (Quarter 2) to 73 (Quarter 3). Cabinet asked for the breakdown to show, for a specific point in time, the type of roles and reasons for use of temporary staff.

In February 2015 Cabinet received a 'snapshot' picture of the use of agency and casual workers across the organisation. This was based on a specific date (Wednesday 17<sup>th</sup> December) as the fixed point in time.

Although numbers were slightly reduced over the next 2 quarters, in July 2015 the Chair of Cabinet asked the Resources Portfolio Holder to investigate the matter further. This was so that Cabinet can better understand the rationale for the use of temporary workers and the cost implications.

This update provides Cabinet with an overview of the use of such temporary workers for the 12 month period Apr 2014 to March 2015. It is based on detailed analysis of associated expenditure, reasons for use and action being taken to reduce reliance on non-permanent workers.

### Analysis

Detailed analysis of the annual picture for 2014/15 focused on how the council uses agency and casual workers, cost implications and where management action is needed to reduce reliance on 'temps'.

### Categories of use

Looking at the use of agency and casual workers during 2014/15 confirms four clear categories of use.

1. **Seasonal and event workers.** These are employed on a 'casual agreement' basis. This allows the Council to call them in to cover one-off or seasonal workloads such as the Christmas market and electoral canvassing. This type of use is time limited and variable, therefore flexible resourcing is necessary.
2. **Regular duties.** This includes work such as webcasting and out of hours contact/reception. This is covered on a rota basis, usually by current employees who volunteer for these additional duties. This type of use is regular and time specific, but requires flexibility to meet varying business need.
3. **Vacancy cover.** This is provided through a mixture of casual and agency workers. This category includes both cover for permanent roles during recruitment and cover for other periods when roles are vacant (e.g. maternity, secondment, long term sickness). This type of use is regular, but ideally time limited. However it is often dependent on successful recruitment to a post, or return to work dates for substantive post holders. Of the vacant posts covered in this category in 2014/15, 71% of permanent roles have been filled successfully, or the substantive post holder has returned to that role. This might be, for

# Council Performance & Budget Summary

## Appendix J: Agency and Casual Overview

example, at the end of a period of secondment or maternity leave. Improving recruitment practice and workforce planning will help reduce use in this category, but there remain areas (such as Planning and Housing) where recruitment difficulties have meant continued reliance on temporary workers to fill vacancies in 2015-16.

- Additional workers** to FTE headcount. These are approved where there is specific time-limited project work or additional workload which was unforeseen when agreeing the annual budget. This type of use is regular, generally task specific and time limited.

### Expenditure

**Table 1: Spend Summary for 2014/15**

| Type of Cover                                   | Agency            |                 | Casual          |                       |
|---|-------------------|-----------------|-----------------|-----------------------|
|   | Spend (£)         | No. Assignments | Spend (£)       | No. Bookings          |
| 1. Seasonal/Event Cover                         | 0                 | 0               | 136,967         | variable <sup>1</sup> |
| 2. Regular Flexible Resource                    | 0                 | 0               | 41,544          | 4                     |
| 3. Vacancy Cover for Permanent Roles            | 483,905           | 27              | 70,386          | 9                     |
| 4. Additional Resource <sup>2</sup>             | 159,545           | 9               | 0               | 0                     |
| <b>Totals</b>                                   | <b>£643,450</b>   | <b>36</b>       | <b>£248,899</b> | <b>variable</b>       |
| <b>Total Spend</b>                              | <b>£892,349</b>   |                 |                 |                       |
| <b>Salary vacancy savings</b>                   | <b>- £678,085</b> |                 |                 |                       |
| <b>Use of project based funding<sup>3</sup></b> | <b>- £100,000</b> |                 |                 |                       |
| <b>Additional expenditure above Budget</b>      | <b>£114,264</b>   |                 |                 |                       |

£892,349 was spent on casual and agency staffing in total during 2014/15. Of this approximately £114,000 was in addition to agreed salary and project budgets which covered the majority of the expenditure.

On the whole, the first two categories of use are managed within existing salary budgets or using relevant project budgets. Therefore these should not have implications for budget over spend. In 2014/15 this type of use totalled £178,513.

<sup>1</sup> Variable – 112 people are in the ‘pool’ of available workers (includes Christmas markets, electoral canvassers etc) but use varies across the year

<sup>2</sup> Additional to staffing establishment and principally in Planning

<sup>3</sup> This is where use of temporary staffing – e.g. in relation to a specific event – is included in a project budget not in the overall salary budget. This figure is estimated.

# Council Performance & Budget Summary

## Appendix J: Agency and Casual Overview



The latter two categories of use require authorised business cases to confirm the need, the duration of the requirement and the source of budget. In 2014/15 this totalled £713,836.

Where vacancies are being covered, expenditure is usually offset by underspends on salary budget. Vacancy cover is often shorter than the actual vacant period. Therefore when using casual workers in particular, this can show an underspend against the permanent salary budget. This is because casual workers are paid directly by the Council and so do not incur the additional margins charged by agencies. Where agency workers are used to cover vacancies the Council is generally paying for specialist skills where posts are difficult to recruit to. Depending on the length of the cover, this can sometimes result in an overspend against the permanent salary for that role. Analysis of the additional margins charged by agencies shows that these average 29%.

The final category is one which requires particular focus. This is where casual and agency staff are used to cover increases in demand or changes to service delivery as a result of policy or legislation. In some cases the additional resource is simply needed for an unexpected peak in demand. In other cases (for example in planning) this additional expenditure is on-going, because of sustained increased demand, but is part covered by potential increased income. If the additional work is on-going, a permanent solution may be needed (such as the paper agreed by Cabinet to create new posts in Planning). The analysis that underpins this paper will give HR and Heads of Service greater visibility in these areas to help them make these decisions.

### Action to date

The use of agency and temporary workers across the organisation adheres broadly to the following guiding principles:

- Priority is given to recruitment for permanent roles
- Alternatives are discussed with HR prior to considering temporary resource
- Temporary resource is used only when appropriate and is proportional to the need
- Managers work within existing budgets wherever possible (salary and project)
- Prior approval is required for additional expenditure where there is need that cannot be met within budgets
- Casual workers are used in preference to agency workers wherever possible so that agency margins are not incurred. However this does depend on the pool of casual workers available, the urgency of the need and the specialist skill requirements of the role to be covered.
- Use of agency workers is generally limited to specialist skills or difficult to recruit roles

# Council Performance & Budget Summary

## Appendix J: Agency and Casual Overview

The Human Resources team is working closely with departments to reduce reliance on temporary workers in a number of ways. These include shortening the time taken to recruit and improving workforce planning. For example:-

- Advice on criteria for using temporary workers – when it is appropriate (mainly short term requirements) and what the alternatives are (e.g., internal secondments, acting up arrangements).
- Support to recruiting managers to reduce ‘time to recruit’ and think about creative ways to provide cover in the short term.
- Work with specialist agencies on a search and selection basis for specific hard to fill posts (e.g. Planning, Surveyors).
- Broader advertising including professional press publications and through educational establishments.
- Investment in a strong pipeline of young people coming into the organisation. This includes providing increased opportunities for apprentices, trainees and graduates many of whom remain with the Council taking up permanent or fixed term roles.
- Use of internal and partnership networks to help disseminate opportunities.
- Regular promotion of the Council as an employer at job fairs and other events locally and regionally to raise our profile and increase the number of applicants.
- Reviewing the Council’s contract for agency staffing to ensure the most cost effective and efficient service. This piece of work will include benchmarking agency rates to ensure we are in line with the market overall.
- Considering the business case for additional resource in HR focused on accelerating recruitment of permanent staff. This includes aspects such as shortening time to recruit, promoting the Council as an employer and handling agency liaison.

Specific departments experiencing difficulty recruiting are also taking local action to reduce reliance on temporary workers in the longer term. For example:-

- Work with Universities to develop a ‘higher apprenticeship’ offer
- Increased offer of internal secondment opportunities to develop talent and improve retention
- Developing career pathways and variety of entry points (apprentices, graduate placements and trainee posts)
- Support for employees with their professional studies through the Council’s Professional Development Scheme.

# Council Performance & Budget Summary

## Appendix K: References from the Audit Committee



Attached are two references from the Audit Committee including the relevant parts of the minutes.

### *External Auditors Audit Results Report*

The first reference relates to the external auditors audit results report and includes a page from that report discussing the Council's financial resilience.

The auditor's text discusses the uncertainty around new homes bonus and government grant. These have been considered in producing proposals for the 2016/17 budget as they were for the current year's budget.

The auditors recommend that the Council put the elements of its budget documents that contribute to the requirements of a medium term financial strategy together in one place in the budget report. As Cabinet members can see in the report elsewhere on the agenda, this has been done, together with some further text on the background to this and the future strategy.

The auditors also recommend that the Council review a number of lower value reserves. As part of the 2016/17 budget, some initial work had been done on this and it will be completed in line with the auditor's recommendation.

### *Risk Management Strategy and Corporate and Departmental Risk Register*

The second reference relates to risk. The Audit Committee has asked that Cabinet's attention be drawn to the two risks with the highest scores from the Council's risk management process. (Potential risks scored above a certain level are classified as red).

It is proposed to address these risks as part of the workforce performance update due to be submitted to Cabinet in November.

### **Draft minute 4 – Audit Results Report**

Neil Harris of Ernst & Young (the Council's external auditors) presented their report and summarised their findings from the 2014-15 Audit. They expected to issue an unqualified opinion on the Council's financial statements.

During 2014/15 the Council had revised the basis on which it calculates depreciation charges on council dwellings. Following consultation and testing, the auditors had identified that further disclosure was required within the financial statements concerning the nature of the change in accounting estimates and the effect of this on future depreciation charges. The Council had amended its financial statements to reflect this point.

The audit had identified a number of misstatements in the accounts presented for audit. The Council had responded by updating the financial statements and disclosure notes within a number of areas.

The auditors had received correspondence from an organisation representing the interests of motorists concerning the Market Street Controlled Parking Zone. The auditors were satisfied that the Council had acted properly in responding to this matter.

Following publication of the final draft financial statements correspondence had been received from a resident setting out his intention to object. The auditors had agreed with the resident and the Council that, rather than treat this as a formal objection, the Council would respond to each of the points made and, where appropriate, revise the financial statements accordingly. The auditors therefore planned to issue their completion certificate along with their opinion and Value for Money conclusion at this meeting.

The auditors advised that their final fee for the 2014/15 audit would include a proposed variation to the scale fee of £6,000. This was because a number of matters that fell outside the scale fee had been considered during the audit. Work on the certification of grant claims was currently in progress and the final fee for this would be included within their Annual Certification Report for 2014/15. This would be reported to the Committee in January 2016.

The Chair advised that there were various matters in Section 4 of the Audit Results Report relating to economy, efficiency and effectiveness, that he considered should be drawn to Cabinet's attention. These included uncertainties regarding the New Homes Bonus and future levels of Government grant. Other matters related to the Council's use of reserves. There was a recommendation that the Council should have a Medium Term Financial Strategy. Cabinet would need to consider these matters during the budget process for future years. The Chair asked to see a draft of the report that would be submitted to Cabinet.

The auditors thanked the officers for their cooperation and assistance during the audit.

### **RESOLVED**

- (i) That the External Auditors be thanked for their report, which was noted by the Committee.
- (ii) That suggested actions for the Council regarding economy, efficiency and effectiveness as set out in section 4 of the report be drawn to the attention of Cabinet.

**Note:** The relevant extract from the Audits Results Report is attached at Appendix Ki.

### **Draft minute 10 – Risk Management Strategy and Corporate and Departmental Risk Registers**

The Programme Office Manager presented a report on how risk is actively managed by the Council. This had last been considered by the Committee in September 2012. Since then the Council had continued to develop and strengthen its approach to meet the changing needs of the organisation. A workshop had been held for Heads of Service and Strategic Principal Officers. Following this the Risk Management Strategy had been updated and published on 24 March 2015. The key changes from the previous document were set out in paragraph 4 of the report. A copy of the Strategy was appended to the report. The Corporate Risk Register had been sent to members separately.

Corporate and departmental risk registers were reviewed each year as part of the corporate and business planning process. Chief Executive's Board monitored all corporate risks quarterly and monitored departmental risks quarterly by exception. Departmental risk registers were formally reviewed each quarter by Heads of Service and managers at Departmental Management Team meetings.

The Chair drew attention to Risks 16a - Loss of key qualified competent staff by whatever means or the recruitment of incompetent staff, and 16d – Lack of effective workforce planning. These risks were still categorised red in spite of the mitigations. The Programme Office Manager advised that these were key risks for the organisation given the current recruitment and retention climate. She confirmed that the Chief Executive's Board was keeping these risks under close review. The Chair suggested that the risks should be drawn to the attention of Cabinet. He also pointed out the inherent and residual risk scores for Risk 17b – Hardware or Server System failure – service disruption were the same. This seemed to indicate that the mitigation was not having an impact. The Internal Audit Manager advised that disaster recovery plans were in place and that the procedures were tested. The Chair commented that this might be an error on the register, and asked to receive a report to the next meeting.

In response to a member's question regarding Risk 16h – failure to protect the Council and its reputation from malicious, vexatious or criminal activity by its staff, the Programme Office Manager confirmed that key policies and procedures were in place. Staff were aware of their roles and responsibilities, and expectations regarding standards of behaviour were clear. Another member referred to risk 16g relating to failure to apply duty of care to employees, and asked whether the lone worker policy had been finalised. The Internal Audit Manager advised that the draft policy was nearing completion and would be reported to a future meeting.

# Council Performance & Budget Summary

## Appendix K: References from the Audit Committee



A member asked how steps were taken to ensure risks were correctly categorised and whether it would be recognised if important risks were not being addressed. The Programme Office Manager advised that, with regard to corporate risks, the whole register was reviewed at least quarterly. The challenge of risk management was shared across the organisation.

### **RESOLVED**

- (i) That the report be noted.
- (ii) That a report be submitted to Cabinet drawing attention to Risks 16a and 16d as detailed above.

### **Notes:**

- [1] The Corporate Risk Register can be viewed [here](#).
- [2] A workforce performance update is due to be submitted to Cabinet in November. The Annual Workforce report will be submitted to the Internal Performance Scrutiny Committee.

# EXTRACT

## St Albans City & District Council

Audit results report for the year ended 31 March 2015

28 September 2015

Ernst & Young LLP



## 4. Economy, efficiency and effectiveness

The Code of Audit Practice 2010 sets out our responsibility to satisfy ourselves that the Council has proper arrangements to secure economy, efficiency and effectiveness in its use of resources. In examining corporate performance management and financial management arrangements we consider the following criteria specified by the Audit Commission:

- ▶ **Criteria 1: Arrangements for securing financial resilience** – whether the Council has robust systems and processes to manage financial risks and opportunities effectively, and to secure a stable financial position that enables it to continue operating for the foreseeable future.
- ▶ **Criteria 2: Arrangements for securing economy, efficiency and effectiveness** – whether the Council is prioritising its resources within tighter budgets, for example by achieving cost reductions or improving efficiency and productivity.

### Arrangements for securing financial resilience

In our Audit Plan we identified a significant risk in relation to financial resilience. This risk reflected the size of the budget gap faced by the Council over the medium term, resulting primarily from reduced funding from central government. This is in line with the challenges being faced by many other Councils across the United Kingdom.

We have set out below further details on how the Council has responded to the challenges it is facing, along with our understanding of the current financial position. In our view the challenge faced by the Council is considerable, and there are a number of uncertainties that could yet have a significant impact on future financial stability of the Council, not least the upcoming Autumn 2015 Spending Review.

### Current budget gap

The Council's 10 year budget forecast prepared in December 2014 identified a cumulative budget gap of £2.4 million over the three years 2015/16 to 2017/18. Since that time, the Council has achieved the majority of the £917,000 savings required to achieve a balanced budget in 2015/16. This leaves a residual budget gap of £1.5 million to be addressed in 2016/17 and 2017/18. The Council has started work on identifying the savings of £751,000 necessary to deliver a balanced budget in 2016/17, although these are yet to be delivered.

This budget gap would be greater if the Council did not receive £3 million of grant funding from the New Homes Bonus in 2015-16. While there is currently no indication that central government will cease or reduce the New Homes Bonus, reliance on this uncertain funding stream does, however, represent a risk to the financial resilience of the Council. If this funding ceased the Council's budget gap over the period to 2015/16 – 2016/17 would rise to £4.5 million.

### Medium Term Financial Strategy (MTFS) and key assumptions

The Council does not prepare and publish a MTFS, although the key components of a MTFS are prepared and presented annually to Members as part of the Council's budget setting process.

Key assumptions made by the Council when setting its budget include estimates of the future levels of Government grant funding (including Revenue Support Grant and New Homes Bonus). As noted above, any reduction in these, or other Government funding, would present a risk to achievement of the Council's future budgets.

Other key assumptions included within the Council's budget are:

- ▶ Provision is made for inflation on pay, non-pay, and fees and charges.
- ▶ Provision has been made for known items of growth.
- ▶ Increases in Council Tax of 2% have been factored in from 2016/17 onwards.

#### Actions for the Council

We consider that the Council has most of the elements of a MTFs but this would be improved by combining this into a comprehensive and standalone document. In our view this would facilitate improved governance and monitoring of the Council's financial position.

#### Reserves and balances

At the end of the 2014/15 financial year the level of unearmarked general fund reserves was £1.7 million. In addition to the General Fund balance, the Council has earmarked reserves of £6.6 million. While these reserves are currently earmarked to meet specific items these could also be released to support the Council's budget if needed.

In our view, the total reserves available to the Council to support the general fund are £3.2 million (available down to the minimum level required of £1.5 million as set by the Council's s151 officer). These levels of general and earmarked reserves are lower than the average of district councils' reserves as a percentage of total spend. While the Council's current budget plans are not predicated on the use of reserves, the overall level of reserves available to the Council leave limited scope to meet unexpected financial pressures.

#### Actions for the Council

In considering the Council's level of reserves and balances, we noted that many of the earmarked reserves have been held for a number of years, with few sums transferred into, or out of, those reserves. In particular, we noted that 'Other' Earmarked Reserves of £689,000 comprises 38 separate reserves with a value ranging from £256 to £81,360.

The Council should review and assess whether there is a continued need to hold these reserves and, where there is not return those reserves to general reserves. We also consider the Council should update its policy on the use of earmarked reserves, including all of the relevant elements within the guidance in Local Authority Accounting Panel Bulletin 99.

#### Arrangements for securing economy, efficiency and effectiveness

We did not identify any significant risks in relation to this criterion, and have no issues to report in relation to this criterion.

Our work did not identify any other matters relating to aspects of the Council's corporate performance and financial management framework which are not covered by the scope of the two specified criteria above.