

# Council Performance & Budget Summary

March 2017

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

## Appendices

- A. Planning Update
- B. Waste Management and Recycling Update
- C. Property Development Update (Part One)
- D. Spend on consultants
- E. Changes to the Establishment
- F. Internal Audits Update
- G. 2017-18 Update Schedule
- H. Business Rates Bad Debts over £25,000
- I. Business Rates Relief Policy (Part One)
- J. Business Rates Relief Policy (Part Two)
- K. Property Development Update (Part Two)

## Recommendations

- 1.1 That Cabinet notes the Council Performance and Budget Summary (March and Quarter 4 2016/17) and its appendices.
- 1.2 That Cabinet approve Business Rates bad debt write offs as set out in Appendix H.

## Vacant Units (City and District)

The table below shows the proportion of vacant retail properties as of 31 March 2017 by Parish and the non-parished area (City). The properties are retail only. The information is extracted from the Council's business rates database.

PARISH	NO OF PROPERTIES	UNOCCUPIED	% UNOCCUPIED				
			March 2017 Qtr	Dec 2016 Qtr	Sept 2016 Qtr	June 2016 Qtr	March 2016 Qtr
UNPARISHED CITY	738 (up 1*)	18 (down 4*)	2.4%	3.0%	3.8%	2.9%	2.2%
COLNEY HEATH	31	0	0%	0%	0%	0%	0%
HARPENDEN RURAL	2	0	0%	0%	0%	0%	0%
LONDON COLNEY	49	1	2.0%	2.0%	2.0%	2.0%	2.0%
REDBOURN	35	0 (down 1*)	0%	2.8%	2.9%	2.9%	2.9%
ST MICHAEL	3	0 (down 1*)	0%	33.3%	33.3%	33.3%	33.3%
ST STEPHEN	54 (up 1*)	1 (up 1*)	1.9%	0%	1.9%	3.8%	1.9%
SANDRIDGE	51	0	0%	0%	1.9%	0%	1.9%
WHEATHAMPSTEAD	39 (up 1*)	0	0%	0%	0%	0%	0%
HARPENDEN	246	7 (down 2*)	2.8%	3.7%	2.4%	2.0%	2.0%
<b>TOTALS</b>	<b>1,248</b>	<b>27</b>	<b>2.2%</b>	<b>2.7%</b>	<b>3.1%</b>	<b>2.5%</b>	<b>2.1%</b>

\*Up or down from the quarter ended 31 December 2016.

## **Succession planning for Chief Executive**

The Chief Executive, James Blake, is leaving to take up the post of Chief Executive of the Youth Hostels Association (YHA England and Wales). A press release about this can be seen here: <http://www.stalbans.gov.uk/council-and-democracy/press-room/items/2017/april/2017-04-10-st-albans-council-chief-leaves-to-lead-youth-hostels-association.aspx>.

The next step for the Council will be to convene a meeting of its Employment Procedures Committee. One of the responsibilities of this Committee is to consider senior recruitment and to make recommendations to Full Council.

## **Succession planning for Head of Legal, Democratic and Regulatory Services**

As previously reported to Cabinet, Mike Lovelady intends to take flexible retirement from 30 June 2017. A discussion paper with succession planning options was issued to staff in January. Responses have now been considered and the following will be put in place from 1 July:

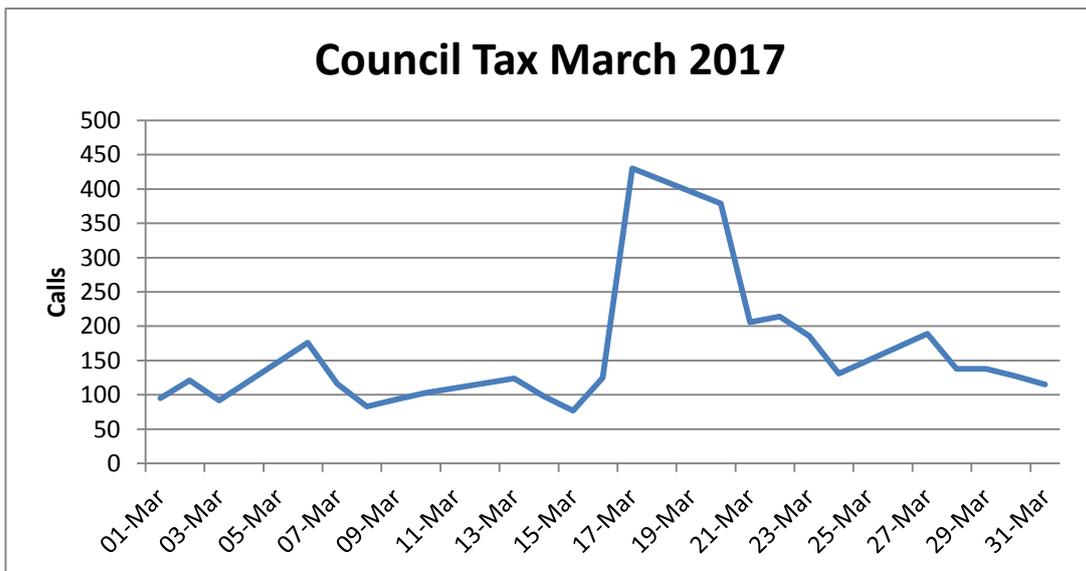
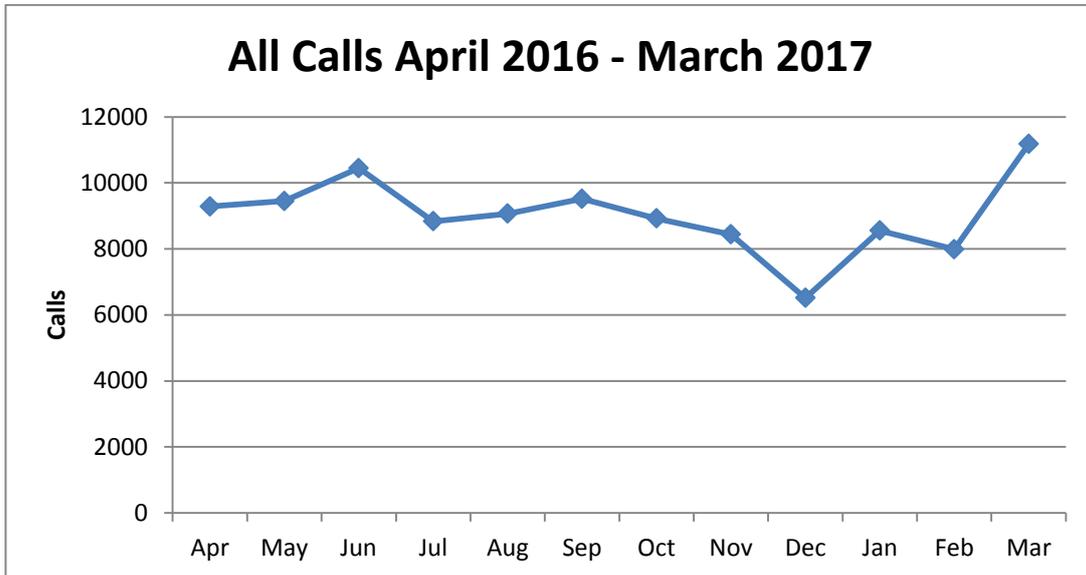
- Mike will continue as Returning Officer and Electoral Registration Officer for up to two years. Amanda Foley is his designated successor. Mike will mentor Amanda to take over the role from the 2019 District elections.
- Mike will continue as Monitoring Officer for up to 2 years. A new Solicitor to the Council post has been created. This post will report to the Deputy Chief Executive (Finance), will manage the legal team, and will be a permanent member of the Chief Executive's Board. The post holder will have direct access to the Chief Executive, and will also act as Deputy Monitoring Officer and Data Protection Officer. The post will take on the full Monitoring Officer role when Mike fully retires.
- Charles Turner, currently Legal Services Manager, has been appointed to the Solicitor to the Council post, initially on a one year secondment.
- Mike's role as second Deputy to the Chief Executive will pass to Amanda Foley.
- The Legal, Democratic and Regulatory Services Department will be disbanded in its current form. Services will move into different Departments as follows:
  - The Legal and Land Charges teams will be transferred to Finance under the leadership of the new Solicitor to the Council.
  - Electoral Services and Democratic Services will be transferred to Corporate Services. Additional management and administration capacity will be created in Corporate Services.
  - Regulatory Services will be transferred to Community Services. The Regulatory Services Manager will report to the Head of Community Services. A business case will be developed for a Deputy Head of Service in Community Services, to provide additional management capacity in the larger Department.

The proposals are cost neutral overall.

## Customer Service measures update

- In addition to the agreed changes to the way updates are to be scheduled this year (see Appendix G), Customer Service updates will move from monthly to quarterly reporting.
- The current monthly measure 'Percentage of calls to the Council answered within 5 rings (20 seconds)' will no longer be reported.
- The quarterly reporting will be based on data gained from the changes implemented in both the face to face and telephone customer service. An example of the type of future report is detailed below:

March is one of the busiest periods for the telephone contact centre due to annual Council Tax billing. March 2017 saw 11,179 calls, compared to an average of 9,017 per month across the whole year. Council Tax calls peaked on 17 and 20 March as bills began to arrive.



## Contractor Establishment information

In addition to the new monitoring information discussed in Appendix E, officers will be bringing new data to Cabinet on the level of posts filled in major contracts.

## Internal Audits Update

In addition to the information in Appendix F, Finance and HR are working together to ensure there is improved coordination and clarity of responsibilities in the work around payroll.

There will also be a further update to Audit Committee in September on this.

## Municipal Journal (MJ) Achievement Awards

The Council has been shortlisted, alongside four other councils, in the Senior Leadership Team category at The MJ Achievement Awards 2017. This relates primarily to the innovative work undertaken on the recruitment and retention of staff. Three representatives from the Council will make a pitch to the judging panel on Wednesday 3 May. The winner will be announced at a ceremony on Thursday 15 June. Wilmott Dixon have kindly agreed to sponsor a table at this event.

The MJ - formerly known as The Municipal Journal - is a leading online and print magazine that covers management issues affecting local government. The MJ Awards recognise national achievement in local government.

## Updates on actions from last meeting

Action	Update
<b>Fly-Tipping Offences:</b> Officers were asked to check whether in both cases where Fixed Penalty Notices were issued, £300 had covered the cost of remediation.	The £300 paid has covered the cost of remediation (in both instances). Costs incurred include officer time to investigate and process the offence, and the costs of waste collection.
<b>Verulamium Park Bridge:</b> The Community Engagement and Localism Portfolio Holder undertook to ascertain the current position on the proposed dual use Verulamium Park Bridge, and to monitor progress.	The tender documents for the design phase of the proposed dual use bridge have been sent to three structural engineering firms. Tenders are due back on 5 May and work on this phase is due to start on 5 June. A more detailed programme will be provided for a future Cabinet update.

## Commentary

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

	Measure	Comments
A	Rent arrears of current tenants as a percentage of rent due	There has been a slight improvement in arrears' performance. The Income Team is now settling into a new way of working following the move to managing all legal aspects of possession orders and court attendance. Following the closure of the county court in St Albans, all cases are now heard at Watford. We are looking at ways to mitigate the impact of the additional travel time.
R	Number of households in temporary accommodation and average time in	In 2016/17 we accepted 133 households as homeless from April 2016 (compared to 125 for the previous year). This puts pressure on the availability of temporary accommodation. The Council continues to use its own general needs stock to

	<b>Measure</b>	<b>Comments</b>
	temporary accommodation	accommodate homeless households in the District.  There are 17 homeless households in temporary accommodation who are 'under offer' for permanent accommodation.
<b>A</b>	Percentage of repairs completed on time	Our contractor's Administrative Support Officer continues to ensure work completions are logged correctly on the Orchard management system. The Council had identified that staffing issues were affecting performance. This has been addressed. New Contract Supervisors are now in place and new engineers are being recruited.  Performance will be discussed at our annual review meeting on 24 April.
<b>R</b>	Percentage of Council's planning decisions supported at appeal (cumulative 12 month)	In March 2017, ten decisions were received. Of these, six were dismissed and four were granted contrary to the Council's decision. This equates to 60% of the Council's decisions being supported in the month.  Of the appeals allowed, three were for extensions to residential properties both inside and outside of conservation areas. The other related to the change of use of a care home to a residential multiple occupancy. The Inspector's reason for allowing the latter appeal turned on the issue of overlooking and loss of privacy from upper floor windows. The Inspector considered that, despite the change in the type of occupancy, the opportunities to look out of the windows would not be significantly greater. In the latter case, the award of costs was successfully resisted as the Council was able to substantiate its reasoning.  The six dismissed appeals included two extension proposals to residential property, a security fence within a conservation area and an outbuilding and compressor at a dental surgery. They also included the replacement of one locally listed dwelling in a conservation area with two and a replacement dwelling in the Green Belt.
<b>G</b>	Parking Penalty Charge Notices Issued	The contractor issued 1,494 Penalty Charge Notices (PCNs) in March, an 8% increase on February and a 17% increase on March 2016. The increase in PCNs follows on from the contractor filling 3 of the 4 existing vacancies noted last month. The post holders commenced work in February and March. This meant that 500 additional hours were deployed compared to last month. Productivity of the new CEOs is expected to increase as they become more familiar with the area.
<b>R</b>	Visits to Visitor Information Centre (VIC) and www.enjoystalbans.com	Visits to www.enjoystalbans.com have fallen year on year from 25,639 in March 2016 to 17,466 in March 2017. The Visitor Partnership marketing subgroup is looking at ways to increase visits to the website, including considering seeking external expertise. Last March there was a spike in visits over the Easter weekend, but as the holiday falls in April this year there was no comparable boost.  Visits to the VIC were 686, significantly below the 1,045 visits

	Measure	Comments
		anticipated. Again this will partially reflect the timing of Easter this year. The team will continue to monitor visitor figures and public feedback, and review the service to ensure it continues to provide an effective interim service for visitors.
R	Museum Visits	Reported museum visits decreased from 15,935 in March 2016 to 12,625 in March 2017. Similar to the Visitor Information Centre, the museum saw more visitors during the school holidays and Easter which fell in March last year. By comparison the visitors for March 2017 were lower.
G	Percentage of all major planning applications determined within 13 weeks (measured over a 2 year period)	The appointment of Senior Planning Officers has provided additional capacity to deal with major planning applications. In the last quarter, only 1 application out of a total of 14 was not determined in time. We continue to seek 'extensions of time limits' (to extend the determination period) with applicants and agents where appropriate. This is mostly to allow additional time for S106 agreements to be completed.
R	Number of working days/shifts lost due to sickness absence per full time equivalent employee (days)	<p>The absence rate (1.79 days per employee) shows an increase of 0.63 days in comparison to the same quarter in 2015/16. This is also an increase of 0.37 days from the last quarter. This figure includes 12 cases of long term absence (28 days and over), 6 of which have since returned to work. A number of these cases are under review in line with our attendance policy.</p> <p>The top 3 reasons for absences during Q4 were Surgery, Mental Health and Cough/Cold/Flu. Combined, these reasons account for 44% of absence during this period. Cough/Cold/Flu as a reason for absence was prevalent during January and February. This is in line with national trends seen by our contractor FirstCare across their client base.</p> <p>Where there is long term absence, line managers keep in regular contact with employees to encourage an early return to work.</p> <p>We have also appointed a new Occupational Health contractor, Nexus Healthcare, which will be providing support. Mental Health First Aid training has been provided for all managers this year to help them identify signs and implement support measures at an early stage. Counselling is also available via the Employee Assistance Programme 24/7 throughout the year.</p>

### Key

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

For indicators with a target – Green is where a target is achieved, Amber is up to 10% worse than target and Red is worse than 10% from target. For indicators with trend analysis – Green highlights an improved performance and Red a worse performance.

On the priority project update and appendices tables, Blue is used to show that a project or action is completed.

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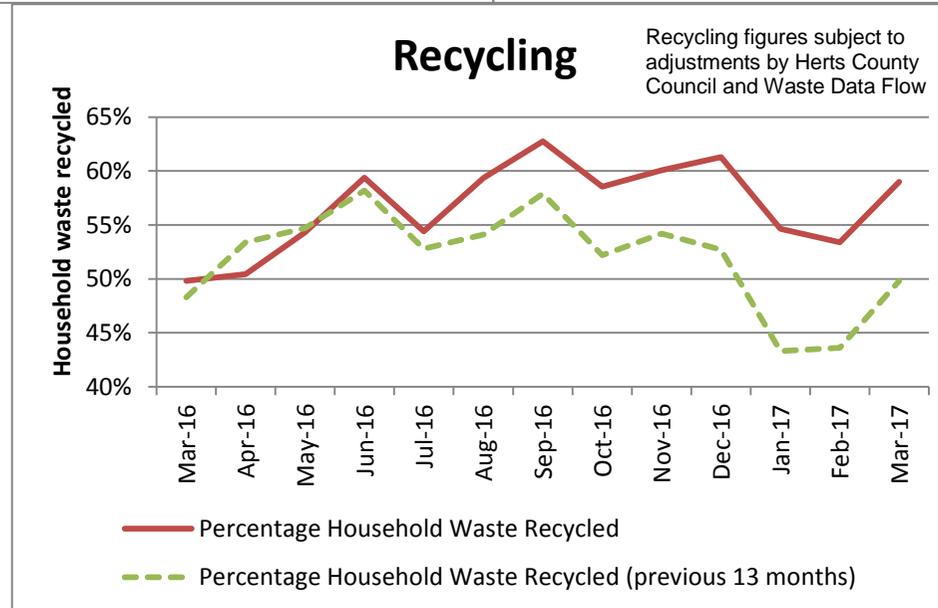
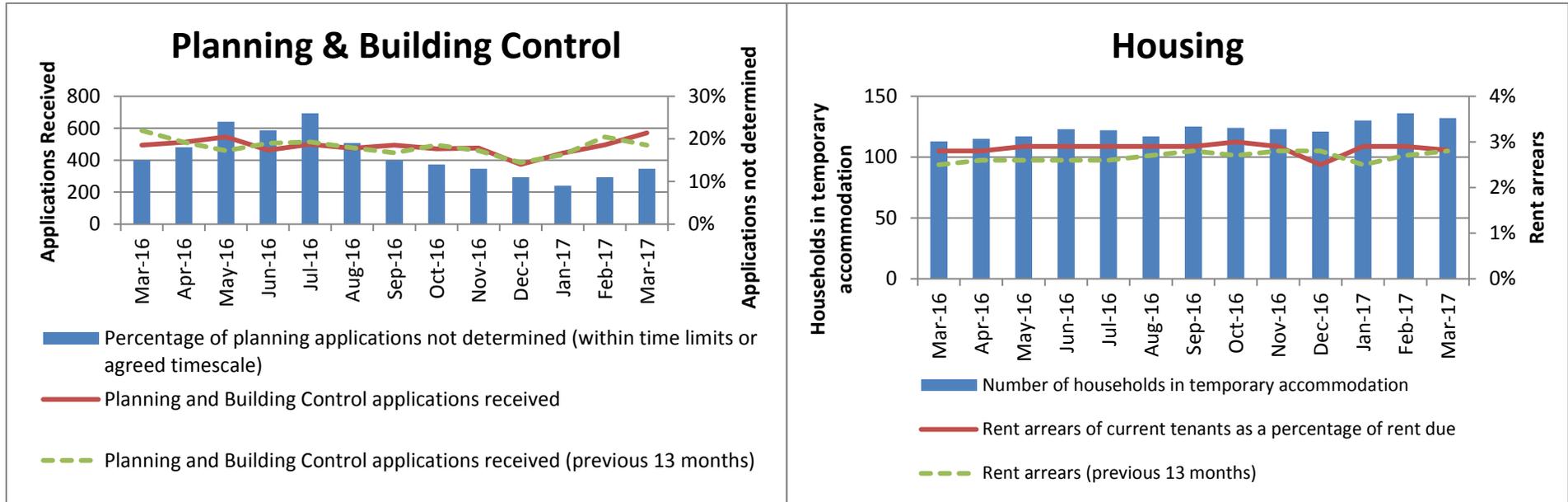
## March 2017



		Bigger or Smaller is Better	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	TARGET
Finance	Forecast budget variance at the year end (General fund for year in question)	Smaller	-1.0%	0.0%	0.0%	-2.0%	-1.6%	-1.4%	-1.7%	-2.7%	-3.0%	-2.4%	-2.9%	-2.5%	-6.0%	0.0%
Housing	Average time to re-let dwellings (excluding temporary accommodation) (days)	Smaller	24	26	33	24	25	24	23	23	23	22	23	23	26	26
	Average time vacant for current voids (excluding temporary accommodation) (days)	Smaller	New indicator	12	12	17	13	22	15	20	29					
	Percentage of rent loss due to voids	Smaller	1.4%	1.5%	1.5%	1.5%	1.5%	1.4%	1.4%	1.4%	1.3%	1.3%	1.3%	1.3%	1.3%	Trend
	Rent arrears of current tenants as a percentage of rent due	Smaller	2.8%	2.8%	2.9%	2.9%	2.9%	2.9%	2.9%	3.0%	2.9%	2.5%	2.9%	2.9%	2.8%	2.6%
	Number of households in temporary accommodation	Smaller	113	115	117	123	122	117	125	124	123	121	130	136	132	Trend
	Average time in temporary accommodation (weeks)	Smaller	25	28	28	27	26	24	24	23	24	27	28	29	28	Trend
	Percentage of repairs completed on time	Bigger	69%	90%	84%	89%	80%	95%	94%	90%	94%	91%	96%	97%	96%	98%
	Total number of households in receipt of Housing Benefit and/or Council Tax support	Smaller	7,038	7,211	7,039	7,047	7,054	7,048	7,007	7,001	7,012	6,973	6,974	6,951	6,920	
	Days to process Housing Benefit new claims	Smaller	32.8	26.5	29.3	26.0	26.5	27.0	28.1	20.3	17.2	19.2	22.3	18.0	22.3	23
	Days to process Housing Benefit change in circumstances	Smaller	5.5	5.4	7.1	6.6	7.3	6.0	6.9	7.2	7.2	7.9	2.6	2.6	7.2	7
Planning & Building Control	Planning and Building Control applications received (including pre-app, trees and condition discharge)		494	513	545	462	499	474	494	471	476	373	445	495	570	
	Percentage of Council's planning decisions supported at appeal (cumulative 12 month)	Bigger	61%	58%	57%	56%	54%	55%	52%	52%	53%	52%	53%	52%	53%	66%
	Percentage of planning applications not determined (within time limits or agreed timescale)	Smaller	15%	18%	24%	22%	26%	19%	15%	14%	13%	11%	9%	11%	13%	25%
	Number of planning applications at end of month that have not been determined in time	Smaller	146	162	170	134	103	77	64	44	48	36	42	32	44	150
Regulatory	Parking Penalty Charge Notices issued	Smaller	1,282	1,630	1,763	1,726	1,827	1,826	1,873	1,722	1,893	1,505	1,413	1,389	1,494	Trend
	Percentage of Parking Penalty Charge Notices paid	Bigger	87%	84%	85%	88%	86%	87%	88%	86%	84%	102%	85%	87%	92%	70%
Community Services	Fly-tipping incidents	Smaller	130	130	**	**	167	145	165	159	137	116	129	87	139	Year-on-year Trend
	Number of missed waste collections per 100,000	Smaller	11	12	**	**	81	110	172	78	58	46	38	28	40	40
Commercial & Development	Visits to Visitor Information Centre and www.enjoystalbens.com	Bigger	31,181	27,014	31,617	32,736	36,656	38,775	29,979	32,988	63,946	54,630	18,110	17,847	18,152	Year-on-year Trend
	Museum visits	Bigger	15,935	15,101	13,314	13,974	13,344	11,672	13,834	15,287	10,238	6,623	8,662	12,084	12,625	Year-on-year Trend
External	Claimant count	Smaller	675	680	705	705	690	710	755	745	715	715	710	740	780*	
	New jobs	Bigger	6,864	5,746	7,128	6,660	5,588	6,480	7,679	5,969	3,926	2,722	2,768	1,970	2,477	
	All crime (in month)	Smaller	637	630	616	641	643	650	667	701	615	669	720	775	941*	Trend
	Anti-social behaviour incidents (in month)	Smaller	221	261	295	315	361	292	280	306	212	209	218	276	319*	Trend

\* Draft figure subject to final adjustments  
 \*\* Verified figure unavailable.

## Performance Summary March 2017



# Council Performance & Budget Summary

## Quarter 4 2016-17 (January-March)



		Bigger or Smaller is Better	Quarter 4 2015-16	Quarter 1 2016-17	Quarter 2 2016-17	Quarter 3 2016-17	Quarter 4 2016-17	TARGET
Housing	Total affordable housing completions	Bigger	2	8	29	3	26	
	Percentage of invalid applications received	Smaller	5.4%	3.8%	6.0%	2.6%	3.8%	Trend
Planning and Building Control	Percentage of all major planning applications determined within 13 weeks (measured over a 2 year period)	Bigger	64.1%	64.0%	63.4%	69.7%	75.3%	70%
	Planning obligations (Section 106/CIL) monetary contributions secured		£10,734	£201,446	£65,231	£24,527	£15,604	
	Percentage of council tax collected of that collectable in the year	Bigger	99%	30%	59%	87%	99%	99%^
Finance	Percentage of business rates collected of that collectable in the year	Bigger	99%	30%	56%	84%	99%	99%^
	Recycling rate	Bigger	45.5%	54.9%	58.5%	59.9%	55.7%*	Year-on-year Trend
Community Services	Kg per household of residual waste	Smaller	102.3	98.8	84.0	77.0	80.5*	Year-on-year Trend
	Total number of visits to arts and entertainment venues	Bigger	49,356	41,457	42,744	91,351	63,269	Year-on-year Trend
Commercial and Development	Total number of visits to sport and leisure centres	Bigger	484,189	572,057	597,825	484,997	557,243	Year-on-year Trend
	www.stalbans.gov.uk visits	Bigger	289,042	310,334	318,382	248,506	272,372	Trend
Website	www.enjoystalbans.com visits	Bigger	74,178	88,843	100,485	146,636	51,054	Trend
	Establishment - actual FTE in post Approved established permanent posts = 365.05 FTE		340.6 FTE (304.8 permanent / 35.7 fixed term)	344.7 FTE (311.5 permanent / 33.2 fixed term)	352.9 FTE (314.6 permanent / 38.3 fixed term)	350 FTE (311.2 permanent / 38.8 fixed term)	352.7 FTE (331.5 permanent / 21.2 fixed term)	
Human Resources	Agency and casual workers (FTE cover for vacancies or additional workloads)		15 agency / 13.3 casual	15 agency / 10.7 casual	17 agency / 9.8 casual	12 agency / 9.9 casual	8.4 agency / 8.5 casual	
	Number of working days/shifts lost due to sickness absence per full time equivalent employee (days)	Smaller	1.16	0.83	1.47	1.42	1.90	Trend

^ Seasonal Target

\* Draft figure subject to final adjustments

## Performance Summary Quarter 4 2016-17

# Council Performance & Budget Summary

## Quarter 4 2016-17 (January-March)



Portfolio	Q3 2016/17 (October to December)	Priority Project	Q4 2016/17 (January to March)	Progress	Q1 milestones (2017/18) (April to June)	2017/18
Housing	<b>G</b>	Implement the sheltered housing redevelopment programme	<b>G</b>	<ul style="list-style-type: none"> <li>• Choristers Court opened in February. First tenants moved in in March.</li> <li>• Betty Entwhistle House and land transferred to bpha in March.</li> <li>• Linley Court planning application submitted in March.</li> <li>• The Council is still considering refurbishment and redevelopment options for the Mereden Court site, including whether it can be done in-house.</li> </ul>	<ul style="list-style-type: none"> <li>• Meet the Builder event held and building work started on site at Betty Entwhistle House in June.</li> <li>• Linley Court on track for planning application to be determined in July.</li> <li>• Wavell House pre-planning application submitted in April.</li> <li>• Future options considered for refurbishment of Mereden Court</li> </ul>	Continues to 2017/18

## Priority Project Update Quarter 4 2016-17

# Council Performance & Budget Summary

## Quarter 4 2016-17 (January-March)



Portfolio	Q3 2016/17 (October to December)	Priority Project	Q4 2016/17 (January to March)	Progress	Q1 milestones (2017/18) (April to June)	2017/18
	<b>A</b>	Develop affordable housing on garage sites	<b>G</b>	<ul style="list-style-type: none"> <li>• Contractor appointed for Batchwood sites. Work began in March.</li> <li>• Works ongoing on Telford Road garage site, to be completed in October.</li> <li>• Consultations on Cotlandswick site complete. Passed to North Hertfordshire Homes and legal representatives to progress.</li> <li>• Entered into contract discussions for legal and consultancy services for Sandridge garages.</li> <li>• Future use of Phase 4 sites determined.</li> </ul>	<ul style="list-style-type: none"> <li>• Construction continuing on Batchwood sites, to be completed in 2018.</li> <li>• Future phase of work on garage sites determined.</li> <li>• North Hertfordshire Homes provide detailed project timetable for Cotlandswick site.</li> <li>• Contract finalised for Sandridge garages legal and consultancy services.</li> <li>• Detailed timetable produced for Holyrood Crescent site.</li> </ul>	Continues to 2017/18

## Priority Project Update Quarter 4 2016-17

# Council Performance & Budget Summary

## Quarter 4 2016-17 (January-March)



Portfolio	Q3 2016/17 (October to December)	Priority Project	Q4 2016/17 (January to March)	Progress	Q1 milestones (2017/18) (April to June)	2017/18
	<b>G</b>	Procure and implement major housing improvement contract	<b>G</b>	<ul style="list-style-type: none"> <li>Continuing to review best practice in procurement with other local authorities/Housing Associations.</li> <li>Initial project team meeting held in January to discuss process and options</li> <li>Further meeting arranged for April 2017.</li> <li>Appointment made to Property Asset Management role via secondment.</li> </ul>	<ul style="list-style-type: none"> <li>Report to Scrutiny.</li> <li>Capital contracts to be renewed upon expiry throughout 2017.</li> <li>Project plan and timescales agreed for retendering contracts.</li> </ul>	Continues to 2017/18

## Priority Project Update Quarter 4 2016-17

# Council Performance & Budget Summary

## Quarter 4 2016-17 (January-March)



Portfolio	Q3 2016/17 (October to December)	Priority Project	Q4 2016/17 (January to March)	Progress	Q1 milestones (2017/18) (April to June)	2017/18
Community Engagement and Localism	<b>G</b>	Implement actions from market review	<b>G</b>	<ul style="list-style-type: none"> <li>• Cost-related details for new stall design determined. New designs will be implemented during 2017/18.</li> <li>• Traders' meeting took place in January, to recur quarterly.</li> <li>• Meetings held to discuss future Christmas Market events and objectives. A Christmas Market Member/Officer Working Group will be established in 2017/18.</li> </ul>	<ul style="list-style-type: none"> <li>• Project complete, ongoing progress to be tracked departmentally.</li> <li>• Three-year plan to be taken forward.</li> </ul>	Project to complete in 2016/17 and become part of ongoing work
Environment	<b>G</b>	Implement specific proposals to accelerate recycling to and beyond 60%	<b>G</b>	<ul style="list-style-type: none"> <li>• Draft Ward Councillors Engagement Plan to address low performing areas provided to Portfolio Holder in March.</li> <li>• Receipt of updated Communications Plan from Veolia has been delayed. Now due April 2017.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of communication and engagement initiatives in selected wards underway.</li> <li>• Partnership project meetings to continue</li> <li>• Meeting held with Veolia in April regarding food awareness campaign.</li> </ul>	Continues to 2017/18

## Priority Project Update Quarter 4 2016-17

# Council Performance & Budget Summary

## Quarter 4 2016-17 (January-March)



Portfolio	Q3 2016/17 (October to December)	Priority Project	Q4 2016/17 (January to March)	Progress	Q1 milestones (2017/18) (April to June)	2017/18
Resources	<b>G</b>	Input into clinical strategy and future decisions on hospital provision in St Albans	<b>G</b>	<ul style="list-style-type: none"> <li>• Presentation on Strategic Transformation Plan (STP) at Health and Wellbeing Partnership meeting on 25 January.</li> <li>• Strategic Outline Case for dual Watford/St Albans option approved by West Herts Hospitals Trust (WHHT) board in February, but decision on approval postponed by Clinical Commissioning Group (CCG) board following feedback from NHS England that further quality assurance was needed, including on bed capacity and affordability.</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting held with Watford Council and CCG/WHHT to discuss next steps in making progress on Strategic Review (Acute Care) plans.</li> <li>• Continued discussion of Herts Valleys Clinical Commissioning Group Strategic Review and STP at quarterly Health and Wellbeing Partnership meetings.</li> </ul>	Continues to 2017/18

## Priority Project Update Quarter 4 2016-17

# Council Performance & Budget Summary

## Quarter 4 2016-17 (January-March)



Portfolio	Q3 2016/17 (October to December)	Priority Project	Q4 2016/17 (January to March)	Progress	Q1 milestones (2017/18) (April to June)	2017/18
	<b>G</b>	Implement digital technologies to make services more accessible and efficient	<b>G</b>	<ul style="list-style-type: none"> <li>• Consultations with Housing staff completed and business case finalised.</li> <li>• Savings of Customer Access and Digital Transformation programme calculated and agreed.</li> <li>• ARCUS Global selected to provide digital platform and first release of IT helpdesk tools developed.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment to posts in Housing and Corporate Services for migration of housing repair calls to Contact Centre complete in June.</li> <li>• Corporate booking solution completed and live with soft launch in May.</li> <li>• Full migration of housing repair calls to customer services complete in April.</li> <li>• High level project roadmap for digital transformation developed.</li> </ul>	Current projects to complete early 2017/18 and new milestones to be agreed.

## Priority Project Update Quarter 4 2016-17

# Council Performance & Budget Summary

## Quarter 4 2016-17 (January-March)



Portfolio	Q3 2016/17 (October to December)	Priority Project	Q4 2016/17 (January to March)	Progress	Q1 milestones (2017/18) (April to June)	2017/18
	<b>G</b>	Workforce development to meet key service pressures	<b>G</b>	<ul style="list-style-type: none"> <li>Refreshed corporate induction ready for launch in April.</li> <li>Continued work on 'Shaping Our Future' change programme, including customer conversations and communications plan.</li> <li>Incremental changes made to performance appraisal process for 2017/18 to streamline and simplify.</li> <li>Internal communications strategy and action plan disseminated.</li> <li>Continued use of targeted advertising for difficult-to-recruit roles.</li> </ul>	<ul style="list-style-type: none"> <li>Staff survey to be conducted after Easter.</li> <li>Career pathways being developed with Finance and Housing.</li> <li>Review of improvements made to recruitment process completed.</li> <li>Workforce Development plan reviewed and refreshed for 2017-20.</li> </ul>	Focus is now on new priority project 'Shape the Council to meet the future needs of the District's residents, businesses and visitors'

## Priority Project Update Quarter 4 2016-17

# Council Performance & Budget Summary

## Quarter 4 2016-17 (January-March)



Portfolio	Q3 2016/17 (October to December)	Priority Project	Q4 2016/17 (January to March)	Progress	Q1 milestones (2017/18) (April to June)	2017/18
Sports, Leisure and Heritage	G	New Museum and Gallery	G	<ul style="list-style-type: none"> <li>• Fundraising continues, £1.1m of £1.7m raised as at the start of March.</li> <li>• Main demolition works completed.</li> <li>• Basement underpinning works continuing.</li> <li>• Toilets stripped out in readiness for next stage of works.</li> <li>• Demolition works associated with creation of glazed links has commenced.</li> <li>• Roof alteration works commenced.</li> <li>• Hoarding design panels installed in January, featuring project sponsors, exhibition and engagement pieces.</li> </ul>	<ul style="list-style-type: none"> <li>• Basement underpinning works completed.</li> <li>• Basement cell link to plant room completed.</li> <li>• Basement fitout began.</li> <li>• External repairs work began.</li> <li>• Vault gallery and basement construction began.</li> <li>• Ground floor fitout began.</li> </ul>	Continues to 2017/18

## Priority Project Update Quarter 4 2016-17

# Council Performance & Budget Summary

## Quarter 4 2016-17 (January-March)



Portfolio	Q3 2016/17 (October to December)	Priority Project	Q4 2016/17 (January to March)	Progress	Q1 milestones (2017/18) (April to June)	2017/18
	A	Development of former Museum of St Albans site	A	<ul style="list-style-type: none"> <li>Waiting on decision on planning discharge application.</li> <li>Original contract price rejected as unacceptable.</li> <li>Meeting held with new contractor regarding project delivery.</li> </ul>	<ul style="list-style-type: none"> <li>New construction programme to be developed as part of new contractor's project review.</li> </ul>	Continues as part of wider priority project 'Embed the Commercial and Development Department and progress major property developments'
	G	Shaping options for the future of Abbey View athletics track	G	<ul style="list-style-type: none"> <li>Project discussed at Leisure Board on 2 March.</li> <li>Meeting held with Leisure providers to further explore conference venue business case.</li> <li>Meeting held with St Albans Boys School regarding the project. The school's aspirations now determined. A further meeting with St Columba's school is scheduled.</li> </ul>	<ul style="list-style-type: none"> <li>Discussions to be held with a specialist conference facilities' provider in April.</li> <li>Preparing for business case to be submitted to portfolio holder in July.</li> </ul>	Continues to 2017/18

## Priority Project Update Quarter 4 2016-17

# Council Performance & Budget Summary

## Quarter 4 2016-17 (January-March)



Portfolio	Q3 2016/17 (October to December)	Priority Project	Q4 2016/17 (January to March)	Progress	Q1 milestones (2017/18) (April to June)	2017/18
	<b>G</b>	Shaping options for the future of Harpenden Sports Centre and Swimming Pool	<b>G</b>	<ul style="list-style-type: none"> <li>• RIBA stage 2 Concept Design completed.</li> <li>• Public consultation now complete.</li> <li>• Questionnaire response data and themed summary responses have been published on the website.</li> <li>• Scrutiny reports delivered in January and March, and received favourably.</li> </ul>	<ul style="list-style-type: none"> <li>• RIBA Stage 3 Developed Designs now being progressed.</li> <li>• Project Governance diagram delivered to Leisure Board in April.</li> <li>• Pre-application meetings to be held in April/ May/June.</li> <li>• Travel Statement completed in April.</li> <li>• Traffic Assessment completed in May.</li> <li>• Report to CELSC meeting in June.</li> <li>• Confirm procurement construction method with Cabinet in June.</li> </ul>	Continues to 2017/18

## Priority Project Update Quarter 4 2016-17

# Council Performance & Budget Summary

## Quarter 4 2016-17 (January-March)



Portfolio	Q3 2016/17 (October to December)	Priority Project	Q4 2016/17 (January to March)	Progress	Q1 milestones (2017/18) (April to June)	2017/18
Planning and Conservation	R	Progress the Strategic Local Plan ('SLP')	A	<ul style="list-style-type: none"> <li>• Work ongoing with HCC to develop transport approach.</li> <li>• Council started legal proceedings on 5 January against the Secretary of State for Community and Local Government to challenge the Inspector's decision.</li> <li>• Member meeting held with South West Herts authorities 20 January.</li> <li>• Permission for Judicial Review of SLP decision to be heard at 'rolled-up' hearing granted in March.</li> </ul>	<ul style="list-style-type: none"> <li>• DLP consultation report to Planning Policy Committee in April.</li> <li>• 'Rolled-up' hearing on SLP due 21 and 22 June.</li> <li>• Follow up member meeting due with South West Herts authorities in May.</li> </ul>	Continues as part of wider priority project 'Progress the Strategic Local Plan, Detailed Local Plan and other related Planning Policy documents, including the Community Infrastructure Levy (CIL)'

## Priority Project Update Quarter 4 2016-17

# Council Performance & Budget Summary

## Quarter 4 2016-17 (January-March)



Portfolio	Q3 2016/17 (October to December)	Priority Project	Q4 2016/17 (January to March)	Progress	Q1 milestones (2017/18) (April to June)	2017/18
	<b>G</b>	City centre regeneration (City Centre Opportunity Site – ‘CCOS’)	<b>G</b>	<ul style="list-style-type: none"> <li>Cabinet approved bids for Police and NHS buildings in January.</li> <li>Bid for Police site submitted in March.</li> <li>Work underway to develop plans for CCOS North.</li> </ul>	<ul style="list-style-type: none"> <li>CCOS North proposals presented at stakeholder workshop in April.</li> <li>Due diligence undertaken and legal documents prepared for purchase of Police site.</li> <li>Best and final offer submitted to NHS and outcome determined.</li> </ul>	Continues as part of wider priority project ‘Embed the Commercial and Development Department and progress major property developments’

### New priority projects for 2017/18 from Corporate Plan 2017-2022

Portfolio	Priority Project
Community Engagement and Localism	Review future arrangements for managing the Council’s car parks and parking enforcement post 2019
Resources	Implement a financial strategy for the period to 2020 in light of a reduced Government funding settlement
Resources	Shape the Council to meet the future needs of the District’s residents, businesses and visitors

## Priority Project Update Quarter 4 2016-17

# Council Performance & Budget Summary

## Appendix A: Planning Update

### Planning Performance

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

Measure and type of applications	Bigger or Smaller is Better	Performance over 2 Year period (April 15 – March 17)	Current cumulative performance in assessment period	2018 threshold and DCLG's 2 Year assessment periods	
Speed of major development (% determined in time)	Bigger	<b>76.4%</b>	<b>78.9%</b> (October 2015 to March 2017)	<b>60%</b> (October 2015 to September 2017)	
Quality of major development (% overturned at appeal)	Smaller	<b>5.6%</b>	<b>5.6%</b> (April 2015 to March 2017)	<b>10%</b> (April 2015 to March 2017)	
Speed of non-major development (% determined in time)	Bigger	<b>77.7%</b>	<b>78.7%</b> (October 2015 to March 2017)	<b>70%</b> (October 2015 to September 2017)	
Quality of non-major development (% overturned at appeal)	Smaller	<b>2.5%</b>	<b>2.5%</b> (April 2015 to March 2017)	<b>10%</b> (April 2015 to March 2017)	

Colour coding for table: Green – performance above threshold.

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

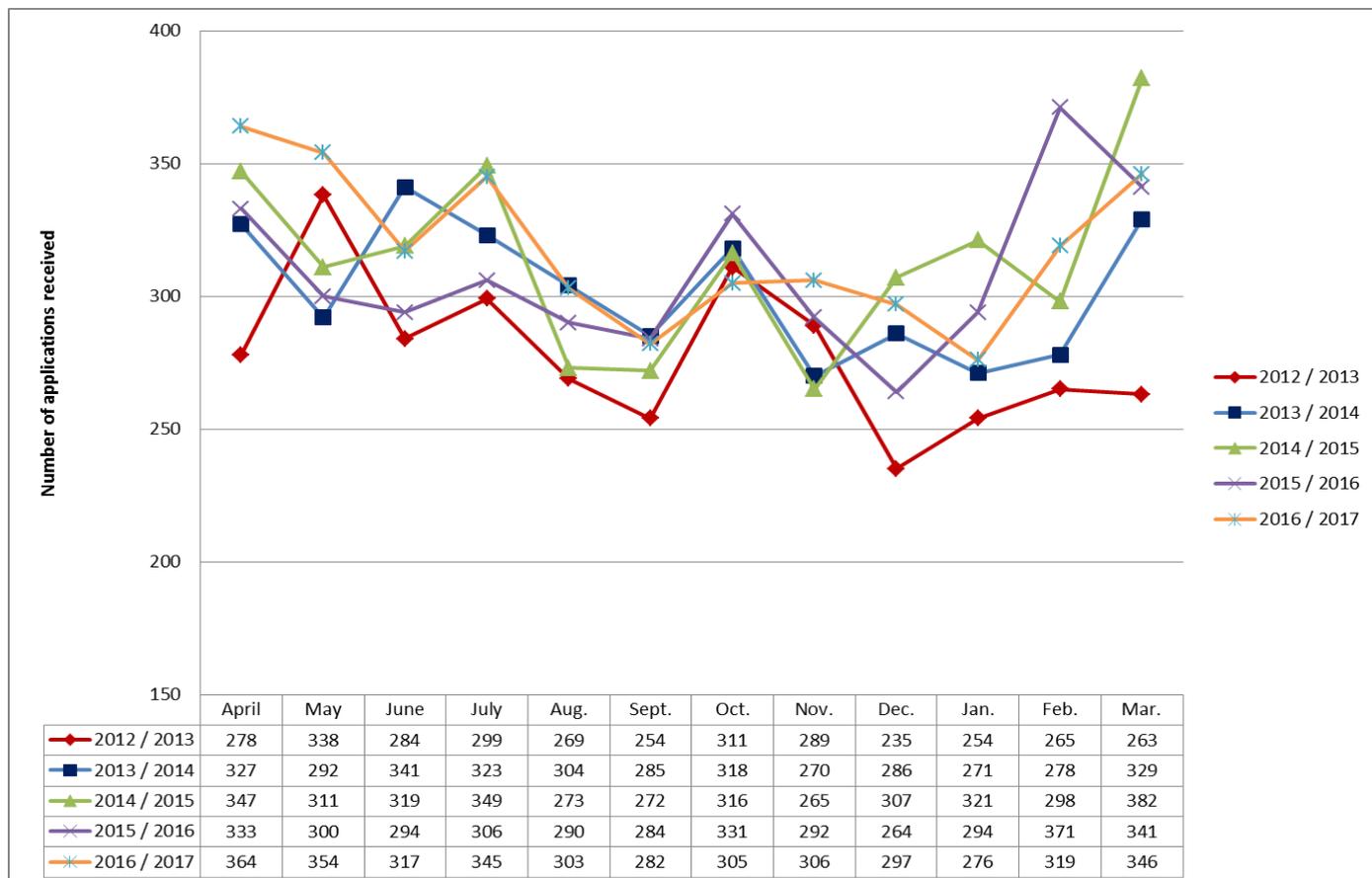
Application Type	Target	% in time March 2017 (Bigger is Better)	Average March 2017 (Smaller is better)	Average February 2017	Average January 2017	Average Jan-March 16-17	Average Oct-Dec 16-17	Average July-Sept 16-17	Average Apr-June 16-17
'Out of time applications'	No more than 50 (local)	-	33	32	26	31	43	81	155
Major Applications*	13 weeks (national) 50% in time	83%	15.7 weeks	16.4 weeks	19 weeks	17.5 weeks	20.1 weeks	31.5 weeks	34.1 weeks
Minor Applications	8 weeks (national) 65% in time	89%	10 weeks	9 weeks	12 weeks	10.6 weeks	11.5 weeks	13.6 weeks	11.6 weeks
Householder Applications	8 weeks (national) 80% in time	95%	8 weeks	8 weeks	8 weeks	8.2 weeks	7.8 weeks	8.7 weeks	9.4 weeks

Colour coding for table: Green- performance above target. Red- performance below target

\* Large fluctuations can occur since we deal with relatively few major applications. Applications where an extension of time is agreed will have taken longer than 8/13 weeks, but are still considered in time.

### Planning applications received each financial year since 2012/2013

The following graph demonstrates increases in the number of planning applications from 2012-2013 to 2016-2017.



## Strategic Local Plan (SLP) Examination Update

### Application for Judicial Review

On 28 February the High Court notified the Council that our application for permission to apply for a Judicial Review would be dealt with at a 'rolled up hearing'. This is where permission is considered at an oral hearing and, if granted, the substantive hearing takes place immediately afterwards.

The Council was ordered to file and serve Amended Grounds of Claim on the Defendant and interested local authorities. Amended Grounds were served on the Defendant and eight authorities on 17 March 2017. The case has now been listed for hearing on 21 and 22 June 2017.

### Meetings with South West Hertfordshire Local Planning Authorities

We remain committed to meeting with the councils that raised concerns, so that we can understand and address matters as necessary. An initial meeting with senior officers and members from Dacorum, Hertsmere, Three Rivers and Watford Councils took place on 20 January 2017. A press statement was issued following the meeting: <http://www.stalbans.gov.uk/council-and-democracy/press-room/items/2017/january/2017-01-27-talks-on-slp-underway.aspx#0>

# Council Performance & Budget Summary

## Appendix A: Planning Update



An officer meeting took place on 23 February 2017. A further officer and consultant technical meeting took place on 24 March 2017. A member level meeting is being arranged as soon as is possible.

### Main Member Duty To Co-operate (DtC) Meetings – Update April 2017

<b>Organisations</b>	<b>Meeting Date</b>	<b>Notes</b>
SADC – South West Herts authorities	20 January 2017	<p>SADC informal notes of meeting sent to independent Chair 30 Jan 2017.</p> <p>Draft meeting note circulated by independent Chair/Hertsmere BC for comment 30 Jan.</p> <p>SADC provided comments 22 Feb.</p> <p>Hertsmere circulate updated draft meeting note 7 March. SADC comments on meeting note not all accepted.</p> <p>SADC contacted independent Chair to highlight most significant omissions from draft meeting note 23 March.</p> <p>Meeting note will need to be agreed at next Member meeting – due May 2017.</p>
SADC – Dacorum BC	10 March 2017	SADC draft Meeting Note sent 22 March 2017. No response to date.
SADC – Welwyn & Hatfield BC (WHBC)	23 March 2017	Awaiting WHBC draft Meeting Note.

### More information

More information about the Strategic Local Plan Examination can be found at the following weblink: <http://www.stalbans.gov.uk/planning/Planningpolicy/SLPexam.aspx>

### **Employment Areas - Article 4 Direction**

The Council is currently consulting on a proposed Article 4 Direction. The consultation will last for 8 weeks and end on 17 May. The proposed Direction would withdraw permitted development rights in specifically designated business areas. The Direction covers changes of use to residential from office, light industrial, storage and distribution. In an area where a Direction is issued, planning permission is needed for such conversions.

More information on the proposals and consultation details can be found here: <http://www.stalbans.gov.uk/planning/Planningpolicy/employmentareas.aspx>

# Council Performance & Budget Summary

## Appendix A: Planning Update



### Department for Communities and Local Government (DCLG) Planning Update

DCLG has produced a summary outlining some of the recent planning changes by the Government. This includes information on the Housing White Paper, Neighbourhood Planning Bill and local plan making. More information can be found at:

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/605100/DC\\_LG\\_Planning\\_Update\\_Newsletter\\_.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/605100/DC_LG_Planning_Update_Newsletter_.pdf)

### Hertfordshire Infrastructure and Planning Partnership (HIPP)

The next HIPP meeting is scheduled for 12 June. The minutes from the latest HIPP meetings can be found at: <http://www.stalbans.gov.uk/planning/Planningpolicy/>

### Planning Enforcement

In 2016/17, a total of 461 complaint cases were received, with 294 resolved during the year.

The complaints included:

- The erection of a single-storey rear extension;
- Untidy land and buildings;
- The erection of unauthorised signs;
- The unauthorised erection of fencing;
- Rear conservatories.

The team took direct action on 1 occasion and served 3 formal notices regarding developments. No prosecutions over possible planning breaches were carried out during the year.

The balance of 167 cases are still under investigation.

### Building Control

In 2016/17, a total of 1324 applications were received (558 full plans, 552 building notices and 214 'other').

The applications included:

- Houses
- Museum and gallery
- Extensions to homes

The team were called out to inspect and advise on 13 potential dangerous structures. 130 monitoring visits were undertaken.

### Significant Planning Applications and Appeals

New planning applications	Decision/comments
<b>Land at Three Cherry Trees Lane and Cherry Tree Lane (5/2016/2845)</b> 600 dwellings, land for primary school, local centre uses (A1, A3, A4, A5, D1, D2), landscaping open space and play areas. Cross-boundary outline planning application falling within Dacorum Borough Council (DBC) and St Albans City and District Council administrative areas.	Highways England has placed a direction on the application until 30 <sup>th</sup> April 2017. This means that the Council cannot make a decision on it until further traffic information has been submitted and considered by Highways England. The application has not

# Council Performance & Budget Summary

## Appendix A: Planning Update



New planning applications	Decision/comments
	been called into committee and once the Highways England direction is removed it will be considered under delegated powers to tie in with DBC's timescale.
<b>Building Research Establishment, Bricket Wood (5/2016/2857)</b> Reserved matters application for up to 100 dwellings.	The application was granted under delegated powers on 29 <sup>th</sup> March 2017.
<b>Maryland Convent and Residential Home (5/2016/2888 )</b> 45 retirement dwellings.	This has now been appealed and is pending consideration by the Planning Inspectorate. The planning appeal for 48 units on the site (5/2015/3344) was allowed on 3 <sup>rd</sup> April 2017 by the Planning Inspectorate.
<b>Maryland Convent (5/2015/3344)</b>	Appeal allowed on 03/04/2017.
<b>Former Radlett Aerodrome (5/2016/2880, 5/2016/2881, 5/2016/2962, 5/2016/2963, 5/2016/2964) 5/2016/3003, 5/2016/3004 5/2016/3005, 5/2016/3006 5/2016/3013, 5/2016/3187)</b> Nine discharge of conditions applications have been submitted. Two applications for Reserved Matters approval for infrastructure works and the built form complex have been submitted.	Planning Referrals Committee considered an issues report on 27 February 2017. The Committee raised several points which officers will discuss with the applicant. The reserved matters applications will be reported back to Planning Referrals Committee for decision in due course. One new reserved matters application and four discharge of conditions applications were received in March 2017. The public consultations for these applications will begin 19/04/2017.
<b>Former British Gas Land, Griffiths Way, St Albans (5/2016/3386)</b> Outline application for mixed use development comprising Class A1 (discount food store), Class A1 (non-food retail), D2 (gym) and Class A3/A5 (restaurant and drive-through) with associated access and ancillary works. All matters except access and scale have been reserved.	Outline application received on 2 December. It has not been called into Committee. A delegated decision is expected to be made in May.
<b>Harperbury Hospital (5/2015/0990)</b> <b>Redevelopment to provide 206 dwellings</b>	The application was considered by Committee in November 2015. The Committee resolved to grant permission subject to the completion of a Section 106 Agreement.

# Council Performance & Budget Summary

## Appendix A: Planning Update



New planning applications	Decision/comments
	<p>Despite efforts from SADC's planning and legal officers to complete the S106, the applicant and landowner have not completed the agreement. Part of the site is currently within the ownership of the NHS. The NHS do not wish to be a party to the legal agreement and therefore the land transaction to Bloor Homes needs to be completed in advance of the completion of the legal agreement. We are pressing at senior level for the developer to expedite the agreement. If the Section 106 Agreement is not completed soon, the application will be reported back to the Referrals Committee for further consideration.</p>

Planning Appeals	Decision/comments
<p><b>Oaklands College</b></p>	<p>The Inspector's report has been sent to the Secretary of State for consideration. A decision on the appeal is expected soon.</p>

### Enviro-Tech Enterprise Zone (EZ), East of Hemel Hempstead

The Hertfordshire Enviro-Tech Enterprise Zone went live on 1 April. The Zone will help to attract new green technology businesses and investment to the area with a focus on enviro-tech. More information can be found here:

[http://www.hertfordshirelep.com/news/Enterprise\\_Zone\\_live.aspx](http://www.hertfordshirelep.com/news/Enterprise_Zone_live.aspx)

# Council Performance & Budget Summary

## Appendix B: Waste Management and Recycling Update



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

### Recycling performance highlights over the past 12 months – April 2016 to March 2017 (figures shown in Tables 1, 2 and 3 overleaf)

- Total recycling performance for the period is 57.2% (target 57%), up from 52.4% for the previous year.
- The Council's recycling performance is 57.9% for the final two quarters of 2016/17 (see table 3 overleaf). This compares to 49.3% for the corresponding period last year, a year on year increase of 8.6%.
- In January, the year on year increase was 11.4%. This represents the highest month-against-month improvement since the start of the new service.
- Considerable effort will be put into maintaining what has been an effective start to the new collection service. The annual figures mentioned include a six month period overlapping with the former contract, together with the transition phase between contracts. Assuming current performance levels are sustained or improved upon, the 2017/18 financial year annual target of 60.9% should be achieved.
- Around 3,216 tonnes of food waste has been collected since the introduction of the new separate weekly collection service. This is significantly better than the base business case of 2,493 tonnes.
- The amount of waste being sent to landfill from District residents has reduced by 2,293 tonnes. This represents a saving in landfill costs to taxpayers in the region of £230,000.
- While recycling performance is positive, the total volume of waste is up by 1.02%. This is broadly consistent with growth in the number of households.

### Bedding in of the new waste collection and street cleaning contract

#### Customer Contacts

- Performance figures for the (Veolia) contact centre and missed refuse collections are steady.

Description	Jan-17	Feb-17	Mar-17
Number of Veolia Contact Centre Calls	3,494	2,594	2,997
% Calls Answered (target = 95%)	95%	97%	95%
Average Call Waiting Time	23s	16s	24s
Average Call Duration	2m:48s	2m:54s	2m:56s
Missed Collections/100,000	38	28	40

- The target of 40 missed collections per 100,000 collections was achieved or exceeded for each month of the quarter.

# Council Performance & Budget Summary

## Appendix B: Waste Management and Recycling Update



### 'Street Scene'

- Outcomes of a pilot project to improve reporting of full or overflowing bins were reported in January 2017. All on-street litter bins across the District will have reporting information stickers applied by September 2017. This will make it easier for residents and visitors to report full or overflowing litter bins.
- Street cleanliness levels (sweeping and litter picking) was the area most affected by Veolia staff shortages reported last year. Those staffing issues have been resolved.
- A revised, District-wide street cleansing programme was operated during February and March 2017. It is in the process of being updated. Revisions to the programme are intended to address any significant operational issues and seek to continuously improve overall effectiveness.
- Our waste management contract with Veolia includes target performance standards for street cleanliness. Separate performance targets have been set for litter management and management of detritus. Detritus is finely graded rubbish which may include mud, dust, soil, grit, gravel, stones, rotted leaf and vegetable residues.
- Each time the contractor cleans a street, they are aiming to achieve a particular standard or grade of cleanliness. The current performance level required is Grade A, for litter and detritus, immediately after the cleansing activity. The images below give an example of the four basic cleanliness standards (A, B, C & D), and a summary description of each grade.

**Litter and Refuse**

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

**Detritus**

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

- District-wide street cleanliness standards are formally inspected each month. The outputs of those inspections are included in the overall contract performance management framework.
- Formal street cleanliness inspections follow a nationally recognised methodology and are always led by the Council. Veolia is invited to observe the inspections, to see first hand the basis of the grading. It is recognised that the public perception of street cleanliness standards can differ from that of the inspector(s).
- The monthly street cleanliness performance figures over the quarter indicate steady improvement in litter management, but declining management of detritus (see below). Management of detritus is expected to improve directly through full implementation of the revised cleansing methodology/programme.

# Council Performance & Budget Summary

## Appendix B: Waste Management and Recycling Update



- Under the Veolia contract, the street cleanliness performance targets are expected to be achieved in 95% of sites, for both litter and detritus. Performance over the last quarter was as follows:

Description	Jan-17	Feb-17	Mar-17
Streets with 'acceptable' standards of litter clearance	84.4%	92.2%	95.6%
Streets with 'acceptable' standards of detritus clearance	83.3%	75.6%	73.3%

- When the level of street cleanliness in a particular area falls below Grade B, the contractor is required to attend and clean the street. The associated response time is dictated by a classification assigned to each street. The attached map showing the classification of all streets across the District, and the associated contractor response times, will be made available, via the council's web site, in May 2017.
- We encourage Councillors and residents to help us with the inspection process and report any problem areas. They can do this via the Greener District Hotline – [a.cleanerdistrict@stalbans.gov.uk](mailto:a.cleanerdistrict@stalbans.gov.uk) (preferred), or by calling 01727 809019.

# Council Performance & Budget Summary

## Appendix B: Waste Management and Recycling Update

Table 1 - 60% Recycling Project - 12 month's figures for April 2016 to March 2017

	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	April 16 to March 17 Total	April 15 to March 16 Total
Material Recycled/Composted (tonnes)														
Soft Mix (paper and cardboard)	517	469	495	441	442	618	538	590	570	677	505	588	6,452	6,261
Glass	311	314	144	11	12	0	0	0	0	0	0	0	792	3,811
Plastics & Cans	162	157	70	0	0	4	2	0	0	8	8	0	411	1,876
Comingled Glass, Plastic and Cans	0	0	292	419	460	584	528	600	622	745	498	522	5,270	0
Others - textiles, WEE, Batteries, Third Party.	5	5	96	6	6	105	8	8	108	11	8	86	452	387
<b>Total Dry Recycling (tonnes)</b>	<b>995</b>	<b>946</b>	<b>1,098</b>	<b>877</b>	<b>920</b>	<b>1,312</b>	<b>1,076</b>	<b>1,198</b>	<b>1,299</b>	<b>1,441</b>	<b>1,018</b>	<b>1,196</b>	<b>13,377</b>	<b>12,335</b>
<b>Total Garden Waste (tonnes)</b>	<b>945</b>	<b>1,832</b>	<b>1,604</b>	<b>1,853</b>	<b>967</b>	<b>942</b>	<b>1,109</b>	<b>855</b>	<b>706</b>	<b>518</b>	<b>357</b>	<b>643</b>	<b>12,330</b>	<b>13,786</b>
<b>Total Food Waste (tonnes)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>86</b>	<b>298</b>	<b>371</b>	<b>491</b>	<b>369</b>	<b>353</b>	<b>500</b>	<b>375</b>	<b>374</b>	<b>3,216</b>	<b>0</b>
<b>Total Mec. Street Cleansing Recycling (tonnes)</b>	<b>20</b>	<b>117</b>	<b>41</b>	<b>62</b>	<b>42</b>	<b>14</b>	<b>115</b>	<b>70</b>	<b>156</b>	<b>127</b>	<b>61</b>	<b>103</b>	<b>927</b>	<b>912</b>
<b>Total household waste recycled and composted (tonnes)</b>	<b>1,960</b>	<b>2,896</b>	<b>2,743</b>	<b>2,878</b>	<b>2,227</b>	<b>2,638</b>	<b>2,790</b>	<b>2,492</b>	<b>2,514</b>	<b>2,585</b>	<b>1,812</b>	<b>2,316</b>	<b>29,851</b>	<b>27,033</b>
Total residual waste (tonnes)	1,927	2,435	1,876	2,411	1,526	1,565	1,976	1,656	1,587	2,145	1,582	1,610	22,296	24,589
<b>Total Household Waste (tonnes)</b>	<b>3,887</b>	<b>5,330</b>	<b>4,619</b>	<b>5,290</b>	<b>3,753</b>	<b>4,203</b>	<b>4,766</b>	<b>4,148</b>	<b>4,101</b>	<b>4,731</b>	<b>3,394</b>	<b>3,926</b>	<b>52,147</b>	<b>51,622</b>
<b>% Dry Recycling</b>	<b>25.6%</b>	<b>17.7%</b>	<b>23.8%</b>	<b>16.6%</b>	<b>24.5%</b>	<b>31.2%</b>	<b>22.6%</b>	<b>28.9%</b>	<b>31.7%</b>	<b>30.5%</b>	<b>30.0%</b>	<b>30.5%</b>	<b>25.7%</b>	<b>23.9%</b>
<b>% Garden &amp; Food Waste Composted</b>	<b>24.3%</b>	<b>34.4%</b>	<b>34.7%</b>	<b>36.7%</b>	<b>33.7%</b>	<b>31.2%</b>	<b>33.6%</b>	<b>29.5%</b>	<b>25.8%</b>	<b>21.5%</b>	<b>21.6%</b>	<b>25.9%</b>	<b>29.8%</b>	<b>26.7%</b>
<b>% Mechanical Street Cleansing Recycled</b>	<b>0.5%</b>	<b>2.2%</b>	<b>0.9%</b>	<b>1.2%</b>	<b>1.1%</b>	<b>0.3%</b>	<b>2.4%</b>	<b>1.7%</b>	<b>3.8%</b>	<b>2.7%</b>	<b>1.8%</b>	<b>2.6%</b>	<b>1.8%</b>	<b>1.8%</b>
<b>% TOTAL HOUSEHOLD WASTE RECYCLED</b>	<b>50.4%</b>	<b>54.3%</b>	<b>59.4%</b>	<b>54.4%</b>	<b>59.3%</b>	<b>62.8%</b>	<b>58.5%</b>	<b>60.1%</b>	<b>61.3%</b>	<b>54.6%</b>	<b>53.4%</b>	<b>59.0%</b>	<b>57.2%</b>	<b>52.4%</b>

### Note

Presentation of the figures has been amended to reflect the new/amended materials mix introduced from June of last year.

# Council Performance & Budget Summary

## Appendix B: Waste Management and Recycling Update



Table 2 – Comparison of Tonnes Collected for the 12 month period April 2016 to March 2017 and April 2015 to March 2016

	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	April 16 to March 17 Total
Total Residual Waste (tonnes)	1,927	2,435	1,876	2,411	1,526	1,565	1,976	1,656	1,587	2,145	1,582	1,610	22,296
Total Dry Recycling (tonnes)	995	946	1,098	877	920	1,312	1,076	1,198	1,299	1,441	1,018	1,196	13,377
Total Garden Waste Recycled (tonnes)	945	1,832	1,604	1,853	967	942	1,109	855	706	518	357	643	12,330
Total Food Waste Recycled (tonnes)	0	0	0	86	298	371	491	369	353	500	375	374	3,216
Total Mec. Street Cleansing Recycling (tonnes)	20	117	41	62	42	14	115	70	156	127	61	103	927
Total household waste recycled and composted (tonnes)	1,960	2,896	2,743	2,878	2,227	2,638	2,790	2,492	2,514	2,585	1,812	2,316	29,851
% TOTAL HOUSEHOLD WASTE RECYCLED	50.4%	54.3%	59.4%	54.4%	59.3%	62.8%	58.5%	60.1%	61.3%	54.6%	53.4%	59.0%	57.2%

	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	April 15 to March 16 Total
Total Residual Waste (tonnes)	1,882	2,355	1,833	2,351	1,762	1,858	2,364	1,936	1,694	2,690	1,935	1,931	24,589
Total Dry Recycling (tonnes)	995	948	1,029	1,076	846	1,141	974	1,003	1,097	1,218	924	1,084	12,335
Total Garden Waste Recycled (tonnes)	1,106	1,856	1,465	1,491	1,189	1,304	1,482	1,164	724	739	514	754	13,786
Total Food Waste Recycled (tonnes)	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Mec. Street Cleansing Recycling (tonnes)	59	37	56	59	43	113	125	126	65	96	61	74	912
Total household waste recycled and composted (tonnes)	2,159	2,841	2,550	2,625	2,078	2,559	2,580	2,292	1,885	2,053	1,498	1,913	27,033
% TOTAL HOUSEHOLD WASTE RECYCLED	53.4%	54.7%	58.2%	52.8%	54.1%	57.9%	52.2%	54.2%	52.7%	43.3%	43.6%	49.8%	52.4%

# Council Performance & Budget Summary

## Appendix B: Waste Management and Recycling Update

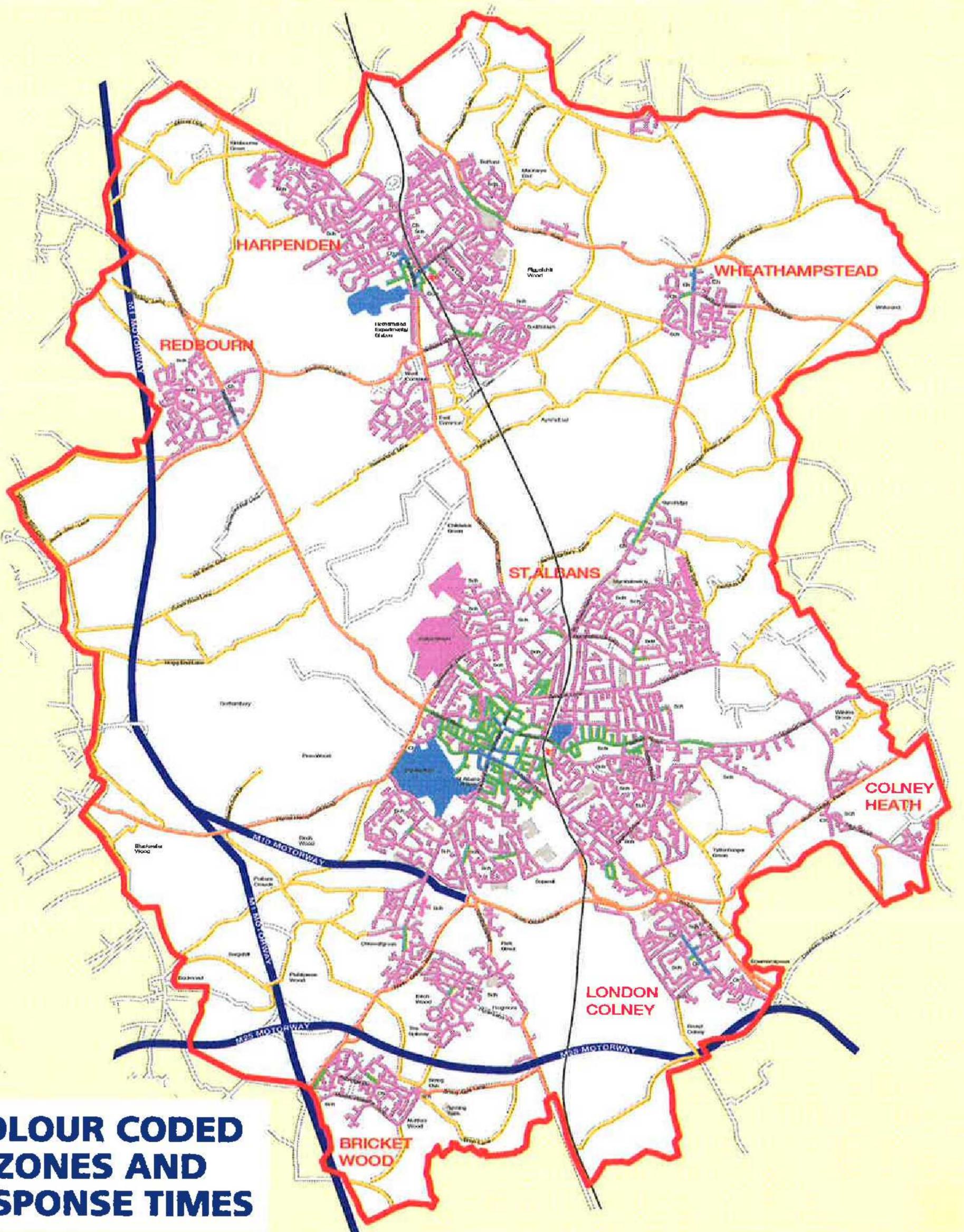
**Table 3 - 60% Recycling Project - Comparison of performance for Quarters 3 & 4 following service improvements**

	First full two quarters of new service			Oct 15 to March 16 Total	
	Oct 16 to March 17 Total			tonnes	%
	tonnes	%			
<b>Material Recycled/Composted (tonnes)</b>					
Soft Mix (paper and cardboard)	3,469	13.8%	▲	3,219	13.0%
Glass	0	0.0%		1,933	7.8%
Plastics & Cans	18	0.1%	▲	943	3.8%
Comingled Glass, Plastic and Cans	3,514	14.0%	▲	0	0.0%
Others - textiles, WEE, Batteries, Third Party.	228	0.9%	▲	204	0.8%
<b>Total Dry Recycling (tonnes)</b>	<b>7,229</b>	<b>28.8%</b>	▲	<b>6,299</b>	<b>25.4%</b>
Total Garden Waste (tonnes)	4,187	16.7%	▲	5,376	21.7%
Total Food Waste (tonnes)	2,462	9.8%	▲	0	0.0%
<b>Total Mec. Street Cleansing Recycling (tonnes)</b>	<b>632</b>	<b>2.5%</b>	▲	<b>546</b>	<b>2.2%</b>
<b>Total household waste recycled and composted (tonnes)</b>	<b>14,509</b>	<b>57.9%</b>	▲	<b>12,222</b>	<b>49.3%</b>
Total residual waste (tonnes)	10,557	42.1%	▼	12,550	50.7%
<b>Total Household Waste (tonnes)</b>	<b>25,066</b>	<b>100%</b>	▲	<b>24,771</b>	<b>100%</b>

# ZONING

Each ZONE is **Colour Coded** according to how often each area is used.

Each ZONE has its own **Response Time** in which litter will be removed by the council's contractors.



## COLOUR CODED ZONES AND RESPONSE TIMES

**ZONE ONE**

Shopping & Town Centres, Central Car Parks, Clarence, Verulamium, & Rothamsted Parks

Litter will be removed within a maximum of 6 hours

**ZONE TWO**

High density residential streets, recreational areas & suburban car parks

Litter will be removed within a maximum of 12 hours

**ZONE THREE**

Low density residential streets, other car parks, small parks & open spaces

Litter will be removed within a maximum of 12 hours

**ZONE SIX**

Strategic Routes

Litter will be removed within a maximum of 28 days

**ZONE SEVEN**

District and local roads/lanes

Litter will be removed within a maximum of 14 days

### **Civic Centre Opportunity Site (CCOS)**

A separate report in Part 2 of this Agenda gives an update on land ownership matters.

### **Former Museum of St Albans (MoSTA)**

The proposed contract price from Willmott Dixon Partnership Homes was unacceptable and rejected. We are now looking to use an alternative OJEU compliant process (framework or tender) to deliver the project. Once this is in place we will initiate enabling works on site.

### **Garage Site Redevelopments**

#### Batchwood Garage sites

The project is slightly behind schedule due to the need to secure legal agreements with local residents affected by the development. Work has now started on site with the demolition of the garages. The project will deliver 25 new homes for social rent across 3 garage sites in Ladies Grove, Partridge Road and Blundell Close. These properties will be developed by the Council and are expected to be completed by March 2018.

#### Sandridge Garage sites

Planning permission has been granted to deliver 23 new homes on the former garage sites at Langley Grove and St Leonards Crescent. The Council is working up the scheme with Willmott Dixon Construction.

Start on site is expected in autumn 2017 with completion anticipated by autumn 2018.

#### Telford Road, London Colney

Work is well underway for North Hertfordshire Homes to deliver 3 two bedroom shared ownership and 2 one bedroom and 2 two bedroom rented properties. Completion is anticipated in October 2017.

#### 119-132 Cotlandswick, London Colney

Due to the complexity of the leaseholder issues that need resolving between the Council and North Hertfordshire Homes this development will not now be proceeding.

### **Sheltered Housing Redevelopments**

#### Victor Smith Court, Bricket Wood

The development, renamed Choristers Court, has completed. All 18 units are now occupied by households nominated from the Housing Register.

# Council Performance & Budget Summary

## Appendix C: Property Development Update



### Linley Court, St Albans

We are currently using this property as temporary accommodation on an interim basis. The building is to be redeveloped by Aldwyck Housing into 7 one bedroom and 21 two bedroom units for rent. A planning application has now been submitted for consideration.

### Wavell House, St Albans

A public consultation event will be held in April 2017 before a planning application is submitted in June 2017. The Council intends to develop the building for elderly persons' housing. Outline timescales will be made available once the programme is agreed with the consultant.

### Mereden Court, St Albans

Residents continue to be resettled into alternative accommodation. The Council is progressing with a feasibility study to inform options for refurbishment or redevelopment.

### Betty Entwistle House, St Albans

The site has now been transferred to bpha. A 'Meet the Builder' public event will be arranged for June 2017. The development will deliver 40 flexi care units for rent and shared ownership.

# Council Performance & Budget Summary

## Appendix D: Spend on Consultants



<u>Code Description</u>	Actuals as at 27/03/2017	Outstanding orders and any further 2016-17 anticipated work	Total spend and commitments	Funded From		
				General Fund Revenue	General Fund Capital	Externally Funded and HRA
				£'000	£'000	£'000
Research, analysis and facilitation work on the Council's future shape.	10	0	10	10		
Work by CIPFA consultants on accounts' closure and review of banking	6	2	8	8		
Revenues - Set up of recovery modules and Citizen Access	2	0	2	2		
Civic Centre Opportunity Site - including charette	67	11	78		78	
<b>Portfolio Total - Resources</b>	<b>85</b>	<b>13</b>	<b>98</b>	<b>20</b>	<b>78</b>	<b>0</b>
Harpenden Leisure & Cultural Development and Harpenden Public Hall [Total project net cost £18m]	240	0	240		240	
Athletics Track Development	4	0	4		4	
MOSTA redevelopment - Consultants: MoStA Redevelopment Project - Mechanical & Electrical; Architects; Landscape Architects; Structural Engineers; Quantity Surveyors; Project Management; Contractor Design Management, Principal Designer; Surveys. [Total project cost £5.6m]	400	40	440		0	440

# Council Performance & Budget Summary

## Appendix D: Spend on Consultants



<u>Code Description</u>	Actuals as at 27/03/2017	Outstanding orders and any further 2016-17 anticipated work	Total spend and commitments	Funded From		
				General Fund Revenue	General Fund Capital	Externally Funded and HRA
				£'000	£'000	£'000
New Museum and Gallery Project Consultants: New Museum and Gallery Project - Interpretation & Exhibition Design; Mechanical & Electrical; Architects; Structural Engineers; Heritage Advice; Quantity Surveyors; Project Management; Contractor Design Management, Part Funded by HLF circa 34% [Total project cost £7.7m]	347	53	400		400	0
<b>Portfolio Total - SHL</b>	<b>991</b>	<b>93</b>	<b>1,084</b>	<b>0</b>	<b>644</b>	<b>440</b>
Service Improvement Project Consultants - support delivery of Customer Access and Digital Transformation Programme	70	25	95	95		
<b>Portfolio Total - Planning</b>	<b>70</b>	<b>25</b>	<b>95</b>	<b>95</b>	<b>0</b>	<b>0</b>
Property & Asset Management Database	3	0	3	3		
HRA consultancy support - CIPFA review of business plan	4	0	4			4
<b>Portfolio Total - Housing</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>3</b>	<b>0</b>	<b>4</b>
Verulamium Park bridge (HCC s106 funded)	8	6	14			14
<b>Portfolio Total - Environment</b>	<b>8</b>	<b>6</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>14</b>
<b>Total</b>	<b>1,161</b>	<b>137</b>	<b>1,298</b>	<b>118</b>	<b>722</b>	<b>458</b>

# Council Performance & Budget Summary

## Appendix D: Spend on Consultants



### Comparison with previous years

	General Fund (Revenue and Capital)/£000	HRA and External/£000	Total/£000's
Totals 2016/17	840	458	1,298
Totals 2015/16	435	424	859
Totals 2014/15	257	180	437
Totals 2013/14	323	78	401
Totals 2012/13	474	418	892
Totals 2011/12	480	77	557
Totals 2010/11	953	14	967

Note: Spend on Capital projects are part of the approved costs of the capital scheme.

Note: The table does not include:

- Aitcheson Raffety's work on processing planning applications
- Northgate infrastructure development costs
- Legal costs associated with MoSTA and the New Museum & Gallery project
- Legal and consultants costs associated with planning appeals and the Strategic Local Plan

# Council Performance & Budget Summary

## Appendix E: Changes to the Establishment

In March 2017, Cabinet asked officers to report on all changes to the Establishment (both increases and decreases). The Establishment is the total number of Full Time Equivalent (FTE) posts that the Council has in its employment structure.

A glossary of terms is included at the end of this appendix.

**Table 1** includes details of the Establishment numbers discussed at Cabinet over the last 3 years. This includes requests to increase the Establishment, and papers highlighting **potential** redundancies as a result of restructuring.

	Q1 2014- 15	Q2 2014- 15	Q3 2014- 15	Q4 2014- 15	Q1 2015- 16	Q2 2015- 16	Q3 2015- 16	Q4 2015- 16	Q1 2016- 17	Q2 2016- 17	Q3 2016- 17	Q4 2016- 17	Total
Increases to establishment			+6		+1.28	+2		+1	+9	+6		+5.4	<b>+30.68</b>
Deletions/potential redundancies	-2	-2	-3	-6	-0.4	-4				-3			<b>-20.4</b>

The balance over this period, based on these figures alone is **+10.28** FTE posts.

### Notes:

- *This figure does not take account of in year fluctuations across the organisation within the Departmental Establishment. These relate to posts with agreed budgets that are approved at Head of Service level (e.g. fluctuations related to flexible working requests).*
- *Not all new posts or redundancies are implemented, and in some cases there can be a considerable time lag involved. This is due to consultations or appeals in the case of redundancies, and the time needed for business case agreements and recruitment processes, for new posts.*

### Key points to note:

- Based on the reports to Cabinet over this period the approved Establishment had the potential to increase by a net 10.28 FTE.
- Figures include approval for 5 posts in the new Commercial & Development department and 10 new posts in Planning and Building Control. Figures also include approval of up to 8 posts in IT, related to bringing IT Services back in-house following a period when they were contracted out. Planning roles implemented in this time include: Planning Officer, Graduate Planning Officer, Planning Team Leader, Deputy Planning Team Leader, Senior Planning Officer, Landscape & Arboricultural Assistant, 2 x (fixed term) Tree Preservation Officers, 2 x (fixed term), Senior Planning Officers (Rail-freight), and a (fixed term) Technical Support Officer (Rail-freight).
- Not all approved new posts or redundancies are implemented immediately and some not at all. For example the permanent IT team now comprises 5 posts, out of the 'up to 8' originally approved by Cabinet.
- Figures do not include fluctuations to the Establishment as a result of other changes such as flexible working requests, changing roles or working patterns.

# Council Performance & Budget Summary

## Appendix E: Changes to the Establishment

- Where these remain within the approved Establishment for a Department, and are within approved budgets, they are signed off at Head of Service level. This will be in consultation with the Portfolio Holder where appropriate. An example is a recent 0.2 FTE reduction in the Deputy Chief Executive (Finance) post.

**Table 2** below includes information about increases and decreases by department. .

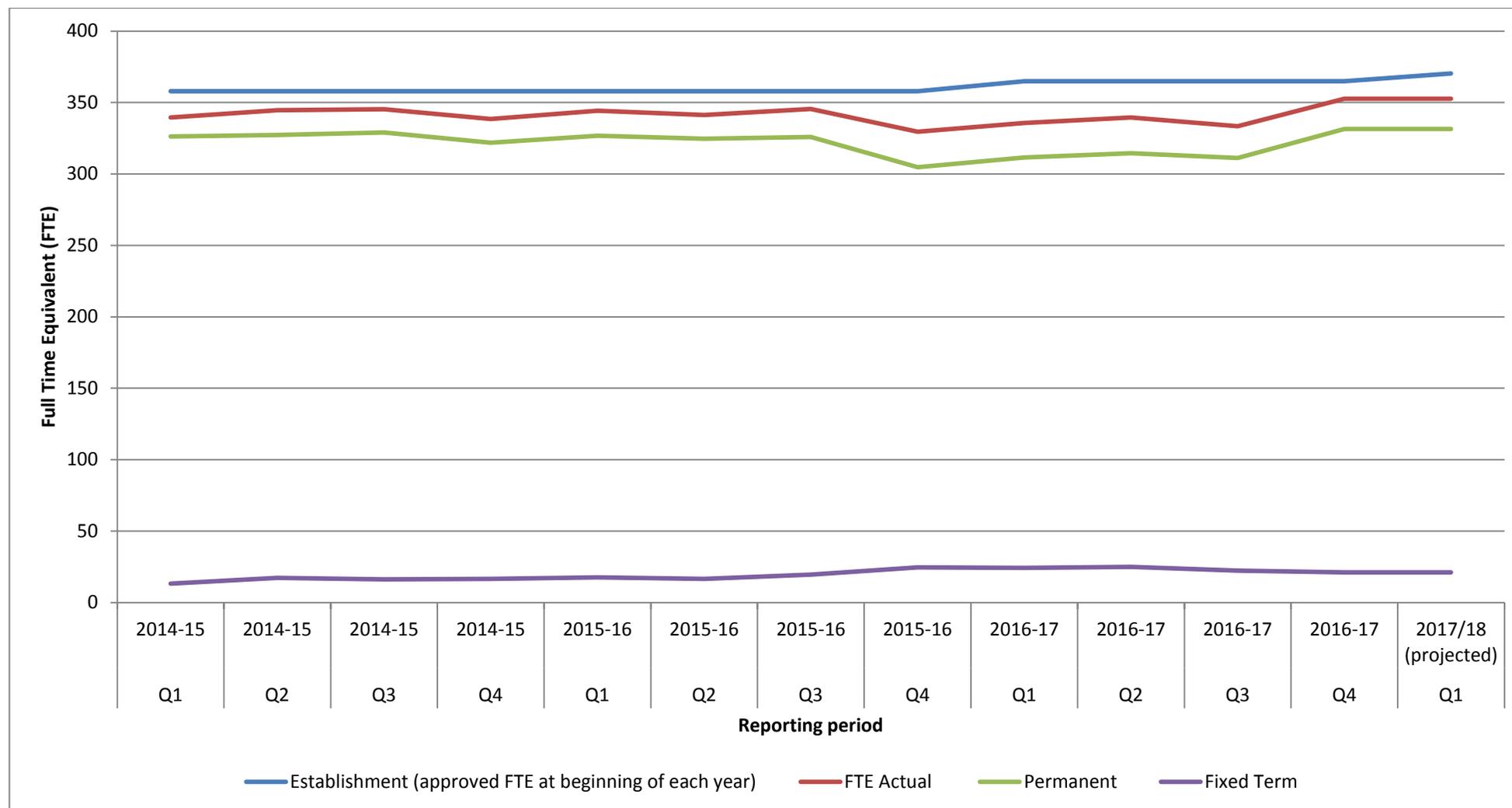
	<b>Increases to Establishment</b>	<b>Decreases (Post deletions/potential redundancies advised)</b>
<b>Q1 2014-15</b>		Finance, Corporate Services
<b>Q2 2014-15</b>		Community Services
<b>Q3 2014-15</b>	Planning and Building Control	Corporate Services
<b>Q4 2014-15</b>		Chief Executive and Policy
<b>Q1 2015-16</b>	Planning and Building Control	Planning and Building Control
<b>Q2 2015-16</b>	Planning and Building Control	Housing
<b>Q3 2015-16</b>		
<b>Q4 2015-16</b>	Commercial and Development	
<b>Q1 2016-17</b>	Corporate Services	
<b>Q2 2016-17</b>	Commercial and Development, Legal Democratic and Regulatory Services	Housing
<b>Q3 2016-17</b>		
<b>Q4 2016-17</b>	Planning and Building Control, Legal Democratic and Regulatory Services	

# Council Performance & Budget Summary

## Appendix E: Changes to the Establishment

**Figure 1 Establishment data over the last 3 years**

This graph includes data on the staffing establishment over the last 3 years. The data is currently being cleansed to address recent issues identified including some double counting of fixed term posts. An example of this might be where a fixed term post is created to provide temporary cover for a permanent post holder on maternity or long term sick leave.



# Council Performance & Budget Summary

## Appendix E: Changes to the Establishment



### Key points to note

- As discussed above there has been an increase in the overall approved establishment over the last 3 years, equivalent to 10.28 posts.
- The actual FTE post figure has remained relatively stable over the last three years, apart from the last quarter of 2016/17.
- There has been a significant upturn in actual FTE posts over the last quarter of 2016/17. This reflects the successful New Year recruitment campaign, new roles in Commercial and Development and the decision to bring IT services back in house.
- The difference between the approved Establishment and the actual FTE figure largely reflects natural turnover. At any one time we can expect to have a natural churn of staff equivalent to approximately 10% of the Establishment (approximately 35 FTE posts).
- However, it can also result from planned changes. For example, in some Departments, approved Establishment roles are put 'on hold' and remain temporarily vacant whilst new structures are rolled out or different roles are piloted. This enables the organisation to remain flexible and responsive to changing customer needs and working practices.

### Proposed new quarterly performance indicator for 2017/18

Officers were also asked to consider ways of reporting Establishment decreases in future, to enable Cabinet to remain informed of changes on a more regular basis.

Currently the approved Establishment figure is added to the performance report for comparison purposes only at the beginning of each financial year. This does not enable Cabinet to monitor the fluctuations that happen during the year. Therefore **we propose to include a new quarterly performance indicator for 2017/18 showing positive and negative movement in the approved establishment total.**

The exercise of preparing this data has highlighted a number of areas where the current process could be simpler and more transparent. Officers in HR and Finance are already working on cleansing the Establishment data to ensure better correlation between people, posts and budget. This work is necessary to enable the move to more employee and manager self service operations, in line with the Digital Transformation Programme.

# Council Performance & Budget Summary

## Appendix E: Changes to the Establishment



### Glossary of terms

Establishment	The number of posts (shown as Full Time Equivalents, FTE) that are supported by an approved staffing budget, agreed by Council through the annual budget process and any subsequent changes approved by Cabinet. The Establishment includes both permanent and fixed term positions whether they are full or part time. Changes in Establishment can also result from restructures where, for example, two lower paid posts could be created from a single higher salaried post or vice versa. In this case the budget does not change, but the Establishment number will. The Establishment includes both occupied and vacant posts. In some cases, vacant posts may be covered by temporary or casual workers. These are not added to the Establishment figure; instead they are reported separately to Cabinet.
FTE	Full Time Equivalent i.e. 37 hours per week
Fixed Term	Posts that are created for a fixed term period only (i.e. maternity cover, apprentices, project based)
FTE Actual	Total Full Time Equivalent (FTE) posts within the Establishment, both permanent and fixed term, that are occupied at the end of the reporting period. It does not include posts that are being covered by temporary or agency workers. This data includes staff who may not currently be working in their post, but who are still employed e.g. on maternity leave, on sick leave.
Headcount	The total number of people in post as at the end of the reporting period. This is not the same as FTE because headcount refers to individual people, some of whom will be part-time or have multiple posts.

# Council Performance & Budget Summary

## Appendix F: Internal Audits Update



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

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

Audit	Key Findings	Audit Recommendations	Management Response
<p><b>Payroll and Overpayments Review</b> Issued March 2017</p> <p>Acceptable Assurance</p> <p>1 High Risk recommendation.</p>	<p>At the time of the audit, the contract with the payroll provider was nearing the end of its term and two members of staff had left the Council. Internal Audit questioned whether the Council had sufficient in-house resources to do the necessary work before the existing contract ended on 31<sup>st</sup> March 2017. This includes work to draw up tender documentation, undertake the tender process and implement testing for a new payroll contract.</p>	<p>Internal Audit asked management to consider whether to seek renewal of the existing payroll contract. This is in order to allow more time to draw up a contract specification and allow for testing of a new payroll system.</p>	<p>The Financial Services Manager and Head of Corporate Services agreed a 12 month extension to the contract with the current provider. The service level agreement will be renegotiated to ensure current issues, particularly with HR information, are addressed. This will give time to align payroll and HR systems with the wider digitalisation project. It will also help ensure the Council obtains a product for current and future needs.</p> <p>This has been implemented.</p>

### Assurance Levels

Full Assurance – all internal controls are operating as expected.

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

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

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

# Council Performance & Budget Summary

## Appendix G: 2017-18 Update Schedule

The performance report update schedule for 2017-18 has been programmed to spread content more evenly over the year. Where updates are required regularly, these are on a quarterly or 4-monthly cycle, with 5 updates per meeting on average. Additional and arising updates will be added where the Chairman agrees there is space in the schedule.

Where an update has moved from a quarterly to 4-monthly cycle, this is noted in the table.

<b>April</b> (no May Cabinet – on website)	N/A
<b>May</b> (June Cabinet)	<ul style="list-style-type: none"> <li>• Planning Update</li> <li>• Section 106 Quarterly Update (<b>formerly quarterly</b>)</li> <li>• Property Transactions Update (<b>formerly quarterly</b>)</li> <li>• Long Term Vacant Properties Update (Part Two)</li> <li>• Appraisals Update</li> <li>• Shaping our Future – Customer Conversations Update</li> <li>• Housing Rent Arrears Update</li> </ul>
<b>June Quarter 1</b> (July Cabinet)	<ul style="list-style-type: none"> <li>• Planning Update</li> <li>• Asset Maintenance Quarterly Report (<b>formerly quarterly</b>)</li> <li>• Community Right to Bid – Schedule of Decisions (<b>formerly quarterly</b>)</li> <li>• Property Development Update</li> <li>• Waste Management &amp; Recycling Update</li> </ul>
<b>July</b> (no August cabinet, on website)	N/A
<b>August</b> (September Cabinet)	<ul style="list-style-type: none"> <li>• Planning Update</li> <li>• Long Term Vacant Properties Update (Part Two)</li> <li>• Working Party and Task &amp; Finish Groups Update</li> <li>• Advisory Groups Update</li> <li>• Sustainability Performance Report (including CO2 and greenhouse gas)</li> </ul>
<b>September Quarter 2</b> (October Cabinet)	<ul style="list-style-type: none"> <li>• Planning Update</li> <li>• Section 106 Quarterly Update (<b>formerly quarterly</b>)</li> <li>• Property Transactions Update (<b>formerly quarterly</b>)</li> <li>• Property Development Update</li> <li>• Waste Management &amp; Recycling Update</li> </ul>
<b>October</b> (November Cabinet)	<ul style="list-style-type: none"> <li>• Planning Update</li> <li>• Asset Maintenance Quarterly Report (<b>formerly quarterly</b>)</li> <li>• Community Right to Bid – Schedule of Decisions (<b>formerly quarterly</b>)</li> <li>• Spend on consultants</li> </ul>
<b>November</b> (December Cabinet)	<ul style="list-style-type: none"> <li>• Planning Update</li> <li>• Long Term Vacant Properties Update (Part Two)</li> <li>• Voluntary and community sector funding update</li> <li>• Appraisal mid-year review update</li> </ul>

# Council Performance & Budget Summary

## Appendix G: 2017-18 Update Schedule

<p><b>December Quarter 3</b> (January Cabinet)</p>	<ul style="list-style-type: none"> <li>• Planning Update</li> <li>• Property Development Update</li> <li>• Waste Management &amp; Recycling Update</li> <li>• Pay Policy Statement</li> <li>• Staff awards update</li> </ul>
<p><b>January</b> (February Cabinet)</p>	<ul style="list-style-type: none"> <li>• Planning Update</li> <li>• Section 106 Quarterly Update (<i>formerly quarterly</i>)</li> <li>• Property Transactions Update (<i>formerly quarterly</i>)</li> <li>• Partnerships Update</li> </ul>
<p><b>February</b> (March Cabinet)</p>	<ul style="list-style-type: none"> <li>• Planning Update</li> <li>• Long Term Vacant Properties Update (Part Two)</li> <li>• Asset Maintenance Quarterly Report (<i>formerly quarterly</i>)</li> <li>• Community Right to Bid – Schedule of Decisions (<i>formerly quarterly</i>)</li> <li>• Working Party and Task &amp; Finish Groups Update</li> <li>• Advisory Groups Update</li> </ul>

# Council Performance & Budget Summary

## Appendix H: Business Rates Bad Debts over £25,000



The Council collects approx 99% of non domestic rates of circa £63m each year. We make every effort to collect the outstanding debt and follow a process set out in law. At the end of this process there are still some debts outstanding and these need to be written off. An exercise on this has not been carried out for some time. This appendix presents debts over £25,000 for write off.

The full value of the write off will be against an existing bad debt provision. Therefore there will be no additional cost to the Council in 2016/17. The previous system of National Non Domestic Rate pooling and the current system's safety net also mean that even the setting up of the provision involves no direct costs to the General Fund. Nevertheless the Council's approach has been to follow recovery processes in full.

Collection was attempted in all the cases included. The statutory recovery process laid out in regulations is that where monthly payments were in arrears a reminder notice has been issued. Where the reminder notice was not adhered to, an application was made to the magistrates' court to award a liability order against the company. This liability order allowed us to pass the debt to a Bailiff. Before the company is wound up or liquidated, the case will be passed back to the Council if the Bailiff cannot collect the debt or find sufficient goods to sell to cover the debt. Also, if the company is dissolved during the process, the debt is passed back to us as uncollectable.

The Council's Scheme of Delegation requires Cabinet approval of individual bad debt write offs over £25,000, debts between £10,000 and £25,000 require Portfolio Holder approval.

Writing off the debts mentioned below is a tidying up exercise for our 2016/17 accounts. As well as these debts above £25,000, there are other debts below this figure which are going through the write off process. 56 accounts with debts between £10,000 and £25,000 totalling £925,120.52 (relating to debts arising between 2000/1 and 2015/16) have been referred to the Portfolio Holder for approval.

Cabinet approval is requested for the write off of business rates bad debts over £25,000 as set out in Table 1.

Table 1

Outstanding Debts for Write Off for year ended 31 March											
Business Name	2003	2004	2009	2010	2011	2012	2013	2014	2015	Grand Total	Status
(1) Stewart & Allen (Lca) Limited					£11,638.70	£23,237.00	£21,547.53			£56,423.23	Dissolved 2014
(2) West Inns Limited			£11,944.85	£14,794.93	£6,117.56					£32,857.34	Dissolved 2015
(3) Headline European Ltd	£41,469.85	£98.00								£41,567.85	Dissolved 2013
(4) Anglo Saxon Oil Ltd	£20,112.95	£26,883.31								£46,996.26	Dissolved 2012
(5) Shoon (Trading) Limited								£2,433.46	£38,069.00	£40,502.46	CVA - Part Paid
(6) Cue Club St Albans Ltd						£7,042.50	£17,256.00	£5,226.44		£29,524.94	Dissolved 2016
(7) Olive Tree Italia Ltd						£14,605.90	£10,727.44			£25,333.34	Dissolved 2014
(8) Beni Builders Ltd							£15,686.49	£12,905.90	£1,737.19	£30,329.58	Dissolved 2016
<b>Grand Total</b>	<b>£61,582.80</b>	<b>£26,981.31</b>	<b>£11,944.85</b>	<b>£14,794.93</b>	<b>£17,756.26</b>	<b>£44,885.40</b>	<b>£65,217.46</b>	<b>£20,565.80</b>	<b>£39,806.19</b>	<b>£303,535.00</b>	

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## Appendix H: Business Rates Bad Debts over £25,000



Note - Shoon (Trading) Limited entered into a Corporate Voluntary Arrangement (CVA). The Insolvency Practitioner paid the Council a dividend of £767.54 in March 2016 as full and final settlement of the outstanding debt, leaving £40,502.46 requiring write off.

Should Cabinet approve these write offs. Table 2 provides information on the written off value as a percentage of the Net Collectable Debit (Business Rates Due for the year) for the 3 most recent years shown in table 1.

Table 2

	2013	2014	2015
<b>Net Collectable Debit</b>	<b>£61,194,473.70</b>	<b>£62,008,998.92</b>	<b>£63,963,872.19</b>
Debt Written Off in Year	£73,413.84	£113,945.36	£249,337.00
Write Off approved March 2016 (Head of Service)	£39,610.61	£25,656.31	£42,844.47
Requested Write Off (Cabinet)	£65,217.46	£20,565.80	£39,806.19
Requested Write Off (PH)	£77,609.04	£85,137.41	£73,867.94
<b>Total Write Off</b>	<b>£255,850.95</b>	<b>£245,304.88</b>	<b>£405,855.60</b>
<b>Write Off as a % of Collectable Debit</b>	<b>0.42%</b>	<b>0.40%</b>	<b>0.63%</b>
<b>Hertfordshire Average Write Off *</b>	<b>0.80%</b>	<b>0.98%</b>	<b>0.98%</b>

\* From Government statistics (Form NNDR 3) the Hertfordshire average figure has been reached by calculating the average Net Collectable Debit and Write Off for each financial year over all 10 Hertfordshire Billing Authorities.

# Council Performance & Budget Summary

## Appendix I: Business Rates Relief Policy (Part One)



The Council will soon be receiving confirmation of the grant, recently announced by the Chancellor, that it will be getting from the Government to help business ratepayers.

As well as this money the Council does already reduce some business ratepayers' bills. The Council are under a duty to award mandatory reliefs from business rates where a business meets the qualifying conditions laid down in statute. The Council also has discretionary powers to award up to 100% relief to certain organisations which operate within locally specified criteria.

- Awards of mandatory relief are funded by Central Government.
- Awards of discretionary relief have a long run financial impact on the Council, currently 40% of the award. Ultimately the money is funded by our council tax payers.
- In the 2016/2017 financial year the Council awarded £140,265.90 in discretionary relief as a whole.

Details of the reliefs agreed for 2017/2018 are below.

The Council does not have an official policy document covering the awards of discretionary relief. It is intended to discuss a draft policy on this, and also the approach to allocating the government grant, at a working group to be convened by the Portfolio Holder who will invite nominees via the Chair of the Planning, Resources and Housing Scrutiny Committee for a suggested meeting to be held after the County Council elections.

Business/Organisation	Amount	Type	% Awarded
Musical Museum Society	-1,683.55	Charity	20%
Sopwell Youth Club	-833.46	Charity	20%
17th St Albans Scout Group	-737.66	Charity	20%
Sea Cadets	-1,053.80	Charity	20%
16th St Albans Scout Group	-231.92	Charity	20%
3rd St Albans Scout Group	-496.64	Charity	20%
St Albans District Scouts Council	-800.43	Charity	20%
1st Colney Heath Scouts Group	-536.48	Charity	20%
Cherry Green Trees Committee	-483.69	Charity	20%
1st London Colney Scout Group	-416.54	Charity	20%
Redbourn Scout Group	-325.95	Charity	20%
1st Park Street Scout Group	-311.35	Charity	20%
4th North Watford Scout Group	-501.82	Charity	20%
5th/13th Albans Scout Group	-293.29	Charity	20%
1st Harpenden Methodist Scout Group	-191.94	Charity	20%
4th Harpenden Scouts Group	-464.63	Charity	20%
3rd Harpenden Scout Group	-255.96	Charity	20%
Harpenden & Redbourn Girl Guide Ass	-320.38	Charity	20%
1st St Albans Scout Group	-597.99	Charity	20%
1st Wheathampstead Scout Group	-469.42	Charity	20%
1st Sandridge Scout Group	-555.64	Charity	20%

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Age Concern St Albans	-455.05	Charity	20%
9th St Albans Scout Troop	-900.52	Charity	20%
Pioneer Youth Club	-1,892.05	Charity	20%
4th St Albans Scout Group	-474.21	Charity	20%
Centre 33 (St Albans) Limited	-301.77	Charity	20%
Herts & Beds Pastoral Foundation	-665.08	Charity	20%
St Albans And Dacorum Day Hospice	-4,288.45	Charity	20%
Redbourn Playing Fields Trust	-11,591.80	Charity	20%
Harvesters Football Club	-823.5	Charity	20%
Redbourn Village Historical And Museum Grp Ltd	-603.54	Charity	20%
The Crescent Support Group	-1,297.62	Charity	20%
Youth Talk	-1,135.09	Charity	20%
18th St Albans Scout Troop	-485.23	Charity	20%
Trestle Theatre Co Ltd	-1,892.05	Charity	20%
Cathedral & Abbey Church Of St Albans	-574.8	Charity	20%
Cathedral & Abbey Church Of St Albans	-1,484.90	Charity	20%
One Y M C A	-2,921.90	Charity	20%
St Albans Mencap Society	-1,573.37	Charity	20%
Harpenden And District Local History Society	-277.82	Charity	20%
The International Organ Festival Society	-852.62	Charity	20%
London Colney Islamic Centre	-1,861.57	Charity	20%
North Hertfordshire Homes Ltd	-182.02	Charity	20%
St Albans Race Equality Council	-814.3	Charity	20%
Slm Community Leisure Charitable Trust	-72,005.99	Charity	20%
The Living Room (St Albans Centre)	-871.78	Charity	20%
Council For Volunteer Services	-2,370.87	Charity	20%
Citizens Advice Bureau	-2,576.01	Charity	20%
O V O Theatre Company	-2,011.80	Charity	20%
The Living Room (St Albans Centre)	-249.08	Charity	20%
St Albans Townsend Bowling And Sports Club Ltd	-6,498.07	Not for Profit	60%
Redbourn Public Tennis Club	-433.38	Not for Profit	60%
Brambleton Model Railway Club	-295.47	Not for Profit	100%
Harpenden Town Football Club	-2,519.25	Not for Profit	60%
Bamville Cricket Club	-298.58	Not for Profit	60%
Upper Lea Valley Group	-2,685.62	Not for Profit	100%
East Harpenden Gardening Club	-116.51	Not for Profit	50%
South Harpenden Allotments & Gardens Society	-492.45	Not for Profit	50%
Park Street Village Sports Club	-964.62	Not for Profit	60%
St Albans Wood Recycling Project	-5,376.48	Not for Profit	65%
Partners In Support	-687.35	Not for Profit	50%
St Albans Judo Club	-1,221.45	CASC	20%

In addition to the above there was one hardship application agreed for a short period to allow a club to regain its Community Amateur Sport Club (CASC) Status. There is, as well as this, a further hardship request detailed in Part 2.