

Council Performance & Budget Summary

June 2018

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. Asset Maintenance Quarterly Report
- C. Community Right to Bid – Schedule of Decisions
- D. Property Development Update
- E. Waste Management & Recycling Update
- F. Digital Transformation Programme Update
- G. Advisory Groups and Partnerships Update
- H. Annual Workforce Report 2017/18
- I. GDPR Update

Recommendations

- 1.1 That Cabinet notes the Council Performance and Budget Summary (June and Quarter 1 2018/19) and its appendices.

Update on actions arising from Cabinet 22 March 2018

| Minute No. | Action | Update |
|------------|---|---|
| 2. | <i>Outstanding tenancy agreements for mobile home sites</i> | The final two outstanding agreements were recovered at a home visit on 10 July, and have been added to the Council's records. |
| 4. | <i>Letter to the Minister and Secretary for State for Transport re: Thameslink Services</i> | The Planning Portfolio Holder wrote to the Rail Minister, Jo Johnson MP, on 27 June 2018. |
| 4. | <i>Staffing Levels and Vacancy Rates for Frontline Services</i> | An update with narrative is to be included in the Performance Report from August. A verbal update will be provided at July Cabinet. |
| 4. | <i>Significant Change in Budget Variance in March</i> | The breakdown of the budget variance has been verified and provided to Cabinet. |
| 4. | <i>Potential Prosecution for Fly Tipping</i> | The Solicitor to the Council has sought additional information from the Enforcement Officer, to enable a decision to be taken on whether the case can proceed to prosecution. This information has now been received. Status of the case will be updated at July Cabinet. |
| 4. | <i>Rolling 12-month average line for Planning and Building Control Graph</i> | A rolling 12-month average line has been added to the graph. |
| 4. | <i>Land at Three Cherry Trees Lane and Cherry Trees Lane</i> | An update has been included in this performance report. |

| | | |
|----|---|---|
| 4. | <i>Leisure Contract Property Transactions</i> | 1Life has suggested that it will complete the leases independently of the sub-leases and licences to occupy. Further information has been requested to enable the Legal Department to determine whether this proposal is acceptable. A verbal update will be provided at the meeting. |
| 4. | <i>GDPR Implementation</i> | An update has been included in this performance report. |
| 4. | <i>Appraisals Completion</i> | Updated information will be circulated to Cabinet members and updated at July Cabinet. |
| 4. | <i>Information re Council Tax Arrears Accrual for a Long Term Vacant Property</i> | The additional information will be included in the next Long Term Vacant Properties Update to September Cabinet. |

Vacant Units (City and District)

The table below shows the proportion of vacant retail properties as of 30 June 2018 by Parish and the non-parished area (City). The properties are retail only. The information is extracted from the Council's business rates database.

| PARISH | NO. PROPERTIES | UNOCCUPIED | % UNOCCUPIED | | | | |
|-----------------|----------------------|------------|--------------|-------------|-------------|-----------|-------------|
| | | | 18/19 Q1 | 17/18 Q4 | 17/18 Q3 | 17/18 Q2 | 17/18 Q1 |
| UNPARISHED CITY | 730 (up 2*) | 21 | 2.9% | 2.1% | 2.1% | 2.5% | 2.3% |
| COLNEY HEATH | 32 | 0 | 0% | 0% | 0% | 0% | 3.2% |
| HARPENDEN RURAL | 6 | 0 | 0% | 0% | 0% | 16.7% | 25% |
| LONDON COLNEY | 49 (up 1*) | 1 | 2.0% | 2.1% | 2.1% | 2.0% | 2.0% |
| REDBOURN | 36 | 0 | 0% | 0% | 0% | 0% | 0% |
| ST MICHAEL | 3 | 0 | 0% | 0% | 0% | 0% | 0% |
| ST STEPHEN | 55 (up 1*) | 0 | 0% | 0% | 0% | 0% | 1.9% |
| SANDRIDGE | 53 | 0 | 0% | 0% | 0% | 0% | 0% |
| WHEATHAMPSTEAD | 40 | 0 | 0% | 0% | 0% | 0% | 0% |
| HARPENDEN | 240 (up 1*) | 9 | 3.8% | 4.2% | 4.1% | 2.1% | 3.7% |
| TOTALS | 1,244 (up 5*) | 31 | 2.5% | 2.1% | 2.1% | 2% | 2.4% |

*Up or down from the quarter ended 31 March 2018.

Vacancy Rate %



Crime and Anti-social Behaviour Performance Measures

In the March Performance and Budget Summary, new statistics for 'All Crime' and 'Anti-social Behaviour' using data from the Police. Due to an unforeseen issue with their recording system, the Police are currently unable to extract this data for inclusion in this report.

The reporting is expected to be back in operation in time for the next quarterly report in October. The Quarter 1 data will be reported as and when it becomes available.

Museums Performance Measures

The 'Museum Visits' indicator in the performance table below continues to cover Verulamium Park, the Hypocaust and the Clock Tower.

St Albans Museum + Gallery opened to the public on June 8th, with several test and launch events from end of May (June only events counted here). June figures for the Museum + Gallery exclusively:

| | |
|-----------------------|---------------|
| General Admission | 39,830 |
| Museum Evening Events | 2,103 |
| Schools Visits | 349 |
| Learning General | 171 |
| Schools Outreach | 0 |
| Private Hire | 0 |
| Total | 42,453 |

Visits are based on figures, of which 63% are manually measured and the remainder estimated. The learning general figure is a conservative estimate.

There is an annual visitor target of 200,000, which equates to 16,666 per month.

Automatic people counters are currently being tendered. We wanted to have the museum open for a few days prior to purchase of the counters, to guide on the type needed and to help work out where these would be best placed.

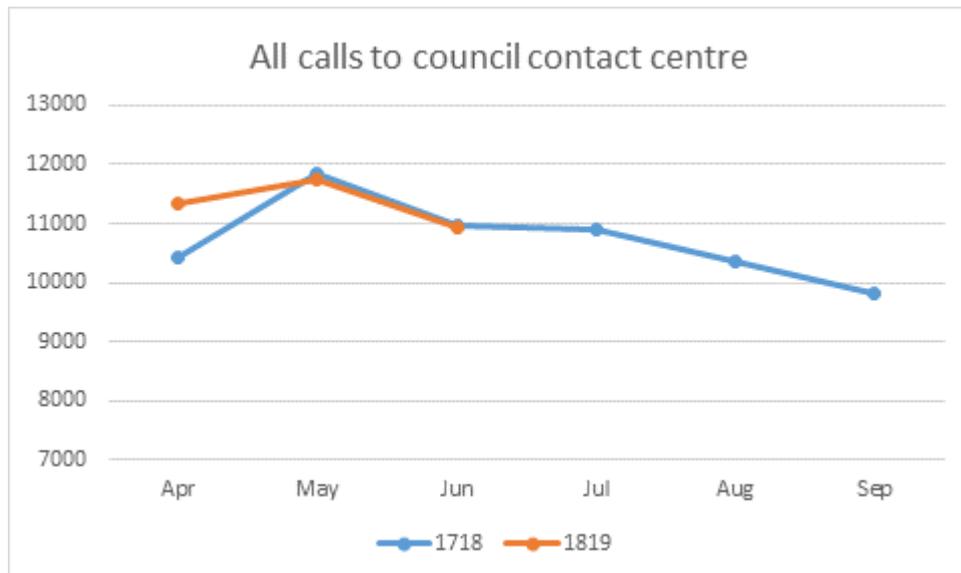
Visitor Information Performance Measure

As reported last month, the Alban Arena is no longer performing Visitor Information Centre functions. The Enjoy St Albans website is under review, and the Council is exploring how to improve visitor website marketing with the Business Improvement District. As a result, the performance measure for Visitor Information needs to be reconsidered and is not included in this report.

Customer Service Measures Update

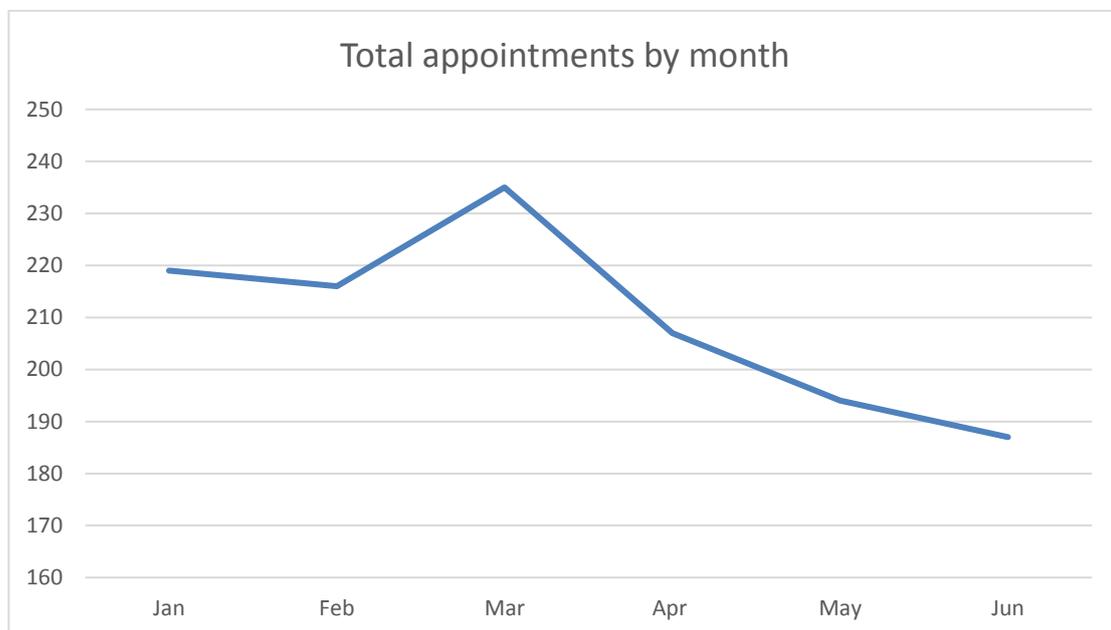
Telephone contact

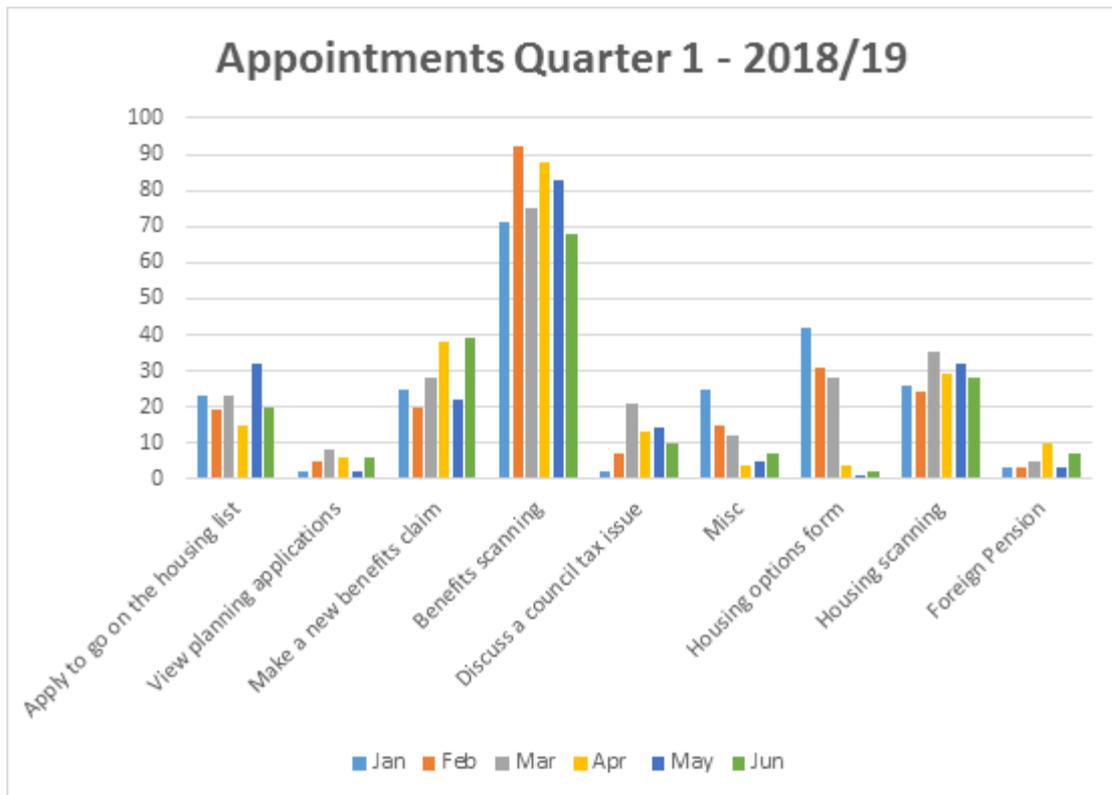
- In the Contact Centre, Quarter 1 saw 34,013 calls, an increase of 806 compared to the 33,207 calls in the same Quarter last year. While we have seen a decrease in Planning and Elections related calls, there has been an increase in Repairs (up 378) and Council Tax (up 526) calls. Repairs calls have increased due to issues highlighted in the commentary table later in the report. Staff turnover in the Revenues team had an impact and Council Tax summonses for missed payments were not issued in June, causing the increase in Council Tax calls.



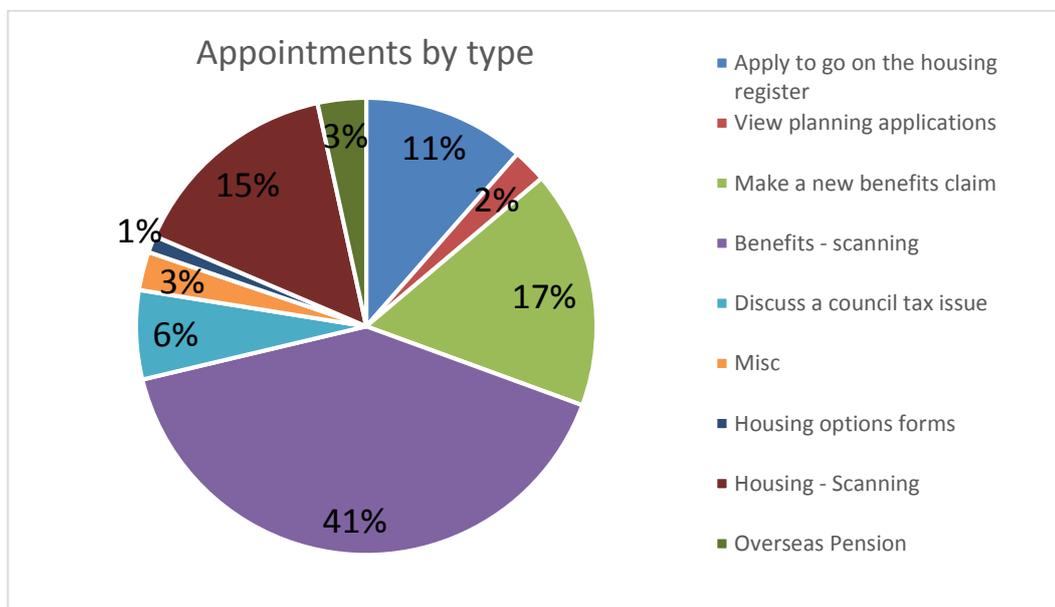
Face to face contact

- During Quarter 1 there were 588 customer appointments made, compared with 670 appointments made in Quarter 4, a decrease of 82 appointments.
- The introduction of the Homeless Reduction Act has changed the way we assist customers at risk of homelessness. Previously, Customer Services staff completed a 'housing options form' for customers, but the Housing Department has now taken responsibility for these. Customer Service staff occasionally assist customers in completing a 'self-referral form'. This support is also included in the 'Housing options form' category in the graph overleaf. These changes have reduced the number of appointments required in quarter 1.





Appointments are broken down into the categories outlined below. 56% of our appointments are for scanning documents [41% Benefits and 15% Housing] followed by new benefit claims at 17%.



- On June 13th we started our web chat 'test and learn' pilot. We are currently offering web chat to Planning service customers between 9:30am and 11am. The planning advice given on web chat mirrors the advice we currently give via our phone service. For this first Quarter, 22 chat conversations were logged.

Web Access

- The top 10 most viewed pages on the website in Quarter 1, which together account for 288,363 page views (36% of total), were:
 1. Homepage (*no change*) (13% of total)

2. Planning applications search (*no change*) (6%)
3. Planning (*up 1 place*) (3%)
4. Council Tax (*up 1 place change*) (3%)
5. May 2018 Elections (new to top 10) (2%)
6. Bin collection days (down 3 places) (2%)
7. Parking (*up 2 places*) (2%)
8. How to pay your Council Tax (*up 2 places*) (2%)
9. Parking Permits (new to top 10) (2%)
10. Jobs and careers (*down 2*) (2%)

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 | Forecast budget variance at the year end (General fund for year in question) | <p>The forecast budget variance for the year currently stands at 1.2% or £210,000. The main reasons are:</p> <ul style="list-style-type: none"> • Rental income expected in this year from a particular Commercial and Development schemes project will not now be received due to a change in the project. This means that a capital receipt will be received instead, alongside other related changes. • The pay award and contract inflation is higher than estimated. |
| G | Average time to re-let dwellings (excluding temporary accommodation) (days) | <p>The reduction in average time to re-let is because of improved communication across the Department and due to work identifying issues which have previously caused delays. The handover of the new housing development in Batchwood allowed the Council to ensure properties were promptly let.</p> |
| A | Rent arrears of current tenants as a percentage of rent due | <p>The arrears figure has remained flat this month. The number of Universal Credit (UC) cases continue to increase and there are still delays in receiving payments. A UC online Landlord Portal is in development and aims to help us to track payments better.</p> <p>Staff leave over summer has also had some impact on performance.</p> |
| A | Average time in temporary accommodation (weeks) | <p>There are 11 properties currently under offer to households in temporary accommodation. The new properties completed in June at Batchwood will allow people to move on from temporary as well as freeing up other accommodation in the district. 5 households have moved from temporary accommodation into these new properties.</p> |
| R | Percentage of repairs completed on time | <p>The Council's Housing Administration team continues to support our contractor's administration process to help them improve performance. Jobs are now being closed on the Orchard system correctly and on time. The Administration Manager at Roalco and Council Officers meet regularly. Fortnightly operational meetings are also held, where performance is discussed.</p> |

| | Measure | Comments |
|---|---|---|
| | | The contractor has confirmed that recruitment is underway to address the performance issues. The contractor's director also advised that the backlog will be cleared by the end of August. |
| G | Days to process Housing Benefit change in circumstances | The team has now caught up with the outstanding Real Time Information matches noted in last month's update. This involved matching data the Council holds with data held by HMRC. They are now processing matches received in May 2018. Furthermore, many of our customers' Tax Credits have changed over the summer months as this is renewed at this time of year. These changes are processed electronically as soon as HMRC notify the Council. This has resulted in performance returning to target levels. |
| A | Parking Penalty Charge Notices issued | <p>There were fewer Penalty Charge Notices (PCNs) issued in June 2018 than the same month last year. There were 11% fewer deployed hours (time spent issuing tickets) this year. The re-designed beats continue to make detection of parking offences more efficient.</p> <p>Last month was the highest PCN issue rate for May since 2010. Good weather throughout the whole month, and Bank holidays, resulted in more parking offences by drivers. This month's activity returned to more usual levels.</p> |
| G | Fly-tipping incidents | <p>We have seen a downturn in the number of fly-tips for the month of June. Most of the reduction is from fly-tips from possible construction clearance work. We are more likely to find evidence in this type of fly-tip.</p> <p>The Enforcement Team currently has 76 open fly-tipping cases. One is a potential court case. The Solicitor to the Council reviewed this case and has asked for a supplementary statement, which has now been supplied. Status of the case will be updated at July Cabinet.</p> |
| R | Museum visits | <p>Visits to Verulamium Museum itself are down compared to last year, across both General Admission and school visits. 128 out of 133 available school sessions were booked compared to 129 in June 2017, though different group sizes mean the impact on visitor numbers is higher.</p> <p>Visits to the Hypocaust are similar compared to last year and significantly increased from last month from 4,600 to 7,007. The counter is now fixed and providing accurate visitor counts.</p> <p>As noted above, this measure does not take into account St Albans Museum + Gallery and work is underway to design effective measures for that site.</p> |
| R | Percentage of invalid applications received | <p>Most of our planning applications are received via the Planning Portal. This suggests some applicants are not checking the validation requirements on our website before they submit their applications.</p> <p>We held an agents forum at the end of April 2018 and continue to encourage potential applicants to use our pre-application advice service.</p> |

| | Measure | Comments |
|---|---|---|
| | | The planning portal provider is organising a series of roadshows in July showcasing updates to the portal. Officers will be attending the roadshow and will discuss best practice aiming to improve the percentage of valid applications. |
| G | Total number of visits to arts and entertainment venues | Regular booking and a number of bigger name acts led to increased income and visitors over the quarter. Council staff are working with the new Arena General Manager to develop new business. |
| G | Total number of visits to sport and leisure centres | Refreshed marketing has seen a steady growth of members and usage across the both leisure operators. Sunny weather in May and June also led to a significant increase in usage in the external facilities. |
| | Establishment - actual FTE in post | No new additions or deletions to the establishment agreed by Cabinet in this quarter. 1 of the 3 Housing posts agreed by Cabinet in Quarter 4 is yet to be successfully appointed to (currently out to advert). Several areas, including Commercial and Development and Planning and Building Control, have made changes to internal team structures. These are all within existing staffing numbers and budget. |
| A | Number of working days/shifts lost due to sickness absence per full time equivalent employee (days) | Sickness absence for Q1 has reduced 18% from last quarter. The main cause of short term absences in Quarter 1 was Gastroenteritis (16 instances). The number of long term absence cases increased to 14 in Q1 (from 12 in Q4) across 9 absence categories including 4 mental health related cases. 2 people have since returned to work, 2 have left the Council and the remaining 10 cases are being managed in line with our attendance management policy. Line managers actively work with the individuals to encourage an early return to work where possible. Support measures include seeking advice from Occupational Health and offering reasonable adjustments such as phased return and home working. Counselling support through the Council's Employee Assistance Programme service. It should be noted that the absence figure falls to 0.93 if long term absences are filtered out. The Quarterly absence rate remains below the benchmark but has increased in line with national trends, according to our contractor FirstCare's client data and sector benchmarks. |

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.

Contact for further questions: Harry Graham, Business Analyst
(harry.graham@stalbens.gov.uk)

Council Performance & Budget Summary

June 2018



| | Bigger or Smaller is Better | Jun-17 | Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | Apr-18 | May-18 | Jun-18 | TARGET | |
|-----------------------------|--|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------------------|
| Finance | Forecast budget variance at the year end (General fund for year in question) | Smaller | -2.2% | -3.6% | -3.8% | -4.4% | -3.9% | -3.4% | -3.6% | -4.0% | -3.3% | -7.0% | 0.0% | * | 1.2% | 0.0% |
| Housing | Average time to re-let dwellings (excluding temporary accommodation) (days) | Smaller | 34 | 34 | 36 | 35 | 35 | 34 | 33 | 33 | 33 | 34 | 27 | 25 | 26 | |
| | Average time vacant for current voids (excluding temporary accommodation) (days) | Smaller | 23 | 24 | 25 | 26 | 28 | 33 | 25 | 24 | 25 | 24 | 27 | 22 | 15 | 26 |
| | Percentage of rent loss due to voids | Smaller | 0.9% | 0.8% | 0.8% | 0.8% | 0.9% | 0.9% | 0.8% | 0.8% | 0.8% | 0.7% | 0.7% | 0.7% | 0.7% | Trend |
| | Rent arrears of current tenants as a percentage of rent due | Smaller | 2.9% | 3.1% | 3.2% | 3.2% | 3.4% | 3.3% | 2.8% | 3.0% | 3.1% | 3.1% | 3.5% | 3.4% | 3.4% | 3.1%** |
| | Number of households in temporary accommodation | Smaller | 117 | 129 | 128 | 129 | 130 | 137 | 131 | 125 | 117 | 117 | 118 | 118 | 123 | Trend |
| | Average time in temporary accommodation (weeks) | Smaller | 27 | 25 | 24 | 25 | 24 | 26 | 27 | 27 | 26 | 26 | 25 | 27 | 26 | Trend |
| | Percentage of repairs completed on time | Bigger | 98% | 99% | 97% | 92% | 100% | 100% | 97% | 100% | 99% | 100% | 95% | 88% | 86% | 98% |
| | Total number of households in receipt of Housing Benefit and/or Council Tax support | Smaller | 6,899 | 6,861 | 6,836 | 6,831 | 6,812 | 6,778 | 6,678 | 6,705 | 6,642 | 6,640 | 6,640 | 6,654 | 6,645 | |
| | Days to process Housing Benefit new claims | Smaller | 21.3 | 17.4 | 26.3 | 23.1 | 24.6 | 24.1 | 28.6 | 17.9 | 15.5 | 17.2 | 10.2 | 14.9 | 14.3 | 22 |
| | Days to process Housing Benefit change in circumstances | Smaller | 7.1 | 6.0 | 7.7 | 8.6 | 10.3 | 9.0 | 8.1 | 5.6 | 2.3 | 5.7 | 5.1 | 8.3 | 3.6 | 7 |
| Planning & Building Control | Planning and Building Control applications received (including pre-app, trees and condition discharge) | | 485 | 517 | 444 | 351 | 510 | 515 | 346 | 400 | 430 | 511 | 482 | 406 | 480 | |
| | Percentage of Council's planning decisions supported at appeal (cumulative 12 month) | Bigger | 60% | 60% | 58% | 59% | 57% | 57% | 62% | 62% | 65% | 67% | 66% | 61% | 61% | 66% |
| | Percentage of planning applications not determined (within time limits or agreed timescale) | Smaller | 8% | 5% | 7% | 11% | 13% | 11% | 10% | 6% | 11% | 5% | 5% | 7% | 12% | 25% |
| | Number of planning applications at end of month that have not been determined in time | Smaller | 47 | 18 | 17 | 23 | 23 | 12 | 21 | 29 | 21 | 14 | 22 | 21 | 30 | 50 |
| Community Services | Parking Penalty Charge Notices issued | Smaller | 1,743 | 1,575 | 1,660 | 1,610 | 1,969 | 1,910 | 1,488 | 1,386 | 1,448 | 1,464 | 1,442 | 1,865 | 1,613 | Trend |
| | Percentage of Parking Penalty Charge Notices paid | Bigger | 82% | 87% | 90% | 91% | 81% | 88% | 99% | 89% | 90% | 88% | 82% | 82% | 85% | 80% |
| | Fly-tipping incidents | Smaller | 140 | 125 | 105 | 97 | 80 | 88 | 57 | 82 | 90 | 100 | 103 | 124 | 74 | Year-on-year Trend |
| | Number of missed waste collections per 100,000 | Smaller | 37 | 32 | 32 | 35 | 34 | 30 | 29 | 33 | 29 | 35 | 33 | 30 | 33 | 32*** |
| Commercial & Development | Museum visits | Bigger | 16,847 | 14,378 | 16,073 | 14,714 | 14,441 | 10,914 | 4,407 | 11,745 | 11,557 | 11,213 | 12,121 | 13,763 | 14,870 | Year-on-year Trend |
| External | Claimant count | Smaller | 805 | 820 | 810 | 825 | 810 | 805 | 835 | 845 | 960 | 1,010 | 1,120 | 1,095 | 1,135^ | **** |

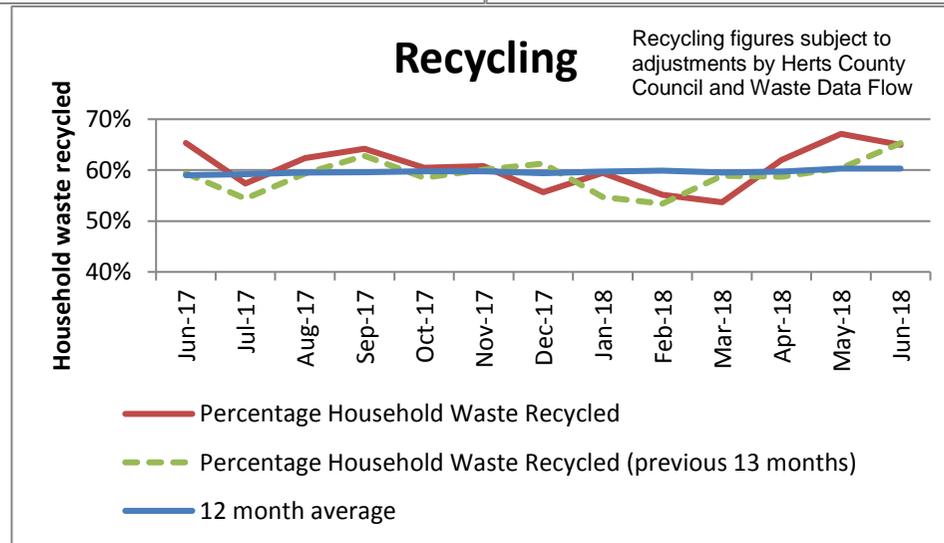
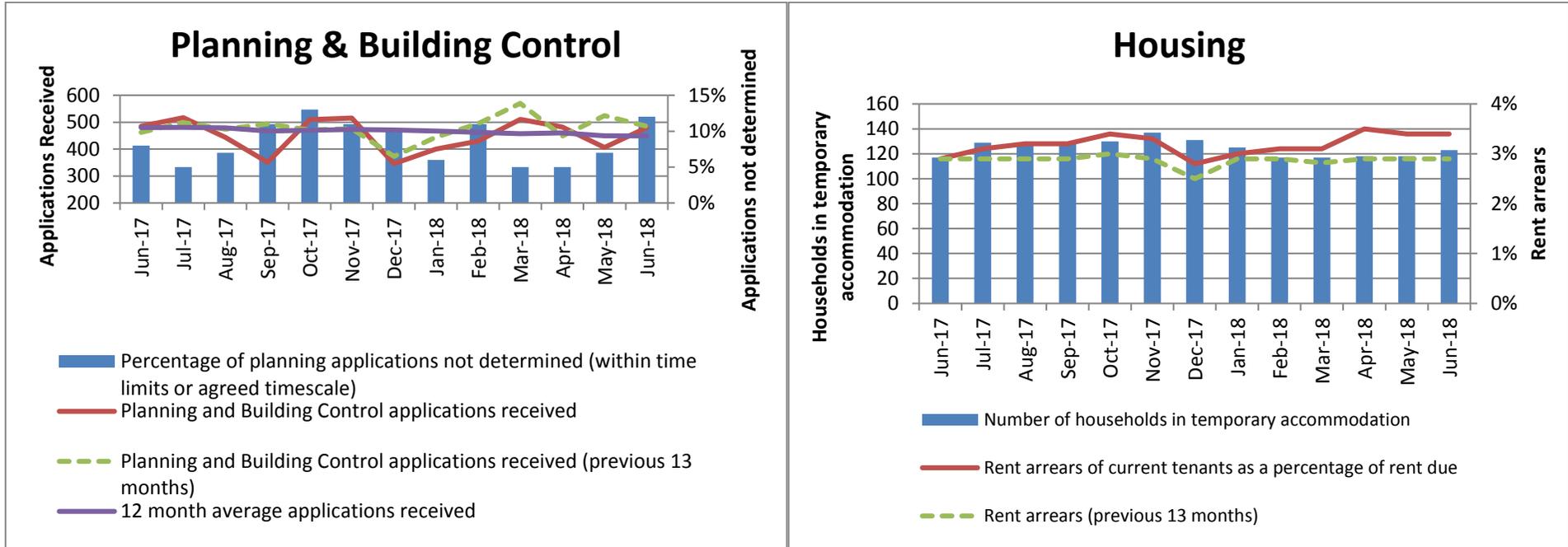
* Data not available

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

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

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

^ Data subject to ONS revisions.



Council Performance & Budget Summary

Quarter 1 2018-19 (April-June)



| | Bigger or Smaller is Better | Quarter 1 2017-18 | Quarter 2 2017-18 | Quarter 3 2017-18 | Quarter 4 2017-18 | Quarter 1 2018-19 | TARGET | |
|-------------------------------|--|-------------------|--|--|--|------------------------------------|--|--------------------|
| Housing | Total affordable housing completions | Bigger | 3 | 7 | 34 | 9 | 25 | * |
| Planning and Building Control | Percentage of invalid applications received | Smaller | 2.8% | 2.5% | 2.8% | 4.0% | 4.0% | Trend |
| | Percentage of all major planning applications determined within 13 weeks (measured over a 2 year period) | Bigger | 78.7% | 84.4% | 84.1% | 87.2% | 92.9% | 70% |
| | Planning obligations (Section 106/CIL) monetary contributions secured | | £718,589 | £25,596 | £23,137 | £53,830 | £0 | |
| Finance | Percentage of council tax collected of that collectable in the year | Bigger | 31% | 59% | 87% | 99% | 31% | 31%^ |
| | Percentage of business rates collected of that collectable in the year | Bigger | 30% | 56% | 84% | 100% | 29% | 31%^ |
| Community Services | Recycling rate | Bigger | 61% | 61% | 59% | 56% | 65%** | Year-on-year Trend |
| | Kg per household of residual waste | Smaller | 79.4 | 77.6 | 81.4 | 78.4 | 78.4** | Year-on-year Trend |
| Commercial and Development | Total number of visits to arts and entertainment venues | Bigger | 42,046 | 47,740 | 87,669 | 53,873 | 46,698 | Year-on-year Trend |
| | Total number of visits to sport and leisure centres | Bigger | 557,808 | 621,540 | 623,268 | 462,316 | 620,167 | Year-on-year Trend |
| Website | www.stalbans.gov.uk visits | Bigger | 309,914 | 272,144 | 256,720 | 296,754 | 313,166 | Trend |
| | www.enjoystalbans.com visits | Bigger | 81,035 | 81,355 | 152,595 | 47,857 | 69,660 | Trend |
| Human Resources | Establishment - actual FTE in post | | 347.6 FTE (331.2 permanent / 16.4 fixed term) | 347.8 FTE (321.3 permanent / 26.5 fixed term) | 342 FTE (318 permanent / 24 fixed term) | 348 FTE (329 perm / 19 fixed term) | 345 FTE (325.1 perm / 18.6 fixed term) | |
| | Agency and casual workers (FTE cover for vacancies or additional workloads) | | 11.0 agency / 8.1 casual | 6.0 agency / 9.8 casual | 9.0 agency / 7.8 casual | 7.0 agency / 8.1 casual | 12.0 agency / 11.8 casual | |
| | Number of working days/shifts lost due to sickness absence per full time equivalent employee (days) | Smaller | 1.22 | 1.09 | 1.43 | 2.59 | 2.13 | Trend |

^ Seasonal Target

* Target outlined in September 2017 report -https://www.stalbans.gov.uk/Images/PR_PerformanceBudgetSummary201709_tcm15-62203.pdf

** Draft figure subject to final adjustments

Performance Summary Quarter 1 2018-19

Council Performance & Budget Summary

Quarter 1 2018-19 (April-June)



| Portfolio | Q4 2017/18 (January to March) | Priority Project | Q1 milestones (2018/19) (April to June) | Progress | Q2 milestones (2018/19) (July to September) |
|-----------------------|----------------------------------|---|---|---|--|
| Housing and Inclusion | G | Implement the sheltered housing redevelopment programme | A | <ul style="list-style-type: none"> Betty Entwistle House – construction continuing. Wavell House – Additional works to remove asbestos underway. Linley Court – Existing building stripped, and demolition stage underway. Mereden Court – Pre-application paper work submitted. | <ul style="list-style-type: none"> Construction continuing on Betty Entwistle House, Linley Court. Wavell House demolished. Mereden Court planning application submitted. |
| | A | Develop affordable housing on garage sites | G | <ul style="list-style-type: none"> Batchwood - Blundell Close site completed and tenants moved in. Batchwood – Ladies Grove site completed and handed over. Batchwood – Partridge Road site completed and handed over. Sandridge sites construction continues. Continued meetings on options for Noke Shot site. | <ul style="list-style-type: none"> Residents moved into Ladies Grove. Sandridge site construction continues. |

Priority Project Update Quarter 1 2018-19

Council Performance & Budget Summary

Quarter 1 2018-19 (April-June)



| Portfolio | Q4 2017/18 (January to March) | Priority Project | Q1 milestones (2018/19) (April to June) | Progress | Q2 milestones (2018/19) (July to September) |
|-------------|----------------------------------|--|---|--|--|
| | G | Procure and implement major housing improvement contract | G | <ul style="list-style-type: none"> OJEU Notice and Selection Questionnaire documents published. | <ul style="list-style-type: none"> Evaluation of Selection Questionnaire responses. Invitation to Submit Initial Tender Documents issued. Evaluation of tender responses. |
| Environment | R | Implement specific proposals to accelerate recycling to and beyond 60% | A | <ul style="list-style-type: none"> Annual recycling rate exceeded 60% in May and June. Guaranteed Recycling Rate (GRR) recovery plan agreed and being implemented. Partnership project meetings held. Initiative to reduce food waste commenced in June. | <ul style="list-style-type: none"> Review, update and development of SADC Waste Management strategy (2018 – 2024). Preparatory work underway for delivery of additional garden waste collection services. Bi-annual director-level Waste Management Project Board meeting with Veolia. Proposals for reduction in District-wide on-street bring sites/recycling centres completed. |

Priority Project Update Quarter 1 2018-19

Council Performance & Budget Summary

Quarter 1 2018-19 (April-June)



| Portfolio | Q4 2017/18 (January to March) | Priority Project | Q1 milestones (2018/19) (April to June) | Progress | Q2 milestones (2018/19) (July to September) |
|-----------|----------------------------------|--|---|---|---|
| Resources | G | Shaping our Future - Implement digital technologies to make services more accessible and efficient | G | <ul style="list-style-type: none"> Priorities for STAN staff portal agreed – Starters, Leavers and Transfer process; Performance Conversations; processes to support new payroll contract; and mandatory training. Integration work for housing self-serve underway. | <ul style="list-style-type: none"> Development of STAN staff portal phase 2, and MyStAlbans District Account underway, focusing on Housing self-serve. Scope for Performance Conversations and Starters and Leavers modules developed. |
| | G | Shaping our Future – develop the Council to meet the future needs of the District’s residents, businesses and visitors | A | <ul style="list-style-type: none"> Career pathway posts identified in Finance. Value and Behaviour champions for each department identified. Appraisal discussions held including item on new values & behaviours. Learning & Development plan in development – was due to complete in Quarter 1 but delayed due to conflicting priorities. | <ul style="list-style-type: none"> Housing career pathways mapped. Values and behaviour internal promotion including manager briefings and roadshow activity held in July. New performance conversation approach launched. Review of agile pay completed. Learning & Development plan completed. |

Priority Project Update Quarter 1 2018-19

Council Performance & Budget Summary

Quarter 1 2018-19 (April-June)



| Portfolio | Q4 2017/18 (January to March) | Priority Project | Q1 milestones (2018/19) (April to June) | Progress | Q2 milestones (2018/19) (July to September) |
|--------------------|----------------------------------|--|---|--|--|
| Sports and Culture | G | New Museum and Gallery | G | <ul style="list-style-type: none"> • Museum + Gallery opened 8 June. • Continued fundraising, including donor events. Total as at 30 June is £1,527,482. • Fundraising strategy for 2018/19 agreed. | <ul style="list-style-type: none"> • Fundraising continues. • Next phase of the Activity Plan agreed with HLF delivered. • First Health check with Willmott Dixon undertaken, including review of outstanding snags and reported defects. |
| | G | Progress options for an improved St Albans athletics track | G | <ul style="list-style-type: none"> • Preferred contractor identified. | <ul style="list-style-type: none"> • Contract signed. • Work underway. |

Priority Project Update Quarter 1 2018-19

Council Performance & Budget Summary

Quarter 1 2018-19 (April-June)



| Portfolio | Q4 2017/18 (January to March) | Priority Project | Q1 milestones (2018/19) (April to June) | Progress | Q2 milestones (2018/19) (July to September) |
|-----------|----------------------------------|-------------------------|---|---|--|
| Planning | G | Progress the Local Plan | G | <ul style="list-style-type: none"> • South West Hearts Group (SWHG) meetings held and draft Statement of Common Ground prepared. • Portfolio Holder level Duty to Cooperate (DtC) meetings held in May and June. • Hertfordshire County Council (HCC) adopted Local Transport Plan in June and ongoing work plan agreed. • Ongoing discussions with SWHG on Economic Development and Employment land. • Meetings held with HCC to discuss options new schools. | <ul style="list-style-type: none"> • Local Plan Regulation 19 consultation agreed at full Council. • Regulation 19 consultation underway. • SWHG meeting with Ministry of Housing, Communities & Local Government held in July. • Portfolio Holder level DtC meetings to held in July. |

Priority Project Update Quarter 1 2018-19

Council Performance & Budget Summary

Quarter 1 2018-19 (April-June)



| Portfolio | Q4 2017/18 (January to March) | Priority Project | Q1 milestones (2018/19) (April to June) | Progress | Q2 milestones (2018/19) (July to September) |
|----------------------------|----------------------------------|---|---|---|--|
| Commercial and Development | G | Progress the development of the City Centre Opportunity Site (CCOS), Ridgeview, and former Museum of St Albans site | G | <p>City Centre Opportunity Site (CCOS):</p> <ul style="list-style-type: none"> Ongoing project meetings with partners. Draft plans for council office moves drafted and shared with staff and councillors. Procurement strategy and approach agreed. Draft programme of works produced for CCOS South. <p>Ridgeview:</p> <ul style="list-style-type: none"> Option agreement drafted for sign off by Legal & General and St Albans City and District Council (SADC). <p>Former Museum of St Albans Site (MoStA) Site</p> <ul style="list-style-type: none"> Construction continues. Roofing complete and scaffolding being struck. Sales launched in June, first property under offer. | <p>CCOS:</p> <ul style="list-style-type: none"> Council office temporary moves complete Contractor to carry out office refurbishment tendered. Completing pre-start conditions for CCOS South. <p>Ridgeview:</p> <ul style="list-style-type: none"> Consultation held. Option agreement signed. <p>Former Museum of St Albans Site (MoStA) Site</p> <ul style="list-style-type: none"> Construction continues. Sales/marketing progressed. Statutory utilities installations completed. |

Priority Project Update Quarter 1 2018-19

Council Performance & Budget Summary

Quarter 1 2018-19 (April-June)



| Portfolio | Q4 2017/18 (January to March) | Priority Project | Q1 milestones (2018/19) (April to June) | Progress | Q2 milestones (2018/19) (July to September) |
|-----------|----------------------------------|---|---|---|--|
| | G | Develop Harpenden leisure and cultural facilities | G | <ul style="list-style-type: none"> • Technical design stage completed on 14 June • Draft Pre- Construction Activities contract sent by Wilmott Dixon for officer's consideration. | <ul style="list-style-type: none"> • Planning application to Planning Referral Committee in August. • Pre-Construction Activities contract completed. • Final construction contract negotiated. |
| | N/A | Enterprise Zone | G | <ul style="list-style-type: none"> • Work progressing on Enterprise Zone Delivery Plan and Marketing and Inward Investment Plan. • Digital EZ Strategy work ongoing. • Memorandum of Understanding agreed. | <ul style="list-style-type: none"> • Marketing and Investment Plan and Digital and EZ Strategy work ongoing. |

Priority Project Update Quarter 1 2018-19

Council Performance & Budget Summary

Quarter 1 2018-19 (April-June)



| Portfolio | Q4 2017/18 (January to March) | Priority Project | Q1 milestones (2018/19) (April to June) | Progress | Q2 milestones (2018/19) (July to September) |
|------------------------|----------------------------------|-----------------------|---|---|---|
| Business and Community | A | Car parking contracts | A | <ul style="list-style-type: none"> Decision delayed - seeking additional independent assessment of options from East of England Local Government Association. Amendments to structure made following consultant feedback. Indicative structure report prepared for Head of Service. Car Park Working Party meeting held, and update provided. | <ul style="list-style-type: none"> External review of options received. Decision made by Head of Service and Portfolio Holder on which type of service provision is preferable. Key Decision Document completed. |

Priority Project Update Quarter 1 2018-19

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 (DCLG) planning performance thresholds.

Colour coding for table: Green – performance above threshold.

| Measure and type of applications | Bigger or Smaller is Better | Current cumulative performance in assessment period | DCLG's 2019 estimated thresholds and 2 Year assessment periods | Performance over 2018 2 Year Assessment period | DCLG's 2018 thresholds and 2 Year assessment periods | |
|---|-----------------------------|---|--|---|--|--|
| Speed of major development (% determined in time) | Bigger | 94.4% (Oct 2016 to June 2018) | 70% (Oct 2016 to Sept 2018) | 80.5% Actual (Oct 2015 to Sept 2017) | 60% (Oct 2015 to Sept 2017) | |
| Quality of major development (% overturned at appeal) | Smaller | 7% (Apr 2016 to Mar 2018) | 7.5% (Apr 2016 to Mar 2018) | 5.6% Actual (April 2015 to March 2017) | 10% (April 2015 to March 2017) | |
| Speed of non-major development (% determined in time) | Bigger | 93% (Oct 2016 to June 2018) | 75% (Oct 2016 to Sept 2018) | 82.6% Actual (Oct 2015 to Sept 2017) | 70% (Oct 2015 to Sept 2017) | |
| Quality of non-major development (% overturned at appeal) | Smaller | 2% (Apr 2016 to Mar 2018) | 7.5% (Apr 2016 to Mar 2018) | 2.5% Actual (April 2015 to March 2017) | 10% (April 2015 to March 2017) | |

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

| Application Type | Target | % in time June 2018 (Bigger is Better) | Average June (Smaller is better) | Average May 2018 | Average Apr 2018 | Average Apr – June 18-19 | Average Jan – Mar 17-18 | Average Oct – Dec 17-18 |
|----------------------------|------------------------------------|--|----------------------------------|------------------|------------------|--------------------------|-------------------------|-------------------------|
| 'Out of time applications' | No more than 50 (local) | - | 27 | 21 | 18 | 22 | 19 | 23 |
| Major Applications | 13 weeks (national) 50% in time | 100% | 63 weeks | 42.8 weeks | 29.3 weeks | 38.1 weeks | 23.7 weeks | 16.2 weeks |
| Minor Applications | 8 weeks (national) 65% in time | 93.1% | 10.4 weeks | 9.4 weeks | 11 weeks | 10.3 weeks | 10 weeks | 11 weeks |
| Householder Applications | 8 weeks (national) 80% in time | 96.9% | 8.5 weeks | 8.3 weeks | 7.8 weeks | 8.2 weeks | 8.5 weeks | 7.7 weeks |

Colour coding for table: Green- performance above 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'.

Council Performance & Budget Summary

Appendix A: Planning Update



Local Plan

Cabinet, at its meeting on 21 June, agreed to recommend the draft Local Plan for Publication (Regulation 19 stage) consultation to the Council. Council is due to consider the matter at its meeting on 11 July. If approved, the consultation will begin in September and last for six weeks.

Hertfordshire Enviro-Tech Enterprise Zone (EZ)

The EZ Board will meet on 11 July 2018. At this meeting the Crown Estate will update on progress. The Board will discuss the launch of the EZ. Decisions will be taken on Business Rate Relief for non enviro-tech occupiers, Bus/Bike connectivity and a Finance Paper.

The minutes and papers of the meeting can be found at:

www.hertfordshirelep.com/board-papers/?board=3862&sub-board=3592#document-groups

The Green Triangle

The next meeting of the Board will take place on 12 July 2018. This meeting will consider a new updated action plan, timetable and resourcing with partners. Future activities for 2018/19 include three Green Triangle co-branded partner conferences, and potential joint work with the marketing of the Enviro-Tech Enterprise Zone.

Vision for Sustainable Growth 2020-2050 - Luton Airport

The Council has been invited to consult on London Luton Airport's Vision for Sustainable Growth 2020-2050. Consultation started 25 June 2018 and ends 31 August 2018.

The documents for this consultation comprise of:

- An Executive Summary - an overview of the consultation document
- Consultation document
- Sift reports 1 and 2
- London Luton Airport Ltd's new Draft Sustainability Strategy

The consultation and documents can be viewed at:

<http://futureluton.llal.org.uk/>

Significant Planning Applications

| Planning Decisions (Note 1*) | Decision/comments |
|--|--|
| <p>Land at Three Cherry Trees Lane and Cherry Tree Lane (5/2016/2845) 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 (SADC) administrative areas. (Approx. 150 dwellings in the District) <i>Delegated</i></p> | <p>DBC's committee has resolved to grant permission subject to a S106 Agreement*. Further clarification has been received that no referral to the Secretary of State is required. Negotiations on the S106 Agreement* continue to secure matters including: affordable housing; education provision; Hertfordshire County Council (HCC) services; sustainable transport, highway works and travel plan; phasing, and healthcare provision. Currently the legal agreement is awaiting sign off by HCC, however, delays have arisen as</p> |

Council Performance & Budget Summary

Appendix A: Planning Update

| Planning Decisions (Note 1*) | Decision/comments |
|--|---|
| | HCC requested the completion of a draft land transfer agreement prior to completion of the S106. DBC and SADC officers are continuing to discuss the detail of individual clauses within the draft S106. |
| <p>Former Radlett Aerodrome</p> <p>Three applications for Reserved Matters approval:</p> <p>5/2016/3006 (Development site – details of buildings, etc in the terminal itself) 5/2017/1938 (Infrastructure) (Includes area at new junction on A414) 5/2017/1995 (Landscaping) (Includes area at new junction on A414) <i>Planning Referrals Committee</i></p> <p>Sixteen ‘discharge of conditions’ applications were submitted:</p> <p>(5/2016/2880, 5/2016/2881, 5/2016/2962, 5/2016/2963, 5/2016/3003, 5/2016/3004, 5/2016/3005, 5/2016/3013, 5/2016/3187, 5/2017/0865, 5/2017/0869, 5/2017/0870, 5/2017/0871, 5/2017/1168, 5/2017/2599, 5/2017/2770) <i>Delegated</i></p> | <p>Conditional permission for the three reserved matters planning applications was granted at the Planning Referrals Committee on 14th May 2018.</p> <p>Four of the submitted discharge of conditions applications have been approved (5/2016/2962, 5/2016/2963, 5/2016/3004 and 5/2017/2599).</p> <p>The remaining discharge of conditions applications are pending consideration by officers.</p> |
| <p>Pan Autos Site, 22-24 Grove Road, Harpenden, AL5 1PX (5/2017/3209)</p> <p>Outline application (access, layout and scale sought) for demolition of existing and construction of three blocks comprising four, one bedroom and 39, two bedroom flats with associated underground and surface level parking, amenity space and associated works <i>Delegated</i></p> | <p>The application is currently pending consideration. This includes resolving the matter of 0% affordable housing. The Viability Assessment provided with the application has been independently reviewed. This confirmed that the scheme is viable to provide affordable housing. The applicants responded to this advice, however areas of disagreement remain which require further work in the form of an independent review of build costs prior to determination.</p> |
| <p>Harpenden Sports Centre, Rothamsted Park, Leyton Road, Harpenden (5/2018/0157)</p> <p>Extension and alterations to existing swimming pool building to provide new learner pool, additional sports, fitness and associated facilities. Extension, alterations and change of use of existing sports centre to cultural centre, replacement depot building and associated car parking and landscaping works.</p> | <p>This application was validated on 15 February 2018 and is currently under consideration, pending further clarification of some aspects of the submission with the applicant.</p> |

Council Performance & Budget Summary

Appendix A: Planning Update

| Planning Decisions (Note 1*) | Decision/comments |
|---|---|
| <i>Planning Referrals Committee – Awaiting confirmed date</i> | |
| <p>Former Westfield Allotment Site, Beeching Close, Harpenden (5/2018/0474)</p> <p>Outline application (access sought) - Construction of 24 affordable dwellings consisting of 16 dwellings and 8 flats with associated access road, parking and landscaping</p> <p><i>Planning Referrals Committee - 16/07/2018</i></p> | <p>This application was validated on 12 March 2018. The application is due to be considered at a future meeting of the Planning Referrals Committee.</p> |

| Planning Consultations (Note 2*) | Decision/comments |
|--|---|
| <p>Former Hatfield Aerodrome / Ellenbrook Country Park (HCC Ref: 5/0394-16)</p> <p>Application for the establishment of a new quarry on land at the former Hatfield Aerodrome, including a new access onto the A1057, aggregate processing plant, concrete batching plant and other ancillary facilities, together with the importation of inert fill materials for the restoration of the minerals working at land at Hatfield Aerodrome, off Hatfield road.</p> | <p>Hertfordshire County Council (HCC) granted planning permission 25 January 2017 for mineral works, subject to conditions and signing of a S106 agreement. There are ongoing discussions between St Albans City and District Council (SADC), Welwyn-Hatfield Borough Council (WHBC), HCC, and the landowner Arlington. The purpose is to establish the Trust by agreeing the comprehensive landscaping scheme and securing the long-term management and maintenance of the Country Park. Ultimately, this will be the responsibility of the Trust. SADC, WHBC and HCC are awaiting an updated Landscape Management Document.</p> <p>SADC and WHBC Heads of Planning will be discussing how to move forward with the establishment of the Trust.</p> |
| <p>Luton Airport airspace change Post Implementation Review</p> <p>External Link: http://stalbens.moderngov.co.uk/documents/s50035805/Response%20to%20PIR%20June%202018.pdf</p> | <p>The Council has responded to the CAA's request for feedback on both the impact of the implemented airspace change and the data provided by Luton Airport in support of the PIR. The feedback period ended 2 July 2018.</p> |
| <p>Luton Airport Draft Noise Action Plan (2019-2013)</p> <p>External Link: http://stalbens.moderngov.co.uk/documents/s50035804/Response%20to%20draft%20Noise%20Action%20Plan%202018.pdf</p> | <p>The Council has responded to the London Luton Airport Draft Noise Action Plan (2019-2013). The consultation period ended 29 June 2018.</p> |

* Section 106 (S106) financial contributions can be secured from developers in certain circumstances, through the planning process.

Notes:

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

Council Performance & Budget Summary

Appendix B: Asset Maintenance Quarterly Report

Corporate Property

| Work done during last quarter | Planned Date | Date Completed |
|---|------------------------------|----------------|
| Council Offices – replacing outer main entrance doors | March 18 | April 18 |
| Rothamsted Park – 124m ² of repairs to main Avenue pathway where uneven | March 18 | April 18 |
| Hatfield Road Cemetery – replacing carpet to entire office area | March 18 | March 18 |
| Hatfield Road Cemetery – internal road and footpath resurfacing | March 18 | April 18 |
| Verulamium Museum – replacing flooring of stairs down to changing rooms | April 18 | April 18 |
| Westminster Lodge – resurfacing access road to theatre | May 18 | May 18 |
| Westminster Lodge – Car Park lighting lamp change | May 18 | June 18 |
| Park Street – Car Park surface repairs | May 18 | May 18 |
| Sandpit Lane – completion of Green Ring | April 18 | April 18 |
| Longacres Recreation Ground – access improvements | May 18 | May 18 |
| Verulamium Park – railings adjacent Fighting Cocks Public House | April 18 | May 18 |
| Alban Way – woodland management, improved access routes and Phase 1 works to restore Smallford Station Ticket Office. This is part of a larger project managed by an external organisation. | Autumn 2017 – Autumn 2018 | May 18 |

| Forthcoming Projects | Planned Date |
|--|----------------|
| Fleetville Recreation Ground – footpath resurfacing funded from S106 and City Neighbourhoods Committee allocations | July 2018 |
| Verulamium Park – localised footpath widening (short section from the car park adjacent to the Athletics Track) | July 2018 |
| Clock Tower – structural repairs to external walls | August 2018 |
| Clarence Park – installation of road humps in parking area (funded from Hertfordshire County Council grant) | September 2018 |
| Clarence Park – footpath repairs | September 2018 |
| Westminster Lodge Running Track – resurfacing of all synthetic areas (part funded by S106 monies) | August 2018 |
| Marquis Lane - Car Park surface repairs | June 2018 |
| Mud Lane – entry lane carriageway resurfacing | July 2018 |

Notes: Total budget for 2018/19 for corporate repairs and maintenance (including City Neighbourhoods Committee, and Parish Special Expenses) is £1,075,840.

Total spent and/or committed to 15 June 2018 is £273,377.

Council Performance & Budget Summary

Appendix B: Asset Maintenance Quarterly Report

Housing Capital Projects

| Work planned in 2018-19 | Contractor | Target to 31.03.19 | Completed by 19.06.18 | Expenditure to 19.06.18 |
|--|--------------------------------------|--------------------|-----------------------|---|
| Energy efficient gas boiler installations – the objective is to install energy efficient boilers into 4,696 council-owned homes. Since 2011, 3,350 have been installed which equates to 72% of properties. The remaining 1,346 properties (28%) will have boiler upgrades completed by 2020. | New Contract currently out to Tender | | | No expenditure to date. Contract currently being procured. Contract expected to start in September 2018 |
| Roof Replacements | M H Goldsmith | 50 | 12 | £49,406 |
| Electrical Rewiring & Testing | Penmilne Electrical Ltd | 722 | 100 | £22,800 |
| Kitchen & Bathroom Modernisations | Ember Electrical Construction | N/A* | 6 | £36,000 |
| External Redecorations | The Bell Group | 70 | 2 | £4,160 |
| UPVC Window Replacements | Anglian | 150 | 98 | £340,065 |

Notes: Total budget for 2018/19 for HRA Capital Programme is £3,458,000. Total committed to 19 June 2018 is £411,000.

*No target for Kitchen & Bathroom Modernisations – works completed above have been picked up from voids.

Status of Key Issues

| Property/ Asset | Issue | Progress/ Comments |
|---|---|--|
| Proposed dual use Verulamium Park Bridge (Portfolio Holder: Salih Gaygusuz) | Delay to start of design phase from Summer 2017 to Summer 2018. | Preparatory work on this project started in 2016, including preparation of tender documents for consultancy work to procure a detailed design. The tender process for a Detailed Design Consultant was unsuccessful. Alternative Consultants have been sourced and have expressed an interest in bidding for the detailed design work. The Infrastructure Manager has been unable to dedicate time to this project because unplanned safety critical work has taken priority. It is anticipated that design quotation invitations will be sent out in August 2018. |

Council Performance & Budget Summary

Appendix C: Community Right to Bid – Schedule of Decisions



Nominations

| Asset name | Owner | Nominated by and date | Recommended Decision & Date | PH Approved/ Date of Final Decision |
|---|---------------|---|---|-------------------------------------|
| Wynches Farm Green [Land adjacent to 1-6 Wynches Farm Drive] St Albans | Taylor Wimpey | Wynches Farm Drive Residents on 23 rd May 2018 | To be validated with effect from 25 th June (notification to be sent out to parties) | |

There are no applications awaiting decision or validation

Reviews/ Appeals

| Asset name | Owner | Date of Review/ Appeal | Decision & Date | Reasons/ Comments |
|---|----------------------|-------------------------------------|--|---|
| Bedmond Fields, Bedmond Lane, St Albans | Banner Homes Limited | 20 February 2018 Court of Appeal | The Court of Appeal determined that the asset should remain listed and dismissed the appeal made on 23 May 2018 | The land owner argued that, as a matter of law, "actual use" for the purposes of section 88 of the LA 2011 must mean lawful use, and this did not include trespassory use. The Court determined: <ul style="list-style-type: none"> "actual use" in section 88 of the Localism Act 2011 were clear and covered the actual use by the local community of the field the Act could not have intended the benefits of listing to be undermined by the actions of trespassers Full decision here |

Council Performance & Budget Summary

Appendix C: Community Right to Bid – Schedule of Decisions



| Asset name | Owner | Date of Review/ Appeal | Decision & Date | Reasons/ Comments |
|--|--------------------|---------------------------------|---|---|
| The Old Fox Public House School Lane Bricket Wood | Mr & Mrs Heffernan | 22 March 2018 review hearing | Asset remains listed. 8 June 2018 | The review determined that: <ul style="list-style-type: none">• the nomination was a valid nomination• the property had been operated as a public house in the recent past and it was realistic to think there is a time in the next 5 years when it would be used to further the social wellbeing or social interests of the local community, even if not as a public house.• the nominated area is amended to show the public house and its curtilage only. |

Council Performance & Budget Summary

Appendix D: Property Development Update



A different style of reporting will be starting in the September Cabinet update. The new reporting style will show key milestones achieved, next steps and any delay in programme. In addition it will report the key project risks.

Property Projects

Ridgeview, London Colney

The Council has agreed the terms of an Option Agreement with a 3rd Party to sell the lease of the Ridgeview site for a capital receipt. The agreement has been drafted and is with Solicitors to complete by the end of July 2018.

Market Depot (Drovers Way), St Albans

In light of feedback from Planning the Council is re-considering the feasibility of renovating the market depot site and installing office space above it. The project team are working with the markets team and UK Power to produce refined concept designs. If the revised business case is supportive, key stakeholder engagement will be undertaken, which is likely to be in September.

Oak Tree Gardens (former Museum of St Albans (MoStA) Site)

A three week delay was incurred to Units 5-10 (those located in the old museum building) due to adverse weather in Spring 2018. The contractor anticipates the project will complete in late 2018. Fit-out specifications have been carefully reviewed to maximise marketability of the units. The online and press marketing of the properties has begun.

Leyland Avenue (Sopwell Youth Club), St Albans

(See also separate report in this agenda pack)

Architects have supplied concept designs for 8 units on Council land. Following planning pre-application advice, these designs may be reworked to increase amenity space. A further pre-application meeting will be held in mid-July. Discussions continue regarding the acquisition of Network Rail land for the development of up to 10 further units, but this is not a priority.

Noke Shot Garage Site (Harpenden)

(See also separate report in this agenda pack)

The Housing team is not planning to develop the site due to the specific constraints which limit the number of properties that can be built to three dwellings. The site has this limit because of the width of the access road. Instead the Commercial and Development department will develop this land. Planning pre-application advice has been received for the development of 3 houses for market sale at the former garage site. Architects are making minor amendments to these designs in preparation for a full planning application in summer 2018.

Leisure & Heritage

St. Albans Museum + Gallery

St Albans Museum + Gallery successfully opened on 8 June 2018. Willmott Dixon have completed the majority of the snagging issues identified, and any further defects will be monitored over the coming year.

Harpenden Leisure & Cultural Development

The planning application was validated on 15 February 2018 and is currently under consideration, pending further clarification of some aspects of the submission.

Abbey View Athletics Track

A contractor has been selected following a tender process. The contract is being finalised. The works will begin in late August 2018 to resurface the track.

City Centre Opportunities Site (CCOS), St Albans

CCOS North

We are working with a potential 'pre-let' tenant in respect of the office building and considering the concept designs based on their requirements. The designs are informing the Council's business case for development of the site. Officers aim to report the findings of the business case at September Cabinet.

CCOS South

The Council has completed the purchase of the former Police station site, the Principal Health Centre and the former car park adjoining Hertfordshire House. Officers are now working with the Herts Community (NHS) Trust (HCT) team to relocate health services into the Civic Centre. Over the next few months internal office/meeting rooms will also be refurbished to accommodate Council staff who are moving to make way for HCT.

In addition the Council is developing concept designs to improve the public realm, building facades and to maximise the residential units and office space. This will not increase the building size agreed within the existing planning application for the site. The Council is using the Watford DVAP framework to procure the architectural services required to complete concept designs. The optimisation work and resultant business case variation shall be reported to Cabinet in September.

In parallel with the concept designs the Council is executing the pre start conditions of the existing planning application so that it can begin demolition works to the Police Station and NHS buildings. The Council also intends to use the Pagabo Framework to procure the construction contractor using a mini competition format. The Council aims to demolish the Police Station by the 1 Jan 2019.

Housing Projects

Batchwood Garages Site, St Albans

Handover has now been achieved at Ladies Grove, Partridge Road and Blundell Close. These units will be let at a social rent to households on the Housing Register. Residents have moved into some of the new homes. The scheme was officially opened by the Mayor on 25 June 2018.

Betty Entwistle House (Holyrood Crescent), St Albans

BPHA (Bedford Pilgrims Housing Association) have contractors on site working to deliver 40 flexi care units for rent and shared ownership. The project is scheduled for completion in March 2019.

Sandridge Garages Site

Works started on site on 30 October 2017 to deliver 23 units for rent. Handover is scheduled for December 2018.

King Offa Site (Sopwell, St Albans)

The site is being considered to pilot modular units for temporary accommodation use. We are discussing the suggested procurement route with colleagues in the Legal team. A revised design brief is also being developed to inform the future use of the site for permanent accommodation, including developing an affordable housing specification. The brief is likely to be completed in September 2018.

Linley Court (Valley Road), St. Albans

Planning permission has been granted for Aldwyck Housing Group to build 7 one bedroom and 21 two bedroom properties for rent. Contractors are now in possession of the site, carrying out site preparation and demolition.

Council Performance & Budget Summary

Appendix D: Property Development Update



Mereden Court (Tavistock Avenue), St. Albans

An architect has been appointed to submit a planning application to refurbish the building. A pre-application meeting has been arranged and a planning application is due to be submitted by the end of September 2018.

Wavell House (Cell Barnes Lane), St. Albans

Demolition of the building is in progress. The Council is procuring a building contractor for the new scheme which will deliver 24 units for rent for elderly people. The Council has been awarded £720,000 of government funding from Homes England to support the funding of this project. Following appointment of the contractor, start on site is expected to be Autumn 2018.

Council Performance & Budget Summary

Appendix E: 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 – July 2017 to June 2018 (figures shown in Tables 4 and 5 overleaf)

- Total recycling performance for the rolling 12-month period is 60.5%, up from 59.0% for the corresponding period last year. This figure represents the Council's best recycling performance to date. The 60% target has been exceeded for the first time over a 12 month period.
- The monthly recycling rate for June 2018 is 64.9%. During the past 12 months, performance has exceeded 60% on seven occasions, peaking at 67.1% in May 2018. May's figure represents the Council's highest ever monthly recycling figure.
- The amount of garden waste collected has now picked up following the cold spell at the start of the Spring. During the period April to June an additional 401 tonnes of garden waste has been collected, in comparison to the same period last year. Collected food waste has increased by 9% and further increases the amount of waste being diverted from landfill.
- Initiatives agreed with Veolia to recover more recyclable materials are now starting to have a positive impact on the overall recycling rate.

Update on initiatives to increase performance

Recycling More Food Waste

- Food waste recycling remains our main focus to achieve a sustained annual recycling rate which exceeds 60%. An important aspect is the specific campaign aimed at targeting non-participating households. If food waste is not being recycled it is probably being sent to landfill. There is no need to send food waste to landfill with the collection arrangements currently in place.
- To drive up the food waste recycling a "Thank you" sticker campaign to all properties with food caddies, began on Monday 11 June. The stickers are attached to all food caddies by the operational crews. This will be swiftly followed by the "No Food Waste" stickers for all residual waste bins. We expect to see positive results from this campaign over the coming months and will report back on the results in a later report.
- We are continuing initiatives to target areas/wards where recycling participation and performance is lower than other parts of the District. Locations are being prioritised using approximated ward-based recycling rates, initially focusing on London Colney and Sopwell wards. The Waste Management Team will be in attendance over the summer months at both Larks in the Parks and Picnic in the Parks, engaging directly with the community to improve recycling performance.

Council Performance & Budget Summary

Appendix E: Waste Management and Recycling Update



- A gentle reminder on what plastics can be recycled at the kerbside was included in the Summer edition of the Council's Community News magazine for residents. This gives clarification on the recent episode of mixed messages that some residents were receiving from the operatives whilst at the County's Household Waste Recycling Centre around what type of plastic could be recycled.

Reducing Contamination Levels

- The Council and Veolia continue working in partnership to improve the collection and processing of mixed recyclable materials. The aim is to recover as much of the potentially recyclable material identified as 'contaminated waste' from materials currently being sent to landfill.
- At the far end of the process, recycling materials are sorted for onwards distribution. That is very much a mechanical process, with minimal manual intervention. Veolia have introduced a secondary sorting process and have secured a 3 year contract. That will recover much of that potentially recyclable material previously being sent to landfill.
- The new arrangements have been in place since December 2017. Veolia has confirmed a 'steady rate' of secondary recovery is in place and yielding a positive impact on the annual recycling rate. However, this needs to be verified via the Government's Waste Data Flow (WDF) reporting process for the year end 2017/18.
- A very first Managing Agent forum was arranged for April 2018. The intention was to work together to help control and reduce waste contamination levels at privately owned communal flat blocks. Sadly, the first forum wasn't that well attended. 22 managing agents were invited, but only 6 were represented. However, an outcome agreed from the forum, was that the Council will produce a booklet to advise managing agents and landlords of their responsibilities and residents of their duty of care.
- The booklet is currently in draft form and will be presented at the second forum which is arranged for 31 July 2018. It will then be finalised for distribution to all Managing Agents.

Controlling 'Side Waste'

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

Council Performance & Budget Summary

Appendix E: Waste Management and Recycling Update



- Part of the assistance will be the provision of a welcome pack issued to new residents. The pack will include details of their collection arrangements as well as general contact information. New residents should contact us for support such as obtaining bins or boxes or arranging bulky waste or other special collections.
- Officers have initially met on this subject to seek the best way forward. The plan is to keep it short and handy for home reference, with further detail online. This pack will be developed over the next few months. A progress update will be provide in the October 2018 report.

General contract performance highlights

Customer Contacts & Missed Collections

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

Table 1: Performance Summary - Veolia Contact Centre

| Description | April-18 | May-18 | June-18 |
|---------------------------------------|----------|----------|----------|
| Number of Veolia Contact Centre Calls | 2493 | 2419 | 2586 |
| % Calls Answered (target = 95%) | 98.8% | 99.5% | 98.9% |
| Average Call Waiting Time | 11 sec | 7 sec | 10 sec |
| Average Call Duration | 2.03 min | 2.04 min | 2.04 min |
| Missed Collections/100,000 | 35 | 28 | 33 |

- From April 2018 missed collections performance has been measured against a lower figure of 32/100,000. This is a more difficult performance target than that reported against from the start of the contract. It reflects the formal performance threshold included in the current Veolia waste contract. To monitor this change, officers have introduced a quarterly audit into Veolia's missed bin reporting process to ensure the transparency of the data being reported.

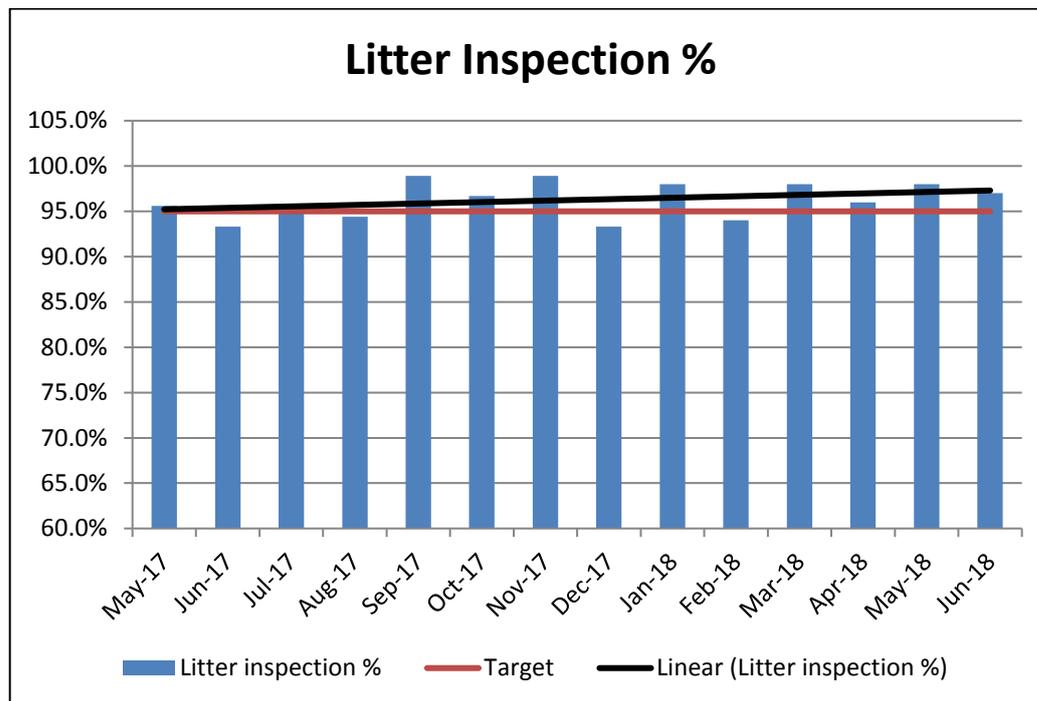
Street Cleanliness

- Under the Veolia contract, street cleanliness performance targets are expected to be achieved in 95% of sites, for both litter and detritus. Tables 2 and 3 below show the performance over a rolling 13 month period.
- Street cleansing performance for litter (Table 2) remains good over the quarter and the 2017/18 year. We note an average performance level of around the 95% target level as well as a positive (increasing) performance trend.

Council Performance & Budget Summary

Appendix E: Waste Management and Recycling Update

Table 2: Sites achieving High or Acceptable Standards – Litter

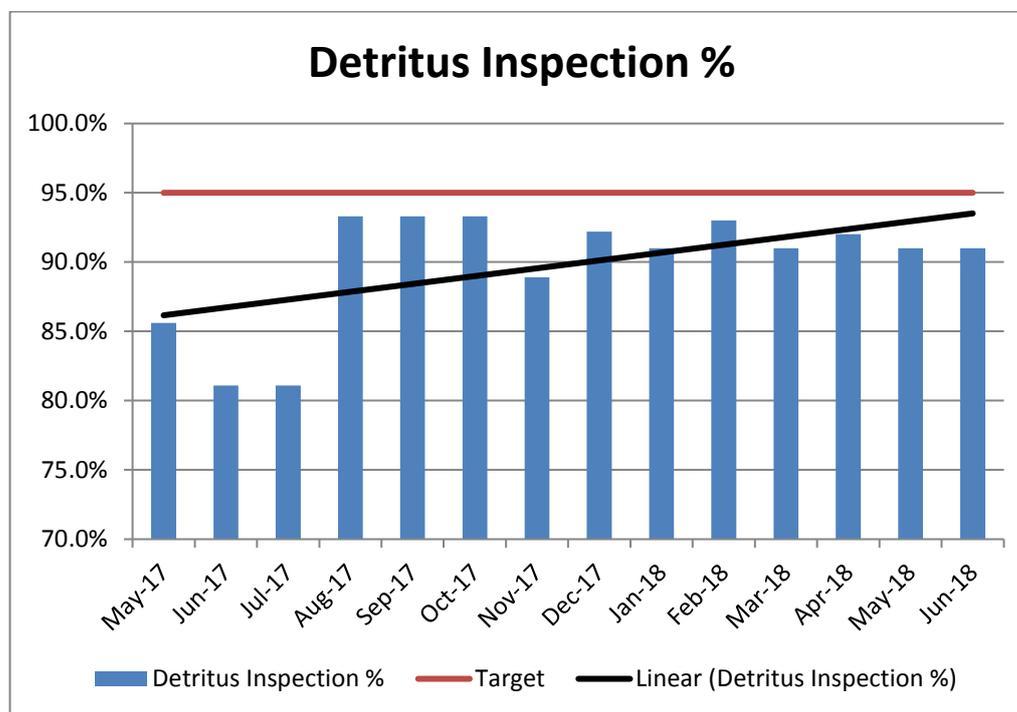


Litter and Refuse

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

- Management of detritus is still consistently below target. The performance trend however, remains positive (see Table 3), indicating steady progress towards achieving the target.
- Veolia has recently appointed a new Cleansing Supervisor. Officers will be working with them, so that they fully understand our aims and expectations.

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



Detritus

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

- The images above have been included in previous performance reports. They show the range of cleanliness grades and their descriptions. The contract performance standard is met if the street is found to be at grade B or above on inspection.
- The ‘Deep Clean’ programme introduced in November 2017 will be repeated in 2018. A list of potential roads for treatment is currently being put together for consideration. In particular, the programme targets heavily-parked streets which often prove difficult to clean effectively. Deep cleaning will have a direct and positive impact on detritus performance.

Council Performance & Budget Summary

Appendix E: Waste Management and Recycling Update

Highway Weed Control and Deep Cleaning

- In March 2018, an agreement between SADC and HCC was implemented meaning that SADC took on the responsibility of weed control on highway adopted land from HCC. This agreement is on a year's trial basis subject to review by both parties. It was felt that SADC could provide a more thorough and reactive service. The arrangement also enabled the Council to target neglected areas.
- The 1st treatment was carried out over May and we are currently on the 2nd application. A third weed spraying cycle is scheduled for September/October.
- Information on weed treatment streets and schedules can be found on the council website (https://www.stalbans.gov.uk/leisure-and-culture/leisure-management-contract/Grounds_Maintenance/highwaysweeds.aspx).
- Once the treatment has taken effect the Waste Management contractor Veolia visit the sites to remove the dead weeds.



Example of deep clean programme – Redbourn Road before and after

Council Performance & Budget Summary

Appendix E: Waste Management and Recycling Update

Table 4 - 60% Recycling Project - 12 month's figures for July 2017 to June 2018

| | Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | Apr-18 | May-18 | Jun-18 | July 17 to June 18 Total | July 16 to June 17 Total |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------------------|--------------------------|
| Material Recycled/Composted (tonnes) | | | | | | | | | | | | | | |
| Soft Mix (paper and cardboard) | 515 | 508 | 548 | 533 | 574 | 507 | 766 | 491 | 541 | 541 | 529 | 491 | 6,543 | 6,538 |
| Comingled Glass, Plastic and Cans | 494 | 546 | 553 | 516 | 543 | 560 | 772 | 523 | 576 | 586 | 639 | 632 | 6,941 | 6,580 |
| Others - textiles, WEE, Batteries, Third Party. | 17 | 14 | 88 | 11 | 13 | 76 | 14 | 19 | 77 | 10 | 14 | 84 | 437 | 462 |
| Total Dry Recycling (tonnes) | 1,026 | 1,067 | 1,189 | 1,060 | 1,130 | 1,143 | 1,552 | 1,033 | 1,194 | 1,137 | 1,182 | 1,207 | 13,921 | 13,581 |
| Total Garden Waste (tonnes) | 1,208 | 1,119 | 1,107 | 1,401 | 870 | 574 | 462 | 374 | 412 | 1,015 | 1,585 | 1,753 | 11,879 | 11,696 |
| Total Food Waste (tonnes) | 450 | 332 | 363 | 452 | 378 | 451 | 418 | 367 | 453 | 375 | 367 | 456 | 4,860 | 4,459 |
| Total Mec. Street Cleansing Recycling (tonnes) | 124 | 0 | 100 | 130 | 131 | 91 | 59 | 113 | 59 | 73 | 76 | 59 | 1,017 | 995 |
| Total household waste recycled and composted (tonnes) | 2,808 | 2,518 | 2,759 | 3,043 | 2,509 | 2,259 | 2,491 | 1,887 | 2,118 | 2,600 | 3,210 | 3,476 | 31,677 | 30,731 |
| Total residual waste (tonnes) | 2,086 | 1,519 | 1,538 | 1,991 | 1,619 | 1,799 | 1,700 | 1,535 | 1,827 | 1,596 | 1,573 | 1,878 | 20,660 | 21,385 |
| Total Household Waste (tonnes) | 4,894 | 4,037 | 4,296 | 5,034 | 4,128 | 4,058 | 4,192 | 3,421 | 3,945 | 4,196 | 4,783 | 5,354 | 52,338 | 52,116 |
| % Dry Recycling | 21.0% | 26.4% | 27.7% | 21.1% | 27.4% | 28.2% | 37.0% | 30.2% | 30.3% | 27.1% | 24.7% | 22.5% | 26.6% | 26.1% |
| % Garden & Food Waste Composted | 33.9% | 35.9% | 34.2% | 36.8% | 30.2% | 25.3% | 21.0% | 21.6% | 21.9% | 33.1% | 40.8% | 41.3% | 32.0% | 31.0% |
| % Mechanical Street Cleansing Recycled | 2.5% | 0.0% | 2.3% | 2.6% | 3.2% | 2.2% | 1.4% | 3.3% | 1.5% | 1.7% | 1.6% | 1.1% | 1.9% | 1.9% |
| % TOTAL HOUSEHOLD WASTE RECYCLED | 57.4% | 62.4% | 64.2% | 60.5% | 60.8% | 55.7% | 59.4% | 55.1% | 53.7% | 62.0% | 67.1% | 64.9% | 60.5% | 59.0% |

Council Performance & Budget Summary

Appendix E: Waste Management and Recycling Update



Table 5 – Comparison of Tonnages Collected for the 12 month period July 2017 to June 2018 and July 2016 to June 2017

| | Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | Apr-18 | May-18 | Jun-18 | July 17 to June 18 Total |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------------------|
| Total Residual Waste (tonnes) | 2,086 | 1,519 | 1,538 | 1,991 | 1,619 | 1,799 | 1,700 | 1,535 | 1,827 | 1,596 | 1,573 | 1,878 | 20,660 |
| Total Dry Recycling (tonnes) | 1,026 | 1,067 | 1,189 | 1,060 | 1,130 | 1,143 | 1,552 | 1,033 | 1,194 | 1,137 | 1,182 | 1,207 | 13,921 |
| Total Garden Waste Recycled (tonnes) | 1,208 | 1,119 | 1,107 | 1,401 | 870 | 574 | 462 | 374 | 412 | 1,015 | 1,585 | 1,753 | 11,879 |
| Total Food Waste Recycled (tonnes) | 450 | 332 | 363 | 452 | 378 | 451 | 418 | 367 | 453 | 375 | 367 | 456 | 4,860 |
| Total Mec. Street Cleansing Recycling (tonnes) | 124 | 0 | 100 | 130 | 131 | 91 | 59 | 113 | 59 | 73 | 76 | 59 | 1,017 |
| Total household waste recycled and composted (tonnes) | 2,808 | 2,518 | 2,759 | 3,043 | 2,509 | 2,259 | 2,491 | 1,887 | 2,118 | 2,600 | 3,210 | 3,476 | 31,677 |
| % TOTAL HOUSEHOLD WASTE RECYCLED | 57.4% | 62.4% | 64.2% | 60.5% | 60.8% | 55.7% | 59.4% | 55.1% | 53.7% | 62.0% | 67.1% | 64.9% | 60.5% |

| | Jul-16 | Aug-16 | Sep-16 | Oct-16 | Nov-16 | Dec-16 | Jan-17 | Feb-17 | Mar-17 | Apr-17 | May-17 | Jun-17 | July 16 to June 17 Total |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------------------|
| Total Residual Waste (tonnes) | 2,411 | 1,526 | 1,565 | 1,976 | 1,656 | 1,587 | 2,145 | 1,583 | 1,619 | 2,045 | 1,671 | 1,601 | 21,385 |
| Total Dry Recycling (tonnes) | 877 | 920 | 1,312 | 1,076 | 1,198 | 1,299 | 1,443 | 1,020 | 1,199 | 983 | 1,050 | 1,204 | 13,581 |
| Total Garden Waste Recycled (tonnes) | 1,853 | 967 | 942 | 1,109 | 855 | 706 | 464 | 357 | 642 | 1,392 | 1,014 | 1,395 | 11,696 |
| Total Food Waste Recycled (tonnes) | 86 | 298 | 371 | 491 | 369 | 353 | 557 | 375 | 374 | 453 | 366 | 367 | 4,459 |
| Total Mec. Street Cleansing Recycling (tonnes) | 62 | 42 | 14 | 115 | 70 | 156 | 127 | 61 | 103 | 81 | 124 | 41 | 995 |
| Total household waste recycled and composted (tonnes) | 2,878 | 2,227 | 2,638 | 2,790 | 2,492 | 2,514 | 2,591 | 1,813 | 2,318 | 2,909 | 2,554 | 3,007 | 30,731 |
| % TOTAL HOUSEHOLD WASTE RECYCLED | 52.8% | 54.1% | 57.9% | 52.2% | 54.2% | 52.7% | 43.3% | 43.6% | 49.8% | 58.7% | 60.4% | 65.3% | 59.0% |

Council Performance & Budget Summary

Appendix F: Digital Transformation Programme Update

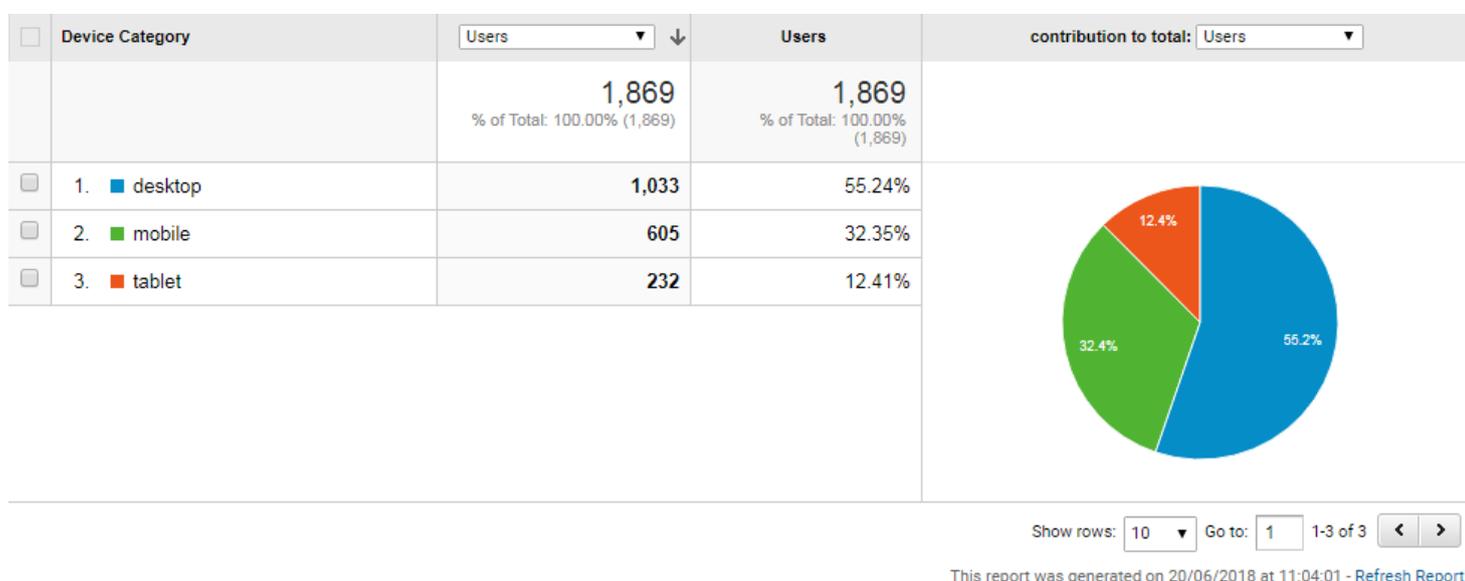
This Digital Transformation Programme update covers activity over the last three months (April – June 2018).

The **'MyStAlbans'** District Account, an online portal, was launched in March 2018.

As at the end of June 2018, 1,734 people had registered and set up an on-line account. This is an increase of 49% on the figure reported to Cabinet in April 2018.

87% of **'MyStAlbans'** registrations are through the link publicised in leaflet campaigns and the Spring and Summer editions of our Community News newsletter.

The table below shows that, on average 45% of people are accessing **'MyStalbins'** via mobile devices.



The graph below shows the sign-up history for the quarter (April – June 2018)



Council Performance & Budget Summary

Appendix F: Digital Transformation Programme Update

Promotion

Besides the promotional work described above, we are currently working on a number of short animated promotional videos with the University of Hertfordshire for use on the Council's website and on social media.

Customer Services Team staff have also been out and about speaking to people about MyStAlbans account, including at Wednesday and Saturday markets. Ad hoc feedback from such activities has been very positive.

Support for people to use on online services

The Council continues to work working closely with Computer Friendly to provide support and training to help people use online services. Anecdotal feedback suggests people attending initial workshops found the content interesting, in particular that related to recycling, interactive maps for planning, and reporting of potholes, faulty street signs, and fly tipping. Further workshops are planned for the end of September, and the start of October.

Councillor oversight

Councillor Campbell has replaced Councillor Hodgson as lead Councillor for the Digital Transformation Programme.

An update on progress was reported to the Planning, Resources and Housing Scrutiny Committee on 7 June 2018.

Digital Transformation is a standard agenda item at the cross-party Customer Transformation Forum too.

Measures of success

The table below shows progress against the indicators that are being measured.

As part of the further work to develop MyStAlbans and move more services on line, targets will be developed for the number of:

- Services On-line
- Services available online versus offline
- Households signed up to an account that have used a services

The targets along will be reported as part of the next quarterly update.

Council Performance & Budget Summary

Appendix F: Digital Transformation Programme Update

| Measure | Baseline Q4 | Denominator | Target Q1 | Actual Q1 |
|--|-------------|-------------|-----------|-----------|
| Number of households signed up to an online account | 806 | 56,140 | 1,404 | 1,377 |
| Households signed up - designated themselves as council tenants | 87 | x | | 158 |
| Number of individuals signed up to an online account | 1053 | | | 1,813 |
| Number of services available on online account | 19 | | | 19 |
| Number of linked online accounts as a result of MyStAlbans sign up | 55 | | | 84 |
| Number of transactions on MyStAlbans | 61 | | | 176 |
| Number of visitors to MyStAlbans | 1,678 | | | 2,135 |
| Number of transactions online versus offline | x | | | x |
| Number of households signed up that have used a service | 52 / 6% | | | 114 |

| | | | | |
|--|--------|-------------|---|--------|
| Number of telephone calls to Contact Centre | 33,207 | Q1 2017 | 0 | 34,013 |
| Number F2F contacts for straightforward / non-complex enquires | 7,821 | Q4 2017 | 0 | 7,849 |
| Cost of online transaction | £0 | Baseline Q4 | | |
| Return on investment | | | | |

| | | | | |
|-----------------------------------|-----|--|-----|-------|
| User satisfaction (as percentage) | x | | 90% | x |
| Uptime | 99% | | 99% | 99.8% |

Digital transformation budget and savings

£56k remains uncommitted and available from the original 'pump priming' investment of £487k* to support the remainder of the current digital transformation programme.

This is a reduction of £32,600 from the figure reported to Cabinet in April.

The new commitments with our supplier, ARCUS, include:

| Task | Rate | Quantity | Total |
|---|------|----------|---------|
| Training and further skills development of in-house team | | | £5,000 |
| Scoping of requirements for integration with the Orchard housing system to provide on-line access to rent account and leaseholder information | £750 | 4 | £3,000 |
| Scoping of workflow requirements for on line solution for the management of housing assets such as garages | £750 | 2 | £1,500 |
| Scoping of requirements for further online waste services | £750 | 2 | £1,500 |
| Scoping of requirements for on-line Council Tax forms (possible replacement for Northgate Citizens Access) | £750 | 2 | £1,500 |
| HR following on activities to include <ul style="list-style-type: none"> Management Reporting Enhancements to STAN following user feedback | £650 | 24 | £15,600 |
| Scoping of people related processes for <ul style="list-style-type: none"> Starters/Leavers/transfers (automated workflow) Performance conversations (to replace appraisal process) | £750 | 6 | £4,500 |

Council Performance & Budget Summary

Appendix F: Digital Transformation Programme Update

Priorities for next quarter July – September

The areas for development during the next quarter include:

MyStalbans District Account

- Housing Self-Serve functions, focused on rent account and leaseholder information
- Further online waste services such as assisted waste collections, nappy sacks etc.
- Scoping requirements for a new Business service account

STAN (staff portal)

- Automated workflow for starters / leavers / transfers process
- Performance conversations which will replace existing appraisal process

Council Performance & Budget Summary

Appendix G: Advisory Groups and Partnerships Update



Changes since the last update are highlighted in **bold**.

| Group | Chair | Nature of Council representation | Council representatives in 2018/19 |
|--|--|---|---|
| Administered by St Albans City and District Council | | | |
| Park Forums | | | |
| Clarence Park | Cllr Hudspith | Clarence Ward Cllrs | Cllrs Hudspith, Brooke and White |
| Rothamsted Park | Cllr Maynard | 3 seats drawn from Harpenden Ward Cllrs (+ Phil Bruce-Green) | Cllrs Farmer, Maynard and Stephens |
| Batchwood | Mark Caldwell & Stuart Foster ¹ | Batchwood Ward Cllrs, Relevant Portfolio Holder (+ Stuart Foster & Mark Caldwell) | Cllrs Brewster, Mills, Pakenham and T Smith |
| Verulamium Park | TBC² | Verulam Ward Cllrs | Cllrs Chivers, C Davies and Hill |
| Partnerships | | | |
| Strategic Partnership* | Cllr Campbell | Leader (+ Amanda Foley & Maria Cutler) | Cllr Campbell |
| Visitor Partnership* | Alison Berneye (from Magenta Star Ltd.) | Relevant Portfolio Holder | Cllr Gaygusuz |
| St Albans City of Expertise* | Cllr Gaygusuz | Relevant Portfolio Holders | Cllr Gaygusuz |
| Green Triangle | Cllr Daly | Relevant Portfolio Holders (+ Maria Cutler & Tracy Harvey) | Cllrs Daly, Cllr Gaygusuz |

¹ Chaired by officers at the request of members of the forum.

² The next meeting is scheduled for 20 November 2018.

Council Performance & Budget Summary

Appendix G: Advisory Groups and Partnerships Update



| Group | Chair | Nature of Council representation | Council representatives in 2018/19 |
|--|---|--|--------------------------------------|
| External Groups | | | |
| Nomansland Common Joint Committee | John Newton Davies (Sandridge Parish Councillor) | 3 seats (+ Nick Sherriff) | Cllrs Clark, Churchard and Wood |
| Bricket Wood Common Management Committee* | John Bell (St Stephen Parish Councillor) ³ | 3 seats in 2018/19 | Cllrs Featherstone, Wright and Yates |
| Jersey Farm Woodland Park Joint Management Committee | Cllr J Churchard (as Sandridge Parish Councillor) | 2 seats in 2018/19 (to be from Marshalswick North or Sandridge Wards) | Cllrs J Churchard and Leonard |
| Look! St Albans | Vanessa Gregory | Relevant Portfolio Holder and Officer | Cllr Gaygusuz (+ John Hoad) |
| Cathedral / HLF project | Gerald Corbett | Relevant Portfolio Holder | Cllr Brewster |
| Hertfordshire Infrastructure & Planning Partnership | Cllr Perkins (Welwyn Hatfield District Council) | Relevant Portfolio Holder | Cllr Maynard |
| Bus Users Forum | TBC | Chair of Planning, Resources, Housing and Commercial Scrutiny Committee⁴ | TBC (+ Steve Dibben) |

*The Council currently provides support for this Group.

As at June 2018

³ The next meeting of the Committee is on 3 July 2018. At that time a new Chair and Vice-Chair will be appointed.

⁴ The Chair of the Community, Environment and Sports Scrutiny Committee felt that the Bus Users Forum would be more appropriately covered by the PRHCSC. The next meeting of the Forum will take place in October 2018.

Executive Summary

The headline messages are included below under 5 key headings and the infographics attached show the key metrics.

Workforce Profile

The Council's workforce comprises 40% male and 60% female employees (District profile 49% male and 51% female), 30% of whom work part time. Almost half of our workforce (47%) live within the District. 22% of our workforce are aged 55 - 65 years and over (District profile 10.6%) and 11% have over 20 years' service. Workforce planning in service areas involves proactive succession plans for such individuals. We continue to attract younger entrants to the workforce through our talent development programmes including apprenticeships, graduate schemes and summer internships.

Recruitment & Retention

Following a temporary reduction in 2016/17, turnover has returned to higher levels comparable with 2015/16. Planning and Building Control (33%) and Community Services (21%) experienced the highest levels of turnover. We continue to use social media to promote career pathways and our 'grow our own' approach and develop our brand to attract applicants. During 2018 we will focus on developing our overall pay and reward approach, including better promotion of the wider benefits package and personal development opportunities.

Implementation of an Applicant Tracking System in 2017 streamlined the online vacancy promotion and application process, and reduced our advertising spend across the organisation significantly. The shift to online, rather than hard copy publication, reduces advertising costs while increasing reach and accessibility. Despite the higher turnover, we achieved an 86% fill rate for vacancies advertised in 2017/18, with 26% successful internal candidates and 74% external.

Employee Engagement

Our employees have relatively high levels of engagement. The 2017 staff survey results gave a 66% engagement score overall (6% improvement on 2015), with 98% of indicators either improving or remaining at similar levels. This level of engagement helped us to retain the Investor in People Gold accreditation against more rigorous and demanding standards and a detailed assessment process.

We launched an online employee portal (STAN) in 2017 and used this to engage employees in nominating for the annual staff awards. This resulted in an 81% increase in the number of nominations made. Further development of this employee portal is planned in 2018 to enable employee self-serve and the ability to collaborate across the organisation.

Performance Management

53 individuals took on a personal development opportunity or promotion last year including 3 appointments to the senior leadership team from within the organisation. This demonstrates the success of succession planning and our 'grow our own' approach.

There was a very small increase in absence levels to 5.66 from 5.31 days lost per employee. This remains at the average for the private sector (5.6 days) and well below local government/public sector benchmark (8.0 days). The top absence category is mental health (stress/anxiety), but average absence length in this category reduced

Council Performance & Budget Summary

Appendix H: Annual Workforce Report 2017/18



significantly from 23.5 to 11.2 days. This was achieved through proactive management, general mental health awareness raising, early occupational health referral and agreed support for phased return to work where appropriate.

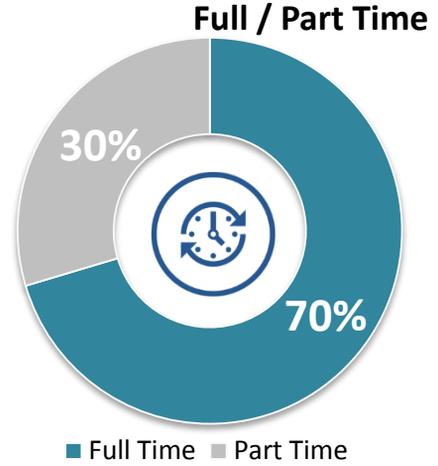
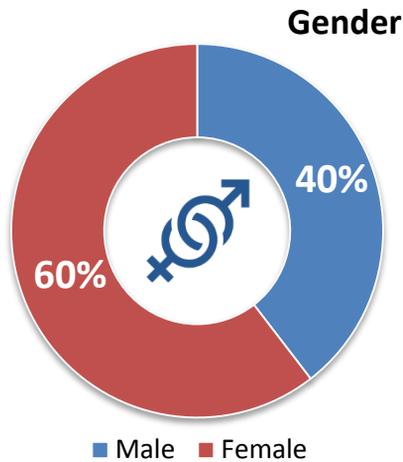
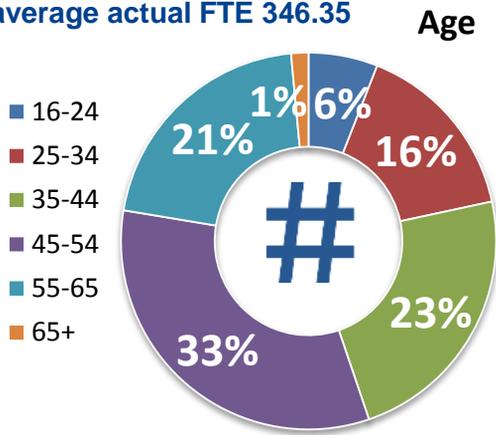
Learning & Development

20 individuals are part of 'grow our own' talent development schemes which include apprentices, national graduate schemes and internships. Many of these programmes result in longer term or permanent employment at the Council (approx. 60% per year). 246 employees attended corporate training and development activities over the last year across 17 different courses delivered in house. Alongside general training opportunities for all employees, 70+ line managers completed their ASPIRE management development modules delivered in partnership with the University of Herts. The next phase of the ASPIRE programme will be rolled out in 2018/19, as well as launching the next cohort of our 'Future Leader' programme. Across the organisation there will be a focus on developing the digital skills and confidence of the workforce. This is to ensure they are able to get the best from new technology, and the digital solutions being implemented.

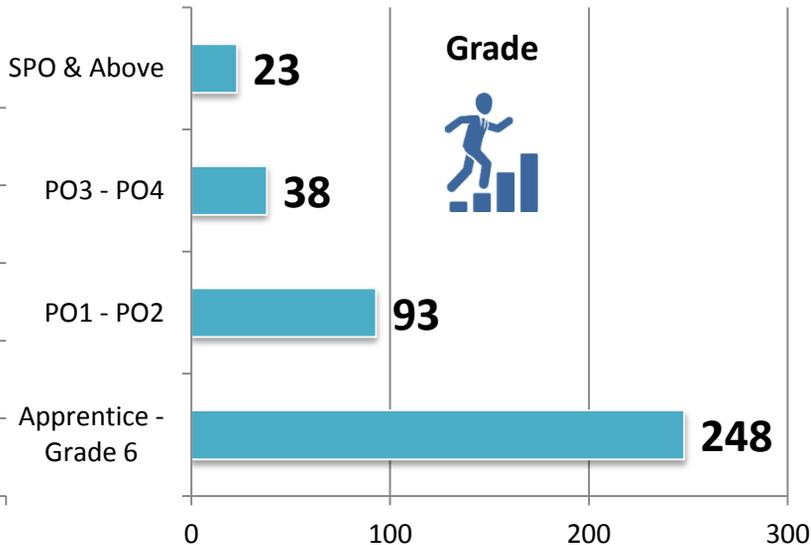
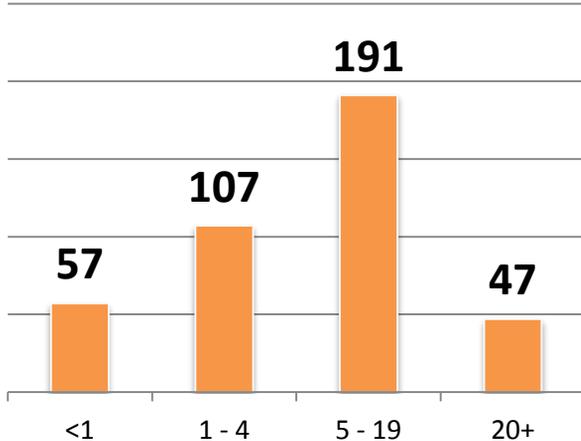
Workforce Report 2017/18

1. Workforce Profile

average actual FTE 346.35

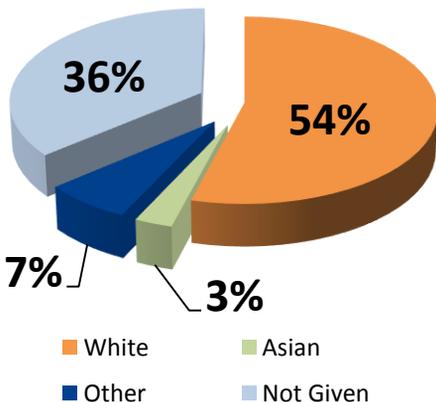


Length of service (Years)

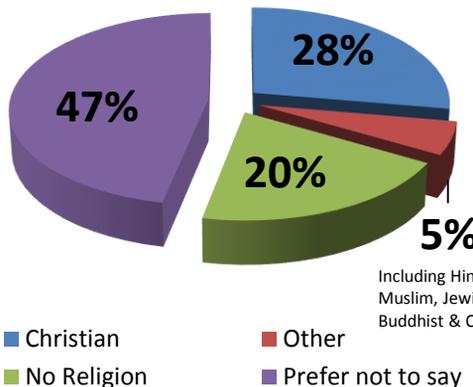


All information as of 31st March 2018

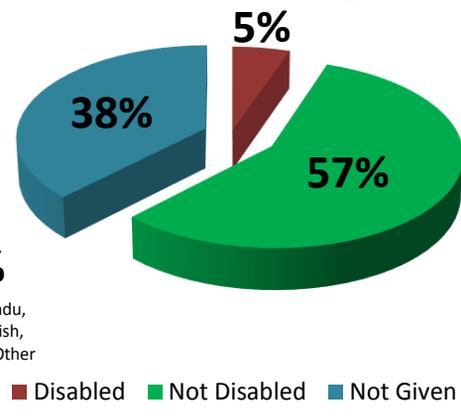
Ethnicity



Religion



Disability



All information as of 31st March 2017

Workforce Report 2017/18

2. Recruitment & Retention

Starters



Leavers



Posts advertised 79



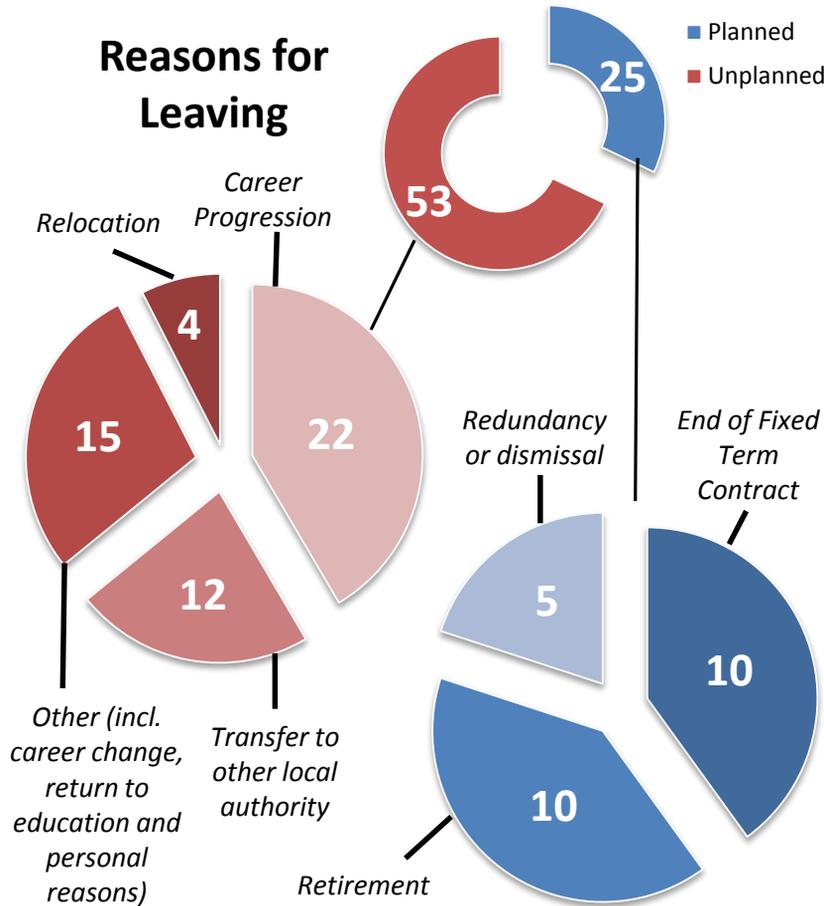
Hiring success

86%

Posts filled 68

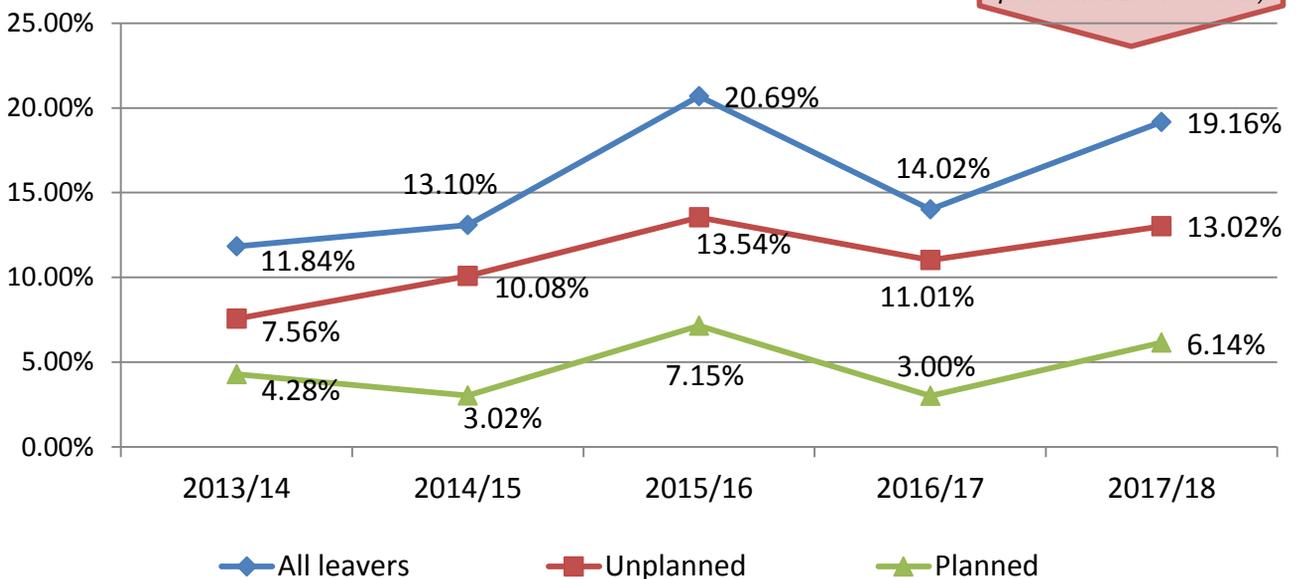


Reasons for Leaving



Staff Turnover 2013/14 – 2017/18

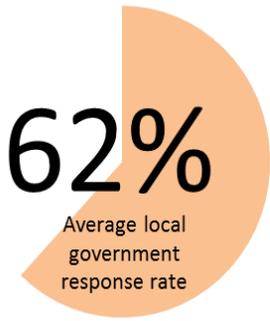
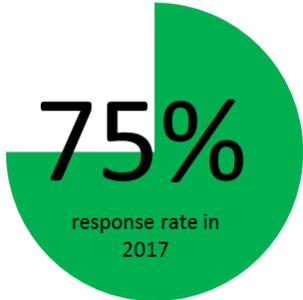
15.23%
Local Government Benchmark
(East of England - provisional 2017/18 data)



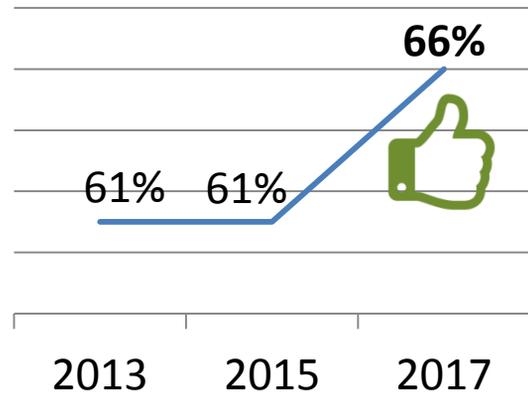
Workforce Report 2017/18

3. Employee Engagement

Staff Survey 2017



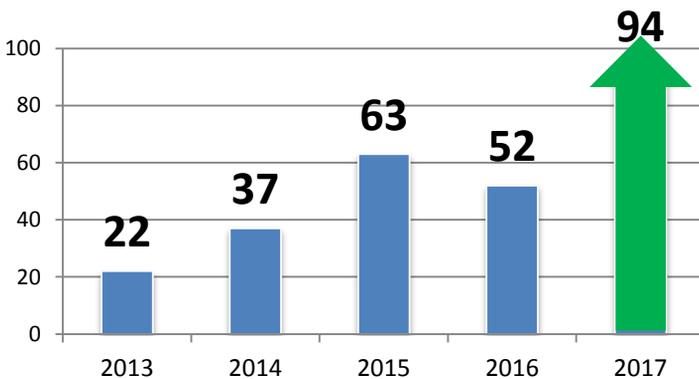
Employee
Engagement
Score :
66%



98% of questions have either improved or stayed the same (+/-5%) since 2015

Staff Awards 2017

Number of Nominations from 2013 -2017



The categories at the Staff Awards 2017 were:

- The Customer Service Improvement Award
- Colleague of the Year
- Leader of the Year
- Team of the Year

time to change

let's end mental health discrimination

2

employees celebrated
25 years service



6

employees celebrated
30 years service



3

Mental Health
Staff Champions
&
1 Councillor
Champion



Workforce Report 2017/18

4. Performance Management

Talent Development

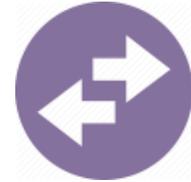
53



Promotions



Secondments



& Transfers

Taking Action

0



Grievances

7



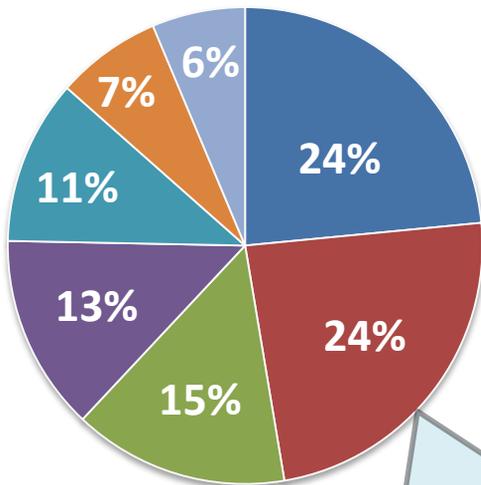
Disciplinarys

2



Capability

Reasons for absence (Days)



- Stress/Anxiety
- Other
- Musculoskeletal
- Cough/Cold/Flu
- Surgery
- Eye Problem
- Gastrointestinal



Public Sector*



Private Sector*



*Source: CIPD Health and Well-being at Work survey 2017

8%



Consent Withheld

2%



Head/Migraine

5%



Ear, Nose & Throat

9%



Other illnesses



32

Occupational Health Referrals

Workforce Report 2017/18

5. Learning & Development

'Growing our own'

6 Graduate Interns
(50% of whom have stayed on)



5 Sponsored Employees
(Professional Development Scheme)



2 National Management Trainees

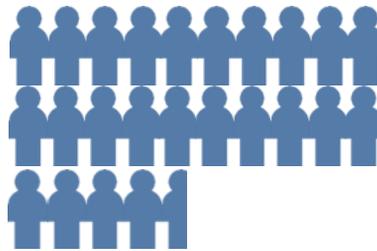


7 Apprentices



Personal Development

246
attendees



Approx.

£17,500

spent on professional subscription fees for

68 people



14
different courses delivered over

17
different sessions including:-

- **Mental Health Awareness**
- **Political Awareness**
- **Financial Planning**
- **Access to Information**
- **Time Management**
- **Outlook /Word /Excel**
- **Safeguarding**



102
delegates



6
courses



General Data Protection Regulation (GDPR)

To ensure that the Council complies with the new data protection laws, an intensive programme of work has been undertaken over the last few months. The work programme covers significant and necessary changes to processes, systems, policies and staff training resulting from the introduction of the General Data Protection Regulation. A GDPR team and departmental Champions were established. The Solicitor to the Council was appointed as the Council's Data Protection Officer (DPO). This is a new statutory role under the GDPR. Additionally, the Head of Corporate Services has taken up the role of Senior Information Risk Owner (SIRO). The terms of reference for each role are set out in our Data Protection Procedure.

Work completed

- Each department has updated their Information Log & Disposal Schedule which has to show additional information required by the GDPR (e.g. lawful basis for processing data and who we share it with).
- Disposal plans are in place for each Department to ensure that personal data is disposed of in accordance with the schedules.
- Privacy Notices – we have implemented new GDPR compliant notices telling customers what we will do with their data.
- Policies and Procedures have been updated to incorporate the new 72 hour deadline for reporting data breaches.
- Face to face training sessions have been delivered to 85% of staff with further quarterly sessions due, commencing in July. 75.6% of staff have completed the mandatory eLearning module. An evening session for Councillors was held on 5 July.
- The procedures for handling Subject Access requests have been updated to meet the new GDPR requirements.
- There is a dedicated GDPR page on the Council's website which provides advice on individuals' rights; our Data Protection Policy and a generic privacy notice.

Work in progress

- The disposal of personal data is continuing in line with the Information Log & Disposal Schedule. We will be introducing "Disposal themed days" to ensure continued focus on data / document disposal.
- Work on amending contracts and establishing Data Sharing Agreements is underway. Contracts are being prioritised based on the type and volume of data being shared.
- The Information Commissioner's Office has requested that all councillors involved in surgeries are registered as Data Controllers. This also includes other situations where Councillors obtain, retain or handle personal data of residents (such as names, addresses, emails, telephone numbers etc.) The data controller registration fee is £40 per annum. All recently elected councillors have been contacted to advise them of the need to register as a Data Controller. Further guidance on how to complete the registration will be issued shortly.

Contacts for further information: Judith Adamson, Regulatory Solicitor and Julie Young, Complaints & Information Assurance Officer (GDPR@stalbens.gov.uk).