

Council Performance & Budget Summary

September 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. Section 106 Update
- C. Property Transactions Update
- D. Property Development Update (Part I)
- E. Waste Management & Recycling Update
- F. Digital Transformation Programme Update
- G. Enterprise Zone Update
- H. Grants Funding Update
- I. Gender Pay Report
- J. Staffing Levels Update
- K. Property Development Update (Part II)

Recommendations

- 1.1 That Cabinet notes the Council Performance and Budget Summary (September and Quarter 2 2018/19) and its appendices.

Update on actions arising from Cabinet meetings

Update on actions arising from Cabinet – 26 April 2018		
Minute No.	Action	Update
3.	<i>Spend on Consultants</i>	The suggested improvements to the presentation of the information will be incorporated in the next scheduled update at the November Cabinet meeting.
Update on actions arising from Cabinet – 21 June 2018		
Minute No.	Action	Update
4.	<i>Staffing Levels and Vacancy Rates for Frontline Services</i>	A report is on this agenda.
Update on actions arising from Cabinet – 19 July 2018		
Minute No.	Action	Update
4.	<i>Cost of Sickness Absence</i>	Information included in sickness absence commentary below.
4.	<i>Waste Management & Recycling – analysis of recycling rates by ward</i>	Information expected from waste contractor, to be circulated to Cabinet members when received.
Update on actions arising from Cabinet – 20 September 2018		
4.	<i>Work with employers to encourage payment of salary on a calendar month basis</i>	Officers will work with Job Centre Plus, the Hertfordshire Economic Development Group, and its partners and stakeholders to assess the impact of salary payment dates on Universal

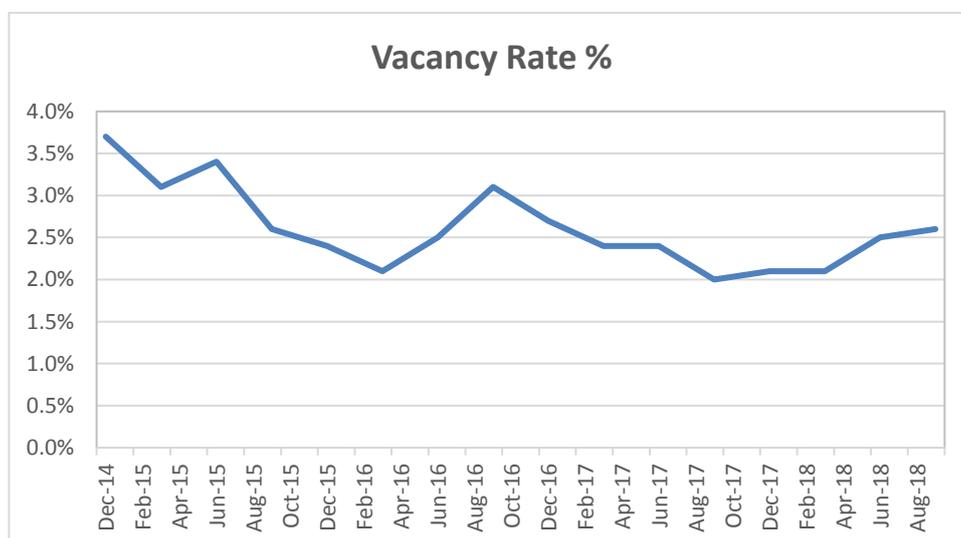
		Credit claimants. They will also work to raise awareness of this issue among employers.
4.	<i>Reporting of outcomes of planning appeals to planning committees</i>	Information on the outcomes of planning appeals is to be added to regular performance reports to area planning committees.
4.	<i>Benchmarking of carbon emissions performance with other authorities</i>	Comparison to be sent to Cabinet members by end of November.
4.	<i>Long Term Vacant Properties: inclusion of responsible officers</i>	This information will be incorporated in the next scheduled update at December Cabinet.
	<i>Update the calculation of rent arrears of current tenants as a percentage of rent due to exclude amounts beyond the Council's control</i>	An estimation of how much rent arrears is due to Universal Credit, and outside of the Council's control, is included in the rent arrears commentary below.

Vacant Units (City and District)

The table below shows the proportion of vacant retail properties as of 30 September 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 Q2	18/19 Q1	17/18 Q4	17/18 Q3	17/18 Q2
UNPARISHED CITY	727 (down 3*)	20	2.8%	2.9%	2.1%	2.1%	2.5%
COLNEY HEATH	32	0	0%	0%	0%	0%	0%
HARPENDEN RURAL	6	1 (up 1*)	16.7%	0%	0%	0%	16.7%
LONDON COLNEY	52 (up 3*)	1	2.0%	2.0%	2.1%	2.1%	2.0%
REDBOURN	36	1 (up 1*)	2.8%	0%	0%	0%	0%
ST MICHAEL	3	0	0%	0%	0%	0%	0%
ST STEPHEN	55	1 (up 1*)	1.8%	0%	0%	0%	0%
SANDRIDGE	54 (up 1*)	0	0%	0%	0%	0%	0%
WHEATHAMPSTEAD	40	0	0%	0%	0%	0%	0%
HARPENDEN	240	8 (down 1*)	3.3%	3.8%	4.2%	4.1%	2.1%
TOTALS	1,245 (up 1*)	32 (up 1*)	2.6%	2.5%	2.1%	2.1%	2%

*Up or down from the quarter ended 30 June 2018.



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 still unable to extract this data for inclusion in this report. This will be reported as and when it becomes available.

Data from a recent Joint Agency Group (JAG) meeting, covering 1 April to 24 September, shows that reported crime dropped 2.5% year-on-year from 4,828 to 4,707. Criminal damage, assault with injury and making off without payment (driving away from service station without paying for petrol) have all decreased. Motor vehicle crime and harassment have increased.

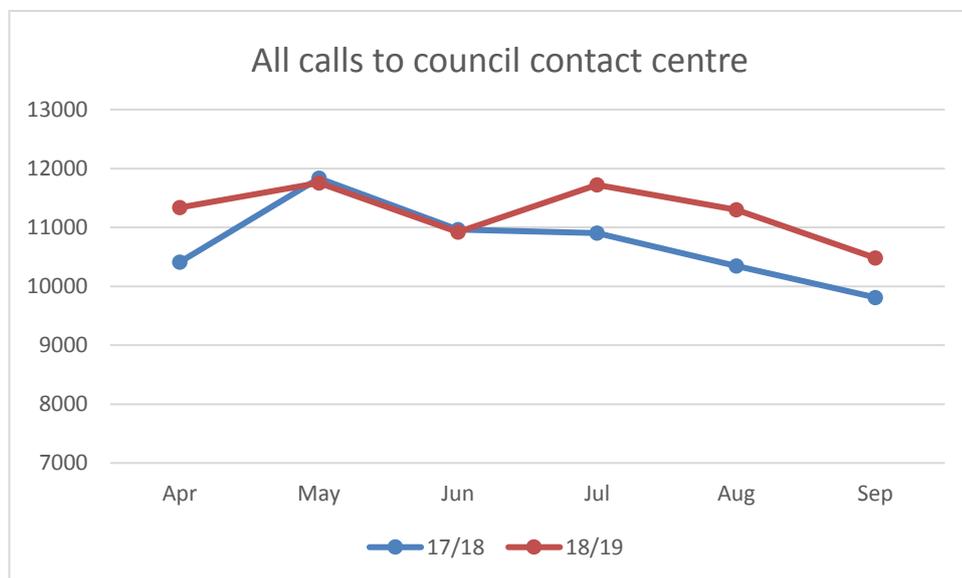
Enjoystalbands.com Measure

The Council has been working in partnership with St Albans Business Improvement District (BID) since July 2017 regarding investment in a new website to increase reach and engagement. A service level agreement is being finalised and St Albans BID will take over day to day running of www.enjoystalbands.com during autumn 2018.

Customer Service Measures Update

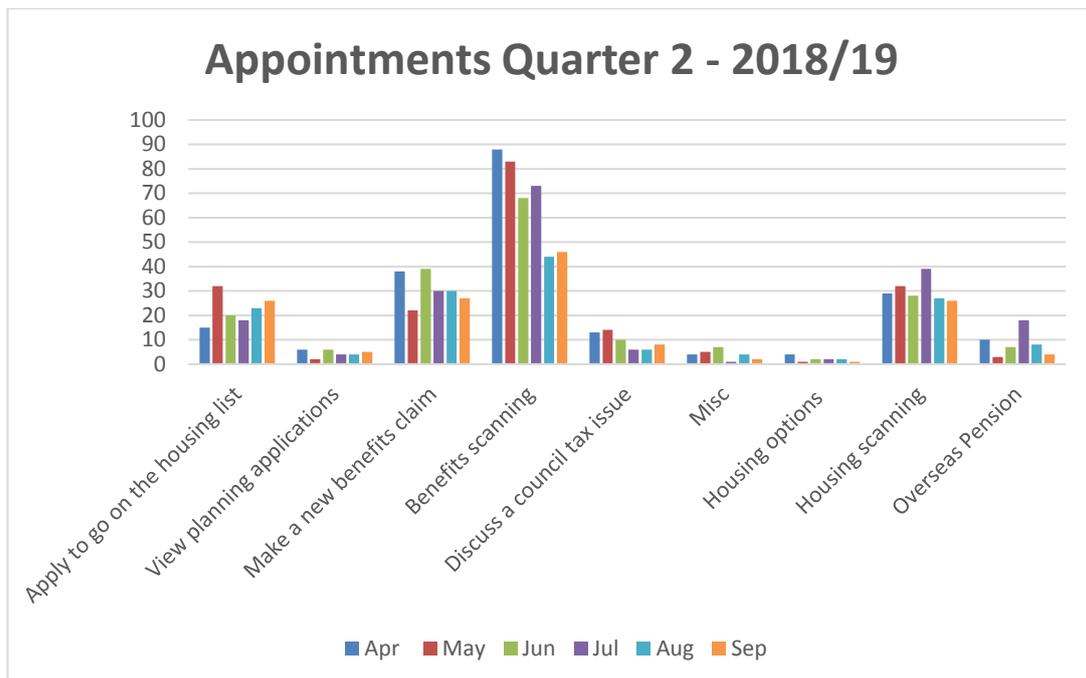
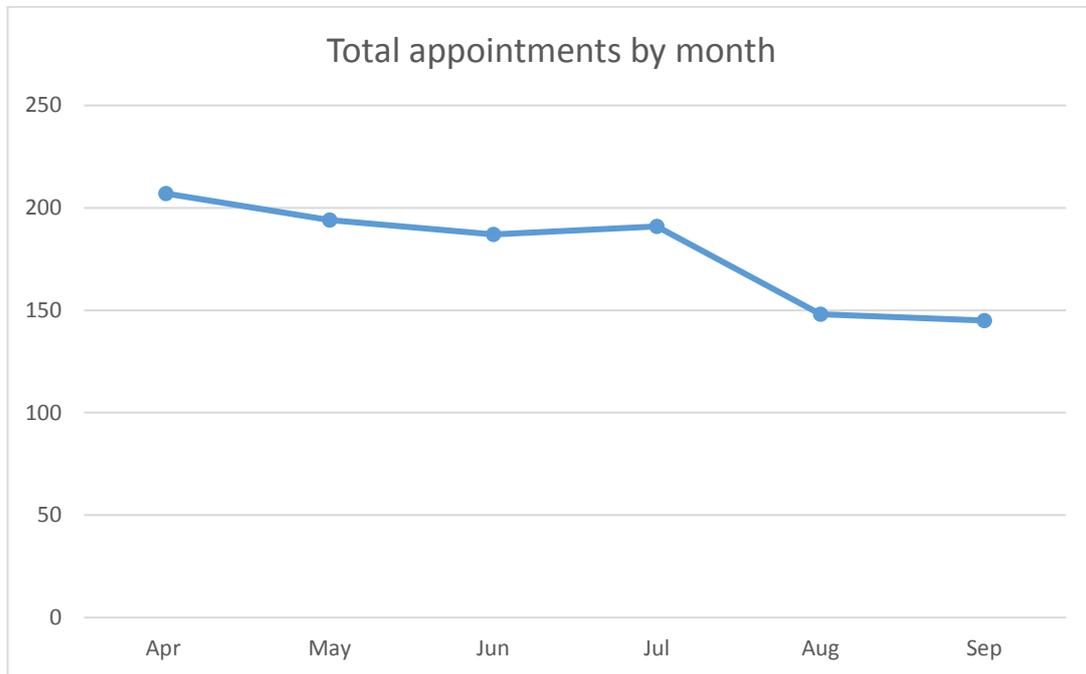
Telephone contact

- In the Contact Centre, Quarter 2 saw 33,502 calls, an increase of 2,439 compared to the 31,063 calls in the same quarter last year. While we continue to see a decrease in planning calls, the volume of repairs calls is higher than last year. This is due to issues flagged in the commentary table below. We have also identified an increase in calls to the Council's general switchboard number and are investigating the reasons for this.

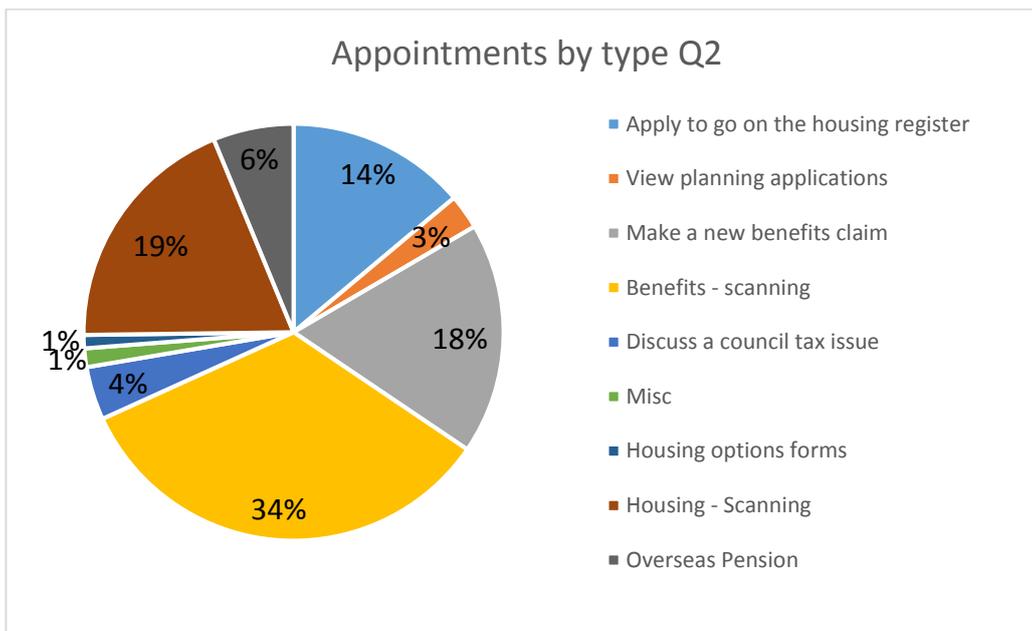


Face to face contact

- During Quarter 2 there were 484 customer appointments made, compared with 588 appointments made in Quarter 1, a decrease of 104 appointments from last quarter.



Appointments are broken down into the categories outlined below. 53% of our appointments are for scanning documents (34% Benefits and 19% Housing) followed by new benefit claims at 18%. These ratios remain relatively unchanged from the previous quarter.



Web Access

- From June 13 until July 20 we piloted a web chat service, with one customer service advisor covering webchat from 9:30 until 11am each morning. Over the duration of the pilot we handled 47 web chat conversations. We are now evaluating the success of the pilot.
- We continue to promote the 'My St Albans Account'. Over 3,000 residents have now signed up for an account.

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
G	Forecast budget variance at the year end (General fund for year in question)	The forecast budget variance for the year currently stands at 0%, in line with budget.
R	Average time to re-let dwellings (excluding temporary accommodation) (days)	<p>Performance has worsened in September 2018. For various reasons we have had to remove several subcontractors from sites and as a result a number of voids have part completed works.</p> <p>We have continued our weekly meetings with our incumbent contractor, and the Head of Housing will be meeting them on Tuesday 9th October.</p> <p>There has been an improvement in the void to letting time. This is the total time between the void works finishing and the new tenant moving in.</p>
A	Percentage of rent loss due to voids	Rent loss is unchanged at 0.8% despite the increase in re-letting time mentioned above.
R	Rent arrears of current tenants as a percentage of rent due	Due to the changeover to Universal Credit (UC) the Income Team are having to collect just over an additional £1.2m this

	Measure	Comments
		<p>year compared to last year. This figure is likely to increase further as more people move from Housing Benefit to UC.</p> <p>Around £113,000 of arrears is due to UC, based on estimated number of tenants claiming. If this were paid, outstanding arrears would be 3.6%.</p> <p>The Income Team is working hard to try to minimise the impact of this. Different ways of working are being explored by the Income Team leader. Rent arrears continue to increase despite the efforts of the team.</p>
R	Number of households in temporary accommodation	<p>The number of households in temporary accommodation is high for a number of reasons. These include:</p> <ul style="list-style-type: none"> • The issues identified above with the average time to re-let dwellings. • The impact of the Homelessness Reduction Act. Not only is there an increase in approaches to the Council but the Act allows households to stay longer in temporary accommodation. • The limited supply of new housing.
G	Average time in temporary accommodation (weeks)	<p>There are 27 properties currently under offer to households in temporary accommodation. When these properties are available, the households will be able to vacate temporary accommodation. Throughout the course of October, 18 new affordable properties are set to be handed over in the new development on the former site of the BRE in Bricket Wood. This will alleviate some of the pressure on time spent in temporary accommodation.</p>
A	Percentage of repairs completed on time	<p>There has been some improvement in the number of repairs completed on time in September but this has still not reached the contract target. We are aware of staffing and scheduling issues with the contractor and are trying to support them in addressing these.</p>
R	Days to process Housing Benefit change in circumstances	<p>The target of 7 days is an average of the whole year. Thus, some months will be above target, and others below target. For example, from January to March the team processes a high number of changes before they come into effect (such as increases and decreases in rent). These are recorded as taking 1 day to process. In other months most changes are processed after the event. Therefore, performance is measured on how long it takes to process the change from the date the Council is notified. The overall performance for the year is still within target at 6.18 days.</p> <p>This month the team processed a significant number of Real Time Information (RTI) Earnings matches received in July 2018 but not processed until September 2018. RTI is an ongoing project initiated by the Department for Work and Pensions which compares the data we hold with that held by the HMRC. The Council has no control over when these matches will be sent for completion. This affected the overall average for the month. Although there is a dedicated officer, and external funding, for this work, the volume and complexity</p>

	Measure	Comments
		of the matches means processing this information does take longer.
R	Percentage of Council's planning decisions supported at appeal (cumulative 12 month)	<p>In September 2018, fifteen appeal decisions were received. Of these, ten were dismissed and five were allowed. The five appeals allowed were all householder applications. One was against a planning condition requiring existing trees and a hedgerow along one of the boundaries to be retained. In the other appeals the Council had refused permission citing negative impacts on the street scene, neighbours' living conditions and on character and appearance of the area.</p> <p>Appeals decisions are fed back to officers and councillors.</p>
A	Parking Penalty Charge Notices issued	<p>There was a c.7% decrease in 'deployed on-street hours' (hours spent by parking enforcement personnel patrolling the streets) for September 2018 compared to August 2018. This was due to staff annual leave. Despite that, a similar level of parking offences was seen.</p> <p>Comparing year on year, there was a c.4% decrease in non-compliance levels year on year. A higher number of new staff needed to be trained this year, and because of experienced staffed being on annual leave, the training process was slow.</p>
G	Number of missed waste collections per 100,000	The number of missed collections per 100,000 has returned to target levels. Staffing is back to normal after the summer holiday leave period. All collection crews have received a 'tool box' talk regarding performance over recent months reinforcing the importance to our customers of a reliable and consistent collection service.
R	Verulamium Museum, Hypocaust and Clock Tower visits	<p>General admission visits to Verulamium have decreased by around 2,700 compared to August 2018 and are down by around 400 compared to September 2017. Due to the school term starting, families have stopped visiting during weekdays though school visits have started again. The number of school visitors are down by around 500 compared to September 2017. Similar numbers of school parties are booking, but several of these groups are smaller so there are fewer visitors. In addition, the opening of St Albans Museum + Gallery means more attractions and visitors are visiting the new site, which was not open last year. The hot dry summer meant that less people needed indoor activities and the car park was generally full reducing the space for museum visitors.</p> <p>Visits to the Clock Tower are down compared with the same period last year. In 2017, an exhibition was run which drew in more people.</p> <p>Visits to the Hypocaust are down compared to the same period last year. Part of this decrease is because the Hypocaust was closed to remove a wasp nest.</p>
R	Percentage of invalid applications received	Most planning applications are received via the Planning Portal. The Planning Portal introduced a £20 service charge in September, which is payable in addition to the planning application fee. Applicants may have rushed to submit their applications prior to the introduction of the service charge fee,

	Measure	Comments
A		<p>without checking the validation requirements prior to submission.</p> <p>We will review the information on validation provided on our website to ensure requirements are clear to customers when they submit applications.</p>
A	Percentage of business rates collected of that collectable in the year	<p>The indicator was below target in Q1 and Q2 of 2016/17 as well as Q1 and Q2 of 2017/18. This may suggest the collection target requires adjustment to reflect the current business rates payment patterns and it is proposed that a new profile be set for 2019/20. As well as this, the Revenues team is currently undergoing a service review which may affect performance.</p>
	Establishment - actual FTE in post	<p>4 additional posts were agreed by Cabinet (July 2018) for the Commercial and Development Department. No deletions to the Establishment (the total number of fulltime equivalent (FTE) posts) were agreed by Cabinet in this quarter.</p> <p>There was a small drop in actual FTE in post since Q1 due to a number of leavers over the summer. 6 new appointments are currently at the offer stage following successful recruitment.</p> <p>Our summer intern programme was very successful with 11 undergraduates/graduates joining us for 12 weeks from June to Sept (not included in establishment numbers).</p>
A	Number of working days/shifts lost due to sickness absence per full time equivalent (FTE) employee (days)	<p>Sickness absence for Q2 has remained consistent with the last quarter.</p> <p>Long term absence accounts for 1.31 days lost per FTE and short term absence 0.80 days.</p> <p>The main cause of short term absences in Quarter 2 was ear, nose and throat conditions (including flu like symptoms, coughs and colds).</p> <p>The number of long term absence cases remained at 14 in Q2 across 9 absence categories including 4 mental health and 3 musculoskeletal cases.</p> <p>Of these, 3 people have since returned to work and 4 have left the Council. The remaining 7 cases are being managed in line with our attendance management policy, 5 of which are at formal review stage.</p> <p>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 is available through the Council's Employee Assistance Programme service.</p> <p>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.</p> <p>The approximate cost of long term absence over quarter 2 was £118k, which includes £72k direct costs (salary and on</p>

Measure	Comments
	costs for working days lost) and £46k indirect costs (notional calculation for cover arrangements, agency fees and occupational health). This figure does not include additional manager and HR time in managing the absence.

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.

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Council Performance & Budget Summary

September 2018



	Bigger or Smaller is Better	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	TARGET	
Finance	Forecast budget variance at the year end (General fund for year in question)	Smaller	-4.4%	-3.9%	-3.4%	-3.6%	-4.0%	-3.3%	-7.0%	0.0%	*	1.2%	0.3%	0.2%	0.0%	0.0%
Housing	Average time to re-let dwellings (excluding temporary accommodation) (days)	Smaller	35	35	34	33	33	33	33	34	27	25	28	30	51	26
	Average time vacant for current voids (excluding temporary accommodation) (days)	Smaller	26	28	33	25	24	25	24	27	22	15	33	34	41	26
	Percentage of rent loss due to voids	Smaller	0.8%	0.9%	0.9%	0.8%	0.8%	0.8%	0.7%	0.7%	0.7%	0.7%	0.8%	0.8%	0.8%	Trend
	Rent arrears of current tenants as a percentage of rent due	Smaller	3.2%	3.4%	3.3%	2.8%	3.0%	3.1%	3.1%	3.5%	3.4%	3.4%	3.7%	3.7%	4.0%	3.1%**
	Number of households in temporary accommodation	Smaller	129	130	137	131	125	117	117	118	118	123	119	126	145	Trend
	Average time in temporary accommodation (weeks)	Smaller	25	24	26	27	27	26	26	25	27	26	26	26	25	Trend
	Percentage of repairs completed on time	Bigger	92%	100%	100%	97%	100%	99%	100%	95%	88%	86%	93%	87%	94%	98%
	Total number of households in receipt of Housing Benefit and/or Council Tax support	Smaller	6,831	6,812	6,778	6,678	6,705	6,642	6,640	6,640	6,654	6,645	6,664	6,679	6,689	
	Days to process Housing Benefit new claims	Smaller	23.1	24.6	24.1	28.6	17.9	15.5	17.2	10.2	14.9	14.3	10.9	12.8	14.2	22
	Days to process Housing Benefit change in circumstances	Smaller	8.6	10.3	9.0	8.1	5.6	2.3	5.7	5.1	8.3	3.6	7.0	8.0	9.0	7
Planning & Building Control	Planning and Building Control applications received (including pre-app, trees and condition discharge)		351	510	515	346	400	430	511	482	406	480	493	414	371	
	Percentage of Council's planning decisions supported at appeal (cumulative 12 month)	Bigger	59%	57%	57%	62%	62%	65%	67%	66%	61%	61%	57%	55%	59%	66%
	Percentage of planning applications not determined (within time limits or agreed timescale)	Smaller	11%	13%	11%	10%	6%	11%	5%	5%	7%	12%	13%	16%	13%	25%
	Number of planning applications at end of month that have not been determined in time	Smaller	23	23	12	21	29	21	14	22	21	30	36	29	37	50
Community Services	Parking Penalty Charge Notices issued	Smaller	1,610	1,969	1,910	1,488	1,386	1,448	1,464	1,442	1,865	1,613	1,633	1,536	1,539	Trend
	Percentage of Parking Penalty Charge Notices paid	Bigger	91%	81%	88%	99%	89%	90%	88%	82%	82%	85%	86%	83%	83%	80%
	Fly-tipping incidents	Smaller	97	80	88	57	82	90	100	103	124	74	111	68	100	Year-on-year Trend
	Number of missed waste collections per 100,000	Smaller	35	34	30	29	33	29	35	33	30	33	34	36	25	32***
Commercial & Development	Verulamium Museum, Hypocaust and Clock Tower visits	Bigger	14,714	14,441	10,914	4,407	11,745	11,557	11,213	12,121	13,763	14,870	12,542	12,577	11,659	Year-on-year Trend
	St Albans Museum + Gallery visits	Bigger	N/A	42,453	22,379	23,421	20,368	16,667 †								
External	Claimant count	Smaller	825	810	805	835	845	960	1,010	1,120	1,095	1,125	1,120	1,150	1,205^	****

* Data not available

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

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

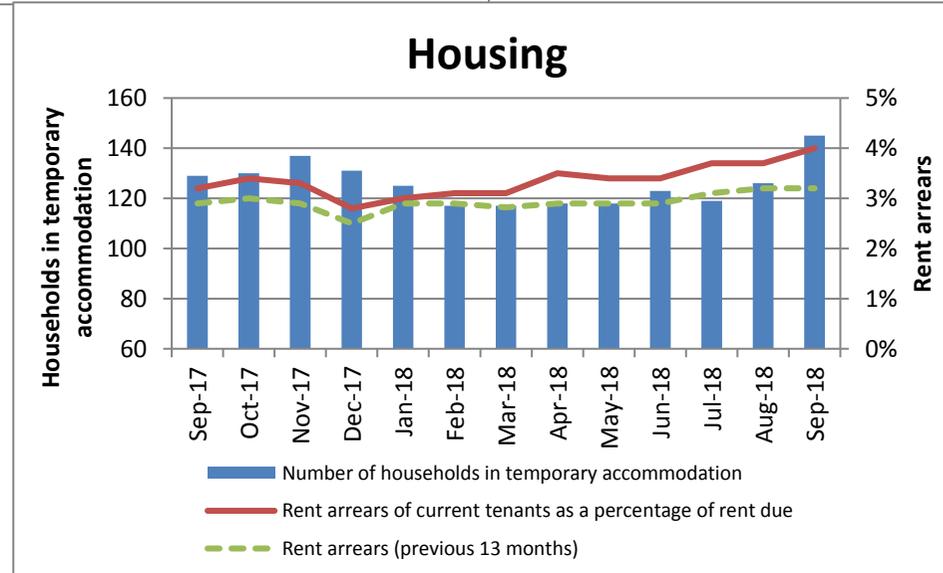
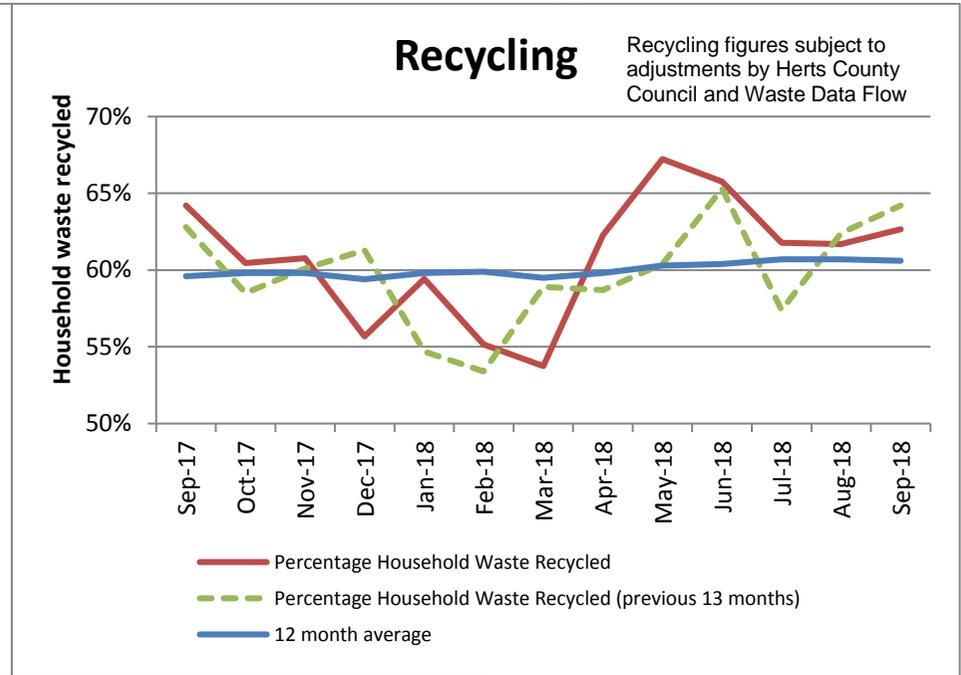
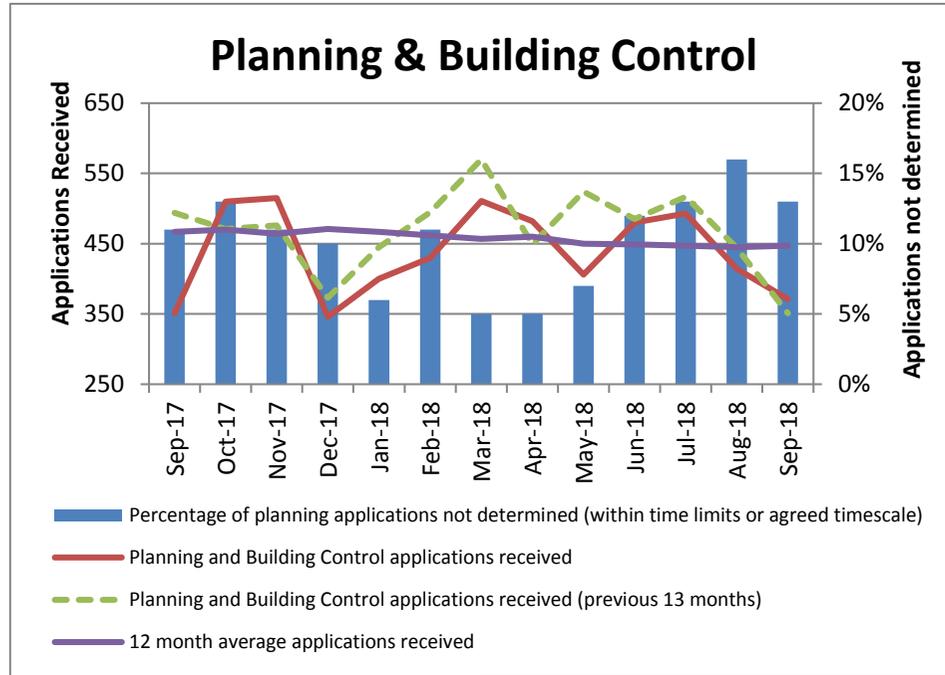
**** ONS Experimental Indicator – may not accurately reflect labour market.

† Annual target of 200,000

^ Data subject to ONS revisions.

Council Performance & Budget Summary

September 2018



Performance Summary September 2018

Council Performance & Budget Summary

Quarter 2 2018-19 (July-September)



		Bigger or Smaller is Better	Quarter 2 2017-18	Quarter 3 2017-18	Quarter 4 2017-18	Quarter 1 2018-19	Quarter 2 2018-19	TARGET
Housing	Total affordable housing completions	Bigger	7	34	9	25	1	*
	Percentage of invalid applications received	Smaller	2.5%	2.8%	4.0%	4.0%	5.5%	Trend
Planning and Building Control	Percentage of all major planning applications determined within 13 weeks (measured over a 2 year period)	Bigger	84.4%	84.1%	87.2%	92.9%	93.3%	70%
	Planning obligations (Section 106/CIL) monetary contributions secured		£25,596	£23,137	£53,830	£0	£209,241	
Finance	Percentage of council tax collected of that collectable in the year	Bigger	59%	87%	99%	31%	58%	59%^
	Percentage of business rates collected of that collectable in the year	Bigger	56%	84%	100%	29%	56%	57%^
Community Services	Recycling rate	Bigger	61%	59%	56%	65%	62%**	Year-on-year Trend
	Kg per household of residual waste	Smaller	77.6	81.4	78.4	78.4	72.3**	Year-on-year Trend
Commercial and Development	Total number of visits to arts and entertainment venues	Bigger	49,545	90,744	56,664	48,771	46,988	Year-on-year Trend ***
	Total number of visits to sport and leisure centres	Bigger	621,540	623,268	730,542	620,167	617,199	Year-on-year Trend ****
Website	www.stalbans.gov.uk visits	Bigger	272,144	256,720	296,754	313,166	284,331	Trend
	www.enjoystalbans.com visits	Bigger	81,355	152,595	47,857	69,660	76,862	Trend
Human Resources	Establishment - actual FTE in post Approved established permanent posts = 365.05 FTE		347.8 FTE (321.3 permanent / 26.5 fixed term)	342 FTE (318 permanent / 24 fixed term)	348 FTE (329 perm / 19 fixed term)	344 FTE (325.1 perm / 18.6 fixed term)	339 FTE (323 perm / 16 fixed term)	
	Agency and casual workers (FTE cover for vacancies or additional workloads)		6.0 agency / 9.8 casual	9.0 agency / 7.8 casual	7.0 agency / 8.1 casual	12.0 agency / 11.8 casual	12.0 agency / 6 casual	
	Number of working days/shifts lost due to sickness absence per full time equivalent employee (days)	Smaller	1.09	1.43	2.59	2.13	2.12	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

*** Data revised, due to data entry error in previous reporting

**** Q4 figures revised upwards, due to input error in Q4 performance report

Performance Summary Quarter 2 2018-19

Council Performance & Budget Summary

Quarter 2 2018-19 (July-September)



Portfolio	Q1 2018/19 (April to June)	Priority Project	Q2 milestones (2018/19) (July to September)	Progress	Q3 milestones (2018/19) (October to December)
Housing and Inclusion	A	Implement the sheltered housing redevelopment programme	G	<ul style="list-style-type: none"> Betty Entwistle House – construction continuing. Wavell House demolition complete. Linley Court – demolition complete, construction underway. Mereden Court – Continued work on planning application. 	<ul style="list-style-type: none"> Construction continuing on Linley Court and Betty Entwistle. Wavell House construction underway. Mereden Court planning application submitted.
	G	Develop affordable housing on garage sites	G	<ul style="list-style-type: none"> Sandridge sites construction continues. Business case to develop Noke Shot approved at July Cabinet. Batchwood units handed over and tenants move in. 	<ul style="list-style-type: none"> Sandridge site construction continues. Noke Shot planning application submitted.
	G	Procure and implement major housing improvement contract	G	<ul style="list-style-type: none"> Tender responses received. East of England Local Government Association project manager appointed. Training provided to staff on evaluating tenders. 	<ul style="list-style-type: none"> Meetings on results of tender evaluations begin. Complete tender evaluation.

Priority Project Update Quarter 2 2018-19

Council Performance & Budget Summary

Quarter 2 2018-19 (July-September)



Portfolio	Q1 2018/19 (April to June)	Priority Project	Q2 milestones (2018/19) (July to September)	Progress	Q3 milestones (2018/19) (October to December)
Environment	A	Implement specific proposals to accelerate recycling to and beyond 60%	G	<ul style="list-style-type: none"> Annual recycling rate remains above 60%. Guaranteed Recycling Rate (GRR) recovery plan continues. Data modelling reviewed. Initiatives to reduce food waste continue. Preparatory work completed for additional garden waste collection services. Initial proposals for reduction in District-wide on-street bring sites/ recycling centres completed. 	<ul style="list-style-type: none"> General review and update meetings held with new Veolia General Manager in October. Waste Management (Veolia and SADC Partnership) Board negotiations about future service provision developments in December. Christmas and New Year collection arrangements finalised in November.

Priority Project Update Quarter 2 2018-19

Council Performance & Budget Summary

Quarter 2 2018-19 (July-September)



Portfolio	Q1 2018/19 (April to June)	Priority Project	Q2 milestones (2018/19) (July to September)	Progress	Q3 milestones (2018/19) (October to December)
Resources	G	Shaping our Future - Implement digital technologies to make services more accessible and efficient	G	<ul style="list-style-type: none"> Further development of MyStAlbans District Account underway, focussing on Housing self-serve. 	<ul style="list-style-type: none"> Testing of Housing self-serve completed ready for launch of on-line rent account information in January 2019. Further online waste services available through online account. Agree way forward on new online Business Portal. Scope and programme for Service Reviews developed.

Priority Project Update Quarter 2 2018-19

Council Performance & Budget Summary

Quarter 2 2018-19 (July-September)



Portfolio	Q1 2018/19 (April to June)	Priority Project	Q2 milestones (2018/19) (July to September)	Progress	Q3 milestones (2018/19) (October to December)
	A	Shaping our Future – develop the Council to meet the future needs of the District’s residents, businesses and visitors	G	<ul style="list-style-type: none"> • Draft pay review report and options reviewed in September. • Values and Behaviours internal promotion held in July (including manager briefings and roadshow). • Learning & Development plan for coming year defined. • Performance conversation approach delayed – development to start in October. • Review of agile pay options completed and reported to CExB. 	<ul style="list-style-type: none"> • Gender Pay Report shared at October Cabinet and published. • Pay modelling for 2019/20 completed • Learning & Development offer promoted to staff. • Quarterly update for staff on St Albans ‘offer’ (including pay, benefits, development, talent schemes) promoted. • Values and Behaviours-meetings held with member groups. • Development of performance conversation approach underway.

Priority Project Update Quarter 2 2018-19

Council Performance & Budget Summary

Quarter 2 2018-19 (July-September)



Portfolio	Q1 2018/19 (April to June)	Priority Project	Q2 milestones (2018/19) (July to September)	Progress	Q3 milestones (2018/19) (October to December)
Sports and Culture	G	New Museum and Gallery	G	<ul style="list-style-type: none"> Continued fundraising, as part of the 2018/19 Fundraising Strategy. Total as at 4 October is £1,546,160. First Health check with Willmott Dixon has been undertaken, including review of outstanding snags and reported defects. 	<ul style="list-style-type: none"> Fundraising continues.
	G	Progress options for an improved St Albans athletics track	G	<ul style="list-style-type: none"> Procurement of main contractor complete. Work underway. 	<ul style="list-style-type: none"> Works complete.

Priority Project Update Quarter 2 2018-19

Council Performance & Budget Summary

Quarter 2 2018-19 (July-September)



Portfolio	Q1 2018/19 (April to June)	Priority Project	Q2 milestones (2018/19) (July to September)	Progress	Q3 milestones (2018/19) (October to December)
Planning	G	Progress the Local Plan	G	<ul style="list-style-type: none"> • SWHG Leader and Chief Executive EELGA sponsored meeting programme begun. • All nearby LPA and HCC Portfolio Holder level DtC meetings held in summer. • SWHG meeting with Ministry of Housing, Communities and Local Government held in July. • Local Plan Regulation 19 consultation underway. • Meetings held with HCC on transport approach leading to COMET model run in Autumn. • Engaged with consultation on draft South West Herts Growth and Transport Plan. 	<ul style="list-style-type: none"> • Regulation 19 consultation complete and details reported to Planning Policy Committee. • COMET transport model run in Autumn to support Local Plan submission evidence.

Priority Project Update Quarter 2 2018-19

Council Performance & Budget Summary

Quarter 2 2018-19 (July-September)



<p>Commercial and Development</p>	<p>G</p>	<p>Progress the development of the City Centre Opportunity Site (CCOS), Ridgeview, and former Museum of St Albans site</p>	<p>A</p>	<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. • Cost consultant's report presented to Commercial Board. • Contractor to carry out office refurbishment tendered. • CCOS South - begun completing pre start conditions and started investigation and surveys. • Council office temporary moves complete. <p>Ridgeview:</p> <ul style="list-style-type: none"> • The Council was working to finalise an option by an interested party to purchase the lease of the Council's property at Ridgeview in London Colney. However, the third party made a reduced offer that the 	<p>CCOS:</p> <ul style="list-style-type: none"> • Procure contractor to carry out office refurbishment. • Complete pre-start conditions for CCOS South. • Complete investigations and surveys for CCOS South. • Begin demolition work for CCOS South. <p>Ridgeview:</p> <ul style="list-style-type: none"> • It is intended that Officers provide an update at December Cabinet that explores the different options for the site. <p>Former Museum of St Albans Site (MoStA) Site</p> <ul style="list-style-type: none"> • Plots 1 to 10 internal fitout and testing and commissioning complete. • External works complete.
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Priority Project Update Quarter 2 2018-19

Council Performance & Budget Summary

Quarter 2 2018-19 (July-September)



Portfolio	Q1 2018/19 (April to June)	Priority Project	Q2 milestones (2018/19) (July to September)	Progress	Q3 milestones (2018/19) (October to December)
				<p>Council considered unacceptable. This project is overall rated amber to reflect this.</p> <p>Former Museum of St Albans Site (MoStA) Site</p> <ul style="list-style-type: none"> • Construction continues. • Door, windows, staircases complete. • Sales/marketing progressed - viewings for prospective purchasers underway; 6 houses under offer). • External works underway. 	

Priority Project Update Quarter 2 2018-19

Council Performance & Budget Summary

Quarter 2 2018-19 (July-September)



Portfolio	Q1 2018/19 (April to June)	Priority Project	Q2 milestones (2018/19) (July to September)	Progress	Q3 milestones (2018/19) (October to December)
	G	Develop Harpenden leisure and cultural facilities	G	<ul style="list-style-type: none"> • Pre Contract Activities Agreement agreed in September. • Planning application approved by Planning Referrals Committee in September. • Technical design and final proposal completed (RIBA stage 4a) 	<ul style="list-style-type: none"> • Planning permission received from Secretary of State for Housing, Communities and Local Government. • Preparation of final construction contract documentation. • Mobilised for Leisure Centre construction phase.
	G	Enterprise Zone	G	<ul style="list-style-type: none"> • Work progressing on Enterprise Zone (EZ) Delivery Plan and Marketing and Inward Investment Plan. • Digital EZ Strategy work ongoing – soft market testing complete. 	<ul style="list-style-type: none"> • Report to October Cabinet. • Marketing and Investment Plan work ongoing. • Digital Connectivity report with recommendations agreed.

Priority Project Update Quarter 2 2018-19

Council Performance & Budget Summary

Quarter 2 2018-19 (July-September)



Portfolio	Q1 2018/19 (April to June)	Priority Project	Q2 milestones (2018/19) (July to September)	Progress	Q3 milestones (2018/19) (October to December)
Business and Community	A	Car parking contracts	G	<ul style="list-style-type: none"> • Key Decision Document completed and signed off. • Formal decision notifications issued to main contractors. • Enhanced financial and commercial business modelling work commissioned. • Meetings held with HR and ICT on future resource implications. 	<ul style="list-style-type: none"> • Further meetings with project consultant(s), HR and ICT on resource implications. • Draft project plan and risk register entries complete. • Project manager appointed.

Priority Project Update Quarter 2 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	93.3% (Oct 2016 to Sept 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	92.4% (Oct 2016 to Sept 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.

Colour coding for table: Green- performance above target.

Application Type	Target	% in time Sept 2018 (Bigger is Better)	Average Sept (Smaller is better)	Average Aug 2018	Average July 2018	Average July – Sept 18-19	Average Apr - June 18-19	Average Jan - Mar 17-18
'Out of time applications'	No more than 50 (local)	-	37	29	36	34	22	19
Major Applications	13 weeks (national) 50% in time	100%	18.3 weeks	38.6 weeks	NA	28.5 weeks	38.1 weeks	23.7 weeks
Minor Applications	8 weeks (national) 65% in time	75%	11.9 weeks	10.2 weeks	10.2 weeks	10.8 weeks	10.3 weeks	10 weeks
Householder Applications	8 weeks (national) 80% in time	96.9%	8.4 weeks	8.8 weeks	8.8 weeks	8.7 weeks	8.2 weeks	8.5 weeks

* 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'.

Local Plan

Council, at its meeting on 11 July 2018, approved the draft Local Plan for Publication (Regulation 19) consultation. The consultation began on 4 September and ended on 17 October 2018 at 17.00.

Garden Communities Prospectus

On 15 August 2018, the Government launched a 'Garden Communities Prospectus'. The document can be found at: <https://www.gov.uk/government/publications/garden-communities-prospectus>

The prospectus sets out the following:

This prospectus invites bids for ambitious, locally supported, proposals for new garden communities at scale. In return for tailored assistance to help design and deliver the vision for these places, we expect local areas to deliver significant housing and economic growth. We will look to assist as many as we can, in locations where there is sufficient demand for housing.

...We will prioritise proposals for new Garden Towns (more than 10,000 homes)

... Proposals can be for a discrete new settlement, or take the form of transformational development of an existing settlement

St Albans City and District Council and Dacorum Borough Council will be submitting a joint bid for capacity funding for Hemel Garden Communities. The bid is based on the East and North Hemel Broad Locations in the SADC draft Local Plan and emerging concepts within Dacorum. As part of this work, a Hemel Garden Communities Charter has been produced setting out the broad concepts for the wider development.

The Bid Proposals will be submitted by the closing date of 9 November 2018.

Napsbury Conservation Area Character Statement (CACS) Consultation

The Council is consulting on a draft Napsbury CACS from Tuesday 25 September to Wednesday 31 October 2018.

Details of the consultation is available at:

https://stalbens-consult.objective.co.uk/portal/planning_policy/cacs-n/ncs

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</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</p>

Council Performance & Budget Summary

Appendix A: Planning Update

Planning Decisions (Note 1*)	Decision/comments
<p>Council (DBC) and St Albans City and District Council (SADC) administrative areas. (Approx. 150 dwellings in the District) <i>Delegated</i></p>	<p>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 HCC requested the completion of a draft land transfer agreement prior to completion of the S106. HCC and the applicant continue to discuss the land transfer agreement prior to completion of the S106 agreement. The draft land transfer is to secure the site for a school. No change since previous Cabinet meeting.</p>
<p>Former Radlett Aerodrome Three applications for Reserved Matters approval: 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> Sixteen ‘discharge of conditions’ applications were submitted: (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. Ten of the submitted discharge of conditions applications have been approved (5/2016/2962, 5/2016/2963, 5/2016/3004, 5/2017/2599, 5/2017/1168, 5/2016/2881, 5/2016/3187, 5/2016/3003, 5/2016/3005 and 5/2017/0865) and two have been withdrawn by the applicant/agent (5/2017/2770, 5/2017/0870). (Applications 5/2016/3003, 5/2016/3005 and 5/2017/0865 were discharged on 28 September). The remaining four discharge of conditions applications are pending consideration by officers.</p>
<p>Pan Autos Site, 22-24 Grove Road, Harpenden, AL5 1PX (5/2017/3209) 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. In respect of the benchmark land value and build costs, the Council’s Quantity Surveyor has challenged the applicant’s costs plan. This review is with the applicant for response. A meeting was held on 28/09/2018</p>

Council Performance & Budget Summary

Appendix A: Planning Update

Planning Decisions (Note 1*)	Decision/comments
	<p>between the viability consultants. This meeting did not result in an agreement between the parties and further discussions will be required in relation to the viability arguments put forward by the applicant.</p>
<p>Pan Autos Site, 22-24 Grove Road, Harpenden, AL5 1PX (5/2018/2000) Outline application (access, layout and scale sought) for demolition of existing and construction of three blocks creating 39 dwellings with associated underground and surface level parking, amenity space and associated works <i>Planning Referrals Committee – awaiting confirmed date</i></p>	<p>This is a new application with amendments to the layout and scale of the proposed development submitted in response to officers concerns raised under 5/2017/3209. This application was validated on 30/07/2018 and the public consultation exercise ended on 20/09/2018. Following the consultation period, Officers have requested additional details from the applicant to support a full assessment of the proposals.</p>
<p>Harpenden Sports Centre, Rothamsted Park, Leyton Road, Harpenden (5/2018/0157) 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. <i>Planning Referrals Committee 17 September 2018</i></p>	<p>This application was considered at the meeting of Planning Referrals on 17 September. The Committee resolved to refer the application to the Secretary of State (as a Green Belt referral). Subject to the Secretary of State not calling in the application, and the submission of a S106 agreement that conditional permission be granted for the development. The S106 relates to a financial contribution towards sustainable transport matters and the submission of a Green Travel Plan,</p>
<p>Former Westfield Allotment Site, Beeching Close, Harpenden (5/2018/0474) Outline application (access sought) - Construction of 24 affordable dwellings consisting of 16 dwellings and 8 flats with associated access road, parking and landscaping <i>Planning Referrals Committee - 16/07/2018</i></p>	<p>The application was reported to the Planning Referrals Committee on 09 July 2018. It was resolved to grant planning permission subject to the completion of the S106 agreement. Work is underway to progress this agreement. No change since previous Cabinet meeting.</p>
<p>Land to Rear of Burston Garden Centre, North Orbital Road, Chiswell Green, St Albans (5/2018/1324) Demolition of all existing horticultural structures and redevelopment of the site to provide a new retirement community comprising a 64 bedroom care home, 125 assisted living bungalows and apartments, a community clubhouse together with</p>	<p>This application was validated on 14/06/2018. The public consultation exercise has been carried out and the scheme is now under assessment by officers. No change since previous Cabinet meeting.</p>

Council Performance & Budget Summary

Appendix A: Planning Update

Planning Decisions (Note 1*)	Decision/comments
<p>associated access and alterations to pedestrian/bridleway, landscaping, amenity space and car parking</p>	
<p>Beaumont School, Oakwood Drive, St Albans (5/2018/2080) Residential development to provide 62 no. residential dwellings (Use Class C3) comprising 51 houses (2-2.5 storeys) and one building containing 11 apartments, associated car parking, cycle parking, open space and pedestrian/cycle infrastructure, formation of pedestrian and cycle links and other associated works and improvements</p>	<p>This application was validated on 01/08/2018 and the public consultation ended on 14/09/2018. This proposed scheme would amend the layout approved under reserved matters application 5/2015/0797. This granted approval for 75 dwellings and has been part implemented on the site through the construction of 29 dwellings. Together with the dwellings which have been constructed on site currently, the proposed development would increase the density of the site to provide 91 dwellings. Following the end of the consultation period, the application is currently under consideration by officers. No change since previous Cabinet meeting.</p>

Planning Consultations (Note 2*)	Decision/comments
<p>Former Hatfield Aerodrome / Ellenbrook Country Park (HCC Ref: 5/0394-16) 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 on 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. No change since previous Cabinet meeting.</p>
<p>LLAL Future Luton consultation External Link: https://futureluton.llal.org.uk/</p>	<p>This is a non-statutory consultation presenting options for enabling the future growth and expansion of Luton Airport up to 2050, up to 36-38 million passengers per annum. The consultation period ended 31 August 2018. The Council has responded to this consultation.</p>

Council Performance & Budget Summary

Appendix A: Planning Update



CAA Draft Airspace Modernisation Strategy External Link: https://consultations.caa.co.uk/policy-development/draft-airspace-modernisation-strategy/	The consultation period ended 10 September 2018. The Council has responded to this consultation.
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* Section 106 (S106) financial contributions can be secured from developers in certain circumstances, through the planning process.

The Decision/Comments highlighted in bold describes new information from the previous Cabinet Appendix.

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: Section 106 Update



Section 106 (S106) financial contributions can be secured from developers in certain circumstances, through the planning process. In the Council's case these financial contributions are for new recreational infrastructure. The Council's approach to recording S106 agreements is focused on a four stage process:

- Stage 1 is a list of planning applications yet to have planning permission granted.
- Stage 2 is a list of planning permissions that have been granted, but where work is yet to start.
- Stage 3 is a list of contributions received, showing whether they are committed, or as yet uncommitted.
- Stage 4 is a list of fully spent and completed contributions.

Up-to-date financial information associated with each of the four stages, is available on the Council's website.

See: <http://www.stalbans.gov.uk/community-and-living/improvements/section106projects/default.aspx>

Since the last Cabinet update project funds have been committed in wards as follows:

- **Clarence (Clarence Park Play Area, Clarence Park & Clarence Park Pavilion)**
- **Ashley (Cunningham Hill Play Area, Cunningham Hill Open Space & Fleetville Community Centre)**
- **St Peters (Alban Arena, Clarence Park & Clarence Park Play Area)**

The funds for the following agreed projects have now been drawn down by the project proposer:

- Ashley (New Museum & Gallery)
- Batchwood (Downedge Play Area)
- Batchwood (Downedge Open Space)
- Cunningham (Samuel Ryder 3G Pitch)
- London Colney (Samuel Ryder 3G Pitch)
- London Colney (Napsbury Wildlife Improvements)
- London Colney (Alsop Close Play Area)
- Sandridge (St Leonards Play Area)

Table 1 below is a list of contributions received, showing whether they are committed, or as yet uncommitted (stage 3 of the process).

Note to Table 1:

1. RAG rating - the deadline for when S106 contributions - must be spent varies depending on the agreement. Where multiple contributions are identified in a ward, the RAG rating reflects the date of the earliest deadline.
2. Where an allocation has no repayment date stated on the agreement, a 5 year spend or repay deadline comes into effect. The 5 year timeline starts from the date that the funds are received by the Council, from the developer. The Council is close to receiving project proposals for the current red rag contributions below.
3. For wards not mentioned in the table, there are no current S106 balances.
4. For wards where a project is yet to be identified - officers will work with both the District Ward Councillors and local Parish Council (or the City Neighbourhoods Committee) to identify a project over the next few months.
5. No = the number of planning applications contributing to the total funding in the received (£) column.

Council Performance & Budget Summary

Appendix B: Section 106 Update



Table 1 – List of Contributions Uncommitted or Committed

Ward	No	Received (£)	Committed (£)	Uncommitted (£)	Project	RAG
Ashley	1	79,750	79,750	0	Cunningham Hill Play Area, Cunningham Hill Open Space & Fleetville Community Centre (location committed, project to be confirmed)	2028
Batchwood	1	24,583	24,583	0	Bernards Heath Open Space (location committed, project to be confirmed)	2027
	1	27,387	27,387	0	William Bird Pavilion (location committed, project to be confirmed)	2028
Clarence	1	8,016	8,016	0	Fleetville footpath (complete by end of November 18)	2021
	1	13,328	13,328	0	Clarence Park Play Area, Clarence Park & Clarence Park Pavilion (location committed, project to be confirmed)	2023
Colney Heath	1	3,393	3,393	0	Alban Way (complete by end of November 18)	2018
	1	3,419	0	3,419	Project to be identified (see note 4)	2018
Cunningham	1	12,954	0	12,954	Project to be identified (see note 4)	2020
Harpenden West	1	26,690	26,690	0	Rothamsted Park (location committed, project to be confirmed)	2022
London Colney	3	50,444	0	50,444	Project to be identified (see note 4)	2021
St Peters	1	79,870	79,870	0	Abbey View Track (complete by November 18)	2025
	1	8,958	8,958	0	Municipal Gardens (location committed, project to be confirmed)	2022
	1	5,663	5,663	0	Clarence Park Pavilion (location committed, project to be confirmed)	2022
	1	8,137	8,137	0	Verulamium Park Play Area (location committed, project to be confirmed)	2020
	2	8,240	8,240	0	Victoria Playing Fields Footpath (completion date to be confirmed by Countryside Management Service)	2020
	1	116,162	116,162	0	Alban Arena, Clarence Park & Clarence Park Play Area (location committed, project to be confirmed)	2028
	3	13,659	0	13,659	Project to be identified (see note 4)	2020
Verulam	2	41,463	41,463	0	Verulamium Park Play Area (location committed, project to be confirmed)	2021
	1	8,052	0	8,052	Project to be identified (see note 4)	2021
Wheathampstead	1	93,726	93,726	0	Butterfield Rd (location committed, project to be confirmed)	2021
	2	20,400	0	20,400	Project to be identified (see note 4)	2019

Council Performance & Budget Summary

Appendix C: Property Transactions Update



The purpose of this report is to provide visibility on the progress of key property transactions.

Completed transactions during period 01/06/18 – 30/09/18

Item	Date Completed	Property	Transaction
1	07/06/18	New Museum + Gallery Catering Facility	Licence allowing the catering contractor, Leafi Limited, to occupy the café.
2	20/07/18	2 Cavendish Road, St Albans	Sale of freehold house, which will fund acquisition of traditional housing stock properties or support delivery of affordable housing.
3	30/07/18	Part first and ground floors at Civic Centre	Lease to Hertfordshire Community NHS Trust for accommodation in the Civic Centre for 25 years from 30/07/18. This fulfils the terms under which the Council acquired the former Principal Health Centre on 27/04/18.
4	31/07/18	42 Fishpool Street, St Albans	Sale of freehold house, which will fund acquisition of traditional housing stock properties or support delivery of affordable housing.
5	07/09/18	Council Leisure Facilities	Leases to the Council's leisure operator, 1Life Management Solutions Limited (1Life) to enable performance of the Leisure Contract. Please see the note at section 2 below about related transactions.

Council Performance & Budget Summary

Appendix C: Property Transactions Update

Status of key transactions as at 30/09/18

Item	Property	Transaction	Date first reported	Status (current position in bold)
1	80, 82 and 84 Sopwell Lane, St Albans	Compulsory Purchase	September 2015	80, 82 and 84 Sopwell Lane are now let to tenants. This matter is concluded and will not appear in future reports.
2	Leisure Contract Secondary Property Transactions	Sub-leases of leisure facilities by the Council's leisure operator, 1Life Management Solutions Limited to Wellbeing Fitness & Leisure Community Trust Limited	June 2016	1Life has asked the Council to approve the appointment of a new sub-contractor, Wellbeing Fitness & Leisure Community Trust Limited (WFL) under the Leisure Contract. Subject to that, 1Life has sought our approval to sub-let the leisure facilities to WFL. This arrangement will enable 1Life to occupy the leisure facilities and to claim the business rates exemption available to charities. If the Council approves the appointment of the new sub-contractor under the Leisure Contract, we expect to complete the sub-leases by 31/12/18.
3	Land at Broad Colney Lakes	Sale of land	May 2018	This is a complex transaction involving three parties, a lease surrender and a freehold sale, which are to complete simultaneously. The lease surrender documents are ready. In the May 2018 report, we expected completion by 31/7/18, subject to the other parties' requirements. We have finalised terms with the buyer for overage and public rights of access over the land which the Council is selling. We now expect completion by 30 November 2018.

Council Performance & Budget Summary

Appendix D: Property Development Update (Part I)



The format of the Property Development Update has been refined. A separate progress update has been provided for each project, showing key milestones achieved, next steps, any delays in programme and key project risks. In addition, financial information has been reported in PART II.

Updates are enclosed for the following projects:

- D1: CCOS (City Centre Opportunity Site) South, St Albans
- D2: CCOS (City Centre Opportunity Site) North, St Albans
- D3: Harpenden Leisure & Cultural Development, Harpenden
- D4: Harpenden Public Halls, Harpenden
- D5: Leyland Avenue (Sopwell Youth Club), St Albans
- D6: Noke Shot Garage Site, Harpenden
- D7: Oak Tree Gardens (former Museum of St Albans (MoStA) Site), St Albans
- D8: Ridgeview, London Colney
- D9: Sandridge Garages Site, Sandridge
- D10: Wavell House (Cell Barnes Lane), St Albans

Council Performance & Budget Summary

Appendix D: Property Development Update (Part I)



D1: CCOS South, St Albans (project status as at 20 September)

Development Outcome

- a) Deliver objectives of Supplementary Planning Document (for whole site North & South), in particular:
 - Regenerate large City centre site
 - Improve public realm
 - Deliver high quality of design
 - Improve pedestrian flow through retail centre of City
- b) Deliver starter, downsizer and affordable homes as identified in draft Local Plan.
- c) Provide commercial space to offset c.500,000 sqf of office space lost to permitted development – (strategically important to retain critical mass of professional services firms).
- d) Help to keep developer profit for the benefit of the original public sector owners (the Police, NHS and the Council).
- e) Sell residential units to reduce the level of Council borrowing that funds construction.

Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RAG
Land Acquisition		Feb 18	Apr 18	Achieved: Completed purchase of former police station and NHS site	
Pre-start	May 18	Oct 18		Achieved: Cost consultant appointed for demolition/asbestos removal Asbestos surveys carried out in both Police and NHS buildings Next Steps: Clear pre-start conditions Procure architect & cost consultants for RIBA stages 3 - 7	
Demolition (former police station & NHS)	Oct 18	Mar 19		Achieved: Applications have been put in to disconnect utilities Next Steps: Utilities disconnected	
Optimisation	May 18	Dec 18		Achieved: Draft Optimisation plan produced Two planning pre-application meetings held Next Steps: Finalise optimised plan and submit for planning approval Section 73 to vary pre-start conditions	
Construction (car park)	Mar 19	Sep 19			
Construction (block B)	Oct 19	Mar 21			
Construction (block C&D)	May 20	Oct 21			

Project Key Risks

Key Risks	Description	Mitigation	RAG
Planning Issues	Gain a new planning permission	Hold pre-app meetings with Local Planning Authority Undertake community consultations Gain advice from professionals	
Operational	Party Wall Agreement	Liaise with Magistrates Court and Hertfordshire House representatives to arrive at a mutual agreement Party Wall consultant has been procured	
Procurement	Abortive tender exercises, winning bids are companies we have not worked with before, change in architect	Well written briefs, concise but focussed to ensure the correct outcome is gained Follow procurement procedures Use frameworks where appropriate	

Council Performance & Budget Summary

Appendix D: Property Development Update (Part I)



D2: CCOS North, St Albans (as at 20 September)

Development Outcome

- a) Provide commercial space to offset c.500,000 sqf of office space lost to permitted development – (strategically important to retain critical mass of professional services firms).
- b) Deliver objectives of Supplementary Planning Document (for whole site North & South), in particular
 - Regenerate large City centre site
 - Improve public realm
 - Deliver high quality of design
 - Improve pedestrian flow through retail centre of City

Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RAG
RIBA Stage 1 Business Case	Jul 18	Dec 18		Achieved Created options appraisal with potential anchor tenant Understood agreement terms required by potential anchor tenant Next Steps: Develop business case Develop Cabinet decision report	
RIBA Stage 2 Concept Design	Jan 19	Apr 19			
RIBA Stage 3 Develop Design	May 19	Aug 20			
RIBA Stage 4 Technical Design	Sep 19	Dec 19			
RIBA Stage 5 Construction	Jan 20	Dec 21			

* Please note programme for stage 2 to 5 currently a draft potential programme

Project Key Risks

Key Risks	Description	Mitigation	RAG
Anchor Tenant	Cannot reach agreement with potential anchor tenant	Ensure 2 options are appraised, one for a development with a potential anchor tenant and another without one	
Planning	Proposals not acceptable to planning	Prepare for a comprehensive Pre-planning Agreement. Planning advisor commissioned	
Affordability	Project costs exceed budget/available funding	Feasibility study completed Business case to be completed	

Council Performance & Budget Summary

Appendix D: Property Development Update (Part I)



D3: Harpenden Leisure & Cultural Development, Harpenden (as at 20 September)

Development Outcome

- Increasing and enhancing the current leisure and cultural facilities in Harpenden through a self-funded development
- Increasing car parking capacity to accommodate the larger facilities and to cater for the town's growing need
- Ensuring the development is future-proofed for 30 years
- Maintain quality of service throughout development by keeping closure of facilities to a minimum

Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RAG
RIBA Stage 0 Feasibility	Apr 16	Jul 16		Achieved: Viable Feasibility Study approved by Cabinet in July 2016	
RIBA Stage 1 Business Case	Aug 16	Oct 16		Achieved: Viable Business Case approved by Cabinet in September 2016	
RIBA Stage 2 Concept Design	Oct 16	Apr 17		Achieved: Consultation and informed concept designs	
RIBA Stage 3 Develop Design	May 17	Oct 17	Jan 18	Achieved: Planning permission submitted using stage 3 designs	
Planning approval	Mar 18	Jun 18	Nov 18	Achieved: Conditional determination at Planning Referral meeting 17 Sept. Next Steps: Gain Secretary of State approval (Nov 18)	
RIBA Stage 4 Technical Design	Feb 18	Sep 18		Achieved: 4a technical designs and models complete Pre-contract agreement completed Novated design team to Willmott Dixon Construction for stage 4b	
Enabling works	Oct 18	Dec 18	Nov 18	Next Steps: Discharge pre-commencement conditions Agree contract sum with WDC	
RIBA Stage 5 Construction (Leisure)	Jan 19	Feb 21			
RIBA Stage 5 Construction (Cultural)	Sept 20	Feb 21			
Works on Amenbury Lane Car Park	Feb 21	May 21			

Project Key Risks

Key Risks	Description	Mitigation	RAG
Financial	Project costs exceed agreed budget	Affordability is central to all discussions at design team meetings regarding design development Cost consultant to approve main contractor tender packages for pricing Cost consultant and main contractor to continue to work on joint cost plan	

Council Performance & Budget Summary

Appendix D: Property Development Update (Part I)



D4: Harpenden Public Halls, Harpenden (as at 20 September)

Development Outcome

- a) Creating a housing development that part funds the Harpenden Leisure and Cultural Development
- b) Creating a development in consultation with the local community

Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RAG
RIBA Stage 1 Business Case	Jul 18	Dec 18		Achieved Feasibility study complete Next Steps: Develop final business case Develop cabinet decision report	
RIBA Stage 2 Concept Design	Oct 18	Apr 19		Achieved: Design Charrette procurement Dates for Charrette confirmed for 16/17 th November Next Steps: Meet with consultants to confirm brief, scope and plan workshop Develop project programme	
RIBA Stage 3 Develop Design	May 19	Feb 20			
RIBA Stage 4 Technical Design	Mar 20	Jul 20			
RIBA Stage 5 Construction	Feb 21	Dec 21			

* Please note programme for stage 2 to 5 currently a draft potential programme

Project Key Risks

Key Risks	Description	Mitigation	RAG
Affordability	Project costs exceed budget/available funding	Feasibility study completed Business case to be completed Appoint quantity surveyor immediately	
Stakeholders	Stakeholder objections, good ideas or feedback, requires significant changes to the scheme	Comprehensive consultation held through charrette, public meetings and surveys Further consultation with scrutiny and key stakeholders undertaken	
Planning	Proposals not acceptable to planning	Prepare for a comprehensive Pre-planning Agreement. Planning advisor commissioned to give comment of DLP and concept designs	

Council Performance & Budget Summary

Appendix D: Property Development Update (Part I)



D5: Leyland Avenue (Sopwell Youth Club), St Albans (as at 20 September)

Development outcome

- Create 7, 3-bedroom houses for market sale.
- Maximising the site through excellent layout design.
- Invest in whole-life costs by creating high-quality exemplar housing.
- The capital receipt from the sales will facilitate the CCOS regeneration project.

Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RAG
RIBA Stage 0 Feasibility	Jan 18	Feb 18		Achieved: Viable Feasibility Study approved by the Portfolio Holder	
RIBA Stage 1 Business Case	Mar 18	Apr 18		Achieved: Viable Business Case approved by the Portfolio Holder and Cabinet in July 2018	
RIBA Stage 2 Concept Design	May 18	Aug 18		Achieved: Architectural services appointed and designs created Planning pre-application advice received for concept designs 2 nd designs complete and public consultation undertaken Cabinet approved budget for the project	
RIBA Stage 3 Develop Design	Sep 18	Oct 18		Achieved: Cost consultant and health & safety advisor appointed Architectural services for Stage 3 appointed Transport consultant appointed and is reviewing designs Next Steps: Agree procurement route (Oct 18) Developed designs produced (Oct 18) Full planning application submitted (Oct 18)	
RIBA Stage 4 Technical Design	Nov 18	Mar 19		Next Steps: Procure project team for RIBA Stages 4 to 7 (Nov 18) Procure off-site construction supplier (Oct 18) Procure main contractor (Dec 18) Produce final technical designs (Jan 19)	
RIBA Stage 5 Construction	April 19	Dec 19			

Project Key Risks

Key Risks	Description	Mitigation	RAG
Planning	Failure to gain planning approval of a viable refined project design	Ongoing engagement with planning department through pre-application process Transport consultant appointed in August to address issues related to access Ensure quality design and planning consultants engaged on the project	
Commercial	Post-completion failure to sell the residential units	Ensure appropriate estate agent with experience of offsite construction engaged on the project at an early stage, to input into designs	
Contract	Failure of construction contractor to deliver on time, to budget and to quality	Agree realistic and achievable programme Implement tight performance management, site inspection and scrutinise progress on site	

Council Performance & Budget Summary

Appendix D: Property Development Update (Part I)



D6: Noke Shot Garage Site, Harpenden (as at 20 September)

Development Outcome

- 3 houses for market sale, developing for social good by regenerating a run-down former garage site and providing much-needed housing for the district.
- Maximising the site's potential through excellent layout design.
- Investing in whole-life costs by creating high-quality exemplar housing.
- The capital receipt from the sales will fund affordable housing (50%) and the CCOS regeneration project (50%).

Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RAG
RIBA Stage 0 Feasibility	Jan 18	Feb 18		Achieved: Viable Feasibility Study approved by the Portfolio Holder	
RIBA Stage 1 Business Case	Mar 18	Apr 18		Achieved: Viable Business Case approved by the Portfolio Holder and Cabinet in July 2018	
RIBA Stage 2 Concept Design	May 18	Jun 18	Jul 18	Achieved: Architectural services appointed Draft concept designs created Planning pre-application meeting took place 12 June Architects made minor amendments to design	
RIBA Stage 3 Develop Design	Jul 18	Sep 18		Achieved: Cost consultant, CDM advisor and architect appointed Public consultation took place 19 July Route for developing on HRA land determined (Jul 18) Procurement route agreed (Jul 18) Detailed designs produced (Sep 18) Full planning application submitted (Sep 18)	
RIBA Stage 4 Technical Design	Oct 18	Feb 19		Next Steps: Procure project team for RIBA Stages 4 to 7 (Oct 18) Procure main contractor (Oct 18) Produce final technical designs (Dec 18)	
RIBA Stage 5 Construction	Mar 19	Nov 19			

Project Key Risks

Key Risks	Description	Mitigation	RAG
Planning	Failure to gain planning approval for a viable project design	Advice taken at planning pre-application meeting in June 18 Suggested changes to design included in final application and necessary consultations undertaken	
Finance	Post-completion failure to sell the residential units	Ensure appropriate estate agent engaged on the project at an early stage, to input into designs	
Contract	Failure of construction contractor to deliver on time, to budget and to quality	Agree realistic and achievable programme Implement tight performance management, site inspection and scrutinise progress on site	

Council Performance & Budget Summary

Appendix D: Property Development Update (Part I)



D7: Oak Tree Gardens (former Museum of St Albans (MoStA) site), St Albans (as at 13 September)

Development Outcome

- 10 houses for market sale.
- Maximise the site's potential through excellent layout design.
- Encourage quality in local housing development by creating high-quality exemplar housing.
- The capital receipt from the sales will fund the New Museum and Gallery project.

Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RAG
Pre-construction works	Mar 16	Oct 16	Mar 17	Achieved: Pre-construction works and contract development began with contractor - contract sum resolution unsatisfactory Alternative contractor achieved for project	
Construction commenced	Jun 17	Jun 17		Achieved: Morgan Sindall (MS) commenced works on site	
Demolitions (inc. façade retention)	Jun 17	Sep 17		Achieved: All demolitions and façade retention works carried out to programme	
Substructure/ Superstructure works	Aug 17	Jun 18	Jul 18	Progress: All unit superstructures completed to roof height Completion of water tight units scheduled for 28 June - 2 week delay to completion expected due to poor weather in late Winter/Spring 2018	
Sales strategy (1 st phase)	Jan 18	Apr 18	May 18	Progress: Launch of sales plan delayed due to poor Spring weather. Marketing commenced in May 2018 which has achieved 6 sales at asking price to date, subject to contract Next Steps: Review progress of initial marketing push after calendar month (Aug 2018) for phase 2	
Internal fit-out	Jul 18	Nov 18		Progress: Finishes specifications reviewed with Rumball Sedgwick and confirmed to MS Next Steps: MS underway with implementation	
Sales strategy (2 nd phase)	Aug 18	Nov 18		Next Steps: Review timings and approach for 2 nd phase marketing push, launch of remaining houses	
Properties available for buyers	Nov 18	Dec 18		Next Steps: Monitor progress of contract works and inform project team of any further delays - current scheduled completion is 30 th November 2018	

Project Key Risks

Key Risks	Description	Mitigation	RAG
Railings	St. Peter's Church	Offer to pay 50/50 to rebuild railings not agreed by St Peter's Parochial Church Council (Church PCC) Option underway to temporarily secure railings to allow Church PCC to conclude repairs	
Legals	Progression of outstanding legal matters to avoid delays or complications to sales process	Timely action with solicitors to progress all legal issues in advance of sales negotiations	
Utilities	Road to be closed to complete utilities	Utilities works being pushed back to w/c 8 October (from late Sept 2018) Working with Alban City School and Herts County Council to deliver best solutions, integrating gas and water installs within same trenches	

Council Performance & Budget Summary

Appendix D: Property Development Update (Part I)



D8: Ridgeview, London Colney (as at 20 September)

Development Outcome

- a) To make best use of a Council asset through either sale of the lease or development of the site for income.

Project Key Milestones

Milestone	Start	Finish	Slip	Progress	RAG
Option agreement signed	Jan 18	May 18	Sep 18	<p>The Council will not be granting the previously reported option to allow an interested party to purchase the Council's long leasehold interest in this property in London Colney; the third party made a reduced offer that the Council considered unacceptable.</p> <p>Next Steps: The Council will look at its options. It is intended that we will provide an update at December Cabinet that explores the different options</p>	

Council Performance & Budget Summary

Appendix D: Property Development Update (Part I)



D9: Sandridge Garages Site (as at 7 September)

Development Outcome

- a) To build 23 new affordable houses for secure tenancies.

Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RAG
RIBA Stage 5 Construction	Oct 17	Jan 19		Next Steps: Construction period of Oct 17 to Jan 19 is on schedule Commission and testing to begin in Nov 18 so that a handover can be achieved in Jan 19	

Project Key Risks

Key Risks	Description	Mitigation	RAG
Finance	Failure of construction contractor to deliver on time, to budget and to quality	Agree realistic & achievable programme Implement tight performance management, site inspection and scrutinise progress on site	
Construction	Potential delay in the completion of Section 278 Works	Section 278 Agreements have now been engrossed and signed and Willmott Dixon notified so they can agree the programme of works	

Council Performance & Budget Summary

Appendix D: Property Development Update (Part I)



D10: Wavell House (Cell Barnes Lane), St Albans (as at 7 September)

Development outcome

- a) To build 24 residential units for the over-55s.

Project Key Milestones

Milestone	Start	Finish	Slip	Progress (made & to make over next few months)	RAG
Planning Process	Oct 17	Feb 18		Achieved Planning approval achieved Feb 18	
Tender Process	Oct 17	Sept 18		Achieved: Tenders returned on the 10 Aug Tender report has been completed on the 5 Sept Contractor appointed on the 30 Sept	
RIBA Stage 4 Technical Design/Contractor Proposals	Sept 18	Nov 19		Next Steps: Client review of technical design (Nov 18)	
RIBA Stage 5 Construction	Dec 18	Dec 19		Next Steps: Mobilisation 12 Nov to 14 Dec Construction Dec 18 to Dec 19 Commission and testing Nov 19 to Dec 19 Handover Dec 19	

Project Key Risks

Key Risks	Description	Mitigation	RAG
Finance	Failure of construction contractor to deliver on time, to budget and to quality	Agree realistic & achievable programme Implement tight performance management, site inspection and scrutinise progress on site	

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 – October 2017 to September 2018 (figures shown in Tables 4 and 5 overleaf)

- Annual recycling performance for the rolling 12-month period is 60.9%. The 60.9% figure is an improvement on 59.6% for the corresponding period last year. The September 2018 position represents the Council's best recycling performance to date. It means the priority project target of 60% is being maintained.
- The 2018/19 annual recycling performance is being measured against a Veolia contract target of 62.50%, by April 2019.
- During the past 12 months, monthly recycling rates have exceeded 60% on eight occasions. The highest figure was 67% in May 2018.
- The amount of garden waste collected during this quarter is lower than expected. It is down by around 620 tonnes when compared to the same period for last year. This is as a result of the exceptionally hot dry period in July and August. However, the total garden waste collected over the 12 month period is only slightly down.
- New arrangements for secondary sorting of mixed recyclable materials have been in place since December 2017. This development has resulted in 400 tonnes more material being recovered for recycling.
- The above, along with initiatives to reduce brown bin 'side waste', continues to have a lasting effect. It has resulted in an 867 tonnes reduction in waste being sent to landfill over the period.
- Further initiatives are being developed which aim to have a positive impact on the overall recycling rate. All such initiatives are developed and agreed with Veolia prior to implementation.

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.

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Appendix E: Waste Management and Recycling Update



- The previous performance report (April to June 2018) contained an update on a “Thank you” sticker campaign. This was directed at all properties with food caddies, and began on Monday 11 June. The stickers were attached to all food caddies by operational crews. “Thank you” stickers were swiftly followed by “No Food Waste” stickers attached to all residual waste (brown) bins.
- We are continuing with initiatives to target areas/wards where recycling participation and performance is low. These will include increasing the level of engagement which District Council officers and Veolia have with Parish Councils.
- Priority locations for ward-level improvements are identified using approximated ward-based recycling rates. The latest updated information was received in October 2018.
- Early baseline ward-level information led to an initial focus on the London Colney and Sopwell wards. At the time, those wards had some of the lowest % recycling rates in absolute terms. Absolute terms means when listing ward-level recycling rates, from highest to lowest.
- Future activity is likely to see a change of emphasis, towards driving increased recycling performance in relative terms. Relative terms means when listing ward-level recycling rates by the amount of improvement over a specific period. Our ultimate aim is for all wards to continuously improve their local recycling performance. Within that, we will aim for each ward to improve by a similar amount.

Chargeable Additional Garden Waste Service

- The existing green bin collection service is being enhanced to collect additional garden waste. The scheme is being introduced following requests from numerous St Albans residents in the past.
- Residents with larger gardens will be able to take out an annual subscription to have additional garden waste collections. This service will be a supplement to the current ‘free, first bin’ collection service, requiring an additional green bin. Those households not serviced by a green bin will be able to purchase prepaid compostable sacks.
- The new service will help to cut down on car journeys to local household waste recycling centres. This will provide environmental benefits, as well as making it more convenient for householders. It is estimated that the scheme will collect an additional 200 to 300 tonnes of garden waste at the kerbside for recycling.

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Appendix E: Waste Management and Recycling Update



- An online self-serve subscription system will be introduced early in 2019. This will be in time for the start of the new service in April.
- A communications plan will be developed to publicise the new service. It will include; articles in community news, press releases, promotion on collection vehicles and use of the Council's web site.
- The proposals will be subject to consultation with Hertfordshire District and Borough Councils, along with Hertfordshire County Council. This is to ensure that there will be no adverse impact on services currently being provided by the waste partnership as a whole.
- Charges for the new services will be determined in comparison with similar services being provided by our neighboring Councils.

Reducing Contamination Levels

- The Council and Veolia continue working in partnership to improve the collection and processing of mixed recyclable materials. We review each of the main 'doorstep to destination' steps or stage. Our expectation is to benefit from improvement opportunities in all of them. The principal aim is to:
 - recover as much of the potentially recyclable material identified as 'contaminated waste'; and
 - divert it from materials currently being sent to landfill.
- A significant proportion of contaminated waste is found in shared waste containers at communal properties and/or Houses of Multiple Occupation. One way in which this can be reduced is through engagement with managing agents and landlords. We include the Council as landlord as part of this approach.
- Managing Agent forum meetings were held in April and July 2018. The stated aim of these is to work together to help control and reduce waste contamination levels at privately owned communal flat blocks. Initial take-up by managing agents and landlords has been poor. There was very low representation at both meetings. The next meeting is scheduled for October 2018.
- The Council has produced a booklet to assist managing agents and landlords. It provides information and a ready reference source regarding their own responsibilities. It also contains details of general duty of care responsibilities as they relate to residents/tenants. The next Managing Agents Forum will allow time for detailed discussion and approval of the booklet. Thereafter, the booklet will be available for general release to residents and other stakeholders.

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Appendix E: Waste Management and Recycling Update



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.
- The new scheme to collect garden waste will provide householders with a further option to manage any excess garden waste that they may have.

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	July-18	Aug-18	Sept-18
Number of Veolia Contact Centre Calls	2,686	2,772	2,237
% Calls Answered (target = 95%)	97.5%	99.3%	99.6%
Average Call Waiting Time	0m:11s	0m:8s	0m:10s
Average Call Duration	1m:58s	1m:56s	2m:11s
Missed Collections/100,000	38	38	25

- From April 2018 missed collections performance has been measured against a lower figure of 32/100,000. It was previously 40/100,000 collections. Approximately 171,000 collections are made each week.
- 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 (Tables 2 and 3)

- 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 15 month period.

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Appendix E: Waste Management and Recycling Update

Table 2: Sites achieving High or Acceptable Standards – **Litter**

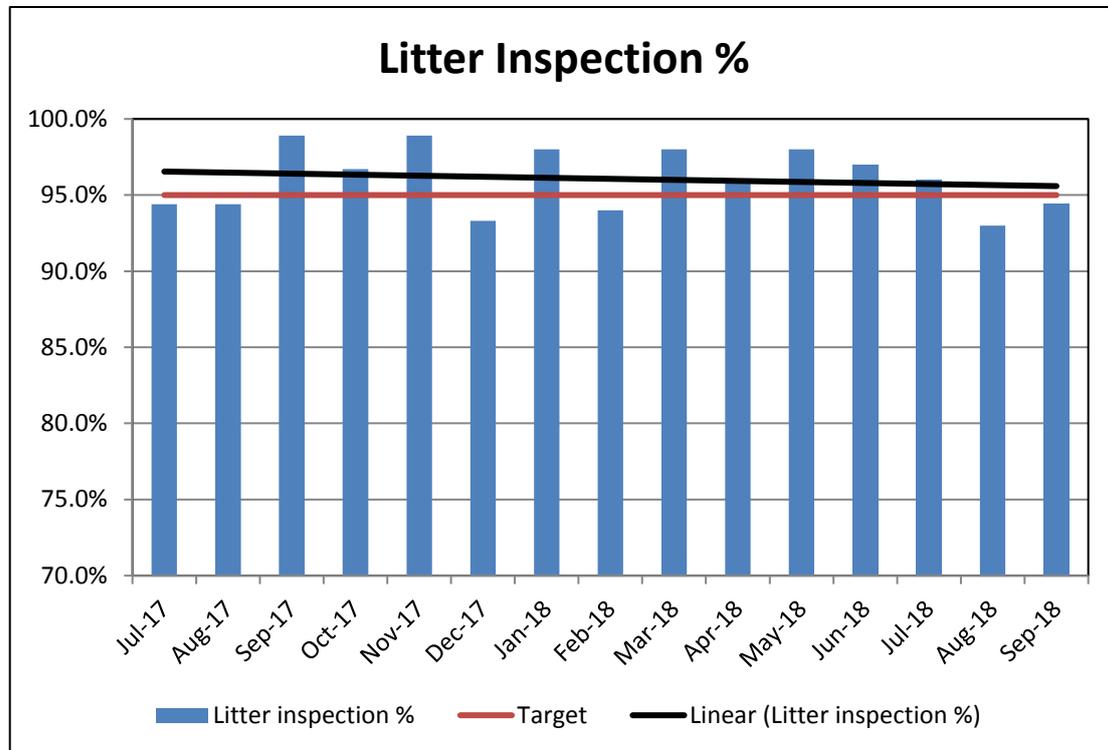
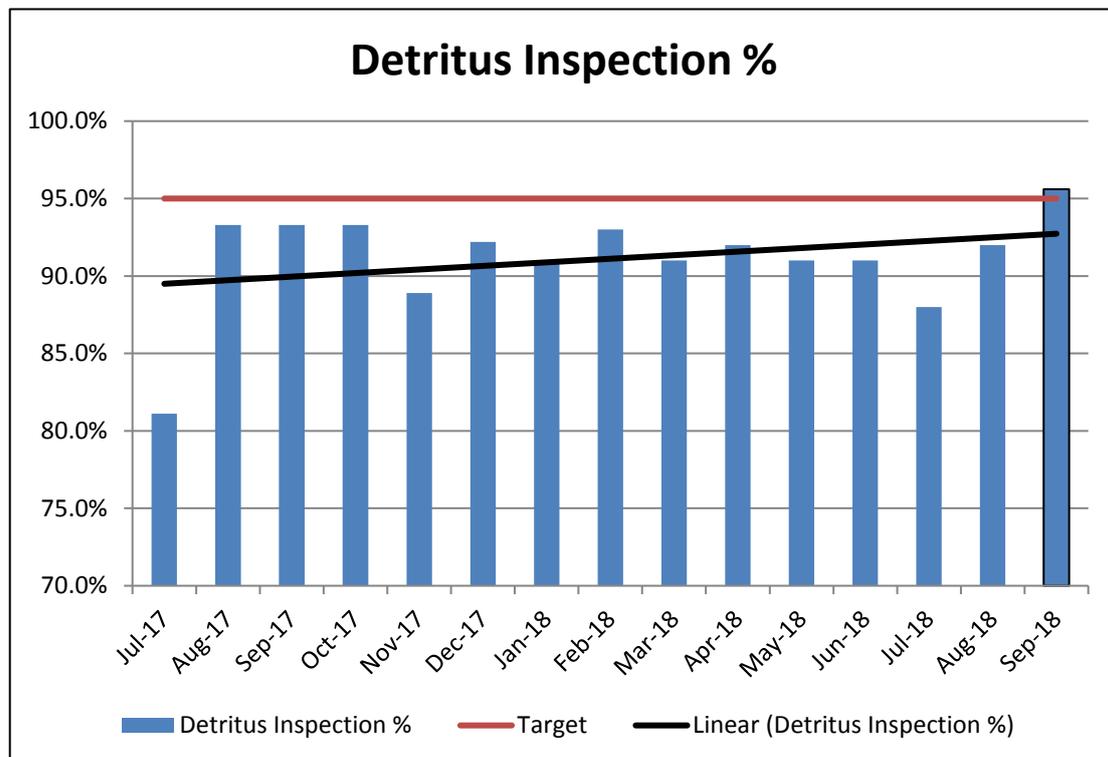


Table 3: Sites achieving High or Acceptable Standards – **Detritus**



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Appendix E: Waste Management and Recycling Update



- Street cleansing performance for litter (see Table 2) is below target over the quarter, but above target for the 12-month period. The average 12-month performance level is 96%, which is above 95% target. The Council and Veolia have noted the negative (decreasing) performance trend, particularly over the July to September quarter.
- Management of detritus is still consistently below target. The performance trend however, remains positive (see Table 3), indicating steady progress towards achieving the target.
- 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.
- These standards also extend to rural roads. However cleansing response times are generally reduced in line with the relatively reduced intensity of use of these roads. Grade B is an acceptable minimum standard for litter and detritus on un-kerbed road channels in rural roads.

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Litter and Refuse

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

Detritus

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

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Appendix E: Waste Management and Recycling Update



Deep Clean Programme

- The 'Deep Clean' programme introduced in November 2017 will be repeated in October 2018. 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.
- The list of roads scheduled for treatment is shown below.

No.	Ward	Road	Date
1	Clarence	Royal Road	15/10/18
2	Clarence	Townsend Avenue	15/10/18
3	Clarence	Clifton Street	16/10/18
4	Clarence	Harlesden Road	16/10/18
5	Clarence	Sandfield Road	17/10/18
6	Ashley	Dellfield	17/10/18
7	Batchwood	West View Road	18/10/18
8	Clarence	Glenferrie Road	18/10/18
9	Clarence	Blandford Road	19/10/18
10	Sopwell	Ramsbury Road	19/10/18
11	Batchwood	Cannon Street	22/10/18
12	Clarence	Cavendish Road	22/10/18
13	Clarence	Essex Street	23/10/18
14	Harpenden North	Masefield Road	23/10/18
15	Harpenden West	Cowper Road	23/10/18
16	Clarence	Lemsford Road	w/c 12/11/18
17	Clarence	Camp Road	w/c 12/11/18
18	Ashley	Oakdene Way	w/c 12/11/18
19	Ashley	Linden Crescent	w/c 12/11/18
20	Ashley	Willow Crescent	w/c 12/11/18
21	Ashley	Cambridge Road	w/c 12/11/18

Highways Weed Treatment Programme

- The September/October weed treatment cycle is currently underway. Information on weed treatment streets and schedules can be found on the Council's website (https://www.stalbans.gov.uk/leisure-and-culture/leisure-management-contract/Grounds_Maintenance/highwaysweeds.aspx)

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Appendix E: Waste Management and Recycling Update



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

	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct 17 to Sept 18 Total	Oct 16 to Sept 17 Total
Material Recycled/Composted (tonnes)														
Soft Mix (paper and cardboard)	533	574	507	766	491	541	541	529	489	493	490	496	6,449	6,608
Comingled Glass, Plastic and Cans	516	543	560	772	523	576	594	642	646	677	589	566	7,205	6,682
Veolia others - Textiles, Batteries and WEE	0	3	6	2	6	3	2	0	5	0	6	5	37	43
Third party others - Textiles, WEE and Dry Recyclables.	11	10	71	12	13	74	8	9	81	11	13	83	395	421
Total Dry Recycling (tonnes)	1,060	1,130	1,143	1,552	1,033	1,194	1,145	1,180	1,222	1,180	1,098	1,150	14,086	13,755
Total Garden Waste (tonnes)	1,401	870	574	462	374	412	1,015	1,585	1,797	774	748	1,291	11,301	11,367
Total Food Waste (tonnes)	452	378	451	418	367	453	375	367	462	379	349	471	4,921	4,850
Total Mec. Street Cleansing Recycling (tonnes)	130	131	91	59	113	59	109	76	99	41	79	79	1,067	1,102
Total household waste recycled and composted (tonnes)	3,043	2,509	2,259	2,491	1,887	2,118	2,643	3,208	3,580	2,374	2,274	2,991	31,376	31,073
Total residual waste (tonnes)	1,991	1,619	1,799	1,700	1,535	1,823	1,601	1,563	1,864	1,469	1,411	1,783	20,157	21,025
Total Household Waste (tonnes)	5,034	4,128	4,058	4,192	3,421	3,940	4,244	4,771	5,444	3,843	3,685	4,774	51,533	52,098
% Dry Recycling	21.1%	27.4%	28.2%	37.0%	30.2%	30.3%	27.0%	24.7%	22.4%	30.7%	29.8%	24.1%	27.3%	26.4%
% Garden & Food Waste Composted	36.8%	30.2%	25.3%	21.0%	21.6%	22.0%	32.7%	40.9%	41.5%	30.0%	29.7%	36.9%	31.5%	31.1%
% Mechanical Street Cleansing Recycled	2.6%	3.2%	2.2%	1.4%	3.3%	1.5%	2.6%	1.6%	1.8%	1.1%	2.1%	1.7%	2.1%	2.1%
% TOTAL HOUSEHOLD WASTE RECYCLED	60.5%	60.8%	55.7%	59.4%	55.1%	53.7%	62.3%	67.2%	65.8%	61.8%	61.7%	62.7%	60.9%	59.6%

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Appendix E: Waste Management and Recycling Update



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

	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct 17 to Sept 18 Total
Total Residual Waste (tonnes)	1,991	1,619	1,799	1,700	1,535	1,823	1,601	1,563	1,864	1,469	1,411	1,783	20,637
Total Dry Recycling (tonnes)	1,060	1,130	1,143	1,552	1,033	1,194	1,145	1,180	1,222	1,180	1,098	1,150	13,941
Total Garden Waste Recycled (tonnes)	1,401	870	574	462	374	412	1,015	1,585	1,797	774	748	1,291	11,922
Total Food Waste Recycled (tonnes)	452	378	451	418	367	453	375	367	462	379	349	471	4,866
Total Mec. Street Cleansing Recycling (tonnes)	130	131	91	59	113	59	109	76	99	41	79	79	1,093
Total household waste recycled and composted (tonnes)	3,043	2,509	2,259	2,491	1,887	2,118	2,643	3,208	3,580	2,374	2,274	2,991	31,822
% TOTAL HOUSEHOLD WASTE RECYCLED	60.5%	60.8%	55.7%	59.4%	55.1%	53.7%	62.3%	67.2%	65.8%	61.8%	61.7%	62.7%	60.9%

	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct 16 to Sept 17 Total
Total Residual Waste (tonnes)	1,976	1,656	1,587	2,145	1,583	1,619	2,045	1,671	1,601	2,086	1,519	1,538	21,385
Total Dry Recycling (tonnes)	1,073	1,194	1,292	1,441	1,019	1,192	983	1,046	1,200	1,021	1,067	1,184	13,542
Total Garden Waste Recycled (tonnes)	1,109	855	706	464	357	642	1,392	1,014	1,395	1,208	1,119	1,107	11,696
Total Food Waste Recycled (tonnes)	491	369	353	557	375	374	453	366	367	450	332	363	4,459
Total Mec. Street Cleansing Recycling (tonnes)	115	70	156	127	61	103	81	124	41	124	0	100	995
Total household waste recycled and composted (tonnes)	2,787	2,489	2,506	2,588	1,812	2,312	2,909	2,550	3,003	2,803	2,518	2,754	30,692
% TOTAL HOUSEHOLD WASTE RECYCLED	52.2%	54.2%	52.7%	43.3%	43.6%	49.8%	58.7%	60.4%	65.3%	57.4%	62.4%	64.2%	59.6%

Council Performance & Budget Summary

Appendix F: Digital Transformation Programme Update

This quarterly performance report includes an update on progress with the Digital Transformation Programme.

It covers activity over the last three months of the programme (July - September 2018).

As at the 2 October 2018, 3,141 people had registered and set up an on-line account. This is an increase of 63% on the figure reported to Cabinet in July 2018. On average 105 new people are signing up for an account each week.

Of households that have registered for an account, 27% have submitted a service request or reported a service issue. The top three service requests / issues being reported are:

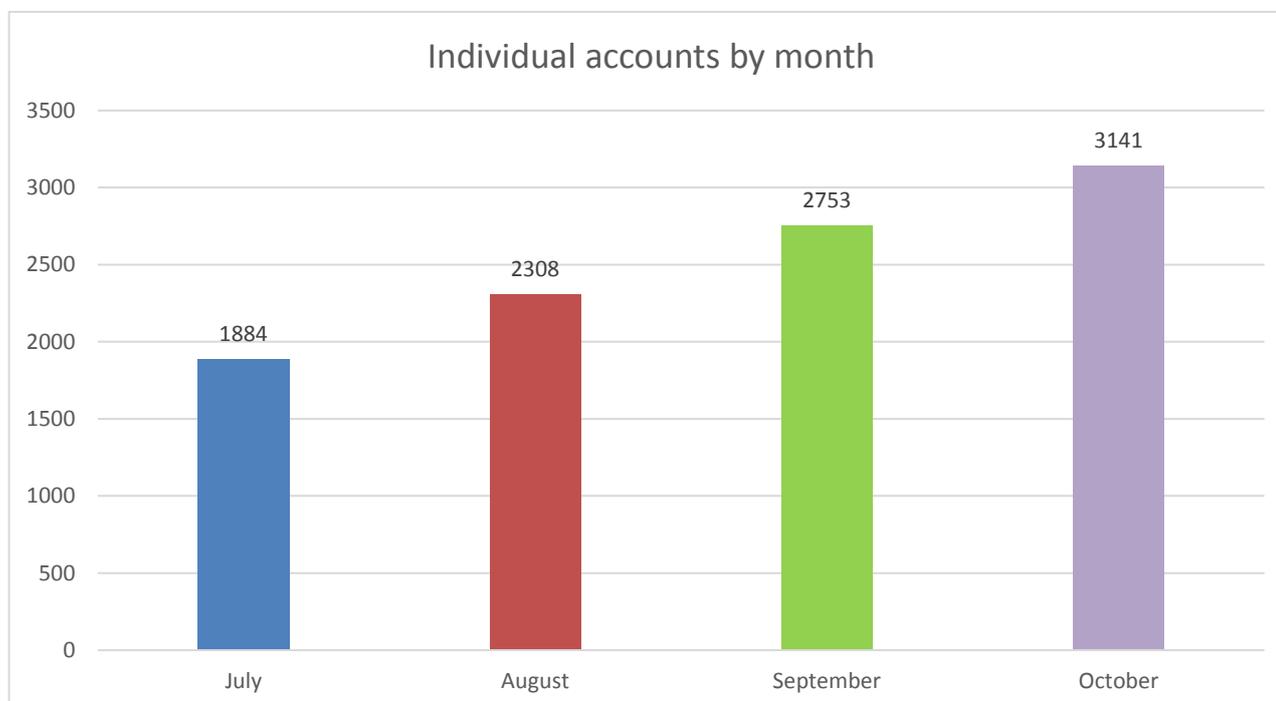
- Request a replacement food waste bin
- Report a missed food waste bin
- Request a replacement recycling bin

In addition 33% of people have subscribed to one or more of the Council's online communication - Community News; Housing Times or and Sustainability News.

41.3 % of people are using mobile devices to connect to their **'MyStAlbans'** account.

In June we launched a QR code, making it easier for people to register for an account.

The graph below shows the sign-up history for the quarter (July – September 2018)



The development priorities for MyStAlbans during Quarter 2 (July – September) were:

- Housing Self-Serve focused on rent account and leaseholder information
- Further on-line waste services such as assisted waste collections, nappy sacks, etc.
- Scoping requirements for the planned Business Account.

Council Performance & Budget Summary

Appendix F: Digital Transformation Programme Update

The table below shows progress against these deliverables

Priority	RAG status	Progress update	Next Steps
Housing Self-Serve	G	Integration with housing Orchard IT system progressing well. User testing underway to include testing by residents.	Launch online rent account information Jan 2019 to coincide with the next quarterly billing cycle
Further on-line waste services for example nappy sacks, assisted collection, clinical waste	A	Delays by Veolia in progressing changes to the way data is held against property records in the Veolia Echo system which enables customer self-serve. Data changes are now underway but delay has pushed back launch of additional waste on-line services by three months (original launch was scheduled for September).	Veolia system changes completed and further on-line waste service will be launched December 2018.
Scoping requirements for Business Account	G	Initial scoping exercise completed and being reviewed.	Review of requirements completed and decision made on whether to proceed with development of on-line Business Account.

Marketing and communication

Short animated promotional videos have been developed with the University of Hertfordshire. Since the launch of our social media campaign in early August, 8,759 people have watched these videos (at least 10 seconds). The advertisements are targeted to Facebook users in a tight geographic area from the centre of St Albans. The recent growth in sign-up rate corresponds to the launch of this campaign.

Customer Services continue to promote the benefits of signing up for an online account. Staff from Customer Service will be attending the Older Peoples event on 17 October to promote the account and help people to sign up.

Digital Transformation Budget

There is no change in the budget figures reported to July Cabinet. £56k remains uncommitted and available from the original 'pump priming' investment of £487k* to support the remainder of the current Digital Transformation Programme.

Council Performance & Budget Summary

Appendix F: Digital Transformation Programme Update

Measures of Success

The table below shows progress against the full set of indicators for each of the three key measures with baseline data where available.

Measure	Target Q2	Actual Q2
Number of households signed up to an online account	2,808	2,462 *
Households signed up - designated themselves as council tenants	N/A **	241
Number of individuals signed up to an online account	N/A	3,141
Number of services available online through MyStAlbans online account	19	19
Number of linked online accounts as a result of MyStAlbans sign up	N/A	128
Number of transactions on MyStAlbans	N/A	1,131
Number of visitors to MyStAlbans	N/A	3,258
Number of services online versus offline	See comment below	
Number of households signed up that have used a service	N/A	673

User satisfaction (as percentage)	90%	60% - Based on STAR Rating of 1 -5 from 10 people. Average STAR Rating is 3 STARS
Transaction completion time (seconds)	N/A	172
Uptime	99.99%	99.63%

**People can register for an account without recording an address. Currently there are 679 online accounts registered without an address. These have been excluded from the household count figure of 2,462.*

*** Where targets have not currently been set, trends are being tracked to understand user behaviour and help inform marketing and communication activity. Where appropriate, targets will be set in due course. For example, target for percentage of council tenants signed up once housing self-serve is launched in Q4.*

As reported to July Cabinet initial targets have been developed for the following areas:

- Services available via on online account - target 23 services by 31 March 2019
- Services available online versus offline – target 85% of council services available for customers to self –serve.

For households that have signed up to an account and have used a service, trends are being tracked to identify service performance issues or areas where we are seeing repeated customer feedback.

In addition to the above measures, we aim to reduce the volume of generic emails sent to the Councils 'Contact Us' email address by 20% by the end of March 2019.

Around 300 emails per month are sent to the generic 'Contact Us' email account and cover a range of issues from parking to pot holes. Workflow processes are being developed, which enable customer self-service and ensure queries are directed to the right person first time.

Council Performance & Budget Summary

Appendix G: Enterprise Zone Update



Background

The aim of this half yearly report is to update on specific strands of the work relating to the delivery of the Enviro-Tech Enterprise Zone (EZ).

The Enviro-Tech Enterprise Zone is a major development project involving Hertfordshire Local Enterprise Partnership (LEP), Hertfordshire County Council (HCC), Dacorum Borough Council, and St Albans City and District Council. The area spans locations in St Albans District and Dacorum and is expected to create between 8,000 and 12,000 new jobs in the next 25 years. Its aim is to support and develop the existing enviro-tech sector in West Hertfordshire. It will also attract new green technology businesses and investment to the area with a focus on the enviro-tech sector.

The Enviro-Tech Enterprise Zone is a multi-site EZ. The major sites are adjacent to each other at Maylands Business Park to the east of Hemel Hempstead and close to junction 8 of the M1. The Building Research Establishment (BRE) and Rothamsted Research are also part of the EZ through their innovation centres. The EZ will offer high quality and flexible employment space for start-up and space that will enable companies in the green technology sector to grow.

Expected outcomes include:

- 61,000 sq. m of employment floor space by 2020
- Between 8,000 and 12,000 new jobs in the next 25 years
- Transport improvements through Maylands Growth Corridor Study and M1 Junction 8
- Improved residential & commercial area connectivity
- Inward investment opportunities in the green technology sector

Enviro-Tech Enterprise Zone Sites

Sites	Jobs created to date (October 2018)
Land East of Hemel	
Maylands	24 new jobs 120 construction jobs
Rothamsted Research	21 new jobs
The Building Research Establishment (BRE)	

Marketing and Inward Investment

- **Marketing and Inward Investment Plan**
Several strands of the marketing strategy and a marketing plan are underway. Branding and website development work has begun and a targeted strategy for attracting future occupiers is developing well. Branding will be in place by the end of 2018 and the website will be complete by March 2019 for a market launch in early March 2019.
- **Sector propositions and sales planning**
A sales planning workshop is planned for November. High level marketing messages are being drafted with sector input and tested for relevance with sector audiences. Department of Trade and Industry (DiT) are advising on global audiences.

Appendix G: Enterprise Zone Update

Transport

The project team is exploring ways to accelerate delivery of critical road infrastructure improvements. This will aim to help alleviate existing congestion and enable development of all of the Maylands EZ sites. The major road infrastructure schemes to improve road access around M1 Junction 8 and Breakspear Way, are detailed in the Maylands Growth Corridor Study (MGCS). These are being progressed through the Hemel Garden Community board. The requirement for a Multi Modal Transport Interchange (combination of different means of transport) in the Maylands area is also being progressed through the Hemel Garden Community board.

Work is beginning on a new pedestrian crossing on the A414 Breakspear Way, close to the Prologis Park development, and on development of the quietways routes. Both schemes were identified in the MGCS and will improve pedestrian and cycle access to and around Maylands.

The previous “Maylands on the Move” area wide travel plan is being revised and updated. This will create a current framework to capture and progress other travel improvements. This is essential if the EZ is to achieve its job delivery aspirations. This includes improvements to existing bus services to and around Maylands, particularly connecting Maylands with Hemel Hempstead railway station. A bike hire scheme is being explored with HCC (in relation to their imminent framework tender). In addition, new technology led ‘on demand’ services are emerging. These involve smaller numbers of users being able to access flexible bus services and car share schemes more easily and frequently through the use of apps.

The travel plan will include targets for modal shift. Methods will be explored to encourage uptake of new and improved sustainable travel modes by existing employees at Maylands and EZ future employees.

Sustainability

BRE has undertaken sustainability work, and recommendations will be available in the autumn.

Low Carbon business models are also being explored to encourage future occupiers to adopt low carbon business operations.

Digital Infrastructure

The EZ aspires to offer outstanding digital connectivity and not just superfast broadband. It aims to encourage private sector investment in ducting and fibre networks. This will enable at least gigabit connectivity to premises and open access networks for full occupier choice on network provider. It also aspires to encourage the private sector to provide 5G and Internet of Things networks. Soft market testing was undertaken in July, involving seven companies operating in the network and service provision space. This market testing brought forward significant market interest in investing in the EZ and wider Hemel Garden Community area. A recommendations report is due in the autumn.

Skills Plan

The EZ will need a comprehensive and targeted skills plan. Support will be required from partners to define and implement an effective skills strategy. Further work will be undertaken in this area later in the financial year when additional resources become available.

Offsite construction will need a specific skills plan which will require further investigation.

Council Performance & Budget Summary

Appendix G: Enterprise Zone Update



Innovation and Networks

The innovation and networks aspects of the EZ are focused around collaboration between enviro -tech companies and BRE, Rothamsted and University of Hertfordshire. The Green Triangle (www.thegreentriangle.org) will lead this collaboration and will connect existing Hertfordshire businesses and future EZ occupiers with these institutions to promote local innovation.

For further information on the Enviro-Tech EZ contact:

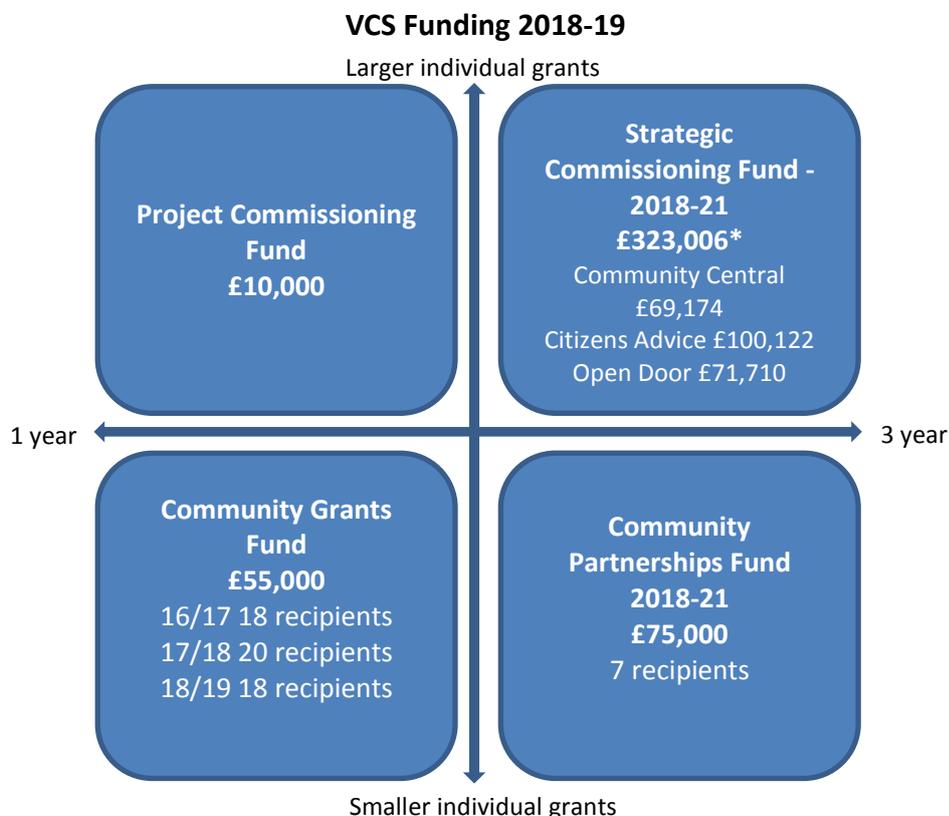
Cherie Norris
Enterprise Zone Programme Manager
cherie.norris@hertfordshirelep.co.uk

Council Performance & Budget Summary

Appendix H: Grants Funding Update

Voluntary and Community Sector (VCS) funding update for 2018-19

The diagram below summarises the VCS funding in 2018-19



*includes £82,000 in kind to the CVS and Citizens Advice associated with office accommodation within the HUB at the Civic Centre.

In 2018/19, £463,006, including £82,000 in kind, has been allocated for voluntary and community sector funding. To date, £451,359 has been awarded to various organisations and projects. This includes £74,480 of the Community Partnerships Fund, and £53,873.25 of the Community Grants Fund. Officers are working on the allocation of the remaining funding.

Strategic Commissioning Fund (SCF)

All three organisations supported by the Strategic Commissioning Fund have submitted their annual report for the third year of their three-year funding agreement. All have performed well against their Service Level Agreements (SLAs). Quarterly monitoring meetings have ensured that officers are well informed of successes and challenges during the year.

Citizens Advice

Council Performance & Budget Summary

Appendix H: Grants Funding Update

Citizens Advice St Albans District (CASTAD) supported clients on 7,066 occasions throughout the year, an increase of 44 from 2016/17. The top three issues presented were Benefits and Tax Credit, Debt, and Housing. CASTAD is meeting the targets set in the SLA and developing its work to meet unmet demands.

Community Central

Over 2017/18 Community Central secured £92k of external funding to run various projects for the District. It helped local groups to access funding of over £460,000, through funding advice and support. The Volunteer Centre processed 900 volunteer applications, and 426 interviews were conducted by Community Central volunteers in the Hub. The Supported Volunteering project has helped to place 28 volunteers since November 2017 who would have otherwise experienced barriers to placements. 14 local organisations are also engaged in this project.

Open Door

The Open Door Service met all the performance indicators set out in the SLA. In year 3, the service supported 144 individuals using the night shelter. The overall occupancy rate was 95% (compared to 91.3% in 2016/17 and 90.4% in 2015/16).

In 2017-18, 61.3% (86) of individuals using the night shelter moved on in a planned or positive way. In 2017/18, 383 individuals accessed the Housing Crisis Intervention Service. This is a slight decrease from 2016/17 when 435 individuals accessed the service. It remains higher than 2015/16 when 368 individuals accessed the service.

Part of the reason for the increase in numbers is an increase in individuals referred to Open Door by Community Mental Health Teams (CMHT) in Hertfordshire. This is particularly the case in St Albans. Thresholds for accommodation-based social care placements have changed in the past year. Service users with significant mental health issues are no longer meeting the threshold for bed placement and supported accommodation.

Community Partnerships Fund (CPF)

The seven organisations supported by the Community Partnerships Fund have all delivered their services during year 3 of their funding. This has included meeting with officers and providing annual reports for the Year 3 delivery programme.

2015-18 final monitoring summary

Project	2017-18 outcomes
Hightown Mother and Baby Unit	Received 17 referrals during 2017-18. The age of referral ranged from 18 to 28. During the period, 6 residents moved on from the scheme. All move-ons were considered to be positive, with 4 residents moving into permanent housing provided by the Council.
Home-Start	Supported 25 families which included 60 children with interventions lasting between three and nine months, depending on the situation and complexity of the case.
London Colney Youth Project	18 children attended each week over the year

Council Performance & Budget Summary

Appendix H: Grants Funding Update

The Living Room	Offered services to 219 clients at St Albans Centre over 2017-18 of which 115 were supported into long term recovery with a further 51 people still attending the centre
St Albans and Hertsmere Women's Refuge	48 families accommodated in emergency accommodation with 8 families in 'move on' accommodation. 12 men directly worked with and 48 given phone advice and signposting to other services. 187 women worked with on an outreach basis in the community. 42 women completed the 'understanding relationships programme' The figures are lower for this period due to recent loss of accommodation and associated disruption.
Youth Talk	Provided 2,274 counselling sessions to 237 young people related to a wide range of mental health issues. Attendance rate for the young people attending their counselling sessions was 82% for the year.
St Albans Bereavement Network	Delivered services during 2017/18 Organisation ceased provision of counselling services from April 2018.

In April 2018, the allocation of the Community Partnerships Fund (CPF) money for 2018-21 was agreed. 18 applications were received, with 7 being successful, including 3 organisations who had received Community Partnerships funding in 2015-18. Six month monitoring reports from successful organisations are due in mid-October 2018.

Community Grants Fund (CGF)

In August, the annual allocation of the Community Grants Fund was made, following applications for 28 projects from local organisations. Funding has been awarded to 18 organisations to deliver a variety of specific projects over the next year. For more information please see: <http://www.stalbans.gov.uk/communitygrants>

Community Central coordinated the application process, including advice workshops, as part of their SLA for receipt of Strategic Commissioning Funding.

Project Commissioning Fund (PCF)

Officers are currently working with voluntary and community sector organisations to identify and deliver potential projects addressing specific identified needs within the District.

The Project Commissioning Fund allows the Council to allocate funds responsively where gaps are identified in community provision of services to vulnerable people. Projects support the priorities set out in the Inclusion Strategy and align with the Council's Corporate Plan priorities, for example 'protecting the vulnerable and delivering for families'. An example relates to tackling loneliness in the District. Specific work to support reduction of loneliness and isolation was commissioned in 2017/18.

Introduction

This appendix provides an update on the gender pay data analysis and report publication planned for Quarter 3 2018/19.

This will be the Council's second Gender Pay Gap report under the new regulations contained in the Equality Act 2010.

The Council is a diverse employer and recognises the importance of equality in pay and employment as well as in service delivery. It is committed to ensuring equality at work.

This report provides data to help us to understand our pay gap including underlying reasons. It provides a basis for addressing any issues or concerns.

The gender pay gap is different to equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are of different genders.

The gender pay gap shows the difference in the average pay between all men and women in a workforce. If a workforce has a particularly high gender pay gap, this can indicate there may be a number of issues to deal with. The individual calculations may help to identify what those issues are.

The Council also conducts an Equal Pay Audit. The latest report, Equal Pay Audit – November 2015, showed positive results with no significant pay differences between men and women within the Council's pay grades. The next Equal Pay Audit will be conducted by the end of 2018/19.

Our annual Gender Pay Gap report sits alongside the Equal Pay Audit and other equality data available on our website - <http://www.stalbans.gov.uk/jobs-and-careers/equal-opportunities/>.

Background

Recent gender pay reporting legislation (<https://www.gov.uk/guidance/gender-pay-gap-reporting-overview>) requires employers with 250 or more employees to publish statutory calculations every year. This data shows how large the pay gap is between male and female employees. The deadline for public sector employers to report is 30 March each year, based on figures calculated using the snapshot date of 31 March the previous year.

Following our first publication in February 2018 (reporting 2017 data), Cabinet requested earlier consideration of the data following the snapshot date each year. It was agreed to bring an initial analysis to Cabinet at the end of quarter 2 in 2018.

Data was captured for the snapshot date of 31 March 2018 and has been analysed by an independent organisation.

The legislation identifies six metrics to be calculated and reported. These are:

1. The difference in the mean hourly rate of pay
2. The difference in the median hourly rate of pay
3. The difference in the mean bonus pay
4. The difference in the median bonus pay
5. The proportion of male and female employees who were paid bonus pay
6. The proportion of male and female employees according to quartile pay bands

Council Performance & Budget Summary

Appendix I: Gender Pay Report Update

Data Analysis and Key Changes

The tables and commentary below give the metrics and brief explanation about the context and results for the Council.

Table 1: Metrics 1, 2, 3 and 4

Difference between men and women	Mean 2018 (Average)	Median 2018 (Middle)	Mean 2017 (Average)	Median 2017 (Middle)
Gender Pay Gap	3.5%	3.2%	7.3%	6.8%
Gender Bonus Gap	55.3%	53.6%	57.3%	7.0%

The overall mean gender pay gap for the Council is 3.5% in 2018, having reduced from 7.3% in 2017. This means that male employees receive, on average, 3.5% more pay than female employees. The Council's median pay gap is 3.2% in 2018, having reduced from 6.8% in 2017. The Council's gender pay gap remains below the national public sector mean and median of 17.7% and 19.4% respectively (source: ONS Provisional 2017 Public Sector Gender Pay Gap¹).

The Council's mean bonus pay gap is 55.3% and the median is 53.6%. The Council uses performance pay in a limited way with only 37 employees (8.8% of the workforce) receiving a performance payment in the pay period ending 31 March 2018 - 24 were women and 13 were men.

Table 2: Metric 5

Proportion of employees receiving Bonus	2018 Female	2018 Male	2017 Female	2017 Male
Receiving Bonus	9.5%	7.7%	3.6%	2.9%
Not receiving Bonus	90.5%	92.3%	96.4%	97.1%

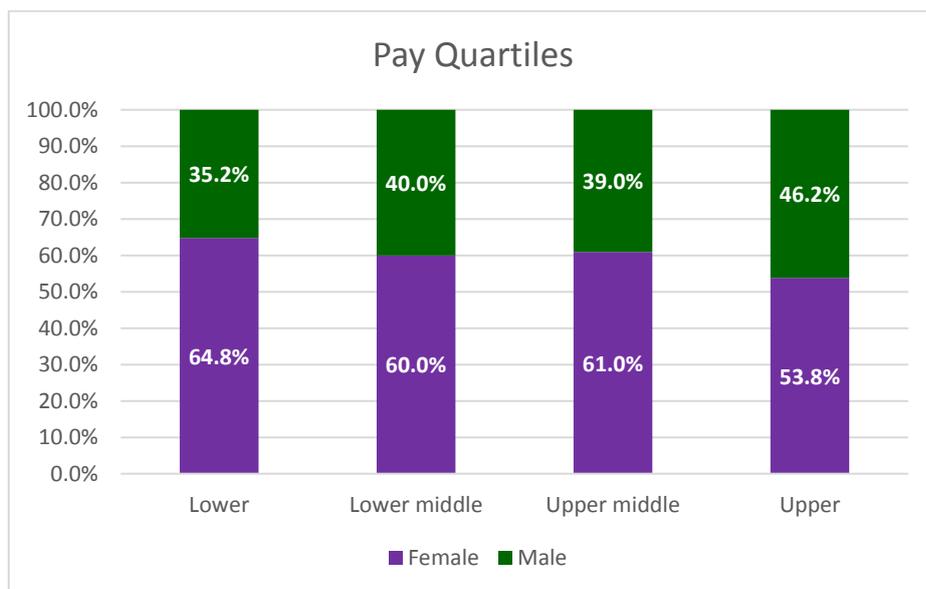
The number of employees receiving such bonus payments² has increased significantly over the last year which reflects the difficult employment market and continuing challenges in the recruitment and retention of specialist roles. The ability to offer flexible pay elements in the form of performance related bonuses has helped with recruitment in particular to some of our harder to fill senior roles.

These pay gaps do not indicate that male and female employees are being paid differently for equal work. The Council operates a robust grading structure based on a non-discriminatory job evaluation scheme. This ensures that we comply with equality legislation and provide equal pay for work of equal value.

¹ Office for National Statistics - Annual survey of hours and earnings (ASHE) gender pay gap tables

² For the purposes of this report pay locally applied as honoraria has been classed as bonus alongside performance related bonuses.

Chart 1: Metric 6



The pay quartile analysis shows that there is a significantly higher proportion of female employees in the lower, lower middle and upper middle quartiles. It is this distribution of employees that results in the small gender pay gap. However the proportion of females in the upper middle and upper quartiles has increased slightly since 2017. This has contributed to the reduced gender pay gap over the last year. The overall distribution of men and women in the Council is 40% and 60% respectively. This is a slight increase in the proportion of women over the last 12 months (43% and 57% in 2017).

The data and analyses represent a snapshot in time. The Council's demographics and gender balance will change with time as employees leave and join the Council.

Conclusion and Next Steps

The gender pay data analysis shows an increasingly positive picture. This is because there is a small and reducing pay gap in favour of men: 3.5 % mean pay gap and 3.2 % median pay gap when compared against the 2017 national Public Sector³ results of 17.7% and 19.4% respectively. This small pay gap is driven by the distribution of men and women in the organisation. As there are proportionately more women than men in lower paid roles at the Council, this results in women's average pay being less than men's average pay.

The final data analysis will be published on our website (<http://www.stalbans.gov.uk/jobs-and-careers/equal-opportunities/>) and www.gov.uk along with a short narrative report in by the end of 2018.

The outcomes and actions arising from this data analysis will be discussed with Unison.

³ Office for National Statistics - Annual survey of hours and earnings (ASHE) gender pay gap tables 2017

Staffing Levels for Frontline Services

At Cabinet in June 2018 the Portfolio Holder for Commercial & Development commented on the correlation between shortfalls in staffing levels¹ and service performance. He requested that Cabinet receive more regular information on shortfalls against staffing targets for frontline services, both in house staffing and contractor staffing. This information builds on the initial contractor staffing update received by Cabinet in September 2017 and which has been developed further for 2018/19 as requested.

The aim of this report is to:

- Identify and acknowledge stretch on staffing levels in key areas of service delivery
- Get early warning of pressure on performance levels for those services
- Highlight action to ensure proper resource is put in place to deliver

Please find attached 2 summaries:

- a. Staffing levels for Council frontline services (including both vacancy and sickness absence rates for each)
- b. Staffing levels for contracted out frontline services (including contracted hours and hours delivered)

Key points to note:

- **Commercial Programmes** team has significant capacity stretch while new posts approved by Cabinet in July are recruited to.
- **Revenues** service affected by significant long-term absence and loss of senior manager earlier this year. Review of revenues service concluded and recommendations being considered to improve resilience and ability to deliver.
- **Planning & Building Control** continuing to experience recruitment and retention difficulties across all frontline areas. Flexible recruitment practice and payment options (e.g. market supplements, bonuses) in place but does not appear to be resolving the issues in the long term. Also using talent development options to provide accelerated career progression.
- **Building Control** specifically has lost a number of senior team members which is impacting ability to deliver.

It was suggested that this information be presented regularly to Cabinet on a quarterly or rolling basis. This report covers data available at the end of the summer 2018/19 and updates will be incorporated into the performance report from quarter 3 onwards.

^[1] For the purposes of this report, frontline services have been defined as those that deliver directly to our residents, businesses and communities, and who contribute directly to the KPIs monitored by Cabinet.

Council Performance & Budget Summary

Appendix J: Staffing Levels Update



a. Staffing levels for council frontline services

The table below sets out the vacancy rates and absence rates for each of the key frontline services provided by the council directly.

Service Area	Service Team	Required establishment ² (FTE - Full time equivalent staff)	Actual establishment in post ³ (FTE filled)	Variance (FTE unfilled)	Absence Rate ⁴ % of required FTE that are absent for medical reasons	Comments/Actions
Planning & Building Control	Development Management (including Enforcement)	30.04	25.15	4.89	0%	High levels of turnover and difficulty recruiting due to limited pipeline of applicants and limited ability to compete with salaries. Currently advertising 4 vacant posts on flexible basis. Market supplement offered as part of salary package, flexible recruitment action and working with degree apprenticeship trailblazer group.
	Technical Support	11	8.11	2.89	0%	2 posts on hold pending review of service/roles.
	Building Control	12	8.44	3.56	0%	Difficult to recruit posts due to private sector competition and limited pipeline of applicants. Currently advertising 2 vacant posts and exploring temporary resources through agencies. Market supplements, salary earn back scheme and flexible recruitment in place.
	Trees & Woodlands	3	2	1	0%	Vacant post covered by casual resource.
Housing Services	Benefits	7	7	0	0%	-

² Establishment – the overall number of full time equivalent (FTE) staff employed

³ In post as at 28th September 2018

⁴ Absence rate on 28th September 2018

Council Performance & Budget Summary

Appendix J: Staffing Levels Update



	Housing Options	16.14	13.3	2.84	0%	1 post currently on advert. 1 post ready to be advertised.
	Housing Repairs	6	5	1	16.66%	Secondment arrangement in place to provide cover for long term absence. Unsuccessful recruitment for Building Surveyor post - considering options.
	Tenancy Services & Performance	29.08	25.12	3.96	0%	One post currently under offer – awaiting recruitment checks, options under consideration for two part time posts and one full time post.
Community Services	Environmental Compliance (including Parking)	15.59	10.82	4.77	0%	A number of short term secondment and development opportunities in place to provide cover.
	Business Compliance	10.21	9.51	0.7	0%	-
Commercial & Development	Museums	23.58	21.48	2.09	4.24%	Operations manager post currently out to advert. Short term absence already ended.
	Commercial Programmes	12	6	6	0%	4 new posts approved at Cabinet in July. All posts currently out or ready for advert.
	Property & Asset Management	14	13	1	6.67%	One post on hold, one covered by internal secondment. Long term absence being managed in line with policy and agency cover in place.
Finance & Legal	Revenues	14	11	3	17.43%	2 agency staff and one manager (the latter shared with another Department) providing cover for the variance and absences. Absences are being managed in line with policy. Service review conducted.
Corporate Services	Customer Services	14.86	14.28	0.58	0%	No vacant post – vacant hours across a number of part timers. Covered flexibly as required.
Chief Executive & Policy	Community Protection	3.64	3.64	0	0%	-
TOTALS (rounded)		222	184	38		

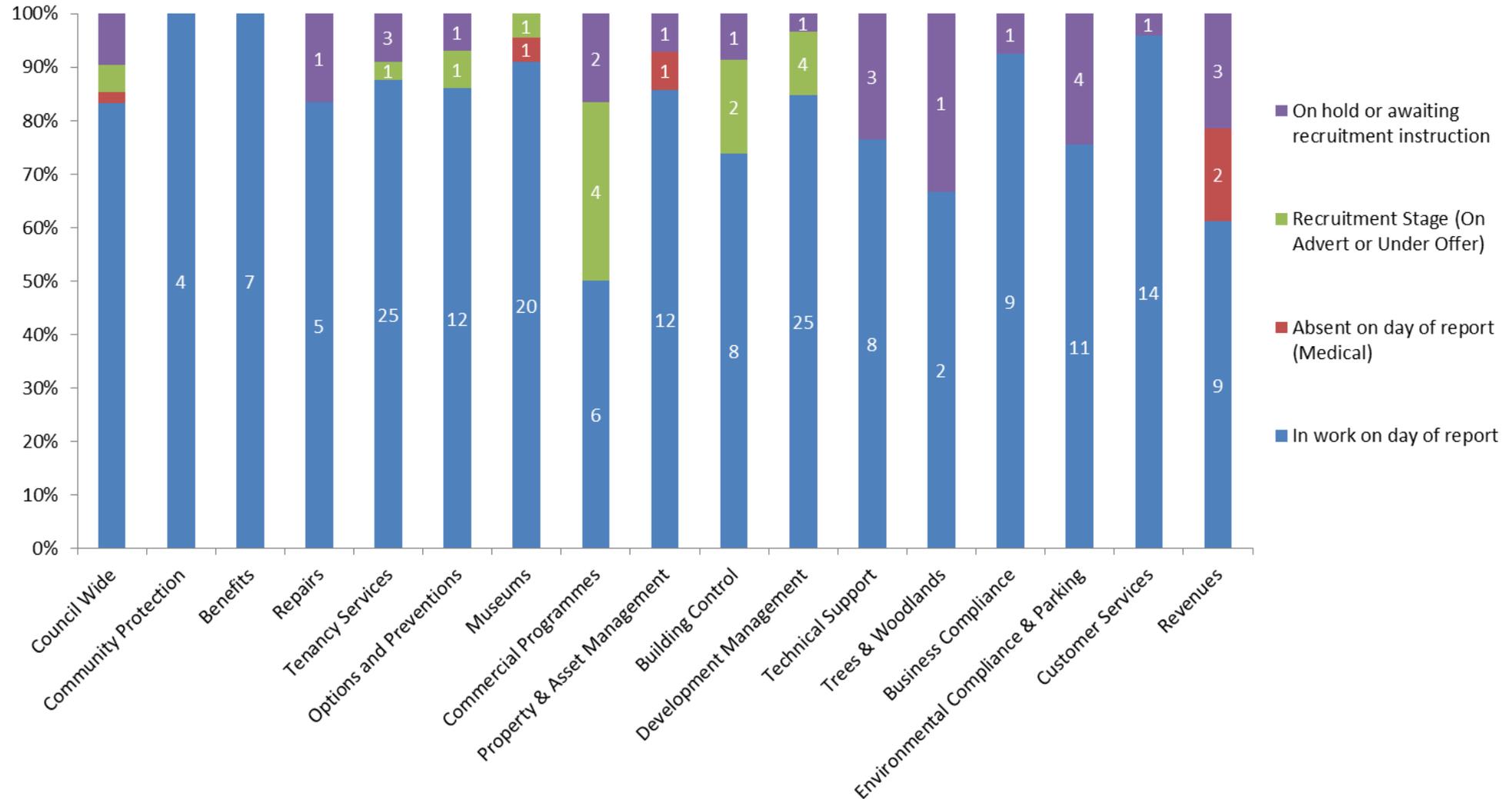
Council Performance & Budget Summary

Appendix J: Staffing Levels Update



The stacked graph below sets out the staffing levels for each of the key frontline services provided by the Council directly⁵

Current FTE Status for Front Line Services - Stacked to 100%



* All figures rounded to nearest whole number

⁵ As at 28th September 2018

Council Performance & Budget Summary

Appendix J: Staffing Levels Update



b. Staffing levels for major contracted out frontline services

The table below sets out the position for the Council's major contracts.

Contract	Contractor	Total contracted FTEs	Total FTEs (actual)	Comments
Grounds maintenance	John O'Conner	46	44	As at 02/10/18. Full time and seasonal
Leisure	1Life – Batchwood	5	5	September data. *see note
	1Life – Cotlandswick	4.5	4.5	September data. *see note
	1Life - Harpenden	10.2	10.2	September data. *see note
	SLM	10.8	10.8	July data. *see note
Parking – on street	NSL – foot patrols	20 over both patrols	8	September data
	NSL – Mobile patrols		3	September data
	NSL - other	6	5	September data
Housing Repairs	Roalco	24.8	20.8	Agency staff employed to cover vacancies. Note 7 months remaining of this contract.
Waste Management and Cleansing	Veolia (Environmental Services) - Refuse and recycling collection	61	67	As at 24/8/18
	Veolia (Environmental Services) - Street cleansing	21	20	As at 24/8/18 Short-term, seasonal variance. Situation under weekly review

* Contracted Leisure FTE numbers represent the core delivery and are covered as required by additional resource (bank of staff) to ensure the facilities are open to the public