

# Council Performance & Budget Summary

November 2016

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
  - A.i Luton Airport Response
- B. Section 106 Quarterly Update
- C. Asset Maintenance Quarterly Report
- D. Community Right to Bid – Schedule of Decisions
- E. Appraisal Mid-year Review Update
- F. Pay Policy Statement
- G. Hertfordshire Compact Update
- H. Three Year Events Programme

## Recommendations

- 1.1 That Cabinet notes the Council Performance and Budget Summary (November 2016) and its appendices.

## Housing and Planning Act

In the Autumn Statement the Government announced an expanded pilot to extend the Right To Buy for Housing Association tenants. The new regional pilot will allow over 3,000 tenants to purchase their own homes. The pilot will also test demand and trial the replacement of home sold on a one for one basis. The Government will fund the expanded pilot in full. The Government has not identified the region in which the pilot will take place.

The Government will not be requiring Higher Value Asset payments from local authorities in 2017/18.

## Sinkhole Update

Works to restore permanent utilities connections to Fontmell Close and Bridle Close took place from 4<sup>th</sup> August to 26<sup>th</sup> October in line with the planned schedule.

Following this, Herts County Council (HCC) contractors undertook works to fill in and make final repairs to the road. This began on 26<sup>th</sup> October and was completed on 29<sup>th</sup> November. The road was re-opened for use on Wednesday 30<sup>th</sup> November, as reported on BBC news. The road was formally re-opened in a short ceremony with the Mayor on Saturday 3 December.

The temporary road installed over the Heath has been fenced off. It will be removed in the spring when the weather permits. HCC has undertaken to carry out work needed to restore the Heath to its original condition. However some limited works may remain in response to earlier survey findings. We will be asking contractors to remove the pathway that we put in place as part of the initial emergency response. This should be completed in the New Year.

## Waste Contractor Recruitment

Post	Update
Heavy Goods Vehicle Driver x1	Post was temporarily filled with agency staff. The driver has now been appointed as a permanent member of staff.

Note: all operational posts are now permanent St Albans City and District Council contract staff and not being covered by staff from other contracts.

### 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
<b>R</b>	Rent arrears of current tenants as a percentage of rent due	<p>Rent arrears reduced slightly from £805,268 in October to £754,881 in November. This may be due to increased monitoring by the Tenant Services Manager as well as recent streamlining of procedures.</p> <p>There have also been low levels of sickness absence and annual leave in the team in November.</p> <p>The new court procedures for enforcing suspended possession orders (highlighted last month) are now in place. These will add a further four to six week delay to eviction referrals.</p> <p>In November we obtained nine eviction dates. Two resulted in all arrears being paid, and in seven cases warrant was stayed by the court. We have applied for 7 further evictions and expect dates for these in 2017.</p>
<b>R</b>	Number of households in temporary accommodation	103 households have been accepted as homeless from April 2016 (compared to 93 for the same period last year). This continues to put pressure on availability of temporary accommodation. The Council continues to use its own general needs stock to accommodate homeless households in the District. The Council has prepared a new homelessness strategy which is covered elsewhere on the Cabinet agenda.
<b>A</b>	Percentage of repairs completed on time	<p>Contractor staffing issues, particularly for administrative support, are still a concern. The issue of updating the Council's case management system (noted in previous performance reports) persists in spite of efforts to recruit administrative staff and provide training.</p> <p>A meeting was held in November to remind the Contractor that the performance and inputting of data must improve.</p> <p>The new subcontractor mentioned last month is being monitored by senior management at Roalco as agreed in the Quality Assurance Framework.</p>
<b>A</b>	Days to process	The target of 7 days is the national average for processing

	<b>Measure</b>	<b>Comments</b>
	Housing Benefit change in circumstances	<p>changes of circumstances for the last financial year.</p> <p>This includes periods where local authorities process a large number of changes in advance of them actually happening, through annual Council and Housing Association Rent increases. There were no such increases in in October or November, therefore performance for these months is fractionally over the annual target of 7 days.</p> <p>The average time taken to process changes of circumstances for the year to date is currently better than target at 6.7 days.</p>
R	Percentage of Council's planning decisions supported at appeal (cumulative 12 month)	<p>In November, nine planning decisions were received. Of these, five were dismissed and four allowed. This equates to 55.5% of Council decisions being supported the month, and 53% supported over the last 12 months.</p> <p>For dismissed appeals, inspectors gave considerable weight to Green Belt considerations. The allowed appeals were mostly for extensions to dwellings and one detached house.</p>
R	Parking Penalty Charge Notices issued	Civil Enforcement Officers were deployed for over 500 more hours during November 2016 than in November 2015, and 120 hours more than October 2016. The contract is now fully staffed after a period of recruitment difficulty.
R	Fly-tipping incidents	<p>Fly tipping decreased in November. This is the third month in a row that fly tipping has decreased. The majority of fly tips continue to be the size of a car boot load or less and are often found on rural lanes.</p> <p>The crews sent to clear the fly tips continue to check for evidence to support prosecutions where household waste has been deposited. Any evidence found is passed on to the Enforcement team to pursue.</p> <p>A prosecution hearing was held on 30 November where the defendant pleaded guilty. They were ordered to pay a £1,000 fine, £881 contribution to the Council's costs, £448 in compensation to the Council for waste removal and a victim surcharge of £100. This is the fifth case to be successfully prosecuted this year. Whilst the defendant did not carry out the fly tip themselves, they did not take steps to ensure the van driver had a proper waste carrier's licence. As a result, they failed to discharge their duty of care in disposing of controlled waste, contrary to section 34(1) Environmental Protection Act 1990.</p>
R	Number of missed waste collections per 100,000	<p>The number of missed collections continues to decrease as the crews continue to receive training for their on-board devices. The training means the crews are more accurate in reporting any issues during collection such as non-presentation or contamination. This in turn provides the contact centre with the relevant information to respond to resident enquiries more efficiently and advise residents on how to rectify the situation.</p> <p>Residents have also become more familiar with the service meaning there are fewer errors with presentation so crews can complete their daily work more efficiently.</p>

	Measure	Comments
		The number of enquiries to the customer service centre has also dropped steadily as the new service beds in. In November there were 3,552 calls compared to 4,175 in October and 7,466 calls in September.
R	Visits to Visitor Information Centre and www.enjoystalbans.com	<p>The number of visits to the Visitor Information Centre (VIC) and www.enjoystalbans.com is 49% higher than last month and 16% lower than November 2015. This month on month increase is in line with previous years and is linked to opening of the Christmas Market and Christmas Lights Switch-On events.</p> <p>Visits to the VIC dropped from 6,624 to 1,269 (81%) year on year. As previously reported, the change in location during the redevelopment of the Town Hall, and the reduction in services offered, are impacting on visitor numbers as anticipated. Staff continue to monitor feedback from the public about the VIC.</p> <p>Visits to www.enjoystalbans.com in November fell from 71,511 in November 2015, to 61,667 in November 2016, a 14% reduction. As reported in previous month, hits to the site have been lower than last year due, we think, to the wealth of visitor information readily available.</p> <p>The analytics software did not record visits correctly for 12-4pm on 27 November (Christmas lights switch on day). This means the real figure is likely to be higher than reported. We are unaware of any website downtime and are looking into reasons for this error.</p>
R	Museum visits	Museum visits decreased from 14,996 in November 2015 to 10,238 in November 2016. The majority of this decrease comes from the hypocaust, which fell from 8,558 visits to 4,293. The hypocaust total for November 2015 was an estimate as the counter was broken at the time which may account for part of this decrease. The relatively stable year-on-year visits to Verulamium Museum mean admissions income remains mostly unaffected.
R	All crime (in month) and Anti-social behaviour incidents (in month)	<p>The District continues to see high rates of reported crime though these have fallen in November. This is a usual seasonal change.</p> <p>The Community Safety Partnership (CSP) has been running campaigns to raise awareness of burglary and vehicle crime.</p> <p>Domestic burglary and criminal damage to dwellings have fallen. Safer Neighbourhood Teams continue to work with shops to improve security measures and enable more timely and effective responses to offences.</p> <p>We do not think the high levels of “all crime” is reflective of any particular spikes in criminality.</p> <p>Overall, reported anti-social behaviour has fallen compared to last month but risen slightly from November 2015. The rise largely accounted for by an increase in environmental offences (such as fly tipping).</p>

Measure	Comments
	<p>The CSP has submitted funding proposals to the Police and Crime Commissioner's Fund for 2017/18. The proposed projects will address:</p> <ul style="list-style-type: none"> <li>• street drinking and related anti-social behaviour</li> <li>• youth anti-social behaviour</li> <li>• domestic violence</li> <li>• modern slavery</li> </ul> <p>In addition, the CSP met on 9<sup>th</sup> December for its annual workshop to analyse the crime data and identify focus areas for the coming year.</p>

### Key

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

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

**Contact for further questions: Harry Graham, Business Analyst**  
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# Council Performance & Budget Summary

## November 2016

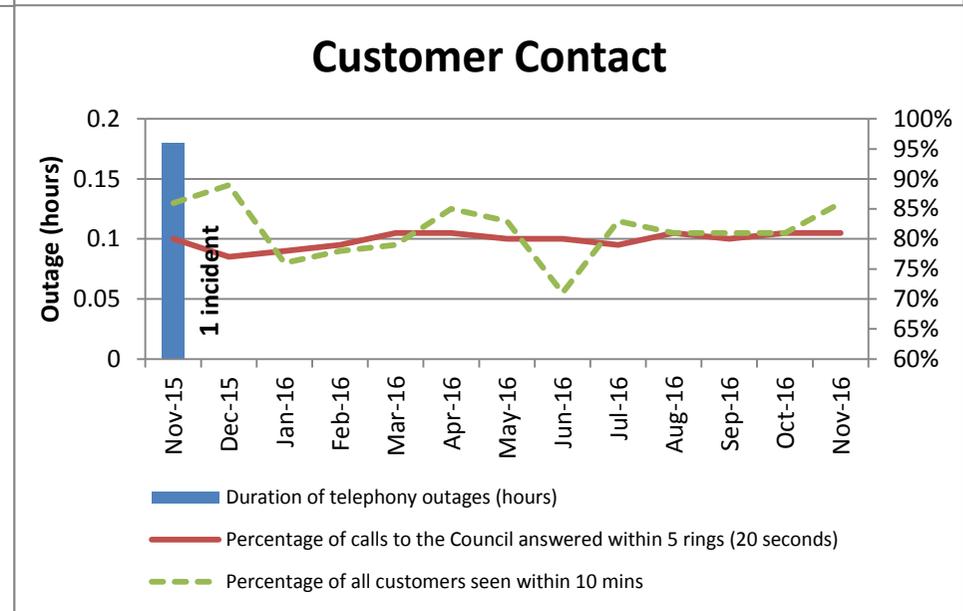
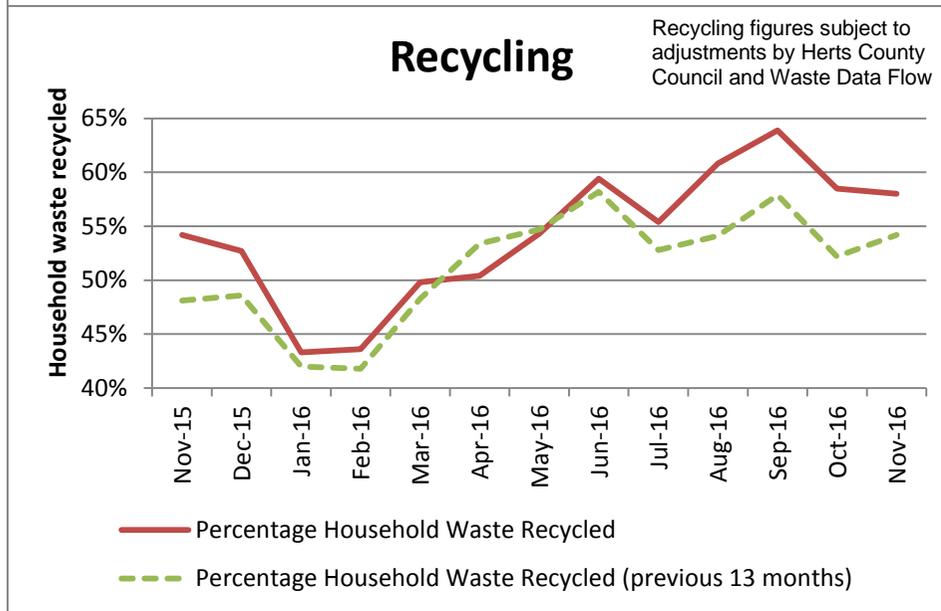
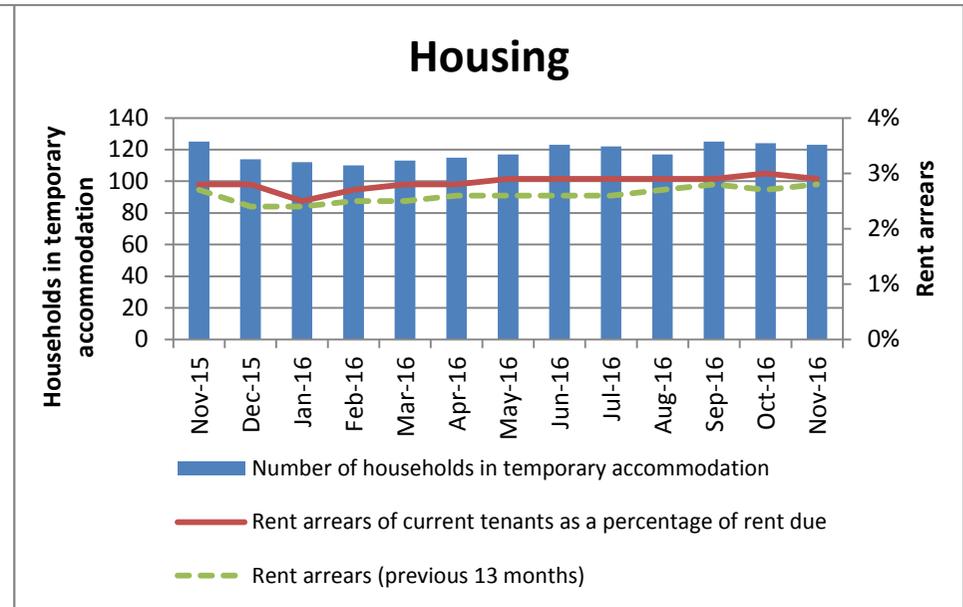
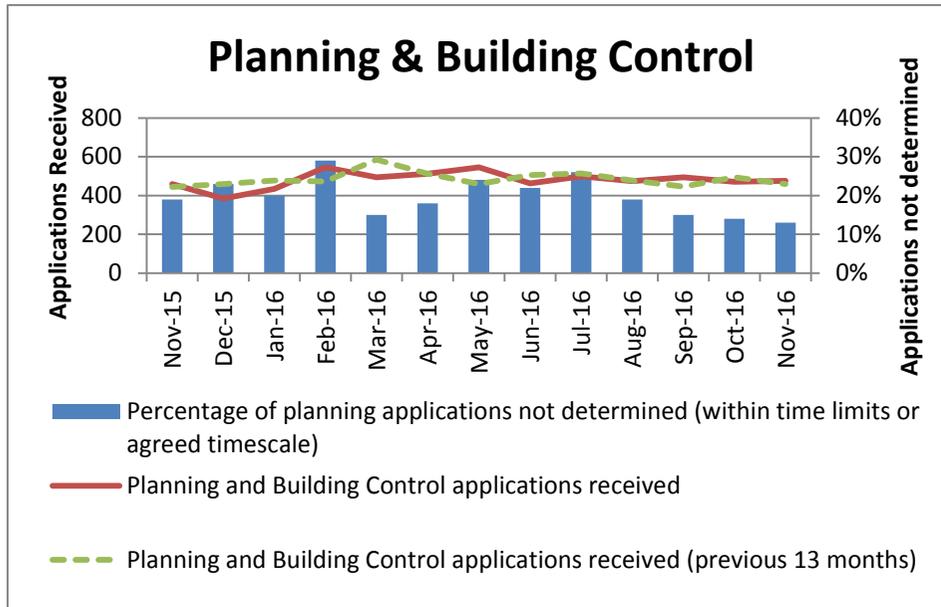


		Bigger or Smaller is Better	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	TARGET
Finance	Forecast budget variance at the year end (General fund for year in question)	Smaller	1.0%	1.3%	0.5%	0.1%	-1.0%	0.0%	0.0%	-2.0%	-1.6%	-1.4%	-1.7%	-2.7%	-3.0%	0.0%
Housing	Average time to re-let dwellings (excluding temporary accommodation) (days)	Smaller	24	23	24	24	24	26	33	24	25	24	23	23	23	26
	Average time vacant for current voids (excluding temporary accommodation) (days)	Smaller	New indicator	12	12	17	13									
	Percentage of rent loss due to voids	Smaller	1.4%	1.4%	1.4%	1.4%	1.4%	1.5%	1.5%	1.5%	1.5%	1.4%	1.4%	1.4%	1.3%	Trend
	Rent arrears of current tenants as a percentage of rent due	Smaller	2.8%	2.8%	2.5%	2.7%	2.8%	2.8%	2.9%	2.9%	2.9%	2.9%	2.9%	3.0%	2.9%	2.6%
	Number of households in temporary accommodation	Smaller	125	114	112	110	113	115	117	123	122	117	125	124	123	Trend
	Average time in temporary accommodation (weeks)	Smaller	26	27	27	28	25	28	28	27	26	24	24	23	24	Trend
	Percentage of repairs completed on time	Bigger	99%	81%	92%	91%	69%	90%	84%	89%	80%	95%	94%	90%	94%	98%
	Total number of households in receipt of Housing Benefit and/or Council Tax support	Smaller	7,139	7,104	7,035	7,044	7,038	7,211	7,039	7,047	7,054	7,048	7,007	7,001	7,012	
	Days to process Housing Benefit new claims	Smaller	22.0	34.5	30.2	27.9	32.8	26.5	29.3	26.0	26.5	27.0	28.1	20.3	17.2	23
	Days to process Housing Benefit change in circumstances	Smaller	10.0	7.6	6.1	2.4	5.5	5.4	7.1	6.6	7.3	6.0	6.9	7.2	7.2	7
Planning & Building Control	Planning and Building Control applications received (including pre-app, trees and condition discharge)		459	385	435	546	494	513	545	462	499	474	494	471	476	
	Percentage of Council's planning decisions supported at appeal (cumulative 12 month)	Bigger	61%	63%	62%	62%	61%	58%	57%	56%	54%	55%	52%	52%	53%	66%
	Percentage of planning applications not determined (within time limits or agreed timescale)	Smaller	19%	23%	20%	29%	15%	18%	24%	22%	26%	19%	15%	14%	13%	25%
	Number of planning applications at end of month that have not been determined in time	Smaller	214	233	200	184	146	162	170	134	103	77	64	44	48	150
Regulatory	Parking Penalty Charge Notices issued	Smaller	1,601	1,511	1,581	1,396	1,282	1,630	1,763	1,726	1,827	1,826	1,873	1,722	1,893	Trend
	Percentage of Parking Penalty Charge Notices paid	Bigger	86%	88%	86%	99%	87%	84%	85%	88%	86%	87%	88%	86%	84%	70%
Community Services	Fly-tipping incidents	Smaller	90	87	110	116	130	130	**	**	167	145	165	159	137	Year-on-year Trend
	Number of missed waste collections per 100,000	Smaller	12	9	11	16	11	12	**	**	81	110	172	78	58	40
Commercial & Development	Visits to Visitor Information Centre and www.enjoystalbens.com	Bigger	78,135	54,613	32,961	27,932	31,181	27,014	31,617	32,736	36,656	38,775	29,979	32,988	63,946	Year-on-year Trend
	Museum visits	Bigger	14,996	12,403	14,090	16,573	24,416	15,101	13,314	13,974	13,344	11,672	13,834	15,287	10,238	Year-on-year Trend
Customer Services	Percentage of calls to the Council answered within 5 rings (20 seconds)	Bigger	80%	77%	78%	79%	81%	81%	80%	80%	79%	81%	80%	81%	81%	80%
	Percentage of all customers seen within 10 mins	Bigger	86%	89%	76%	78%	79%	85%	83%	71%	83%	81%	81%	81%	86%	80%
External	Claimant count	Smaller	640	575	635	680	675	680	705	705	690	710	755	745	720	
	New jobs	Bigger	4,569	4,349	5,548	5,452	6,864	5,746	7,128	6,660	5,588	6,480	7,679	5,969	3,926	
	All crime (in month)	Smaller	530	536	587	556	637	627	611	639	640	648	665	706	628*	Trend
	Anti-social behaviour incidents (in month)	Smaller	200	177	211	192	221	261	295	315	361	292	280	306	211*	Trend

\* Draft figure subject to final adjustments

\*\* Verified figure unavailable

# Performance Summary November 2016



# Council Performance & Budget Summary

## Appendix A: Planning Update

### Staffing

	Post	Last month	Update
1	Senior Planning Officer (PBC019A)		Post filled – starting 9 January 2017
2	Deputy Planning Team Leader (PBC017)	Re-advertised - closing date of 14 November	4 applications received:– post offered and declined. New advert in January 2017.
3	Spatial Planning Assistant (PBC032)		Post to be advertised

<sup>1</sup> Colour coding for Staffing table: Green - post filled. Orange - post advertised

In view of the improvement, Planning department vacancies will no longer be reported to Cabinet. The Portfolio Holder remains responsible for monitoring staffing levels.

### Planning Application Performance

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

Application Type	Target	% in time November 2016	Average November 2016	Average October 2016	Average September 2016
'Out of time applications'	No more than 50 (local)	-	48	44	64
Major Applications*	13 weeks (national) 50% in time	100% in time	34.1 weeks*	15.5 weeks	19.4 weeks
Minor Applications	8 weeks (national) 65% in time	86.2% in time	12 weeks	11 weeks	11 weeks
Householder Applications	8 weeks (national) 80% in time	94.6% in time	7 weeks	8 weeks	9 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.

### Intended DCLG planning performance thresholds

The Department for Communities and Local Government (DCLG) is intending to assess the performance of local authorities in determining planning applications during the first quarter of 2017. This follows a Planning Technical Consultation which was published in February. The criteria to be used to designate a local planning authority as underperforming (i.e. performing below set thresholds) can be found in the document at the link below:

<https://www.gov.uk/government/publications/improving-planning-performance-criteria-for-designation>

# Council Performance & Budget Summary

## Appendix A: Planning Update



Measure and type of Applications	Bigger or Smaller is Better	Performance (October 2014 to September 2016)	2015 Thresholds	2017 Threshold and assessment period	2018 Threshold and assessment period
Speed of major Development (% determined in time)	Bigger	<b>66%</b>	50%	<b>50%</b> (October 2014 to September 2016)	<b>60%</b> (October 2015 to September 2017)
Quality of major Development (% overturned at appeal)	Smaller	<b>7%</b>	20%	N/A	<b>10%</b> (April 2015 to March 2017)
Speed of non-major Development (% determined in time)	Bigger	<b>76%</b>	N/A	<b>65%</b> (October 2014 to September 2016)	<b>70%</b> (October 2015 to September 2017)
Quality of non-major Development (% overturned at appeal)	Smaller	<b>2%</b>	N/A	N/A	<b>10%</b> (April 2015 to March 2017)

Colour coding for table: Green – performance above threshold.

### Strategic Local Plan (SLP) Examination Update

An Initial Hearing Session took place in the Council Chamber on the afternoon of 26 October. This was to consider whether the Council has complied with the Duty to Co-operate. At the end of November, we received the Inspector's conclusion that the duty had not been met. A verbal update will be given at the meeting.

[http://www.stalbans.gov.uk/Images/ID-7CONCLUSIONSlettertotheCouncil\\_tcm15-56449.pdf](http://www.stalbans.gov.uk/Images/ID-7CONCLUSIONSlettertotheCouncil_tcm15-56449.pdf)

### Detailed Local Plan (DLP) Consultation

The Council is continuing with its current draft Detailed Local Plan consultation which runs until Wednesday 21st December. The outcomes of this will provide valuable feedback on the proposed detailed policies underpinning the draft Strategic Local Plan.

### Crown Estate Consultation on East Hemel Hempstead Development

The Crown Estate is conducting stakeholder engagement on their proposals for this development. For the avoidance of doubt, please note this is **not** a process connected with the Council's Strategic Local Plan (SLP).

The Council has expressed its concern to Crown Estate about the timing of this engagement and the inclusion of site boundaries which do not match the draft SLP. Information about the Crown Estate's engagement can be found at:

<http://www.easthemel.co.uk/>

# Council Performance & Budget Summary

## Appendix A: Planning Update



### Significant Planning Applications and Appeals

New Planning applications	Decision/comments
<b>Land at Three Cherry Trees Lane and Cherry Tree Lane (5/2016/2845)</b>	Cross boundary outline planning application falling within Dacorum Borough Council (DBC) and St Albans City and District Council administrative areas (18.6ha in DBC and 5.4ha in SADC). The application proposes up to 600 dwellings, land for primary school, local centre uses (A1, A3, A4, A5, D1, D2), landscaping open space and play areas. It also proposes associated infrastructure and access (all matters reserved except access). The application is subject to an Environmental Statement. Applications have been submitted to SADC and DBC. The application has not been called into committee and will be considered under delegated powers to tie in with DBC's timescale.
<b>BRE, Bricket Wood (5/2016/2857)</b>	Outline planning permission was allowed on appeal in 2014 for up to 100 dwellings (ref: 5/2013/0406). The reserved matters application covering the details of the development has been submitted. The application has not been called into committee and will be determined under delegated powers by 3 January 2017.
<b>Maryland Convent and Residential Home (5/2016/2888)</b>	Following refusal of planning application ref: 5/2015/3344 by Plans Referrals Committee on 8 August 2016, a revised planning application has been submitted. It has been called into committee. It is likely to be considered by planning referrals committee in January 2017.
<b>Railfreight (5/2016/2880, 5/2016/2881, 5/2016/2962, 5/2016/2963, 5/2016/2964) 5/2016/3003, 5/2016/3004 5/2016/3005, 5/2016/3006 5/2016/3013)</b>	Eight discharge of conditions applications have been submitted. Two applications for Reserved Matters approval for infrastructure works and the built form complex have been submitted. These applications will be considered by the Planning Referrals Committee. It is likely they will come before the Committee in early 2017.
<b>Land to the rear of The Old Electricity Works, Campfield Road, St Albans (5/2016/2285)</b>	Application submitted for the construction of a five storey building consisting of nine one-bedroom and twenty five two-bedroom flats with underground parking, amenity space and landscaping. The application has not been called into committee and will be determined under delegated powers. The decision is pending.
<b>Former British Gas Land, Griffiths Way, St Albans (5/2016/3386)</b>	Outline application received 2 December.
Planning Appeals	Decision/comments
<b>Oaklands College</b>	The Inspector's report has been sent to the Secretary of State for consideration. A decision will be issued on or before 30 January 2017.

# Council Performance & Budget Summary

## Appendix A: Planning Update



### **Luton Airport**

Luton Airport has now responded to the letter from the Head of Planning which asked a number of questions following Councillor Bert Pawle's briefing on 4 August 2016. The response is attached as Appendix A.i.

Councillor Roma Mills is replacing Councillor Bert Pawle as SADC's representative on the London Luton Airport Consultative Committee (LLACC).

### **Hertfordshire Infrastructure and Planning Partnership (HiPP)**

HiPP met on 17 November, receiving presentations on Health Infrastructure and Wellbeing from NHS England, NHS Herts Valleys CCG and Hertfordshire County Council (Health Improvement Lead). There was an update on London Plan/Wider South East (WSE) engagement from Cllr Haysey (East Hertfordshire Council). Cllr Haysey represents Hertfordshire on the Wider South East (WSE) Political Steering Group.

### **London Plan**

Informal consultation for the full review of the London Plan commenced in October and will run until December. Consultation on the draft London Plan is scheduled for Autumn 2017. The Examination in Public is scheduled for Summer 2018. The proposed publication date for the Final London Plan is Autumn 2019.

<https://www.london.gov.uk/get-involved/have-your-say/all-consultations/city-all-londoners>

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

In light of the Planning Inspector's Local Plan Initial Hearing letter, future work on the EZ is being reviewed.

The boundaries of the EZ are being finalised (including omitting a site in Dacorum and adding in employment land in Spencers Park Phase 2). An audit will be carried out in December to test the financial modelling for the EZ.



22 November 2016

Mrs Tracy Harvey  
Head of Planning and Building Control  
St Albans City & District Council  
District Council Offices  
St Peter's Street  
St Albans  
Herts

Dear Mrs Harvey,

I refer to your letter dated 22<sup>nd</sup> August 2016 to the Chairman of London Luton Airport Consultative Committee, Mr Martin Routledge. I do sincerely apologise for the delay in getting back to you regarding the issues raised in your letter I shall address each of your points below;

The public surgeries are publicised through a number of channels including, on our website, through social media, posters within the relevant community public areas and on the local authority's website, through local community groups and with residents in our complaints database, the latest surgery was even on the local press. We would welcome any further suggestions that you might have.

The most recent public surgery was in Sandridge Village Hall on the 26<sup>th</sup> October 2016. The evening was very well attended with approximately 100 residents speaking to the team on the day. The public surgeries will continue with all of local communities ensuring that we provide continuous updates on our progress.

We held a conference on the 6<sup>th</sup> October 2016 for local community representatives; members of SADC were invited to attend this session. As this meeting was by invitation only, we have created a summary document (including the presentations) which is available to download on the RNAV page of the London Luton Airport Noise website.

In terms of the community sessions, the objectives are to provide local communities with an insight into the world of aviation, a better understanding of airspace, how it works and to discuss potential opportunities to reduce the disturbance caused by aircraft. At the RNAV meeting (6<sup>th</sup> October) NATS did a great job of setting the scene and feedback from attendees was very positive in this respect. We hope to deliver similar presentations through our public surgeries to try and dispel some of the myths within communities regarding the operation.

The RNAV Post Implementation Review (PIR) is likely to begin in August 2017. As you may know some operators were experiencing some technical issues when flying the RNAV route so they were removed from this. We recently had approval from The Civil Aviation Authority to implement a solution for this which will come into effect on the 2nd February 2017; the PIR will then commence 6 months after. The PIR is not a consultation process and there will not be an opportunity to provide feedback in the same way. The CAA will take into account all complaints that we receive including the location of the complaints both before and after the implementation therefore residents should continue to contact us in the usual method when aircraft are causing a disturbance.

In relation to RNP, at the time of your letter there were plans to implement a trial towards the end of 2016 but this has been put on hold. We are exploring the options of avoiding Sandridge with the RNP design but we also want to do this in conjunction with an increase in minimum altitude for the route. The document on our website provides some rough designs for RNP, at the moment RNAV is concentrating the tracks to an approximate 500m wide swathe whereas RNP has the potential to get this to less than 100m, we don't have a specific figure set to reduce the population overflow as yet, during the RNAV airspace change, the figure of 79% was taken from the outcomes of the trials we ran.

As outlined on the 6<sup>th</sup> October St Albans is located under a very busy section of the London airspace with routes from 5 different airports routing over the top. We have been working with NATS to develop some short, medium and long term options to reduce the noise disturbance for all our local communities but due to the complex structure it will take some time to understand what our full capabilities are. There is a feasibility study under way to understand how we get our aircraft much higher and as soon as we have that information we will share it with you and the communities so that we can work together to achieve this as quickly as possible.

I hope this information helps to clarify the points raised in your initial letter.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'James Dontas', with a stylized flourish underneath.

James Dontas  
Airport Performance Manager

# Council Performance & Budget Summary

## Appendix B: Section 106 Quarterly Update



Section 106 (S106) financial contributions can be secured from developers in certain circumstances, through the planning process. 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, but as yet uncommitted, committed or part spent (**see table 1 below**).
- 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, projects have been completed in the wards of Ashley (Long Acres), Harpenden North (Westfield Play Area), Park Street and St Stephens (Greenwood Park). Project funds have also been committed for Foxcroft Play Area (Cunningham).

**Table 1 – List of Contributions Uncommitted, Committed or Part Spent**

Ward	No	Received (£)	Spent (£)	Committed (£)	Uncommitted (£)	Project	RAG
Clarence	3	22,351	0	10,750	11,601	Clarence Park Ramp	None
Colney Heath	2	41,711	0	0	41,711	Alban Way (under consultation)	2017
Cunningham	2	32,529	0	32,529	0	Foxcroft Play Area	2020
Harpenden East	1	29,021	0	29,021	0	Batford Springs	2024
Harpenden North	1	113,990	0	113,990	0	Harpenden Leisure Centre	2026
Harpenden West 1	1	48,712	0	48,712	0	Harpenden Leisure Centre	2020
Harpenden West 2	2	25,784	0	25,784	0	Marquis Lane Play Area	2018
London Colney	3	77,821	0	0	77,821	Project to be identified (see note)	2021
Marshalswick North	1	1,040	0	0	1,040	Project to be identified (see note)	None
Redbourn	1	20,626	0	0	20,625	Project to be identified (see note)	2025
St. Peters	7	165,876	0	44,128	121,748	Victoria Playing Fields, play area	2018
Verulam 1	4	49,515	0	49,515	0	Verulam Park, play area	2018
Verulam 2	1	586,628	0	586,628	0	New Museum and Gallery	2023
Wheathampstead	3	114,124	0	93,724	20,400	Butterfield Rd	2019

### Notes:

- 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. This is, for example, why the Colney Heath line shows as red – one out of five contributions has a deadline of 2017.
- For wards not mentioned in the table, there are no current S106 balances.
- For wards that state a project is 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.

# Council Performance & Budget Summary

## Appendix C: Asset Maintenance Quarterly Report



### Corporate Property

Work done during last three months	Due Date	Date Completed
Council offices – replacement wooden effect flooring in basement corridors	September 2016	November 2016
Refurbishment of toilets at Ornamental Gardens Clarence Park (CNC*)	September 2016	September 2016
Town Hall – removal of asbestos from first floor (pre-contract works)	September 2016	October 2016
Rothamsted Park – renewed 2 light columns with LED lights	October 2016	October 2016
Minor refurbishment of toilets at Drovers Way	October 2016	November 2016
Long Acres Recreation Ground – additional works to toddlers play area and provision of two benches. (Note: the play area was 95% completed and usable in October but brackets from America were needed to complete the job. These were delivered and fitted in November) (CNC*)	October 2016	November 2016
Harpden Public Halls - new boiler. (Note: old boiler was beyond repair and had to be replaced in order to keep open the venue)	November 2016	November 2016
Sandridge Gate Business Centre – repainting exterior of new NHS unit	November 2016	November 2016
Council Offices – Phase 2 LED lighting to first and second floors + part ground floor	December 2016	December 2016
Bricket Road Public Toilets (adjoining the car park) refurbishment works (CNC*)	November 2016	December 2016
7 French Row – internal works	December 2016	December 2016
Civic Centre – Hydromags (lime scale reducer) fitted to cold water system	December 2016	December 2016

\*CNC = City Neighbourhoods Committee

# Council Performance & Budget Summary

## Appendix C: Asset Maintenance Quarterly Report



Upcoming Projects	Due Date
Crabtree Fields Harpenden – creation of footpath and steps to link up Crabtree Fields with the Lea Valley Walk (steps already completed; footpath under construction, but work is weather dependent)	December 2016/January 2017
Relocation of 'Leaf' sculpture from Museum of St Albans Hatfield Road to Civic Centre	January 2017
Verulamium Museum flooring	March 2017
Verulamium Park Tennis Courts fencing	March 2017
Verulamium Splash Park resurfacing	March 2017
Bricket Road Car Park, Council Offices Foyer & ground floor areas (excluding Police) – Phase 3 LED lighting	March 2017

### Housing Capital Projects

Work planned in 2016-17	Contractor	Target to 31.03.17*	Completed to 21.11.16
Gas boilers – new energy efficient boiler installation – District-wide	Watret	358	279
Kitchens – replacement kitchens, District-wide	Borras Construction Ltd	268	250
Bathrooms – replacement bathrooms, District-wide		298	203
Electrical rewires – District-wide	Penmilne Electrical Ltd (from 1.8.16)*	70	23
Electrical testing – District-wide	Penmilne Electrical Ltd (from 1.8.16)*	722	353
External re-decorations – District-wide	Bell Decorating Group Ltd	345	303
Belfry repairs (works to non-traditional properties in Marshalswick and Park Street involving repairs to concrete structures)	Mullaley	3	3

# Council Performance & Budget Summary

## Appendix C: Asset Maintenance Quarterly Report



Work planned in 2016-17	Contractor	Target to 31.03.17*	Completed to 21.11.16
Window and door replacements – District-wide	Anglian Windows	316	175
Re-roofing – District-wide	M H Goldsmith and Sons Ltd	282 Revised to 175	175

**Notes:** \* The Electrical re-wire and testing contracts started on 1 August 2016 so the target for these items is to the end of July 2017. We have found when carrying out the tests that very few properties need to be re-wired. This could impact on the number that we actually carry out over the year.

It is anticipated that other works will reach the targets by the end of March with the following exception:

Roofing – we found that fewer properties than first thought require work. The revised target reflects this. The balance of the year's roofing budget has been used on other items such as re-roofing Telford Court garages.

### Status of more complex projects

Property/ Asset	Issue	Progress/ Comments
Bridge work Luton Road, Harpenden	Works to remove foliage and repair brickwork to the bridge spanning Luton Road	This work was due to take place in Autumn 2016. However for health and safety reasons we are dependent on a Highway road closure. Herts County Council has advised us that this must be an overnight closure to reduce disruption to traffic. We are discussing the operational issues and potential timescales with contractors. We will update Cabinet at a future meeting.

# Council Performance & Budget Summary

## Appendix C: Asset Maintenance Quarterly Report



Property/ Asset	Issue	Progress/ Comments
Green Ring Cycle Route	<p>Common Land consent was granted in July 2015. Hertfordshire County Council intended to complete the remaining sections of the Green Ring route around Sandpit Lane section early in 2017.</p> <p>However the start was delayed to allow consideration of resident concerns about widening of the footpath in St Saviour's View.</p>	<p>An alternative route proposed by a resident was considered, but found not to be viable.</p> <p>We consulted extensively on the proposed route and as part of the Commons Land permission we made adjustments to address residents' concerns. Officers have discussed the issues with Ward Councillors and the Portfolio Holder and it has been agreed that we will proceed with the original route. However to mitigate concerns relating to aesthetics, we will reduce the path to 2.0m wide (rather than the 2.5m proposed).</p> <p>The works to both St Saviours View and the Pelican crossing are programmed for February 2017 with an estimated completion date of March 2017.</p>
Clarence Park replacement ramp and steps (CNC*)	<p>Delayed project to replace the decaying wooden entrance ramp and steps at the Hatfield Road end of Clarence Park.</p>	<p>The steps are used by commuters cutting through the Park to access the Railway Station. The structure also provides ramped access for wheelchair/ buggy use and to push bicycles into/out of the Park.</p> <p>The structure is made of wood and has been deteriorating over the last few years following wet and/ or cold winters. It is now at the end of its life. In order to keep it open we are carrying out 2-3 weekly inspections and making good where we can.</p> <p>The replacement works were due to have been completed in early December 2016. However when we tendered the work, the cheapest quotation for the chosen design specification was considerably more than had been budgeted. We have therefore reformed the Task and Finish Group to reconsider options and obtain costings.</p>

# Council Performance & Budget Summary

## Appendix C: Asset Maintenance Quarterly Report



Property/ Asset	Issue	Progress/ Comments
Proposed dual use Verulamium Park Bridge	Proposal to replace existing footbridge in Verulamium Park with new shared use bridge for pedestrians and cyclists	<p>In April 2010 planning permission was granted on appeal for development of the former playing fields on King Harry Lane (ref: 5/09/1349 &amp; App/B1930/A/09/2117482/Nwf). The developer entered into a Section 106 Agreement to make contributions towards sustainable transport. S106 funds were to be triggered on occupation of the 90<sup>th</sup> unit.</p> <p>A sustainable transport project was identified involving replacing the existing footbridge in Verulamium Park with a dual use (pedestrian and cycling) bridge. In January 2014 Sustrans carried out a design study seeking to link the existing footpath in King Harry Lane to the cycle provision in Verulamium Park.</p> <p>In March 2016 Hertfordshire County Council agreed in principle to allocate £350,000 towards this project. It was further agreed that St Albans City and District Council (SADC) officers will lead on the project. HCC confirmed the budget at the beginning of November 2016. We are now able to draw down on this budget by invoicing HCC.</p> <p>Although we could not start any works prior to confirmation of the budget, SADC officers have been carrying out preliminary investigations and consultations:</p> <ul style="list-style-type: none"> <li>• Stage 1 works involving initial options have been completed</li> <li>• Initial consultation with stakeholder groups has been carried out</li> <li>• Arboricultural &amp; archaeological surveys and reports are complete</li> <li>• Traffic safety audit is in progress</li> <li>• Pre-consent meetings have been held with Historic England to discuss project options and to seek their agreement in principle to the project</li> </ul> <p>It is anticipated that the design, consultation and consents phase will be completed by the end of March 2017. Tendering and construction works will follow during Spring and Summer 2017.</p>

# Council Performance & Budget Summary

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



Asset name	Owner	Nominated by and date	Recommended Decision & Date	Reasons	PH Approved/ Date of Final Decision
Rose and Crown, 10 St Michaels Street, St Albans	Punch Partnerships (PML) Limited	South Herts Branch of the Campaign for Real Ale (CAMRA) 26.01.16 (valid date 19.08.16)	That the asset is Listed 23.11.16	<p>The primary use of the asset, now or in the recent past, furthers or has furthered the local community's social wellbeing or interest. The pub is welcoming and friendly with a very traditional pub feel.</p> <p>Many of the reasons for nomination listed by CAMRA were noted during our inspection, including:</p> <ul style="list-style-type: none"> <li>• a darts team playing (and apparently successful) in a local league;</li> <li>• signs up in the pub offering board games;</li> <li>• a TV – though not showing sky games, the bar manager told us that they always show major terrestrial channel sports events;</li> <li>• children and dogs welcome in the pub/ beer garden (there were dogs' water bowls and apparently the pub serves Sunday lunch for dogs). There was also evidence of a child's high chair and toys available for them to play with in the beer garden;</li> <li>• the pub hosts quiz nights, has notices for music events (a Christmas carol concert), festive opening times with free nibbles;</li> <li>• a pub menu;</li> <li>• the manager advised us that there are occasional music nights and the pub is a focal point of the St Michael's Folk Festival;</li> <li>• there was a wall of photographs of customers enjoying themselves in the pub.</li> </ul>	23.11.16

# Council Performance & Budget Summary

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



### Recent Valid Nominations awaiting a decision

Asset name	Owner	Nominated by and date of valid nomination
N/A		

### Reviews/ Appeals

Asset name	Owner	Date of Review/ Appeal	Decision & Date	Reasons/ Comments
The Red Cow PH	Paratrend Ltd	On-going – no hearing date necessary	TBC	The Head of Legal and Democratic Services is considering the submissions and will make his decision (in consultation with the Leader of the Council) in due course.
Bedmond Fields, Bedmond Lane	Banner Homes Limited	Application to the Court of Appeal for leave to appeal to that Court was lodged on 15.07.16	Decision awaited on whether leave to appeal to the Court of Appeal will be granted.	Following the Upper Tribunal's decision not to grant leave to appeal to the Court of Appeal, the asset remains listed. However the owner is now seeking leave from the Court of Appeal to appeal to the Court of Appeal. The Appeal has been confirmed as being lodged on 15 July, but no decision has yet been made.

# Council Performance & Budget Summary

## Appendix E: Appraisals Update



### Mid-year Appraisal Completion 12<sup>th</sup> December 2016

Department	Number of reviews expected	Number of reviews held to date	Signed reviews received by HR	% reviews signed-off and sent to HR
Heads of Service	8	8	8	100%
Chief Executive & Policy	16	16	16	100%
Commercial & Development	29	29	29	100%
Community Services	39	39	39	100%
Corporate Services	37	37	36	97%*
Finance	34	34	34	100%
Housing	73	73	72	99%*
Legal, Democratic & Regulatory	55	55	55	100%
Planning & Building Control	67	67	67	100%
<b>Totals:</b>	<b>358</b>	<b>358</b>	<b>356</b>	<b>99%</b>

Notes:

\*Corporate Services & Housing each have 1 outstanding review, both are currently out on Long Term Sick. Not included below.

The above list excludes **41** cases where reviews were not held due to valid reasons being given:

**22** Probation, **8** Maternity Leave, **6** Apprentices, **3** Leavers, **1** Long Time Sick, **1** Temp.

# Council Performance & Budget Summary

## Appendix F: Pay Policy Statement



### Pay Policy Statement for 2017-18

- 1.1 Under Section 38 of the Localism Act 2011, all Councils are required to publish an annual Pay Policy Statement.
- 1.2 The Pay Policy Statement for 2017-18 remains largely unchanged from the current 2016-17 version. Full Council must approve the updated version for 2017-18 before 31 March 2017.
- 1.3 Changes to the Pay Policy statement 2017-18 are highlighted in bold for ease of reference.  
  
The substantive amendment relates to the inclusion of performance pay arrangements which are currently being piloted for a few key areas.
- 1.4 The Future Shape of the Council project is a high level piece of work, which may in due course have implications for the Council's pay position and strategy. It is not clear at this stage whether the project will result in any changes needing to be made to the proposed 2017-18 Policy Statement. However, if these are required they will be reported to Full Council for approval.
- 1.5 Planning, Resources and Housing Scrutiny Committee at its meeting on 8 December 2016 considered the draft Pay Policy Statement for 2016-17. It forwarded this Pay Policy Statement and appendices to Cabinet without suggesting any changes. A draft extract from the minutes is below:

### **EXTRACT FROM DRAFT MINUTES OF PLANNING, RESOURCES AND HOUSING SCRUTINY COMMITTEE, 8 DECEMBER 2016**

The Committee considered the Pay Policy Statement 2017 – 18 before further consideration by Cabinet and Full Council.

Under Section 38 of the Localism Act 2011, all Councils had to publish annual Pay Policy Statements.

Amanda Foley, Head of Corporate Services, reported that the Policy was largely unchanged, although a pilot Performance Related Pay scheme in Building Control was under way.

The Chair welcomed the introduction of a Guide for Carers which mirrored statutory arrangements and requested its circulation. She also asked about the new Firstcare attendance management scheme referencing Mental Health Wellbeing.

In answer to a question about Life Assurance, Amanda Foley reported that this was a separate, non - contributory scheme for all staff.

### **RESOLVED**

That the Pay Policy Statement for 2017 – 18 be noted and forwarded to Cabinet before final approval by Full Council.

### **ACTION**

The Guide for Carers to be circulated to all Committee members.

**APPENDIX 1**



**PAY POLICY STATEMENT 2017-18**

**Cabinet**  
**December 2016**

# Council Performance & Budget Summary

## Appendix F: Pay Policy Statement



### Pay Policy

1. St Albans City & District Council recognises the importance of having a clear written policy statement on pay in order to ensure that employees are fairly rewarded and there is proper public accountability.
2. The Council has a Facilities Agreement with its recognised Trade Union, UNISON. This allows official Trade Union representatives to have limited periods of time off with pay to undertake specified trade union duties. A copy of the Facilities Agreement may be found at [www.stalbans.gov.uk/jobs-and-careers](http://www.stalbans.gov.uk/jobs-and-careers).
3. This Policy Statement applies to all Council employees, but not to other workers such as casuals, agency temps, etc. The provisions of this Policy Statement regarding transparency also apply to any Senior Managers who are not employees, but who provide their services under a 'contract for services'.
4. This Council does not use Zero Hours contracts for any of its employees.
5. This pay policy statement will be produced annually and will be reported to Full Council before the end of each Municipal Year (31 March). It may be amended at any time, but any changes would need to be approved by Full Council.

### Principles

6. The Council currently pays the Living Wage Foundation national rate (or more) to all of its directly employed staff, other than apprentices. (The Living Wage Foundation rate is voluntary and is currently higher than the statutory Living Wage rate set by the Government).
7. The Council uses and maintains effective job evaluation systems and procedures to provide equity and consistency in pay, whilst adhering to the basic principles of the national Local Government Single Status pay agreement.
8. All of the Council's pay and reward procedures will be developed in accordance with the relevant legislation and any accompanying codes of practice.
9. The Council acknowledges that pay is not the only means of rewarding employees for their work and will look to provide other non-financial incentives to support the recruitment and retention of high quality people. This would include, but is not exclusive to, such matters as offering flexible working, good working conditions and other benefits such as parking provision.
10. The Council ensures fair and reasonable access to appropriate learning and development opportunities to help our employees perform well in their jobs. E-learning is being used to meet statutory and mandatory training and further training is offered to help the Council meet its corporate priorities.
11. The Council offers Occupational Health services to support healthy work practices and facilitate employees with health issues that affect their work. This complements the Council's Attendance Management Policy which aims to manage any absences in a fair way and ensure a quick return to work where possible.
12. Job applications from all applicants, including former employees who may have received a severance or redundancy payment, will be considered on the basis of the evidence presented. A full and robust selection process would be followed in all

# Council Performance & Budget Summary

## Appendix F: Pay Policy Statement



cases. Former employees may also provide their services as casual workers on an 'as and when' basis to help during peak times such as elections.

### National Negotiating Process

13. The Council is part of a national negotiating process and applies the majority of the terms and conditions, which have been agreed nationally.
14. There are three separately negotiated national agreements, which apply to the Council, covering
  - Chief Executives – the JNC Local Authority Terms
  - Chief Officers – the JNC Officer Terms and
  - all other employees - NJC Green Book terms

### General Pay Policies

The following pay policies are part of national agreements unless stated otherwise and have general application to all employees.

#### Starting Salaries

15. Appointees will normally be paid in accordance with the minimum spinal column point for the grade relating to their job. However, Managers do have discretion, in consultation with Human Resources, to commence employees on a higher spinal column point. Such decisions need to be recorded along with the reasons why the Council's standard practice was not applied.

#### Progression

16. Employees normally progress through their grade on the basis of annual increments until they reach the highest spinal column point, provided that their performance is satisfactory. Annual increments may be paid from 1 April each year, subject to satisfactory performance until the maximum of the grade is reached. Payment is not applied until confirmation of satisfactory performance is provided by the line manager following the employee's appraisal.
17. Where performance is excellent, as an exception, Management has the discretion to move an employee to a higher spinal column point within their grade. However there is no discretion to extend progression beyond the relevant grade for the job.
18. The first increment may be paid six months after appointment, provided performance is improved and the starting date falls between April and September inclusive, otherwise the increment would be implemented on the 1 April. Where an employee starts work in the period October to March their first increment may not be paid earlier than six months after their appointment in line with successful completion of the probationary period.

#### Redundancy Pay

19. Entitlement to redundancy pay is fully set out in the Council's Employment Stability Policy. Any redundancy pay is calculated on the basis of an individual's age and length of service (up to a maximum of 20 years' service). The compensation and statutory redundancy payment is based on the employee's actual week's pay and the Council currently applies a multiplier of 2.2 to any statutory payment, as set out in the Council's Employment Stability Policy.

# Council Performance & Budget Summary

## Appendix F: Pay Policy Statement



### Overtime Additional Hours

20. Employees who are required to work longer than 37 hours in any week are entitled to receive the following enhancements, if they are on spinal column point 29 and below:  
Monday to Saturday - time and a half  
Sundays and Public and Extra Statutory holidays – double time (min 2hrs)
21. Part-time employees on spinal column point 29 and below will only be paid overtime when they have worked more than 37 hours. Work relating to fewer than 37 hours will be paid at plain time rates, unless they are undertaken at unsocial hours, when they would attract an overtime rate of time and a half.
22. Employees on spinal column point 30 and above who are required to work longer than 37 hours in any week are entitled to payment at their normal hourly rate or time off in lieu for exactly the amount of hours worked, i.e. there are no enhanced payments for managerial grades, unless the work has to be undertaken during unsocial hours (Between midnight and 6.00 am).
23. The Chief Executive, Chief Officers and Heads of Service are not allowed to claim overtime.
24. All overtime/additional hours must be agreed in advance by an appropriate manager and in accordance with Council policy.

### Night Work Enhancement

25. Employees at spinal column point 29 and below, who always work at night, are entitled to receive an enhancement of time and a third for hours worked between 8.00 pm and 6.00 am.

### Weekend Enhancement

26. Under the NJC Green Book, part 3 terms, employees on spinal column point 29 and below who are required to work on a weekend as part of their normal working week are entitled to be paid an enhanced rate of time and a half on Saturdays and double time on Sundays. This arrangement may be varied through local agreement. The Council has varied this arrangement for employees who regularly work weekends as part of their normal working week, whereby they will not receive an enhanced rate of pay for working on a weekend where this is part of their normal rota, in other words they are paid their usual rate of pay.
27. Employees who do not usually work on Saturdays and are on spinal column point 29 or below, when asked to work on this day, would receive the nationally agreed pay terms of time and a half.
28. Employees who do not usually work on Sundays and are on spinal column point 29 or below, when asked to work on that day would receive the nationally agreed pay terms of double their usual rate of pay.

### Bank Holiday Enhancement

29. Under the NJC Green Book terms, employees (except those covered by paragraph 30) required to work on a bank holiday, public holiday or statutory holiday are entitled to a double time enhancement for the hours worked on that day. In addition at a later date, time off with pay shall be allowed on the following basis:

## Appendix F: Pay Policy Statement

- Half day's leave would be given for any hours amounting to less than half a day
  - Full day's leave for any hours exceeding half a normal working day.
30. For those who do not usually work on a bank holiday, public holiday or statutory holiday and are asked to work, the nationally agreed pay terms mean the employee would receive double pay and time off for the hours worked.
31. Employees who regularly work bank holidays, public holidays and statutory holidays do not receive an enhanced rate for working such days as part of their normal rota. In other words they are paid their usual rate of pay.

### Split Shift

32. Employees whose normal daily duty involves more than one attendance within the same contract, with a continuous break of not less than two hours, will have their pay enhanced by 14%. An example of this is a Market Stall Erector who works two shifts, from 3.45 am to 6.00 am and 6.00 pm to 8.15 pm.

### Standby

33. Under a local agreement, an employee who is contractually required or volunteers to be available on a standby basis will be recompensed in accordance with the corporate rate.
34. The Standby payment compensates individuals for the inconvenience of being at the Council's disposal outside of normal working hours and for the limitations that this imposes upon them. When on Standby all employees are required to be fit for work and either at home or close to the District's boundaries.
35. The Standby rate is the same for all jobs as all employees' personal time is viewed to be of equal value. However, if an employee is required to leave their home, or spend more than 15 minutes in any night dealing with phone calls, the relevant overtime/additional hours rate for the job would apply.

### Professional Fees

36. This Council reimburses professional fees where it is an essential requirement of the job to be a member of a professional body.

### Car Allowances

37. Car allowances are payable when an employee is required to use their car for business use. To be an essential car user, an employee must meet at least two of the following criteria:
- Daily travel on behalf of the Council (not mileage related)
  - Weekly requirement to carry large, heavy or bulky items for the Council
  - Monthly occurrence of security or health and safety risk i.e. late night meetings or vulnerable when visiting particular locations across the district etc.
38. A list of Essential Car User posts is attached at Appendix D; this will be reviewed annually.
39. Essential Car User allowances are paid in accordance with nationally agreed rates.
40. Car mileage is paid at HMRC rates.

### Car Lease Scheme

41. Only employees, whose post is designated to be an essential car user (criteria previously listed above), are permitted to have a Council Lease Car. The Council

# Council Performance & Budget Summary

## Appendix F: Pay Policy Statement



contributes up to a maximum of £1,850 per annum (or proportional equivalent if the employee is contracted to less than a 37 hour week over a full year) towards the cost of the car lease. Costs in excess of the Council's contribution will be met by the employee. The Essential Car User Allowances referred to above are not paid to those employees who choose to have a Lease Car.

### Acting up – Undertaking the work of a higher graded post

42. An employee, who is required to undertake the duties and responsibilities of a higher graded post, may be paid in accordance with the grade of the duties and responsibilities temporarily undertaken. The amount paid will be the minimum of the higher graded post.
43. Acting Up payments for any partial undertaking of more highly graded duties and responsibilities will be calculated on a pro rata basis.
44. Any Acting Up payment ceases as soon as an employee resumes their normal duties.

### One-Off Payments (Honoraria)

45. In exceptional circumstances, if an individual is asked to take on board additional and especially onerous duties, consideration can be given to offering a one-off payment. The individual's line manager prepares a short business case justifying the payment which then needs the approval of both their Head of Service and the Head of Corporate Services.

### Market Supplements

46. Under a local agreement, market supplements are only paid in exceptional circumstances where several attempts have been made to recruit and have not resulted in an appointment.
47. All market supplements are based on relevant market pay data and all payments are reviewed on an annual basis and are amended or ceased if market conditions change.

### Performance Related Pay

48. **The Council is currently piloting some performance related pay arrangements for a few roles. Posts that have been chosen to attract this payment have been difficult to recruit, with relatively high pay rates compared to other roles and also can be subject to robust performance measures.**
49. **A team based performance pay scheme is also in place for the Council's Principal Officer Building Control team. The team receive an additional lump sum payment if they exceed their income generation target.**

### Annual Leave

50. Annual leave entitlement is related to both an individual employee's salary level and length of continuous service. The following table sets out basic leave entitlement which includes the two extra NJC statutory days, but does not include bank and public holidays.

<i>Entitlement is based upon employee's current spinal column points</i>	<i>0 – 5 years service</i>	<i>Between 5 – 10 years continuous service</i>	<i>Over 10 years continuous service</i>
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# Council Performance & Budget Summary

## Appendix F: Pay Policy Statement



Up to Scp 21	23	27	27
Scp 22 – 28	24	27	27
Scp 29 – 40	26	27	29
Scp 41 to Heads of Service	28	28	31
Chief Officers and Chief Executive	30	30	33

### Pension

51. Eligible employees may join the Local Government Pension Scheme (LGPS) in accordance with the statutory regulations of the Scheme.
52. The Council will automatically enrol employees into the LGPS pension if they have a contract of three months or more.
53. For temporary and casual workers the Council will automatically enrol them into the LGPS if the following criteria is met:
  - not currently an active member of a qualifying workplace pension; and
  - aged 22 or over; and
  - under state retirement age; and
  - earn more than £10,000 a year.
54. On the 1 November 2013, the Council implemented the changes required by the Department of Work and Pensions in relation to automatic pension enrolment.
  - All Council workers, including those workers on casual agreements, who meet certain conditions are automatically brought into the pension scheme unless they opt out, subject to two flexibilities allowed under the regulations.
  - The Council delayed automatically enrolling people who have already chosen to opt out as at 1 November 2013 until 2016.
  - The Council postpones automatic enrolment for three months when an existing worker not in the scheme meets the eligibility conditions.
55. The Council, as the employer, will contribute 16.8% for current employees as part of an overall rate of 29.3% of salary.
56. Members of the Scheme must contribute a percentage of their salary which increases for higher pay grades. The average contribution rate for employees in the current scheme is 6.5%.
57. Since 1 April 2014 LGPS pensions are based upon a career average basis rather than final salary, an accrual rate of 1/49 and a retirement age the same as the state pension scheme. Existing scheme members retain some reserved rights under the current scheme.
58. The LGPS regulations provide for the exercise of discretions that permit retirement benefits to be enhanced and every local authority is required to have a policy on how it exercises such discretions. This Council has an Early Retirement Policy to fulfil this requirement. Each case is considered on its own particular merits, but the Council will only exercise discretion in exceptional circumstances.
59. The flexible retirement regulations of the LGPS permit members to apply to draw all or part of their retirement benefits (both pension and lump sum) but carry on

# Council Performance & Budget Summary

## Appendix F: Pay Policy Statement



working, providing a minimum reduction in working hours of 25% is made and/or there is a reduction in grade. The Council will consider such an application on its merit and operational requirements, but is not required to consent.

### Occupational Sick Pay

60. Entitlement to sick pay is related to continuous service, measured in complete months or years at the start of the period of absence. Any previous absences in the 12 months before the start of any absence are deducted from the entitlement, which is in accordance with the National Agreement on Pay and Conditions of Service.

### Maternity, Shared Parental, Adoption, Paternity and Carers' Leave and Pay

61. The Council always complies with its legal responsibilities to provide statutory Maternity Leave and Pay to qualifying employees; there are similar statutory obligations regarding those wanting to take Shared Parental Leave and adoptive parents.
62. The Council also obeys the law relating to Paternity Leave, Parental Leave and Time Off for Dependants.
63. These legal obligations are shown in detail on websites such as [www.acas.org.uk](http://www.acas.org.uk).
64. In addition to meeting these statutory obligations the Council pays an additional 12 weeks' half-pay to new mothers and adoptive parents under the nationally negotiated terms and conditions for local government.
65. **The Council has summarised its support arrangements for carers in a Guide for Carers and this mirrors statutory arrangements.**

### Life Assurance

66. Under a local agreement, the Council provides free group life assurance for all permanent employees aged between 18 and 65, which currently provides a benefit on death in service of one year's salary.

### Non-Contractual Benefits

67. The Council also provides various non contractual benefits which include flexible working opportunities, child care vouchers and free access to an Employee Assistance Programme and **nurse advice as part of the Firstcare attendance management support scheme.**

## **Pay Policy Relating to Senior Officers**

68. The term Senior Officer for the purposes of this Pay Policy Statement encompasses the Chief Executive, the two Chief Officers and four Heads of Service. On occasion there is a need to differentiate between the Chief Executive, the two Chief Officers and four Heads of Service as different terms apply.

### Salary levels

69. The Council operates a bespoke job evaluation scheme to determine the pay relativities for the Council's three most senior Officers. The pay relativities for the other Senior Officers are set by the Council's Job Family Framework, which is underpinned by the Local Government NJC Job Evaluation Scheme, in line with all other Council employees.

## Appendix F: Pay Policy Statement

70. The Grade Structure for the Chief Executive, two Chief Officers and four Heads of Service are set out in **Appendix A** (as at 31 March 2016). All remuneration packages exceeding £100,000 must be reported to Full Council prior to any recruitment. This includes salary, any allowances and benefits in kind, but excludes pension.

### Chief Executive

71. When setting the remuneration for the Chief Executive, the Council will compare the salary of the vacant post with comparable salaries for Chief Executives at Councils of a similar size, type and location. Specialist reward advice will also be sought as to what would be an appropriate starting salary.
72. The Chief Executive is employed on a spot rate and this salary is increased in line with any nationally agreed pay awards provided performance is satisfactory. A further reward element of 1% over the national pay award may be given to recognise experience gained in the job and exceptional performance, but any salary growth would be capped at £110,000. Otherwise, the terms and conditions of the National Joint Committee for Chief Executives of Local Authorities are as set out in the National Agreement on Pay and Conditions of Service.
73. The Chief Executive is appraised annually by the Leader of the Council in consultation with Group Leaders.

### Chief Officers and Senior Officers

74. Salaries for the Chief Officers and Heads of Service are established by the Senior Grade structure. Starting salaries would be on the same basis as all other employees. Increments are only applied if performance is satisfactory, in line with all other employees. However unlike other employees any national pay award can be withheld following appraisal by the Chief Executive if performance is not satisfactory.

### Elements of remuneration

75. Senior Officer basic remuneration packages comprise the following elements:
- basic salary
  - pension
  - essential or casual car user allowance
  - professional fees, if this is an essential requirement of the job
  - annual leave entitlement in line with relevant terms and conditions
  - occupational sick pay
  - life assurance

### Senior Officers' Salaries - Notes

76. The Chief Executive and Chief Officers do not receive any allowances but may receive payments to compensate for costs incurred arising from their work, such as claiming for business related mileage.
77. The Head of Legal, Democratic and Regulatory Services is also employed as the Council's Returning Officer and this forms a separate contract. The Council's policy is to pay separate fees to the Returning Officer for his local election duties in accordance with a prescribed fee scale.
78. The Chief Finance Officer also receives a payment as the Council's Section 151 Officer.

# Council Performance & Budget Summary

## Appendix F: Pay Policy Statement



79. The Council does not operate a formal performance related pay scheme or bonuses for either its Senior Officers or other employees, however incremental progression for the Chief Officers and Heads of Service is subject to satisfactory performance in the same way as all other employees.

### Redundancy Payments

80. Senior Officers receive the same treatment as all other employees on resignation or termination, subject to statutory provisions and the separate National Agreements.
81. The Council has a single redundancy scheme which applies to all employees.
82. **It should be noted that the position on exit cap payments has not yet been finalised as the consultation period has been extended and it is anticipated that resulting regulations will be in force in early 2017.**

### Publication and access to information on Senior Pay

83. This document may be found on the Council's website under Jobs & careers / Pay policy / Pay policy statement 2016-17.
84. A structure chart setting out the key responsibilities for Senior Officers and their reporting lines is set out at **Appendix B**.
85. Financial data on Senior Officers' pay may also be found on the Council's website:  
Insert relevant link
86. Financial data on what has actually been paid to Senior Officers can be found in the Council's published Statement of Accounts:  
Insert relevant link

### **Pay Below Senior Management**

87. For employees below Senior Management, the Council operates a pay and grading structure. This structure has 11 grades and ranges between spinal column point 10 and spinal column point 57. The grading structure for all employees below Head of Service is set out at **Appendix C**.
88. The majority of Council jobs are paid against these grades with only a few employees having local pay conditions. These exceptions usually relate to externally funded posts.
89. The entry level salary will exclude individuals who are on government approved apprentice schemes and people on work experience who may be on less than spinal column point 10.

### Lowest paid employees

90. The definition of the Council's lowest paid employees has been based on the lowest spinal column point on the Council's grade structure plus the Outer London Fringe (OLF).
91. As at **1 April 2017**, the Council's lowest paid employees are on spinal column point 14. This amounts to an annual salary of **£16,781 plus £585** Outer London Fringe making a total of **£17,366**.

### Relationship between Highest Paid and Lowest Paid and Pay Multiples

# Council Performance & Budget Summary

## Appendix F: Pay Policy Statement



92. This Council does not have any specific pay targets based upon pay multiples. However we would not expect the remuneration of the Chief Executive to exceed or equate to the ratio the Hutton review outlined for Chief Executives i.e. that the pay of a Chief Executive does not exceed 20 times that of the lowest paid employees.
93. In the case of the Chief Executive at St Albans City & District Council the ratio does not exceed seven times that of the Council's lowest paid employees.

### Relationship between the Highest Paid and Median Pay - Pay Multiple

94. The ratio between the highest paid employee and the median pay figure for the whole of the authority's workforce is 1:4.

### List of Appendices

- A Grade Structure for the Chief Executive, Chief Officers and Heads of Service
- B Structure Chart Setting Out the Key Responsibilities for Senior Officers and their Reporting Lines
- C Grading Structure for all employees below Head of Service
- D List of Essential Car User Posts

# Council Performance & Budget Summary

## Appendix F: Pay Policy Statement



### PAY GRADE STRUCTURE –SENIOR OFFICERS

### APPENDIX A

#### 2016 - 2018

TERMS & CONDITIONS	SCP	BASIC SALARY			GRADES
		1 April 2015	1 April 2016 (1%)	1 April 2017 (1%)	
SPOT RATE NJC terms for Chief Executives See NB1 below		£101,000 Includes locally agreed performance pay	£103,030 Includes NJC and locally agreed performance pay	£104,060* *NJC award only	LOCAL CHIEF EXECUTIVE PAY
NJC terms for Chief Officers	CO20 CO19 CO18 CO17 CO16	*£84,446 *£82,823 *£81,195 *£79,572 *£77,947	*£85,291 *£83,651 *£82,007 *£80,368 *£78,727	*£86,144 *£84,488 *£82,827 *£81,172 *£79,514	LOCAL CHIEF OFFICER GRADE 2
NJC terms for Chief Officers	CO15 CO14 CO13 CO12	*£76,420 *£74,338 *£72,254 *£70,172	*£77,184 *£75,081 *£72,977 *£70,874	*£77,956 *£75,832 *£73,707 *£71,583	LOCAL CHIEF OFFICER GRADE 1

#### NB1 see above:

*THE CHIEF EXECUTIVE'S SALARY IS INCREASED IN LINE WITH NATIONAL PAY AWARD. A DISCRETIONARY 1% INCREASE TO REFLECT GREATER EXPERIENCE IN THE ROLE AND EXCELLENT PERFORMANCE IS PAYABLE AND IS SUBJECT TO ANNUAL APPRAISAL REVIEW. TOTAL SALARY IS CAPPED AT £110,000 PER YEAR. LOCAL PERFORMANCE PAY IS AGREED AT THE END OF THE PERFORMANCE CYCLE E.G. 1 APRIL 2017 HAS YET TO BE AGREED.*

\*DOES **NOT** RECEIVE OUTER AREA FRINGE OR OTHER ALLOWANCES

TERMS & CONDITIONS	SCP	1 January 2015	1 April 2016 (1%)	1 April 2017 (1%)	GRADES
NJC terms for Local Government Services	72 71 70 69	***£69,794 ***£67,663 ***£65,528 ***£63,393	*£70,492 *£68,340 *£66,183 *£64,027	**£71,197 **£69,023 **£66,845 **£64,667	LOCAL HEADS OF SERVICE GRADE

#### NOTE

\*\*\* FROM 1 JANUARY 2015 OUTER AREA FRINGE ALLOWANCE INCREASES TO £573 AND WILL ALSO RECEIVE ANY OTHER APPLICABLE ALLOWANCES.

\*FROM 1 APRIL 2016 OUTER AREA FRINGE ALLOWANCE INCREASED TO £579 AND WILL ALSO RECEIVE ANY OTHER APPLICABLE ALLOWANCES.

# Council Performance & Budget Summary

## Appendix F: Pay Policy Statement



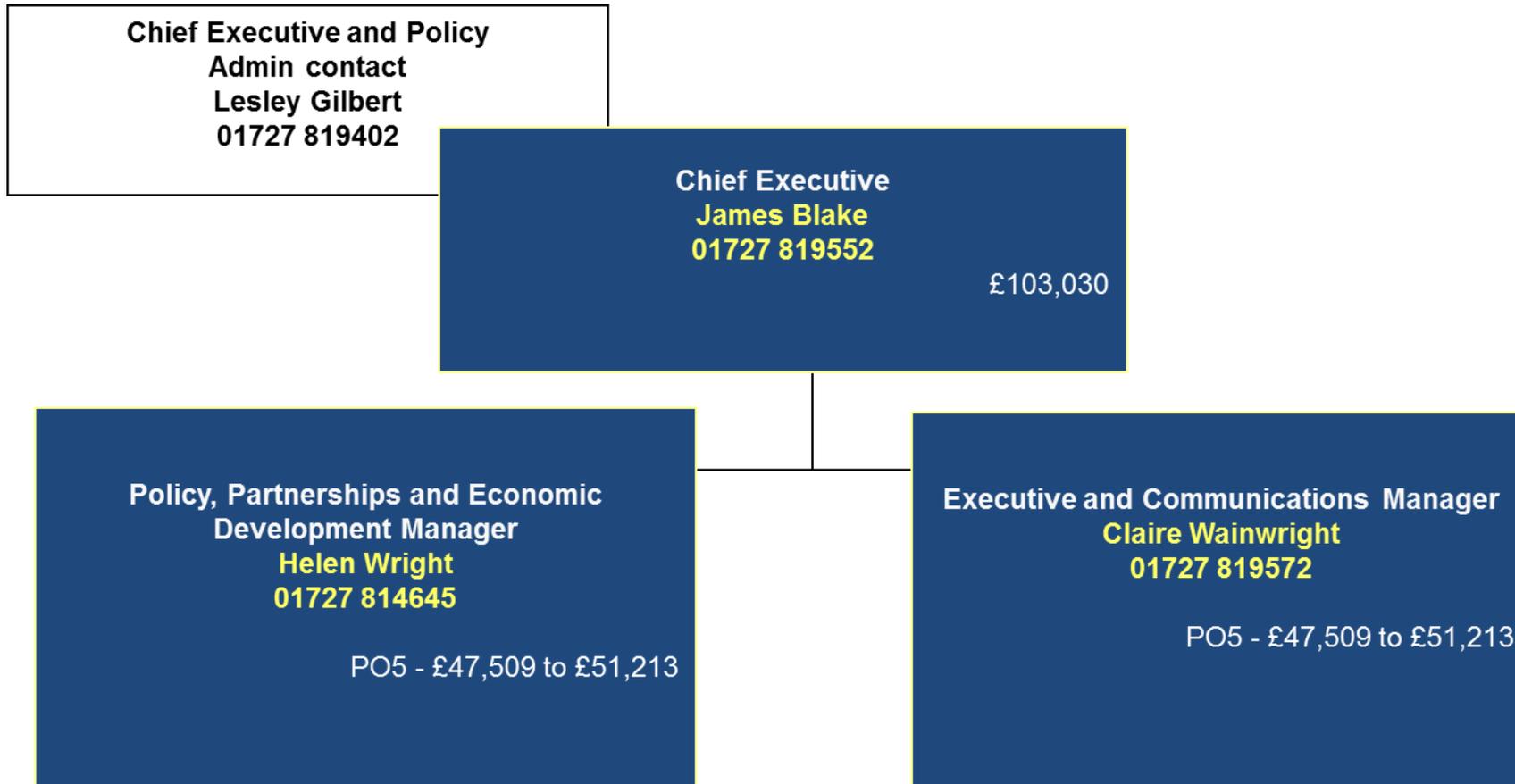
\*\*FROM 1 APRIL 2017 OUTER AREA FRINGE ALLOWANCE INCREASED TO £585 AND WILL ALSO RECEIVE ANY OTHER APPLICABLE ALLOWANCES.

# Council Performance & Budget Summary

## Appendix F: Pay Policy Statement

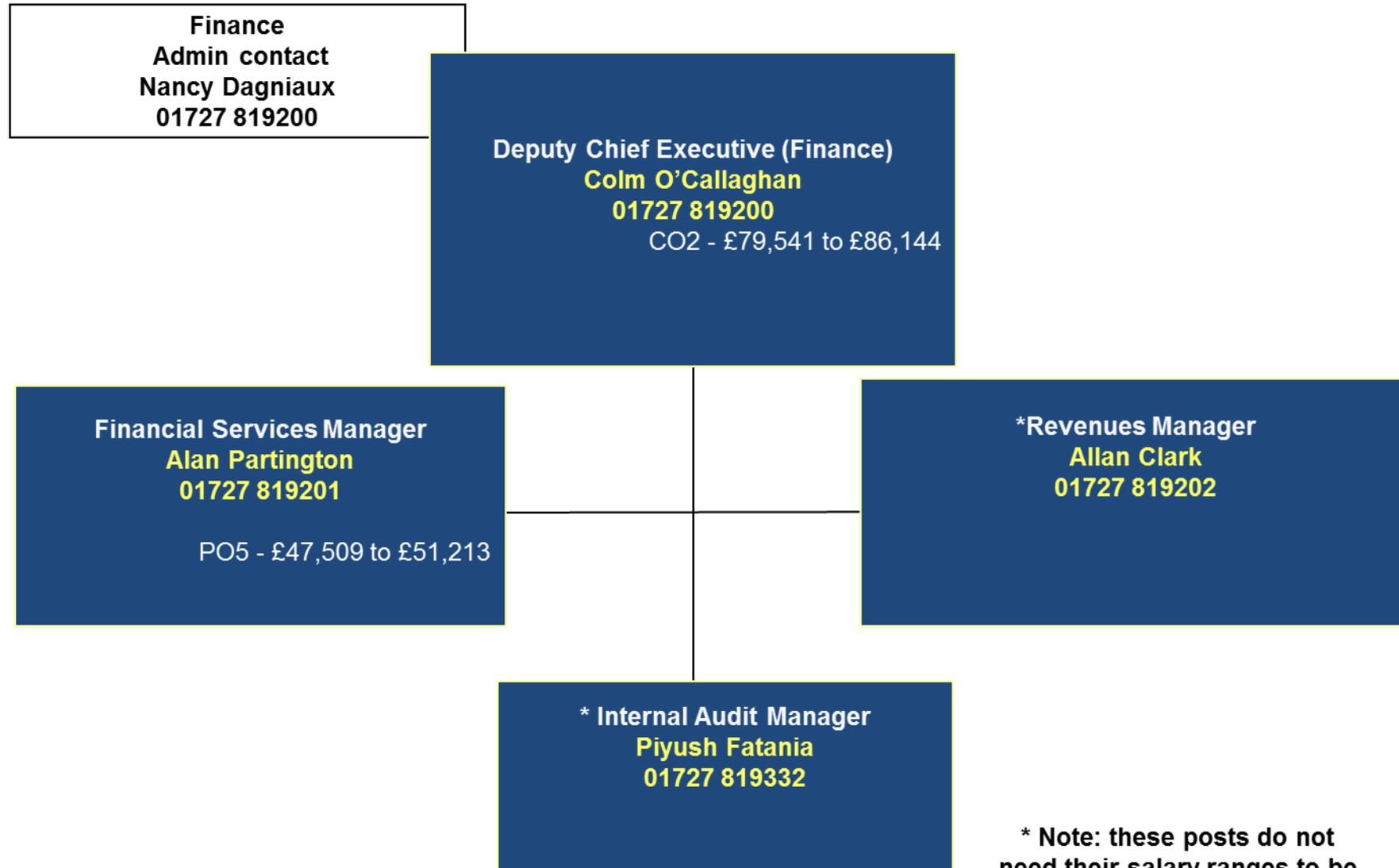
### APPENDIX B

For more detail on responsibilities visit the Council's website under Council & democracy / Transparency – departments, policies, plans and data / Council departments



# Council Performance & Budget Summary

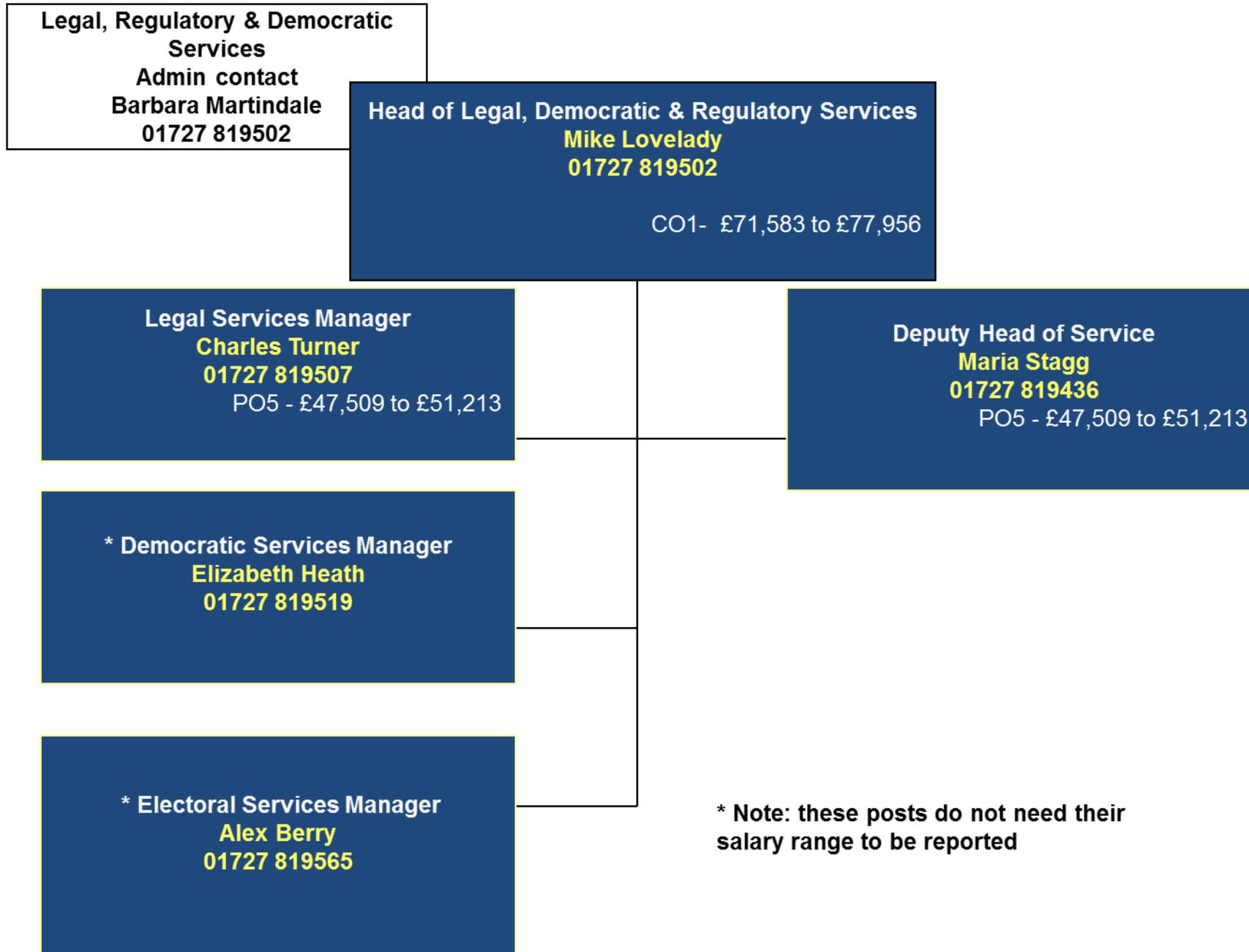
## Appendix F: Pay Policy Statement



**\* Note: these posts do not need their salary ranges to be reported**

# Council Performance & Budget Summary

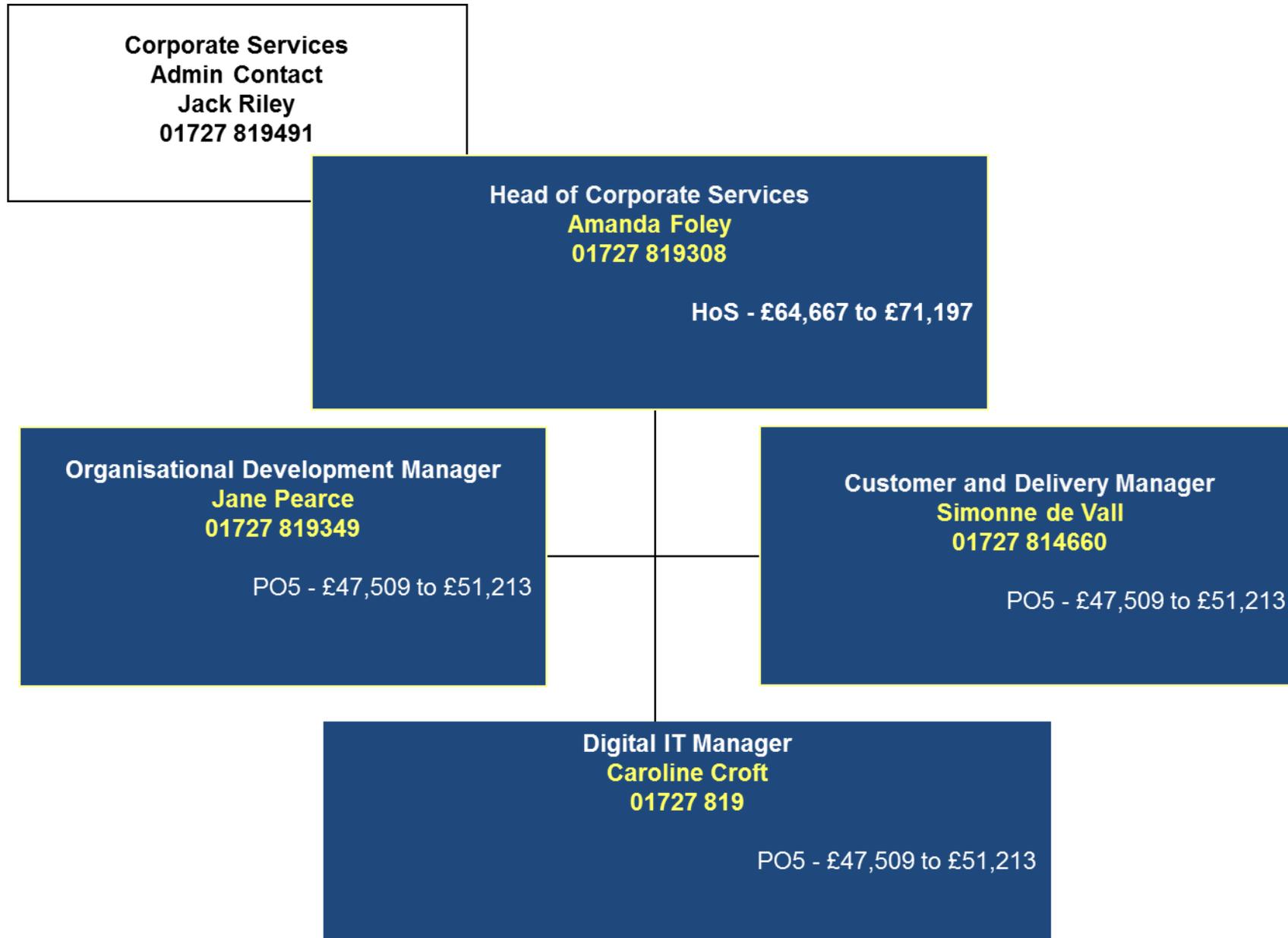
## Appendix F: Pay Policy Statement



\* Note: these posts do not need their salary range to be reported

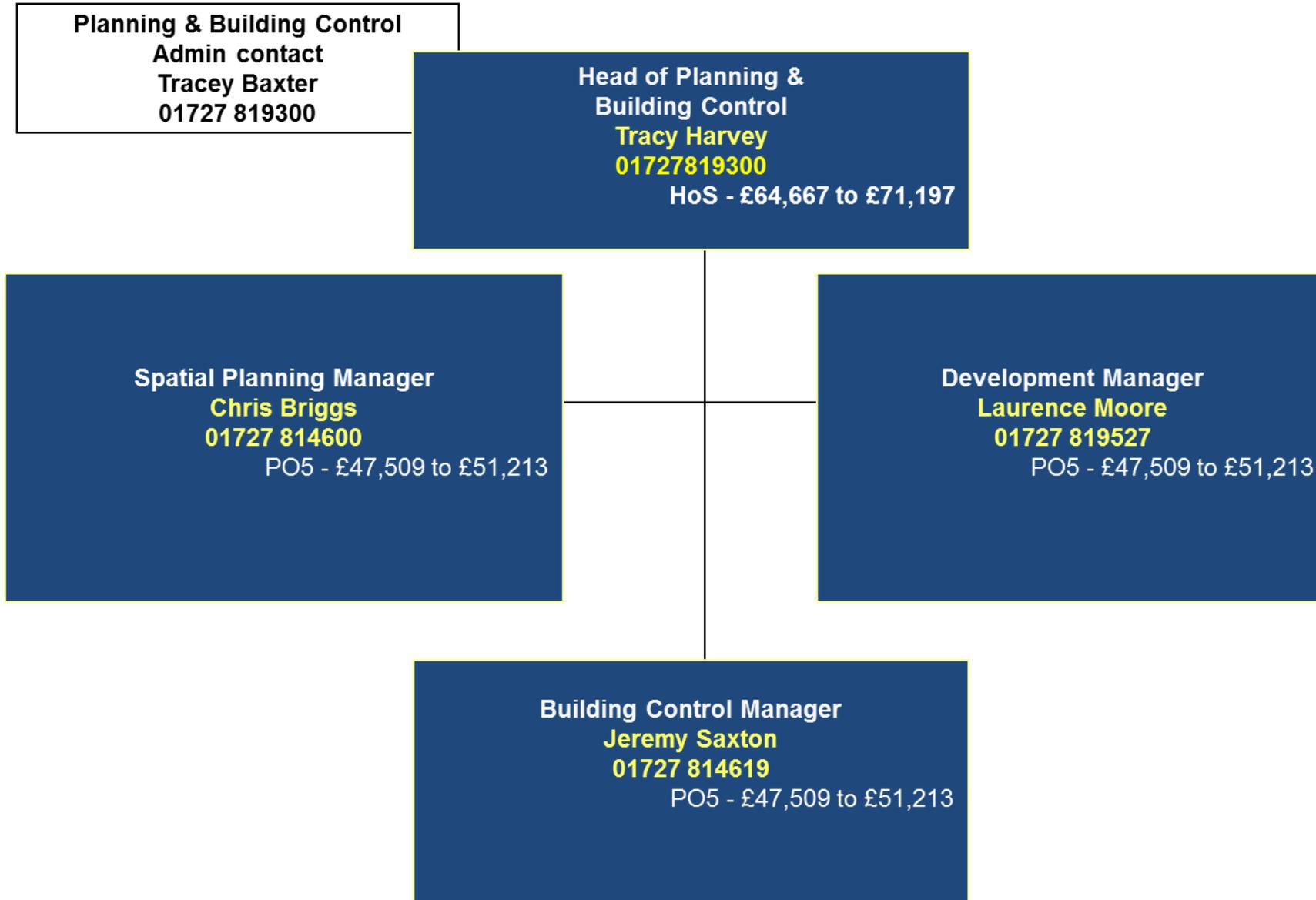
# Council Performance & Budget Summary

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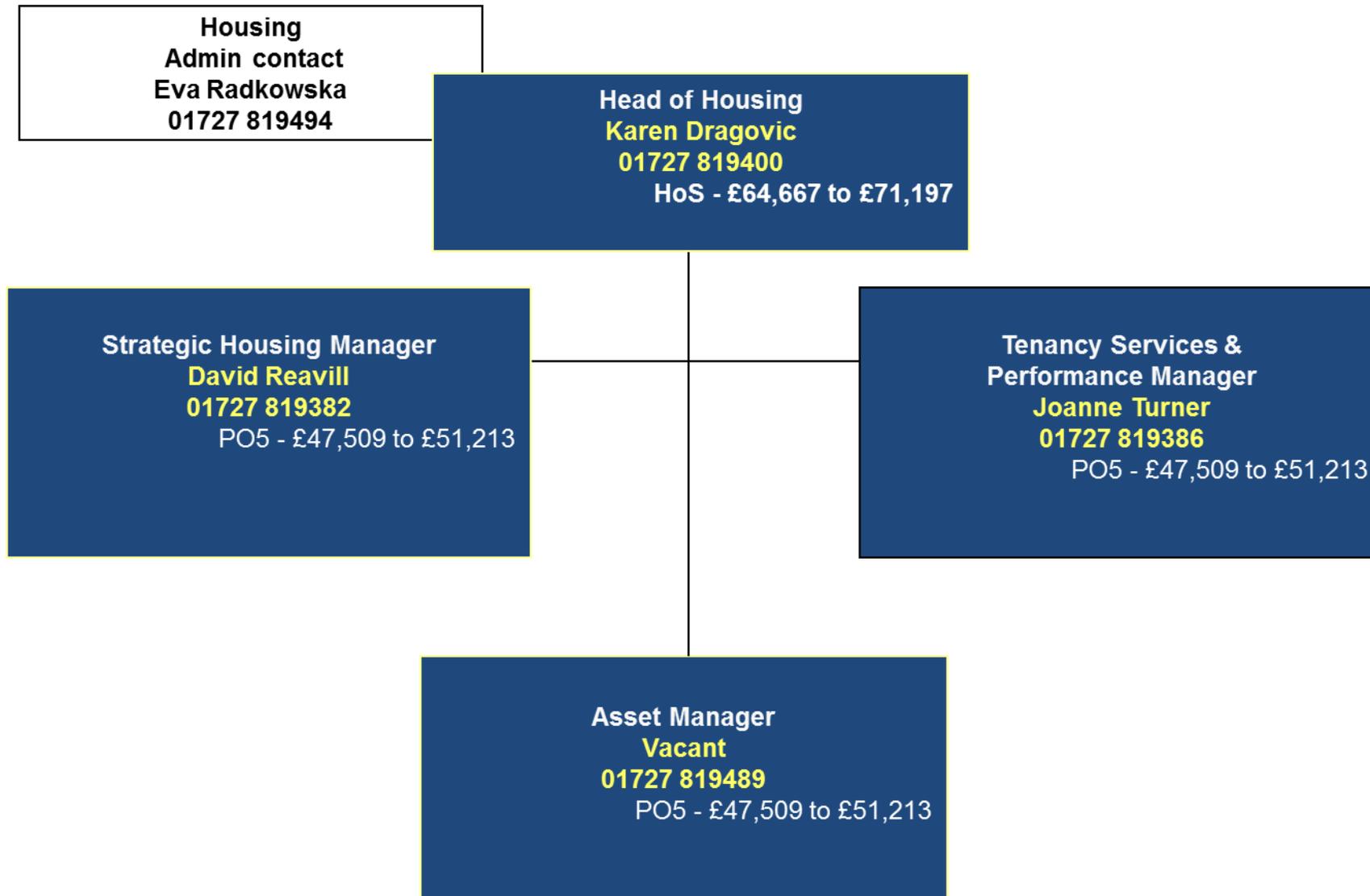
# Council Performance & Budget Summary

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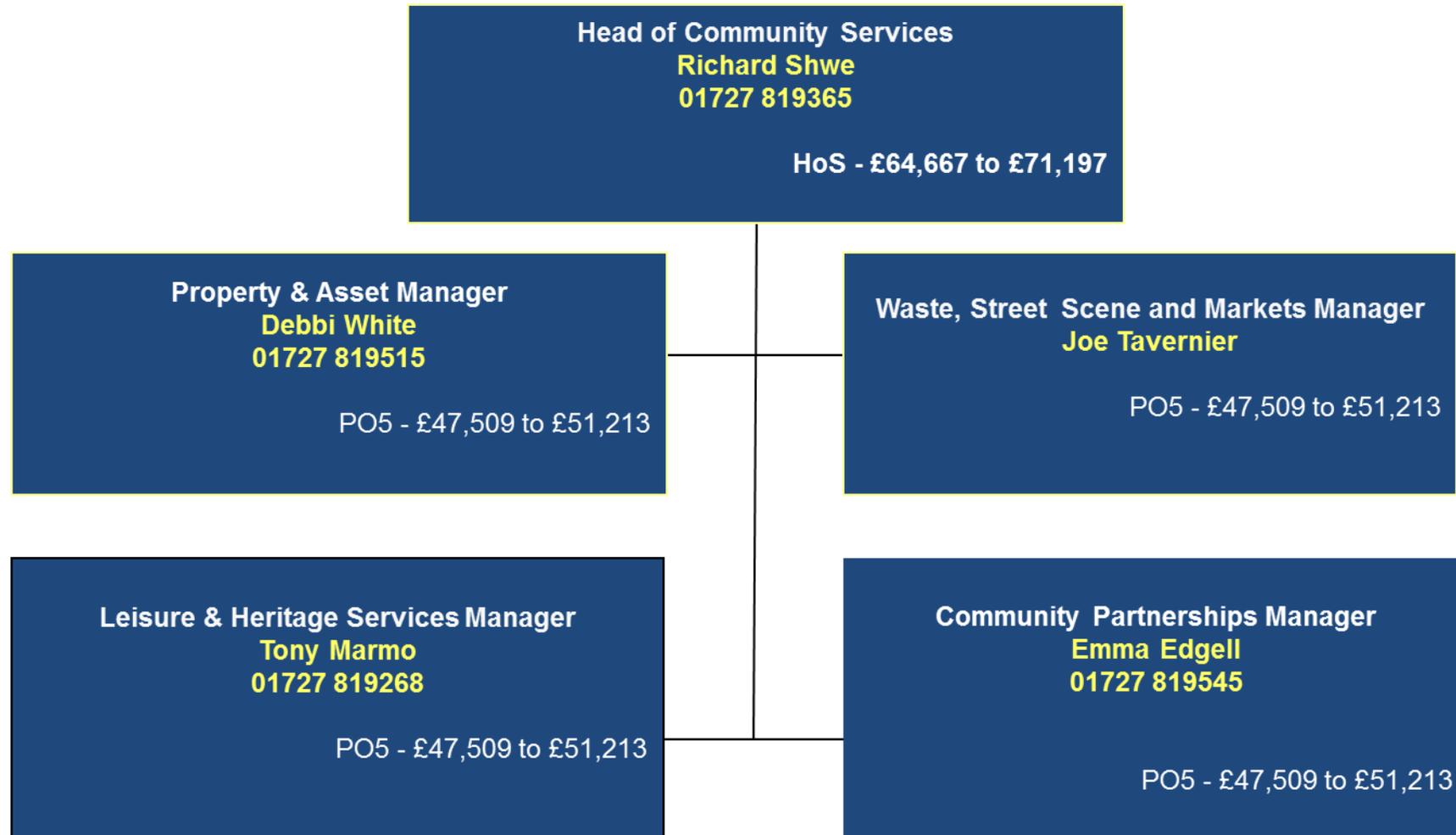
## Appendix F: Pay Policy Statement



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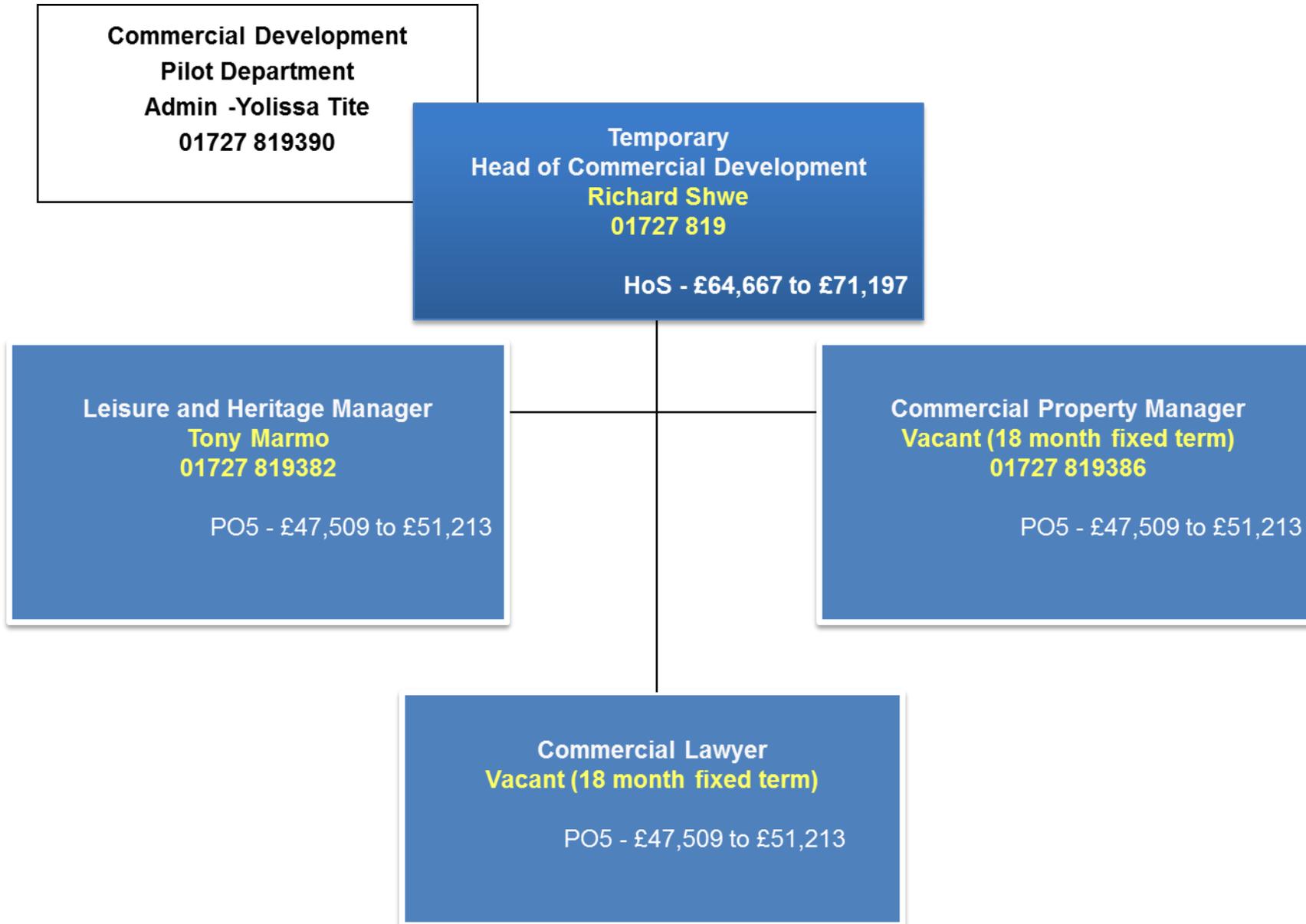
## Appendix F: Pay Policy Statement

A pilot is in place to create a Commercial Development department and a smaller Community Services Department. This will be reviewed in October 2018 – please see following temporary structures



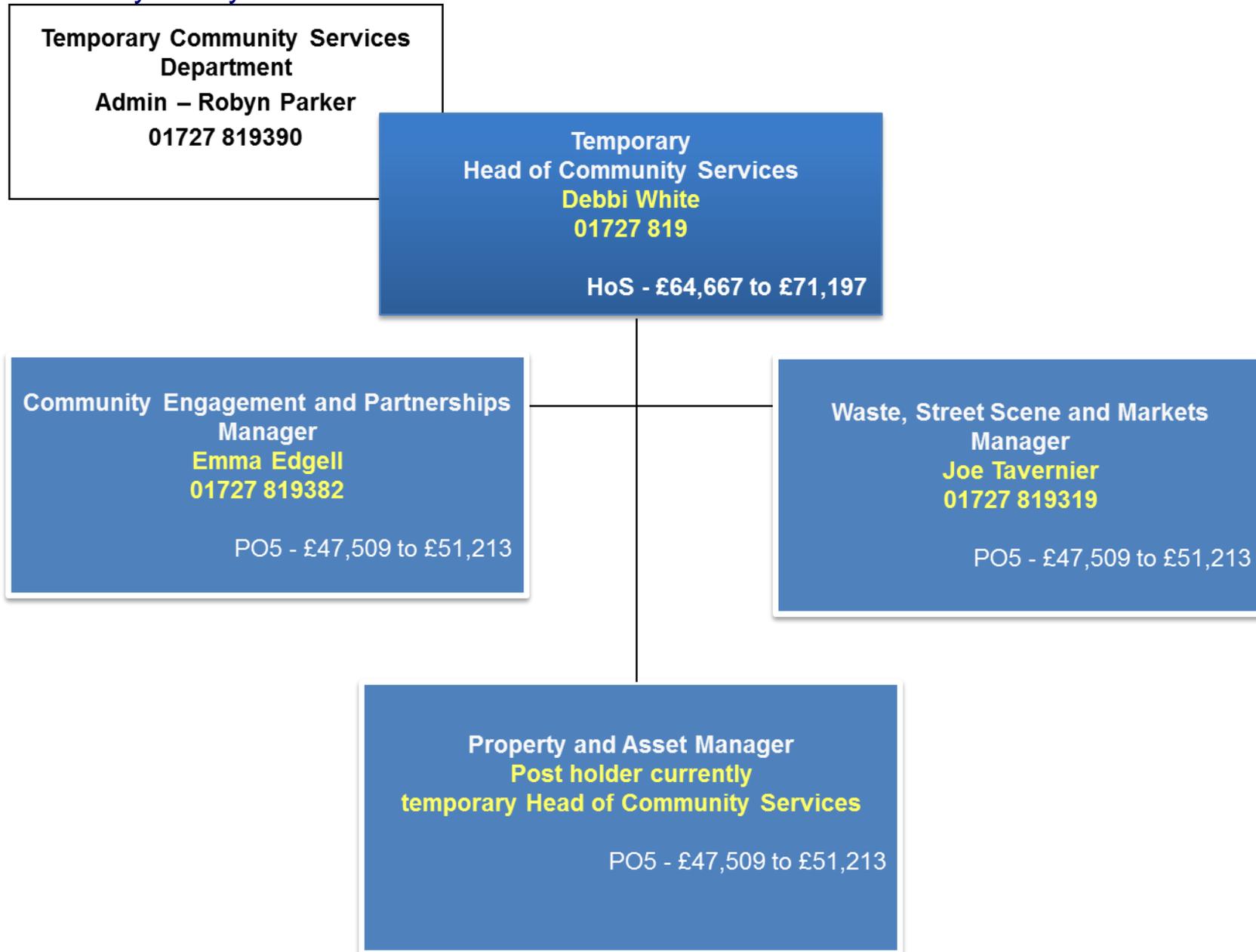
# Council Performance & Budget Summary

## Appendix F: Pay Policy Statement



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## Appendix F: Pay Policy Statement



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### APPENDIX C

#### PAY GRADE STRUCTURE – BELOW HEAD OF SERVICE

2017/18

GRADES	SCP	BASIC SALARY		JOB FAMILY LEVELS
		1 April 2016** (1%)	1 April 2017*** (1%)	
GRADE 1	40	£14,338	£15,238	DSD LEVEL A
	41	£15,207	£15,507	
	42	£15,523	£15,823	
	43	£15,941	£16,191	
GRADE 2	14	£16,481	£16,781	DSD LEVEL 1 TPS & CSD LEVEL A
	15	£16,772	£17,072	
	16	£17,169	£17,419	
	17	£17,547	£17,772	
GRADE 3	18	£17,891	£18,070	DSD LEVEL 2 TPS & CSD LEVEL 1
	19	£18,560	£18,746	
	20	£19,238	£19,430	
	21	£19,939	£20,138	
GRADE 4	22	£20,456	£20,661	DSD LEVEL 3 TPS & CSD LEVEL 2
	23	£21,057	£21,268	
	24	£21,745	£21,962	
	25	£22,434	£22,658	
GRADE 5	26	£23,166	£23,398	DSD LEVEL 4 TPS & CSD LEVEL 3
	27	£23,166	£24,174	
	28	£24,717	£24,964	
	29	£25,694	£25,951	
GRADE 6	30	£26,556	£26,822	TPS & CSD LEVEL 4
	31	£27,394	£27,668	
	32	£28,203	£28,485	
	33	£29,033	£29,323	
	34	£29,854	£30,153	
PO1	35	£30,480	£30,785	TEAM 1
	36	£31,288	£31,601	
	37	£32,164	£32,486	
	38	£33,106	£33,437	
	39	£34,196	£34,538	
PO2	39	£34,196	£34,538	TEAM 2
	40	£35,093	£35,444	
	41	£36,019	£36,379	
	42	£36,937	£37,306	
	43	£37,858	£38,237	

# Council Performance & Budget Summary



## Appendix F: Pay Policy Statement

PO3	43	£37,858	£38,237	OPERATIONAL 3
	44	£38,789	£39,177	
	45	£39,660	£40,057	
	46	£40,619	£41,025	
	47	£41,551	£41,967	
PO4	47	£41,551	£41,967	OPERATIONAL 4
	48	£42,474	£42,899	
	49	£43,387	£43,821	
	50	£44,294	£44,737	
	51	£45,203	£45,655	
PO5	53	£47,039	£47,509	STRATEGIC 5
	54	£47,956	£48,436	
	55	£48,871	£49,360	
	56	£49,795	£50,293	
	57	£50,706	£51,213	

\*\* PLUS OUTER AREA FRINGE ALLOWANCE OF £579

\*\*\*PLUS OUTER AREA FRINGE ALLOWANCE OF £585

# Council Performance & Budget Summary

## Appendix F: Pay Policy Statement



### APPENDIX D

#### **Chief Executive & Policy**

Community Protection Officer  
Emergency Planning & Community Resilience Officer  
Principal Community Protection Officer

#### **Commercial Development**

Leisure Contracts Officer  
Leisure and Heritage Services Manager  
Museums Services Manager  
Snr Leisure Contracts Officer

#### **Community Services**

Asset Management Surveyor  
Building & Facilities Surveyor  
Building Surveyor (Maintenance)  
Building Surveyor (Condition & ME)  
Cemeteries Manager  
Community Engagement Officer  
Community Engagement Support Officer  
District Archaeologist  
Finds Liaison Officer  
Head of Community Services  
Infrastructure Manager  
Principal Community Engagement Officer  
Property & Asset Manager  
Recycling & Waste Officer  
Snr Waste Contracts Officer  
Waste Contract Officer

#### **Finance**

Revenues Inspector  
Senior Revenues Inspector

#### **Housing**

Adaptations & Grants Administrator  
Affordable Housing Officer  
Assistant Repairs Surveyor  
Building Surveyor  
Choice Based Lettings Assistant  
Choice Based Lettings Officer  
Estate Services Team Leader  
Homeless Assessment & Prevention Officer  
Housing Caretaker  
Housing Officer (Neighbourhood Management & Income)  
Housing Options Co-Ordinator (CBL Temporary Accommodation)

# Council Performance & Budget Summary

## Appendix F: Pay Policy Statement



Housing Options Co-Ordinator (Preventions & Options)  
Housing Options Co-ordinator (Special Projects)  
Housing Support Officer  
Leasehold Management Officer  
Principal Policy & Development Officer  
Private Rented Sector Access Officer  
Private Sector Housing Officer  
Senior Building Surveyor  
Senior Building Surveyor (Grants, Aids & Adaptations)  
Senior Caretaker  
Senior Projects Surveyor (Domestic Electrical Services)  
Temporary Accommodation Assistant  
Tenancy Services and Performance Manager  
Tenancy Support Officer  
Transfers Officer  
Trainee Building Surveyor

### **Legal, Democratic & Regulatory Services**

Corporate Health & Safety Specialist Officer  
General Enforcement Officer  
Senior General Enforcement Officer (Business Compliance)  
Senior General Enforcement Officer (Environmental Compliance)  
General Enforcement Officer (Parking Services)  
Specialist Officers

### **Planning & Building Control**

Arboricultural Assistant  
Arboricultural Officer  
Assistant Building Control Officer  
Assistant Development Management Planning Officer  
Building Control Manager  
Building Control Officer  
Compliance & Monitoring Officer  
Deputy Development Management Team Leader  
Design & Conversation Officer  
Development Management Planning Officer  
Development Management Team Leader  
Landscape & Arboricultural Assistant  
Lead Development Planner  
Planning Investigations Officer  
Planning Investigations Team Leader  
Senior Building Control Officer

# Council Performance & Budget Summary

## Appendix G: Hertfordshire Compact Update



### Creation of the refreshed Hertfordshire Compact

A refreshed Hertfordshire-wide Compact – a written understanding between the voluntary, community and statutory sectors – has been developed.

A national Compact was revised by the Coalition government and published in 2010. This triggered the reconsideration of other Compacts, including in Hertfordshire.

The refreshed Hertfordshire Compact was published on 1 April 2016 and formally launched on 20 July 2016:

<http://www.hertfordshire.gov.uk/your-council/hcc/partnerwork/hertscompact/>

### Principles of the Hertfordshire Compact

Through partnership working, the Hertfordshire Compact seeks to achieve:

- A strong, diverse and independent voluntary and community sector.
- Effective and transparent design and development of policies, programmes and public services.
- Responsive and high-quality programmes and services.
- Clear arrangements for managing changes to programmes and services.
- An equal and fair society.

The Compact details a number of undertakings for Statutory Organisations (SO) and Voluntary and Community Sector organisations (VCS), individually and jointly. Those for SO's are in line with the approach already adopted by the Council, for example:

- Prior to initiating contact with the press, using social media, or making public announcements, adopt a “no surprises” approach.
- Work in partnership to assess implications of new policies, legislation and guidance aiming to reduce the bureaucratic burden particularly on small organisations.
- Consider ways to fund and support VCS where they are delivering SO aims and objectives including grants, contracts, sub-contracting and use of resources and premises.
- Work to remove barriers that may prevent VCS accessing SO funding ... to become involved in delivering services where they are best placed to achieve desired outcomes.
- Where there are restrictions or changes to future resources, discuss with VCSs the potential implications as early as possible....before making a final decision.

### Implications for St Albans

St Albans has had a local Compact in place for some years. The Hertfordshire Compact covers the same key principles. We therefore intend to use it to replace the local Compact.

We work to these principles with the voluntary and community sector in St Albans. For example, we build them into the three year Service Level Agreements with the organisations (Citizens Advice Bureau, CVS, Open Door) who receive money from the Strategic Commissioning Fund.

# Council Performance & Budget Summary

## Appendix H: Three Year Events Programme



The Council's three year events programme will continue as follows:

Event	2016/17	2017/18	2018/19	2019/2020
<b>Alban Street Festival</b>	19 June 2016	25 June 2017	24 June 2018	23 June 2019
<b>Food &amp; Drink Festival</b>	24 September to 3 October 2016	23 September to 2 October 2017	22 September to 1 October 2018	28 September to 7 October 2019
<b>Christmas Lights Switch On</b>	27 November 2016	Sunday 19 or 26 November 2017*	Sunday 18 or 25 November 2018*	Sunday 24 November or 1 December 2019*
<b>Mayor's Pride Awards</b>	TBC March 2017	TBC March 2018	TBC March 2019	TBC March 2020
<b>One-offs events</b>	Dates to be confirmed. Further events by exception.			

\*date pending outcome of post event review.

The objectives for the three-year event programme are to:

- Increase the visitor economy
- Promote local businesses
- Build vibrant, cohesive communities
- Promote local heritage
- Provide new cultural experiences

Following internal review, changes are being made to the annual events programme.

### Residents Weekend

Now that the Council is a fully signed up partner of Visit Herts, we will be participating in the Herts Big Weekend (Saturday 1 and Sunday 2 April 2017). This will replace our coordination of the Residents Weekend in January (Residents: Enjoy St Albans, previously Residents First Weekend). Funding previously used to support the Residents Weekend will go to support Visit Herts.

Feedback from stakeholders is that despite good brand awareness, the January event did not really work for them. This is primarily due to weather, programming difficulties and the commitments of local attractions in the run up to the event.

Herts Big Weekend takes place just before the Easter holidays and reaches a wider audience. We anticipate that many local attractions will be able to incorporate the Herts Big Weekend into seasonal marketing and benefit from participation.

### The Pancake Races

The Pancake Races will be run by HomeStart Hertfordshire which responded to the Council's call for a charity to operate the event. HomeStart will use it to raise funds for its services advising and supporting young families.