

Council Performance & Budget Summary

December 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. Waste Management and Recycling Update
- C. Digital Transformation Programme Update
- D. Staff Awards Update
- E. Staffing Levels Update
- F. Pay Policy Statement (Part One)
- G. Inclusion Strategy Update
- H. Advisory Groups and Partnerships Update
- I. Council Tax Charges for Empty Properties Update
- J. Pay Policy Statement (Part Two)

Recommendations

- 1.1 That Cabinet notes the Council Performance and Budget Summary (December and Quarter 3 2018/19) and its appendices.
- 1.2 That Cabinet recommends to Council a Council Tax increase for empty homes as permitted by the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018.
- 1.3 That Cabinet recommends that Council adopts the Pay Policy Statement for 2019-20.

Update on actions arising from Cabinet meetings

20 December 2018		
3.	<i>'Days to process Housing Benefit change in circumstances' indicator to move to a 12-month rolling year on year comparison</i>	This has been implemented. See 'Changes to performance measures' section below.
3	<i>'Percentage of parking penalty charge notices paid'</i>	The requested details were supplied to the Business & Community Portfolio Holder on 4 January 2019.
3.	<i>'Average time vacant for current voids' indicator to be reviewed</i>	A review of how to report this information is underway, explained in the 'Changes to performance measures' section below.
3.	<i>Clarification on 'out of time planning application indicators'</i>	The 'Number of planning applications at end of month that have not been determined in time' reported in this Performance & Budget summary is a snapshot at the end of the reporting month. The 'Out of time applications' reported in the Planning Appendix are an average over the month or quarter.
3.	<i>Fly-tipping prosecution figures</i>	The requested breakdown of the prosecution figures was supplied to the Commercial &

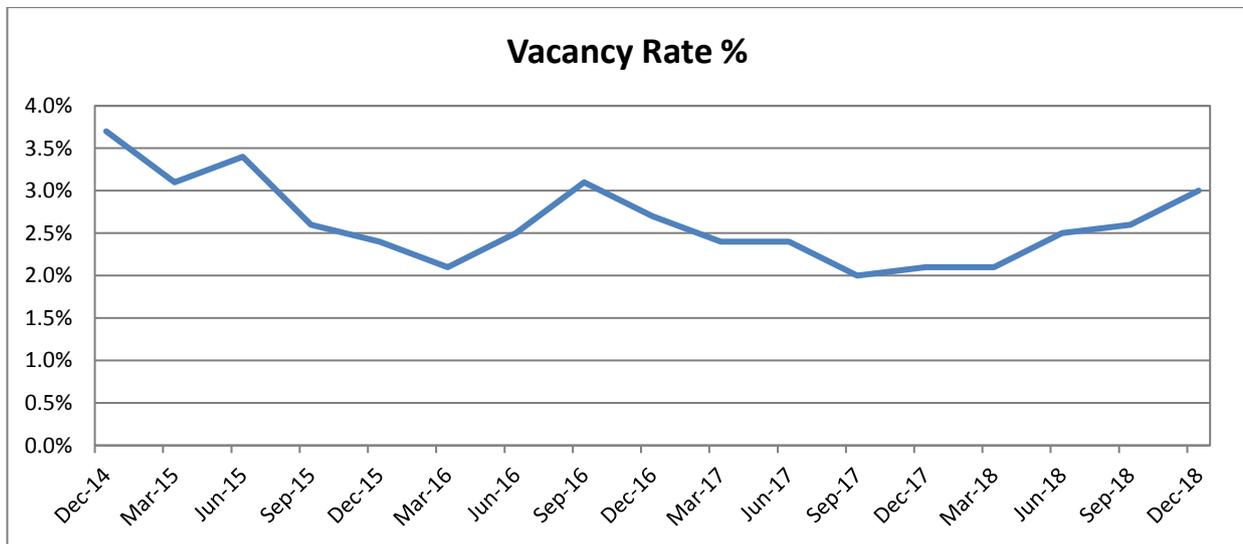
		Development Portfolio Holder on 21 December 2018.
3.	<i>Council Tax rates for long-term vacant properties</i>	A performance report appendix is included on this agenda.

Vacant Units (City and District)

The table below shows the proportion of vacant retail properties as at 31 December 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 Q3	18/19 Q2	18/19 Q1	17/18 Q4	17/18 Q3
UNPARISHED CITY	729 (up 2*)	21 (up 1*)	2.9%	2.8%	2.9%	2.1%	2.1%
COLNEY HEATH	32	0	0%	0%	0%	0%	0%
HARPENDEN RURAL	6	1	16.7%	16.7%	0%	0%	0%
LONDON COLNEY	53 (up 1*)	3 (up 2*)	5.7%	2.0%	2.0%	2.1%	2.1%
REDBOURN	36	1	2.8%	2.8%	0%	0%	0%
ST MICHAEL	3	0	0%	0%	0%	0%	0%
ST STEPHEN	55	1	1.8%	1.8%	0%	0%	0%
SANDRIDGE	54	2 (up 2*)	3.7%	0%	0%	0%	0%
WHEATHAMPSTEAD	40	0	0%	0%	0%	0%	0%
HARPENDEN	241 (up 1*)	8	3.3%	3.3%	3.8%	4.2%	4.1%
TOTALS	1,249 (up 4*)	37 (up 5*)	3.0%	2.6%	2.5%	2.1%	2.1%

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



Changes to performance measures

At the December 2018 Cabinet meeting, members requested that the indicator 'Days to process Housing Benefit change in circumstances' moves to a 12-month rolling average. This is now reflected in the performance table below. For consistency, the measure 'Days to process Housing Benefit new claims' has also moved to a 12-month rolling average.

The 'Average time vacant for current voids' measure will not be reported for the rest of 2018/19. As discussed at the December Cabinet meeting, the latest figures were calculated in error due to staff changes. Officers are also unable to calculate this figure

retrospectively. A new method for reporting on all voids will be introduced in April 2019 which should provide a clearer picture.

Crime and Anti-social Behaviour Performance Measures

In the March 2018 Performance and Budget Summary, new statistics were included 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 all crime data for inclusion in this report. This will be reported as and when it becomes available.

Police data for Anti-Social Behaviour for 2018-19 to date follows this downward trend.

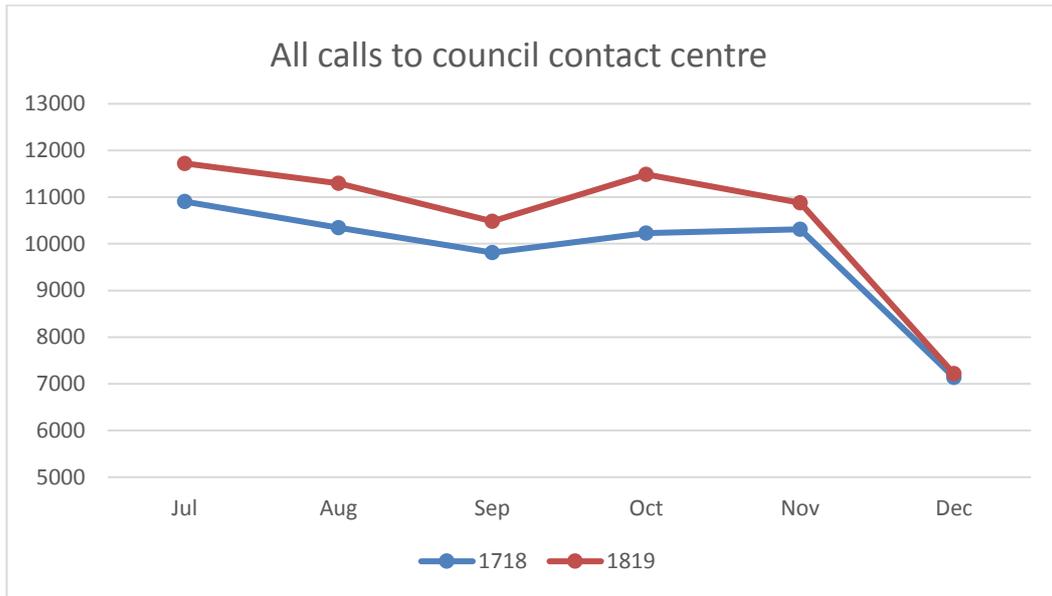
ASB Type	Q1 2018/19	Q2 2018/19	Q3 2018/19
ENVIRONMENTAL	116	149	76
NUISANCE	443	417	338
PERSONAL	132	136	91
Total	691	702	505

Data from a recent Joint Agency Group (JAG) meeting, covering 1 April 2018 to 2 January 2019, shows that reported crime dropped 3% year-on-year from 7,543 to 7,318. Burglary, 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.

Customer Service Measures Update

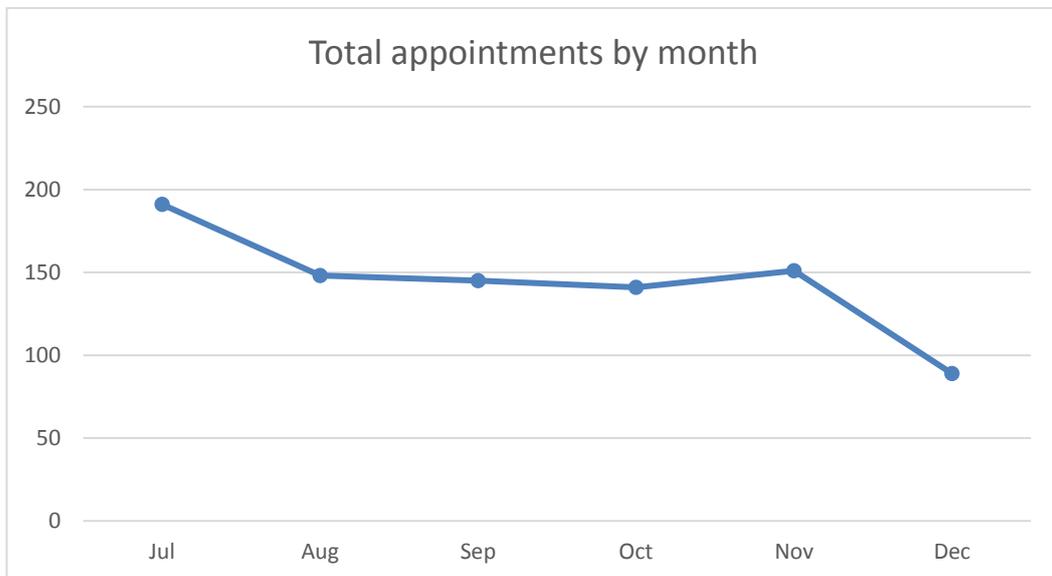
Telephone contact

- In the Contact Centre, Quarter 3 saw 30,208 calls, an increase of 2,526 compared to the 27,682 calls in the same quarter last year. There are fewer Council Tax and Repairs calls, however we continue to see an increase in switchboard calls, up by 2,639 year-on-year. Switchboard calls include callers wanting to be directed to a specific back office number and callers asking general questions.
- The Council has procured a new telephony solution and reporting functionality which replaces the current system. The new system will be implemented in the Contact Centre during March, and rolled out across the rest of the organisation shortly after.
- The new telephone performance reports will be shared in the quarter 1 2019/20 update.

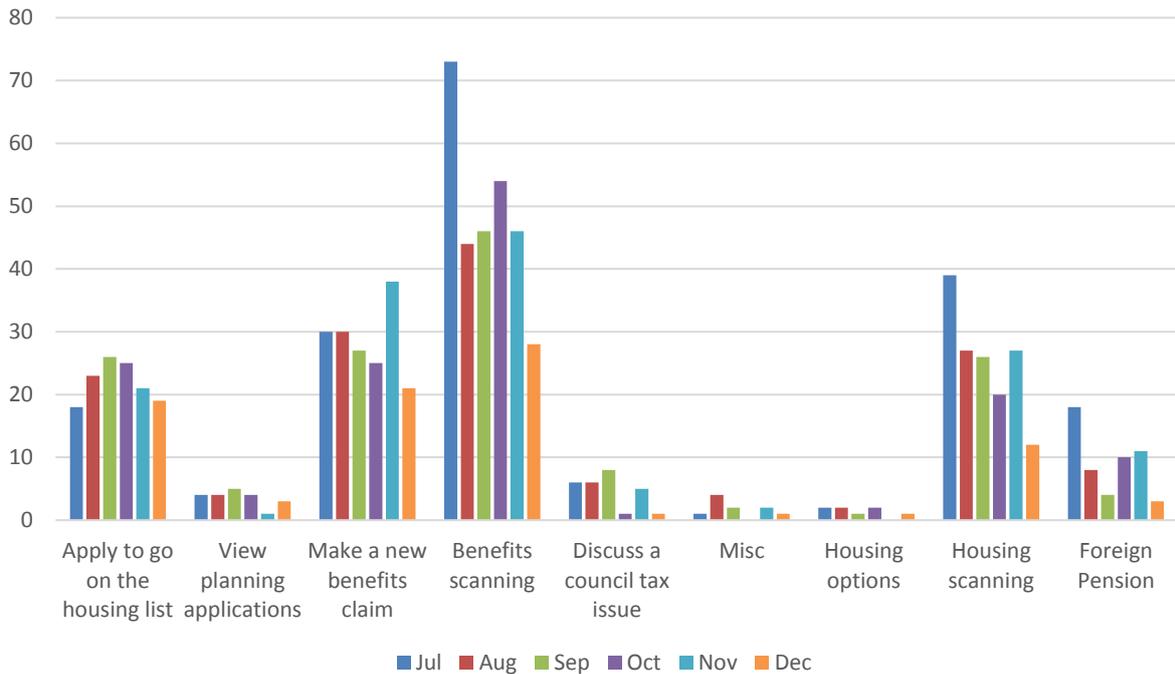


Face to face contact

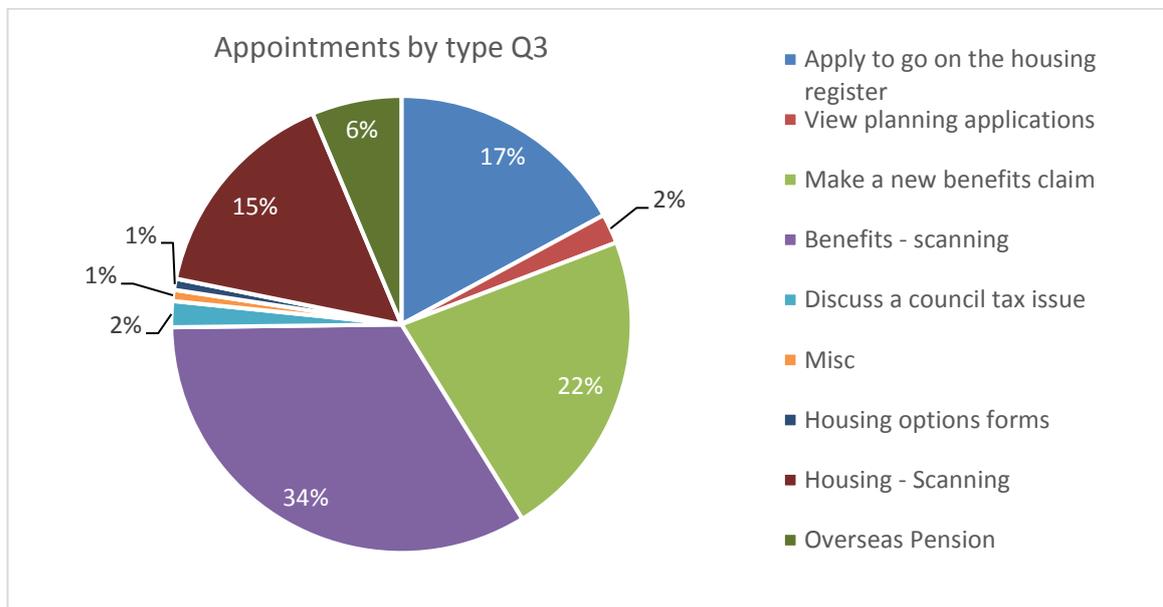
- During Quarter 3 there were 381 customer appointments made, compared with 484 appointments made in Quarter 2, a decrease of 103 appointments from last quarter.



Appointments Quarter 3 - 2018/19



- 49% of our appointments are for scanning documents (34% Benefits and 15% Housing) followed by new benefit claims at 22%. These ratios remain relatively unchanged from the previous quarter.



Commentary

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

	Measure	Comments
A	Forecast budget variance at the year end (General fund for year in question)	The forecast budget variance for the year currently stands at an overspend of 0.7% (£137,000). This is mainly because the national pay award and contract inflation are higher than expected.
R	Average time to re-let dwellings (excluding temporary accommodation) (days)	<p>Although the contractor and Council offices were closed over some of the Christmas period, there are two key reasons for the reduced time to re-let dwellings in December:</p> <ol style="list-style-type: none"> 1. The letting of new build properties which were with the repairs team for only a short time and had largely been pre allocated to tenants. 2. The improvement in contractor performance dealing with the backlog of voids which had arisen over the autumn. <p>We continue to have weekly meetings with our contractor and provide support where possible.</p>
R	Percentage of rent loss due to voids	Projected annual rent loss due to voids (unlet properties) has fallen from £214,000 in November to £204,000 in December, although the percentage remains at 0.8%. This is linked to reduced average time to re-let dwellings noted above.
A	Rent arrears of current tenants as a percentage of rent due	<p>Rent arrears has decreased in December due to the two rent free weeks over the Christmas period. The cases 'artificially' kept in arrears due to direct debit arrangements have now caught up by continuing to pay over the period.</p> <p>Where tenants have rent arrears we encourage them to continue their normal payment pattern over the rent free weeks in order to accelerate the reduction in debt.</p> <p>In cash terms, outstanding arrears fell from £1.04M in November 2018 to £810,000 in December, a fall of £230,000. The ongoing problems related to Universal Credit continue and we are exploring how we can manage our internal processes to improve communication with the DWP.</p> <p>The amount of rent we receive directly from Housing Benefit has dropped to less than 40% of our rent roll, from 47% just 12 months ago, meaning Housing Officers have had to collect an additional £2.2M directly, compared to the same period last year.</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 impact of the Homelessness Reduction Act. There has been an increase in approaches to the Council, and the Act allows households to stay longer in temporary accommodation. • The limited supply of new housing.

	Measure	Comments
		<ul style="list-style-type: none"> 8 units of temporary accommodation out of use due to flooding. A contractor has been appointed to undertake repairs in January.
R	Average time in temporary accommodation (weeks)	There are 32 properties currently under offer to households in temporary accommodation (14 Council properties and 18 Housing Association properties). When these properties become available, the households will be able to vacate their current temporary accommodation. The provision of 15 more new Council properties in Sandridge in January will allow more households to move into permanent accommodation.
R	Percentage of repairs completed on time	The percentage of repairs completed on time decreased in December. The main contractor's IT system was offline for approximately 7 working days in December. Administrative staff relied on manual paper processes during this time, which contributed to the longer time to log completed repairs. The issues have been resolved and we expect to see an improvement in performance over the coming months.
A	Percentage of Council's planning decisions supported at appeal (cumulative 12 month)	In December 2018, six appeal decisions were received. Of these, five were dismissed and one allowed. The appeal allowed related to a Householder application in a Conservation area and was for an extension of an existing dormer. Of the five appeals dismissed, two were for Householder applications in a Conservation area, two related to small scale development of new housing. The final dismissed appeal was for a change of use from offices to residential. Appeal decisions are fed back to officers and councillors.
A	Number of planning applications at end of month that have not been determined in time	The average number out of time applications at the end of December has fallen but remains above target. The continuing limited availability of senior staff authorised to sign off applications has contributed to this and officers continue to work to reduce this figure. Vacant posts are currently being advertised.
G	Parking Penalty Charge Notices (PCNs) issued	<p>Fewer PCNs were issued in December 2018 compared to November 2018 and December 2017. The number of hours Civil Enforcement Officers (CEOs) worked was 500 fewer this month compared to the previous month and 360 fewer than last year. Reductions are the result of leave, rest days, sickness and managing the yearly budget.</p> <p>The Portfolio Holder reported issues with parking around Westminster Lodge for the Christmas Festival which was causing tailbacks and congestion. CEOs were directed to the area to assist in reducing non-compliant driver behaviour.</p>
G	Percentage of invalid applications received	Following the introduction of a £20 service charge on the Planning Portal in September, there was an increase in invalid applications received. Applicants may have rushed to submit their applications prior to the introduction of the service charge fee, without checking the validation requirements prior to submission. This has now settled down and the percentage of invalid applications has reduced.

	Measure	Comments
G	Percentage of business rates collected of that collectable in the year	<p>The indicator was below target in previous quarters, probably because more businesses are choosing to pay their business rates over 12 months rather than 10.</p> <p>The return to expected performance in Quarter 3 suggests that the targets for Quarters 1 and 2 need to be re-profiled for 2019/20.</p>
A	Museum visits (including Verulamium Museum visits [A], Hypocaust visits [R] and Clock Tower visits [R])	<p>For Verulamium Museum, school visits were similar this quarter to the same period in 2017. There was an overall reduction of 1,200 in general visits to Verulamium Museum in October, compared to October 2017. November and December are similar to 2017. The reduction in October visits is mainly related to half term. Activities for families during this period were mainly focused on the St Albans Museum + Gallery to establish the new site with family audiences.</p> <p>The drop in visits to the Hypocaust reflects the drop in visits to Verulamium Museum.</p> <p>The Clock Tower is closed from mid-September to Easter each year. Last year occasional special events were organised by the Clockateers, Museum and Arts Teams which accounts for the visits in Q3 2017/18.</p>
A	Total number of visits to sport and leisure centres	<p>The total number of visits to sports and leisure centres are down for a few reasons:</p> <ul style="list-style-type: none"> • The athletics track was closed due to redevelopment. • A block booking for the netball courts was lost, as the courts are end of life. • Golf participation is down generally following a national trend.
	Establishment - actual FTE (full-time equivalent staff) in post	<p>There was another small drop in actual FTE in post since Q2. We are currently advertising 14 roles in our New Year advertising campaign. 3 appointments are currently at offer stage following successful recruitment and there are 4 new starters already agreed for January.</p> <p>No post additions or deletions were agreed by Cabinet in Q3. However, a number of areas have made changes to roles and team structures working within current establishment (FTE and salary budgets).</p>
R	Number of working days/shifts lost due to sickness absence per full time equivalent (FTE) employee (days)	<p>Sickness levels have increased in comparison to Quarter 3 last year.</p> <p>Long term absence accounts for 1.77 days lost per FTE (0.46 increase from Q2) and short term absence accounts for 0.80 days (consistent with Q2).</p> <p>The main cause of short term absences in Quarter 3 was respiratory (flu, coughs and colds) and gastrointestinal illness. This is in line with seasonal trends at this time of year.</p> <p>The number of long term absence cases increased to 15 cases in Q3 across 7 absence categories including 6 mental health and 3 musculoskeletal cases.</p>

Measure	Comments
	<p>Of these, 4 employees have successfully returned to work and 1 has left the organisation. The remaining 10 cases are being managed in line with our attendance management policy, 7 of which are at formal review stage and 3 are new.</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 council's 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 3 was £154k, which includes £93k direct costs (salary and on costs for working days lost) and £61k 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.</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.

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Council Performance & Budget Summary

December 2018



		Bigger or Smaller is Better	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	TARGET
Finance	Forecast budget variance at the year end (General fund for year in question)	Smaller	-3.6%	-4.0%	-3.3%	-7.0%	0.0%	*	1.2%	0.3%	0.2%	0.0%	-0.6%	0.5%	0.7%	0.0%
Housing	Average time to re-let dwellings (excluding temporary accommodation) (days)	Smaller	33	33	33	33	34	27	25	28	30	51	41	40	34	26
	Average time vacant for current voids (excluding temporary accommodation) (days)	Smaller	25	24	25	24	27	22	15	33	34	41	27	*	*	26
	Percentage of rent loss due to voids	Smaller	0.8%	0.8%	0.8%	0.7%	0.7%	0.7%	0.7%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	Trend
	Rent arrears of current tenants as a percentage of rent due	Smaller	2.8%	3.0%	3.1%	3.1%	3.5%	3.4%	3.4%	3.7%	3.7%	4.0%	4.0%	4.1%	3.2%**	3.1%
	Number of households in temporary accommodation	Smaller	131	125	117	117	118	118	123	119	126	145	149	149	145	Trend
	Average time in temporary accommodation (weeks)	Smaller	27	27	26	26	25	27	26	26	26	25	27	28	31	Trend
	Percentage of repairs completed on time	Bigger	97%	100%	99%	100%	95%	88%	86%	93%	87%	94%	93%	98%	81%	98%
	Total number of households in receipt of Housing Benefit and/or Council Tax support	Smaller	6,678	6,705	6,642	6,640	6,640	6,654	6,645	6,664	6,679	6,689	6,632	6,614	6,576	
	Days to process Housing Benefit new claims (12 month average)	Smaller	22.6	22.2	22.0	21.6	20.7	20.1	19.5	19.0	17.8	17.1	16.2	15.5	14.4	22
	Days to process Housing Benefit change in circumstances (12 month average)	Smaller	6.9	7.2	7.1	7.0	6.9	7.0	6.7	6.8	6.8	6.8	6.7	6.6	6.7	7
Planning & Building Control	Planning and Building Control applications received (including pre-app, trees and condition discharge)		346	400	430	511	482	406	480	493	414	371	496	438	332	
	Percentage of Council's planning decisions supported at appeal (cumulative 12 month)	Bigger	62%	62%	65%	67%	66%	61%	61%	57%	55%	59%	60%	61%	60%	66%
	Percentage of planning applications not determined (within time limits or agreed timescale)	Smaller	10%	6%	11%	5%	5%	7%	12%	13%	16%	13%	15%	11%	12%	25%
	Number of planning applications that have not been determined in time (at end of month)	Smaller	21	29	21	14	22	21	30	36	29	37	40	48	43	40
Community Services	Parking Penalty Charge Notices issued	Smaller	1,488	1,386	1,448	1,464	1,442	1,865	1,613	1,633	1,536	1,539	1,569	1,724	1,134	Trend
	Percentage of Parking Penalty Charge Notices paid	Bigger	99%	89%	90%	88%	82%	82%	85%	86%	93%	84%	90%	83%	97%	80%
	Fly-tipping incidents	Smaller	57	82	90	100	103	124	74	111	68	100	90	79	58†	Year-on-year Trend
	Number of missed waste collections per 100,000	Smaller	29	33	29	35	33	30	33	34	36	25	30	28	30†	32***
External	Claimant count	Smaller	835	845	960	1,010	1,120	1,095	1,125	1,120	1,150	1,205	1,260	1,235	1,170^	****

* Data not available

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

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

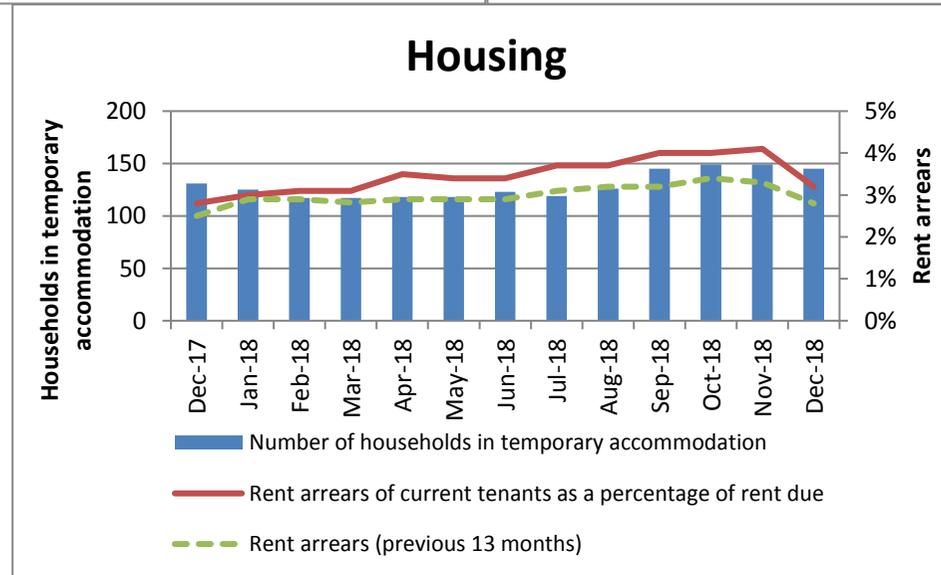
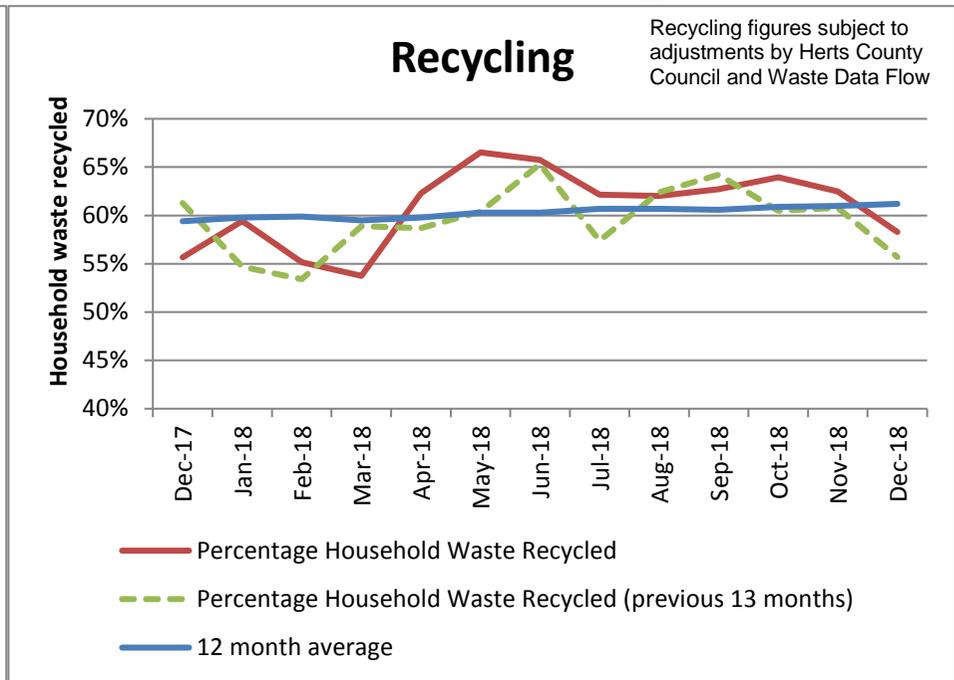
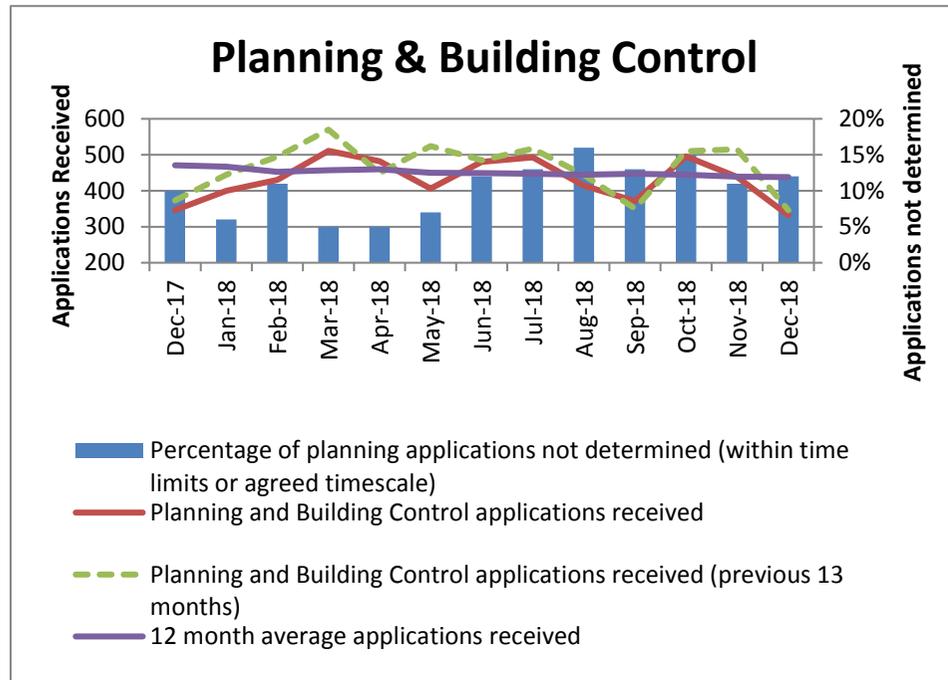
****ONS Experimental Indicator – may not accurately reflect labour market.

† Data subject to adjustment

^ Data subject to ONS revisions.

Council Performance & Budget Summary

December 2018



Performance Summary December 2018

Council Performance & Budget Summary

Quarter 3 2018-19 (October-December)



		Bigger or Smaller is Better	Quarter 3 2017-18	Quarter 4 2017-18	Quarter 1 2018-19	Quarter 2 2018-19	Quarter 3 2018-19	TARGET
Housing	Total affordable housing completions	Bigger	34	9	25	1	40	*
	Percentage of invalid applications received	Smaller	2.8%	4.0%	4.0%	5.5%	3.3%	Trend
Planning and Building Control	Percentage of all major planning applications determined within 13 weeks (measured over a 2 year period)	Bigger	84.1%	87.2%	92.9%	93.3%	93.9%	70%
	Planning obligations (Section 106/CIL) monetary contributions secured		£23,137	£53,830	£0	£209,241	£65,873	
	Percentage of council tax collected of that collectable in the year	Bigger	87%	99%	31%	58%	87%	87%^
Finance	Percentage of business rates collected of that collectable in the year	Bigger	84%	100%	29%	56%	84%	84%^
	Recycling rate	Bigger	59%	56%	65%	62%	62%**	Year-on-year Trend
Community Services	Kg per household of residual waste	Smaller	81.4	78.4	78.4	72.3	72.6**	Year-on-year Trend
	Verulamium Museum	Bigger	15,874	18,868	20,186	14,943	14,936	Year-on-year Trend
Commercial and Development	Hypocaust	Bigger	12,744	15,647	16,234	17,289	9,244	Year-on-year Trend
	Clock Tower visits	Bigger	564	0	4,334	4,546	0	Year-on-year Trend
	St Albans Museum + Gallery visits	Bigger			42,453***	66,168	77,155	50,000
	Total number of visits to arts and entertainment venues	Bigger	90,744	56,664	48,771	46,988	91,623	Year-on-year Trend
	Total number of visits to sport and leisure centres	Bigger	623,268	730,542	620,167	618,509	608,583	Year-on-year Trend
	www.stalbans.gov.uk visits	Bigger	256,720	296,754	313,166	284,331	266,277	Trend
Website	www.enjoystalbans.com visits	Bigger	152,595	47,857	69,660	76,862	124,890	Trend
	Establishment - actual FTE in post		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)	334 FTE (318 perm / 16 fixed term)	
Human Resources	Agency and casual workers (FTE cover for vacancies or additional workloads)		9.0 agency / 7.8 casual	7.0 agency / 8.1 casual	12.0 agency / 11.8 casual	12.0 agency / 6 casual	10 agency / 11.7 casual	
	Number of working days/shifts lost due to sickness absence per full time equivalent employee (days)	Smaller	1.43	2.59	2.13	2.12	2.56	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

*** Museum + Gallery open for only 1 month this quarter

Performance Summary Quarter 3 2018-19

Council Performance & Budget Summary

Quarter 3 2018-19 (October-December)



Portfolio	Q2 (2018/19) (July to September)	Priority Project	Q3 milestones (2018/19) (October to December)	Progress	Q4 milestones (2018/19) (January to March)
Housing and Inclusion	G	Implement the sheltered housing redevelopment programme	G	<ul style="list-style-type: none"> Construction continues on Linley Court and Betty Entwistle House Wavell House construction start date confirmed Mereden Court planning application submitted 	<ul style="list-style-type: none"> Betty Entwistle House practical completion Construction continues on Linley Court Construction underway at Wavell House Mereden Court planning application approved
	G	Develop affordable housing on garage sites	G	<ul style="list-style-type: none"> Sandridge sites - construction complete on one of the sites (Allen Green). Construction continues on the other site (Morris Green) Noke Shot planning application submitted 	<ul style="list-style-type: none"> Sandridge site practical completion at Morris Green site Noke Shot planning application decided in January
	G	Procure and implement major housing improvement contract	G	<ul style="list-style-type: none"> Negotiation meetings held with shortlisted contractors Final invitation to tender issued Tenders returned evaluated and moderation meetings held Preferred bidder appointed subject to standstill period 	<ul style="list-style-type: none"> Award of contract Mobilisation of new contract Final meeting of Task and Finish Group Contractor to attend scrutiny meeting in March

Priority Project Update Quarter 3 2018-19

Council Performance & Budget Summary

Quarter 3 2018-19 (October-December)



Portfolio	Q2 (2018/19) (July to September)	Priority Project	Q3 milestones (2018/19) (October to December)	Progress	Q4 milestones (2018/19) (January to March)
Environment	G	Implement specific proposals to accelerate recycling to and beyond 60%	G	<ul style="list-style-type: none"> Annual recycling rate remains above 60% General review and update meetings held with new Veolia General Manager in October Guaranteed Recycling Rate (GRR) recovery plan continues Data modelling updated Initiatives to reduce food waste continue Christmas and New Year collection arrangements finalised in November 	<ul style="list-style-type: none"> Progress against the Guaranteed Recycling Recovery Plan to be critically reviewed at Waste Management Board meetings (January and April 2019) Veolia Communication Plan food awareness campaign findings to be evaluated Supplementary Deep Clean Programme to be implemented. (See Appendix B for more detail)

Priority Project Update Quarter 3 2018-19

Council Performance & Budget Summary

Quarter 3 2018-19 (October-December)



Portfolio	Q2 (2018/19) (July to September)	Priority Project	Q3 milestones (2018/19) (October to December)	Progress	Q4 milestones (2018/19) (January to March)
Resources	G	Shaping our Future - Implement digital technologies to make services more accessible and efficient	G	<ul style="list-style-type: none"> • Testing of online Housing Self-serve completed ready for launch of on-line rent account information in January 2019 • Launch of Tenancy Portal back office database • Full technical design of online Council Performance Conversations and employee starters and leavers system complete 	<ul style="list-style-type: none"> • Performance Conversation development to commence and be piloted • Service Review Programme developed, ready to begin in April • Housing Self-Serve launched • Further online waste services available through online account

Priority Project Update Quarter 3 2018-19

Council Performance & Budget Summary

Quarter 3 2018-19 (October-December)



Portfolio	Q2 (2018/19) (July to September)	Priority Project	Q3 milestones (2018/19) (October to December)	Progress	Q4 milestones (2018/19) (January to March)
	G	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"> Gender Pay report shared at October Cabinet and published on website December Development of Council Staff Performance Conversation approach underway Promotion of St Albans ‘offer’ (including pay, benefits, development, talent schemes) underway 	<ul style="list-style-type: none"> Values and Behaviours-engagement with councillor groups New Year campaign promoting St Albans’ offer for employees Learning and development offer for staff evaluated New Council Staff Performance Conversation model tested and launched Pay model for 2019/20 ready for implementation
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 of 14 January is £1,579,124 	<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"> Resurfacing of the track surfaces and all other works have been completed 	<ul style="list-style-type: none"> Opening event completed

Priority Project Update Quarter 3 2018-19

Council Performance & Budget Summary

Quarter 3 2018-19 (October-December)



Portfolio	Q2 (2018/19) (July to September)	Priority Project	Q3 milestones (2018/19) (October to December)	Progress	Q4 milestones (2018/19) (January to March)
Planning	G	Progress the Local Plan	G	<ul style="list-style-type: none"> Regulation 19 publication consultation complete and headline details reported to Planning Policy Committee Meetings held with Herts County Council on transport approach leading to COMET model run in autumn COMET transport model run commenced to support Local Plan submission evidence. South West Herts Group (SWHG) Joint Strategic Plan director appointed HCC/SADC ongoing officer meetings 	<ul style="list-style-type: none"> Duty to Cooperate (DtC) meetings with portfolio holders from SWHG Local Plan submitted to Minister for Housing, Communities and Local Government PH level DtC meetings to address responses to Regulation 19 consultation. Updated Gypsy and traveller study/approach

Priority Project Update Quarter 3 2018-19

Council Performance & Budget Summary

Quarter 3 2018-19 (October-December)



Portfolio	Q2 (2018/19) (July to September)	Priority Project	Q3 milestones (2018/19) (October to December)	Progress	Q4 milestones (2018/19) (January to March)
Commercial and Development	A	Progress the development of the City Centre Opportunity Site (CCOS)	G	<ul style="list-style-type: none"> Pre-site start conditions for CCOS South discharged Demolition work for CCOS South has begun RIBA stage 2 concept design and cost plan process for optimised scheme for CCOS South has been completed RIBA stage 2 concept design and cost plan process for CCOS North has begun 	<ul style="list-style-type: none"> Site investigations and surveys completed First draft of RIBA stage 4 technical designs and cost plan by contractor Removal of asbestos in the Police Station and NHS buildings completed Community design review completed Planning permission submitted
	A	Progress the Civic Office Development (including the NHS relocation)	G	<ul style="list-style-type: none"> Completed RIBA stage 3 detailed designs and cost plan Procured contractor to carry out office the Council's refurbishment works Communication to staff and councillor groups about possible disruption caused by works and detail of work to be undertaken 	<ul style="list-style-type: none"> NHS to begin their own refurbishment work within the Civic Offices Contractor RIBA stage 4 technical designs and cost plan submitted Final contract signed and agreed Construction underway
	A	Progress the development of Ridgeview	A	<ul style="list-style-type: none"> Presentation of different options to Cabinet Initial appraisals run for development options 	<ul style="list-style-type: none"> Recruit replacement surveyor Present full options analysis to Cabinet in March

Priority Project Update Quarter 3 2018-19

Council Performance & Budget Summary

Quarter 3 2018-19 (October-December)



Portfolio	Q2 (2018/19) (July to September)	Priority Project	Q3 milestones (2018/19) (October to December)	Progress	Q4 milestones (2018/19) (January to March)
	A	Progress the development of the former Museum of St Albans site	G	<ul style="list-style-type: none"> External works complete Door, windows, staircases complete Sales/marketing progressed - viewings for prospective purchasers underway; 4 houses under offer at full price 	<ul style="list-style-type: none"> Complete plots 1 to 10 internal fit out and testing and commissioning by the 21 Jan 19 Handover of houses to the Council by contractor Snagging of plots 1-10 complete Plots 1-10 ready for sale
	G	Develop Harpenden leisure and cultural facilities	G	<ul style="list-style-type: none"> Pre-Contract Services agreement prepared S106 (developer financial contribution) agreed and signed Planning application agreed at planning referral committee in December Planning permission received from Secretary of State for Housing, Communities and Local Government Confirmation of planning decision letter received First review of final construction contract documentation undertaken 	<ul style="list-style-type: none"> Agreed contract sum achieved and draft contract produced Mobilisation of leisure centre construction phase

Priority Project Update Quarter 3 2018-19

Council Performance & Budget Summary

Quarter 3 2018-19 (October-December)



Portfolio	Q2 (2018/19) (July to September)	Priority Project	Q3 milestones (2018/19) (October to December)	Progress	Q4 milestones (2018/19) (January to March)
	G	Enterprise Zone	G	<ul style="list-style-type: none"> Enterprise Zone (EZ) brand development signed off Work on Marketing and Inward Investment Plan complete Digital Connectivity report with recommendations agreed Funding application submitted to Herts Local Enterprise Partnership for preparatory works for Junction 8 M1 improvements from Crown Estate First major tenant on Prologis Park 	<ul style="list-style-type: none"> Project Delivery Plan completed Complete Marketing and Investment Plan and website completed Official Market launch of EZ in March Skills plan work to commence
Business and Community	G	Parking Services service provision	G	<ul style="list-style-type: none"> Contractor meetings to scope de-mobilisation/mobilisation arrangements 9 and 16 January IT support commissioned to develop options appraisal and target operating model Financial models and mobilisation plan final draft complete 	<ul style="list-style-type: none"> Progress to be reported to the Car Park Working Party 6 February IT audit/scoping completed in February Parking Services Project Initiation Document (PID) finalised in January

Priority Project Update Quarter 3 2018-19

Council Performance & Budget Summary

Appendix A: Planning Update

Planning Performance

The table below shows the Council's performance against the Ministry of Housing, Communities and Local Government (MHCLG) planning performance thresholds.

Colour coding for table: Green – performance above threshold.

Measure and type of applications	Bigger or Smaller is Better	Current 2017 to 2019 cumulative performance in MHCLG assessment period	2016 - 2018 Performance against 2 Year Assessment period (for comparison)	DCLG's estimated thresholds and 2 Year assessment period	
Speed of major development (% determined in time)	Bigger	93.8% (Oct 2017 to Sept 2019)	93.3% (Oct 2016 to Sept 2018)	70% (Oct 2017 to Sept 2019)	
Quality of major development (% overturned at appeal)	Smaller	8.8% (Apr 2017 to Mar 2019)	7% (Apr 2016 to Mar 2018)	7.5% (Apr 2017 to Mar 2019)	
Speed of non-major development (% determined in time)	Bigger	92.2% (Oct 2017 to Sept 2019)	92.4% (Oct 2016 to Sept 2018)	75% (Oct 2017 to Sept 2019)	
Quality of non-major development (% overturned at appeal)	Smaller	1.5% (Apr 2017 to Mar 2019)	2% (Apr 2016 to Mar 2018)	7.5% (Apr 2017 to Mar 2019)	

MHCLG announced the special measures programme will continue up to 2020. The table has been updated to reflect the updated 2 Year assessment periods.

% of decisions overturned at appeal – appeal decisions are scrutinised by officers to inform future decision making

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 Dec 2018 (Bigger is Better)	Average Dec 2018 (Smaller is better)	Average Nov 2018	Average Oct 2018	Average Oct – Dec 18-19	Average July – Sept 18-19	Average Apr - June 18-19
'Out of time applications'	No more than 40 (local)	-	43	43	39	41	34	22
Major Applications*	13 weeks (national) 60% in time	100%	31.5 weeks	22.8 weeks	19.8 weeks	24.1 weeks	28.5 weeks	38.1 weeks
Minor Applications	8 weeks (national) 65% in time	76.5%	10.6 weeks	10.6 weeks	11.8 weeks	11 weeks	10.8 weeks	10.3 weeks
Householder Applications	8 weeks (national) 80% in time	94.2%	8.3 weeks	8.7 weeks	8.4 weeks	8.5 weeks	8.7 weeks	8.2 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'.

Council Performance & Budget Summary

Appendix A: Planning Update



The average number out of time applications increased in November due to the limited availability of senior staff authorised to sign off applications. Officers are working to reduce the number of out of time applications in their caseload so overall numbers are below 40, with senior officers each dedicating a day a week to signing off.

Local Plan

Council, at its meeting on 11 July 2018, approved the draft Local Plan for Publication (Regulation 19) consultation. The consultation ran between 4 September and 17 October 2018. An overview and summary of the representations was reported to the Planning Policy Committee (PPC) on 12 December 2018. Further and more detailed reporting was made to PPC in January 2019 and will be again in March 2019. The current timetable shows submission of the draft Local Plan to the Secretary of State for examination at the end of March 2019.

Hertfordshire Infrastructure & Funding Prospectus (HIFP)

The HIFP was endorsed by the Hertfordshire Infrastructure and Planning Partnership (HIPP) on Thursday 22 November. The HIFP Final Report can be viewed at www.stalbans.moderngov.co.uk/documents/s50038304/Hertfordshire%20Infrastructure%20Funding%20Prospectus%202018%20-%202013.pdf.

Hertfordshire County Council A414 Corridor Strategy Consultation

Hertfordshire County Council (HCC) has developed a new transport strategy for the east west corridor. This follows the A414 across the county and into Essex from Hemel Hempstead to Harlow. The A414 Corridor Strategy sets out the key growth and transport challenges that exist now and in the future. It identifies a set of intervention packages in what is one of the most vital transport corridors spanning the county.

The corridor has been divided into fourteen segments. These reflect how the corridor is currently used differently along its length and how it is predicted to be used in the future. The Strategy is set out to enable readers to identify and focus on the proposal for their areas rather than having to read the document in its entirety.

The plan has been developed with support from HCC's consultant AECOM and with input from the A414 Members Group, county councillors and district council partners including this Council.

The consultation runs from 3 December 2018 to 25 February 2019.

Further information about the consultation can be found at:

<http://www.hertfordshire.gov.uk/consultations>

Green Triangle

The Green Triangle will be looking at undertaking 'Small and Medium Sized Enterprises' (SME) inward investment activities with the Enviro Tech Enterprise Zone (EZ). The Green Triangle is organising a series of events / seminars with partners. The next main event is the Clean Growth Brokerage Forum on 7th February at Rothamsted Research. This will be an opportunity for SMEs to meet innovative businesses and world-class researchers to hear about the latest initiatives and business opportunities for addressing clean growth in the region. Further information can be found at <http://www.thegreentriangle.org/>.

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London Plan

The East of England Local Government Association continues to engage on the key stages of the consultation process for the Mayor of London's draft London Plan. It will be giving evidence at the London Plan Examination in Public (EiP) from 15 January to mid-May 2019. The politically-led cross-party Infrastructure and Growth Group, with the support of the East of England Strategic Planning Officers' Liaison Group, are preparing written statements in advance of the EiP hearings. Councils in the East of England are generally supportive of the package of strategies, approaches and policies. However, in its response to the draft Local Plan consultation in February 2018, they requested clarification on a number of points. These included the scale of housing needed to 2029 and the Mayor of London's intentions with regard to providing 1,000 homes per annum.

Significant Planning Applications

Planning Decisions (Note 1*)	Decision/comments
<p>Land at Three Cherry Trees Lane and Cherry Tree Lane (5/2016/2845) 600 dwellings, land for primary school, local centre uses (A1, A3, A4, A5, D1, D2), landscaping open space and play areas. Cross-boundary outline planning application falling within Dacorum Borough Council (DBC) and St Albans City and District Council (SADC) administrative areas. (Approx. 150 dwellings in the District) <i>Delegated</i></p>	<p>DBC's committee has resolved to grant permission subject to a S106 Agreement*. A draft S106 Agreement* has been agreed to secure matters. These include: affordable housing; education provision; Hertfordshire County Council (HCC) services; sustainable transport, highway works and travel plan; phasing, and healthcare provision. Currently the agreed legal agreement is awaiting final sign off.</p>
<p>Former Radlett Aerodrome Sixteen 'discharge of conditions' applications have been submitted <i>Delegated</i></p>	<p>Eleven 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, 5/2017/0871 and 5/2017/0865). Three have been withdrawn by the applicant/agent (5/2017/2770, 5/2017/0870, 5/2016/2880). (Applications 5/2016/3003, 5/2016/3005 and 5/2017/0865 were discharged on 28 September).</p> <p>5/2016/3018 and 5/2018/0869 are pending applicant discussions with consultees.</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</i></p>	<p>Following comments from the Council's Viability Consultant being put to the applicants, an acceptable offer for a reduced level of affordable housing has been received. The application will be reported to Planning Referrals Committee (date to be confirmed).</p>

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Planning Decisions (Note 1*)	Decision/comments
<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 associated access and alterations to pedestrian/bridleway, landscaping, amenity space and car parking</p>	<p>A further consultation on revised information was carried out with an end date of 27 November. Following this, the Local Highway Authority has advised that it is unable to provide comments on this application until early January 2019. This application will be reported to the Planning Referrals Committee in February 2019.</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 proposed scheme would amend the layout approved under reserved matters application 5/2015/0797. Together with the dwellings which have been constructed on site to date, the proposed development would increase the density of the site to provide 91 dwellings. It is expected that this application will be reported to Committee in January.</p>
<p>Civic Centre Opportunity Site (South) Victoria Street, St Albans (5/2018/1925) Variation of Condition 3 (samples of materials), 4 (sample panels), 5 (new windows and doors), 7 (hard and soft landscaping), 13 (landscape management plan), 21 (drainage scheme), 26 (highways management plan), 28 (travel plan implementation), 29 (levels), 30 (basement access) and 45 (residential soundproofing) of planning permission 5/2017/1060 dated 30/04/2018 for Demolition of existing buildings and redevelopment of site consisting of 86 residential units, 2,101sqm commercial floorspace (flexible uses class A1-A4, B1, D1) and 2,697sqm office floorspace with associated works, access, parking and landscaping</p>	<p>The Planning Referrals Committee of 15/10/2018, resolved to grant conditional planning permission. This was subject to the completion of a deed of variation within 3 months to secure the following heads of terms (approved under planning permission reference 5/2017/1060):</p> <ul style="list-style-type: none"> • Affordable housing – 30 units in accordance with the agreed Housing Mix; • Nursery Education: £8,800; • Primary Education: £54,127; • Secondary Education: £47,157; • Early Years: £3,302; • Library Services: £10,441; • Youth Service: £974; • Play Areas: £8,627; • Parks and Open Spaces: £28,152; • Leisure and Cultural Centres: £44,535; • Travel Plan • Travel Plan Monitoring & Support: £6000 • Sustainable Transport: £38,375 • Herts CCG: £183,901.56 • Fire Hydrants Clause <p>It is expected that the Section 106* will be completed within this timeframe.</p>

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Appendix A: Planning Update



Planning Decisions (Note 1*)	Decision/comments
<p>Former British Gas Land, Griffiths Way, St Albans (5/2018/1729) Submission of reserved matters (details of appearance, landscaping and layout) for outline planning permission 5/2016/3386 dated 26/01/2018 for Mixed use development comprising Class A1 (discount foodstore), Class A1 (non food retail), D2 (gym) and Class A3/A5 (restaurant and drive-through) with associated access and ancillary works</p>	<p>Following consultation comments from the Environment Agency, the Council's Environmental Compliance Department and Landscape officers, amendments to the scheme have been received. The Council is currently awaiting further relevant consultation responses. It is expected that a delegated decision will be made by the end of January.</p>
<p>Former British Gas Land, Griffiths Way, St Albans (5/2018/2300) Notice of an application to modify a planning obligation - Removal of Clause 4 (2) (restrictions on use of land for the sale of food) of S52 Agreement dated 21/01/1987 relating to 5/1985/1420, at Land at Griffiths Way St Albans</p>	<p>Negotiation is ongoing between applicant and Council's solicitors. A draft has been produced, but there are delays from other relevant parties to the original legal agreement. It is expected that a delegated decision will be made by the end of January.</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.</p> <p>There is a proposal to establish a 'Shadow' Trust which, in the longer term, will manage and maintain the Country Park.</p> <p>Progress on the S106* agreement is dependent on the Welwyn & Hatfield Local Plan and the outcome of planning application 6/2018/2768/OUTLINE</p>
<p>Ellenbrook Park Hatfield Road Smallford St Albans Hertfordshire (WHBC Ref: 6/2018/2768/OUTLINE)</p>	<p>The District Council has been consulted on an outline application for a large-scale mixed use development including 1,100 new homes and supporting infrastructure including a primary school, local centre and open space with all matters reserved. The consultation was received on 21 November 2018. The application is pending consideration by Officers.</p> <p>No change since previous Cabinet meeting.</p>

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Planning Consultations (Note 2*)	Decision/comments
Heathrow Airspace and Future Operations Consultation External Link: https://www.heathrowconsultation.com/	The Council will be responding to this consultation. The consultation period ends 4 March 2019.

* 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: 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 – January 2018 to December 2018 (figures shown in Tables 5 and 6 overleaf)

- Annual recycling performance for the rolling 12-month period is 61.5%. The 61.5% figure is an improvement on 59.4% for the corresponding period last year. The December 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 66.5% in May 2018.
- The amount of garden waste collected is down by around 656 tonnes when compared to the same period for last year. This is as a result of the very cold late winter and the exceptionally hot dry summer. Total household waste collected has also reduced, as a result of this reduction in garden waste.
- New arrangements for secondary sorting of mixed recyclable materials have been in place since December 2017. This, combined with an improved recycling in lower performing areas, has resulted in 749 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 a 1,729 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.

Confirmation of final recycling figure for financial year 2017 to 2018

- Central government has recently published the final recycling figures for all waste collection authorities in England, for the period April 2017 to March 2018. The confirmed figure for St Albans was 59.5% compared to 57.5% for the previous year.
- The Council now ranks 13 out of 350, compared with a ranking of 26 for the previous year. A 60%+ recycling performance would achieve a place in the top 10.
- The top performing council for 2017-18 was once again the East Riding of Yorkshire Council at 64.5%. East Riding are a unitary council and as such receive the additional benefit gained from operating local household waste

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Appendix B: Waste Management and Recycling Update

recycling centres. The next best performing council was Rochford District Council at 63%.

Update on initiatives to increase performance

Recycling More Food Waste

- Food waste recycling continues to be our main focus to achieve a sustained annual recycling rate which exceeds 60%. There is no need to send food waste to landfill with the collection arrangements currently in place.
- Priority locations for ward-level improvements are identified using approximated ward-based recycling rates. The latest maps are shown at the end of this report. SADC and Veolia Officers are using this information to identify specific wards where improved recycling performance is probable. Wards with (comparatively) high and low recycling rates will be considered. The approach will no longer focus solely on “low-performing” wards.

Chargeable Additional Garden Waste Service

- Residents with larger gardens will be able to take out an annual subscription to have additional garden waste collection. 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.
- An online self-serve subscription system is currently under development. This is due to be introduced in February/March 2019, in time for the start of the new service in April.
- An order has been placed for the additional green bins (approximately 1,000) and bags required for the new service.
- A communications plan is being implemented to publicise the new service. It will include; articles in Community News, press releases, promotion on collection vehicles, social media promotion, and use of the Council’s web site.
- Charges for the new services have been determined through comparison of similar services being provided by our neighbouring 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 aims are to:

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Appendix B: Waste Management and Recycling Update

- recover as much of the potentially recyclable material identified as 'contaminated waste'; and
 - divert it from materials currently being sent to landfill.
- During the January to March 2019 period, officers will undertake a programme of engagement with specific resident's associations and similar groups. The intention is to ask for their help with local management of communal waste stores and gain their ideas about what sort of local solutions might work best.

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 happy to assist. The 'no side waste' policy continues, and crews are being asked to check properties and log any side waste issues.
- Over the last 12 months there has been a reduction of 919 tonnes, 18 tonnes per week.

Government update of National Waste Strategy

- DEFRA has recently published its latest Resources and Waste Strategy (R&WS). This being the first update of the strategy in more than a decade. The strategy sets out the Government's vision to.
 - Eliminate all avoidable waste by 2050,
 - Eliminate food waste to landfill by 2030,
Ensure that all plastic packaging to be recyclable, reusable or compostable by 2025
- Of particular relevance to local authorities, the strategy includes the following (a number of the proposals will be subject to detailed consultation):
 - Ensuring a consistent set of dry recyclable materials is collected from all households and businesses.
 - Every householder and appropriate business to have a weekly separate food waste collection by 2023.
 - The Government may specify a core set of materials to be collected by all local authorities and waste operators.
 - The introduction of a deposit return scheme for single-use drinks containers.
 - Address potential barriers to reuse at local household waste recycling centres.
 - Driving greater efficiency of energy from waste (EFW) plants. With the aim that, where possible, EFW plants are used as a source of heat for District heating networks.

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Appendix B: Waste Management and Recycling Update

- Whether introducing non-binding performance indicators for the quantity of materials collected for recycling and minimum service standards for recycling would increase recycling rates.
- A goal of at least 65% of municipal waste to be recycled by 2035, with no more than 10% being sent to landfill.
- The strategy also sets out a range of proposals to make waste producers responsible for the 'full net cost' of recovery and reuse of materials packaging etc.
- It is too early to determine the potential full impact of the strategy. We will do so when the consultation period has been completed. However, given SADC's current, extensive recycling collection services, along with our weekly food waste collections, the Council should be very well placed to respond to meet the emerging requirements of the R&WS.

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	Oct-18	Nov-18	Dec-18
Number of Veolia Contact Centre Calls	2,516	2,180	1,994
% Calls Answered (target = 95%)	99.2%	98.9%	99.3%
Average Call Waiting Time	0m:09s	0m:12s	0m:09s
Average Call Duration	2m:07s	2m:08s	2m:04s
Missed Collections/100,000	31	29	30

- 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.

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.

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

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Appendix B: Waste Management and Recycling Update

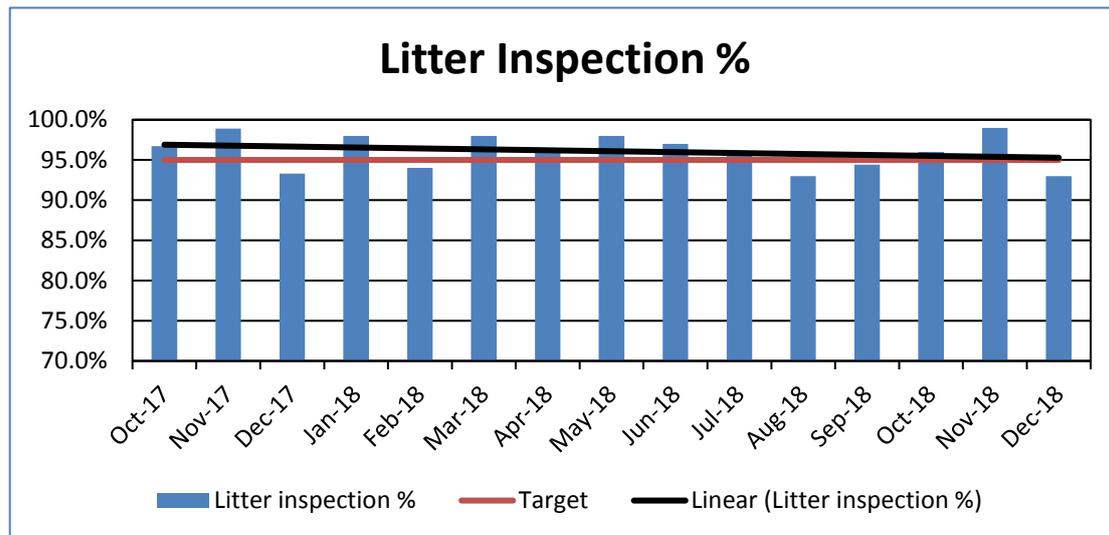
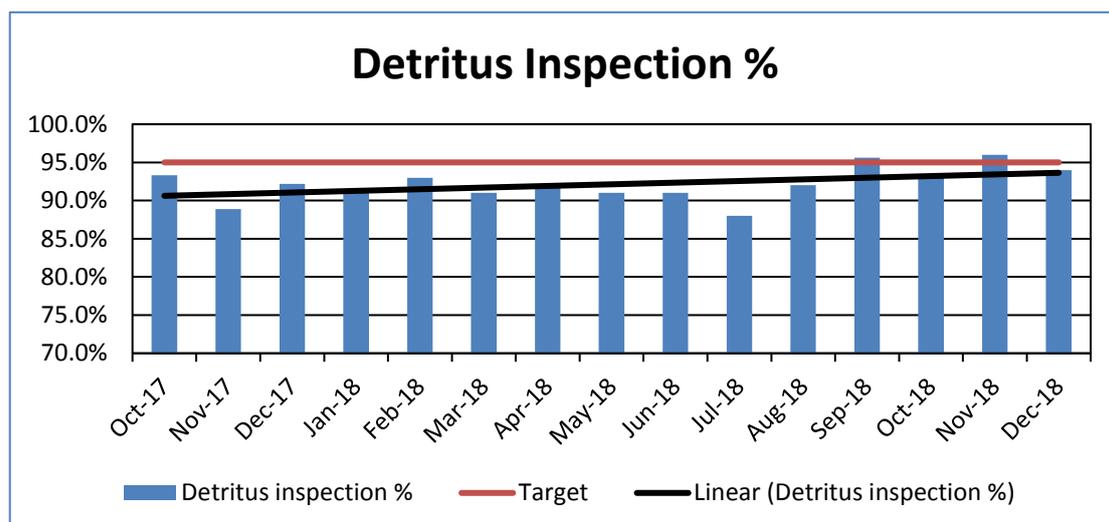


Table 3: Sites achieving High or Acceptable Standards – **Detritus**



- Street cleansing performance for litter (see Table 2) is above target over the quarter and also above target for the 12-month period. The average 12-month performance level is 96.0%, which is above the 95% target. The Council and Veolia have noted the improvement on the previous quarter.
- Management of detritus (see Table 3) is still consistently below target, with a 12-month average of 92.3%. The performance trend remains positive, indicating slow but steady progress towards achieving the 95% target.
- The images below 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.

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Appendix B: Waste Management and Recycling Update

Rural Roads

- 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.
- During November 2018, roads which are classified as Zone 6 or 7 (rural) were visited and graded independently, by SADC officers. The clearance of leaves from grassed verges and other 'soft' areas in these zones will not normally be required as part of this cleansing specification. Any streets which were below the contract specification was reported for rectification in accordance with the service level agreements for these zones.
- A summary of officer inspections results is shown in Table 4 below. All sites found to require rectification were reported directly to Veolia by the SADC monitoring officers.

Table 4: Rural Roads Inspection Results

Ref.	Description	Result
1	Number of rural roads (Zone 6 and Zone 7)	102
2	Number of months inspections took place	1
3	Officer inspections during period	81
4	% found to be high (grade A) or acceptable (B)	79%
5	% below standard	21%
6	% defaults reported to Veolia rectified by deadline	94.1%

Litter and Refuse

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

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Appendix B: Waste Management and Recycling Update

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>

Deep Clean Programme

- The 'Deep Clean' programme introduced in November 2017 was repeated in October 2018. In particular, the programme targets heavily-parked streets which often prove difficult to clean effectively. Deep cleaning has a direct and positive impact on detritus performance.
- Roads for completion October/November 2019 is already being compiled.
- During the period January to June 2019 officers will undertake a supplementary programme of Deep Cleaning. It will focus solely on street cleansing operations, particularly improving management of detritus.
- The Supplementary Deep Clean Programme will cover approximately 200 streets, which have evidence of long-standing build up of detritus (in particular). Our approach will be to work closely with Veolia, agreeing and taking extra steps to achieve the contractual cleansing standards. These will include:
 - Engagement with ward Councillors;
 - Engagement with Parish Councils;
 - Officers attending the cleansing operations;
 - Capturing (and storing for retrieval) before and after cleansing images;
 - Changing the usual or planned cleaning time (not necessarily day) to deliver the service at a time when access to the road/footway is clear.
 - Engaging with local residents/property owners where it is clear they can help facilitate the routine street cleaning process.

Council Performance & Budget Summary

Appendix B: Waste Management and Recycling Update



Table 5 - 60% Recycling Project - 12 month's figures for January 2018 to December 2018

	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan 18 to Dec 18 Total	Jan 17 to Dec 17 Total
Material Recycled/Composted (tonnes)														
Soft Mix (paper and cardboard)	766	491	541	541	529	489	493	490	495	548	547	556	6,486	6,524
Comingled Glass, Plastic and Cans	772	523	576	594	642	646	690	602	572	600	563	579	7,360	6,550
Veolia others - Textiles, Batteries and WEE	2	6	3	2	0	5	0	6	2	2	0	6	33	36
Third party others - Textiles, WEE and Dry Recyclables.	12	13	74	8	9	81	12	9	76	10	11	71	385	404
Total Dry Recycling (tonnes)	1,552	1,033	1,194	1,145	1,180	1,222	1,195	1,107	1,145	1,159	1,121	1,211	14,263	13,514
Total Garden Waste (tonnes)	462	374	412	1,015	1,484	1,797	774	748	1,291	963	869	699	10,887	11,543
Total Food Waste (tonnes)	418	367	453	375	367	462	379	349	472	379	392	470	4,882	4,917
Total Mec. Street Cleansing Recycling (tonnes)	59	113	59	109	76	99	41	79	79	79	117	160	1,071	1,114
Total household waste recycled and composted (tonnes)	2,491	1,887	2,118	2,643	3,107	3,580	2,389	2,283	2,987	2,580	2,499	2,540	31,103	31,088
Total residual waste (tonnes)	1,700	1,535	1,823	1,601	1,563	1,864	1,455	1,398	1,776	1,453	1,499	1,819	19,486	21,215
Total Household Waste (tonnes)	4,192	3,421	3,940	4,244	4,670	5,444	3,844	3,681	4,763	4,034	3,998	4,359	50,589	52,303
% Dry Recycling	37.0%	30.2%	30.3%	27.0%	25.3%	22.4%	31.1%	30.1%	24.0%	28.7%	28.0%	27.8%	28.2%	25.8%
% Garden & Food Waste Composted	21.0%	21.6%	22.0%	32.7%	39.6%	41.5%	30.0%	29.8%	37.0%	33.3%	31.5%	26.8%	31.2%	31.5%
% Mechanical Street Cleansing Recycled	1.4%	3.3%	1.5%	2.6%	1.6%	1.8%	1.1%	2.1%	1.7%	2.0%	2.9%	3.7%	2.1%	2.1%
% TOTAL HOUSEHOLD WASTE RECYCLED	59.4%	55.1%	53.7%	62.3%	66.5%	65.8%	62.2%	62.0%	62.7%	64.0%	62.5%	58.3%	61.5%	59.4%

Council Performance & Budget Summary

Appendix B: Waste Management and Recycling Update



Table 6 – Comparison of Tonnages Collected for the 12 month period January 2018 to December 2018 and January 2017 to December 2017

	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan 18 to Dec 18 Total
Total Residual Waste (tonnes)	1,700	1,535	1,823	1,601	1,563	1,864	1,455	1,398	1,776	1,453	1,499	1,819	19,486
Total Dry Recycling (tonnes)	1,552	1,033	1,194	1,145	1,180	1,222	1,195	1,107	1,145	1,159	1,121	1,211	14,263
Total Garden Waste Recycled (tonnes)	462	374	412	1,015	1,484	1,797	774	748	1,291	963	869	699	10,887
Total Food Waste Recycled (tonnes)	418	367	453	375	367	462	379	349	472	379	392	470	4,882
Total Mec. Street Cleansing Recycling (tonnes)	59	113	59	109	76	99	41	79	79	79	117	160	1,071
Total household waste recycled and composted (tonnes)	2,491	1,887	2,118	2,643	3,107	3,580	2,389	2,283	2,987	2,580	2,499	2,540	31,103
% TOTAL HOUSEHOLD WASTE RECYCLED	59.4%	55.1%	53.7%	62.3%	66.5%	65.8%	62.2%	62.0%	62.7%	64.0%	62.5%	58.3%	61.5%

	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan 17 to Dec 17 Total
Total Residual Waste (tonnes)	2,145	1,583	1,619	2,045	1,671	1,601	2,086	1,519	1,538	1,991	1,619	1,799	21,215
Total Dry Recycling (tonnes)	1,443	1,020	1,199	983	1,050	1,204	1,026	1,067	1,189	1,060	1,130	1,143	13,514
Total Garden Waste Recycled (tonnes)	464	357	642	1,392	1,014	1,395	1,208	1,119	1,107	1,401	870	574	11,543
Total Food Waste Recycled (tonnes)	557	375	374	453	366	367	450	332	363	452	378	451	4,917
Total Mec. Street Cleansing Recycling (tonnes)	127	61	103	81	124	41	124	0	100	130	131	91	1,114
Total household waste recycled and composted (tonnes)	2,591	1,813	2,318	2,909	2,554	3,007	2,808	2,518	2,759	3,043	2,509	2,259	31,088
% TOTAL HOUSEHOLD WASTE RECYCLED	43.3%	43.6%	49.8%	58.7%	60.4%	65.3%	57.4%	62.4%	64.2%	60.5%	60.8%	55.7%	59.4%

Council Performance & Budget Summary

Appendix C: 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 (October – December 2018).

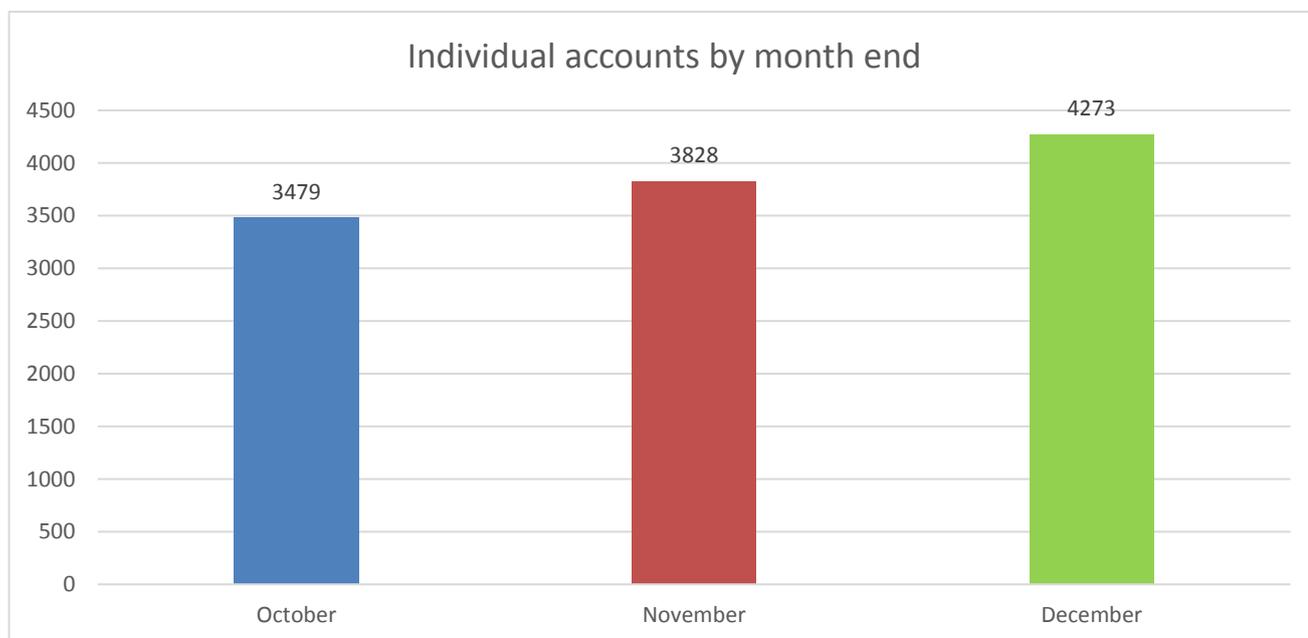
As at 31 December, 4,273 people have registered and set up an online 'MyStAlbans District Account'. This is an increase of 36% on the figure reported to Cabinet in October 2018.

The top three service requests / issues being reported via 'MyStAlbans' are:

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

62% of people are using mobile devices to connect to their '**MyStAlbans**' account. This is an increase of 50% compared to September's figure.

The graph below shows the sign-up history for the quarter (October - December 2018)



Council Performance & Budget Summary

Appendix C: Digital Transformation Programme Update

The development priorities for MyStAlbans during Quarter 3 (October – December) were:

- Housing Self-Serve focused on rent account and leaseholder information
- Further online waste services such as assisted waste collections, nappy sacks, etc
- Scoping requirements for a Business Account
- New service to request an additional garden waste bin

The table below shows progress against these deliverables

Priority	RAG status	Progress update	Next Steps
Housing Self-Serve - on-line access to rent account and rent payment information.	G	Housing CRM launched in December 2018 and being used successfully by the housing team. Housing self-serve 'go-live' 9 January 2019. Initial 'test and learn' pilot of 300 tenants - gather feedback on usability and assess take up. Outcomes will inform approach to wider roll out including comms messages.	Monitor feedback from pilot group. Wider roll out to all housing tenants during January/ February 2019.
Further on-line waste services for example nappy sacks, assisted collection, clinical waste	A	Working with Veolia to re-profile delivery, project deliverables dependent on changes to Veolia's systems.	Veolia system changes completed, and further on-line waste service launched during Quarter 1 2019/20.
Scoping requirements for Business Account	G	Detailed business case for the business account should be signed off by stake holders January 2019. Work scheduled to start in the new financial year.	Work to be scheduled in for Year 3 of the Digital Transformation programme (2019/20).
Requirement to order a chargeable additional Garden Waste Bin for the new financial year	G	Scoping document and budget approved. Work scheduled to be delivered in February 2019.	Launch new service in February/March 2019.

Council Performance & Budget Summary

Appendix C: Digital Transformation Programme Update

MyStalbins priorities for Quarter 4 (January – March 2019) are:

- Launch Housing Self-Serve
- Launch additional Garden Waste Bin service
- Launch HR performance conversations on MyEmployee portal (STAN)
- Commence work on next phase of STAN
- Agree year 3 priorities for Digital Transformation Programme

Marketing and communication

A prize draw has been offered, for all tenants who sign up to and register for 'MyStalbins' account and housing self-serve by 31 March 2019.

Over the Christmas period a separate prize draw was offered to help get feedback on the services offered through the 'MyStalbins' District Account. This is currently being analysed and feedback will be used to inform future development work and communication messages.

Leaflets promoting the benefits of signing up to the on-line account are being given to customers who visit the Civic Offices.

During November 2018 the 'MyStAlbins' 'Wake up, get out of bed' video campaign was run on Facebook and attracted over 7,000 views. Further social media campaigns are being planned to tie in with the launch of new services on 'MyStalbins'.

Measures of Success

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

Measure	Target Q3	Actual Q3
Number of households signed up to an online account	4,212	3451*
Households signed up - designated themselves as council tenants	N/A **	291
Number of individuals signed up to an online account	N/A	4273
Number of linked online accounts as a result of MyStAlbins sign up	N/A	175
Number of transactions on MyStAlbins	N/A	2099
Number of visitors to MyStAlbins	N/A	4354
Number of households signed up that have used a service	N/A	1239
User satisfaction (as percentage)	90%	97%
Transaction completion time (seconds)	N/A	172
Uptime	99.99%	99%

*Since 26th November, people have to record an address when they sign in to their account. Prior to this date people could register for an account without an address. Currently there are 752 online accounts registered without an address. These have been excluded from the household count figure of 3451.

** 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 fully launched in February 2019.

Council Performance & Budget Summary

Appendix C: Digital Transformation Programme Update



Annual indicators have also been set and cover:

Measure	31 March 2019	Actual
Services available online versus offline	85%	
20% reduction in monthly volume of generic 'Contact Us' emails	240 per month	

Digital Transformation Budget

£50k remains uncommitted and available from the original 'pump priming' investment of £487k to support the remainder of the current Digital Transformation Programme. The skills of the internal team continue to be developed and the team are now able to do most of the development work on the digital platform. The remaining 'pump priming' investment is being used to fund specialist consultancy and technical integration activities.

Appendix D: Staff Awards Update

Staff Awards 2018

The annual awards ceremony was held on the 11th December in the Council Chamber, with over 100 staff attending to support their teams and colleagues.

The Winners

Customer Driven Award

Winner: Caroline Croft, Digital ICT Manager

Caroline has been the driving force behind a number of ICT transformation projects. She has worked tirelessly to push for improved resources to ensure the Council has the technology to meet the needs of our residents in the 21st Century. Caroline's contribution has been vital to modernising the way we work at the council, both internally and externally.

2nd place: Lorraine Dawson, Customer Services Manager

3rd place: Elizabeth Heath, Democratic Services Manager

We Work Together – Team of the Year Award

Winner: Housing Customer and Contract Services team

This team have come through a number of challenges this year, including staff shortages, difficulty with contract service delivery and duplication of work. They have tackled them all with positivity, creativity and tenacity. Teamwork, dynamism, and the courage to challenge existing practices to improve the customer experience, are just three of the attributes that make this team worthy winners.

2nd place: Customer Services Team

3rd place: Museums Team

Leader of the Year Award

Winner: Kate Warren, Museums Service Manager

Kate empowers her staff, to get the best out of their varied approaches and skills. She ensures that every voice is heard, and is always available to advise and encourage her line managers to come up with creative solutions. Kate was nominated numerous times for the Leader of the Year Award, which is testament to her popularity and performance as a manager and leader.

2nd place: Neil Kieran, Principle Community Protection Officer

3rd place: Rebecca Robinson, Customer Relationship Officer

Appendix D: Staff Awards Update

Colleague of the Year Award

Winner: Julia Good, Museums Volunteer Coordinator

Julia has spent a huge amount of time and effort focussing on the experience of visitors and customers at the New Museum & Gallery. She has ensured it is accessible to a wide variety of people whatever their ability, background or interests. She has gone above and beyond her role this year, ensuring good working relationships across her large team of volunteers. She has supported them on both an emotional and practical level. Her team says that she brings out the best in everyone.

2nd place: Sacha Richardson, Customer and Contract Services Supervisor

3rd place: Chris Tilley, Corporate Services Support Officer

Lessons Learned Award

Winner: St Albans Network (STAN) Digital Transformation Team

The winner is a virtual team that includes members of the IT team, the HR team, Council Digital Champions, and our external development partner. The team experienced a number of difficulties with the implementation of our new employee portal - STAN. But they pulled together to take corrective action and support implementation through a variety of means including FAQs, an employee feedback inbox and 1:1 support to individuals. The Council's new values and behaviours encourage us to 'be creative and learn from our mistakes' and this award celebrates where that is done.

Special Recognition Award

Winner: Paul Gallagher, Clerk of Works

Paul received the Special Recognition Award on his retirement from the Council after 33 years dedicated commitment. Paul started his career with the Housing department where he worked for 18 years, then moving to Technical Services and most recently Commercial and Development. Paul took on the challenging Clerk of Works role for our new leisure, housing and museum developments. His drive and tenacity helped ensure that these major projects stayed on track. Paul has also been an advocate for staff, providing much valued advice and support through his role with Unison. Paul will be greatly missed and we all wish him the best in his retirement.

Staffing Levels for Frontline Services

Cabinet asked to receive regular information on shortfalls against staffing targets for frontline services, related to both in-house and contractor staffing. This quarterly report summarises the key messages and aims 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.

Two summaries are attached showing:

- 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:

- **Planning & Building Control** - The department continues to experience recruitment and retention difficulties across all frontline areas. Flexible recruitment practice and payment options (e.g. market supplements, bonuses) in place but this does not appear to be resolving the supply issues in the long term. Using talent development options to provide accelerated career progression and opportunities for existing staff. New Year recruitment campaign underway focusing on this area (10 vacancies being advertised including Building Control as below).
- **Building Control** - The team is experiencing significant capacity stretch. 2 posts currently under offer and 2 posts out to advert as part of New Year campaign. Succession planning for Senior Building Control Officer and creation of a Trainee role to help 'grow our own'.
- **Housing Repairs** – The team is reviewing the responsibilities of the two vacant posts in light of the new repairs/planned contract.
- **Commercial Programmes** – The team has 2 new starters for January (Project Manager and Clerk of Works) and 2 posts out to advert in New Year campaign.
- **Revenues** – The service is affected by multiple long-term absences (recently reduced) and loss of a senior manager in 2018. A review of the revenues service has concluded. A service improvement plan, and recommendations to improve resilience and ability to deliver to be implemented in 2019.
- **NSL Patrols** –contractor staffing the NSL patrols remain below target.

This report covers data available at the end of Quarter 3 (December 2018).

Council Performance & Budget Summary

Appendix E: 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 ¹ (FTE - Full time equivalent staff)	Actual establishment in post ² (FTE filled)	Variance (FTE unfilled)	Absence Rate ³ % of required FTE absent (sickness)	Comments/Actions
Planning & Building Control	Development Management (including Enforcement)	31	24	7	0%	High levels of turnover and difficulty recruiting due to limited pipeline of applicants and limited ability to compete with salaries (private sector and London). Currently advertising 5 roles on flexible basis. Market supplement offered as part of salary package, flexible recruitment action and working with degree apprenticeship trailblazer group to grow our own.
	Technical Support	10	7	3	0%	2 posts being advertised
	Building Control	12	8	4	15.61%	Difficult to recruit posts due to private sector competition and limited pipeline of quality / experienced 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%	-
	Housing Options	15	13	2	0%	1 new starter for 2 nd January. That only leaves some vacant hours across part time roles.
	Housing Repairs	6	5	1	16.66%	Secondment arrangement in place to provide cover for long term absence. Unsuccessful recruitment for Building Surveyor post, agency temp staff covering

¹ Establishment – the overall number of full time equivalent (FTE) staff employed, all figures rounded to nearest whole number

² In post as at 28th December 2018, all figures rounded to nearest whole number

³ Absence rate on 28th December 2018

Council Performance & Budget Summary



Appendix E: Staffing Levels Update

	Tenancy Services & Performance	29	25	4	0%	One permanent member of staff seconded to another team and advert out to backfill the post temporarily. Another vacancy backfilled by internal secondment
Community Services	Parking	10	8	2	0%	1 vacancy covered by graduate intern and 1 by secondment. Business case to recruit to 2 roles being drafted.
	Fly Tipping	2	2	0	0%	-
Commercial & Development	Museums	24	21	3	0%	Operations manager recruitment unsuccessful – back out to advert in New Year. Internal and external recruitment for 2 Museum Assistant vacancies underway.
	Commercial Programmes	12	8	4	0%	4 new posts approved at Cabinet in July. 2 new starters in January and 2 out to advert.
	Property & Asset Management	14	11	3	7.14%	One post on hold, one covered by internal secondment. Long term absence being actively managed in line with policy.
Finance & Legal	Revenues	14	10	4	14.29%	2 agency staff/casuals equivalent to approx. 1FTE and one manager (the latter shared with another department) are providing cover for the variance and absences. Absences, which were running 20% higher in the last report to Cabinet, have reduced and are actively being managed in line with policy.
Corporate Services	Customer Services	15	13	2	0%	1 fixed term contract started in January, agency staff to cover remaining vacancy including maternity cover.
Chief Executive & Policy	Community Protection	4	4	0	0%	-
TOTALS (rounded)		208	168	40		

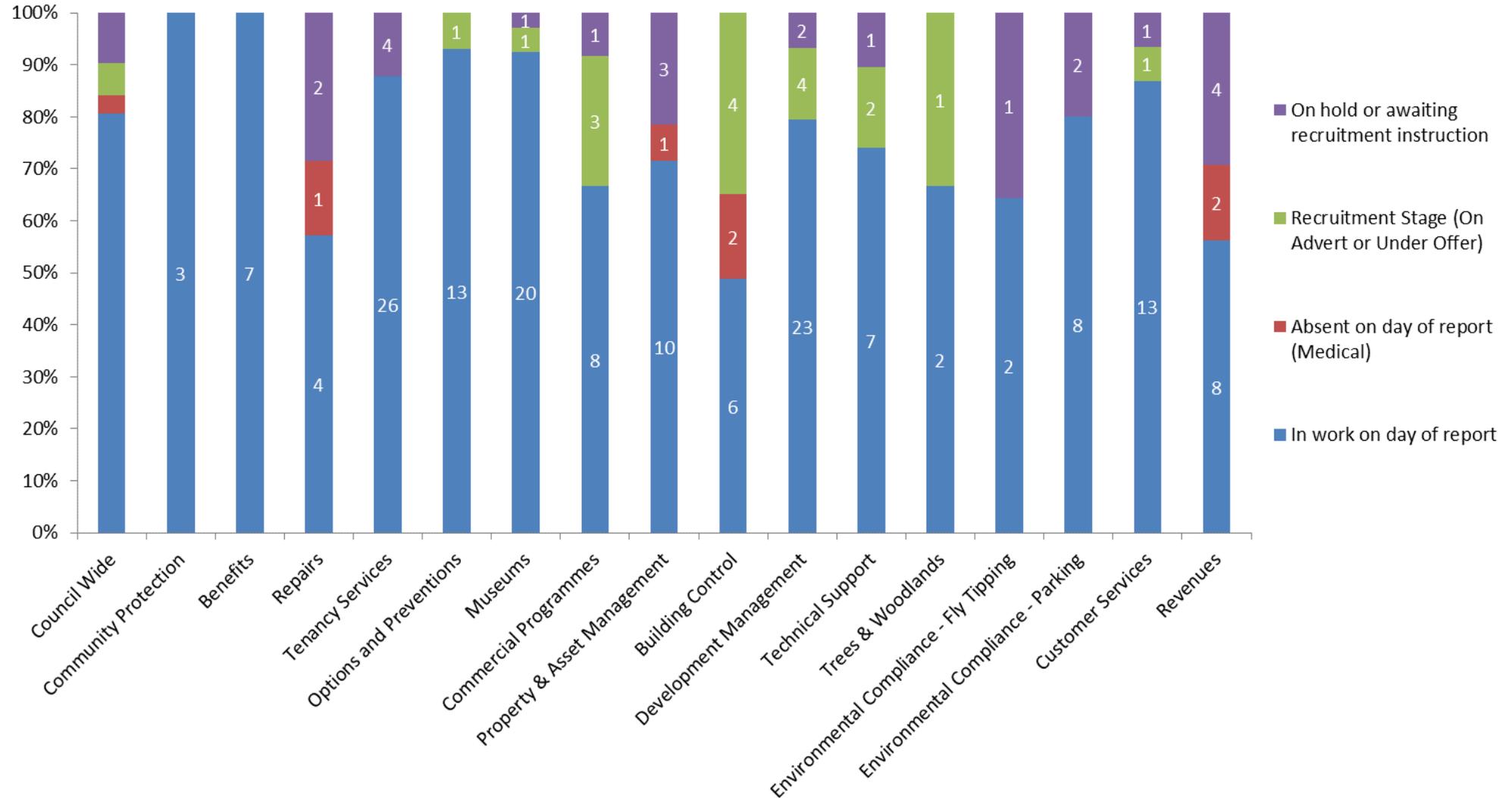
Council Performance & Budget Summary

Appendix E: Staffing Levels Update



The stacked graph below sets out the staffing levels for each of the key frontline services provided by the Council directly⁴

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



* All figures rounded to nearest whole number

⁴ As at 28th December 2018

Council Performance & Budget Summary



Appendix E: 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 FTEs (contracted)	Total FTEs (actual)	Comments
Grounds maintenance	John O'Conner	46	44	As at 01/01/2019 - 39 operatives 2 seasonal retained to provide cover for permanent resource during recruitment, 3 management staff.
Leisure	1Life – Batchwood	5	5	December data. *see note
	1Life – Cotlandswick	4.5	4.5	December data. *see note
	1Life - Harpenden	10.2	10.2	December data. *see note
	SLM	10.8	10.8	December data. *see note
Parking – on street	NSL – foot patrols	15	8.46	Quarterly figures for Oct, Nov & Dec includes leave and sickness. Other duties include anti idling and schools, Xmas market cover at WL. We normally expect between 12 and 14 CEOs available for deployment. The contract does not stipulate that the contractor has to cover sickness gaps. Council Officers manage the deployed hours seasonally to control expenditure.
	NSL – Mobile patrols	6	3	
	NSL - other	6	5	Office based staff for 1 st line appeals, suspension, permits etc
Waste Management and Cleansing	Veolia (Environmental Services) - Refuse and recycling collection	67.5	67	As at 27/12/18
	Veolia (Environmental Services) - Street cleansing	22	24	As at 27/12/18

* 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

Council Performance & Budget Summary

Appendix F: Pay Policy Statement (Part One)



1. **Purpose of Report**

1.1 To present the Pay Policy Statement 2019-20 for consideration.

2. **Recommendations**

2.1 To recommend the Council's Pay Policy Statement for 2019-20 for adoption.

3. **Background Information**

3.1 Under Section 38 of the Localism Act 2011, all councils are required to publish annual Pay Policy Statements. This Council's current Pay Policy Statement for 2018-19 was approved by Full Council on 21 February 2018 and has since been available to the public on our website (at <http://www.stalbans.gov.uk/jobs-and-careers/default.aspx>).

3.2 As the Council is obliged to produce an annual Pay Policy Statement, the current Pay Policy Statement 2018-19 needs to be reviewed and Full Council must approve the updated version before 31 March 2019.

3.3 The new Pay Policy Statement for 2019-20 has been reviewed by a Scrutiny Working Group on 18 December 2018 prior to being considered by Full Council on 20 February 2019.

4. **Analysis and Findings**

4.1 The proposed Pay Policy Statement for 2019-20, as set out at Appendix 1, has been reviewed carefully, and the proposed changes are set out in bold.

4.2 The Pay Policy Statement is largely unchanged. The two updates concern the continued use of Performance Related Payments for specific posts and the ending of the Council's Car Lease Scheme.

4.3 Members will note the continued reference to the use of performance related pay arrangements for a few key posts, following a managerial review. These will be used for posts that either have a commercial aspect or deliver significant projects for the Council. Any payment will be reviewed to ensure that it is still relevant.

4.4 The Council's Car Lease Scheme is being ended and so reference to this scheme has been removed.

4.5 The Scrutiny Working Group on 18 December was in agreement with the proposed changes to the 19/20 Pay Policy Statement, other than some minor wording revisions. Members wanted the Pay Policy Statement to make clear that the performance assessment for pay progression would be evidence based (paragraph 16). It was also suggested that the wording of paragraph 49 regarding Performance Related Pay should be reworded for clarity.

4.6 The Council is required to change its Pay Structure (below Head of Service) in order to accommodate the new nationally agreed pay spine for 1 April 2019. The new suggested Pay Structure is set out at Appendix C. It is included in the Part II confidential part of this meeting agenda. This is because the grade boundary proposals are subject to local agreement with Unison, which has not yet concluded.

Council Performance & Budget Summary

Appendix F: Pay Policy Statement (Part One)

- 4.7 Under the 2019 national pay agreement all spinal column points have had to be renumbered (i.e. spinal column point 20 in 2018 refers to a different pay point in 2019). This is why all of the pay trigger points mentioned in the Pay Policy Statement have changed. For example, in paragraph 20, reference to 'spinal column point 29' has been changed to 'spinal column point 23' as this is the new equivalent spinal column point.
- 4.8 When incorporating the nationally agreed pay spine into the Council's grade structure the following principles have been used:
- Good practice recommends that there should be no more than 6 spinal column points for equality reasons;
 - Where possible the Council has sought to have equally sized grades with 5 spinal column points;
 - Where possible, grade boundaries have been maintained below Grade 6.
- 4.9 The Council has taken the opportunity to make further changes by moving some of the grade boundaries on the new pay spine. From Grade 6 up to PO5, the boundaries have been shifted to align them more closely with median market comparison pay (as based on the Income Data's Public Sector, London Commuter Belt Pay benchmark). This follows a recommendation from an external pay review.
- 4.10 Also an additional grade has been introduced into the pay structure for the Deputy Head of Service role. This replaces the pilot arrangement where an honorarium was paid to recognise additional responsibilities and is used to support succession planning.
- 4.11 The cost of the pay structure changes is estimated at £37k in 2019/20 and there are funds in the budget agreed at Council in December to cover this. The cost in subsequent years is estimated at 202k in 2020/21, rising to £459k by 2023/24. These will be met partially from reductions in the cost of current market supplements that will no longer be needed, and from savings.

5. **Conclusion**

5.1 That the Pay Policy Statement for 2019-20 be recommended to full Council for approval.

6. Implications

Issue	Yes/No	Reference
Vision and Priorities	No	Ensuring value for your money by supporting greater transparency and scrutiny.
Policy	No	The Policy complies with the Data Transparency requirements.
Financial	No	The Pay Policy explains the Council's pay arrangements and does not require any financial decisions to be made.

Council Performance & Budget Summary

Appendix F: Pay Policy Statement (Part One)



Impact on the community	No	Enables the community to understand how pay decisions are arrived at.
Legal and Property	No	Complies with the Localism Act 2011, Chapter 8.
HR/Workforce	Yes	Sets out the Councils Pay Policy.
Risk Assessment	No	The Policy complies with Data Transparency requirements, the final guidance on the legislation and the Localism Act 2011, Chapter 8
Environmental Sustainability	No	

7. **Further Information/Appendices**

7.1 Appendix 1 – Pay Policy Statement 2019-20

7.1.1 Appendix A – Pay Grade Structure for the Chief Executive, Chief Officers and Heads of Service

7.2 Appendix B – Structure Chart Setting Out the Key Responsibilities for Senior Officers and their Reporting Lines

7.3 Appendix C – Pay Grade Structure for all Employees below Head of Service

7.4 Appendix D – List of Essential Car User Posts

8. Background Papers - Local Government (Access to Information) Act 1985

Bibliography

Custodian

File Location

None



PAY POLICY STATEMENT 2019-20

CABINET

JANUARY 2019

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 under Pay Policy at 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 reviewed each year and will be approved by the Full Council by 31 March of that year. If any changes to this Pay Policy Statement were required, they 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 some 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 in general 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.
12. 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. Job applications from all applicants, including former employees

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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 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
 - 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 **meets expectations. Annual increments may be paid from 1 April each year until the maximum spinal column point for the grade has been reached. However, this payment is subject to the individual demonstrating that they have met their performance targets and the work has been carried out in accordance with the Council's values and behaviours. Payment is not applied until confirmation has been provided by the line manager following the relevant evidence based performance conversation.**
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 satisfactory 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.

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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.

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 **23** 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 **23** 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 **24** 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 **23** 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 **23** 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.

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27. Employees who do not usually work on Saturdays and are on spinal column point **23** 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 **23** 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:
 - 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](#) and this will be reviewed annually. **It is currently unchanged.**
39. Essential Car User allowances are paid in accordance with nationally agreed rates.
40. Car mileage is paid at HMRC rates.

Acting up – Undertaking the work of a higher graded post

41. 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.
42. Acting Up payments for any partial undertaking of more highly graded duties and responsibilities will be calculated on a pro rata basis.
43. Any Acting Up payment ceases as soon as an employee resumes their normal duties.

One-Off Payments (Honoraria)

44. 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 for a short period. 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

47. 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.
48. 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

49. **The Council uses performance related pay on top of basic pay for a few specific posts. The Council will use performance related pay where a need for this is identified by the Head of Service, in consultation with the relevant portfolio holder for payments over £10K (in line with scheme of delegation). This will be used to assist with the retention and recruitment to posts delivering key projects where there is a commercial imperative and/or where not to do so could affect delivery of time critical priority projects."**

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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.

Entitlement is based upon employee's current spinal column points	0 – 5 years service	Between 5 – 10 years continuous service	Over 10 years continuous service
Up to scp 11	23	27	27
Scp 12 – 22	24	27	27
Scp 23 –34	26	27	29
Scp 35 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. The Council, as the employer, will contribute up to 18.5% for current employees. ¹
55. Members of the Scheme must contribute a percentage of their salary which increases for higher pay grades. The employee contributes between 5.5% to 12.5% from their pensionable pay.
56. 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.
57. 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

¹ As well as this the Council contributes c£1.4m per annum which is its share of the fund deficit, ie relating to pensioners and also current employees past service.

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requirement. Each case is considered on its own particular merits, but the Council will only exercise discretion in exceptional circumstances.

58. Under flexible retirement arrangements, Members of the Scheme can be paid in relation to reduced hours or grade and continue to pay into the LGPS, thereby building up further pension benefits. The Council will consider each flexible retirement request on its merits and operational requirements, but is not required to consent.

Occupational Sick Pay

59. 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

60. 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.
61. The Council also obeys the law relating to Paternity Leave, Parental Leave and Time Off for Dependents.
62. These legal obligations are shown in detail on websites such as www.acas.org.uk. 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.
64. The Council has summarised its support arrangements for carers in a Guide for Carers and this mirrors statutory arrangements.

Life Assurance

65. 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

66. The Council also provides various non contractual benefits which include flexible working opportunities, child care vouchers **for existing recipients (this government scheme is now closed to new entrants)**, free access to an Employee Assistance Programme and nurse advice as part of the Firstcare attendance management support service.

Pay Policy relating to Senior Officers

67. For the purposes of this Pay Policy Statement, the term senior officer covers the Chief Executive, the two Chief Officers and five Heads of Service. On occasion there is a need to differentiate between the Chief Executive, the two Chief Officers and five Heads of Service (4.4 FTE) as different terms apply.

Salary levels

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68. 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.
69. The Senior Management reporting structure is set out at [Appendix B](#) and is correct as at 9 January 2019. The structure will be subject to change. This covers the Chief Executive, two Chief Officers and five Heads of Service as well as the next reporting line down. The fifth Head of Service includes the temporary, part-time role created in response to a flexible retirement request.
70. 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 £125,000. 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. The Pay Structure for Senior Officers is set out at [Appendix A](#). 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 Senior Officer Remuneration

75. Senior Officer basic remuneration packages comprise the following elements:
 - a) Basic salary
 - b) Pension
 - c) Essential car user allowance if this is a requirement of role
 - d) Professional fees, if this is an essential requirement of the job
 - e) Annual leave entitlement
 - f) Life Assurance
 - g) Occupational sick pay

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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 Council continues to pay a separate fee for Elections work and this is now paid to the part-time post of Monitoring/Returning Officer.
78. The Chief Finance Officer also receives a payment as the Council's Section 151 Officer.
79. The Council does not operate a general performance related pay scheme or bonuses for 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. Furthermore, in line with paragraph 48, **the Council does use performance related payments for a few key posts.** The Deputy Chief Executive (Commercial & Development) is one such post and receives a performance related payment.

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 legal position on exit payments has not yet been finalised. Exit payments are those that are paid to leavers and would include redundancy payments, pay in lieu of notice and settlement agreements.**

Publication and access to information on Senior Pay

83. 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.
84. This document may be found here:
<http://www.stalbans.gov.uk/jobs-and-careers/paypolicy/>
85. A structure chart setting out the key responsibilities for Senior Officers and their reporting lines is set out at [Appendix B](#).
86. Financial data on Senior Officers' pay may also be found on the Council's website:
<http://www.stalbans.gov.uk/jobs-and-careers/paypolicy/>
87. Financial data on what has actually been paid to Senior Officers can be found in the Council's published Statement of Accounts:
<http://www.stalbans.gov.uk/council-and-democracy/PerformSpendAccount/Statement-of-accounts/>

Pay below Senior Management

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88. For employees below Senior Management, the Council operates a pay and grading structure. This structure has 11 grades and ranges between spinal column point 5 and spinal column point 61. The grading structure for all employees below Head of Service is set out at [Appendix C](#).
89. 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.
90. 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 5.

Lowest paid employees

91. 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).
92. As at 31 March 2019, the Council's lowest paid employees (excluding apprentices) are on spinal column point 5. This amounts to an annual salary of £17,681 plus £597 Outer London Fringe making a total of £18,278.

Relationship between Highest Paid and Pay Multiples

93. 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.
94. 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

95. The ratio between the highest paid employee and the median pay figure for the whole of the authority's workforce is 4:1. (This excludes pension payments)

Appendices

- A Pay Grade Structure for Senior Officers
- B Structure Chart - 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

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PAY GRADE STRUCTURE – HEAD OF SERVICE AND ABOVE 2018-19

APPENDIX A

TERMS & CONDITIONS	SCP	BASIC SALARY			GRADES
		1 April 2017	1 April 2018 (2%)	1 April 2019 2%	
SPOT RATE NJC terms for Chief Executives (One post)		£100,000	£102,000 + #1% inc from 17 July £103,020	T.B.C	LOCAL CHIEF EXECUTIVE GRADE
NJC terms for Chief Officers (One post)	CO20 CO19 CO18 CO17 CO16	*£86,144 *£84,488 *£82,827 *£81,172 *£79,514	*£87,866 *£86,177 *£84,483 *£82,795 *£81,104	£89,623 £87,901 £86,173 £84,451 £81,104	LOCAL CHIEF OFFICER GRADE 2
NJC terms for Chief Officers (One post)	CO15 CO14 CO13 CO12	*£77,956 *£75,832 *£73,707 *£71,583	*£79,515 *£77,348 *£75,181 *£73,014	£81,105 £78,895 £76,685 £74,474	LOCAL CHIEF OFFICER GRADE 1

NOTE

THE CHIEF EXECUTIVE'S SALARY IS INCREASED IN LINE WITH NATIONAL PAY AWARD AND #A DISCRETIONARY 1% INCREASE TO REFLECT GREATER EXPERIENCE IN THE ROLE AND EXCELLENT PERFORMANCE BUT IS CAPPED AT £125,000

*DOES NOT RECEIVE OUTER AREA FRINGE OR OTHER ALLOWANCES

TERMS & CONDITIONS	SCP	1 April 2017 (1%)	1 April 2018 (2%)	1 April 2019 (2%)	GRADES
NJC terms for Local Government Services (4.4 posts)	66 65 64 63	**£71,197 **£69,023 **£66,845 **£64,667	***£72,621 ***£70,404 ***£68,182 ***£65,960	****£74,073 ****£71,812 ****£69,545 ****£67,279	LOCAL HEADS OF SERVICE GRADE

NOTE

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

***FROM 1 APRIL 2018 OUTER AREA FRINGE ALLOWANCE INCREASED TO **£597** AND WILL ALSO RECEIVE ANY OTHER APPLICABLE ALLOWANCES.

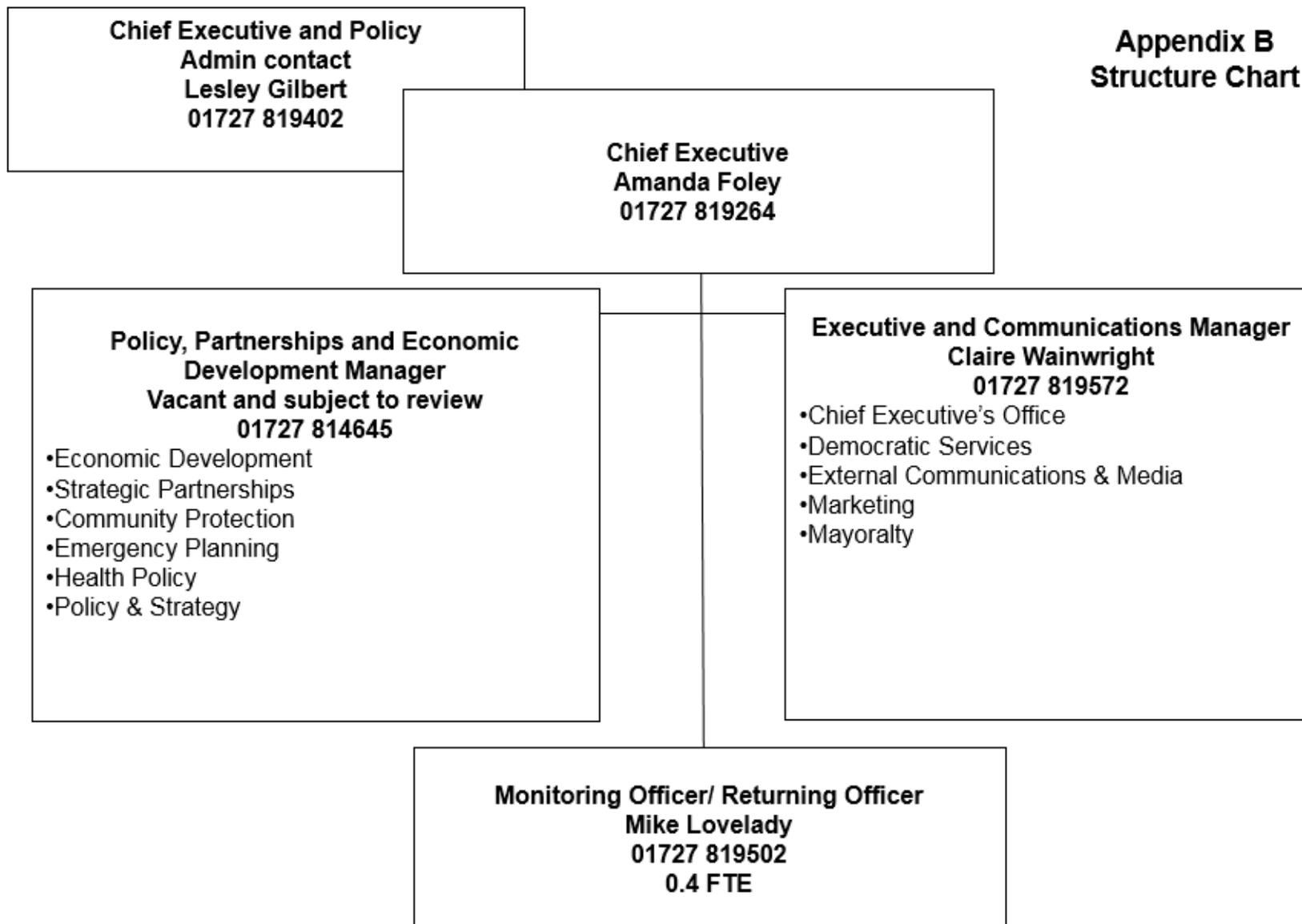
****FROM 1 APRIL 2019 OUTER AREA FRINGE ALLOWANCE INCREASED TO **£609**

Updated December 2018

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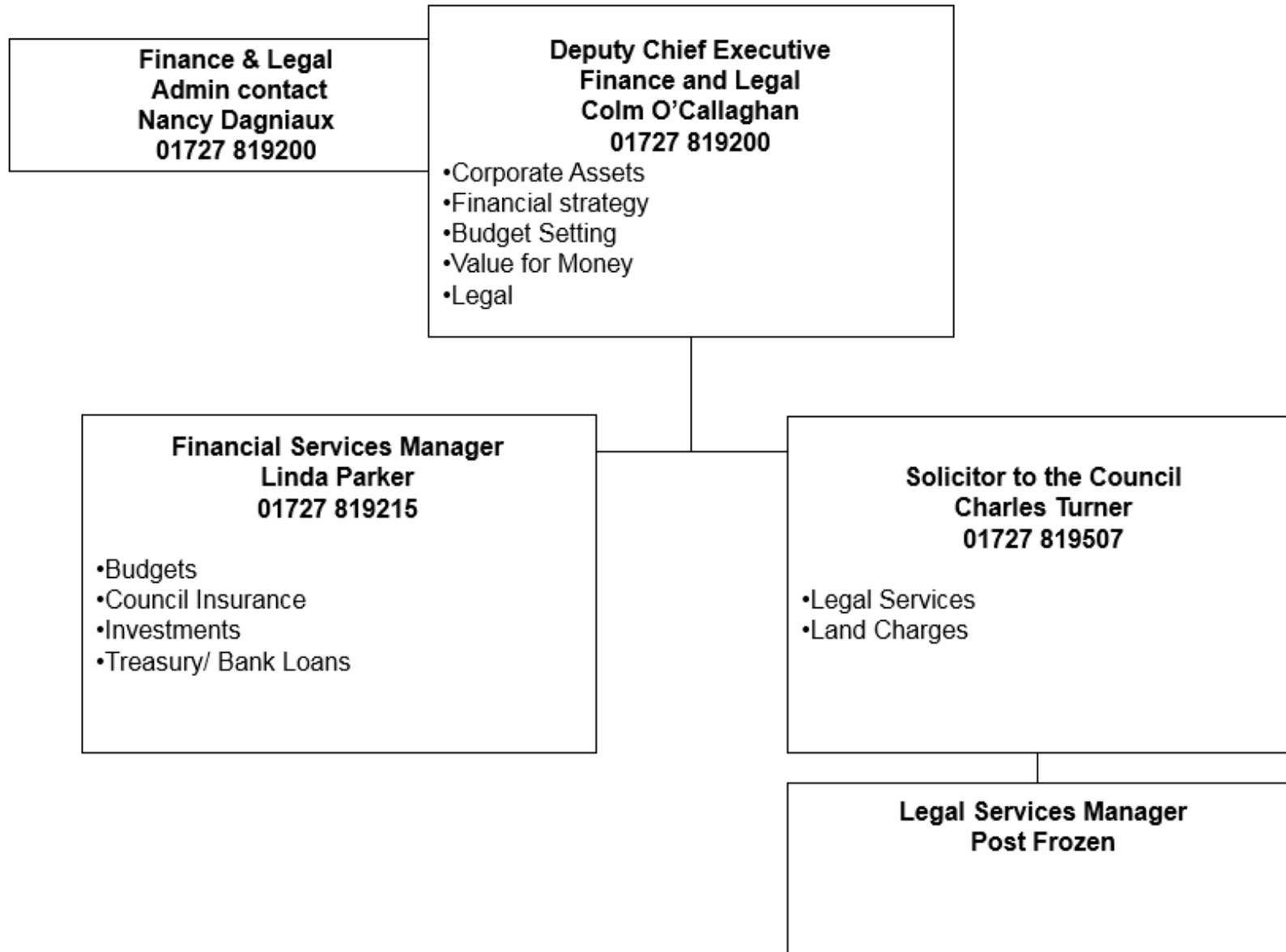
Appendix B Structure Chart



Please note
The Council's published accounts (under the section Officers' Remuneration) provide details of actual pay.

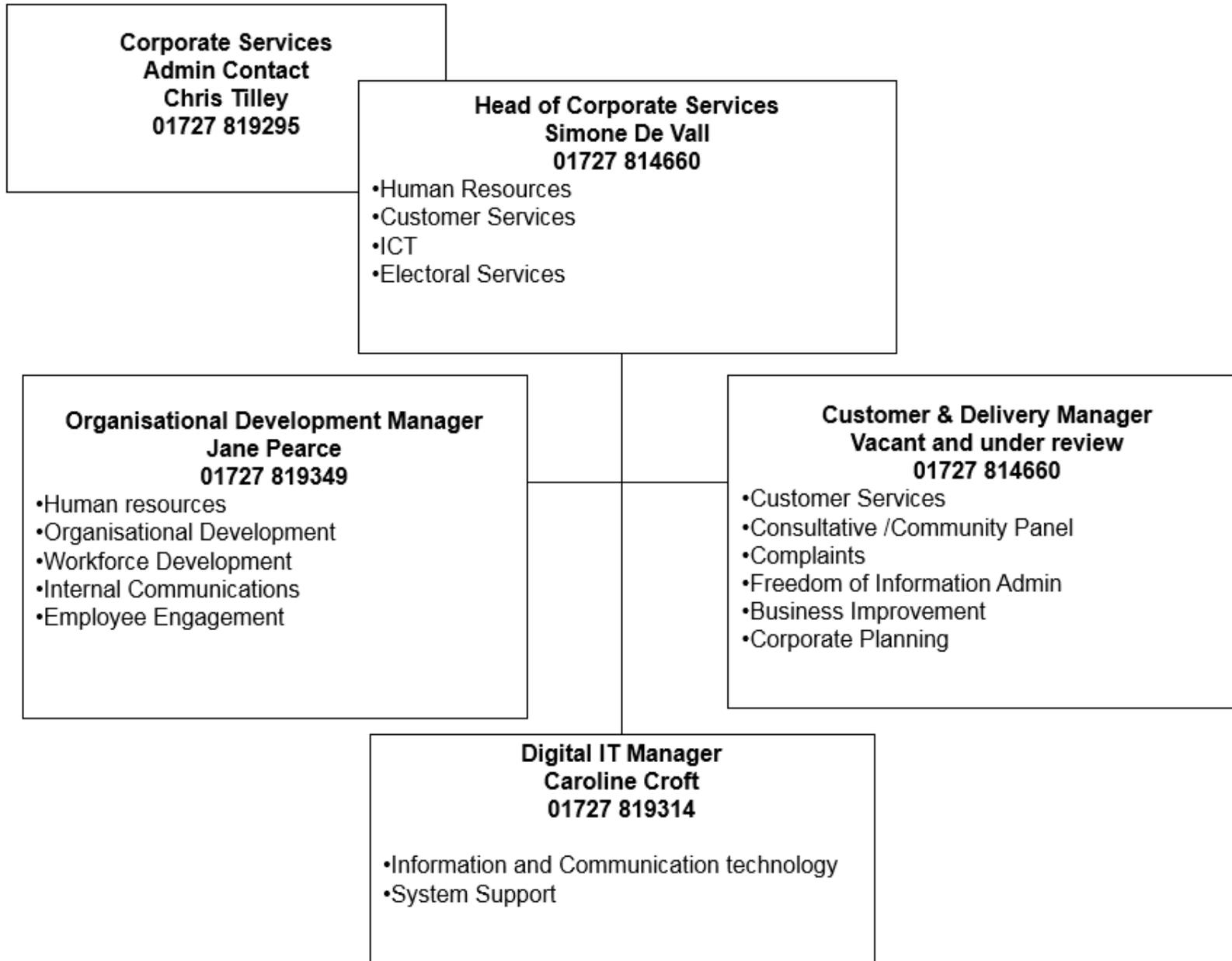
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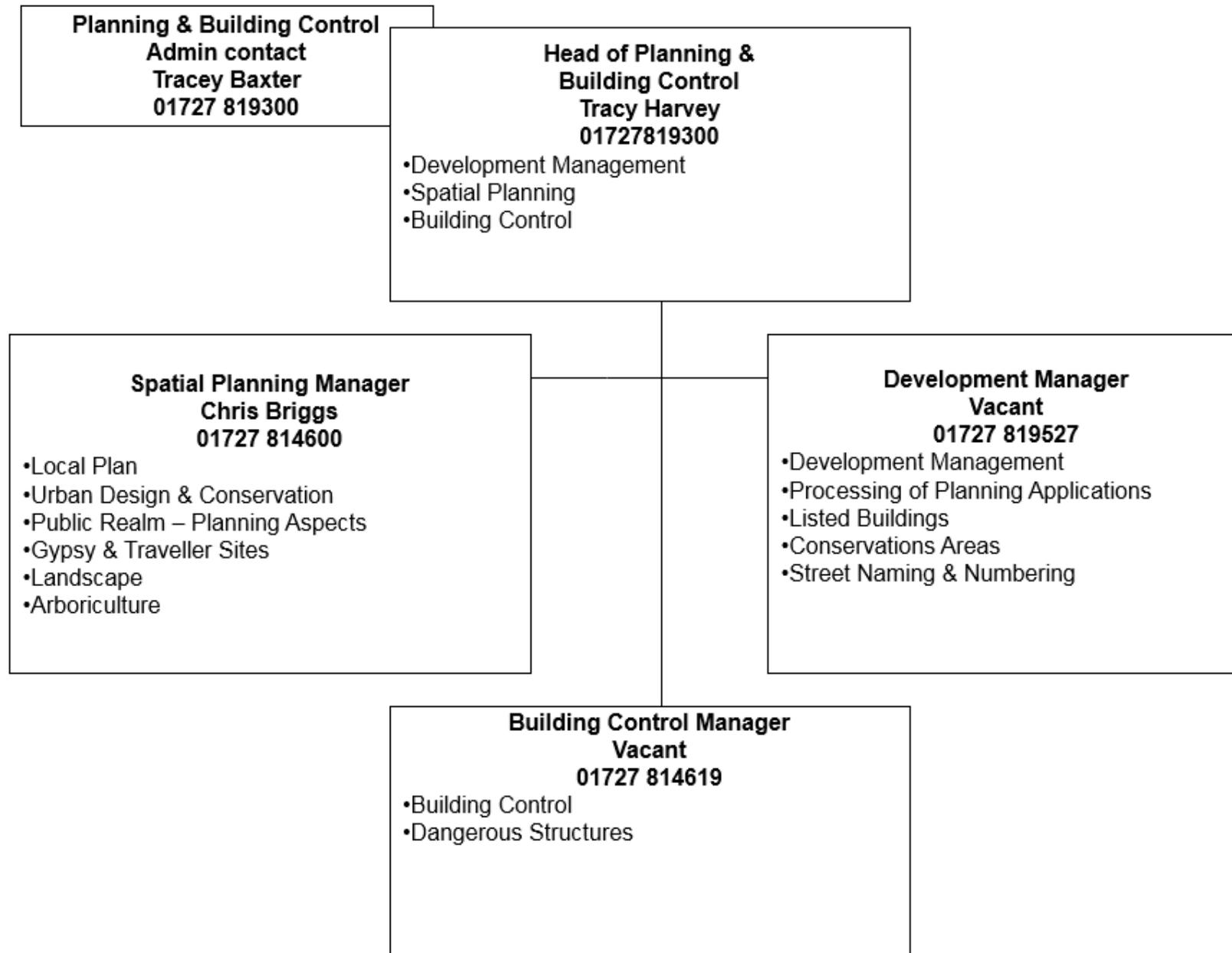
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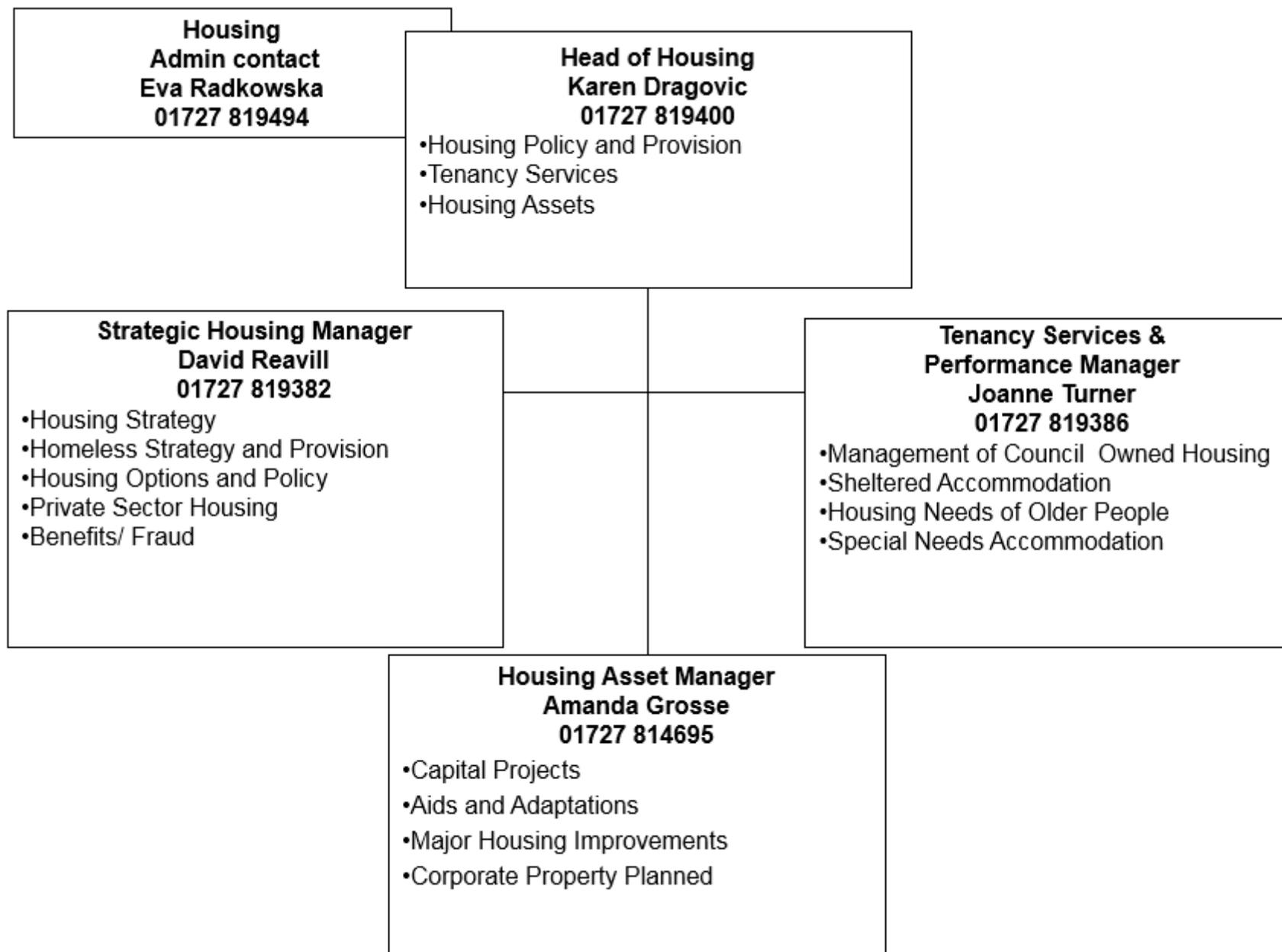
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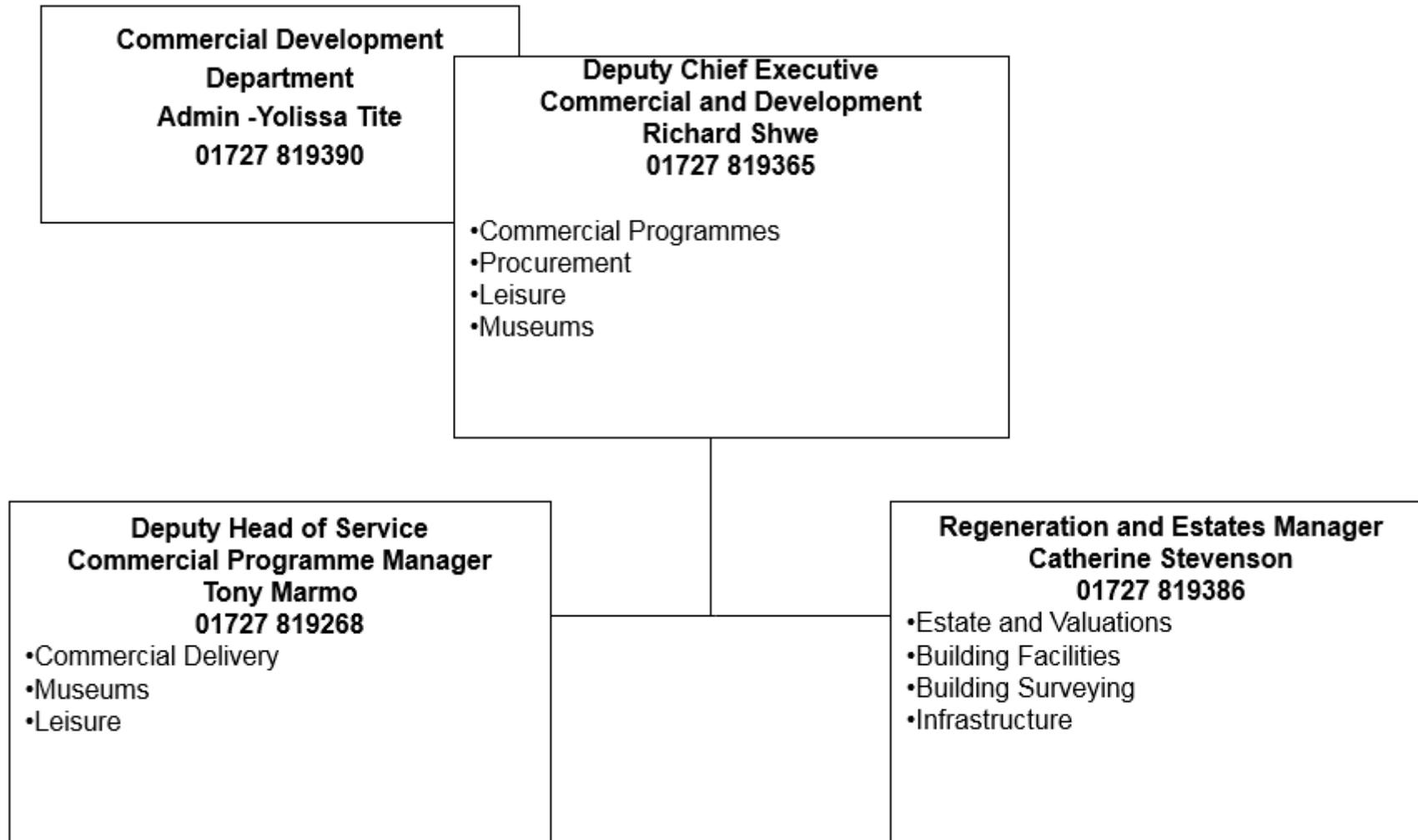
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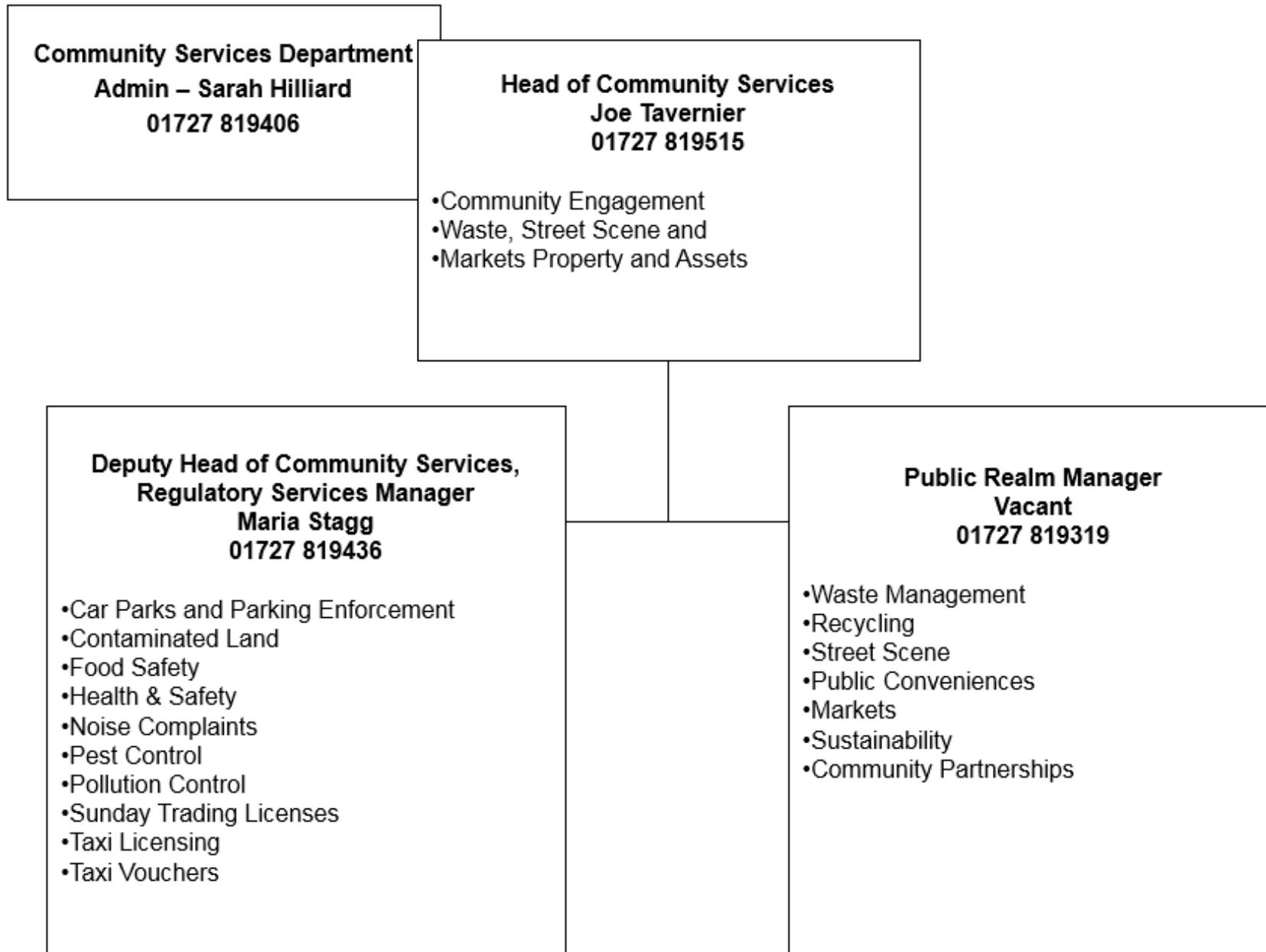
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List of Essential Car User Posts

Chief Executive and Policy

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

Commercial Development

Deputy Chief Executive (Commercial & Development)
Deputy Head of Service, Capital Programme
Regeneration and Estates Manager
Infrastructure Manager
Surveyor – Valuation and Housing Building Surveyor (Condition & ME)
Assistant Property Surveyor
Estates Surveyor
Building Surveyor
Senior Building Surveyor
Valuation & Estates Manager
Leisure & Culture Manager
Finds Liaison Officer
Senior Leisure Contracts Officer
Leisure Contracts Officer
Project Manager
Museums Services Manager
District Archaeologist

Community Services

Business Support Officer
Cemeteries Superintendent
Cemeteries & Green Spaces Officer
Senior General Enforcement Officer
General Enforcement Officer
Corporate Health & Safety Specialist Officer
Specialist Officer(s)
Green Spaces & Cemeteries Team Leader
Green Spaces Officer
Principal Green Spaces Officer
Principal Community Engagement Officer
Community Engagement Officer
Community Engagement Project Officer
Waste, Street Scene and Markets Officer
Recycling & Waste Officer
Snr Waste Contracts Officer
Waste Contract Officer

Finance

Revenues Inspector

Housing

Adaptations & Grants Administrator
Repairs Contracts Manager
Snr Building Surveyor (Housing Repairs)

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Repairs Surveyor (Voids)
Repairs Surveyor (Health and Safety)
Trainee Repairs Surveyor
Repairs Officer
Capital Projects Manager
Senior Building Services Surveyor
Project Surveyor
Snr Building Surveyor (Projects and Adaptations)
Adaptations Surveyor
Graduate Assistant Building Surveyor
Leasehold Management Officer
Garage Management Officer
Senior Building Services Surveyor
Electrical Services Surveyor
Estate Services Team Leader
Senior Caretaker
Housing Caretaker
Choice Based Lettings Assistant
Choice Based Lettings Officer
Homeless Assessment & Prevention Officer
Housing Officer (Neighbourhood Management & Income)
Housing Income Team Leader
Housing Officers
Housing Officer (Temporary Accommodation)
Housing Options Assistant
Housing Options & Prevention Officer
Housing Options Co-Ordinators
Housing Options Team Leader
Housing Support Officers
Housing Support Team Leader
Senior Housing Income Officer
Neighbourhood Management Team Leader
Principal Strategic Housing & Development Officer
Private Rented Sector Access Officer
Private Sector Housing Options Officer
Property & Asset Manager
Temporary Accommodation Officer
Strategic Housing Manager
Temporary Accommodation Assistant
Tenancy Services and Performance Manager
Tenancy Support Officer
Transfers Officer
Trainee Housing Officer
Empty Homes Officer

Planning & Building Control

Assistant Arboricultural Officer
Arboricultural Officer
Assistant Building Control Officer
Building Control Manager
Building Control Officer
Deputy Building Control Manager

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Compliance & Monitoring Officer
Deputy Planning Team Leader
Design & Conversation Officer
Enforcement Officer
Graduate Planning Officer
Planning Officer
Planning Team Leader
Landscape & Arboricultural Assistant
Senior Planning Officer
Planning Investigations Officer
Planning Investigations Team Leader
Tree Preservation Officer

Reviewed January 2019

Couccil Performance & Budget Summary

Appendix G: Inclusion Strategy Update

This update provides a summary of progress on the Council's Inclusion Strategy published in November 2017.

Actions completed or nearing completion

Action	Progress (January 2019)	Leading																				
Develop training for staff.	<ul style="list-style-type: none"> To date, 197 District Council staff (including 69 at supervisor/manager-level) have completed a three hour Diversity and Inclusion Training session provided by an external trainer. 10 sessions have been delivered with a further two planned in January 2019 	Community Services																				
Engage community in election participation.	<ul style="list-style-type: none"> The Electoral Services team delivered two engagement sessions during 2018. One was at St Albans Museum + Gallery in July coinciding with an exhibition on Women in Politics and Local Democracy Week. The other was during an Older People's Day event in October. There was a 46.5% turnout at the District elections on 3 May 2018. At the Parliamentary election in June 2017 the turnout for the St Albans constituency was 78.3%, the 7th highest in the country. The 77.4% turnout in the Hitchin and Harpenden constituency was the 17th highest turnout. <p>Figures showing an increase in target wards as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>2018</th> <th>2016</th> <th>2015*</th> <th>2014</th> </tr> </thead> <tbody> <tr> <td>Batchwood</td> <td>46%</td> <td>42.3%</td> <td>73.8%</td> <td>41.5%</td> </tr> <tr> <td>Cunningham</td> <td>43.8%</td> <td>40.07%</td> <td>70.8%</td> <td>43.7%</td> </tr> <tr> <td>Sopwell</td> <td>46.64%</td> <td>44.45%</td> <td>72.3%</td> <td>45.45%</td> </tr> </tbody> </table> <p>* Significantly higher for 2015 as Parliamentary election was combined with District election</p>		2018	2016	2015*	2014	Batchwood	46%	42.3%	73.8%	41.5%	Cunningham	43.8%	40.07%	70.8%	43.7%	Sopwell	46.64%	44.45%	72.3%	45.45%	Corporate Services
	2018	2016	2015*	2014																		
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Support Voluntary and Community Sector organisations receiving grant funding, to deliver initiatives to increase inclusion.	<ul style="list-style-type: none"> All grant funding streams criteria is aligned to the Inclusion Strategy priorities. Applications are scored on how well they meet the priorities. For 2018, there has been an increase of grant funded projects in the target area of Redbourn with two additional services in the area for older people. A project meeting needs of residents from BAME backgrounds has also been funded. 	Community Services																				
Further develop the Local Services Hub offer.	<ul style="list-style-type: none"> The past year has seen an increase in organisations offering their services from the Hub located at the Civic Centre. These include the Herts Asian Women's Association, Herts Practical Parenting Programme and Computer Friendly. Monthly Hub Partners' meetings have been established (updating and networking). 	Customer Services																				

Couccil Performance & Budget Summary

Appendix G: Inclusion Strategy Update

Action	Progress (January 2019)	Leading
	<ul style="list-style-type: none"> Resident information sessions on how to sign up to the new 'My St Albans District Account' have been delivered in the Hub as a joint initiative between the Council and Computer Friendly. 	
Community Survey 2018	<ul style="list-style-type: none"> Research phase completed (carried out by Opinions Research Services (ORS)). Data is currently being collated and analysed. The findings will be used to help shape future services. 	Chief Executive & Policy
Detailed study on the current population, groups and facilities within the lower super output areas	<ul style="list-style-type: none"> May 2017 (initial report) - completed. Findings of report fed into grants funding priorities for Community Partnerships and Community Grants Funds. Final report due early 2019. Plan for increased engagement in targeted wards is in development. 	Inclusion Partnership
Review and implement updated Equality Impact Assessments (EIAs) across Council	<ul style="list-style-type: none"> Equality Impact Assessment process reviewed and updated. Proposal to go forward to Inclusion Partnership to monitor and review completed EIAs in future. Internal consultation carried out with project leads. Research on EIA good practice underway. Priority Projects: EIAs completed on Harpenden Leisure Centre and underway for CCOS projects. Inclusion Strategy and EIA procedures briefings held at Planning Department, and Corporate Services Department, management meetings. Community Engagement and Equalities is a standing item on Civic Centre Development monthly Progress meetings. EIA process to be undertaken in April 2019 on Car Parking Contract to review implementation of updated procedures. 	Community Services
Encourage people to get involved in Local Democracy	<ul style="list-style-type: none"> Local Democracy Week 2018: Councillor support of events to raise awareness of how to get involved in local democracy. Councillors had a stall at the Older People's Day in October held at Alban Arena. A 'Youth Takeover' of the Council Chamber was organised, where 6th form/college students debated topical issues. 6 Councillors mentored the young people for the day and the Mayor Chaired the afternoon debate. 'Women in Politics' coffee morning at the Museum + Gallery in July 2018 for local women to explore opportunities for greater involvement in politics. 	Chief Executive and Policy
Proactive work with our county, town and parish council partners.	<ul style="list-style-type: none"> 2 Roundtable meetings held in March and September 2018. Parish conference will be scheduled later in the year. Youth Council addressed a Joint Scrutiny meeting in October 2018. 	Community Services

Couccil Performance & Budget Summary

Appendix G: Inclusion Strategy Update

Action	Progress (January 2019)	Leading
Councillors' training	<ul style="list-style-type: none"> External training June 2017- complete. May 2018 - 2 hour Equality & Diversity training session delivered as part of new Councillor induction with attendance of 9 members (3 newly elected Councillors, 6 returning Councillors). 	Community Services
Community events programme is inclusive of District's diverse communities.	<ul style="list-style-type: none"> Wider range of community groups targeted for Mayor's Pride nominations. Delivery of 'Great Get Together Tent' at Alban Festival 2018 to provide community space for older and disabled people. Membership of Food & Drink Festival expanded to reflect local communities and increase trader diversity. Disability and BME Community groups represented at events performances. Dedicated Disability viewing area in front of main stage trialled at Christmas Lights Switch On 2018. Partnership established with 'Communities First Supported Volunteering Programme' to include volunteers with disabilities and mental health conditions. 	Community Services
Work with Leisure contractors to ensure delivery is inclusive	<ul style="list-style-type: none"> Contract meetings held monthly with 1 Life. Joint Community Engagement and 1Life meetings held quarterly. Joint work with priority groups include delivery of Larks in the Parks and Older People's Day. 	Commercial & Development
Develop a more diverse volunteering workforce, including the Museums service	<ul style="list-style-type: none"> A successful opening brought in many more volunteers to the team, including more young people and some from more culturally diverse backgrounds. A range of opportunities with flexibility offered to appeal to the broadest spectrum of volunteers, including visitor-facing tasks, behind-the-scenes tasks, supporting family activities, adult events and gallery invigilating. The Museums team is working on new software to help manage the programme, and associated data, more easily. 	Commercial & Development
Deliver 'tackling loneliness in the District' motion from Council.	<ul style="list-style-type: none"> Projects commissioned by The St Albans Health & Wellbeing Partnership to reduce loneliness including new ReFit classes offering physical activity opportunities for those aged 55+ living in more deprived wards. Dementia is another risk factor for loneliness. The Council is currently working with Hertswise community dementia service on developing a steering group to carry out practical measures to make St Albans more dementia friendly. 'Older People's Guide' and 'Community Transport Guide' updated. Community Fair held in June 2018 to highlight local volunteer opportunities. 	Chief Executive and Policy/Community Services

Couccil Performance & Budget Summary

Appendix G: Inclusion Strategy Update

Action	Progress (January 2019)	Leading
Develop non-digital materials for residents with no internet access, literacy needs or learning disabilities.	<ul style="list-style-type: none"> New information leaflets reviewed by Community Engagement for accessibility. Project delivered in partnership with Computer Friendly offering free workshops on using the new 'MySt Albans District account and IT training sessions for residents alongside additional support at launch for residents with additional needs. 	Corporate Services
Monitor complaints by location.	<ul style="list-style-type: none"> Complaints profiled against ward and reported to Standards Committee. Work completed to map number and nature of complaints in target wards to investigate any patterns or correlation with community engagement activity- no particular patterns found. 	Corporate Services

Actions not yet completed

Action	Update January 2019	Leading
Compile Annual Workforce Equality Profile and publish to St Albans City & District Council website.	<ul style="list-style-type: none"> Data for Annual Workforce Equality Profile has not been updated due to the transition to a new HR and Payroll system. This transition will be complete by April 2019. The current equalities data is at least 2 years old so a total refresh is required and the next publication of refreshed data is expected to be Q1 2019/20 (once both new systems are fully operational). 	Corporate Services
Convene bi-annual Equality themed seminars.	<ul style="list-style-type: none"> Inclusion Partnership membership and terms of reference under review. To be completed by end of February 2019. Findings from Equality Framework for Local Government self-assessment to identify subjects EFLG self-assessment to be undertaken March- April 2019. Provisional dates for Equality Seminars in July & November 2019 to be put forward to Inclusion Partnership. 	Inclusion Partnership/ Community Services/ Chief Executive and Policy
Publish diversity articles on SADC staff intranet.	<ul style="list-style-type: none"> Following staff training, links to legislation (Equality Act, Public Sector Duty) will be published on staff portal linking to Council's Values and Behaviours framework. Beginning of February 2019. Staff communications planned on upcoming dates in the diversity calendar and inviting contributors with specialist areas of interest. Ongoing from February 2019. Change portal banner periodically to reflect diversity dates etc. (e.g. International Women's Day). Ongoing from March 2019. 	Community Services/ Corporate Services
Staff survey - diversity	<ul style="list-style-type: none"> Planned for 2019/20 (pulse survey). Provisionally by July 2019. 	Corporate Services

Appendix G: Inclusion Strategy Update

Action	Update January 2019	Leading
Undertake a Website Equalities/ and Access Audit as part of Digital Transformation Project, and use findings to improve website.	<ul style="list-style-type: none"> As part of the web site redevelopment activity, we will be changing the Content Management System with accessibility at the heart of the redevelopment. By December 2019. Diversity and Inclusion page planned for new website. January 2020 	Corporate Services

Plan for development of 2019-2022 Inclusion Strategy (Publication date aim – October 2019)

- Undertake Equality Framework for Local Government self-assessment to review and improve delivery of the Inclusion Strategy. In particular, this relates to services for people with characteristics protected by the Equality Act 2010 and helping to deliver on the Public Sector Equality Duty (PSED).
Target month: May 2019
- Gather good practice of other District's Diversity and Inclusion Strategies and follow national guidance from Local Government Association.
Target month: March 2019
- Review and update the Inclusion Partnership Terms of Reference to include overseeing delivery of the Inclusion Strategy and in particular to monitor Equality Impact Assessments for Priority Projects.
Target month: March 2019
- Demonstrate closer alignment of the Inclusion Strategy with priorities set out in the Council's Corporate Plan, in particular those related to 'Thriving Communities' outcomes.
Target month: September 2019
- Increased emphasis on a partnership approach to Equality & Diversity to include actions for all key areas of the Council, making it part of everyone's day to day work.
Target month: September 2019
- Promotional plan to support the Inclusion Strategy, including an accessible booklet version and revised web pages.
Target month: January 2020

Council Performance & Budget Summary

Appendix H Advisory Groups and Partnerships Update



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

Group	Chair	Nature of Council representation	Council representatives in 2018/19
Administered by St Albans City and District Council			
<u>Park Forums</u>			
Clarence Park	Cllr Hudspith	Clarence Ward Cllrs (+ Nick Sherriff)	Cllrs Hudspith, Brooke and White
Rothamsted Park	Cllr Maynard	3 seats drawn from Harpenden Ward Cllrs (+ Phil Bruce-Green)	Cllrs Farmer, Maynard and Stephens
Batchwood	Mark Caldwell & Stuart Foster ¹	Batchwood Ward Cllrs, Relevant Portfolio Holder (+ Stuart Foster & Mark Caldwell)	Cllrs Brewster, Mills, Pakenham and T Smith
Verulamium Park	Cllr Chivers	Verulam Ward Cllrs (+ Daniel Flitton)	Cllrs Chivers, C Davies and Hill
<u>Partnerships</u>			

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

Council Performance & Budget Summary

Appendix H Advisory Groups and Partnerships Update



Group	Chair	Nature of Council representation	Council representatives in 2018/19
Strategic Partnership*	Cllr Campbell	Leader (+ Amanda Foley & Maria Cutler)	Cllr Campbell
Visitor Partnership*	Alison Berneye (from Magenta Star Ltd.)	Relevant Portfolio Holder	Cllr Gaygusuz
St Albans City of Expertise*	Cllr Gaygusuz	Relevant Portfolio Holders	Cllr Gaygusuz
Green Triangle	Cllr Daly	Relevant Portfolio Holders (+ Maria Cutler & Tracy Harvey)	Cllrs Daly, Cllr Gaygusuz
<u>External Groups</u>			
Nomansland Common Joint Committee	John Newton Davies (Sandridge Parish Councillor)	3 seats (+ Nick Sherriff)	Cllrs Clark, Churchard and Wood
Bricket Wood Common Management Committee*	John Bell (St Stephen Parish Councillor)	3 seats in 2018/19 (+ Daniel Flitton)	Cllrs Featherstone, Wright and Yates
Jersey Farm Woodland Park Joint Management Committee	Cllr J Churchard (as Sandridge Parish Councillor)	2 seats in 2018/19 (to be from Marshalswick North or Sandridge Wards)	Cllrs J Churchard and Leonard

Council Performance & Budget Summary

Appendix H Advisory Groups and Partnerships Update



Group	Chair	Nature of Council representation	Council representatives in 2018/19
Look! St Albans	Vanessa Gregory	Relevant Portfolio Holder and Planning Officer	Cllr Gaygusuz and Planning Officer²
Cathedral / HLF project	Gerald Corbett	Relevant Portfolio Holder	Cllr Brewster
Hertfordshire Infrastructure & Planning Partnership	Cllr Perkins (Welwyn Hatfield District Council)	Relevant Portfolio Holder	Cllr Maynard
Bus Users Forum	Cllr Mills	Chair of Planning, Resources, Housing and Commercial Scrutiny Committee ³	Cllr Mills (+ Steve Dibben)
Luton Airport Regional Forum	Hazel Simmons MBE Leader of Luton Council	Relevant Portfolio Holder	Cllr Gaygusuz and Amanda Foley

*The Council currently provides support for this Group.

As at January 2019

² Previously John Hoad, who left the Council in December 2019.

³ The Chair of the Community, Environment and Sports Scrutiny Committee felt that the Bus Users Forum would be more appropriately covered by the PRHCSC. The Bus Users Forum members have been invited to attend and contribute to the PRHCSC meeting on 9 January 2019, the next meeting of the Forum will take place later in 2019.

Council Performance & Budget Summary

Appendix I: Council Tax Charges for Empty Properties Update

The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 became law in November.

This Act allows Councils to increase the amount they charge for empty properties. This will be introduced in a phased manner over the next three financial years, as follows (changes shown in bold).

	Properties Empty for 2 years	Properties Empty for 5 years	Properties Empty for 10 years
Current position	150%	150%	150%
From April 2019	200%	200%	200%
From April 2020	200%	300%	300%
From April 2021	200%	300%	400%

Note: figures show the percentage of total charge made - i.e. the ordinary charge plus the premium.

The Act does not require councils to make these additional charges, it just permits them to do so.

These changes should provide further incentive for empty homes to be brought back into use. It is intended to exercise discretion as to whether or not to apply the new premiums in some cases. This is because recent experience has shown that some of the more complex cases have involved owners, often elderly, who are seriously ill or infirm. The recommendation is as follows. That Cabinet recommends to Council a Council Tax increase for empty homes as permitted by the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018.