



Performance *Matters*

Corporate Performance Overview Report

2016/17 Quarter 1
1 April – 30 June 2016

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Chief Executive

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Executive Meeting 14th September 2016**

Contents

	page
Overview of Performance	2
Delivery of Corporate Plan Objectives	3
Key Performance Indicator Report	9
Corporate Health Indicators	13
Revenue Budget Monitoring Summary	15
Corporate Risk Register	16
Hertsmere Together Update (Local Strategic Partnership)	17
Hertsmere Leisure Trust Update (Leisure Services Contract)	19

Overview of Performance

1. Introduction

1.1 This report sets out an overview of the council's performance for the period 1 April to end of June 2016 (quarter 1). The purpose of this report is to provide a high level summary of key achievements, and to highlight areas where performance is not matching targets or expectations, along with any remedial action that is being taken to address this. This report is produced on a quarterly basis in line with performance indicator returns.

2. Overview of Performance

- 2.1 The departmental service plans for 2016/17 contain detailed actions to be undertaken to deliver the objectives that underpin the council's 5 corporate priorities contained in the Corporate Plan for 2009 – 2015.
- 2.2 The Performance Strategy provides a framework that enables the council to measure progress against the delivery of the Corporate Plan priorities and actions that the council is undertaking and updates on their associated risks.
- 2.3 Progress against the Corporate Plan priorities and objectives is set out on pages 3-9.
- 2.4 The **key performance indicators** are a means to measure the progress against targets. This period (Quarter 1, April to end of June 2016) saw :
- 35 (74.47%) Green indicators (met or exceeded target)
compared to Q4 – 38 (76%) Green indicators (met or exceeded target)
 - 8 (17.02%) Red indicators (not meeting target)
compared to Q4 – 7 (14%) Red indicators (not meeting target)
 - 4 (8.51%) Amber indicators (just missing target)
compared to Q4 - 5 (10%) Amber indicators (just missing target)
- 2.5 The detailed performance report is set out on pages 10-15.
- 2.6 The **financial monitoring report** to the end of June reports a variance (surplus) of £79,247 with a projected year-end surplus of £86,140.
- 2.7 The individual variances are outlined in detail in the detailed monthly monitoring reports and also considered in depth by the Financial Monitoring Panel.
- 2.8 Information on Corporate Health is set out on pages 14 and 15. High level financial monitoring information is set out on page 16. The Strategic Risk Register is set out on page 17.
- 2.9 An update on the activity of Hertsmere Together, the Local Strategic Partnership, is set out on page 18 and an update on the Contract for Leisure Services with Hertsmere Leisure Trust is set out on page 20.

Delivery of Corporate Plan Objectives

1.0 Progress against Corporate Plan Objectives

1.1 The first quarter of 2016/17 saw continued good progress towards achieving the council's objectives. Highlighted below are some areas of notable progress against the delivery of the corporate priorities identified within the Corporate Plan 2009–15.

2.0 Safer communities

- *Objective 1 – We will work in partnership with the police and other key agencies to address the concerns of our residents.*
- *Objective 2 – We will create safer communities by tackling crime, anti-social behaviour and alcohol related disorder.*
- *Objective 3 – We will build community confidence and increase feelings of community safety.*

2.1 We continue to work closely with the police and key agencies as part of the Community Safety Partnership.

2.2 This quarter, Quarter 1 2016/17, when compared to same period in 2015/16, has seen a small increase in crime levels with all crime increased by 9% (134 more offences). When compared with the same period in 2015/16 there have been increases in the following offence categories: Robbery, Criminal Damage and Anti-Social Behaviour. Whilst we have seen decreases, when compared with the same period in 2015/16, in the following categories: Motor Vehicle Crime and Burglary Dwelling. Domestic Violence numbers are up by 34 offences (or by 20%) although this has been recorded as an amber status as it may be due to increased reporting rather than an actual increase in offences. The Community Safety Partnership are looking to address these issues.

2.3 The multi-agency **Safer Streets** initiative continues to run with visits made to Borehamwood, Potters Bar and Bushey during the last quarter. Residents are offered free security checks, crime prevention advice and fire safety checks. They can also get a free smoke detector fitted or sign up to take part in a Red Cross first aid course. In Quarter 1, there was a total of five visits and there are more planned for the rest of the year.

2.4 The Partnership carried out on-going **community engagement** work throughout Hertsmere this quarter. In total there were 35 events and initiatives that took place during this quarter. This included: school talks, purse dipping prevention initiatives, Think Safe, Crucial Crew, cycle marking events, PL8 S4F3 and regular community engagement events.

2.5 The regular **Community Safety Partnership (CSP) meetings** have taken place during the quarter in Borehamwood, Potters Bar (covers Ridge, Shenley and South Mimms) and Radlett (covers Aldenham and Bushey). These meetings provide an opportunity to update residents with the raft of work going on in the area to reduce crime, tackle disorder and improve the area generally. They also enable residents to share their views and concerns and to raise questions.

2.6 In June, the council hosted a '**Think U Know**' internet safety training event. The training was delivered by a representative from CEOP (Child Exploitation & Online Protection Centre) and is designed for professionals who work with young people. In attendance on the day were teachers, carers, family support workers, youth workers,

community groups and representatives from Hertfordshire Fire and Rescue, Hertfordshire Constabulary and the council. They all received advice about how to spot the warning signs of abuse and on the best ways to support children and young people to stay safe from sexual abuse and exploitation whilst using the internet. The programme included talks, workshops and a film screening of Murder Games: The Life and Death of Breck Bednar, a documentary of a 14 year old boy who was groomed online and tragically murdered.

- 2.7 It was announced this quarter that Hertsmere would be the pilot of a brand new Home Fire Safety Check scheme from Hertfordshire County Council. Crews from Borehamwood and Potters Bar Fire Stations have now been trained to give advice to vulnerable residents across the borough on a range of health issues – such as avoiding loneliness, keeping a home warm enough, eating and drinking properly and avoiding a fall, whilst pointing them towards the specialist support services available. The **Safe and Well visit** project is a joint initiative run by the County Council's Fire and Rescue Service and public health department. It is being piloted in Hertsmere, with the aim of rolling it out across the county by next year.
- 2.8 Hertsmere Community Safety Partnership held its first '**Silver Streets**' coffee morning in Borehamwood this quarter. Partner agencies came together at Fountain Court for an informal safety advice giving and question and answer session with over a dozen residents. Trading Standards, Hertfordshire Constabulary and Hertsmere Borough Council all came along to offer advice about crime prevention, personal safety, scams and rogue traders. Residents who attended were also provided with purse bells, secret pockets, personal alarms and card defenders which were all funded through the CSP.
- 2.9 In April, an **Operation Raj** took place in Potters Bar where a series of spot checks were carried out on commercial drivers as part of an initiative to assess the roadworthiness of commercial vehicles and drivers' physical condition. Hertsmere Borough Council's Environmental Health and Licensing team joined forces with Hertfordshire Constabulary's Safer Neighbourhood Team, the Environment Agency and Trading Standards for the initiative. The team saw 35 commercial vehicles and carried out checks on vehicle usage, driving documents, road worthiness and waste carrier licenses. Of the vehicles stopped, four traffic offence reports were issued for offences such as no MOT or insurance, officers gave out three vehicle defect forms and one cannabis warning was given.
- 2.10 A fly-tipper's truck was crushed during this quarter. The unregistered vehicle was seized in March this year when its two occupants were arrested on suspicion of **fly-tipping offences** in the Borough following a joint operation between the councils Environmental Health officers and the police. The vehicle was seized under the Control of Waste Regulations 2015 and under Section 21 of those regulations, became the property of the council when a legitimate claim on the unregistered vehicle wasn't made within 15 working days. This is the first time the legislation has been used to crush a vehicle in Hertfordshire and has sent a worthy message to others to think twice before fly-tipping.

3.0 Quality environments

- *Objective 1 – We will protect and enhance our street scene including reducing waste.*
- *Objective 2 – We will protect and enhance our natural environment.*
- *Objective 3 – We will protect and enhance the built environment.*

- 3.1 During the first quarter of this year, **Planning Enforcement** opened 116 new cases, with 63 cases being resolved and as of July 2016 there are 147 live cases. Five notices were served by Planning Enforcement also, these were made up of one enforcement notice, one temporary stop notice, one S215 and two Planning Contravention Notices (PCN's).
- 3.2 In May the council teamed up with our green waste recycling company Agrivert to **give away 10 tonnes of nutrient-rich compost** at Newberries car park in Radlett. Residents were able to come along with empty compost bags or rubble sacks to get them filled for free. They were also able to get rid of any unwanted vegetable and flower seeds, as well as garden tools to swap them for ones they wanted. Even if there was nothing to swap, residents were able to come along to find out about home composting and pick up some recycling freebies.
- 3.3 Earlier in April, a new **town centre garden** was officially opened during a ribbon cutting ceremony by the Mayor of Hertsmere. The Hertsmere Borough Council-funded project was designed in-house by our Parks team, with Engineering Services' colleagues helping to bring the design to life. At the centre of the garden is a five metre Christmas tree which will be filled with festive lights each year. The park also features a granite-paved seating area, which is surrounded by more than 40 wild flowers and grasses, the majority of which are native to the UK. The Co-operative Funeralcare, which is located alongside the new garden, has made a contribution towards the festive lights for the tree.
- 3.4 A group of delegates from Shanghai paid a visit to Hertsmere to find out more about our **parks management** this quarter. The 12 representatives of various horticultural, landscaping and ecological organisations in Shanghai started their visit to the borough at the award-winning Bushey Rose Garden, before seeing the new 'pocket park' on the corner of Furzefield Road. Officers from the council's Parks team were on hand to explain how our parks and green spaces across the borough, many of which hold Green Flag awards, are managed.

4.0 Healthy, thriving communities

- *Objective 1 – We will improve the health of residents through the provision of, and improved access to, services which support healthier lifestyles and reduce health inequalities.*
- *Objective 2 – We will maintain and develop our cultural heritage.*
- *Objective 3 – We will empower local communities and community leaders.*

- 4.1 The Council's award winning **We Move She Moves** project continues to encourage women and girls to participate in sport and try out new ways to get active. Over 2,500 people have now taken part in an activity organised through the programme and the range of sessions offered has increased again this quarter. Some of the new sessions that have been introduced include squash sessions at Bushey Grove Leisure Centre and Soccerercise sessions at Queens School in Bushey.
- 4.2 In June, the Mayor of Hertsmere led a poignant ceremony at Civic Offices in recognition of **Armed Forces Day**. The Mayor was joined by council staff, councillors, members of the Royal British Legion, Hertfordshire Constabulary and religious representatives at the ceremony to show support and to honour Britain's Armed Forces.
- 4.3 To help mark Her Majesty the **Queen's official 90th birthday** in April, the council helped to fund 15 community events across the borough. These events included an arts and crafts session at St Theresa's Parish Hall in Borehamwood followed by a royal tea, a celebration lunch for the 60+ group at Wylllyotts Centre in Potters Bar and a garden party at Reveley Lodge in Bushey. Voluntary and community groups were able to apply to the council for up to £300 towards their event which could have been a street party, tea, dance or lunch.
- 4.4 In May, older people in Borehamwood were invited to a free drop-in event to learn how to **keep well and healthy in Hertsmere**. Residents were able to pop in to Allum Hall in Elstree for advice, information and activities on how to keep well as we get older. There was also a Dementia Friends session hosted by Iain McBeath, Director of Health and Community Services at Hertfordshire County Council. During the session he explained how Dementia can affect those living with the condition as part of a national awareness campaign in recognition of Dementia Awareness Week. Representatives from Herts Fire and Rescue, Trading Standards, Herts Independent Living Service, Elstree and Borehamwood Museum, 50+, Community Action Hertsmere and many more were on hand to give information and advice.
- 4.5 A community partnership with **Arsenal Football Club** has seen young people in Hertsmere get the chance to train the 'Arsenal way' during the Easter holidays. Two events were held at the Arsenal Training Ground in Shenley in April, one of which had over 50 young people aged between five and 13 take part in the soccer school. The other event saw over 30 girls receive coaching from Arsenal in the Community and Arsenal Ladies. From taking part in the activities and programmes youngsters not only learnt how to be healthy and active, but also made new friends and had fun.
- 4.6 As of April as part of the **We Move, She Moves** project girls aged 12 to 18 are being offered the opportunity to take part in free tennis sessions in Radlett. Led by a qualified coach and taking place at the Radlett Tennis Club, the fun sessions offer young girls a chance to try out the sport, improve their skills if they are more seasoned players and hang out with their friends.

- 4.7 As part of the Hertfordshire ‘**Year of Walking**’ initiative, residents across Hertsmere put their walking shoes on to take part in the countywide initiative. The Hertfordshire Walking Festival, which aimed to motivate and inspire more people in Hertfordshire to walk, took place throughout May with many organised walks taking place across the borough. Organised walks which took place in Hertsmere included the ‘We Walk, She Walks’ event organised through the We Move, She Moves project.

5.0 Economic wellbeing

- *Objective 1 – We will support a thriving local economy.*
- *Objective 2 – We will facilitate opportunities for our communities to prosper.*
- *Objective 3 – We will make the most of the potential of our assets.*

- 5.1 A number of local events and projects have received a much-needed boost thanks to financial contributions from borough councillors this quarter. Our **Ward Improvement Initiative Scheme (WIIS)** gives each of our councillors £500 to spend on local projects throughout the year. Some of the projects and groups that have benefited this quarter include; a new bench for Phillimore Recreation Ground, a garden party in aid of the Queen’s 90th Birthday at Reveley Lodge, new crockery for the DR96 club, a defibrillator for Bushey Amateur Swimming Club and new equipment for District Scouts and Explorers.

- 5.2 Eight teams took part in the **Mayor’s Charity Football Tournament** during this quarter in aid of the Mayor’s chosen charities, the Alzheimer’s Society and Great Ormond Street Hospital Children’s Charity. The tournament was held at Arsenal’s training ground in Shenley and staff from Hertsmere Borough Council and Barclays Bank took part. Each team donated an entry fee to take part in the tournament and a shirt and football signed by all of the Arsenal players were raffled after the matches. The teams managed to raise more than £850 for the charities with the ‘Non Beleaguers’ winning first place.

- 5.3 There are 1,692 **garages** owned and let by the council across 110 locations in the borough. The table below shows the occupancy level by settlement. There is a programme of garage refurbishments which is overseen by the Asset Management Panel. Overall 85.29% of fit garages are occupied.

	Units	Tenanted	Void	Unfit	% fit occupied
Borehamwood	965	761	204	59	84.00%
Radlett	91	75	16	2	84.27%
Shenley	57	53	4	0	92.98%
Bushey	368	294	74	27	86.22%
Potters Bar	161	139	22	0	86.34%
South Mimms	50	46	4	0	92.00%

6.0 Decent Homes

Objective 1 – We will strive to meet the housing needs of vulnerable people.

Objective 2 – We will improve private sector housing standards.

Objective 3 – We will increase affordable housing.





- 6.1 There were a total of 285 **homeless approaches** in quarter 1; however officers were able to prevent 199 of these. A number of initiatives as outlined below have improved the supply of temporary and permanent accommodation and consequently no one has been placed in bed and breakfast accommodation since November 2012, and this has seen a reduction in the cost of temporary accommodation.
- 6.2 **CBL (Choice Based Lettings)** provides additional choice to those living in social housing. Any available properties are advertised, households bid and they are then allocated to the person with the highest priority according to the Council's allocation policy. A total of 7 new build properties were advertised on CBL during Q1.
- 6.3 There are a total of 50 properties on the **PSL Scheme (Private Sector Leasing)** which enabled the council to move people who approached as homeless into these properties, without the need to use B&B. In addition, officers have been able to block book 6 self-contained flats in Potters Bar and 4 units in Borehamwood.

7.0 Other Corporate Projects








- 7.1 During the first quarter of 2016/17 there have also been key corporate projects aimed at improving the delivery of the council's services as a whole.
- 7.2 Over three thousand people have subscribed to find out about the things that matter to them. The Council's new e-alerts '**News for You**' allow targeted messages to be emailed directly to members of the public on a wide variety of topics. Residents can identify the issues that appeal to them from 19 different categories including museums, bin collections, consultations and health initiatives. There is no limit to how many each person can subscribe to. Residents can sign up to receive the 'News for You' e-alerts by clicking on the purple button on the website or through the Facebook page."
- 7.3 During this quarter, Hertsmere Borough Council's website was assessed by independent industry experts **Socitm** (Society of Communication Information Technology Management) and was awarded three, out of a possible four stars in its Better Connected Report 2015-16. Socitm assess the websites of all councils every year, and they are marked against a number of criteria including content, accessibility and usability. Residents in Hertsmere are better connected, thanks to the services provided through this website and our mobile web services.








Key Performance Indicator Report

Key of Symbols







PI Status	
	Not meeting target
	Just missing target
	Meeting target
	For information only



Safer communities

Crime Figures – QUARTER 1 2016/17 Comparison with same period in 2015/16 Figures provided by Herts Constabulary	% increase /decrease	Equates to number of offences	RAG Status
CSP1 All crime – 1554 offences	9% increase	134 more	
CSP3 Burglary (dwellings) – 57 offences	30% decrease	25 less	
CSP5 Vehicle crime – 163 offences	5% decrease	8 less	
CSP2 Domestic violence – 203 offences	20% increase	34 more	
CSP10 Robbery – 16 offences	100% increase	8 more	
CSP12 Criminal damage – 226 offences	28% increase	50 more	
CSP13 Anti-social Behaviour – 758 offences	16% increase	102 more	










Partnership Work	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	Status
	Value	Value	Value	Value		
CSP15 Number of community safety related partnership initiatives	35				25	
CSP15a Number of residents engaged through community safety related partnership initiatives (estimate)	1,051				1,000	
CSP16 % of Hertsmere Streets Covered by Neighbourhood Watch	76%				71%	
CSP18 OWL Membership	12,258					
CSP19 Business Watch Membership (OWL)	423					
CSP24 PCSO numbers versus establishment	24				24.5	
CSP25 Number of Fixed Penalty Notice's (FPN) and Police Notice for Disorder's (PND) collectively issues by Hertsmere PCSO's	51					



Quality environments

Planning	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	2016/17	Current Target	Status
	Value	Value	Value	Value	Value		
BC1 Percentage of Building Control plans examined and applicants advised of defects or amendments within 15 working days	100%					100%	
PLA7a Total number of applications received	428.						
PLA7 % of submitted applications which are returned as incomplete (ICA)	60%						
PLA33a Percentage of 'Major' planning applications determined within 13 weeks for the period shown.	88.9%					68%	
PLA33d Percentage of Major Planning Applications determined within 13 weeks for the rolling year.	87%					68%	
PLA33b Percentage of 'minor' planning applications determined within 8 weeks for the period shown.	94.3%					83%	
PLA33e Percentage of Minor Planning Applications determined within 8 weeks for the rolling year.	90%					83%	
PLA33c Percentage of 'Other' applications determined within 8 weeks for the period shown.	96%					93%	
PLA33f Percentage of Other Planning Applications determined within 8 weeks for the rolling year.	96%					93%	
PLA204 BV204 Percentage of planning appeals allowed.	22%					36%	






Waste	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Current Target	Status
	Value	Value	Value	Value	Value		
E191 Residual household waste in kgs per household - Hertsmere Estimate	124					120	
E192 Percentage of household waste sent for reuse, recycling and composting - Hertsmere Estimate	46.9%					52.0%	

Healthy, thriving communities








	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	2016/17	Current Target	Status
	Value	Value	Value	Value	Value		
P&CE4 Total number of people accessing the borough's museums.	3383.00					3052.00	
P&CE4a Total number of people accessing Potters Bar museum	303.00					290.00	
P&CE4b Total number of people accessing Elstree and Borehamwood museum	681.00					976.00	
P&CE4c Total number of people accessing Bushey museum	2020.00					1786.00	
P&CE6a Number of young people attending youth projects (unique users)	167					60	
P&CE6b Number of young people attending youth projects (throughput)	278					150	
P&CE7a Number of young people attending sports development activities (unique users)	645					550	
P&CE7b Number of young people attending sports development activities (throughput)	4,514					3,000	
P&CE8 Number of health related partnership initiatives	28					25	

Grants	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	Status
	Value	Value	Value	Value		
P&CE5c Voluntary Sector, Community Grants Awarded (£ Allocated)	£44,799.89				N/A	
P&CE5d Voluntary Sector, Ward Improvement Initiatives (£ Allocated)	£467.96				N/A	

Economic wellbeing

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	Status
	Value	Value	Value	Value		
ES108 Occupation level of shops	98%				95%	
ES109 Occupation level of garages that are fit for letting.	85.0				83.0	
FIN9 BV79a Accuracy of processing - HB/CTB claims	99.03%				97%	
FIN10 BV78a Speed of processing - HB/CTB new claims	18.00				20.00	
FIN11 BV78b Speed of processing - HB/CTB change in circumstances	11				8	

Decent Homes

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	2016/17	Current Target	Status
	Value	Value	Value	Value	Value		
HOU13 Number of approaches for homelessness advice	306					N/A	
HOU14 Percentage of applications made for homelessness advice	25%					35%	
HOU15 Number of homelessness acceptances made	13					N/A	
NI 156 Number of households living in temporary accommodation	88					75	
HOU17 Percentage of disrepair complainants contacted within 5 working days.	100%					90%	
HOU16 How many complaints made about the private sector	10					N/A	
HOU18 Percentage of disrepair complaints that have initiative action within 10 working days.	100%					90%	

Corporate Health Indicators

Complaints, Compliments and Comments

Q1-2016/17 April to June		Q2-2016/17 July to September		Q3-2016/17 October to December		Q4-2016/17 January to March	
Complaints							
32	Waste & Recycling						
11	Other						
6	Planning Application						
6	Housing						
4	Parking Services						
4	Environmental Health						
3	Benefits						
3	Customer Services						
3	Parks						
2	Revenues						
2	Property Services						
1	Building Control						
1	Democratic Services						
78	Total		Total		Total		Total
Compliments							
5	Community Services						
3	Waste & Recycling						
2	Planning Policy						
2	Benefits						
1	Housing						
13	Total		Total		Total		Total
Comments							
2	Parks						
1	Revenues						
1	Customer Services						
1	Other						
1	Waste & Recycling						
1	Housing						
7	Total		Total		Total		Total

Ombudsman Complaints Quarter 1

Subject	Ombudsman Decision / Outcome
Planning	LGO investigation ongoing
Housing Benefit	Premature/resolved through internal complaints procedure
Housing Benefit	Closed after initial enquiries/outside jurisdiction
Waste Services	Closed after initial enquiries/no further action required
Planning	LGO first stage assessment ongoing
Total Complaints:	3 closed, 2 ongoing

Internal Audits undertaken between April 2016 and 17 June 2016

Audit Title	Audit Assurance level	Number of recommendations
2015/16 Audit Plan Work		
Overtime	Substantial	1 Medium
PCSO – Service Level Agreement	Moderate	3 High

As at 17 June 2016 SIAS (Shared Internal Audit Services) had delivered 19% of the 2016/17 Audit Plan days. Detailed reports are considered by the Audit Committee.

Staff Sickness

	Rolling year (1/7/15 - 30/6/16)	2016/17 Annual target	Status	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	2016/17 Quarterly target	Status
				Value	Value	Value	Value		
No. Short term sick days per FTE	4.02	3.5		0.85				0.88	
No. Sick days per FTE	8.36	6.5		1.69				1.63	
Short term sickness days				241.57				N/A	
Long term sickness days				240.81				N/A	

Financial

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	2016/17	Current Target	Status
	Value	Value	Value	Value	Value		
FIN5 BV8 % of invoices paid on time	98.12%					98%	
FIN6 Percentage of sundry debtor invoices raised in quarter and paid within 3 months	99.99%					98.5%	
FIN7 BV9 % of Council Tax collected	29.3%					29.2%	
FIN8 BV10 Percentage of Non-domestic Rates Collected	30.67%					30.5%	

Information Services

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	2016/17	Current Target	Status
	Value	Value	Value	Value	Value		
IS01 Percentage of the top 5 transactional based activities which are made via e-enabled channels.	69%					65%	
IS07 Service Availability external and public facing systems	99.96%					98%	

Revenue Budget Monitoring

Financial Monitoring Position to 30 JUNE 2016

SUMMARY OF PERFORMANCE

	BUDGET 2016/17	PROFILED BUDGET	ACTUAL TO DATE	SURPLUS/ (DEFICIT)	YEAR END PROJECTED SURPLUS /DEFICIT	YEAR END PROJECTED PREVIOUS MONTH
	£	£	£	£	£	£
PLANNING & BUILDING CONTROL	1,076,470	285,640	264,106	21,534	33,000	0
HOUSING SERVICES	711,040	162,538	181,179	(18,641)	(19,000)	0
ENVIRONMENTAL HEALTH	1,030,870	271,344	265,823	5,520	5,000	0
STREET SCENE SERVICES	4,354,040	1,202,571	1,182,116	20,455	23,000	0
ENGINEERING SERVICES	41,540	8,196	7,995	201	0	0
ASSET MANAGEMENT	(3,112,760)	(186,609)	(213,557)	26,948	13,830	0
PARTNERSHIP & COMMUNITY ENGAGEMENT	2,183,150	560,644	560,740	(97)	0	0
FINANCE & BUSINESS SERVICES	2,199,010	827,710	826,448	1,263	2,520	0
LEGAL & DEMOCRATIC SERVICES	1,242,400	304,350	301,521	2,829	7,300	0
HUMAN RESOURCES & CUSTOMER SERVICES	1,109,300	240,420	222,122	18,298	19,390	0
EXECUTIVE DIRECTORS	646,120	156,698	155,813	885	1,100	0
AUDIT & ASSURANCE	108,270	27,068	27,068	0	0	0
CENTRAL CONTINGENCY	300,000	0	0	0	0	0
GENERAL EXPENSES	131,850	69,151	69,103	47	0	0
AUDIT FEES, BANK CHARGES NOT RECHARGED	138,600	35,510	35,505	5	0	0
INVESTMENT INTEREST	(220,000)	(55,000)	(55,000)	0	0	0
TOTAL SERVICE COSTS	11,939,900	3,910,228	3,830,981	79,247	86,140	0
TOTAL COSTS	11,939,900	3,910,228	3,830,981	79,247	86,140	0

Corporate Risk Register

The risks that are identified can adversely affect the delivery of the Council's Objectives and service performance levels. The process of managing these identified risks not only controls the threats but also provides a means to identify and respond to opportunities.

The Strategic risks that have been considered by the Corporate Governance Group and the Audit Committee are those that can affect the delivery of the Council's corporate goals and that relate to significant change projects.

The Performance Panel may challenge the content of the Strategic Risk Register and its alignment to Corporate Goals. The following risk matrix was presented to the Audit Committee on 7 July 2016.

Table 1 – Risk Matrix as at 24 June 2016.

Likelihood	4	7	11	14 Impact of Housing & Planning Bill	16 External Financial Pressures
	3	4	8 CIL	12 Workforce Capacity Affordable Social Housing	15 Newberries car park development scheme
	2	2	5 Section 106 agreements Establishment of a Development Company	9 Elstree Way Corridor	13 Future Development Plans for Elstree Studios Data Protection & Information Management
	1	1	3	6	10 Business Continuity Management & IT Disaster
		1	2	3	4
Impact					

Changes to Strategic Risks in the first quarter

There was an increase in the impact of the Strategic risk of Data Protection & Information Management and an increase in the likelihood of the Affordable Housing Strategic Risk. There was also a new addition of a new risk – Newberries Car Park Development Scheme.

Hertsmere Together Update

Hertsmere Together is a well-supported and motivated partnership, and has played a strategic role in coordinating partnership working and new initiatives throughout the last quarter.

In June 2016 the Local Strategic Partnership (LSP) received reports and updates about:

Board Membership

Councillor John Graham has replaced Councillor Seamus Quilty as the Finance, Property and Economic Development Portfolio Holder due to changes on the Executive. David Brame is the new Chief Executive for Hertsmere Leisure and Chief Inspector Tannis Perks has left Hertsmere and has been replaced by Steve O’Keeffe.

Adults with Complex Needs

The Adults with Complex Needs project is currently being piloted across Hertsmere and Three Rivers and is now called the ‘You Can’ project. The You Can project works with frequent users of high cost public services.

An event was recently held at Watford Football Club for partners to meet the You Can team and learn about how the service works, this turned out to be a very successful afternoon with more than 50 attending. There have also been some minor changes to staffing within the team.

Work has been continuing with 11 clients in Hertsmere and a number of them are making good progress. Another nomination event was held in June with five new nominations. Overall the project is not yet up to full capacity with a number of cases progressing to active.

Big Local Project

Affinity Sutton has been appointed as the Locally Trusted Organisation (LTO) to support the partnership. Since this time, the Partnership has been consulting widely on issues of local concern in the community as part of their review of the Partnership Plan. Four Key themes that are emerging are; community (children and young people, adults, cohesion and wellbeing), education training and skills, debt and poverty, and environment and green spaces.

On 24 May the Partnership held two stakeholder workshops to engage with organisations working in the area to input their knowledge and ideas and to map existing provision against the key themes. Once the Partnership Plan has been endorsed by Big Local, then local organisations will be invited to tender for projects to deliver the plan. Affinity Sutton have recently appointed a project worker to support the partnership and the delivery of the local partnership plan.

Refugees

The Refugee Council has appointed a Hertfordshire manager to deliver the Syrian Refugee Resettlement Programme and they will recruit other staff as required to meet the flow of refugees. As the majority of Hertfordshire authorities are non-housing stock holding, the key issue is finding suitable accommodation in the private rented sector. Locally in Hertsmere, suitable accommodation in the private rented sector will be sought

that meets the requirements of the scheme. The first families of refugees have been settled in Stevenage, Watford and St Albans.

Connecting Communities

Connecting Communities aims to:

- **Enable** a more cohesive and effective county-wide voluntary and community sector (VCS) that contributes to the local Health and Wellbeing Strategy
- **Strengthen** the infrastructure, enable innovation and demonstrate the social value of a coordinated VCS representative voice in Hertfordshire
- **Build** an overarching information hub accessible to all VCS and umbrella organisations and other stakeholders
- **Co-produce** a business offer to funders and local commissioners which builds capacity, increases fundraising opportunities, develops partnerships, and is based on assessed need, avoiding duplication

Public Health Update

The Health and Wellbeing group has developed a strategy for Hertsmere to direct work in line with our own local priorities and as a group have been involved in the development, delivery and evaluation of local activities.

Sport England have invested £2.5 million worth of funding in Hertfordshire and two new projects started in Hertsmere as a result of the funding for the women and girls project, We Move, She Moves and for the Get Healthy Get Active project. In addition Hertfordshire County Council has enabled Hertsmere to deliver 15 different preventative projects across the borough as part of phase one. Phase two plans are now in place and work is underway to get these projects up and running so that we can continue to improve the health of Hertsmere residents. In addition to the District Offer, we also work together to promote local and national health campaigns.

The Prince's Trust

The final report from the Prince's Trust has been received. During the past 12 months, 29 disadvantaged young people from Hertsmere were supported through a range of Prince's Trust programmes as part of the funding previously allocated through the Performance reward Grant.

Leisure Services Contract Update

The contract for the provision of leisure services commenced in February 2012 with **Hertsmere Leisure Trust** as the provider of services which covers the management of the 3 leisure centres, Wyllyotts Theatre, Bushey Golf and Country Club, Bushey Community Centre, Threeways Community Centre and 50+, Play and Events in Parks. The contract is for an initial period of ten years, with an option to extend by a further five years and was won by Hertsmere Leisure Trust following an extensive procurement process throughout 2010 and 2011. The contract provides that:

- The management of all the facilities and services identified above.
- The lease for the facilities includes for full repair and renewal liabilities.
- An average management fee across the ten years of the contract is payable to the council.
- Capital investment proposals and schemes are delivered.

Performance monitoring arrangements have been put in place to enable robust oversight of the delivery of the contract both in financial terms, and also in terms of the expected outcomes in terms of service delivery.

A detailed reporting and performance framework has been agreed with regular reporting requirements across a number of areas of the contract. These are mainly embodied through 2 key processes:

- Monthly performance reports with quarterly updates
- Annual Service Development Action Plans

The **Service Development Action Plans** are jointly developed by the council and Hertsmere Leisure in partnership and approved by the Member Leisure Panel on an annual basis.

In addition a regular report is prepared every 3 months throughout the Contract and addresses the following matters:

- Outcome Performance
- Financial Overview
- Participation Levels
- Operational Performance

This report is the quarterly review of performance and presents the performance to the end of Q1 in 2016/17 Contract Year (1 November – 31 January). This is the fifth contract year of the 10 year contract.

Outcome Performance

A key requirement which was identified as being achieved from the contract is improved performance and delivery against the key outcomes of the Council including Healthy Living, Children and Young People, Increased Equality, More people actively involved in the community and reduction in negative behaviours. Table 1 below summarises the performance of HLT against the key outcomes as set out by the Council in the specification, and present further detail on the financial performance, participation data and other aspects of the operation later in the report.

Table 1 – Performance against Outcomes

Outcome Area	Indicator	Current Performance
More people adopting healthy lifestyles and a reduction in obesity	<ul style="list-style-type: none"> • Adult participation in sport and physical activity • Proportion of adults and children who are obese <p>Percentage of users who agree that taking part in sport or physical activity has</p> <ul style="list-style-type: none"> • Made them more likely to lead a more active lifestyle or, • Helped them feel healthier-stronger-fitter-happier or, • Helped them increase their understanding of how to improve their health 	<ul style="list-style-type: none"> • Overall participation for the year is circa 2% higher than 2015 – showing a general increase and delivery of the outcomes • Total of 3,000 people engaged in activities in parks and also 50+ activities, for the quarter – although recognising this is the lowest quarter for activities • Walking football underway. • Chair based exercise for 50+ introduced at Wyllyotts
Increased equality of access to services	<ul style="list-style-type: none"> • Participation in sport and physical activity among particular priority groups 	<ul style="list-style-type: none"> • Over 3,000 free swims for Over 60s in the quarter • Continued development of trips for fifty plus.
Increased participation by young people in positive leisure time activities	<ul style="list-style-type: none"> • Participation in sport and physical activity among young people 	<ul style="list-style-type: none"> • Swimming Lesson participation has increased to 86% across facilities - Bushey Grove had 1,436 children, a record for the company • New activities such as dodgeball and rounder's introduced for Easter
Reduction in negative behaviours	<p>Percentage of young people who agree that participation in sport and physical activity has</p> <ul style="list-style-type: none"> • Helped them feel more confident and/or positive about themselves or, • Helped them get into or stay in education, training or employment or, • Helped them stay healthier-stronger-fitter-happier 	<ul style="list-style-type: none"> • Food bank vouchers issued to Families in need through Childrens' Centres workers. • Health and Well-being courses – 'because you are worth it' – 25 parents taking part • Application for further work on the falls programme for 50+
More people actively involved in community activity	<ul style="list-style-type: none"> • Participation in regular volunteering • Percentage of users who agree that taking part in sport or physical activity has helped them get more involved in community activities or volunteering 	<ul style="list-style-type: none"> • Work experience provided to young people engaged with the Princes Trust health and wellbeing programme. • Range of outreach events to provide taster events at school fetes, fun days, etc. • NPLQ courses continued to be offered.

Financial Overview

Detailed financial reports and breakdowns are submitted for each facility on a monthly basis. These summarise the overall financial performance of the contract in comparison to both the tendered bid and also for the corresponding period last year, and also present the financial performance broken down by Centre. As this information is commercially sensitive it is not in the public domain but is considered in detail at the monthly contract meetings and at the quarterly Member Panel.

It should be noted that the agreement with HLT is based on a fixed management fee with a surplus share on any over performance, as a result any changes in actual performance do not impact on the monies received by HBC. In summary:

- The actual performance to date overall is ahead of the bid figures showing a surplus against a planned breakeven, which illustrates that HLT are ahead of the bid submission. The performance in matching last year's performance and is performing against the budget.
- Overall the performance for the year shows a continued improvement for the contract year and continues the previous improvements, although there is some drop off in income and concerns in a number of facilities (such as Venue following the opening of new budget gyms).
- Bushey Country Club remains the biggest concern in respect of financial performance with golf and Beaumont performing below expectations. However it should be noted that in general performance is stable and improving year on year and it is not delivering against bid figures.
- Income is slightly up on last year's performance and 2015 showed a significant increase on previous years.

Overall the performance illustrates that this contract year has continued to demonstrate an improved position compared to last financial year and the business is continuing on an upward trend.

The Council will need to be mindful of the financial performance of the contract and whilst the performance does not impact on the payment HBC will receive, it is important that the Council works with HLT to develop the business.

Participation Numbers

As well as the financial performance the participation and attendances at the Centres are also assessed and these are summarised in the table below. This performance is also compared with previous year's performance and the targets which are established in the Service Development Plan.

Overall the attendances were up by circa 2% on last year, with the majority of this due to the Wyllyotts, Furzefield and Bushey Grove. However this is the start of the year and the situation will be monitored.

Table 2 – Participation Levels

Centre	Actual (Feb - Apr 2015)	Actual Last Year (Feb-Apr 2014)	% Increase/ (Decrease) on Last Year
The Venue & Hertswood	92,070	104,707	(12%)
Furzeffield Leisure Centre	115,655	106,642	8%
Bushey Grove Leisure Centre	117,897	115,749	2%
Wyllyotts Centre	42,287	30,574	38%
Bushey Country Club	52,628	50,215	5%
Three Ways Community Centre	2,835	2,490	14%
Play, 50+ and Parks Events	3,407	6,225	(45%)
Total Attendances	426,779	416,602	2%

Operational Performance

The partnership agreement also enables the council to monitor a number of other areas and in particular we assess the performance across a number of operational performance areas which include:

- Operational delivery of the service – through meeting performance targets
- Customer Service
- Energy Management
- Maintenance and Capital Investment

The table below summarises some of the key performance measures which are used to assess HLT performance against.

Table 3 – Performance Measures

Operational Performance Area	Key Measurement	HLT Performance
Operational Delivery	Achievement of Quest Performance Deductions (£'s)	<ul style="list-style-type: none"> • Furzeffield assessment undertaken in March - score of good achieved. • There have not been any instances where performance failures have been identified, although there have been some areas of closure but rectified in time.
Customer Service	Number of Comments received Response times	<ul style="list-style-type: none"> • 61% of comments received were complaints as opposed to 70% for last year. There were no specific areas • Response times have been ahead of target with average response times of 1.7 working days against a target of 5 working days and last year 2.7 days
Energy Management	Consumption Levels for Gas, Electric and Water Energy Investment schemes	<ul style="list-style-type: none"> • For the Year to Date – Electricity and gas were both lower than last year. • Investment in energy improvement schemes is due to commence in the coming contract year, including LED lighting for Venue.
Maintenance and Capital Investment	Capital Investment programme Maintenance Performance	<ul style="list-style-type: none"> • The capital investment programme is on target with investment in the coming year • The maintenance programme for the year has been submitted and has been reviewed by HBC, with monitoring of performance being undertaken. Some of the issues are with the changing rooms at Bushey Country Club

Summary

Overall the contract performance for the year of 2016/17 to date has continued the encouraging progress made in 2015/16 particularly around the finances however monitoring of the Venue will be undertaken.