



# **Performance *Matters***

## **Corporate Performance Overview Report**

**2015/16 Quarter 3  
1 October – 31 December 2015**

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Chief Executive**

**Final Version: Operations Review Committee 31st March 2016**  
**Executive Meeting 16th March 2016**

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# Overview of Performance

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## 1. Introduction

- 1.1 This report sets out an overview of the council's performance for the period 1 October to end of December 2015 (quarter 3). 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 2015/16 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 3-8.
- 2.4 The **key performance indicators** are a means to measure the progress against targets. This period (Quarter 3, October to end of December 2015) saw :
- 30 (61.23%) Green indicators (met or exceeded target)  
*compared to Q2 – 29 (59.18%) Green indicators (met or exceeded target)*
  - 15 (30.61%) Red indicators (not meeting target)  
*compared to Q2 – 13 (26.53%) Red indicators (not meeting target)*
  - 4 (8.16%) Amber indicators (just missing target)  
*compared to Q2- 7 (14.29%) Amber indicators (just missing target)*
- 2.5 The detailed performance report is set out on pages 9 - 13.
- 2.6 The **financial monitoring report** to the end of December reports a variance (surplus) of £156,000 with a projected year-end surplus of £137,752.
- 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 13. High level financial monitoring information is set out on page 15. The Strategic Risk Register is set out on page 16.
- 2.9 An update on the activity of Hertsmere Together, the Local Strategic Partnership, is set out on pages 17-18 and an update on the Contract for Leisure Services with Hertsmere Leisure Trust is set out on page 19.

## Delivery of Corporate Plan Objectives

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### 1.0 Progress against Corporate Plan Objectives

- 1.1 The third quarter of 2015/16 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 3 2015/16, when compared to same period in 2014/15 has seen an increase in crime levels with all crime increasing by 19% (222 more offences). When compared with the same period in 2014/15 there have been increases in the following offence categories: Burglary dwelling, vehicle crime, robbery and antisocial behaviour. Criminal damage has had a 2% decrease (4 less offences). Domestic Violence numbers are up by 4 offences or by 3% although this has been recorded as an amber status as it may reflect increased reporting rather than an actual increase in offences. The Community Safety Partnership are looking to address these issues.
- 2.3 The regular **Community Safety Partnership (CSP) meetings** have taken place during this quarter in Borehamwood, Potters Bar (covers Ridge, Shenley and South Mimms) and 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.
- 2.4 The Partnership have continued to offer on-going **community engagement** work and initiatives throughout Hertsmere this quarter. Events taken place this quarter include; tool marking, neighbourhood surgeries, community engagement events, operation CARM (Rogue/nuisance motorcycles), property marking and attendance at a wide range of community events to offer crime prevention advice.
- 2.5 The new **Partnership Plan 2016 - 2020** has been approved by the Local Strategic Partnership (LSP) and endorsed at Full Council, it is now available on the website. The Partnership Plan outlines the Community Safety Partnership's (CSP) strategic priorities for the next four years. The three main priorities are; to create safer environments by tackling crime and anti-social behaviour, to reduce harm caused by drugs and alcohol and to build community confidence and increase feelings of safety whilst focussing on how the partnership will deliver, monitor and measure performance as a CSP.

- 2.6 The CSP hosted their first ever **Barn Meet** in October. More than 40 landowners, farmers, local councillors and rural business owners attended event held in Hertsmere. The aim of the event was to discuss how the police can work with local people and businesses to reduce and prevent rural crime, reduce the fear of crime, reduce anti-social behaviour and improve the quality of life for local, rural communities.
- 2.7 Members of the Community Safety Partnership attended a business crime workshop earlier this quarter which addressed business crime and **Business Watch**. Business Watch (which is available through OWL), connects businesses with the police and other local businesses to offer crime prevention advice, crime alerts and an opportunity for businesses to work closely with their safer neighbourhood teams to help keep their business safe. As a result of attending this meeting, Business Watch is being actively promoted in the community with plans to promote the watch even further.
- 2.8 In December, as part of their annual community safety event, ten **Hertsmere Cadets** accompanied by their cadet instructors and members of the Constabulary, visited the homes of 280 people in Borehamwood and Radlett. During the visits, the cadets gave community safety and crime prevention advice, encouraged residents to sign up to OWL (the Online Watch Link) and offered community reassurance as well as lots of community safety merchandise.

### 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 Residents of Kenilworth have been provided with a pair of benches thanks to contribution from their local borough councillors. Two Hertsmere Borough Councillors put their money together from their **Ward Improvement Initiative Schemes** (WIIS) allocations to donate a total of £970 towards two benches which will be placed in Potters Lane and Alexandra Road. The benches will give people with mobility needs, those with children and the elderly a place to relax and take in the surroundings.
- 3.2 The Council has continued its campaign to encourage dog owners to pick up after their pets. In this quarter a further initiative was launched in Potters Bar. Striking two-foot stencilled signs asking dog-walkers to '**Clean it up**' and '**Bag It, Bin It**' have been temporarily sprayed on to pavements near entrances at the park in a bid to crack down on dog fouling.
- 3.3 A new advertising campaign hit the streets of Hertsmere this quarter, aimed at reducing litter and keeping the borough clean and tidy. The new 'Spot the difference' posters will be advertised on the side of the council's fleet of waste vehicles to help spread the message of the campaign. The posters coincide with the run-up to the '**Clean for the Queen**' campaign which is aiming to spruce up Britain in time for Her Majesty the Queen's 90<sup>th</sup> birthday in June. The nationwide clear up takes place between 4 and 6 March 2016.

- 3.4 In December, two parks in Hertsmere held '**DJ and Dance Off**' Parties thanks to new interactive technology. Meadow Park held demonstrations of the new interactive dancefloor equipment that tracks movements and tests dance skills on a motion camera and Aberford Park, introduced a new DJ booth for people to mix and create new music from their own smartphones. These interactive and modern play areas are the first in Hertfordshire; they aim to get people up and moving and help tackle childhood obesity in Hertsmere.
- 3.5 The popular café in **King George Recreation Ground**, Bushey re-opened at the beginning of November with new operators. Numerous improvement works were carried out, including the modernisation of the kitchen and redecoration. The café is very popular with residents and after being out of business over the summer months, residents are delighted to see it back up and running.

#### 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 lottery funded women and girls' project, 'We Move, She Moves' received an award for its work in the community at an awards ceremony this quarter. The project which is aimed at getting women and girls aged 14 and over to participate in sport and activity across Hertsmere, picked up the **Community Project Club of the Year** award at the Herts Service to Sports Awards held in December.
- 4.2 **Elstree and Borehamwood Museum** marked its second anniversary of being based at 96 Shenley Road this quarter. The museum has welcomed more than 10,000 visitors since moving from Drayton Road and has held a number of successful exhibitions including the most recent exhibition celebrating EastEnders 30<sup>th</sup> anniversary.
- 4.3 Watford Harriers Athletic Club - a sports club set up with the support of the council, has been presented with a regional sports award. The club won the **East Regional Satellite Club of the Year** award thanks to its work with Bushey Meads Secondary School. The Harriers have promoted athletics in the heart of Hertsmere, targeting able and disabled participants, boys and girls, ages 11 to 16 for 90 minutes of athletics each week. 95 young people have been engaged with through the project which is triple the number of participants that are generally attracted to Satellite clubs. Satellite clubs are extensions of community sports clubs that offer a range of sports to young people who may not be regularly active, or lack confidence to join a regular sports club.
- 4.4 Five Hertsmere residents took part in a **28 day Body Transformation Challenge** throughout October. Hertsmere Leisure ran three sessions a week at The Venue, Borehamwood aiming to help residents feel fitter. Hertsmere Leisure gave £2 to charity for every 1lb that was lost by the challengers. As a group they lost a total of 43.9lbs and a total of £439.20 was raised for local charities. Those who took part in the challenge made friendships within the community and encouraged each other to keep going.
- 4.5 The Environmental Health team at Hertsmere Borough Council hosted their annual **Environmental Health Christmas Fair** this December at the Civic Offices.

Approximately 600 school children from schools in Borehamwood attended and they learnt all about the impact of noise pollution, beekeeping and the importance food hygiene and washing their hands. There were a variety of interactive stalls with council officers on hand to help, including a specially made 'Santa's secret noise grotto' and a selection of reptiles courtesy of Animals Work. There were also stalls from organisations such as the fire service, the police, Hertsmere Leisure and the National Animal Welfare Trust.

- 4.6 **Zenith Trampolining Club**, a trampolining club for disabled adults in Potters Bar has received £10,000 worth of funding from 'Awards for All'. The bid, which was facilitated by the Borough Council, will allow them to run bespoke weekly trampolining sessions at Furzefield Centre from January 2016. In addition to the one to one sessions, the club will be buying a new specially adapted trampoline.

## 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.*

- 5.2 Following Black Friday and Cyber Monday, residents were encouraged to shop locally the following Saturday on **Small Business Saturday** to save money, energy and stress. Small Business Saturday is a nationwide event that exists to support and promote small businesses. Now entering its third year, it has become established as one of the UK's most high profile small business campaigns. Last year's Small Business Saturday saw 16.5 million people spending a total of £50 million with small businesses in their local areas. The council supports Small Business Saturday in line with its economic development strategy to help drive economic growth in Hertsmere.
- 5.3 A new café opened in Radlett earlier this quarter. **Daisy's in The Park** is located on Watling Street and will provide a valuable community hub. The building, which stands on the site of a disused public toilet, has been designed and built by Hertsmere Borough Council as a revenue generating asset and is an innovative use for a building in the heart of Hertsmere.
- 5.4 There are 1710 **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 85.19% of fit garages are occupied.

	Units	Tenanted	Void	Unfit	% fit occupied
Borehamwood	983	759	224	72	83.32%
Radlett	91	78	13	2	87.64%
Shenley	57	51	6	0	89.47%
Bushey	368	296	72	27	86.80%
Potters Bar	161	140	21	2	88.05%
South Mimms	50	45	5	0	90.00%



## 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 299 **homeless approaches** in quarter 3; however officers were able to prevent 263 of these. A number of initiatives as outlined below have improved the supply of temporary and permanent accommodation and consequently no families have 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. There were no new builds in Q3
- 6.3 There are a total of 52 properties on the **PSL Scheme** (Private Sector Leasing) which enabled the council to move people who approached them 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 Borough in Potters Bar and 4 units in Borehamwood.
- 6.4 In December, two properties were unveiled to provide accommodation for **homeless Hertsmere families**. The buildings, originally part of Shenley Hospital were transformed into two, three-bedroom homes using a £100,000 government grant and funding from Hertsmere Borough Council. The homes will provide temporary accommodation for families who live in the borough and are facing homelessness. This initiative has been funded through the government's **Private Lease Agreements Converting Empties (PLACE) scheme**.





## 7.0 Other Corporate Projects

- 7.1 During the third quarter of 2015/16 there have also been key corporate projects aimed at improving the delivery of the council's services as a whole.
- 7.2 Over a 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 Five young budding artists picked up prizes in this year's **Christmas Card Competition**. All primary schools in the borough were invited to take part in the councils 10<sup>th</sup> annual art contest to design a Christmas greeting card for the council to use. After receiving more than 400 entries from nine schools across the borough, the first prize went to Ellis Morley, aged 6 who caught the judge's eyes with their Santa's sleigh design. The Mayor chose the runners-up and each winner received a certificate, gift voucher, pack of cards and a large poster version of their design.








- 7.4 Also during the festive season, staff at Hertsmere Borough Council gathered a worthy **Foodbank Collection** full of festive food and treats for local individuals and families in need this Christmas. The council's Chief Officers pushed two festive trolleys around the building to collect staff donations ranging from tinned goods to chocolate biscuits. The council delivered the hundreds of items to St Teresa's Church Hall in Shenley road, Borehamwood.
- 7.5 A change to the way questions from the public are facilitated at council meetings was introduced this quarter, to promote more opportunities for **debate and interaction**. The public have had the right to ask questions at council meetings for many years but now there is more scope to raise follow-up, supplementary questions from the floor of the council chamber. This decision has been made with the aim to foster more debate and promote greater accountability at council meetings.



# 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 3 Comparison with same period in 2014/15 Figures provided by Herts Constabulary	% increase /decrease	Equates to number of offences	RAG Status
CSP1 All crime – 1406 offences	19% increase	222 more	
CSP3 Burglary (dwellings) – 135 offences	7% increase	4 more	
CSP5 Vehicle crime – 159 offences	14% increase	20 more	
CSP2 Domestic violence – 130 offences	3% increase	4 more	
CSP10 Robbery – 15 offences	114% increase	8 more	
CSP12 Criminal damage – 171 offences	2% decrease	4 less	
CSP13 Anti-social Behaviour – 574 offences	25% increase	115 more	





	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Current Target	Status
	Value	Value	Value	Value		
CSP14a CCTV - Number of incidents	122	83	98		83	
CSP14b CCTV - Number of arrests	17	13	25		6	









Partnership Work	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Current Target	Status
	Value	Value	Value	Value		
CSP15 Number of crime and disorder related partnership initiatives	26	34	24		25	
CSP16 % of Hertsmere Streets Covered by Neighbourhood Watch	74%	75%	75%		71%	
CSP18 OWL Membership	10,160	10,535	11,027			



Fire and Rescue	Q1 2015/16	Cumulative value April – end October 2015	Cumulative Value April – end December 2015	Cumulative Value April 2015 - end March 2016
	Value	Value	Value	Value
Deliberate fires	20	43	48	
Primary Fires	37	76	92	
Fire Injuries	2	2	3	
Road traffic collisions	14	30	55	

## Quality environments






Planning	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	2015/16	Current Target	Status
	Value	Value	Value	Value	Value		
PLA7a Total number of applications received	366.	379.	341.				
PLA7 % of submitted applications which are returned as incomplete (ICA)	59.3%	56.7%	58.4%				
PLA33a Percentage of 'Major' planning applications determined within 13 weeks for the period shown.	66.7%	83.3%	88.9%			68%	
PLA33d Percentage of Major Planning Applications determined within 13 weeks for the rolling year.	82%	83%	81%			68%	
PLA33b Percentage of 'minor' planning applications determined within 8 weeks for the period shown.	93.2%	85.7%	89.6%			83%	
PLA33e Percentage of Minor Planning Applications determined within 8 weeks for the rolling year.	86%	86%	87%			83%	
PLA33c Percentage of 'Other' applications determined within 8 weeks for the period shown.	94%	94%	95%			93%	
PLA33f Percentage of Other Planning Applications determined within 8 weeks for the rolling year.	95%	94%	95%			93%	
PLA204 BV204 Percentage of planning appeals allowed.	38%	43%	53%			36%	

Waste	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Current Target	Status
	Value	Value	Value	Value	Value		
E191 Residual household waste in kgs per household - Hertsmere Estimate	124	111	122			120	
E192 Percentage of household waste sent for reuse, recycling and composting - Hertsmere Estimate	45.9%	49.1%	42.9%			50.0%	
SPA10a Percentage of missed collections put right within 48 hours	99.0	96.1	97.5			100.0	
SPA10b(ii) Number of missed collections per 100,000 collections - Quarterly	27.0	24.9	28.5			60.0	









	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	2015/16	Current Target	Status
	Value	Value	Value	Value	Value		
P&CE4 Total number of people accessing the borough's museums.	2981	3729	3306			5976	
P&CE4a Total number of people accessing Potters Bar museum	280	198	392			298	
P&CE4b Total number of people accessing Elstree and Borehamwood museum	681	1262	852			1160	
P&CE4c Total number of people accessing Bushey museum	2020	2269	2062			4518	
P&CE6a Number of young people attending youth projects (unique users)	43	250	128			70	
P&CE6b Number of young people attending youth projects (throughput)	93	278	478			340	
P&CE7a Number of young people attending sports development activities (unique users)	887	463	822			550	
P&CE7b Number of young people attending sports development activities (throughput)	4,868	3,686	7,425			4,000	
P&CE 8 Number of health related partnership activities	27	74	24			25	

Grants	Q1 2015/16	Q2 2014/15	Q3 2014/15	Q4 2014/15	Current Target	Status
	Value	Value	Value	Value		
P&CE5c Voluntary Sector, Community Grants Awarded (£ Allocated)	£0	£31,342.99	£0		N/A	
P&CE5d Voluntary Sector, Ward Improvement Initiatives (£ Allocated)	£0	£6,128	£2,200		N/A	

## Economic wellbeing

	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Current Target	Status
	Value	Value	Value	Value		
ES108 Occupation level of shops	98.5%	97%	97%		95%	
ES109 Occupation level of garages that are fit for letting.	86.0%	85.7%	85%		83.0	
FIN9 BV79a Accuracy of processing - HB/CTB claims	94.25%	98.2%	98.9%		97.00%	
FIN10 BV78a Speed of processing - HB/CTB new claims (days)	21	16.6	14.23		20.00	
FIN11 BV78b Speed of processing - HB/CTB change in circumstances (days)	11.66	7.04	7		7.00	

## Decent Homes

	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	2015/16	Current Target	Status
	Value	Value	Value	Value	Value		
HOU5 No of families accommodated in bed-and-breakfast for over six weeks at any point in the year	0	0	0			0	
HOU13 Number of approaches for homelessness advice	290	334	299			N/A	
HOU14 Percentage of applications made for homelessness advice	29%	30%	30%			35%	
HOU15 Number of homelessness acceptances made	37	37	27			N/A	
NI 156 Number of households living in temporary accommodation	88	91	91			75	
HOU16 How many complaints made about the private sector	38	13	19			N/A	
HOU17 Percentage of disrepair complainants contacted within 5 working days.	85%	100%	100%			90%	
HOU18 Percentage of disrepair complaints that have initiative action within 10 working days.	85%	100%	100%			90%	

# Corporate Health Indicators

## Complaints, Compliments and Comments

Q1-2015/16 April to June		Q2-2015/16 July to September		Q3-2015/16 October to December		Q4-2015/16 January to March	
Complaints							
22	Waste and Recycling	24	Waste and Recycling	31	Waste and Recycling		
9	Other	10	Other	7	Other		
4	Environmental Health	10	Parking Services	6	Environmental Health		
3	Parking Services	1	Property Services	5	Planning Application		
3	Housing	2	Revenues	3	Council Tax		
2	Property Services	3	Environmental Health	3	Parking Services		
2	Benefits	1	Parks	3	Benefits		
1	Parks	2	Licensing	2	Customer Services		
1	Planning Applications	1	Planning Policy	1	Building Control		
1	Housing	4	Planning Applications	1	Housing		
1	Electoral Services	2	Housing				
1	Council Tax	1	Customer Services				
1	Land Charges	1	Benefits				
1	Other	1	Building Control				
1	Building Control						
53	Total	63	Total	62	Total		Total
Compliments							
7	Community Services	4	Customer Services	3	Waste and Recycling		
2	Housing	2	Community Services	1	Housing		
2	Customer Services	2	Waste and Recycling	1	Community Services		
2	Waste and Recycling	1	Housing	1	Planning Policy		
1	Planning Policy	1	Planning Applications	1	Environmental Health		
1	Engineering Services	1	Planning Policy				
		1	Parking Services				
15	Total	12	Total	7	Total		Total
Comments							
3	Parks	2	Environmental Health				
1	Waste and Recycling	2	Parks				
		1	Waste and Recycling				
		1	Customer Services				
4	Total	6	Total	0	Total		Total

## Ombudsman Complaints Quarter 3





Subject	Ombudsman Decision / Outcome
Benefits	Closed after initial enquiries, no further action
Planning enforcement	Premature/ongoing through internal complaints procedure
FOI	Discontinued as complaint remedied
Housing	Ongoing
Planning	Closed/no fault
<b>Total Complaints: 5</b>	<b>3 closed, 2 ongoing</b>

## Internal Audits undertaken between 4 September and 21 December 2015





Audit Title	Audit Assurance level	Number of recommendations
<b>2015/16 Audit Plan Work</b>		
Fuel Cards	Substantial	1 Medium, 4 Merits Attention
Risk Management Benchmarking	N/A	None
Partnerships and Shared Services	Substantial	2 Medium, 1 Merits Attention
Officer and Member Expenses	Substantial	2 Medium, 4 Merits Attention

As at 21 December 2015 SIAS (Shared Internal Audit Services) had delivered 60% of the 2015/16 Audit Plan days. Detailed reports are considered by the Audit Committee.



## Staff Sickness

	Rolling year (1/3/15 - 31/3/15)	2015/16 Annual target	Q1 2015/16 Value	Q2 2015/16 Value	Q3 2015/16 Value	Q4 2015/16 Value	2015/16 Quarterly target
No. Sick days per FTE	8.39	6.5	2.08	1.93	2.47		1.63
Short term sickness days			268.29	270.82	283.74		
Long term sickness days			321.2	265.6	429.81		
Status							

## Financial

	Q1 2015/16 Value	Q2 2015/16 Value	Q3 2015/16 Value	Q4 2015/16 Value	2015/16 Value	Current Target	Status
FIN5 BV8 % of invoices paid on time	98.31%	98.88%	98.82%			98%	
FIN6 Percentage of sundry debtor invoices raised in quarter and paid within 3 months	99.99%	99.66%	99.78%			98.5%	
FIN7 BV9 % of Council Tax collected	29.4%	57.34%	84.59%			84.6%	
FIN8 BV10 Percentage of Non-domestic Rates Collected	30.8%	58.57%	84.65%			84.5%	

## Information Services

	Q1 2014/15 Value	Q2 2014/15 Value	Q3 2014/15 Value	Q4 2014/15 Value	2014/15 Value	Current Target	Status
IS01 Percentage of the top 5 transactional based activities which are made via e-enabled channels.	64%	72%	66%			60%	
IS07 Service Availability external and public facing systems	99%	100%	100%			98%	



## Revenue Budget Monitoring

Financial Monitoring Position to  
31 DECEMBER 2015

	BUDGET 2015/16	PROFIED BUDGET	ACTUAL TO DATE	SURPLUS/ (DEFICIT)	PREVIOUS MONTH	YEAR END PROJECTED SURPLUS /DEFICIT	YEAR END PROJECTED PREVIOUS MONTH
SUMMARY OF PERFORMANCE	£	£	£	£	£	£	£
PLANNING & BUILDING CONTROL	920,900	695,359	671,599	23,759	37,554	15,770	21,720
HOUSING SERVICES	638,090	475,291	475,100	191	346	0	1,000
ENVIRONMENTAL HEALTH	878,580	645,796	637,627	8,169	16,824	5,000	15,500
STREET SCENE SERVICES	4,411,580	3,195,279	3,132,369	62,910	56,396	73,500	77,100
ENGINEERING SERVICES	37,340	48,381	45,236	3,145	2,549	3,000	2,500
ASSET MANAGEMENT	(3,090,190)	(2,615,957)	(2,572,539)	(43,418)	(30,507)	(58,242)	(54,805)
PARTNERSHIP & COMMUNITY ENGAGEMENT	2,189,000	1,862,394	1,860,875	1,518	(1,218)	2,800	(1,100)
FINANCE & BUSINESS SERVICES	2,068,640	1,604,255	1,600,818	3,437	6,863	0	(14,534)
LEGAL & DEMOCRATIC SERVICES	1,274,590	1,001,216	973,354	27,862	30,432	29,230	32,890
HUMAN RESOURCES & CUSTOMER SERVICES	1,157,350	839,012	797,285	41,727	31,528	43,770	32,800
EXECUTIVE DIRECTORS	648,550	477,731	471,542	6,189	3,576	6,040	3,640
AUDIT & ASSURANCE	106,880	80,160	78,960	1,200	900	1,200	1,000
PAY STRATEGY	40,000	0	0	0	0	0	0
CENTRAL CONTINGENCY	321,280	38,000	38,000	0	0	0	0
GENERAL EXPENSES	134,120	100,565	100,288	277	210	324	210
AUDIT FEES, BANK CHARGES NOT RECHARGED	158,430	113,823	94,788	19,035	13,467	21,500	19,830
TOTAL SERVICE COSTS	11,895,140	8,561,303	8,405,303	156,000	168,918	143,893	137,752

## 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 11 January 2016. This represented no changes to the Strategic Risks in the first quarter.

**Table 1 – Risk Matrix as at December 2015.**

<b>Likelihood</b>	<b>4</b>	<b>7</b>	<b>11</b>	<b>14</b> <b>Housing &amp; Planning</b> <b>Bill (new)</b>	<b>16</b>
	<b>3</b>	<b>4</b>	<b>8</b> <b>CIL</b>	<b>12</b> <b>Workforce Capacity</b>	<b>15</b> <b>External</b> <b>Financial</b> <b>Pressures</b>
	<b>2</b>	<b>2</b>	<b>5</b> <b>Section 106</b> <b>agreements</b> <b>Establishment</b> <b>of a</b> <b>Development</b> <b>Company</b>	<b>9</b> <b>Elstree Way</b> <b>Corridor</b> <b>Affordable Social</b> <b>Housing</b> <b>Data Protection &amp;</b> <b>Information</b> <b>Management (12)</b>	<b>13</b> <b>Future</b> <b>Development</b> <b>Plans for</b> <b>Elstree</b> <b>Studios</b>
	<b>1</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>10</b> <b>Business</b> <b>Continuity</b> <b>Management &amp;</b> <b>IT Disaster</b>
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
	<b>Impact</b>				

## Hertsmere Together Update

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**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 December 2015 the LSP received reports and updates about:

### **Hertsmere Together's Annual Review 2014-2015**

Hertsmere Together's annual review illustrates the work and new initiatives which have been delivered in partnership, throughout 2014-2015. The report includes updates from the Health and Wellbeing Strategy, the Community Safety Partnership, Hertsmere Connect, the Performance Reward Grant and the future vision for 2015 and 2016. Copies are available on the council's website.

### **Adults with Complex Needs**

The Adults with Complex Needs project is being piloted across Hertsmere and Three Rivers District areas to work with frequent users of high cost public services. These individuals may have multiple problems, are engaged with many different agencies but their lives are not improving. The project aims to provide a consistent trusted adult for these individuals to help them improve their situation, whilst also leading to cost savings for the public purse. All staff have now been appointed and work with clients is due to start in the Spring.

### **An update on Coffee Ethic Cart – part funded by the LSP (Drug Link)**

Coffee Ethic gives volunteering opportunities to vulnerable people in the community, particularly those with mental health issues or in recovery from substance misuse and alcohol misuse. On average the cart in the Civic Office reception serves 40 hot drinks each day. Over the past year, 15 volunteers have worked on the cart; four were referred from drug and alcohol agencies, four from the Hertsmere Job Centre and two personal recommendations. Some of the volunteers have now moved on due to gaining permanent employment.

### **Big Local Update (Leecliffe Partnership and Big Local)**

The Big Local is providing intensive support to the Leecliffe Partnership until June 2016 and work is being done with the existing members to update the Terms of Reference and refresh the Big Local Plan, which will be re-launched in March 2016. Affinity Sutton has been appointed as the locally Trusted Organisation (LTO) and a Project worker will be appointed shortly. In the New Year it is hoped that the funding will be released to support projects to benefit the local community.

## **Public Health Offer**

As part of their public health responsibilities, HCC Public Health allocated £100,000 for 2 years to each District Council in the County to spend on locally identified health and wellbeing priorities. In order to direct activities, a Health and Wellbeing Strategy for Hertsmere 2014-17 was developed. In year 1, The Hertsmere Health and Wellbeing Partnership oversaw the allocation of the public health fund. The fund was used to establish and support a range of projects in the locality. In year 2, it was decided to develop future projects using the Life Course themes. Planning for year 2 has been well underway since July and has involved revisiting existing projects and identifying if the priorities still reflect the needs of the local population and to determine any additional areas for work. The final year 2 plan is currently awaiting final sign off from the County Council.

## **Citizens Advice Bureau (CAB) – Impact and Value Added**

The CAB offers advice and education to clients; providing integrated advice to help solve individuals' problems, to help them find a way forward and develop the skills to prevent a similar scenario arising again.

CAB in Hertsmere has enabled 34% of clients to have their debt rescheduled, an average of £5,146 per client – £1,071,620 in total. In addition to this, 11% of clients have had their debt written off, an average of £19,784 per client – £1,332,903 in total.

## **Hertfordshire Compact – Consultation (Hertfordshire County Council)**

The national Compact is a voluntary agreement aiming to foster strong, effective partnerships between public bodies and the voluntary sector. The Hertfordshire Compact was last updated in 2015 and there is now an appetite to refresh the document by the statutory organisations and the community and voluntary sector in the county. The consultation for this closes on 15 January 2016 and the publication and launch of the Hertfordshire Compact is planned for mid-March 2016.

## **96 Shenley Road (Hertsmere Borough Council)**

In November at The Society Public Architecture, Construction, Engineering and Surveying Civic Building Awards, 96 Shenley Road was awarded a High Commendation for an exemplary piece of public architecture.

## **Road Safety Fund (Police and Crime Commissioner)**

The PCC is proposing to use the money generated from the fines and fees from those who have been caught speeding, attended a speed awareness course or from court prosecutions and recoveries, to set up a Road Safety Fund. This fund will give members of the public, local community groups and partner agencies the opportunity to highlight to authorities where improvements can be made, which could make a difference to their quality of life and prevent injuries and deaths. The road safety fund will be open to applications from 9 February 2016 onwards, with the first grants to be awarded on 1 April 2016.

## Leisure Services Contract Update

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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, Wylyotts 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 Q3 in 2015/16 Contract Year (1 Aug – 31 Oct). This is the fourth contract year of the ten 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"> <li>Adult participation in sport and physical activity</li> <li>Proportion of adults and children who are obese</li> </ul> <p>Percentage of users who agree that taking part in sport or physical activity has</p> <ul style="list-style-type: none"> <li>Made them more likely to lead a more active lifestyle or,</li> <li>Helped them feel healthier-stronger-fitter-happier or,</li> <li>Helped them increase their understanding of how to improve their health</li> </ul>	<ul style="list-style-type: none"> <li>Overall participation for the year is circa 6% lower than 2014 – whilst this is some concern the overall trend is increasing and the quarter is maintained at last year's levels – areas of casual use were main reason for decline</li> <li>Total of 15,000 people engaged in activities in parks and also 50Plus activities, compared to 13,000 for previous year.</li> <li>Walking football introduced at Furzefield.</li> <li>Five Hertsmere residents have completed a 28-day Body transformation challenge. Next one starting mid-November.</li> </ul>
Increased equality of access to services	<ul style="list-style-type: none"> <li>Participation in sport and physical activity among particular priority groups</li> </ul>	<ul style="list-style-type: none"> <li>Over 3,500 free swims for Over 60s in the quarter</li> <li>Continued development of trips for the fifty plus</li> <li>Chair based sessions, postural stability classes all help improve access</li> </ul>
Increased participation by young people in positive leisure time activities	<ul style="list-style-type: none"> <li>Participation in sport and physical activity among young people</li> </ul>	<ul style="list-style-type: none"> <li>Swimming Lesson participation has increased to 86% across facilities</li> <li>Half term activities capacity above 90% and Saturday Gymnastics reached capacity for first time</li> </ul>
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"> <li>Helped them feel more confident and/or positive about themselves or,</li> <li>Helped them get into or stay in education, training or employment or,</li> <li>Helped them stay healthier-stronger-fitter-happier</li> </ul>	<ul style="list-style-type: none"> <li>Food bank vouchers issued to Families in need through Children's Centres workers.</li> <li>Health and Wellbeing courses – 'because you are worth it' – 25 parents taking part</li> <li>Application for further work on the falls programme for 50+</li> </ul>

More people actively involved in community activity	<ul style="list-style-type: none"> <li>• Participation in regular volunteering</li> </ul> <p>Percentage of users who agree that taking part in sport or physical activity has</p> <ul style="list-style-type: none"> <li>• Helped them get more involved in community activities or volunteering</li> </ul>	<ul style="list-style-type: none"> <li>• Work experience provided to young people engaged with the Princes Trust health and wellbeing programme.</li> <li>• Range of outreach events to provide taster events at school fetes, fun days, etc.</li> <li>• NPLQ courses continued to be offered</li> </ul>
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## 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, and the performance is significantly improved on 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. Functions are however starting to improve and the performance is an improvement on last year. However it should be noted that in general performance is stable and improving year on year although it is not delivering against bid figures
- Income is slightly down on last year's performance, but 2014 had shown a significant increase on previous years

Overall the performance illustrates that the first half of this contract year has continued to demonstrate improved performance.

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 be compared with previous year's performance and the targets which are established in the Service Development Plan.

Overall the attendances were down by circa 6% on last year, with the majority of this due to the Venue and Bushey Country Club. However this is the start of the year and the situation will be monitored. At the end of quarter 2, attendances were down 7%, so quarter 3 has been in line with the performance last year.

**Table 2 – Participation Levels**

<b>Centre</b>	<b>Actual (Feb - Oct 2015)</b>	<b>Actual Last Year (Feb - Oct 2014)</b>	<b>% Increase/ (Decrease) on Last Year</b>
The Venue & Hertswood	309,035	331,069	-7%
Furzefield Leisure Centre	307,155	329,442	-7%
Bushey Grove Leisure Centre	351,568	344,403	2%
Wyllyotts Centre	72,237	68,895	5%
Bushey Country Club	157,034	199,097	-21%
Three Ways Community Centre	7,050	7,500	-6%
Play, 50+ and Parks Events	18,693	17,579	6%
<b>Total Attendances</b>	<b>1,222,772</b>	<b>1,297,985</b>	<b>-6%</b>

## 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	<ul style="list-style-type: none"> <li>Venue assessment undertaken in October – provisional score of good</li> </ul>
	Performance Deductions (£'s)	<ul style="list-style-type: none"> <li>There have not been any instances where performance failures have been identified, although there have been some areas of closure but rectified in time.</li> </ul>
Customer Service	Number of Comments received	<ul style="list-style-type: none"> <li>77% of comments received were complaints as opposed to 53% for last year. There were no specific areas</li> </ul>
	Response times	<ul style="list-style-type: none"> <li>Response times have been ahead of target with average response times of 2.2 working days against a target of 5 working days and last year 2.6 days</li> </ul>
Energy Management	Consumption Levels for Gas, Electric and Water	<ul style="list-style-type: none"> <li>For the Year to Date – Electricity and gas were both lower than last year</li> </ul>
	Energy Investment schemes	<ul style="list-style-type: none"> <li>Investment in energy improvement schemes is due to commence in the coming contract year, including LED lighting for Venue</li> </ul>
Maintenance and Capital Investment	Capital Investment programme	<ul style="list-style-type: none"> <li>The capital investment programme is on target majority of the capital schemes introduced and refurbishment to squash at Hertswood undertaken</li> </ul>
	Maintenance Performance	<ul style="list-style-type: none"> <li>The maintenance programme for the year has been submitted and has been reviewed by HBC, with monitoring of performance being undertaken.</li> </ul>

## Summary

Overall the contract performance for the year of 2015/16 to date has continued the encouraging progress made in 2014/15 particularly around the finances however consideration to improving participation will be given in coming months.