



# Performance *Matters*

## Corporate Performance Overview Report

2016/17 Quarter 3  
1 October – 31 December 2016

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Chief Executive

**Final Version: Operations Review Committee 23<sup>rd</sup> March 2017**  
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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 2016 (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 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 3-8.

2.4 The **key performance indicators** are a means to measure the progress against targets. This period (Quarter 3, October to end of December 2016) saw :

- 33 (82.5%) Green indicators (met or exceeded target)  
*compared to Q2 – 31 (79.50%) Green indicators (met or exceeded target)*
- 6 (15%) Red indicators (not meeting target)  
*compared to Q2 – 6 (15.38%) Red indicators (not meeting target)*
- 1 (2.5%) Amber indicators (just missing target)  
*compared to Q2 - 2 (5.12%) Amber indicators (just missing target)*

2.5 The detailed performance report is set out on pages 8-14.

2.6 The **financial monitoring report** to the end of December reports a variance (surplus) of £298,769 with a projected year-end surplus of £280,597.

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 12-14. 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 page 17 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 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 3 2016/17, when compared to same period in 2015/16, has seen a slight increase in crime levels with all crime increased by 12% (191 more offences). When compared with the same period in 2015/16 there has been an increase in Criminal Damage by 22% (42 more offences) and Anti-Social Behaviour by 13% (86 more offences), and decreases in the following categories: Burglary Dwelling, Motor Vehicle Crime and Robbery. Domestic Violence numbers are up by 51 offences (or by 32%) however this may be due to increased reporting rather than an actual increase in offences. The Community Safety Partnership is looking to address these issues.

2.3 The Partnership carried out on-going **community engagement** work throughout Hertsmere this quarter. In total there were 27 events and initiatives including: Safer Streets, Hertsmere's annual Barn Meet, Community Safety Partnership meetings, Fun in the Park, Christmas crime prevention and beat surgeries.

2.4 During this quarter, young people from across the borough watched a powerful play highlighting the serious and emotional issue of grooming and online safety. The production Chelsea's Choice was performed to over 400 young people who attend Dame Alice Owen's school, The Park and Bushey Meads School. Hertsmere Community Safety Partnership funded the performances to raise awareness of child sexual exploitation (CSE) and online safety, the tactics used, the law and how to get help.

2.5 During October half term Hertsmere Community Safety Partnership along with Hertfordshire Constabulary, Motivate 4 Events and 96 Shenley Road funded a free Halloween Fun in the Park event at Meadow Park. Children were able to enjoy the giant slide, bouncy castle, a pumpkin hunt and duelling on the gladiator inflatable. Over 150 children attended the event which aimed to divert young people from wandering the streets and give them something to do which is both safe and fun.

2.6 Members of the Hertsmere Volunteer Police Cadets visited more than 350 homes in Radlett during December as part of their mission to improve security awareness and promote reassurance this Christmas. The group of 15 cadets, who are aged 13 to 18, spent four hours visiting homes and spoke to 250 residents. The cadets advised

residents to mark their property with an ultra violet pen, test their fire alarm once a week, check their Christmas decorations for electrical faults and keep any presents out of sight.

- 2.7 In the lead up to Christmas council staff, along with staff from Affinity Sutton and Hertfordshire Police, donated hundreds of hygiene products and other items, including shower gel, soap and baby products to the St Albans and Hertsmere Women's Refuge following an appeal organised by the council's community safety team. The appeal which ran during the last week of November, tied in with 16 Days of Domestic Violence, a national campaign aimed at encouraging businesses to take action on the issue.

### 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 third quarter of this year, **Planning Enforcement** opened 95 new cases, with 56 cases being resolved during this period. 99% of the cases were carried out within the target period. As of January 2017 there are 164 live enforcement cases. 15 notices were also served by Planning Enforcement, these were made up of ten planning contravention notices (PCN's), three enforcement notices, one temporary stop notice and one tree replacement order.
- 3.2 It was announced during this quarter that a new, fully integrated building control service which will see seven local authorities across Hertfordshire come together would be launching. Hertsmere has joined with six other councils to create an independent company which will provide a more flexible and efficient response to building control issues across the county. The new company, which will be based at the Civic Offices, will become one of the largest enterprises of its kind in the UK. The collaborative venture aims to work with builders, architects and agents to ensure building projects achieve approval with minimum disruption, saving time and money for developers and property owners.
- 3.3 More than 500 children from schools across Borehamwood attended Hertsmere's annual Environmental Health Christmas Fair during December. The fair, which has been running for over 20 years, teaches children about the impact of noise pollution, and the importance of recycling, exercise and healthy eating through interactive displays. Children were able to shout as loud as they could in a noise booth to learn about different decibel levels and learn about the importance of hand washing after handling creatures such as snakes and bugs.
- 3.4 Initial consultation began on the new Local Plan for Hertsmere during this quarter. Residents are being asked for their views on what they like about Hertsmere and what they think should change as a major consultation to shape the future of the borough. The Local Plan will identify what sorts of development will be allowed where, and the factors that will be taken into account when planning applications for any sort of development are put forward. All comments and suggestions will help put together possible options for how much and what sort of development we should plan for; where it should be located and what other facilities and infrastructure is needed. This will be summarised in a follow-up Issues and Options document.

- 3.5 During this quarter a major campaign to raise awareness of flytipping began. Hertsmere Borough Council revealed ten of the most 'outrageous' cases of flytipping in Hertsmere as the number of incidents rose. Since 2010, the number of flytipping incidents has almost doubled in the borough. In a bid to alert people of the terrible impact on the environment and growing cost to tax-payers, Environmental Health officers listed their most anti-social cases. This campaign follows the 'Could this be yours?' campaign highlighting the dangers of using unlicensed waste carriers.

## 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 3,500 people have now taken part in an activity organised through the programme and the range of sessions offered has increased again this quarter. One of the new sessions that have been introduced is evening yoga in Potters Bar.
- 4.2 Early in October, hundreds gathered in Potters Bar for an event to mark 100 years since the fatal Zeppelin crash. More than 750 people visited the exhibition and outdoor film screening about the Luftschiffe 31 Zeppelin, which was organised by Hertsmere Borough Council. Volunteers from Potters Bar Museum, the Battlefields Trust and Great War Society supported the exhibition and the 1372 Elstree and Borehamwood Squadron Air Cadets band performed on the day.
- 4.3 During this quarter, nearly 300 students from Borehamwood's Yavneh College took part in the first series of health and wellbeing roadshows which are being organised for secondary schools in the borough. The roadshow, funded by the Health and Wellbeing Board's public health fund, was run for year 10 and 11 students in preparation for taking exams and was aimed at helping them deal with the stresses at exam time. There was an interactive play from Arc Theatre followed by a market place of local agencies and services on hand to help and support the students.
- 4.4 A range of local projects have received funding thanks to financial contributions from borough councillors. The councils Ward Improvement Initiative Scheme (WIIS) gives each of our 39 councillors £500 to spend on local projects throughout the year. Some of the projects that received funding include; a defibrillator for Merryfield School, funding for a 'Fun Day' at Aldenham Country Park, a library for a local family shelter, festive lights for Reveley Lodge, an awareness raising event for Bushey Forum and new handheld radios for Hertsmere Volunteer Police Cadets.
- 4.5 In order to get people moving during the festive season, Hertsmere's interactive dance arch, which tracks your movements and tests your dance skills on a motion camera, was set to play Christmas music for members of the community to dance to. The dance arch which is based in Meadow Park, Borehamwood was installed as a new and innovative way to encourage people of all ages to get outside, move, play, socialise and enjoy Hertsmere's parks.

## 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 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 83.39% of fit garages are occupied.

	<b>Units</b>	<b>Tenanted</b>	<b>Void</b>	<b>Unfit</b>	<b>% fit occupied</b>
Borehamwood	965	736	229	62	81.51%
Radlett	91	75	16	2	84.27%
Shenley	57	52	5	0	91.23%
Bushey	368	290	78	27	85.04%
Potters Bar	161	138	23	0	85.71%
South Mimms	50	44	6	0	88.00%

- 5.2 It was announced during this quarter that businesses can now sponsor a roundabout across the borough, as part of the council's new enterprising drive. A select number of roundabouts across Hertsmere are available for sponsorship; these roundabouts have been chosen due to their location and high traffic flow rate, making them ideal advertising locations for local businesses. Some of the roundabouts available to sponsor are; Shenley Road Civic Offices, South Mimms Services and St Peter's Triangle in Bushey.
- 5.3 Following Black Friday and Cyber Money, residents were encouraged to shop locally on Small Business Saturday. Small Business Saturday is a nationwide event that exists to support, inspire and promote small businesses. Hertsmere's Mayor visited a local independent cake maker on the day to show his support and find out how the owners are diversifying and developing their business in Hertsmere.



## 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 91 **homeless approaches** in quarter 3; however officers were able to prevent 15 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.
- 6.3 There are a total of 74 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 bed and breakfast accommodation. In addition, officers have been able to block book 48 self-contained flats in and outside Borough.
- 6.4 In November landlords with properties in Hertsmere gathered to receive advice and guidance on how to support their tenants. Around 35 people attended the Landlords' Forum organised by Hertsmere Borough Council and the National Landlords' Association at the Civic Offices in Borehamwood. Among the topics discussed were the responsibilities of landlords to keep their tenants safe using smoke detectors and misting systems; how to plan and manage property investment; how to tackle recycling, rubbish and noise issues and the rising need for temporary accommodation in the borough.

## 7.0 Other Corporate Projects

- 7.1 During the third 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 The council ran its annual Christmas card competition during this quarter. All primary schools in the borough were invited to take part in the 11<sup>th</sup> annual art contest to design a Christmas greeting for the council. With more than 300 entries the Mayor of Hertsmere, Councillor Peter Rutledge, along with three family friends formed the judging panel. The five winners of the competition all received a certificate, gift voucher, a large poster version of their design and a pack of their own cards to give to family and friends.
- 7.3 Also during the festive season, staff at Hertsmere Borough Council donated hundreds of items of groceries to a local Foodbank to aid families in need this Christmas. The council's Chief Officers pushed festive trolleys around the building to collect staff donations. The items were then delivered to St Teresa's Church Hall in Shenley Road, Borehamwood.








# 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 2016/17 Comparison with same period in 2015/16 Figures provided by Herts Constabulary	% increase /decrease	Equates to number of offences
CSP1 All crime – 1780 offences	12% increase	191 more
CSP2 Domestic violence – 212 offences	32% increase	51 more
CSP3 Burglary (dwellings) – 134 offences	4% decrease	6 less
CSP5 Vehicle crime – 162 offences	10% decrease	162 less
CSP10 Robbery – 11 offences	21% decrease	3 less
CSP12 Criminal damage – 230 offences	22% increase	42 more
CSP13 Anti-social Behaviour – 729 offences	13% increase	86 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	34	27		25	
CSP15a Number of residents engaged through community safety related partnership initiatives (estimate)	1,051	1,775	1,345		1,000	
CSP16 % of Hertsmere Streets Covered by Neighbourhood Watch	76%	76%	77%		71%	
CSP18 OWL Membership	12,258	12,735	12,961			
CSP19 Business Watch Membership (OWL)	423	430	430			
CSP24 PCSO numbers versus establishment	24	24	24.5		24.5	
CSP25 Number of Fixed Penalty Notice's (FPN) and Police Notice for Disorder's (PND) collectively issues by Hertsmere PCSO's	51	63	30			



## 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		
PLA7a Total number of applications received	428.	379.	376.				
PLA7 % of submitted applications which are returned as incomplete (ICA)	60%	52.5%	56%				
PLA33a Percentage of 'Major' planning applications determined within 13 weeks for the period shown.	88.9%	80%	33.3%			68%	
PLA33d Percentage of Major Planning Applications determined within 13 weeks for the rolling year.	87%	85%	72%			68%	
PLA33b Percentage of 'minor' planning applications determined within 8 weeks for the period shown.	94.3%	90.4%	85.4%			83%	
PLA33e Percentage of Minor Planning Applications determined within 8 weeks for the rolling year.	90%	92%	91%			83%	
PLA33c Percentage of 'Other' applications determined within 8 weeks for the period shown.	96%	94%	93%			93%	
PLA33f Percentage of Other Planning Applications determined within 8 weeks for the rolling year.	96%	96%	95%			93%	
PLA204 BV204 Percentage of planning appeals allowed.	22%	53%	40%			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	109	120			120	
E192 Percentage of household waste sent for reuse, recycling and composting - Hertsmere Estimate	46.9%	50.2%	42.7%			48.0%	

## 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	3,119	4,488			2,658	
P&CE4a Total number of people accessing Potters Bar museum	303	380	1,418			290	
P&CE4b Total number of people accessing Elstree and Borehamwood museum	681	896	921			850	
P&CE4c Total number of people accessing Bushey museum	2020	1,843	2,149			1,518	
P&CE6a Number of young people attending youth projects (unique users)	167	923	922			70	
P&CE6b Number of young people attending youth projects (throughput)	278	1,105	1,215			340	
P&CE6c Number of partners attending youth and projects training workshops	50	46	55			40	
P&CE7a Number of young people attending sports development activities (unique users)	645	557	939			550	
P&CE7b Number of young people attending sports development activities (throughput)	4,514	3,696	4,653			3,000	
P&CE8 Number of health related partnership initiatives	28	34	35			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	£0	£0		N/A	
P&CE5d Voluntary Sector, Ward Improvement Initiatives (£ Allocated)	£467.96	£1,750	£5,140		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%	100%	95%		95%	
ES109 Occupation level of garages that are fit for letting.	85.0	85.0	83.4		83.0	
FIN9 BV79a Accuracy of processing - HB/CTB claims	99.03%	99.1%	97.51%		97%	
FIN10 BV78a Speed of processing - HB/CTB new claims	18.00	16.80	13.40		20.00	
FIN11 BV78b Speed of processing - HB/CTB change in circumstances	11	10	3.90		7	

## 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	143	91			N/A	
HOU14 Percentage of applications made for homelessness advice	25%	45%	50.8%			35%	
HOU15 Number of homelessness acceptances made	13	15	9			N/A	
NI 156 Number of households living in temporary accommodation	88	120	135			75	
HOU17 Percentage of disrepair complainants contacted within 5 working days.	100%	100%	100%			90%	
HOU16 How many complaints made about the private sector	10	11	12			N/A	
HOU18 Percentage of disrepair complaints that have initiative action within 10 working days.	100%	100%	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	
<b>Complaints (CS01)</b>							
32	Waste & Recycling	31	Waste & Recycling	31	Waste & Recycling		
11	Other	10	Planning Application	3	Community Services		
6	Planning Application	9	Other	3	Planning Application		
6	Housing	9	Environmental Health	2	Customer Services		
4	Parking Services	7	Parking Services	2	Benefits		
4	Environmental Health	3	Parks	2	Environmental Health		
3	Benefits	3	Revenues	2	Revenues		
3	Customer Services	2	Community Services	1	Electoral Services		
3	Parks	1	Benefits	1	Housing		
2	Revenues	1	Human Resources	1	Parking Services		
2	Property Services	1	Housing	1	Parks		
1	Building Control	1	Information Services	1	Housing		
1	Democratic Services	1	Building Control	1	Building Control		
		1	Property Services				
		1	Customer Services				
<b>78</b>	<b>Total</b>	<b>81</b>	<b>Total</b>	<b>51</b>	<b>Total</b>		<b>Total</b>
<b>Compliments (CS02)</b>							
5	Community Services	1	Parking Services	4	Waste & Recycling		
3	Waste & Recycling	1	Customer Services	2	Housing		
2	Planning Policy	1	Parks	1	Planning Application		
2	Benefits	1	Community Services	1	Benefits		
1	Housing	1	Planning Application				
		1	Waste & Recycling				
<b>13</b>	<b>Total</b>	<b>6</b>	<b>Total</b>	<b>10</b>	<b>Total</b>		<b>Total</b>
<b>Comments (CS03)</b>							
2	Parks	3	Waste & Recycling	1	Engineering		
1	Revenues	1	Corporate Communications				
1	Customer Services	1	Community Services				
1	Other						
1	Waste & Recycling						
1	Housing						
<b>7</b>	<b>Total</b>	<b>5</b>	<b>Total</b>	<b>1</b>	<b>Total</b>		<b>Total</b>

### Ombudsman Complaints Quarter 3


Subject	Ombudsman Decision / Outcome
Planning	Closed after initial enquiries as out of jurisdiction and late submission.
Planning	Ongoing LGO investigation.
<b>Total Complaints: 2</b>	<b>1 closed, 1 ongoing</b>

## Internal Audits undertaken between 27 November 2016 and 14 January 2017





Audit Title	Audit Assurance level	Number of recommendations
<b>2015/16 Audit Plan work</b>		
New Systems Post-Implementation Review	Substantial	3 Medium, 4 Merits Attention
<b>2016/17 Audit Plan work</b>		
Sickness Absence Management	Full	None
Website Development & Channel Shift	Moderate	2 Medium, 1 Merits Attention
Commercial Properties Rent Reviews	Moderate	2 Medium, 1 Merits Attention
Council Tax	Full	None
Corporate Governance	Not Assessed	2 High, 2 Merits Attention
Business Continuity	Limited	2 High, 2 Medium, 4 Merits Attention
Community Infrastructure Levy	Substantial	1 Medium, 2 Merits Attention

As at 14 January 2017, SIAS (Shared Internal Audit Services) had delivered 63% of the 2016/17 Audit Plan days. Detailed reports are considered by the Audit Committee.





### Staff Sickness

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	2016/17 Quarterly target	Status
	Value	Value	Value	Value		
ORG4 No. working days lost due to short term sickness absence per FTE – rolling year	4.02	4.05	4.15		3.5	



### 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%	97.96%	97.79%			98%	
FIN6 Percentage of sundry debtor invoices raised in quarter and paid within 3 months	99.99%	99.92%	99.97%			98.5%	
FIN7 BV9 % of Council Tax collected	29.3%	56.96%	84.6%			84.60%	
FIN8 BV10 Percentage of Non-domestic Rates Collected	30.67%	57.19%	84.10%			84.10%	

## Corporate Communications

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	2016/17	Current Target	Status
	Value	Value	Value	Value	Value		
CF01 Unique web visitors	210,763	191,501	166,203			N/A	
CC01 Social Media – Number of Facebook likes	977	1,077	1,135			N/A	
CC02 Social Media – Number of Twitter followers	5,410	5,757	5,764			N/A	
CC03 Social Media – Number of Instagram followers	110	106	118			N/A	

## 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%	68%	69%			65%	
IS07 Service Availability external and public facing systems	99.96%	99.67%	100%			98%	



# Revenue Budget Monitoring

Financial Monitoring Position to  
31 DECEMBER 2016

	BUDGET 2016/17	PROFILED BUDGET	ACTUAL TO DATE	SURPLUS/ (DEFICIT)	PREVIOUS MONTH	FORECAST YEAR END VARIANCE FAV/(ADV)
<b>SUMMARY OF PERFORMANCE</b>						
	£	£	£	£	£	£
PLANNING & ECONOMIC DEVELOPMENT	1,100,570	989,801	1,028,490	(38,689)	(28,243)	(42,200)
HOUSING SERVICES	711,040	524,046	608,599	(84,553)	(77,466)	(99,900)
ENVIRONMENTAL HEALTH	1,030,870	754,878	727,890	26,988	25,590	29,200
STREET SCENE SERVICES	4,354,040	3,737,922	3,678,520	59,403	52,008	63,500
ENGINEERING SERVICES	41,540	30,793	28,473	2,320	1,691	2,800
ASSET MANAGEMENT	(3,112,760)	(2,598,272)	(2,722,609)	124,337	111,259	106,453
PARTNERSHIP & COMMUNITY ENGAGEMENT	2,168,650	1,891,180	1,896,323	(5,144)	(4,460)	(7,750)
FINANCE & BUSINESS SERVICES	2,199,010	1,673,245	1,659,988	13,257	3,840	16,363
LEGAL & DEMOCRATIC SERVICES	1,242,400	918,228	884,374	33,854	24,140	38,970
HUMAN RESOURCES & CUSTOMER SERVICES	1,099,700	819,441	751,581	67,860	59,463	76,007
EXECUTIVE DIRECTORS	646,120	489,560	478,737	10,822	9,087	13,060
AUDIT & ASSURANCE	108,270	72,240	69,004	3,236	2,109	4,000
<b>NET SERVICE EXPENDITURE</b>	<b>11,589,450</b>	<b>9,303,060</b>	<b>9,089,369</b>	<b>213,691</b>	<b>179,018</b>	<b>200,503</b>
CENTRAL CONTINGENCY	300,000	100,000	100,000	0	0	0
GENERAL EXPENSES	131,850	96,790	96,711	79	79	94
AUDIT FEES, BANK CHARGES NOT RECHARGED	138,600	70,050	70,050	(0)	0	0
INVESTMENT INTEREST	(220,000)	(165,000)	(250,000)	85,000	45,000	80,000
<b>TOTAL COSTS</b>	<b>11,939,900</b>	<b>9,404,900</b>	<b>9,106,131</b>	<b>298,769</b>	<b>224,097</b>	<b>280,597</b>

## 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 30 January 2017.

**Table 1 – Risk Matrix as at January 2017.**

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

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

### **Adults with Complex Needs (You Can)**

The You Can project is being piloted across Hertsmere and Three Rivers. District areas work with frequent users of high cost public services. These individuals have multiple problems and 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 to negotiate their lives and improve their situation, whilst also leading to cost savings for the public purse.

### **Big Local Project**

The Leecliffe Big Local Community Plan 2016 -2018 has been endorsed by the Local Trust and was launched at an event in December.

The outcomes of the plan are:

- Communities identify local needs and take action
- People will have increased skills and confidence so that they can continue into the future
- The community will make a difference
- People will feel that their area is an even better place to live

The key themes of the plans are:

- Community
- Environment & Green Spaces
- Work, Skills & Training
- Poverty & Deprivation
- Communications

Several projects have been identified, which include; BMX project, isolation project, school ready project, community garden and parent and carer support.

### **Neighbourhood Plans**

Aldenham Parish Council launched their Neighbourhood Development Plan in November 2014. As part of the Localism Act 2011 localities have the right to make a Neighbourhood Plan as a supplement to the District/Borough Council Local Plan. Neighbourhood Plans must be consistent with the Local Plan and national planning requirements. Once 'made' the Neighbourhood Plan must be considered in evaluating planning applications. The plans will be in force for 15 years, with periodic review and amendments.

### **Refugee update**

Following the pledge to support the Syrian Vulnerable Persons Relocations (SVPR) Scheme, Hertsmere have now welcomed one family into the borough who are now

settled. Accommodation for the family has been provided by Affinity Sutton and Case Worker support is being provided by the Refugee Council.

### **PCC Emergency Services Collaboration**

Police and Crime Commissioners (PCCs) are now able to take greater responsibility for the fire and rescue services in their county. The Policing and Crime Bill contains a duty on PCCs to explore this option. Following discussions with the Home Office and the Police and Fire Minister Brandon Lewis, David Lloyd, Hertfordshire's PCC is taking the first steps towards doing this in Hertfordshire. A business case for taking on the governance has been commissioned and it will investigate how it stacks up in terms of efficiencies and, most importantly, delivering better outcomes for the public.

## 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 leisure centres, Wylyotts Theatre, Bushey Golf and Country Club, Bushey Community Centre, Three ways 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 2016/17 Contract Year (1 Aug – 31 Oct). 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"> <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% higher than 2015 – showing a general increase and delivery of the outcomes</li> <li>• Attendances for the financial year to date have exceeded 1 million</li> <li>• Total of 18,000 people engaged in activities in parks and also Fifty Plus activities, for the period to Oct</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 6,000 free swims for Over 60s in the quarter</li> <li>• Continued development of trips for fifty plus.</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>• Junior Golf Academy at Bushey continues to grow with 76 members</li> <li>• Cheerleading sessions being implemented through partnership with Saracens Sport Foundation</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>• Bushey Grove participated in Stand Up to Cancer events</li> <li>• Range of outreach events to provide taster events at school fetes, fun days, etc.</li> </ul>
More people actively involved in community activity	<ul style="list-style-type: none"> <li>• Participation in regular volunteering</li> <li>• Percentage of users who agree that taking part in sport or physical activity has 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>• NPLQ courses continued to be offered.</li> <li>• Walking Football and Badminton Essentials programmes continue.</li> </ul>

## **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 deficit against a planned deficit; the performance is below last year's performance but is performing against the budget. Though it should be remembered that last year's performance was significantly better than previous years.
- 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 The Venue following the opening of new budget gyms).
- Swimming participation is increasing and is performing better than budget and last year
- 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 this quarter has shown an improvement particularly in events and functions.
- 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 6% on last year, with the majority of this due to the Wyllyotts, Furzefield and Three Ways. This continues the positive performance from previous quarters and in particular swimming is higher than previous months.

**Table 2 – Participation Levels**

Centre	Actual (Feb – Jul 2016)	Actual Last Year (Feb – Jul 2015)	% Increase/ (Decrease) on Last Year
The Venue & Hertswood	302,433	309,035	(2%)
Furzefield Leisure Centre	352,143	307,155	15%
Bushey Grove Leisure Centre	357,909	351,568	2%
Wyllyotts Centre	89,089	72,237	23%
Bushey Country Club	165,077	157,034	5%
Three Ways Community Centre	10,530	7,050	49%
Play, 50+ and Parks Events	18,357	18,693	(2%)
<b>Total Attendances</b>	<b>1,295,538</b>	<b>1,222,772</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  Performance Deductions (£'s)	<ul style="list-style-type: none"> <li>• Venue expecting their unannounced Quest assessment in the coming month.</li> <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  Response times	<ul style="list-style-type: none"> <li>• 68% of comments received were complaints as opposed to 77% for last year. There were no specific areas</li> <li>• Response times have been ahead of target with average response times of 2.1 working days against a target of 5 working days and last year 2.2 days</li> <li>• Net promoter scores have been undertaken for Furzefield, Venue and Bushey Grove – all show an improvement on last year. The Venue is the main area of concern.</li> </ul>
Energy Management	Consumption Levels for Gas, Electric and Water  Energy Investment schemes	<ul style="list-style-type: none"> <li>• For the Year to Date – Electricity and gas were both lower than last year.</li> <li>• No additional issues to report.</li> </ul>



Maintenance and Capital Investment	Capital Investment programme  Maintenance Performance	<ul style="list-style-type: none"> <li>• The capital investment programme is on target with investment in the coming year</li> <li>• The maintenance programme continues to be reviewed and any outstanding actions acted upon.</li> </ul>
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### 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 in particular will be undertaken.