



Performance *Matters*

Corporate Performance Overview Report

2016/17 Quarter 4 and Year End
1 January – 31 March 2017

Donald Graham
Chief Executive

Final Version: Operations Review Committee 15th June 2017
Executive Meeting 21st June 2017

Contents

	page
Overview of Performance	2
Delivery of Corporate Plan Objectives	3
Key Performance Indicator Report	9
Corporate Health Indicators	14
Revenue Budget Monitoring Summary	17
Corporate Risk Register	18
Hertsmere Together Update (Local Strategic Partnership)	19
Hertsmere Leisure Trust Update (Leisure Services Contract)	21

Overview of Performance

1. Introduction

1.1 This report sets out an overview of the council's performance for the period 1 January to end of March 2017 (Quarter 4). 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 4, January to end of March 2017) saw :
- 34 (87.2%) Green indicators (met or exceeded target)
compared to Q3 – 32 (82.05%) Green indicators (met or exceeded target)
 - 3 (7.7%) Red indicators (not meeting target)
compared to Q3 – 6 (15.38%) Red indicators (not meeting target)
 - 2 (5.1%) Amber indicators (just missing target)
compared to Q3 - 1 (2.57%) 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 March reports a variance (surplus) of £298,769.
- 2.7 The individual variances are outlined in detail in the detailed monthly monitoring reports and also considered in depth by the Financial Monitoring Panel.
- 2.8 Information on Corporate Health is set out on pages 14-16. High level financial monitoring information is set out on page 17. The Strategic Risk Register is set out on page 18.
- 2.9 An update on the activity of Hertsmere Together, the Local Strategic Partnership, is set out on page 19 and an update on the Contract for Leisure Services with Hertsmere Leisure Trust is set out on page 21.

Delivery of Corporate Plan Objectives

1.0 Progress against Corporate Plan Objectives.

1.1 The fourth 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 4 2016/17, when compared to same period in 2015/16, has seen a slight increase in crime levels with all crime increased by 35% (456 more offences). When compared with the same period in 2015/16 there has been an increase in Burglary Dwelling by 62% (43 more offences), Robbery by 40% (4 more offences, Criminal Damage by 19% (32 more offences) and Anti-Social Behaviour by 34% (178 more offences). There was a decrease in Motor Vehicle Crime by 9% (14 less offences). Domestic Violence numbers are up by 55 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 during this quarter. In total there were 27 events and initiatives including; Safer Streets, tool marking events, beat surgeries and an Operation Raj.

2.4 Welwyn Hatfield and St Albans and Hertsmere Domestic Abuse Fora held its 14th annual **Domestic Abuse Conference** during this quarter. The theme for this year's conference was male victims and perpetrators, there were over 150 professionals and members of the voluntary sector present on the day. During the conference a male survivor spoke about his experiences and there were talks and presentations from DAISU, a dedicated unit by Hertfordshire Police to deal with domestic abuse, Mencentric, The Stefanou Foundation's Healthy Relationships, Healthy Baby programme and Caring Dads, an intervention programme for men who have abused or neglected their children.

2.5 The council renewed its commitment to local policing in Hertsmere during this quarter. For the twelfth consecutive year the council will be contributing funding to local policing and Hertfordshire Constabulary will pledge the same amount. **The Police and Community Support Officer (PCSO) Service Level Agreement** was signed by the councils Chief Executive Donald Graham and Chief Constable for Hertfordshire Constabulary Charlie Hall.

2.6 A targeted operation to crackdown on **unsafe taxis, fly-tippers** and other crimes took place in Bushey during this quarter. The operation was led by Bushey and Radlett Safer Neighbourhood Team and involved Environmental Health at Hertsmere

Borough Council, HM revenues and customs and Environmental Agency officers. A total of 55 vehicles were checked during the operation including two vehicles that were given prohibition notices for being in a dangerous and un-road worthy condition, eight vehicle defects and three traffic offence reports were also issued for minor traffic offences.

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 fourth quarter of this year, **Planning Enforcement** received 124 cases with 100% of these cases carried out within target. Out of the 124 cases received, 64 were resolved during the period. A total of 93 cases were closed during this period and a total of 23 notices were served by Planning Enforcement, these were made up of 21 Planning Contravention Notices (PCN's), one Enforcement Notice (EN) and one Breach of Condition Notice (BCN). As of April 2017 there were 156 live cases.
- 3.2 A campaign highlighting the dangers of employing unlicensed waste carriers took to the streets during this quarter in a bid to tackle rising cases of fly-tipping. Council officers and PCSO's were out giving advice and distributing '**Could this be yours?**' leaflets to homeowners and builders who are undertaking renovation work in the borough. The leaflets explain what simple steps can be taken to keep waste safe and warn that those involved in larger-scale fly-tipping incidents, including homeowners who have passed waste to unlicensed carriers, could face criminal prosecution and an unlimited fine.
- 3.3 Works began as part of a borough-wide project to connect residents to open spaces and facilities. As part of the **Greenways Project**, improvements are being made to five parks in Borehamwood and Bushey; Aberford Park, Leeming Park, Brook Meadow and Haggerston Park and Finch Way. The work includes reducing hedges, some trees and more vigorous vegetation work to ensure that the greenways remain accessible pathways.
- 3.4 Bushey Museum once again won the **VisitEngland's Hidden Gem** accolade. The accolade is available to attractions part of the Visitor Attraction Quality Scheme and is allocated through a scoring system based on an annual unannounced assessment. The assessment highlights those elements that matter the most to visitors, including the warm welcome on arrival, the presentation of the collections, the story-telling and the quality of the tea and cake. The accolade recognises those attractions going the extra mile to create an enjoyable and memorable visitor experience.
- 3.5 **Mary Forsdyke Garden and Warren Lake** began undergoing extensive improvements during this quarter so that they will be ready in time for summer. Improvements began to the planting and footpaths, signage and lake works were carried out and a wildflower meadow was introduced. The work will also improve the welcoming entrances and introduce new maps and signage which gives more information about the park.
- 3.6 A new paper recycling campaign began during this quarter. Over 40,000 stickers were placed on residents bins to remind them to put their paper waste in to the blue

box. The aim of this campaign is to reduce the confusion **surrounding paper recycling**, which currently means that approximately 500 bins are contaminated by paper each week.

- 3.7 Hertsmere's waste team set up a new '**Freegle**' page for Borehamwood and Elstree during this quarter. The site is completely free to use and helps residents to give, and get, things for free in their local community. It encourages people to not throw items away and instead, to give them away which helps someone else locally and keeps items out of landfill.

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 3,200 people have now taken part in an activity organised through the programme and the range of sessions offered has increased again during this quarter. Some of the new sessions introduced include an evening Yoga session in Potters Bar, Cardio Tennis in Radlett and Learn to Run courses in Borehamwood, Bushey and Potters Bar.
- 4.2 In January Elstree and Borehamwood Museum opened their new exhibition, '**From village to town: celebrating a century of migration**'. The exhibition which was put together by volunteers includes interviews with over 50 local residents on their recollections and memories of coming to the borough. Visitors can listen on traditional telephones to excerpts from some of the interviews and view personal objects also loaned by contributors and other members of the community to tell stories of their moving and settling in to Elstree and Borehamwood.
- 4.3 A 12-week weight management course run by **Watford FC Community Sports and Educational Trust** aimed at men, aged 18-50 who are overweight or have a BMI of 28 or over, took place in Borehamwood during this quarter. Participants meet up weekly for a 90 minute session comprising of a 45 minute educational segment and a 45 physical activity session. The aim of the programme is to achieve sustainable weight loss rather than the typically short term benefit of a diet-based programme. The course is supported by Hertsmere Borough Council with funding from Public Health Hertfordshire.
- 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 the 4th Bushey Guides who received money to replace stolen camping equipment and defibrillators installed in Bushey Country Club and Yavneh Primary School.
- 4.5 Two new exhibitions opened at **Bushey Museum** during this quarter. The first showed work clothes from across the years, this collection was taken from the museums previously archived costume collection, which has items dating back to the nineteenth century. This exhibition accompanied a small exhibition which pays

tribute to George Michael. The exhibition includes articles, pictures and other memorabilia of the singer. George Michael spent his formative years in Bushey.

- 4.6 Around 200 people gathered in Radlett for a candlelit parade and ceremony to mark **Holocaust Memorial Day** in January. The Mayor of Hertsmere, Councillor Pete Rutledge, led the parade from Radlett train station, along Watling Street to the Radlett Centre, where a ceremony took place. The ceremony included a two-minute silence and speeches from the Mayor and Leader of the Council, Cllr Morris Bright, along with a selection of videos, storied and musical performances.
- 4.7 A new temporary exhibition that will run until August 2017 opened in Potters Bar during this quarter. The exhibition '**They all live around here**' celebrates notable residents of the town and includes fourteen short biographies of people who have lived in Potters Bar.
- 4.8 During February a motion to adopt the recognised **International Holocaust Remembrance Alliance** (IHRA) definition of anti-Semitism was passed at a full council meeting, showing the councils commitment to combating all forms of racism and prejudice in Hertsmere. The motion welcomed the UK government's announcement in December 2016 that it has formally adopted these guidelines and proposed that council's should follow suit.
- 4.9 Nearly a hundred pupils from 10 schools across Hertsmere attended the councils tenth annual **Youth Conference** during this quarter. The pupils, all aged between 10 and 12 years old, had a unique opportunity to learn more about local democracy. During the conference, the pupils debated the age of criminal responsibility, which is currently 10 years old and whether or not it should be changed to 16. The young people then had the opportunity to vote during a mock referendum.
- 4.10 One-off grants were made available to voluntary organisations, social enterprises and charities during this quarter. Organisations with a great idea or initiative to help support **health and wellbeing** in the borough were invited to apply. Grants of up to £3,000 were available for projects that promote healthy weight and increase physical activity, schemes that encourage people to reduce smoking or cut back on alcohol or initiatives that improve mental health and emotional wellbeing.

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 84.37% of fit garages are occupied.

	Units	Tenanted	Void	Unfit	% fit occupied
Borehamwood	965	733	232	88	83.58%
Radlett	91	77	14	2	86.52%
Shenley	57	50	7	1	89.29%
Bushey	368	286	82	27	83.87%
Potters Bar	161	135	26	0	83.85%
South Mimms	50	47	3	0	94.00%

5.2 It was announced during this quarter that many small businesses are now exempt from paying **business rates**. With thresholds increased to a rateable value of £12,000 before any business rates are paid, many single shops in the borough will now find themselves exempt from paying the charge. New rates take effect from 1 April 2017.

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 120 **homeless approaches** in quarter 4; however officers were able to prevent 17 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 42 properties on the **PSL (Private Sector Leasing) Scheme** 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 43 self-contained flats in and outside Borough.
- 6.4 A new initiative aimed at bringing together organisations and community groups to help those at risk of becoming homeless was launched during this quarter. Representatives from a range of groups including housing associations, property management companies, mental health charities, Hertfordshire Police and Hertfordshire County Council met for the borough's first **Homelessness Prevention Forum**. The forum, which is organised by Hertsmere Borough Council, is designed

to enable professionals to discuss issues and concerns in order to help prevent more residents becoming homeless.





- 6.5 To help meet the demand for accommodation in the borough and to build a financially stronger council, **two building projects** welcomed families during this quarter. Two semi-detached two-bedroom houses have been built in Hackney Close, Borehamwood and a terrace of three, two-bedroom houses and a three-bedroom home have been built in Buckingham Road, Borehamwood. The homes, built on a derelict children's playground and council-owned disused garage site, will be used as temporary accommodation for people in housing need.

7.0 Other Corporate Projects

- 7.1 During the fourth quarter of 2016/17 there have also been key corporate projects aimed at improving the delivery of the council's services as a whole.
- 7.2 Over 4,000 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."








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 4 2016/17 Comparison with same period in 2015/16 Figures provided by Herts Constabulary	% increase /decrease	Equates to number of offences
CSP1 All crime – 1767 offences	35% increase	456 more
CSP2 Domestic violence – 225 offences	32% increase	55 more
CSP3 Burglary (dwellings) – 112 offences	62% increase	43 more
CSP5 Vehicle crime – 147 offences	9% decrease	14 less
CSP10 Robbery – 14 offences	40% increase	4 more
CSP12 Criminal damage – 197 offences	19% increase	32 more
CSP13 Anti-social Behaviour – 709 offences	34% increase	178 more

Partnership Work	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	2016/17	2016/17	Q4 Status
	Value	Value	Value	Value		Value	Target	
CSP15 Number of community safety related partnership initiatives	35	34	27	27	25	123	100	
CSP15a Number of residents engaged through community safety related partnership initiatives (estimate)	1,051	1,775	1,345	816	800	4,987	4,000	
CSP16 % of Hertsmere Streets Covered by Neighbourhood Watch	76%	76%	77%	77%	71%	77%	71%	
CSP18 OWL Membership	12,258	12,735	12,961	13,206	N/A	13,206	N/A	
CSP19 Business Watch Membership (OWL)	423	430	430	436	N/A	436	N/A	
CSP24 PCSO numbers versus establishment	24	24	24.5	24	24.5	24	24.5	
CSP25 Number of Fixed Penalty Notice's (FPN) and Police Notice for Disorder's (PND) collectively issues by Hertsmere PCSO's	51	63	30	33	N/A	177	N/A	



Quality environments

Planning	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	2016/17		Q4 Status
	Value	Value	Value	Value		Value	Target	
PLA7a Total number of applications received	428.	379.	376.	386.	N/A	1566.	N/A	
PLA7 % of submitted applications which are returned as incomplete (ICA)	60%	52.5%	56%	47.7%	N/A	53.8%	N/A	
PLA33a Percentage of 'Major' planning applications determined within 13 weeks for the period shown.	88.9%	80%	33.3%	100%	68%	80%	68%	
PLA33d Percentage of Major Planning Applications determined within 13 weeks for the rolling year.	87%	85%	72%	100%	68%	80%	68%	
PLA33b Percentage of 'minor' planning applications determined within 8 weeks for the period shown.	94.3%	90.4%	85.4%	96.9%	83%	91.7%	83%	
PLA33e Percentage of Minor Planning Applications determined within 8 weeks for the rolling year.	90%	92%	91%	92%	83%	90%	83%	
PLA33c Percentage of 'Other' applications determined within 8 weeks for the period shown.	96%	94%	93%	95%	93%	95%	93%	
PLA33f Percentage of Other Planning Applications determined within 8 weeks for the rolling year.	96%	96%	95%	95%	93%	95%	93%	
PLA204 BV204 Percentage of planning appeals allowed.	22%	53%	40%	37%	36%	37%	36%	






Waste	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Current Target	2016/17		Q4 Status
	Value	Value	Value	Value		Value	Target	
E191 Residual household waste in kgs per household - Hertsmere Estimate	124	109	120	111	120	465	480	
E192 Percentage of household waste sent for reuse, recycling and composting - Hertsmere Estimate	46.9%	50.2%	42.7%	40.7%	48%	45.4%	50%	

Healthy, thriving communities








	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	2016/17		Q4 Status
	Value	Value	Value	Value		Value	Target	
P&CE4 Total number of people accessing the borough's museums.	3383	3,119	4,488	3,585	3,106	14,575	12,176	
P&CE4a Total number of people accessing Potters Bar museum	303	380	1,418	346	290	2,447	1,160	
P&CE4b Total number of people accessing Elstree and Borehamwood museum	681	896	921	971	850	3,405	3,837	
P&CE4c Total number of people accessing Bushey museum	2020	1,843	2,149	2,268	1,966	8,723	7,185	
P&CE6a Number of young people attending youth projects (unique users)	167	923	922	687	80	2,999	310	
P&CE6b Number of young people attending youth projects (throughput)	278	1,105	1,215	728	300	3,326	1,190	
P&CE6c Number of partners attending youth and projects training workshops	50	46	55	84	40	235	160	
P&CE7a Number of young people attending sports development activities (unique users)	645	557	939	691	550	2,832	2,200	
P&CE7b Number of young people attending sports development activities (throughput)	4,514	3,696	4,653	3,858	3,000	16,721	12,000	
P&CE8 Number of health related partnership initiatives	28	34	35	40	25	137	100	

Grants	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	2016/17		Status
	Value	Value	Value	Value		Value	Target	
P&CE5c Voluntary Sector, Community Grants Awarded (£ Allocated)	£44,799.89	£0	£0	£0	N/A	£44,799.89	N/A	
P&CE5d Voluntary Sector, Ward Improvement Initiatives (£ Allocated)	£467.96	£1,750	£5,140	£6,489	N/A	£13,846.96	N/A	

Economic wellbeing

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	2016/17		Q4 Status
	Value	Value	Value	Value		Value	Target	
ES108 Occupation level of shops	98%	100%	95%	97.5%	95%	97.5%	95%	
ES109 Occupation level of garages that are fit for letting.	85.0	85.0	83.4	84.4	83.0	84.4	83.0	
FIN9 BV79a Accuracy of processing - HB/CTB claims	99.03%	99.1%	97.51%	99%	97%	98.5%	97%	
FIN10 BV78a Speed of processing - HB/CTB new claims (days)	18.00	16.80	13.40	15.75%	20.00	15.85	20.00	
FIN11 BV78b Speed of processing - HB/CTB change in circumstances (days)	11	10	3.90	3.35	7	6.37	7	

Decent Homes

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	2016/17		Q4 Status
	Value	Value	Value	Value		Value	Target	
HOU13 Number of approaches for homelessness advice	306	143	91	120	N/A	660	N/A	
HOU14 Percentage of applications made for homelessness advice	25%	45%	50.8%	60.8%	35%	55.6%	35%	
HOU15 Number of homelessness acceptances made	13	15	9	13	N/A	50	N/A	
NI 156 Number of households living in temporary accommodation	88	120	135	185	75	185	75	
HOU16 How many complaints made about the private sector	10	11	12	7	N/A	40	N/A	
HOU17 Percentage of disrepair complainants contacted within 5 working days.	100%	100%	100%	100%	90%	100%	90%	
HOU18 Percentage of disrepair complaints that have initiative action within 10 working days.	100%	100%	100%	100%	90%	100%	90%	

Corporate Health Indicators

Complaints, Compliments and Comments

Q1-2016/17 April to June		Q2-2016/17 July to September		Q3-2016/17 October to December		Q4-2016/17 January to March	
Complaints (CS01)							
32	Waste & Recycling	31	Waste & Recycling	31	Waste & Recycling	34	Waste & Recycling
11	Other	10	Planning Application	3	Community Services	7	Other
6	Planning Application	9	Other	3	Planning Application	5	Parking Services
6	Housing	9	Environmental Health	2	Customer Services	4	Housing
4	Parking Services	7	Parking Services	2	Benefits	4	Environmental Health
4	Environmental Health	3	Parks	2	Environmental Health	4	Planning Application
3	Benefits	3	Revenues	2	Revenues	2	Benefits
3	Customer Services	2	Community Services	1	Electoral Services	2	Legal
3	Parks	1	Benefits	1	Housing	2	Customer Services
2	Revenues	1	Human Resources	1	Parking Services	1	Revenues
2	Property Services	1	Housing	1	Parks	1	Building Control
1	Building Control	1	Information Services	1	Housing	1	Property Services
1	Democratic Services	1	Building Control	1	Building Control	1	Licensing
		1	Property Services			1	Electoral Services
		1	Customer Services				
78	Total	81	Total	51	Total	69	Total
Compliments (CS02)							
5	Community Services	1	Parking Services	4	Waste & Recycling	3	Waste & Recycling
3	Waste & Recycling	1	Customer Services	2	Housing	2	Planning Policy
2	Planning Policy	1	Parks	1	Planning Application	1	Planning Application
2	Benefits	1	Community Services	1	Benefits	1	Parking Services
1	Housing	1	Planning Application				
		1	Waste & Recycling				
13	Total	6	Total	10	Total	7	Total
Comments (CS03)							
2	Parks	3	Waste & Recycling	1	Engineering	5	Waste & Recycling
1	Revenues	1	Corporate Communications			2	Other
1	Customer Services	1	Community Services			1	Parks
1	Other						
1	Waste & Recycling						
1	Housing						
7	Total	5	Total	1	Total	8	Total

Ombudsman Complaints Quarter 4


Subject	Ombudsman Decision / Outcome
Planning	Ongoing LGO investigation
Council Tax	Premature/resolved through internal complaints procedure
Total Complaints: 2	1 closed, 1 ongoing

Internal Audits undertaken between 14 January 2017 and 12 May 2017





Audit Title	Audit Assurance level	Number of recommendations
2016/17 Audit Plan work		
Contract Monitoring	Substantial	3 Medium, 1 Merits Attention
IT Network Security	Moderate	5 Medium, 1 Merits Attention
NDR (Business Rates)	Substantial	3 Medium
Creditors	Substantial	1 Medium, 1 Merits Attention
Main Accounting System	Substantial	1 Merits Attention
Debtors	Substantial	1 Medium
Cash and Banking	Full	None
Asset Management	Substantial	2 Medium, 4 Merits Attention
Risk Management	Full	None
Radlett Café	Substantial	1 Medium, 2 Merits Attention
Payroll	Substantial	1 Merits Attention
Treasury Management	Substantial	2 Merits Attention
Housing Benefits	Full	1 Merits Attention
Significant Counter Fraud Risks	Substantial	3 Merits Attention

As at 12 May 2017, SIAS (Shared Internal Audit Services) had delivered 10% of the 2017/18 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	3.67	3.5	



Financial

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	2016/17		Q4 Status
	Value	Value	Value	Value		Value	Target	
FIN5 BV8 % of invoices paid on time	98.12%	97.96%	97.79%	97%	98%	97.7%	98%	
FIN6 Percentage of sundry debtor invoices raised in quarter and paid within 3 months	99.99%	99.92%	99.97%	99.8%	98.5%	99.9%	98.5%	
FIN7 BV9 % of Council Tax collected	29.3%	56.96%	84.6%	98.5%	97.7%	98.5%	97.7%	
FIN8 BV10 Percentage of Non-domestic Rates Collected	30.67%	57.19%	84.10%	99.1%	98%	99.1%	98%	

Corporate Communications

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	2016/17		Q4 Status
	Value	Value	Value	Value		Value	Target	
CF01 Unique web visitors	210,763	191,501	166,203	253,708	N/A	822,175	N/A	
CC01 Social Media – Number of Facebook likes	977	1,077	1,135	1,185	N/A	1,185	N/A	
CC02 Social Media – Number of Twitter followers	5,410	5,757	5,764	5,835	N/A	5,835	N/A	
CC03 Social Media – Number of Instagram followers	110	106	118	131	N/A	131	N/A	

Information Services

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	2016/17		Status
	Value	Value	Value	Value		Value	Target	
IS01 Percentage of the top 5 transactional based activities which are made via e-enabled channels.	69%	68%	69%	69%	65%	69%	65%	
IS07 Service Availability external and public facing systems	99.96%	99.67%	100%	100%	98%	99.9%	98%	

Revenue Budget Monitoring

Financial Monitoring Position to 31MARCH 2017

	BUDGET 2016/17	REALLOCATION OF CONTINGENCY	PROFILED BUDGET	ACTUAL TO DATE	SURPLUS/ (DEFICIT)	PREVIOUS MONTH
	£	£	£	£	£	£
SUMMARY OF PERFORMANCE						
PLANNING & ECONOMIC DEVELOPMENT	1,100,570	40,000	1,140,570	1,241,105	(100,535)	(66,559)
HOUSING SERVICES	711,040	0	711,040	800,826	(89,786)	(84,372)
ENVIRONMENTAL HEALTH	1,030,870	0	1,030,870	1,001,933	28,937	36,857
STREET SCENE SERVICES	4,354,040	0	4,354,040	4,284,255	69,785	89,899
ENGINEERING SERVICES	41,540	0	41,540	43,854	(2,314)	4,164
ASSET MANAGEMENT	(3,112,760)	8,000	(3,104,760)	(3,167,312)	62,552	101,817
PARTNERSHIP & COMMUNITY ENGAGEMENT	2,168,650	40,000	2,208,650	2,227,757	(19,107)	(7,263)
FINANCE & BUSINESS SERVICES	2,199,010	0	2,199,010	2,176,145	22,865	7,236
LEGAL & DEMOCRATIC SERVICES	1,242,400	20,000	1,262,400	1,200,369	62,031	41,968
HUMAN RESOURCES & CUSTOMER SERVICES	1,099,700	0	1,099,700	992,779	106,921	91,744
EXECUTIVE DIRECTORS	646,120	160,000	806,120	796,706	9,414	10,901
AUDIT & ASSURANCE	108,270	0	108,270	108,956	(686)	3,236
NET SERVICE EXPENDITURE	11,589,450	268,000	11,857,450	11,707,370	150,080	229,628
CENTRAL CONTINGENCY	300,000	(275,000)	25,000	0	25,000	0
GENERAL EXPENSES	131,850	7,000	138,850	142,726	(3,876)	11
AUDIT FEES, BANK CHARGES NOT RECHARGED	138,600	0	138,600	137,693	907	4,845
INVESTMENT INTEREST	(220,000)	0	(220,000)	(331,092)	111,092	97,000
TOTAL COSTS	11,939,900	0	11,939,900	11,656,698	283,202	331,484

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.

Table 1 – Risk Matrix as at April 2017.

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

Hertsmere Together Update

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

In March 2017 the Local Strategic Partnership (LSP) received reports and updates about:

Community Strategy Review

In February 2017 a workshop was held to review the current Community Strategy 2013-2016. Some of the key ideas captured at the workshop include:

- There are already a wide range of services that exist in the community - we need to utilise these and increase access to them.
- Signposting is important to ensure people are accessing the right services.
- Volunteering or working with voluntary groups is important.
- We should encourage communities to help each other and their community more.
- Early help and intervention is needed to help break cycles of problems such as crime and healthier lifestyles.

Hertfordshire Constabulary

Chief Constable Charlie Hall discussed how neighbourhood policing is a key part of the Constabulary's overarching policing approach. He also mentioned that there has been a change in policing demand of late with an increase in reports of sexual offences, domestic abuse and cyber-crime.

Domestic Abuse Investigation and Safeguarding Unit

Hertfordshire's Domestic Abuse Investigation and Safeguarding Unit (DAISU) was formed in January 2016. On average the specialist team attend 50 incidents every day.

Some of DAISU's recent achievements include:

- The use of officers' body worn cameras when officers attend incidents so that it can be used as evidence in court
- Virtual courts
- New legislation around coercive control
- Domestic Violence Protection Orders (DVPO)
- Schools notifications
- Perpetrator programmes
- GPS tagging
- Conditional cautioning

Community Protection (Hertfordshire Fire and Rescue)

Hertsmere district began piloting Safe and Well visits last year, these visits offer support to elderly/vulnerable people on a range of issues including falls, isolation, access to support and housing.

Hertfordshire Fire and Rescue Service continue to work closely with partners to tackle local issues such as arson and to deliver initiatives in the borough including Primary Life, Safer Streets, Sponge Pudding and Box Cleva.

Community Safety

Hertsmere Community Safety Partnership (CSP) has a track record of working closely with partners to address community safety issues across the borough.

Some of the highlights of the CSP's year so far include;

- Welwyn Hatfield and St Albans & Hertsmere Fora held its Annual Domestic Abuse Conference which focused on 'Male Victims and Perpetrators' in March 2017
- The Safer Streets project which is funded by the LSP has been running since 2011. Since then the project has visited over 3,500 homes.
- Hertsmere Volunteer Police Cadets carried out a crime prevention visit and OWL sign up engagement in Potters Bar. They visited 70 addresses of which approximately 50 residents were spoken to.

Hertsmere Borough Council continues to support PCSO's with funding of £128,000 and the council also contributes £8,000 towards community safety activity.

In the future, the CSP has exciting plans including:

- An E-Safety programme for year five and six students in Hertsmere
- An Anti-Social Behaviour Powers Training day in May 2017
- WRAP training around Prevent (the Governments national counter-terrorism strategy)
- Think U Know internet safety training
- Using restorative approaches to tackle ASB
- Making a Difference community engagement events

Leisure Services Contract Update

The contract for the provision of leisure services commenced in February 2012 with **Hertsmere Leisure Trust** as the provider of services which covers the management of the 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 Q4 in 2016/17 Contract Year (1 Aug – 31 Jan). This is the fifth contract year of the 10 year contract.

Outcome Performance

A key requirement which was identified as being achieved from the contract is improved performance and delivery against the key outcomes of the council including healthy living, children and young people, increased equality, more people actively involved in the community and reduction in negative behaviours. Table 1 below summarises the performance of HLT against the key outcomes as set out by the Council in the specification, and present further detail on the financial performance, participation data and other aspects of the operation later in the report.

Table 1 – Performance against Outcomes

Outcome Area	Indicator	Current Performance
More people adopting healthy lifestyles and a reduction in obesity	<ul style="list-style-type: none"> • Adult participation in sport and physical activity • Proportion of adults and children who are obese <p>Percentage of users who agree that taking part in sport or physical activity has:</p> <ul style="list-style-type: none"> • Made them more likely to lead a more active lifestyle or, • Helped them feel healthier-stronger-fitter-happier or, • Helped them increase their understanding of how to improve their health 	<ul style="list-style-type: none"> • Overall participation for the year is circa 5% higher than 2016 – showing a general increase and delivery of the outcomes • Attendances for the financial year to date have exceeded 1.7 million • Total of 23,000 people engaged in activities in parks and also Fifty Plus activities, for the period to Jan • January campaign – try us free (7 days free entry)
Increased equality of access to services	<ul style="list-style-type: none"> • Participation in sport and physical activity among particular priority groups 	<ul style="list-style-type: none"> • Over 6,000 free swims for Over 60s in the quarter • Continued development of trips for fifty plus.
Increased participation by young people in positive leisure time activities	<ul style="list-style-type: none"> • Participation in sport and physical activity among young people 	<ul style="list-style-type: none"> • Swimming Lesson participation has increased to 86% across facilities • Junior Golf Academy at Bushey continues to grow with 76 members • Cheerleading sessions being implemented through partnership with Saracens Sport Foundation
Reduction in negative behaviours	<p>Percentage of young people who agree that participation in sport and physical activity has</p> <ul style="list-style-type: none"> • Helped them feel more confident and/or positive about themselves or, • Helped them get into or stay in education, training or employment or, • Helped them stay healthier-stronger-fitter-happier 	<ul style="list-style-type: none"> • Walking Football and Badminton Essentials programmes continue • Walking Netball also introduced • Bushey Grove participated in Stand Up to Cancer events • Falls prevention classes continue to run
More people actively involved in community activity	<ul style="list-style-type: none"> • Participation in regular volunteering • Percentage of users who agree that taking part in sport or physical activity has helped them get more involved in community activities or volunteering 	<ul style="list-style-type: none"> • Work experience provided to young people engaged with the Princes Trust health and wellbeing programme. • Range of outreach events to provide taster events at school fetes, fun days, etc. • NPLQ courses continued to be offered.

Financial Overview

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

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

- The actual performance to date overall is slightly behind the budget figures showing a surplus against a planned surplus; the performance is below last year's performance but is performing close 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 Beaumont performing below expectations. However it should be noted that in general performance is stable and this quarter has shown an improvement particularly in golf.
- 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 and maintain an 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 compared with previous year's performance and the targets which are established in the Service Development Plan.

Overall the attendances were up by circa 5% 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 2016 – Jan 2017)	Actual Last Year (Feb 2016 – Jan 2017)	% Increase/ (Decrease) on Last Year
The Venue & Hertswood	402,902	397,965	1%
Furzefield Leisure Centre	462,980	405,430	14%
Bushey Grove Leisure Centre	473,619	469,636	1%
Wyllyotts Centre	133,612	106,706	25%
Bushey Country Club	215,499	229,328	(6%)
Three Ways Community Centre	14,305	8,478	69%
Play, 50+ and Parks Events	22,306	23,042	(3%)
Total Attendances	1,725,223	1,640,585	5%

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"> • No quest assessments in quarter. • There have not been any instances where performance failures have been identified, although there have been some areas of closure but rectified in time.
Customer Service	Number of Comments received Response times	<ul style="list-style-type: none"> • 55% of comments received were complaints as opposed to 64% for last year. There were no specific areas • Response times have been ahead of target with average response times of 1.5 working days against a target of 5 working days and last year 2.0 days • Net promoter scores have been undertaken for Furzefield, Venue and Bushey Grove – all show an improvement on last year, except Furzefield which potentially reflects some of the issues around building works, cleaning and showers.

Energy Management	Consumption Levels for Gas, Electric and Water Energy Investment schemes	<ul style="list-style-type: none"> • For the Year to Date – Electricity and gas were both lower than last year as a result of more efficient assessment. • No additional issues to report.
Maintenance and Capital Investment	Capital Investment programme Maintenance Performance	<ul style="list-style-type: none"> • The capital investment programme is on target with Furze field investment in changing virtually complete • The maintenance programme continues to be reviewed and any outstanding actions acted upon.

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.