



Performance *Matters*

Corporate Performance Overview Report

**2015/16 Quarter 1
1 April – 30 June 2015**

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Chief Executive**

**Final Version: Operations Review Committee 17th September 2015
Executive Meeting 16th September 2015**

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Overview of Performance

1. Introduction

1.1 This report sets out an overview of the council's performance for the period 1 April to end of June 2015 (quarter 1). The purpose of this report is to provide a high level summary of key achievements, and to highlight areas where performance is not matching targets or expectations, along with any remedial action that is being taken to address this. This report is produced on a quarterly basis in line with performance indicator returns.

2. Overview of Performance

- 2.1 The departmental service plans for 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 1, April to end of June 2015) saw :
- 26 (53.1%) Green indicators (met or exceeded target)
compared to Q4 – 27 (62.2%) Green indicators (met or exceeded target)
 - 17 (34.7%) Red indicators (not meeting target)
compared to Q4 – 12 (26.6%) Red indicators (not meeting target)
 - 6 (12.2%) Amber indicators (just missing target)
compared to Q4- 5 (11.1%) Amber indicators (just missing target)
- 2.5 The detailed performance report is set out on pages 9 - 15.
- 2.6 The **financial monitoring report** to the end of June reports a variance (surplus) of £12,350 with a projected year-end surplus of £35,742.
- 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. High level financial monitoring information is set out on page 16. The Strategic Risk Register is set out on page 17.
- 2.9 An update on the activity of Hertsmere Together, the Local Strategic Partnership, is set out on page 18 and an update on the Contract for Leisure Services with Hertsmere Leisure Trust is set out on page 19.

Delivery of Corporate Plan Objectives

1.0 Progress against Corporate Plan Objectives

1.1 The first 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 2009–13.

2.0 Safer communities

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

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

2.2 This quarter, Quarter 1 2015/16, when compared to same period in 2014/15 has seen an increase in crime levels with all crime increased by 11% (136 more offences). When compared with the same period in 2014/15 there have been increases in the following offence categories: Burglary Dwelling and Motor Vehicle Crime. Domestic Violence numbers are up by 5 offences or by 4% although this has been recorded as an amber status as it may be due to increased reporting rather than an actual increase in offences. The Community Safety Partnership are looking to address these issues.

2.3 The multi-agency Safer Streets initiative continues to run with visits made to Potters Bar and Bushey during the last quarter. Residents are offered free security checks, crime prevention advice, fire safety checks and advice on giving up smoking and healthy living. They can also get a free smoke detector fitted or sign up to take part in a Red Cross first aid course.

2.4 The Partnership carries out on-going **community engagement** work throughout the year. Events that have taken place during the quarter include: Dog Watch, Cycle Marking and attendance at a range of community events to offer crime prevention advice.

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

2.6 A second Potters Bar garage has agreed to team up with our Community Safety Partnership (CSP) to offer free security marking of catalytic converters to Hertsmere van owners to help to reduce theft. The free security marking can now be carried out at C & C Motors on the Cranborne Industrial Estate, as well as at JTT Autotech in the High Street. Once the security marking has been carried out it is down to the van owner to register their details with the International Security Register (ISR). There are also stickers to display in the vehicle windows to let potential thieves know the catalytic converter has been marked and can be traced to the owner.

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 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.
- 3.2 This latest initiative is being trialed in Oakmere Park by the council throughout the summer, with a view to rolling it out across the borough. It follows a poster campaign featuring glow in the dark posters warning visitors 'We're watching you' which ran during the winter in all parks.
- 3.3 This quarter also saw the promotion of "It's 'Real Nappy Week'! As part of a scheme across the County, and in partnership with Hertfordshire County Council, Hertsmere residents can claim up to £50 if they choose to use real nappies instead of disposable ones. The scheme aims to discourage the use of disposable nappies. People using real nappies or a nappy laundering service need to complete an application form in order to claim any money back through the scheme. Alternatively, the council are able to provide free starter kits available for anyone who is interested and would like to give real nappies a go.
- 3.4 As part of the ongoing work to encourage more recycling the council supported the international "Compost Awareness Week" campaign. The council teamed up with our green waste recycling company, Agrivert, to give away compost on a first come, first served basis (limited to four bags per household) at Newberries car park, off Watling Street in Radlett in May.
- 3.5 Residents could also bring along any unwanted vegetable or flower seeds from last year and swap them for seeds to grow this year, as well as unwanted garden tools that they no longer had a use for.
- 3.6 Young children and their families enjoyed hunting for Easter Eggs in the borough's Green Flag award-winning parks over Easter. Four Easter egg hunts, organised by Hertsmere Leisure Motivate4 Park Events Team in partnership with the council, took place at Aberford Park in Borehamwood, Oakmere Park in Potters Bar, King George Recreation Ground in Bushey, and Bushey Rose Garden. Each egg hunt featured games and activities, a mini fun fair and a magician.

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 We Move She Moves project continues to encourage women and girls to participate in sport and try out new ways to get active. Over 1000 people have now taken part in an activity organised through the programme and the range of sessions offered has increased again this quarter.
- 4.2 Girls aged 12 to 18 have been offered free tennis sessions in Radlett during May and June. The sessions aim to encourage young women to get more active and see both the physical and social benefits of participation in sport. Each session provides high quality, professional coaching before some time to catch up and make new friends. The sessions have proved popular and are continuing over the summer months. A notable outcome of the sessions has been an increase in the number of girls taking part in the Tennis Summer Camps run by the club. The number of female participants has risen from that in previous years.
- 4.3 Women who were inspired by the London Marathon have been offered help to get started via learn to run clinics. The sessions are aimed at total beginners and have taken place in Borehamwood, Bushey and Potters Bar and led by a qualified instructor. The course introduces you safely and gently to running in a supportive group environment, where no-one gets left behind. The ultimate aim is for all participants to run 5km.
- 4.4 The programme also offers less traditional ways to get active. Vivid Beauty, runs free sessions that focus on dance, fashion, hair and make-up and provide opportunities for girls to get together, have fun and learn something new. The project is all about helping teenage girls find themselves and be more confident in being an individual, and not necessarily following the crowd. Experience of dance is not necessary and the sessions are open to everyone. The sessions take place on a Thursday evening in Patters Bar and offer the chance to gain creative skills around dance, fashion and beauty whilst also building confidence.
- 4.5 Two different groups are helping our older community stay young at heart. Fellas Fitness is for men aged 50 and over, who want to get fit but don't know where to start. The sessions are run by qualified and experienced exercise professionals who can help kick start a health and fitness routine. The weekly programme aims to help more mature men to get fit, lead a healthier lifestyle and socialise with new people. The sessions run every Thursday in Bushey and all new members get a free taster session. Feedback has been received from participants saying they have lost a lot of weight, built up their strength and have more energy than they used to. Many have also commented that their diet has improved, they are sleeping better and generally feel much healthier." Community Action Hertsmere, with the help of Herts Sports Partnership and Hertsmere Borough Council, is supporting Fellas Fitness as part of their Live Well 50 plus Project.
- 4.6 Mental Health is a key issue for the whole population, with one in four people experiencing a mental health issue in the course of a year. During Mental Health Awareness Week, the Council signed up to the Mental Health Challenge to put this crucial issue right at the top of our agenda. The challenge acknowledges the key role

local authorities have in improving mental health in their communities and encourages a proactive approach. As part of the challenge, Cllr Brenda Batten, our Portfolio Holder for Health, has been appointed as 'mental health champion' for the council.

- 4.7 A key local initiative, the Health and Wellbeing Centre, 'Number 10,' based in Leeming Road, Borehamwood, opened in October 2012 and is funded by Hertsmere Together, the Local Strategic Partnership. It offers a wide range of services to help empower people with mental health or substance misuse issues, giving them the opportunity to develop their skills, build self-confidence and move forward into training, further education, volunteering or paid employment. The centre is run by Guideposts Trust and Herts Mind Network and runs activities such as yoga, counselling sessions, vocational advice, art and social groups. Two new services have recently begun at Number 10 to improve the health and wellbeing of local residents which includes a physical activity befriending scheme as well as weekly health checks. These activities are also supporting the Hertfordshire Health and Wellbeing Partnership who launched the Hertfordshire Year of Mental Health at an event in July.
- 4.8 People of all generations in Borehamwood learnt more about how dementia can affect those living with the condition as part of a national awareness raising campaign which runs during May. Twenty members of the Live Well Project in Borehamwood took part in an interactive workshop for Dementia Awareness Week. The event was organised by the Borough Council and held at Live Well's Coffee, Cakes and Time to Talk session at Farriers Hall today (Monday 18 May). Last week youngsters from the Hertsmere Volunteer Police Cadets also took part in a workshop held at Hertswood Academy. Among the topics covered were what it means to have dementia and the importance of becoming a Dementia Friend.
- 4.9 A free interactive puppet show which combines songs with advice on healthy eating ran in Bushey during June. 'Planet Munch – Savour the Flavour' follows the story of Touchy and Brocc on their musical quest for lunch on Planet Munch. Audiences can sing and dance along as the pair find out how exercise and a balanced, nutritious diet can help promote a long and healthy life. The show, which is produced by Watford-based arts company Nysa Project was aimed at five to 14 year olds. It has been funded by Hertsmere Borough Council as part of its programme of events and activities aimed at improving the health and wellbeing of residents.

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 As part of the approach to economic development – ‘Creative Hertsmere’ – a number of business forums have been held for various business sectors to enable the council to gain a better understanding of the challenges that businesses face in Hertsmere. Forums have been held for creative Industries, Big Business and Small to Medium Enterprises in Hertsmere.
- 5.2 In addition the skills group has continue to meet to explore opportunities for improving the further education offer in Hertsmere. The ‘Have a Go’ Day, hosted jointly by Oaklands College and the council, was held at the community hub at 96 Shenley Road and was attended by the former Mayor, as well as dozens of visitors from across the borough. The college’s Animal Care Department was on hand to help younger visitors cuddle some friendly rabbits. The council has a key role to play in supporting the development of skills so worked with Oaklands to support the event.
- 5.3 Hertsmere residents will now be able to access professional business advice online thanks to a new business support service which launched this week. The council has partnered with My Incubator Ventures (MIV) to offer local residents access to a live chat portal free of charge. From start-up advice to support for an existing small business, MIV’s experienced and professional mentors will be on hand to help. The MIV website also contains a wealth of business information including useful articles and templates which can be downloaded. MIV users can also keep up-to-date with the latest news and events happening in the small business world. Access to the MIV live chat service is via the website.
- 5.4 There are 1714 **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 86.24% of fit garages are occupied.

| | Units | Tenanted | Void | Unfit | % fit occupied |
|-------------|--------------|-----------------|-------------|--------------|-----------------------|
| Borehamwood | 987 | 783 | 204 | 79 | 86.23% |
| Radlett | 91 | 79 | 12 | 2 | 88.76% |
| Shenley | 57 | 54 | 3 | 0 | 94.74% |
| Bushey | 368 | 293 | 75 | 27 | 85.92% |
| Potters Bar | 161 | 137 | 24 | 0 | 85.09% |
| South Mimms | 50 | 39 | 11 | 0 | 78.00% |

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 274 **homeless approaches** in quarter 1; however officers were able to prevent 235 of these. A number of initiatives as outlined below have improved the supply of temporary and permanent accommodation and consequently no one has been placed in bed and breakfast accommodation since November 2012, and this has seen a reduction in the cost of temporary accommodation.
- 6.2 **CBL (Choice Based Lettings)** provides additional choice to those living in social housing. Any available properties are advertised, households bid and they are then allocated to the person with the highest priority according to the Council's allocation policy. A total of 26 new build properties were advertised on CBL during Q1.
- 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 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.

7.0 Other Corporate Projects








- 7.3 During the first 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 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 The automated phone line used by residents to make payments to the Council is being changed to a cheaper 0300 number, which will result in smaller phone charges for businesses, residents and other service-users. Any callers to the previous, more expensive 0845 number will be asked to hang up and redial. Calls to 030 numbers are charged at the standard rate for landlines, which is typically up to 9p, and are included in inclusive minutes and discount charges for landlines and mobiles. Calls to 0845 numbers are typically charged up to 12p per minute, depending on the time of day, for landlines, plus a call set-up fee. Calls from mobile phones generally cost between 5p and 40p a minute.
- 7.4 In addition to offering payments via the phone, local people and businesses are currently able to pay for a wide range of council services online, including business rates, council tax, planning application fees, residential parking permits and garage rents. It is also possible to pay for car parking fines and fixed penalty charges online.



Key Performance Indicator Report




Key of Symbols

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

Safer communities










| Crime Figures – QUARTER 1 Comparison with same period in 2014/15 Figures provided by Herts Constabulary | % increase /decrease | Equates to number of offences | RAG Status |
|---|-------------------------|-------------------------------------|---|
| CSP1 All crime – 1388 offences | 11% increase | 136 more |  |
| CSP3 Burglary (dwellings) – 82 offences | 41% increase | 24 more |  |
| CSP5 Vehicle crime – 171 offences | 86% increase | 89 more |  |
| CSP2 Domestic violence – 138 offences | 4% increase | 5 more |  |
| CSP10 Robbery – 8 offences | 11% decrease | 1 less |  |
| CSP12 Criminal damage – 176 offences | 2% decrease | 3 less |  |
| CSP13 Anti-social Behaviour – 656 offences | 1% decrease | 8 less |  |





| | 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 | | | | 28 |  |
| CSP14b CCTV - Number of arrests | 17 | | | | 27 |  |

| 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 | | | | 25 |  |
| CSP16 % of Hertsmere Streets Covered by Neighbourhood Watch | 74% | | | | 71% |  |
| CSP18 OWL Membership | 10,160 | | | | |  |









| 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 | | | |
| Primary Fires | 37 | | | |
| Fire Injuries | 2 | | | |
| Road traffic collisions | 14 | | | |



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. | | | | | |  |
| PLA7 % of submitted applications which are returned as incomplete (ICA) | 59.3% | | | | | |  |
| PLA33a Percentage of 'Major' planning applications determined within 13 weeks for the period shown. | 66.7% | | | | | 68% |  |
| PLA33d Percentage of Major Planning Applications determined within 13 weeks for the rolling year. | 82% | | | | | 68% |  |
| PLA33b Percentage of 'minor' planning applications determined within 8 weeks for the period shown. | 93.2% | | | | | 83% |  |
| PLA33e Percentage of Minor Planning Applications determined within 8 weeks for the rolling year. | 86% | | | | | 83% |  |
| PLA33c Percentage of 'Other' applications determined within 8 weeks for the period shown. | 94% | | | | | 93% |  |
| PLA33f Percentage of Other Planning Applications determined within 8 weeks for the rolling year. | 95% | | | | | 93% |  |
| PLA204 BV204 Percentage of planning appeals allowed. | 38% | | | | | 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 | | | | | 40 |  |
| E192 Percentage of household waste sent for reuse, recycling and composting - Hertsmere Estimate | 45.9% | | | | | 50.0% |  |
| SPA10a Percentage of missed collections put right within 48 hours | 99.0 | | | | | 100.0 |  |
| SPA10b(ii) Number of missed collections per 100,000 collections - Quarterly | 27.0 | | | | | 60.0 |  |

Healthy, thriving communities









| | 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. | 2981.00 | | | | 2981.00 | 3786.00 |  |
| P&CE4a Total number of people accessing Potters Bar museum | 280.00 | | | | 280.00 | 310.00 |  |
| P&CE4b Total number of people accessing Elstree and Borehamwood museum | 681.00 | | | | 681.00 | 1682.00 |  |
| P&CE4c Total number of people accessing Bushey museum | 2020.00 | | | | 2020.00 | 1794.00 |  |
| P&CE6a Number of young people attending youth projects (unique users) | 43 | | | | 43 | 60 |  |
| P&CE6b Number of young people attending youth projects (throughput) | 93 | | | | 93 | 150 |  |
| P&CE7a Number of young people attending sports development activities (unique users) | 887 | | | | 887 | 550 |  |
| P&CE7b Number of young people attending sports development activities (throughput) | 486 | | | | 4868 | 3,000 |  |

| 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 | | | | N/A |  |
| P&CE5d Voluntary Sector, Ward Improvement Initiatives (£ Allocated) | £0 | | | | 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% | | | | 95% |  |
| ES109 Occupation level of garages that are fit for letting. | 86.0 | | | | 83.0 |  |
| FIN9 BV79a Accuracy of processing - HB/CTB claims | 94.25% | | | | 99.00% |  |
| FIN10 BV78a Speed of processing - HB/CTB new claims | 21 | | | | 20.00 |  |
| FIN11 BV78b Speed of processing - HB/CTB change in circumstances | 11.66 | | | | 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 |  |
| HOU13 Number of approaches for homelessness advice | 290 | | | | | N/A |  |
| HOU14 Percentage of applications made for homelessness advice | 29% | | | | | 35% |  |
| HOU15 Number of homelessness acceptances made | 37 | | | | | N/A |  |
| NI 156 Number of households living in temporary accommodation | 88 | | | | | 75 |  |
| HOU17 Percentage of disrepair complainants contacted within 5 working days. | 85% | | | | | 90% |  |
| HOU16 How many complaints made about the private sector | 38 | | | | | N/A |  |
| HOU18 Percentage of disrepair complaints that have initiative action within 10 working days. | 85% | | | | | 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 | | | | | | |
| 9 | Other | | | | | | |
| 4 | Environmental Health | | | | | | |
| 3 | Parking Services | | | | | | |
| 3 | Housing | | | | | | |
| 2 | Property Services | | | | | | |
| 2 | Benefits | | | | | | |
| 1 | Parks | | | | | | |
| 1 | Planning Applications | | | | | | |
| 1 | Housing | | | | | | |
| 1 | Electoral Services | | | | | | |
| 1 | Council Tax | | | | | | |
| 1 | Land Charges | | | | | | |
| 1 | Other | | | | | | |
| 1 | Building Control | | | | | | |
| 53 | Total | | Total | | Total | | Total |
| Compliments | | | | | | | |
| 7 | Community Services | | | | | | |
| 2 | Housing | | | | | | |
| 2 | Customer Services | | | | | | |
| 2 | Waste and Recycling | | | | | | |
| 1 | Planning Policy | | | | | | |
| 1 | Engineering Services | | | | | | |
| 15 | Total | | Total | | Total | | Total |
| Comments | | | | | | | |
| 3 | Parks | | | | | | |
| 1 | Waste and Recycling | | | | | | |
| 4 | Total | | Total | | Total | | Total |

Ombudsman Complaints Quarter 1



| Subject | Ombudsman Decision / Outcome |
|-----------------------------|---|
| Flytipping | Closed after initial enquiries, no further action |
| Housing | Not upheld, no further action |
| Planning | Ongoing |
| Total complaints – 3 | Status – 2 closed; 1 ongoing |

Internal Audits undertaken between 14 March 2015 and 20 June 2015





| Audit Title | Audit Assurance level | Number of recommendations |
|--------------------------------|-----------------------|--------------------------------------|
| 2015/16 Audit Plan Work | | |
| Treasury Management | Full | None |
| Council Tax | Substantial | 1 Merits Attention |
| Business Rates (NDR) | Full | None |
| Housing Benefits | Substantial | None |
| Cash and Banking | Full | None |
| Risk Management | Substantial | 1 Medium |
| Disaster Recovery Follow Up | Not Assessed | None |
| Counter Fraud | Substantial | 2 Medium, 1 Merits Attention |
| Corporate Debt Management | Moderate | 2 High, 5 Medium, 1 Merits Attention |
| Corporate Governance | Substantial | None |

As at 20 June 2015 SIAS (Shared Internal Audit Services) had delivered 20% 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 | Q2 2015/16 | Q3 2015/16 | Q4 2015/16 | 2015/16 Quarterly target |
|--------------------------|---|--------------------------|---|---------------|---------------|---------------|-----------------------------|
| | | | Value | Value | Value | Value | |
| No. Sick days per FTE | 7.42 | 6.5 | 2.08 | | | | 1.63 |
| Short term sickness days | | | 268.29 | | | | |
| Long term sickness days | | | 203.2 | | | | |
| Status |  | |  | | | | |

Financial

| | Q1 2015/16 | Q2 2015/16 | Q3 2015/16 | Q4 2015/16 | 2015/16 | Current Target | Status |
|--|---------------|---------------|---------------|---------------|---------|----------------|---|
| | Value | Value | Value | Value | Value | | |
| FIN5 BV8 % of invoices paid on time | 98.31% | | | | | 98% |  |
| FIN6 Percentage of sundry debtor invoices raised in quarter and paid within 3 months | 99.99% | | | | | 98.5% |  |
| FIN7 BV9 % of Council Tax collected | 29.4% | | | | | 29.2% |  |
| FIN8 BV10 Percentage of Non-domestic Rates Collected | 30.8% | | | | | 30.5% |  |

Information Services

| | Q1 2014/15 | Q2 2014/15 | Q3 2014/15 | Q4 2014/15 | 2014/15 | Current Target | Status |
|--|---------------|---------------|---------------|---------------|---------|-------------------|---|
| | Value | Value | Value | Value | Value | | |
| IS01 Percentage of the top 5 transactional based activities which are made via e-enabled channels. | 64% | | | | | 55% |  |
| IS07 Service Availability external and public facing systems | 99% | | | | | 98% |  |

Revenue Budget Monitoring

Financial Monitoring Position to 30 JUNE 2015

SUMMARY OF PERFORMANCE

| | BUDGET 2015/16 | PROFILED BUDGET | ACTUAL TO DATE | SURPLUS/ (DEFICIT) | PREVIOUS MONTH | YEAR END PROJECTED SURPLUS /DEFICIT |
|--|-------------------|--------------------|-------------------|-----------------------|-------------------|--|
| | £ | £ | £ | £ | £ | £ |
| PLANNING & BUILDING CONTROL | 920,900 | 245,216 | 273,706 | (28,491) | (21,810) | (37,000) |
| HOUSING SERVICES | 638,090 | 153,043 | 150,705 | 2,338 | 2,185 | 0 |
| ENVIRONMENTAL HEALTH | 878,580 | 224,942 | 219,319 | 5,623 | 2,015 | 4,250 |
| STREET SCENE SERVICES | 4,411,580 | 1,147,359 | 1,101,596 | 45,763 | 28,085 | 54,200 |
| ENGINEERING SERVICES | 37,340 | 7,889 | 6,687 | 1,201 | 294 | 0 |
| ASSET MANAGEMENT | (3,090,190) | (526,722) | (492,889) | (33,833) | (23,962) | (19,273) |
| PARTNERSHIP & COMMUNITY ENGAGEMENT | 2,189,000 | 1,297,628 | 1,295,438 | 2,189 | 2,518 | 2,200 |
| FINANCE & BUSINESS SERVICES | 2,068,640 | 582,093 | 581,969 | 124 | 89 | 190 |
| LEGAL & DEMOCRATIC SERVICES | 1,274,590 | 392,397 | 377,565 | 14,832 | 6,323 | 30,900 |
| HUMAN RESOURCES & CUSTOMER SERVICES | 1,157,350 | 244,816 | 243,340 | 1,476 | 906 | (940) |
| EXECUTIVE DIRECTORS | 648,550 | 156,982 | 156,701 | 281 | 233 | 350 |
| AUDIT & ASSURANCE | 106,880 | 19,120 | 18,380 | 740 | 0 | 740 |
| PAY STRATEGY | 40,000 | 0 | 0 | 0 | 0 | 0 |
| CENTRAL CONTINGENCY | 321,280 | 0 | 0 | 0 | 0 | 0 |
| GENERAL EXPENSES | 134,120 | 57,232 | 57,130 | 101 | 95 | 105 |
| AUDIT FEES, BANK CHARGES NOT RECHARGED | 158,430 | 29,630 | 29,624 | 6 | 10 | 20 |
| TOTAL SERVICE COSTS | 11,895,140 | 4,031,623 | 4,019,273 | 12,350 | (3,019) | 35,742 |

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 13 July 2015.

Table 1 – Risk Matrix as at 19 June 2015.

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

Changes to Strategic Risks in the first quarter

The likelihood of the Data Protection & Information Management risk was increased. A new risk relating to the Establishment of a Development Company was introduced.

Hertsmere Together Update

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

In June 2015 the LSP received reports and updates about:

- Physical Activity and Sport Framework 2015 (Herts County Council)
- We Move, She Moves (Hertsmere BC / Sport England Project)
- Ageing Well Strategy (Herts County Council)
- Transforming Rehabilitation (BeNCH CRC)
- Review of Terms of Reference to include Responsible Authorities Group

To reflect the overlap in both membership and agenda items, a move has been made to bring the Responsible Authorities Group (RAG), which was previously the Crime and Disorder Subgroup of the LSP, together with the LSP Board.

Previously to March, the responsible authorities met on a quarterly basis to review the delivery of the Community Safety Partnership Plan and to monitor performance of the agencies. However at its last meeting in October 2014 the Responsible Authorities Group discussed the potential to subsume the RAG into the Local Strategic Partnership.

This proposal was put forward on the basis that the responsible authorities attend both meetings and there has been duplication of content of meetings – for example reporting performance by the constabulary and the fire service, and various presentations on matters such as Prevent Strategy and Child Sexual Exploitation at both meetings.

The proposal eliminates duplication, reduces the time taken up by meetings and allows the agencies with representation at both the RAG and the LSP to delegate this role to one person or to nominate a substitute more easily. It also reduces the demands on staff / representatives to attend meetings and in the preparation of agendas and administration of meetings. The proposal was agreed at the meeting of the Local Strategic Partnership in March and the first joint meeting took place in June.

The Portfolio Holder for Community Safety attended the LSP and Probation Services, as the only responsible authority not currently represented, has joined the board.

Should a situation arise that requires to be dealt with specifically by the responsible authorities a sub-group of the Local Strategic Partnership would be convened to address the issue e.g. for a Domestic Homicide Review. In addition, should any confidential matters arise, these will be delivered as a “part 2” item, and the webcast was switched off.

Leisure Services Contract Update

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

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

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

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

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

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

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

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

This report is the quarterly review of performance and presents the performance to the end of Q1 in 2015/16 Contract Year (1 February – 30 April). This information has previously been reported to the Members Leisure Panel on 15 June 2015.

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 6% lower than 2014 – whilst this is some concern the overall trend is increasing and the late Easter holidays were a factor Total of 6,225 people engaged in activities in parks and also 50Plus activities, which is significantly higher than previous quarter. |
| Increased equality of access to services | <ul style="list-style-type: none"> Participation in sport and physical activity among particular priority groups | <ul style="list-style-type: none"> Over 3,500 free swims for Over 60s in the quarter Continued development of trips for fifty plus. Chair based sessions, postural stability classes all help improve access. |
| 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 Aspiring athlete scheme introduced to reflect the support to young athletes aspiring to high performance. |
| Reduction in negative behaviours | <p>Percentage of young people who agree that participation in sport and physical activity has</p> <ul style="list-style-type: none"> Helped them feel more confident and/or positive about themselves or, Helped them get into or stay in education, training or employment or, Helped them stay healthier-stronger-fitter-happier | <ul style="list-style-type: none"> Food bank vouchers issued to Families in need through Childrens' Centres workers. Learn to swim scholarships being offered to local primary schools Health and Well-being courses – 'because you are worth it' – 25 parents taking part Application for further work on the falls programme for 50+ |
| More people actively involved in community activity | <ul style="list-style-type: none"> Participation in regular volunteering Percentage of users who agree that taking part in sport or physical activity has helped them get more involved in community activities or volunteering | <ul style="list-style-type: none"> Work experience provided to young people engaged with the Princes Trust health and wellbeing programme. Range of outreach events to provide taster events at school fetes, fun days, etc. NPLQ courses continue to be offered. |

Financial Overview

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

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

- The actual performance to date overall is ahead of the bid figures showing a surplus which illustrates that HLT are ahead of the bid submission.
- HLT have increased income but expenditure has increased as well.

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.

Table 2 – Participation Levels

| Centre | Actual (Feb - Apr 2015) | Actual Last Year (Feb-Apr 2014) | % Increase/ (Decrease) on Last Year |
|-----------------------------|----------------------------|---------------------------------------|---|
| The Venue & Hertswood | 104,707 | 116,851 | -10% |
| Furzeffield Leisure Centre | 106,642 | 108,834 | -2% |
| Bushey Grove Leisure Centre | 115,749 | 120,007 | -4% |
| Wylllyotts Centre | 30,574 | 26,501 | 15% |
| Bushey Country Club | 50,215 | 61,154 | -18% |
| Three Ways Community Centre | 2,490 | 2,320 | 7% |
| Play, 50+ and Parks Events | 6,225 | 5,473 | 14% |
| Total Attendances | 416,602 | 441,140 | -6% |

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 were undertaken • 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"> • 70% of comments received were complaints as opposed to 54% for last year. There were no specific areas but some areas such as air conditioning, pool water too cold • Response times have been ahead of target with average response times of 2.7 working days against a target of 5 working days and last year 3.3 days |
| Energy Management | Consumption Levels for Gas, Electric and Water Energy Investment schemes | <ul style="list-style-type: none"> • For the Year to Date – Electricity and gas were both lower than last year. • Investment in energy improvement schemes is due to commence in the coming contract year. |
| Maintenance and Capital Investment | Capital Investment programme Maintenance Performance | <ul style="list-style-type: none"> • The capital investment programme is on target majority of the capital schemes introduced and refurbishment to squash at Hertswood undertaken • The maintenance programme for the year has been submitted and reviewed by HBC, with monitoring of performance being undertaken. |

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.