



Performance *Matters*

Corporate Performance Overview Report

**2015/16 Quarter 2
1 July – 30 September 2015**

**Donald Graham
Chief Executive**

**Final Version: Operations Review Committee 15th December 2015
Executive Meeting 14th December 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 July to end of September 2015 (quarter 2). 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 3-7.
- 2.4 The **key performance indicators** are a means to measure the progress against targets. This period (Quarter 2, July to end of September 2015) saw :
- 29 (59.18%) Green indicators (met or exceeded target)
compared to Q1 – 26 (53.1%) Green indicators (met or exceeded target)
 - 13 (26.53%) Red indicators (not meeting target)
compared to Q1 – 17 (34.7%) Red indicators (not meeting target)
 - 7 (14.29%) Amber indicators (just missing target)
compared to Q1- 6 (12.2%) Amber indicators (just missing target)
- 2.5 The detailed performance report is set out on pages 8 - 13.
- 2.6 The **financial monitoring report** to the end of June reports a variance (surplus) of £84,909 with a projected year-end surplus of £74,218.
- 2.7 The individual variances are outlined in detail in the detailed monthly monitoring reports and also considered in depth by the Financial Monitoring Panel.
- 2.8 Information on Corporate Health is set out on pages 13. High level financial monitoring information is set out on page 14. The Strategic Risk Register is set out on page 15.
- 2.9 An update on the activity of Hertsmere Together, the Local Strategic Partnership, is set out on page 16 and an update on the Contract for Leisure Services with Hertsmere Leisure Trust is set out on page 17.

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 2 2015/16, when compared to same period in 2014/15 has seen an increase in crime levels with all crime increased by 22% (284 more offences). When compared with the same period in 2014/15 there have been increases in the following offence categories: Burglary dwelling, vehicle crime, robbery, criminal damage and antisocial behaviour. Domestic Violence numbers are up by 20 offences or by 15% although this has been recorded as an amber status as it may reflect increased reporting rather than an actual increase in offences. The Community Safety Partnership are looking to address these issues.

2.3 The multi-agency **Safer Streets** initiative continues to run with visits made to Bushey, Radlett, Borehamwood and Elstree Park Retirement Park. Overall the team visited in excess of 150 homes. 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: PL8 SAF3 (fixing number plates with non-removable screws), operation CARM (Rogue / nuisance motorcycles), 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.

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 The centre of Borehamwood saw the **replanting of the planters** in Shenley Road as part of a joint initiative from Hertsmere Borough Council and Elstree & Borehamwood Town Council.
- 3.3 This quarter It was been announced that Hertsmere has retained all prestigious six **Green Flag Awards** again this year. Six parks in Hertsmere are still among the best in the UK with the highest possible standards, beautifully maintained gardens and excellent facilities. King George Recreation Ground in Bushey is the park with the longest running award history of 17 years. Oakmere Park in Potters Bar has received the annual award 13 times, Aberford Park in Borehamwood 8 times and Parkfield in Potters Bar 7 times. Fishers Field Nature reserve in Bushey received a special Green Flag Community Award for the seventh time with recognition of work carried out by local volunteers in partnership with the council and Bushey Rose Garden received Green Heritage Site accreditation because of its historic features and standard of conservation for the fifth year in a row.
- 3.4 A new series of **circular guided walks** through the countryside surrounding Elstree and Borehamwood were launched in August. This has enabled members of the community to explore the countryside on their doorstep, with a variety of guided walks on the 'Tykes Water and Beyond' route. This initiative encourages everyone to stay fit whilst enjoying Hertsmere's beautiful surroundings.
- 3.5 **Fishers Field Nature Reserve** in Bushey held their annual free family day event out in September which included a free family picnic, activities for the whole family, live shows and a guided walk around the park. The event is always popular and well supported within the community and is an annual event to promote local wildlife organised by Hertsmere Borough Council in partnership with the Friends of Fishers Field, Countryside Management Service and RSPB.
- 3.6 The **Site Allocations and Development Management Policies Plan (SADM)** has been published following the council's Core Strategy in 2013. It proposes specific development sites and designations as well as detailed criteria against which planning applications across the borough will be considered. The publication of SADM follows an extensive public consultation in 2014 including a number of drop-in sessions across the Borough. A series of changes have been made following careful consideration of the comments received from the public consultation.

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 This summer Hertsmere Borough Council gave away **'We Move, She Moves'** vouchers to women over the age of 14 for tasters of a range of fitness classes in its successful sports and activity female-only programme 'We Move, She Moves'. One of the activities available to try was trampolining which is helping local women of all ages and backgrounds to get back into shape.
- 4.2 **Active Hertsmere** which is coordinated by Hertsmere Borough Council hosted an event in September that invited local sports clubs to network, share ideas and best practice.
- 4.3 In Bushey and Potters Bar, the **'Really Wild Adventure Play Scheme'** went ahead this summer with funding from Hertsmere's Public Health Fund and coordinated by the community charity Groundwork. The free half day events were run to encourage parents and children to take advantage of the rich and rural local area whilst giving parents ideas on how to entertain their family in the summer holidays. The events were held at Hartsbourne Primary School and Oakmere Primary School.
- 4.4 Elstree and Borehamwood Museum received its **10,000th visitor** in September and to celebrate this fantastic milestone the lucky visitor was given a bottle of champagne to honour the occasion. The museum which is located in Borehamwood's community hub is currently running the popular **'EastEnders at 30 – In Our Manor'** exhibition. The museum, run entirely by volunteers recently relocated to Shenley Road in 2013 and has seen visiting figures soar since.
- 4.5 The **Ward Improvement Initiative Scheme (WIIS)** which gives each of our councilors £500 to spend on local projects throughout the year, has helped a number of local events and projects thanks to some extra funding. The projects supported this quarter included :
- The 57 (Potters Bar) Squadron Air Training Corps – running of mini-bus
 - Aldenham Parish Council - replace a faulty notice board
 - The Radlett Youth Centre - to provide an instructor and BMX ramp for the Youth Cycle Date.
 - The Avenue Bushey - a new bench
 - Belstone Football Club in Radlett - new set of full-sized goals on wheels
 - The Potters Bar and South Mimms Sixty Plus lunch club - steam cleaner to ensure the centre has an annual deep clean.
- 4.6 In July religious groups from across the Borough gathered at the Civic Offices in Borehamwood where the Hertsmere Forum of Faiths hosted **an interfaith celebration** called **'Our Festivals – Feasting and Fasting'**. The forum exists to embrace the diversity of the local community and promote understanding between the different faiths represented in Hertsmere. Coinciding with the end of Ramadan and a Jewish day of mourning 'Tisha'ah b'Av', the event included a series of short presentations of the culture and practices of the main faith groups, their fasts and feasts. The groups represented included: Liberal and Orthodox Judaism, Muslim, Hindu (Hare Krishna) and Christian (Catholic, Pentecostal and Anglican).

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 Hertsmere residents are now able to access professional business advice online thanks to a new business support service promoted and 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.
- 5.3 A plan to guide the development of new homes and the regeneration of a key part of Borehamwood was agreed at a meeting of the full council in July. **The Elstree Way Corridor (EWC)** known as the gateway into the town centre is an area with the scope to deliver between 1,000 and 1,500 homes. 500 homes have already been built or are already under construction. The Area Action Plan has been subject to public consultation, as well as consideration by the Secretary of State after an independent examination and having now been agreed, forms part of the council's statutory planning framework for the area.
- 5.4 There are 1713 **garages** owned and let by the council across 110 locations in the borough. The table below shows the occupancy level by settlement. There is a programme of garage refurbishments which is overseen by the Asset Management Panel. Overall 85.68% of fit garages are occupied.

	Units	Tenanted	Void	Unfit	% fit occupied
Borehamwood	986	762	224	74	83.55%
Radlett	91	78	13	2	87.64%
Shenley	57	51	6	0	89.47%
Bushey	368	300	68	28	88.24%
Potters Bar	161	142	19	2	89.31%
South Mimms	50	44	6	0	8.00%

- 5.5 As part of the **car park refurbishment** programme, the following car parks were refurbished this quarter:
- High Road car park, Bushey
 - Highview Close car park, Potters Bar
 - Salisbury Close car park, Potters Bar

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 334 **homeless approaches** in quarter 2; however officers were able to prevent 297 of these. A number of initiatives as outlined below have improved the supply of temporary and permanent accommodation and consequently no families have been placed in bed and breakfast accommodation since November 2012, and this has seen a reduction in the cost of temporary accommodation.
- 6.2 **CBL (Choice Based Lettings)** provides additional choice to those living in social housing. Any available properties are advertised, households bid and they are then allocated to the person with the highest priority according to the Council's allocation policy.
- 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








- 7.1 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 Over a thousand people have subscribed to find out about the things that matter to them. The council's **new e-alerts 'News for You'** allow targeted messages to be emailed directly to members of the public on a wide variety of topics. Residents can identify the issues that appeal to them from 19 different categories including museums, bin collections, consultations and health initiatives. There is no limit to how many each person can subscribe to. Residents can sign up to receive the 'News for You' e-alerts by clicking on the purple button on the website or through the Facebook page."
- 7.3 The automated phone line used by residents to make **payments to the council** has been changed to a cheaper 0300 number, which will result in smaller phone charges for businesses, residents and other service-users. In addition to payments on the phone, local businesses are also able to pay for a wide range of council services online. This includes parking fines, fixed penalty charges, council tax, business rates, planning application fees, residential parking permits and garage rents. This makes it easier and more convenient for residents to pay outstanding amounts.
- 7.4 The council has also launched its own **Instagram page** which will be used to showcase the best of Hertsmere for example its prestigious parks, the services the council provides and the wide range of events enjoyed by our diverse community.
- 7.5 The council has been recognised for its improved citizen engagement and recently received a **'Digital Strategy and Impact' award** by industry leaders, Govdelivery. Hertsmere was one of three councils to receive an award in recognition for the council's new free e-alerts service 'News for You' that aims to promote our services, enhance public awareness of the council and improve citizen involvement.



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 2 Comparison with same period in 2014/15 Figures provided by Herts Constabulary	% increase /decrease	Equates to number of offences	RAG Status
CSP1 All crime – 1582 offences	22% increase	284 more	
CSP3 Burglary (dwellings) – 101 offences	5% increase	5 more	
CSP5 Vehicle crime – 230 offences	35% increase	59 more	
CSP2 Domestic violence – 154 offences	15% increase	20 more	
CSP10 Robbery – 15 offences	50% increase	5 more	
CSP12 Criminal damage – 209 offences	28% increase	46 more	
CSP13 Anti-social Behaviour – 733 offences	15% increase	96 more	





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

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









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



Quality environments

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






Waste	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Current Target	Status
	Value	Value	Value	Value	Value		
E191 Residual household waste in kgs per household - Hertsmere Estimate	124	111				120	
E192 Percentage of household waste sent for reuse, recycling and composting - Hertsmere Estimate	45.9%	49.1%				50.0%	
SPA10a Percentage of missed collections put right within 48 hours	99.0	96.1				100.0	
SPA10b(ii) Number of missed collections per 100,000 collections - Quarterly	27.0	24.9				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	3729				3786	
P&CE4a Total number of people accessing Potters Bar museum	280	198				187	
P&CE4b Total number of people accessing Elstree and Borehamwood museum	681	1262				1544	
P&CE4c Total number of people accessing Bushey museum	2020	2269				5023	
P&CE6a Number of young people attending youth projects (unique users)	43	250				60	
P&CE6b Number of young people attending youth projects (throughput)	93	278				150	
P&CE7a Number of young people attending sports development activities (unique users)	887	463				550	
P&CE7b Number of young people attending sports development activities (throughput)	4,868	3,686				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	£31,342.99			N/A	
P&CE5d Voluntary Sector, Ward Improvement Initiatives (£ Allocated)	£0	£6,128			N/A	

Economic wellbeing

	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Current Target	Status
	Value	Value	Value	Value		
ES108 Occupation level of shops	98.5%	97%			95%	
ES109 Occupation level of garages that are fit for letting.	86.0%	85.7%			83.0	
FIN9 BV79a Accuracy of processing - HB/CTB claims	94.25%	98.2%			99.00%	
FIN10 BV78a Speed of processing - HB/CTB new claims (days)	21	16.6			20.00	
FIN11 BV78b Speed of processing - HB/CTB change in circumstances (days)	11.66	7.04			7.00	

Decent Homes

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

Corporate Health Indicators

Complaints, Compliments and Comments

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

Ombudsman Complaints Quarter 2




Subject	Ombudsman Decision / Outcome
Housing	Not upheld, no further action
Planning	Not upheld, no further action
Planning	Upheld, fault/no injustice
Benefits	Ongoing
Total Complaints: 4	3 closed, 1 ongoing

Internal Audits undertaken between 21 June and 4 September 2015





Audit Title	Audit Assurance level	Number of recommendations
2015/16 Audit Plan Work		
Insurance	Substantial	2 Merits Attention
Land Charges	Substantial	1 Merits Attention
Rent Deposit Scheme	Moderate	3 Medium

As at 4 September 2015 SIAS (Shared Internal Audit Services) had delivered 36% 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	8.39	6.5	2.08	1.93			1.63
Short term sickness days			268.29	270.82			
Long term sickness days			203.2	265.6			
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%	98.88%				98%	
FIN6 Percentage of sundry debtor invoices raised in quarter and paid within 3 months	99.99%	99.66%				98.5%	
FIN7 BV9 % of Council Tax collected	29.4%	57.34%				57%	
FIN8 BV10 Percentage of Non-domestic Rates Collected	30.8%	58.57%				58.4%	

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%	72%				55%	
IS07 Service Availability external and public facing systems	99%	100%				98%	

Revenue Budget Monitoring

Financial Monitoring Position to 30 SEPTEMBER 2015

	BUDGET 2015/16	PROFILED BUDGET	ACTUAL TO DATE	SURPLUS/ (DEFICIT)	PREVIOUS MONTH	YEAR END PROJECTED SURPLUS /DEFICIT
	£	£	£	£	£	£
SUMMARY OF PERFORMANCE						
PLANNING & BUILDING CONTROL	920,900	454,938	426,623	28,315	22,662	29,610
HOUSING SERVICES	638,090	301,092	297,377	3,715	2,686	4,000
ENVIRONMENTAL HEALTH	878,580	448,086	433,581	14,505	13,086	15,200
STREET SCENE SERVICES	4,411,580	2,163,457	2,120,794	42,663	33,576	41,300
ENGINEERING SERVICES	37,340	37,010	34,050	2,959	1,864	3,000
ASSET MANAGEMENT	(3,090,190)	(1,864,861)	(1,826,369)	(38,492)	(27,768)	(54,455)
PARTNERSHIP & COMMUNITY ENGAGEMENT	2,189,000	1,602,285	1,601,851	433	910	(1,400)
FINANCE & BUSINESS SERVICES	2,068,640	1,109,278	1,109,140	138	103	8,167
LEGAL & DEMOCRATIC SERVICES	1,274,590	701,632	682,273	19,359	27,589	18,020
HUMAN RESOURCES & CUSTOMER SERVICES	1,157,350	524,058	515,136	8,922	5,021	7,900
EXECUTIVE DIRECTORS	648,550	309,978	309,483	495	525	550
AUDIT & ASSURANCE	106,880	53,440	52,500	940	740	1,000
PAY STRATEGY	40,000	0	0	0	0	0
CENTRAL CONTINGENCY	321,280	0	0	0	0	0
GENERAL EXPENSES	134,120	73,593	73,471	123	116	125
AUDIT FEES, BANK CHARGES NOT RECHARGED	158,430	53,483	52,649	834	92	1,200
TOTAL SERVICE COSTS	11,895,140	5,967,468	5,882,559	84,909	81,201	74,218

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 21 September 2015. This represented no changes to the Strategic Risks in the first quarter.

Table 1 – Risk Matrix as at 21 September 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					

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 September 2015 the LSP received reports and updates about:

- Adults with Complex Needs Project (Resolving Chaos)
- Police and Crime Plan Everybody's Business 2015-2020 (Police and Crime Commissioner and Chief Constable)
- Hertsmere's Community Safety Partnership Plan (Hertsmere Borough Council)
- Review of Terms of Reference to include Responsible Authorities Group

To reflect the overlap in both membership and agenda items, it had been agreed to bring the Responsible Authorities Group (RAG), which was previously the Crime and Disorder Subgroup of the LSP, together with the LSP Board and this meeting agreed the revised Terms of Reference.

The next meeting in December will include:

- An update on Coffee Ethic Cart – part funded by the LSP
- Big Local Update
- Public Health Offer
- Citizens Advice Bureau – Impact and Value Added
- Hertfordshire Compact – Consultation

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 Q2 in 2015/16 Contract Year (1 May – 31 July). This information has previously been reported to the Members Leisure Panel on 28 September 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 7% lower than 2014 – whilst this is some concern the overall trend is increasing and the quarter is maintained at last year's levels Total of 12,000 people engaged in activities in parks and also 50Plus activities, which is 1% higher than previous year. Development of AthleFIT sessions – where instructors tailor the sessions to suit abilities.
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 the 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 well-being programme. Range of outreach events to provide taster events at school fetes, fun days, and similar events NPLQ courses continued to be offered

Financial Overview

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

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

- The actual performance to date overall is ahead of the bid figures showing a surplus against a planned breakeven, and the performance is significantly improved on last year's performance and is performing against the budget
- Overall the performance for the year shows a continued improvement for the contract year and continues the previous improvements
- Bushey Country Club remains the biggest concern in respect of financial performance with golf and Beaumont performing below expectations. Functions are however starting to improve and the performance is an improvement on last year. However it should be noted that in general performance is stable and improving year on year although it is not delivering against bid figures
- Income is slightly down on last year's performance, but 2014 had shown a significant increase on previous years

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

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

Participation Numbers

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

Overall the attendances were down by circa 7% 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 - Jul 2015)	Actual Last Year (Feb - Jul 2014)	% Increase/ (Decrease) on Last Year
The Venue & Hertswood	210,876	233,237	-10%
Furzeffield Leisure Centre	198,004	221,994	-11%
Bushey Grove Leisure Centre	233,757	239,530	-2%
Wyllyotts Centre	59,100	49,571	19%
Bushey Country Club	111,887	133,855	-16%
Three Ways Community Centre	4,865	4,620	5%
Play, 50+ and Parks Events	12,682	12,572	1%
Total Attendances	831,171	895,379	-7%

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)	Venue due for Audit – 24/25 October 2015 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	71% of comments received were complaints as opposed to 45% for last year. There were no specific areas Response times have been ahead of target with average response times of 1.9 working days against a target of 5 working days and last year 2.36 days
Energy Management	Consumption Levels for utilities Energy Investment schemes	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	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 has been 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. In particular the second quarter has been a successful quarter, addressing some of the downturn in participation.