



# Performance *Matters*

## Corporate Performance Overview Report

2016/17 Quarter 2  
1 July – 30 September 2016

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Chief Executive

**Final Version: Operations Review Committee 15<sup>th</sup> December 2016  
Executive Meeting 16<sup>th</sup> November 2016**

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# Overview of Performance

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## 1. Introduction

1.1 This report sets out an overview of the council's performance for the period 1 July to end of September 2016 (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 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 3-9.
- 2.4 The **key performance indicators** are a means to measure the progress against targets. This period (Quarter 2, July to end of September 2016) saw :
- 31 (79.50%) Green indicators (met or exceeded target)  
*compared to Q1 – 35 (74.47%) Green indicators (met or exceeded target)*
  - 6 (15.38%) Red indicators (not meeting target)  
*compared to Q1 – 8 (17.02%) Red indicators (not meeting target)*
  - 2 (5.12%) Amber indicators (just missing target)  
*compared to Q1 - 4 (8.51%) Amber indicators (just missing target)*
- 2.5 The detailed performance report is set out on pages 10-16.
- 2.6 The **financial monitoring report** to the end of June reports a variance (surplus) of £165,370 with a projected year-end surplus of £140,758.
- 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 18. 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

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### 1.0 Progress against Corporate Plan Objectives.

1.1 The second 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 2 2016/17, when compared to same period in 2015/16, has seen only a small increase in crime levels with all crime increased by 3% (50 more offences). When compared with the same period in 2015/16 there has been an increase in Anti-Social Behaviour by 10% (73 more offences), and decreases in the following categories: Burglary Dwelling, Motor Vehicle Crime, Robbery and Criminal Damage. Domestic Violence numbers are up by 79 offences (or by 49%) 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 multi-agency **Safer Streets** initiative continues to run with visits made to Borehamwood, Potters Bar and Bushey during the last quarter. Residents are offered free security checks, crime prevention advice and fire safety checks. They can also get a free smoke detector fitted or sign up to take part in a Red Cross first aid training course. In Quarter 2, there were a total of six visits with more visits planned for October and November.

2.4 The Partnership carried out on-going **community engagement** work throughout Hertsmere this quarter. In total there were 34 events and initiatives including: Silver Streets visits, Fun in the Park, community engagement events, PL8 S4FE events, Making a Difference Together event and Safer Streets visits.

2.5 Members of the Hertsmere Volunteer Police Cadets (HVPC) marked another year of accomplishments at their **annual parade and prize giving ceremony** during this quarter. The Cadets gathered at Hertsmere Civic Offices for the evening ceremony where awards were given by Councillor John Donne, President of HVPC.

2.6 Aimed at exploring ways of making Borehamwood and Elstree an even better place to live, Hertsmere's Community Safety Partnership (CSP) held its first '**Making a Difference Together**' evening at Civic Offices in September. Attended by 75 local people, the event encouraged participants to focus on the positives of living and working in the area and to put forward suggestions about how everyone can work together to tackle issues. Attendees took part in an interactive theatre performance by Arc Theatre Group, group discussions and were also able to meet informally with those who are working within their communities to make the area safer, such as

Police Community Support Officers (PCSO's) and council staff. The feedback from the event was extremely positive.

### 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 second quarter of this year, **Planning Enforcement** opened 118 new cases, with 56 cases being resolved during this period. As of October 2016 there are 168 live enforcement cases. 13 notices were also served by Planning Enforcement, these were made up of 12 Planning Contravention Notices (PCN's) and one Section 225A Notice.
- 3.2 In July during Love Parks Week, it was announced that Hertsmere has retained all six **Green Flag Awards** this year. Green Flags are a national standard highlighting quality green spaces which are well managed. The park with the longest running award history in Hertsmere is King George Recreation Ground in Bushey which has held the prestigious accolade for an impressive 18 years with Oakmere Park in Potters Bar not far behind having received the annual award 14 times. The other four parks awarded were Aberford Park in Borehamwood, Parkfield in Potters Bar, Fishers Field Nature Reserve in Bushey and Bushey Rose Garden.
- 3.3 A late 18th century farmhouse of special historic interest outside Shenley, which was earmarked for changes, has been protected after planning officers intervened when the owners of the farmhouse notified that they wanted to build a large extension on the property. After Historic England was asked to investigate, the building now has Grade II listed status. This provides extra protection against further changes to its interior or exterior. In its assessment it was concluded that the farmhouse was “an unusual example of a Palladian inspired farmhouse, which captures the historicist approach to architecture that is so typical of the period.”
- 3.4 During this quarter it was announced that a new £60,000 **play area** offering fun and stimulating activities for toddlers and older children would be opening in Borehamwood. A stationary toddler express, complete with carriages, train tracks and level crossing markings, will be among the key attractions at the revamped Parkfields Play Area. Other exciting features on the site will be swings, a comet roundabout, a cockerel springie, a group trampoline and an agility trail with stepping logs, balance beams and low-level mound. There will also be a separate junior zone for children aged eight to 13, which will include a multi-play unit and wide slide. The play area is under construction and should be complete by the beginning of October.
- 3.5 Hertsmere Borough Council launched a new campaign during this quarter called '**Could this be yours?**' to clamp down on fly tipping. Residents are being warned they could face thousands of pounds worth of fines if their household waste is dumped illegally. The council launched high impact posters to alert people to the dangers of employing unlicensed waste carriers.
- 3.6 During this quarter it was announced that Bushey Rose Garden is to be listed in the council's Site Allocations and Development Management Policies Plan (SADM) as a **Local Green Space** along with ten others in Hertsmere including; Mary Forsdyke Gardens in Bushey, the Pond in Shenley and Watling Street Cemetery in Radlett.

The new designation means these areas will have a similar level of protection as land in the Green Belt. The list of Local Green Spaces was given the approval by the Planning Inspector in September and if approved by full council, will come into force later this year.

- 3.7 During the summer months residents were able to once again, enjoy the popular paddling pool at **King George Recreation Ground**. Due to repairs being carried out, the council were unable to open the facility during June. The pool reopened in July and was open until early September.

## 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 2,500 people have now taken part in an activity organised through the programme and the range of sessions offered has increased again this quarter. One of the new sessions that have been introduced is Boogie Bounce Xtreme.
- 4.2 A new exhibition was unveiled at Elstree and Borehamwood Museum during this quarter, celebrating how Borehamwood used to look when you went '**Down the Shops in The Village**'. 'Down the Shops' is open at 96 Shenley Road until January 2017. The exhibition, put together by volunteers, recreates the barbers, chemists, grocers, iron-mongers and tobacconists, amongst others in a nostalgic display. Visitors are able to view original shop goods and store-ware including cash tills, grocers' weights and chemists' goods as well as ration books, shop lettings and period music.
- 4.3 During the summer holidays children in Bushey and Potters Bar were offered the opportunity to take part in '**The Really Wild Adventure Play Scheme**'. The scheme was delivered thanks to financial support from Hertsmere's Public Health Fund and was co-ordinated by Groundwork Hertfordshire. The scheme was aimed at four to eight year olds and activities during the scheme included creating your own leaf crown and mud face, den building and creating fairy potions. All were designed to help children learn about the importance of wildlife and discovering new ways of playing outdoors. The events were run at both Hartsbourne Primary School in Bushey and Oakmere Primary School in Potters Bar.
- 4.4 Men in Bushey were given the opportunity to get in shape and reap the health benefits from a new **weight management course** funded by Public Health Hertfordshire and delivered by Watford FC's Community Sports and Education Trust, with funding support from Hertsmere Borough Council during this quarter. The course is aimed at men aged 18 to 65 with a Body Mass Index (BMI) of 30 or over. Participants meet up weekly for a 90 minute session consisting of a 45 minute educational segment and a 45 minute physical activity session. Both segments are delivered with the aim of improving participants' healthy lifestyle knowledge to ensure a sustainable weight loss rather than the typically short term benefit of a diet based programme.
- 4.5 During the summer months, young people across Borehamwood were able to enjoy some free summer fun thanks funding from Borehamwood councillors, Affinity Sutton and Hertsmere Community Safety Partnership. Among the attractions at the three **Fun in the Park** events were a bouncy castle, a bungee run, a gladiator gauntlet game and free refreshments donated from Nando's and Tesco. The events were held at Meadow Park, Ripon Park and Aberford Park all in Borehamwood. In total, over 800 children attended the events over the three days.
- 4.6 Older residents have been guaranteed '**Happy Days**' with the launch of six free events designed to encourage health and wellbeing. The roadshows of interactive, therapeutic and recreational wellbeing events are being delivered by the Hertfordshire SMILE (Support Me in Life Engagement) team and are run by



Crossroads Care. Happy Days is a free six week programme of events held once a week for two hours and includes activities such as ceramic painting, horticultural activities and cake decorating. The first six sessions took place in Borehamwood and funding for the scheme has been provided by Hertsmere's Public Health Fund. Further events will be run elsewhere in the borough in the future.

- 4.7 During this quarter it was announced that takeaway restaurants could face **tougher measures** if they want to open near schools in Hertsmere, in a bid to tackle childhood obesity. Anyone applying for planning consent to open a takeaway visible from a secondary school entrance or access point in the borough will have to show that the proposal 'would not undermine any existing or proposed healthy eating policy at that school' under specifications in the new SADM Policies Plan. The policy is one of a series included in the plan, which was given approval by a Planning Inspector in September and is due to come into force later this year subject to agreement of full council.
- 4.8 Religious groups from across the borough came together at Civic Offices in Borehamwood in September as the **Hertsmere Forum of Faiths** hosted an interfaith celebration around the theme of 'Travelling together in peace'. The Forum works to celebrate the diversity of the local community and encourage collaboration between the different faiths represented in Hertsmere and local government. The faith groups represented at the event included: Judaism, Islam, Hinduism (Hare Krishna) and Christian (Catholic, Pentecostal and Anglican). After an introduction, presentations were made illustrating and explaining aspects of the cultures and practices of the faith groups present. Speakers and the audience were then able to mingle in a relaxed atmosphere to share home cooked food, tea and coffee.
- 4.9 Inspired by Team GB's impressive medal haul, Hertsmere Borough Council partnered with Hertsmere Leisure to offer exercise, gym, swimming and sport sessions free of cost to residents across four leisure centres in for **I Am Team GB Day** in August. Sessions were available at Furzefield Centre in Potters Bar, The Venue and Hertswood Centre in Borehamwood and Bushey Grove Leisure Centre in Bushey throughout the day. This was a great opportunity for residents to get involved and experience a new activity inspired by the success of the athletes who competed in Rio.

## 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 85.07% of fit garages are occupied.

	<b>Units</b>	<b>Tenanted</b>	<b>Void</b>	<b>Unfit</b>	<b>% fit occupied</b>
Borehamwood	965	754	211	62	83.50%
Radlett	91	76	15	2	85.39%
Shenley	57	52	5	0	91.23%
Bushey	368	295	73	27	86.51%
Potters Bar	161	138	23	0	85.71%
South Mimms	50	47	3	0	94.00%

## 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 150 **homeless approaches** in quarter 2; however officers were able to prevent 29 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 7 new build properties were advertised on CBL during Q2.
- 6.3 There are a total of 45 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 Potters Bar and 4 units in Borehamwood.

## 7.0 Other Corporate Projects

- 7.1 During the second 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 In July Hertsmere's **waste and recycling vehicles** were fitted with cameras as a safety measure to help protect our crews and to provide supporting evidence, should incidents occur. The council can assess footage via a website when required and the waste vehicles have been marked to show that cameras are in operation. The cameras will help to work as a deterrent and help our staff feel safe whilst at work.
- 7.3 Hertsmere Borough Council's annual **Christmas card competition** was opened for submissions during this quarter. Budding artists aged 11 and under were invited to take part in designing a Christmas card, with the winning design taking place on the front cover of the council's corporate Christmas card. It will be sent to partner organisations as an electronic greeting card and also be reproduced by a designer to be replicated on the council's website and social media channels. The winner will also receive a £50 gift voucher.
- 7.4 During this quarter, households were being asked to check the information that appears about them on the electoral register as the **council's annual canvass** began. The council sent forms to all 43,000 residential addresses in the borough to make sure the electoral register is up to date, identify any residents who are not registered and to encourage them to do so. Council officers also started to call at addresses of those who did not respond, around 12,000 in total, to stress the importance of checking the form so that everyone is able to have their say at elections.








# 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 2016/17 Comparison with same period in 2015/16 Figures provided by Herts Constabulary	% increase /decrease	Equates to number of offences
CSP1 All crime – 1667 offences	3% increase	50 more
CSP2 Domestic violence – 241 offences	49% increase	79 more
CSP3 Burglary (dwellings) – 75 offences	26% decrease	26 less
CSP5 Vehicle crime – 170 offences	26% decrease	59 less
CSP10 Robbery – 8 offences	47% decrease	7 less
CSP12 Criminal damage – 189 offences	10% decrease	20 less
CSP13 Anti-social Behaviour – 806 offences	10% increase	73 more











Partnership Work	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	Status
	Value	Value	Value	Value		
CSP15 Number of community safety related partnership initiatives	35	34			25	
CSP15a Number of residents engaged through community safety related partnership initiatives (estimate)	1,051	1,775			1,000	
CSP16 % of Hertsmere Streets Covered by Neighbourhood Watch	76%	76%			71%	
CSP18 OWL Membership	12,258	12,735				
CSP19 Business Watch Membership (OWL)	423	430				
CSP24 PCSO numbers versus establishment	24	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				



## Quality environments

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






Waste	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Current Target	Status
	Value	Value	Value	Value	Value		
E191 Residual household waste in kgs per household - Hertsmere Estimate	124	109				120	
E192 Percentage of household waste sent for reuse, recycling and composting - Hertsmere Estimate	46.9%	50.2%				52.0%	

## Healthy, thriving communities








	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	2016/17	Current Target	Status
	Value	Value	Value	Value	Value		
P&CE4 Total number of people accessing the borough's museums.	3383	3,119				3,360	
P&CE4a Total number of people accessing Potters Bar museum	303	380				290	
P&CE4b Total number of people accessing Elstree and Borehamwood museum	681	896				1,155	
P&CE4c Total number of people accessing Bushey museum	2020	1,843				1,915	
P&CE6a Number of young people attending youth projects (unique users)	167	923				100	
P&CE6b Number of young people attending youth projects (throughput)	278	1,105				400	
P&CE6c Number of partners attending youth and projects training workshops	50	46				40	
P&CE7a Number of young people attending sports development activities (unique users)	645	557				550	
P&CE7b Number of young people attending sports development activities (throughput)	4,514	3,696				3,000	
P&CE8 Number of health related partnership initiatives	28	34				25	

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

## Economic wellbeing

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	Status
	Value	Value	Value	Value		
ES108 Occupation level of shops	98%	100%			95%	
ES109 Occupation level of garages that are fit for letting.	85.0	85.0			83.0	
FIN9 BV79a Accuracy of processing - HB/CTB claims	99.03%	99.1%			97%	
FIN10 BV78a Speed of processing - HB/CTB new claims	18.00	16.80%			20.00	
FIN11 BV78b Speed of processing - HB/CTB change in circumstances	11	10			8	

## Decent Homes

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

# Corporate Health Indicators

## Complaints, Compliments and Comments

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

## Ombudsman Complaints Quarter 2

Subject	Ombudsman Decision / Outcome
Planning	Closed after initial enquiries as out of jurisdiction due to right of appeal to a planning inspector.
Housing Benefit	Ongoing LGO investigation.
<b>Total Complaints:</b>	<b>1 closed, 1 ongoing</b>





## Internal Audits undertaken between June 2016 and 19 August 2016





Audit Title	Audit Assurance level	Number of recommendations
<b>2015/16 Audit Plan work</b>		
IDS Project Management	Substantial	2 Merits Attention
IDS Contract Management	Moderate	3 Medium
<b>2016/17 Audit Plan work</b>		
Trade and Clinical Waste	Substantial	1 Medium
Customer Complaints	Substantial	1 Merits Attention
Street Naming & Numbering	Substantial	1 Medium, 2 Merits Attention

As at 19 August 2016, SIAS (Shared Internal Audit Services) had delivered 31% of the 2016/17 Audit Plan days. Detailed reports are considered by the Audit Committee.





## Staff Sickness

	Rolling year (1/7/15 - 30/6/16)	2016/17 Annual target	Status	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	2016/17 Quarterly target	Status
				Value	Value	Value	Value		
ORG4 No. Short term sick days per FTE	4.05	3.5		0.85	0.48			0.88	



## Financial

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	2016/17	Current Target	Status
	Value	Value	Value	Value	Value		
FIN5 BV8 % of invoices paid on time	98.12%	97.96%				98%	
FIN6 Percentage of sundry debtor invoices raised in quarter and paid within 3 months	99.99%	99.92%				98.5%	
FIN7 BV9 % of Council Tax collected	29.3%	56.96%				57%	
FIN8 BV10 Percentage of Non-domestic Rates Collected	30.67%	57.19%				57.2%	

## Corporate Communications

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

## Information Services

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

## Revenue Budget Monitoring

Financial Monitoring Position to  
30 SEPTEMBER 2016

	BUDGET 2016/17	PROFILED BUDGET	ACTUAL TO DATE	SURPLUS/ (DEFICIT)	PREVIOUS MONTH	FORECAST YEAR END VARIANCE FAV/(ADV)
SUMMARY OF PERFORMANCE	£	£	£	£	£	£
PLANNING & ECONOMIC DEVELOPMENT	1,100,570	565,988	586,553	(20,565)	(4,918)	(18,000)
HOUSING SERVICES	711,040	334,581	400,289	(65,708)	(38,180)	(80,000)
ENVIRONMENTAL HEALTH	1,030,870	541,687	515,889	25,798	15,884	27,250
STREET SCENE SERVICES	4,354,040	2,213,732	2,188,023	25,709	16,191	41,000
ENGINEERING SERVICES	41,540	42,609	41,832	777	455	1,000
ASSET MANAGEMENT	(3,112,760)	(1,912,106)	(2,023,094)	110,988	106,040	94,780
PARTNERSHIP & COMMUNITY ENGAGEMENT	2,168,650	1,624,015	1,627,703	(3,688)	995	(7,350)
FINANCE & BUSINESS SERVICES	2,199,010	1,131,163	1,129,461	1,701	965	1,800
LEGAL & DEMOCRATIC SERVICES	1,242,400	606,210	601,805	4,405	(13,442)	3,050
HUMAN RESOURCES & CUSTOMER SERVICES	1,099,700	515,969	480,850	35,119	21,221	36,978
EXECUTIVE DIRECTORS	646,120	321,491	314,688	6,803	6,003	24,250
AUDIT & ASSURANCE	108,270	25,408	24,425	983	983	1,000
<b>NET SERVICE EXPENDITURE</b>	<b>11,589,450</b>	<b>6,010,746</b>	<b>5,888,424</b>	<b>122,322</b>	<b>112,197</b>	<b>125,758</b>
CENTRAL CONTINGENCY	300,000	0	0	0	0	0
GENERAL EXPENSES	131,850	81,108	81,059	49	46	0
AUDIT FEES, BANK CHARGES NOT RECHARGED	138,600	46,394	46,394	(0)	3	0
INVESTMENT INTEREST	(220,000)	(110,000)	(153,000)	43,000	0	15,000
<b>TOTAL COSTS</b>	<b>11,939,900</b>	<b>6,028,248</b>	<b>5,862,878</b>	<b>165,370</b>	<b>112,246</b>	<b>140,758</b>

## Corporate Risk Register

The risks that are identified can adversely affect the delivery of the Council's Objectives and service performance levels. The process of managing these identified risks not only controls the threats but also provides a means to identify and respond to opportunities.

The Strategic risks that have been considered by the Corporate Governance Group and the Audit Committee are those that can affect the delivery of the Council's corporate goals and that relate to significant change projects.

The Performance Panel may challenge the content of the Strategic Risk Register and its alignment to Corporate Goals. The following risk matrix was presented to the Audit Committee on 9 August 2016.

**Table 1 – Risk Matrix as at September 2016.**

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

### Changes to Strategic Risks in the second quarter

There were no changes to Strategic Risks during this quarter.

## Hertsmere Together Update

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

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

### **The You Can Project**

The You Can project works with frequent users of high cost public services. These individuals have multiple problems and are engaged with many different agencies but their lives are not improving. The project aims to provide a consistent trusted adult for these individuals.

The You Can team are now working with 16 clients in Hertsmere and are trying to gain consent from four more. Another nomination event was held in September with around ten new nominations. The project is not yet up to full capacity, though a number of these new nominations will be fast tracked on to the project.

Currently, NHS Health and Mental Health and Criminal Justice services are the areas which are costing the most in Hertsmere. The evaluators Interface are due to present the first set of findings at the next sponsor group meeting in October. A formal report from Resolving Chaos will be presented to the LSP in December.

### **Big Local Project**

The Big Local Project has newly recruited a Community Engagement Officer, Keely Allanson who started in July.

The consultation has finished and stakeholder events were held and were well attended by a range of agencies and organisations. A successful BMX bike race event was also organised and provided Leecliffe Big Local with the opportunity to start gauging the level of interest there is for this type of activity.

The plan is in the final stages of development; the stakeholder events provided the opportunity to identify what is needed and where the gaps are. The relationship with Affinity Sutton as Big Local's local trusted organisation is working well and there are 12 people on the Big Local Partnership board. Local Trust have also agreed to keep Gill Hutchinson as the representative and this will be reviewed in October 2017.

### **Refugees**

As reported at the last LSP meeting, nine local authorities in Hertfordshire have agreed to participate in the Syrian Refugee Vulnerable Persons Relocation Scheme and to support the relocation of approximately 100 refugees in small family groups. At the last meeting it was reported that the first families have been settled in Stevenage, Watford and St Albans. Since then there has been a number of arrivals in July and August and more due during September. Some 16 families have now been relocated across Hertfordshire.

## **Overview of the Elstree Way Corridor**

An overview of the work being facilitated by the borough council to develop the Elstree Way Corridor was given by Chief Executive Donald Graham. Partners involved include the Police and Crime Commissioner, health and Hertfordshire County Council. Elstree Way Corridor will be a phased development and the outcome will be more houses, better road links and connections with Shenley Road, which will improve the economy.

## **Oaklands College Update**

Oaklands College hope to offer work-based learning, construction workshops, class room based provision, adult and community learning and English for speakers of other languages. They will be submitting a planning application shortly for Elstree Way in Borehamwood and hope to have the facility open by the end of 2017.

## **Future provision of health facilities in Borehamwood**

Herts Valley Clinical Commissioning Group presented on the future provision of health facilities in Borehamwood, to meet the needs locally. Residents were encouraged to complete a survey about the hospital services that are provided in West Herts. This survey is now closed.

## **My Incubator update**

The board received an update on the My Incubator Hub in Potters Bar, which the LSP match funded some years ago with the Performance Reward Grant (PRG). The hub offers hot desks and virtual services, training, networking, resident business advisors and menu based advice and support. Since 2011 the hub has gone from strength to strength, providing business support to residents with start-up businesses and with achievements such as; 585 people having received one to one advice, 1,878 advisory meetings held, 254 businesses started and 13 current Incubator residents.

## Leisure Services Contract Update

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The contract for the provision of leisure services commenced in February 2012 with **Hertsmere Leisure Trust** as the provider of services which covers the management of the leisure centres, Wylllyotts 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 Q2 in 2016/17 Contract Year (1 February – 31 July). This is the fifth contract year of the 10 year contract.

### Outcome Performance

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

**Table 1 – Performance against Outcomes**

Outcome Area	Indicator	Current Performance
More people adopting healthy lifestyles and a reduction in obesity	<ul style="list-style-type: none"> <li>• Adult participation in sport and physical activity</li> <li>• Proportion of adults and children who are obese</li> </ul> <p>Percentage of users who agree that taking part in sport or physical activity has:</p> <ul style="list-style-type: none"> <li>• Made them more likely to lead a more active lifestyle or,</li> <li>• Helped them feel healthier-stronger-fitter-happier or,</li> <li>• Helped them increase their understanding of how to improve their health</li> </ul>	<ul style="list-style-type: none"> <li>• Overall participation for the year is circa 6% higher than 2015 – showing a general increase and delivery of the outcomes</li> <li>• Total of 10,000 people engaged in activities in parks and also 50+ activities, for the quarter – although recognising this is the lowest quarter for activities</li> <li>• Walking football underway.</li> <li>• Chair based exercise for 50+ introduced at Wyllyotts</li> <li>• 28 day body transformation sessions introduced</li> </ul>
Increased equality of access to services	<ul style="list-style-type: none"> <li>• Participation in sport and physical activity among particular priority groups</li> </ul>	<ul style="list-style-type: none"> <li>• Over 6,000 free swims for Over 60s in the quarter</li> <li>• Continued development of trips for fifty plus.</li> </ul>
Increased participation by young people in positive leisure time activities	<ul style="list-style-type: none"> <li>• Participation in sport and physical activity among young people</li> </ul>	<ul style="list-style-type: none"> <li>• Swimming Lesson participation has increased to 86% across facilities - Bushey Grove had 1,436 children, a record for the company</li> <li>• New activities such as dodgeball and rounder's introduced for Easter</li> </ul>
Reduction in negative behaviours	<p>Percentage of young people who agree that participation in sport and physical activity has</p> <ul style="list-style-type: none"> <li>• Helped them feel more confident and/or positive about themselves or,</li> <li>• Helped them get into or stay in education, training or employment or,</li> <li>• Helped them stay healthier-stronger-fitter-happier</li> </ul>	<ul style="list-style-type: none"> <li>• Food bank vouchers issued to Families in need through Children's Centres workers.</li> <li>• Health and Well-being courses – 'because you are worth it' – 25 parents taking part</li> <li>• Application for further work on the falls programme for 50+</li> </ul>
More people actively involved in community activity	<ul style="list-style-type: none"> <li>• Participation in regular volunteering</li> <li>• Percentage of users who agree that taking part in sport or physical activity has helped them get more involved in community activities or volunteering</li> </ul>	<ul style="list-style-type: none"> <li>• Work experience provided to young people engaged with the Princes Trust health and wellbeing programme.</li> <li>• Range of outreach events to provide taster events at school fetes, fun days, etc.</li> <li>• NPLQ courses continued to be offered.</li> </ul>



## Financial Overview

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

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

- The actual performance to date overall is ahead of the bid figures showing a surplus against a planned breakeven; the performance is below last year's performance and is performing against the budget. Though it should be remembered that last year's performance was significantly better than previous years.
- Overall the performance for the year shows a continued improvement for the contract year and continues the previous improvements, although there is some drop off in income and concerns in a number of facilities (such as The Venue following the opening of new budget gyms).
- Bushey Country Club remains the biggest concern in respect of financial performance with golf and Beaumont performing below expectations. However it should be noted that in general performance is stable and this quarter has shown an improvement particularly in events and functions.
- Income is slightly up on last year's performance and 2015 showed a significant increase on previous years.

Overall the performance illustrates that this contract year has continued to demonstrate an improved position compared to last financial year and the business is continuing on an upward trend.

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

## Participation Numbers

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

Overall the attendances were up by circa 6% on last year, with the majority of this due to the Wyllyotts, Furzefield and Three Ways. This is a positive increase as at the end of last quarter, attendances were only up by 2%.

**Table 2 – Participation Levels**

Centre	Actual (Feb – Jul 2016)	Actual Last Year (Feb – Jul 2015)	% Increase/ (Decrease) on Last Year
The Venue & Hertswood	199,817	210,876	(5%)
Furzeffield Leisure Centre	239,701	198,004	21%
Bushey Grove Leisure Centre	242,840	233,757	4%
Wyllyotts Centre	72,509	59,100	23%
Bushey Country Club	109,362	111,887	(2%)
Three Ways Community Centre	6,310	4,865	30%
Play, 50+ and Parks Events	10,479	12,682	(17%)
<b>Total Attendances</b>	<b>881,018</b>	<b>831,171</b>	<b>6%</b>

### Operational Performance

The partnership agreement also enables the council to monitor a number of other areas and in particular we assess the performance across a number of operational performance areas which include:

- Operational delivery of the service – through meeting performance targets
- Customer Service
- Energy Management
- Maintenance and Capital Investment

The table below summarises some of the key performance measures which are used to assess HLT performance against.

**Table 3 – Performance Measures**

Operational Performance Area	Key Measurement	HLT Performance
Operational Delivery	Achievement of Quest	<ul style="list-style-type: none"> <li>• Furzeffield assessment undertaken in March - score of good achieved.</li> </ul>
	Performance Deductions (£'s)	<ul style="list-style-type: none"> <li>• There have not been any instances where performance failures have been identified, although there have been some areas of closure but rectified in time.</li> </ul>
Customer Service	Number of Comments received	<ul style="list-style-type: none"> <li>• 58% of comments received were complaints as opposed to 71% for last year. There were no specific areas</li> <li>• Response times have been ahead of target with average response times of 1.1 working days against a target of 5 working days and last year 1.9 days</li> </ul>
	Response times	<ul style="list-style-type: none"> <li>• Net promoter scores have been undertaken for Furzeffield, Venue and Bushey Grove – all show an improvement on last year. The Venue is the main area of concern</li> </ul>
Energy Management	Consumption Levels for Gas, Electric and Water	<ul style="list-style-type: none"> <li>• For the Year to Date – Electricity and gas were both lower than last year.</li> </ul>
	Energy Investment schemes	<ul style="list-style-type: none"> <li>• Investment in energy improvement schemes is due to commence in the coming contract year, including LED lighting for Venue.</li> </ul>

Maintenance and Capital Investment	Capital Investment programme  Maintenance Performance	<ul style="list-style-type: none"> <li>• The capital investment programme is on target with investment in the coming year</li> <li>• The maintenance programme for the year has been submitted and has been reviewed by HBC, with monitoring of performance being undertaken.</li> </ul>
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### Summary

Overall the contract performance for the year of 2016/17 to date has continued the encouraging progress made in 2015/16 particularly around the finances however monitoring of the Venue in particular will be undertaken.