



# **OUTSOURCED SERVICES SCRUTINY PANEL**

**Monday, 26th November, 2012**

**7.00 pm**

**Publication date: 16 November 2012**

**CONTACT**

If you require further information or you would like a copy of this agenda in another format, e.g. large print, please contact Jodie Kloss in Legal and Property Services on 01923 278376 or by email to [legalanddemocratic@watford.gov.uk](mailto:legalanddemocratic@watford.gov.uk) .

Welcome to this meeting. We hope you find these notes useful.

## **ACCESS**

Access to the Town Hall after 5.15 pm is via the entrance to the Customer Service Centre from the visitors' car park.

Visitors may park in the staff car park after 4.00 p.m. and before 7.00 a.m. This is a Pay and Display car park; the current charge is £1.50 per visit.

The Committee Rooms are on the first floor of the Town Hall and a lift is available. Induction loops are available in the Committee Rooms and the Council Chamber.

## **FIRE/EMERGENCY INSTRUCTIONS**

In the event of a fire alarm sounding, vacate the building immediately following the instructions given by the Democratic Services Officer.

- Do not use the lifts
- Do not stop to collect personal belongings
- Go to the assembly point at the Pond and wait for further instructions
- Do not re-enter the building until authorised to do so.

## **MOBILE PHONES**

Please ensure that mobile phones are switched off before the start of the meeting.

# COMMITTEE MEMBERSHIP

Councillor S Rackett (Chair)

Councillors S Counter, G Derbyshire, S Greenslade and A Joynes

## AGENDA

### PART A - OPEN TO THE PUBLIC

**1. APOLOGIES FOR ABSENCE/ COMMITTEE MEMBERSHIP**

**2. DISCLOSURES OF INTEREST**

**3. MINUTES**

To submit for signature the minutes of the meeting held on 18 September 2012.

**4. THE CONTRACT- BACKGROUND AND MONITORING ARRANGEMENTS**

(Pages 1 - 14)

The Panel will receive a presentation at the meeting.

Additional background information to follow.

**5. PERFORMANCE REPORT (Pages 15 - 20)**

Report of the Partnerships and Performance Section Head

**6. PARTNERSHIP INITIATIVES (Pages 21 - 24)**

The Panel will receive an update at the meeting from officers.

**7. FINANCIAL BACKGROUND (Pages 25 - 26)**

Report to follow.

**8. FOLLOW UP ON PREVIOUS SCRUTINY (Pages 27 - 32)**

The Panel to receive an update on the outcomes of the review of SLM undertaken by the Call-in and Performance Committee.

Update to follow.

**9. FEEDBACK FROM USER GROUPS**

As part of the preparation for this meeting, a number of groups who use the leisure centres were contacted and invited to complete a questionnaire about their views of the leisure centres.

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**SLM CONTRACT**

AREA	KEY POINTS	MONITORING
<b>THE SERVICES (page 15/16)</b>	13.3.1 the Facilities are open, operable, well maintained , accessible and available to Users during all hours appropriate to any particular Facility as set out in Specification	Monthly/quarterly meetings to discuss service delivery including: <ul style="list-style-type: none"> <li>• Cleaning</li> <li>• Opening hours</li> <li>• Accessibility issues</li> <li>• Staffing issues</li> <li>• Customer feedback</li> <li>• Site attendance information for Quarterly Review</li> <li>• Car Parking</li> <li>• Complaints</li> <li>• Outstanding issues</li> <li>• Events</li> <li>• Proposals for service delivery change</li> <li>• Quality accreditation</li> <li>• Woodside stadium issues</li> <li>• Marketing/communication</li> </ul>
	The facilities are Clean and hygienic at all times and that if the Contractor itself becomes aware or is notified by a User that any area is not Clean, it shall ensure that action is taken to remedy the matter as soon as reasonably practical	
	It has sufficient employees at the Facilities at all time to meet its obligations under the Contract and that such employees are of a suitable level of seniority and are sufficiently trained and qualified in	

	the range of skills	
	All employees are courteous and polite and helpful to Users and Council officers at all times	
	Nothing by the Contractor or any User is done to prejudice or breach any licence or certificate which is required in respect of the management of the Facilities (crèches/bars/catering) in accordance with Legislation	

<b>AREA</b>	<b>KEY POINTS</b>	<b>MONITORING</b>
<b>CONDITION OF THE FACILITIES (page 18/19)</b>	<ul style="list-style-type: none"> <li>• Council responsible for Structural repairs and maintenance of facilities</li> <li>• Contractor shall maintain at the Facilities a thorough and adequate regime of planned and preventative maintenance and repair</li> </ul>	If council reasonably believe that the Contractor is in breach of its obligations then it may carry out or procure a survey of Facilities

<b>AREA</b>	<b>KEY POINTS</b>	<b>MONITORING</b>
<b>PERFORMANCE MONITORING ( page 23-25)</b>	<ul style="list-style-type: none"> <li>• Systems to ensure the Services are performed to the Service Standards</li> <li>• 18.5 Contractor to submit annual report to Council by 31 August each – report focus on areas where services might be improved</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly meetings with each site</li> <li>• Quarterly meetings with Area Manager</li> <li>• 4 monthly meetings with Area Manager and Regional Director</li> <li>• Proposal template to inform of any</li> </ul>

	and action plan for rectifying any situation	changes to service delivery temporary or permanent <ul style="list-style-type: none"> <li>• Collection of data relating to centre usage in the areas of swim and gym and user profile for Quarterly Review.</li> </ul>
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AREA	KEY POINTS	MONITORING
<b>QUALITY ASSURANCE</b> (page 34/35)	<ul style="list-style-type: none"> <li>• QUEST</li> <li>• Investors in People</li> <li>• The council may carry out periodic audits of Contractors quality management system , spot checks and auditing of Contractors quality systems</li> </ul>	Discussed at monitoring meetings

AREA	KEY POINTS
<b>REMEDIES AND GENERAL PROVISIONS</b> – Defaults and Remedies – (page 47 – 50)	<p>Clause 38</p> <ul style="list-style-type: none"> <li>• <b>Performance Default</b> – Council may at any time serve a Remedy Notice. Council will act reasonably and fair.</li> <li>• <b>Critical Default (page 96) which significantly affects Contractors provision of services include:</b> <ul style="list-style-type: none"> <li>- closure of main pool</li> </ul> </li> </ul>

- closure of running track
- non provision of other services which should be available according to published programme
- failure to accommodate booking previously agreed by Contractor
- racist/sexist/illegal behaviour by Contractor
- **Non Critical Default (page 100)**
  - failure to maintain cleanliness to agreed standard
  - failure to provide a reactive response to incidents such as spillages
  - failure to maintain the temperature level of a pool with agreed limits
  - failure to provide heat/light/environment conditions to agreed standards
  - failure to provide appropriate support services for provision of various core leisure services
  - failure to provide sufficient staffing levels
  - failure to comply with agreed Council's Policies
  - failure to undertake user surveys
- **Remedy notice**
- state whether it relates to Critical or Non-Critical Performance Defect.
- State Default sum to be deducted.
- Require Contractor to remedy such Performance Default
- If Contractor disputes notice needs to inform Council within 24 hours of receipt of notice. If matter still unresolved refer to Dispute Resolution Procedure
- The contractor required to prepare a **Action Plan** with timescales setting out measures to deal with Performance Default and present to Council for approval
- If remedy notice/action plan not remedied and Critical Performance Default repeated by Contractor – Council may serve written **Warning Notice**



	<ul style="list-style-type: none"> <li>• If Council serve remedy and warning notice – council entitled to Deduct <b>Default Sum</b> - Council shall act reasonably and fairly and not do so vexatiously. Only deduct for a Critical Performance Default <b>Default Sum</b> = £100 per Remedy Notice which shall increase by 5% each contract year. <ul style="list-style-type: none"> <li>• <b>Suspension and Part Termination</b></li> </ul> </li> </ul>
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<b>AREA</b>	<b>KEY POINTS</b>
<p><b>REMEDIES AND GENERAL PROVISIONS –</b>  Suspension and Part Termination  (page 50 – 53)</p> <p>Termination (page 53 - 59)</p>	<p>38.19</p> <ul style="list-style-type: none"> <li>• <b>Suspension Notice</b> – issued if - - - more than 10 Remedy Notices within continuous 6 month period – if in respect of Non Critical Default materially and adversely affect Contractor's performance <ul style="list-style-type: none"> <li>- Council served more than 4 Warning notices in respect of Critical Performance Default</li> </ul> </li> <li>• Procure a 3<sup>rd</sup> party to deliver service and deduct payment from Management fee or recover as a debt amount equal to cost to council and admin charge (10% of cost)</li> <li>• <b>Part termination notice</b> – terminate a service and not the whole contract – signed by Council Legal Manager – similar to suspension notice, procure a 3<sup>rd</sup> party to deliver the terminated service and apply costs</li> <li>• <b>Termination notice</b> can occur if: <ul style="list-style-type: none"> <li>- Contractor commit prohibited act</li> <li>- Misuses or infringes Council</li> <li>- Intellectual Property Rights</li> <li>- Court order</li> <li>- Receiver or manager to take possession</li> <li>- Insolvency</li> </ul> </li> </ul>

	- Following suspension and/or part termination
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<b>AREA</b>	<b>KEY POINTS</b>	<b>MONITORING</b>
<b>Contractor Changes in Services</b> (page 64)	45.2 <ul style="list-style-type: none"> <li>• Set out proposal in sufficient detail to enable council to evaluate it in full</li> <li>• Council will take into account               <ul style="list-style-type: none"> <li>- if change to management fee will occur</li> <li>- how change will affect quality of services</li> <li>- how change will interfere with relationship of council with 3<sup>rd</sup> parties</li> <li>- financial strength of contractor to deliver change</li> <li>- risks and costs to which council exposed</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• proposal form used for all contractor changes to services</li> <li>• reviewed by Contract Monitoring officer. Commissioning Manager and Section Head</li> <li>• Approved by SLM Area Manager and WBC Head of Service</li> </ul>

<b>AREA</b>	<b>KEY POINTS</b>	<b>MONITORING</b>
Dispute Resolution Procedure (page 76)	Clause 52 <ul style="list-style-type: none"> <li>• If dispute arises in relation to any aspect of contract, the</li> </ul>	

	<p>Contractor and Council will first consult in good faith in an attempt to come to an agreement in relation to the disputed matter</p> <ul style="list-style-type: none"><li>• <b>refer to mediation</b> – if parties don't agree - mediation non binding unless agreement is reached and a document signed with contractual effect.</li><li>• <b>Refer to Expert</b> - parties jointly appoint expert – if not agree on one, Chartered Institute of Arbitrators shall appoint an Expert. Expert decision binding unless either party refer dispute to a Court</li></ul>	
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**MONITORING ARRANGEMENTS**

<b>Monitoring</b>	<b>Frequency</b>	<b>Who attends/approves from WBC</b>
Face to face meetings with General and Operational Managers at Central and Woodside	monthly	Contract Monitoring Officer
Meetings with Area Manager	Quarterly As necessary (if escalation of issue)	Contract Monitoring Officer Commissioning Manager/Section Head/Head of Community Services
Meetings with Regional Director and Area Manager	Four monthly	Contract Monitoring Officer, Commissioning Manager, Section Head
Green Travel Plan meeting – with General and Operational Managers Woodside and Councillor	Quarterly	Contract Monitoring Officer/WBC officers from Planning/Property Maintenance/Parks and Open Spaces
Proposal (attached)	When SLM propose to make any changes to services/building	Reviewed by Contract Monitoring Officer/Commissioning Manager/Section Head - Community Services Property Manager – Property Services Approved by Head of Community Services
KPI's	Monthly on usage relating to: Gym; Swim; Squash; Astroturf; Climbing Wall; Stadium	Presented at Quarterly Review (swim and gym usage only)  Collated for Section Head meetings
Fees and charges	Yearly	Negotiated and agreed by Head of Service and Portfolio Holder. Presented to Budget Panel.
Opening hours	Christmas and Easter.	Approved by Section Head
Complaints	Monthly	Collated on quarterly basis and sent to Sonia Shirley who prepares corporate report.

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## PROPOSAL

To:  
Company:

Title:

From:  
Company:

Title:

Date:  
Title of Proposal:

Please place a cross to indicate the area the proposal relates to;

- 1. Significant closure of whole or part of building
- 2. Physical adaptation or alteration
- 3. Change of use room/programme or other
- 4. Other; please specify

1. Background and rationale for proposal

2. What are the benefits

3. Detail of proposal including timeframes

4. <u>Summary of consultation undertaken</u>
5. <u>Are physical alternations or adaptations required?</u>
6. <u>Are there any Health &amp; Safety implications?</u>
7. <u>What risks have you identified and how will you address these?</u>
8. <u>What are the legal and/or insurance implications and how will you address these?</u>
9. <u>Cost analysis (set up/year1; year 2 etc)</u>
10. <u>Projected income generation</u>



11. Monitoring and review arrangements

12. Recommendations by proposer

Approved/Not approved by Watford Borough Council:

Rationale for decision.

**Signature: (CEO/Area Manager or equivalent)**

Name:

Title:

Company:

**Signature: Watford Borough Council**

Name:

Title: Head of Community Services

Company: Watford Borough Council

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\*PART A

**Report to:** Outsourced Services Scrutiny Panel  
**Date of meeting:** 26 November 2012  
**Report of:** Partnerships and Performance Section Head  
**Title:** Outsourced services performance data and information

## 1.0 SUMMARY

- 1.1 Watford BC regularly collects and monitors performance data for a wide range of its service areas. This is to ensure that services are performing at an acceptable standard. It helps highlight areas of good performance as well as those areas which might require some additional focus to improve performance.
- 1.2 Although a number of service areas remain within the direct control of the council, over the last few years a number have been externalised. In these cases, there remains a requirement to collect and report performance data for the reasons outlined in 1.1.
- 1.3 This report focuses specifically on the performance information obtained from external service providers. At this stage it is still by no means comprehensive and should be viewed as a starting point for developing this area of reporting.

## 2.0 RECOMMENDATIONS

- 2.1 Note and comment on the performance of the identified outsourced service indicators at the end of quarter 2 2012/13 - Appendix A.
- 2.2 Comment on other potential areas for inclusion in future performance reports – see 3.1.3.

### **Contact Officer:**

For further information on this report please contact:  
Kathryn Robson, Partnerships and Performance Section Head  
telephone extension: 8077 email: [kathryn.robson@watford.gov.uk](mailto:kathryn.robson@watford.gov.uk)

### 3.0 **Background information**

Watford BC regularly collects and monitors performance data for a wide range of its service areas. This is to ensure that services are performing at an acceptable standard. It helps highlight areas of good performance as well as those areas which might require some additional focus to improve performance. This performance data and information is reported to the council's Leadership Team on a regular basis and to Overview and Scrutiny Committee each quarter. It is also monitored by Portfolio Holders through the quarterly review process (non-shared services) and by Shared Services Joint Committee.

#### 3.1 **Outsourced services**

3.1.1 Over the last few years, Watford BC has taken the decision to externalise a range of its services. Within the contracts associated with these externalised services is a requirement to collect and report performance information to Watford BC to support its role as 'client' or 'commissioner'. This would be defined within each contract and would be relevant to the area of service delivery.

3.1.2 Last year, Overview and Scrutiny requested the inclusion of performance information in its quarterly performance report that related to Watford Leisure Centre – Central and Watford Leisure Centre – Woodside and so this data is now readily available for reporting. This is the information in Appendix A.

3.1.3 Further performance information is collected and reported and could be considered by Committee for inclusion in future reports. This could comprise:

- SLM – additional usage figures
  - Swimming lessons – Woodside and Central
  - Woodside Stadium
  - Squash – Woodside
  - Astro turf – Woodside
  - Climbing wall – Central
- HQ Theatres
  - Number of commercial hires
  - Number of community hires
  - Number of performances
  - Percentage of seats filled
- Parking
  - Penalty Charge Notices issued
  - Tribunal appeals (won / lost / not contested)

### 4.0 **IMPLICATIONS.**

#### 4.1 **Financial**

- 4.1.1 The Head of Strategic Finance comments that at this stage in the year there are no financial implications within this report.
- 4.2 **Legal Issues** (Monitoring Officer)
- 4.2.1 The Head of Legal and Property Services comments that there are no legal implications within this report.

## Appendices

### Appendix A

WATFORD BOROUGH COUNCIL – MEASURES OF PERFORMANCE - Outsourced Services

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## WATFORD BOROUGH COUNCIL – MEASURES OF PERFORMANCE - Outsourced Services Scrutiny Panel

### Second quarter (July - September) 2012/13

Ref	Measure	Target for Quarter 2 2012/13	Actual at end of 2012/13 (Quarter 2)	Trend since last period (Q1 2012/13)	Trend since last year (2011/12)	Service Lead	Comments
<b>Community Services</b>							
CS1	Total number of swims at Watford Leisure Centre – CENTRAL	n/a	23,382	↑	↑	Community Services	Figure for same period 2011 was 22,812. 2.5% increase from 2011. Adult swims = 15,664 Junior swims = 4,688 Senior swims = 3,030
CS2	Total number of gym usage and group exercise participation at Watford Leisure Centre – CENTRAL	n/a	22,930	↓	↓	Community Services	Figure for same period 2011 was 28,449. 19.4% fall from 2011.
CS3	Total throughput for Watford Leisure Centre – CENTRAL	n/a	101,573	↑	↓	Community Services	Figure for same period 2011 was 103,065. 1.45% fall from 2011.
CS4	Total number of swims at Watford Leisure Centre – WOODSIDE	n/a	24,530	↑	↑	Community Services	Figure for same period 2011 was 24,309. 0.9% increase from 2011. Adult swims = 14,016 Junior swims = 6,883 Senior swims = 3,631

Appendix A

Ref	Measure	Target for Quarter 2 2012/13	Actual at end of 2012/13 (Quarter 2)	Trend since last period (Q1 2012/13)	Trend since last year (2011/12)	Service Lead	Comments
CS5	Total number of gym usage and group exercise participation at Watford Leisure Centre – WOODSIDE	n/a	66,940	↓	↑	Community Services	Figure for same period 2011 was 58,455. 14.5% increase from 2011.
CS6	Total throughput for Watford Leisure Centre – WOODSIDE	n/a	207,355	↓	↑	Community Services	Figure for same period 2011 was 195,617. 6% increase from 2011.



## Outsourced Services Scrutiny Panel 26 November 2012 – Item 6

### **Summary of Sports Development**

Within the contract there is a requirement for the operator to provide a sports development plan.

The Sports development plan has been developed with SLM and the Council's Sports Development Officer

The SLM Sports Development action plan contributes to the Watford Borough Council Sports Development Framework 2011-2014 and supports the following 2 priorities

Priority 1. Increase community participation in physical activity and sport to contribute towards a healthy town for Watford residents. From the specific target groups below:

- Women;
- Children and young people – ages 14-25 years;
- 55 plus;
- People with disabilities;
- Black and minority ethnic communities.

### **Priority 2. Club Development**

Develop capacity within the local sporting infrastructure, particularly around clubs, coaches and volunteers, to improve sporting opportunities: Our aim is to support local voluntary sports clubs to improve their ability, and to deliver through the following key areas:

- coach and volunteer development e.g. improving coaching standards, developing volunteers;
- supporting clubs to achieve accreditation;
- promoting and raising the profile of voluntary sports clubs

Please see below a summary of initiatives that Sports Development have worked on, in partnership with SLM

### **Children and young people – ages 14-25 years**

- In Easter 2012 SLM offered free swimming for all U19's,
- Watford Leisure Centre Woodside has worked with Watford local schools and the School Sports Partnership teams. They have been able to offer multi sports festivals over the last 3 years enjoyed by approximately 1,600 children and young people.
- Both centres provide an allocated number of hours for Sports Development use for specific programmes/activities such as Herts Youth Games training take place e.g. Indoor Sports hall, Aquathlon and player development path way for the District Cricket programme etc.
- In partnership with Badminton England Watford Leisure Centre Woodside and WBC Sport Development have introduced a development programme called

'No Strings' social , fun, pay and play badminton sessions on a Friday night 8.00pm to 10.00pm, for any age from 16+. All partners are currently working on the development of a new Junior Badminton Club for Watford.

### **55 plus**

- Watford Leisure Centre Woodside worked in partnership with Sports Development to start a 45+ Badminton session. Due to the numbers increasing 2 new extra sessions have been programmed in. Currently these sessions are on a Wednesday 11.00am to 1.00pm, Friday 9.30am to 11.30am and 11.30am to 1.30pm. On average a total of 60 to 75 people attend these sessions each week.

### **Women and black and minority ethnic communities**

- Get back into 'Netball' has been a successful programme run at our leisure centres that aims to get over 16's back into a much loved sport which they played at school and no longer have access to. Watford Leisure Centre Woodside worked with Sports Development and Netball England to set up a programme which has proven very successful. On average 20 women participate on a weekly basis, the session over the last 2 years has increased from 1 hour to 1½ hour's session on a Friday 6.30pm to 8.00pm.
- Watford Leisure Centre Central in partnership with Sports Development set up weekly women's only swimming session and Aqua class. This session has now become part of a weekly program which is now self financed by SLM. On average there are 40 Women that attend each week.
- In partnership with Watford Harriers Athletics Club and Sports Development a ladies only running night takes place at Woodside stadium on a Monday night. On average 10 to 15 women attend these sessions on a weekly basis.

### **People with disabilities**

- In partnership with 2 disability clubs Watford Sea Lions Swimming Club on a Saturday at Central 5.00pm to 6.00pm, and Aspire Wheelchair football on a Sunday 3.00pm to 5.00pm, SLM offer sessions at our leisure centres. The Sea Lion's club have recently expanded their session to include sports sessions in the Sports Hall.
- In Partnership with Watford Leisure Centre Central and Woodside, WBC Sports Development have provided 3 specific sessions which are part of Watford Borough Council and Three Rivers District Council disability programme of activities, The 'Get Set' project aims to increase access to leisure and recreational activities for individuals with a disability. The individuals are targeted through existing disability groups e.g. Queens Rd day care centre, Oaklands College and Mencap.

The programme runs a Watford Woodside 'Get Set' Fit on a Monday 1.00pm to 2.00pm. .At Watford Central the programme runs a 'Get Set' Bounce and 'Get

Set' Go (multi- sport) This session is in partnership with Mencap and runs on a Tuesday 6.30pm to 7.45pm.

- WBC Sports Development have in partnership with healthcare partners, Watford Leisure Centre Central and Woodside, set up a GP referral scheme. The aim of the scheme is to help those people with health related problems who are inactive. The programme provides a 12 week programme of support with a qualified fitness instructor and includes a personalised activity plan with review sessions and access to gym and swim sessions.

### **Club Development**

- SLM are a partner of Active Watford Community Sports Network which brings together all key stakeholders from across the Borough that play a role in sport and physical activity development. The main aim is to get more people participating in sport and physical activity more often and sharing information with key stakeholders and communities.
- Watford Leisure Centre Woodside has hosted the last 2 Club forums on behalf of Active Watford where there has been up to 50 clubs/organizations in attendance.
- Both centres and WBC Sports Development were represented at a Sports fair, where local clubs provided demonstrations/taster sessions for the Community to come and try.

### **Other**

- Both centres have been involved in the Smile Mile event in Watford Town centre for the last two years helping to raise money and awareness for Parkinson and British Heart foundation charities.
- In Partnership with Herts Ready for Winners, WBC Sports development, Watford Harriers Watford Leisure Centre Woodside hosted the following 2 countries as their Pre Training camp prior to the Olympic and Paralympic Games :  
*St Kitts and Nevis*  
*Halti Paralympic team*
- In Partnership with Watford Borough Council the Everyone active card promotes discounts for Watford Residents at West Herts Golf Club as part of the agreement the Council has with the Golf Club.
- Watford Leisure Centre Central have supported Watford Borough Council Sports Development in providing a training venue for the delivery of British Cycling Sky Leaders Courses.

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DLM000 - SLM	Comments	Budget 2008/09	2008/09 Actual	Budget 2009/10	2009/10 Actual	Budget 2010/11	2010/11 Actual	Budget 2011/12	2011/12 Actual	Budget 2012/13
		£	£	£	£	£	£	£	£	£
Employees	Salaries of Officers who are responsible for contract monitoring and commissioning work	0	0	78,350	15,018	57,820	48,912	57,450	65,116	64,120
Premises	Includes small repairs to venues that are outside the scope of the contract. The majority of the cost is for the insurance of the buildings.	0	14,318	14,090	14,527	18,890	9,723	17,900	11,777	19,480
Transport	Officers' travel expenses	0	0	0	55	50	195	50	176	50
Supplies And Services	This includes the cost of additional provision of courses, public surveys, advertising and an additional payment to the contractor for loss of income on Woodside stadium regarding the use of the astroturf surface	0	2,898	25,000	20,520	25,000	6,955	25,000	16,040	25,000
Support Services	These are charges in respect of support from other Council departments. For every support service charge made to a cost centre receiving an internal service, there is a recharge of income to the cost centre providing that service. In other words, across the authority, the total of the support services charges equals the total of the recharges. Therefore the charges do not represent external expenditure.	0	0	55,590	64,615	65,240	68,787	26,560	40,640	51,510
Depreciation	This is a charge to the service for use of the assets, namely the 3 venues. These are merely a book entry and not a real cost to the Council as it is reversed out elsewhere in the Council's general fund. The assets include buildings which are revalued at 5 yearly intervals and depreciated over 50 years.	0	0	0	811,942	512,430	747,642	736,020	758,988	706,780
	<b>Total Expenditure</b>	<b>0</b>	<b>17,216</b>	<b>173,030</b>	<b>926,677</b>	<b>679,430</b>	<b>882,213</b>	<b>862,980</b>	<b>892,738</b>	<b>866,940</b>
Customer & Client Receipts	This comprises of the management fee and any profit share payable to the Council from the contractor in accordance with the contract terms and conditions. In addition a fee is charged to West Herts College for exclusive use of the hall during term time.	0	(24,594)	(131,170)	(69,583)	(44,170)	(104,328)	(84,170)	(56,930)	(84,170)
Recharges	These are charges made to other functions within the Council for the work that the commissioning and contract monitor officer perform outside the monitoring of the SLM contract.	0	0	0	0	0	(71,557)	(48,300)	(76,120)	(78,050)
	<b>Total Income</b>	<b>0</b>	<b>(24,594)</b>	<b>(131,170)</b>	<b>(69,583)</b>	<b>(44,170)</b>	<b>(175,885)</b>	<b>(132,470)</b>	<b>(133,050)</b>	<b>(162,220)</b>
	<b>Total - Net</b>	<b>0</b>	<b>(7,378)</b>	<b>41,860</b>	<b>857,094</b>	<b>635,260</b>	<b>706,328</b>	<b>730,510</b>	<b>759,688</b>	<b>704,720</b>

#### Notes

2008/09 is a part year as the contract started 1 July 2008.

The council outsourced the operating of its Leisure centres to a private leisure contractor (SLM) in 2008. The income generated from the activities at each centre is retained by the contractor to offset operating costs. As part of the terms of the contract, the Council receive an annual fixed management fee for the service provided. A deduction is made for the annual payment to SLM for West Herts College and the additional pension costs for those ex WBC staff who transferred to SLM under the TUPE legislation.

The Council have yet to finalise the management fee payable from SLM for 2009/10 onwards due to an unresolved issue regarding an above inflation increase for utilities. WBC is of the opinion that the contractors Best And Final Offer (BAFO) already included the provision of £74,117 for above inflation price rises and that the contractor cannot benefit from both this provision and the actual above inflation price rise shared on a 50:50 basis.

The Council is entitled to receive a 50:50 share of any profit based on the difference between the surplus in the contractors BAFO and the surplus shown in the final management accounts for each year.

The large difference in Customer & Client Receipts between budget and actual for both 2009/10 and 2010/11 relates to late billing of invoices in 2009/10

**Actual to  
end of  
period 7  
(October)**

£
37,907
17,005
50
10,627
30,051
412,286
<b>507,926</b>
(34,233)
(45,535)
<b>(79,768)</b>
<b>428,158</b>

**Actions following Scrutiny Committee Meeting on 23<sup>rd</sup> September 2010.**

Action	By whom	Previous Action resolved	Pending	SLM update 2012	WBC Summary 2012
1. Figures for membership at Bill Everett, compare to current numbers at Woodside	WBC/ SLM	Bill Everett had approximately 2000 members and Woodside are currently running at approx 3565 members.	Completed/ No Further Action	Not applicable	Not applicable
2. Details of forums/ communication taking place with current user groups specifically around clubs, disability users and ethnic minorities	SLM	<p>Disability forum held at CENTRAL (28/10/10). 44 Stalls and event attracted over 100 visitors, all of which SLM provided a free Swim voucher. Compliments received by Disability Watford for assisting with the event and helping the day run smoothly.</p> <p>Meeting with Sea Lions – outcome (expand range of activities to include Badminton and Table Tennis)</p> <p>Meeting with Watford Swimming Club – outcome (additional pool time at CENTRAL)</p> <p>Sean Mitchell is the new Central General Manager who is looking at ways to engage with the community and attend local sports groups including the community sports network.</p>	<p>Exhibition Islam and connecting stories, shared war projects at CENTRAL (22<sup>ND</sup> and 23<sup>rd</sup> January 11).</p> <p>In partnership with WBC's Sports Development, SLM will send a mail shot to Women and Girls from BME groups in order to understand the types of activities they would like to take part in, this is taking place January 2011.</p>	<p><b>Watford Disability Forum</b> - continue to hold an annual event at CENTRAL.</p> <p><b>Navarati Festival</b> - continues to be held at Central on an annual basis during October.</p> <p><b>Exhibition Islam</b> - took place at CENTRAL (22<sup>ND</sup> and 23<sup>rd</sup> January 11).</p> <p><b>Sea Lions</b> – 5-6pm every Saturday. Now with an hour dry-side activities.</p> <p><b>Watford Swimming Club</b> - increased their usage at CENTRAL from week commencing 29<sup>th</sup> October 12.</p> <p>The Club have also increased their early morning sessions at Woodside to 3. They now start these sessions 15mins earlier (at no cost to the Club)</p> <p><b>Women's only sessions</b> - (Swimming and Aqua Aerobics) continue to have high numbers, with around 40 -60 participants each Friday. Watford Central now runs 2 Ladies only Group Exercise classes during the week.</p>	<p>This has become an annual event that Disability Watford are working in partnership with SLM direct.</p> <p>Sports development support Sea Lions in the dryside activities by providing a qualified coach.</p> <p>We are pleased that SLM have offered additional times to support the club.</p> <p>We know that there are low participation rates amongst women &amp; girls locally</p>

Action	By whom	Previous Action resolved	Pending	SLM update 2012	WBC Summary 2012																																																				
					and nationally, therefore we are happy to see SLM continuing to run this programme. This is also one of WBC's sports development target groups,																																																				
3. Training staff in Cultural Diversity to raise awareness	SLM	<p>Sean Mitchell (CENTRAL General Manager) attended WBC course on 25/11/10.</p> <p>The plan at Central is to hold some internal colleague training, with the view to make it more specific to the Leisure Centre. Focus needs to be on understanding how diverse we are, types of discrimination and how colleagues manage those situations.</p>	Further training in Understanding Cultural Diversity course is scheduled on 8 <sup>th</sup> February 2011.	<p>Numerous colleagues have been on diversity training.</p> <p>Central also held internal training for colleagues. Those who received training include Managers, Duty managers, front of house &amp; lifeguards.</p> <p>This has assisted staff with being more aware of individual needs of customers.</p>	In addition, WBC sports development provided further training for SLM staff in "Equity in your coaching" which the trainer bespoke to cover Cultural Diversity																																																				
4. Booking online – figures for number of people and age groups that use this facility (if this is possible)	SLM	<table border="1" data-bbox="483 999 1077 1414"> <thead> <tr> <th></th> <th>Aug-10</th> <th>Sep-10</th> <th>Oct-10</th> <th>Nov-10</th> <th>Dec-10</th> </tr> </thead> <tbody> <tr> <td>Online bookings</td> <td>5427</td> <td>6480</td> <td>6191</td> <td>5749</td> <td>3354</td> </tr> <tr> <td>Total bookings</td> <td>8308</td> <td>10600</td> <td>10894</td> <td>11119</td> <td>6339</td> </tr> <tr> <td>% online</td> <td>65%</td> <td>61%</td> <td>57%</td> <td>52%</td> <td>53%</td> </tr> </tbody> </table> <p>From Nov 10 can also pay on-line.</p>		Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Online bookings	5427	6480	6191	5749	3354	Total bookings	8308	10600	10894	11119	6339	% online	65%	61%	57%	52%	53%	<p>Not yet possible to breakdown by age</p> <p>Corporately looking at ways to develop and market the on-line booking facility.</p>	<table border="1" data-bbox="1301 999 1895 1318"> <thead> <tr> <th>2012</th> <th>Web bookings</th> <th>Total bookings</th> <th></th> </tr> </thead> <tbody> <tr> <td>September</td> <td>10,140.00</td> <td>13,555</td> <td>74.81%</td> </tr> <tr> <td>August</td> <td>10,549.00</td> <td>12,917</td> <td>81.67%</td> </tr> <tr> <td>July</td> <td>12,484.00</td> <td>15,213</td> <td>82.06%</td> </tr> <tr> <td>June</td> <td>11,893.00</td> <td>13,460</td> <td>88.36%</td> </tr> <tr> <td>May</td> <td>11,725.00</td> <td>16,001</td> <td>73.28%</td> </tr> <tr> <td>April</td> <td>11,424.00</td> <td>14,605</td> <td>78.22%</td> </tr> </tbody> </table>	2012	Web bookings	Total bookings		September	10,140.00	13,555	74.81%	August	10,549.00	12,917	81.67%	July	12,484.00	15,213	82.06%	June	11,893.00	13,460	88.36%	May	11,725.00	16,001	73.28%	April	11,424.00	14,605	78.22%	Since the implementation of on-line bookings, numbers have increased using the on line service which has resulted in reduced calls to reception staff and a quick and efficient service for the customer.
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Action	By whom	Previous Action resolved	Pending	SLM update 2012	WBC Summary 2012
<p>5. Various issues relating to wheelchair users:</p> <ul style="list-style-type: none"> <li>• Dedicated changing room too small</li>   <li>• No 'banana board' for swimming pool users</li>   <li>• No radar key to access the poolside disabled toilet</li>   <li>• Steps into the pool are too steep</li> </ul>	SLM	<p>The changing rooms were built according to building regulations and specification. SLM have not received any complaints regarding the changing room and believe it is fit for purpose. At the request of one customer some additional hooks and hand rail were put up. It is not proposed to make any further changes.</p> <p>Purchasing a banana board was discussed with the Contract Manager and the Regional Health &amp; Safety Manager at SLM. It was felt that the banana board was not something that SLM wished to provide (manual handling being a significant factor) and that there is suitable equipment already available for poolside users. There are regular users and disability groups using the facilities and SLM are able to meet their needs.</p> <p>Radar keys are readily available from Reception and Duty Manager also carries one.</p> <p>Regarding the steps into the pool. SLM have had positive responses from customers when installed and no complaints since installed approx 18mths ago. SLM believe they are fit for purpose and do not propose making any adjustments. Any adjustments would result in the steps being that much heavier and bigger and create operationally issues.</p>	Completed	Not applicable	Not applicable

Action	By whom	Previous Action resolved	Pending	SLM update 2012	WBC Summary 2012
6. Cleanliness	SLM	<p>Comments/Complaints received regarding the cleanliness of the centres and action has been taken. (see pending comments)</p> <p>Furthermore, Sean Mitchell the new Central General Manager has given his team different areas of responsibility, so the onus is on the team member to keep there area tidy &amp; clean.</p>	<p>A discussion has taken place between SLM &amp; the cleaning contractor. They have been given 1 month to improve the standard of cleaning or SLM will look to use another cleaning company.</p>	<p>SLM have recently undertaken a major review of how they wish to deliver this service in the future. The 3options being considered are:</p> <ol style="list-style-type: none"> <li>1. Continue with all Cleaning Contracted out</li> <li>2. Daytime (SLM responsibility) and (Contract clean night-time)</li> <li>3. All 'In-house'</li> </ol> <p>A final decision will be made by the end of November with implementation for January 13.</p>	<p>WBC meet with SLM regularly, In addition we receive customer comments, which highlighted that cleanliness was not up to standard. WBC escalated this issue to SLM senior management and requested that they undertake a review and make some improvements in this area. WBC will be monitoring this closely. Should this continue to fall below standard, then under the contract we have clause where we can issue a performance default notice and remedy notice – This maintains the pressure on the contractor to improve performance in order to avoid a breach of contract.</p>
7. Green travel plan for Central to be progressed and plan produced to illustrate what will be implemented and within what timescale	WBC/ SLM	<p>Some things are in place to assist with the Green Travel Plan, for example:</p> <ul style="list-style-type: none"> <li>*A route machine is based in the reception area.</li> <li>* Promoting different ways of getting to the centre through on screen media, tannoy messages, e-mails, forum meetings, posters &amp;</li> </ul>	<p>Further meeting taking place on 24<sup>th</sup> Feb 2011 with Green Travel Project Team.</p>	<p>Review of current Green Travel programme being put together</p> <p>Park and Ride scheme we have not progressed with but will be encouraging the use of car sharing and alternative means of transport via meetings with our 3<sup>rd</sup> parties / shared premises</p>	<p>WBC are pleased that SLM introduced the Customer Forum in 2011. Meetings are held quarterly at both Central and Woodside and its has</p>

Action	By whom	Previous Action resolved	Pending	SLM update 2012	WBC Summary 2012
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 31</p>		<p>surveys.            *Updating booking forms encouraging users to use public transport.            *SLM team meetings to encourage staff to car share / use public transport.</p>	<p>Looking into the feasibility of putting a newsletter together.</p> <p>Looking at possibility of park &amp; ride service for major events</p> <p>New Cycle/Foot paths to be installed, this should start March 2011</p>	<p>Use of school car parking facilities during events / stadium usage and review of risk assessments and procedures in relation to colleague roles and responsibilities</p> <p>New cycle / foot paths have been installed.</p> <p>Start and finish times for events at the at the Stadium to be reviewed for the 2013/14 season to ensure that they do not clash with peak user times and school start and finish times</p>	<p>been a useful way to listen and discuss customer needs.</p> <p>1<sup>st</sup> meeting to discuss a Green Travel Plan for Watford Central took place on 27.11.2012</p>
<p>8. Costs of managing the leisure centres before and after takeover by SLM and after</p>	<p>WBC</p>	<p>In normal trading activity the cost to the council was £1.66m, In 2010 the budgeted cost to the council is now £0.725m.</p> <p>Our Central leisure centre opened its doors and in 08/09 the throughput was 287'668 and for 09/10 the figure is 449'668.</p> <p>Our Woodside Leisure centre's throughput for 08/09 was 659,585 and 09/10 – 811,214</p>	<p>Completed/ No Further Action</p>	<p>Not applicable</p>	<p>Not applicable</p>

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