



# OUTSOURCED SERVICES SCRUTINY PANEL

**Monday, 6th July, 2015**

**7.00 pm**

**Publication date: 26 June 2015**

**CONTACT**

If you require further information or you would like a copy of this agenda in another format, e.g. large print, please contact Ishbel Morren/Alan Garside in Democracy and Governance 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**

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# COMMITTEE MEMBERSHIP

Councillor K Crout (Chair)

Councillor S Counter (Vice-Chair)

Councillors J Dhindsa, A Joynes, R Martins, S Silver and S Williams

## AGENDA

### PART A - OPEN TO THE PUBLIC

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

**2. DISCLOSURES OF INTEREST**

**3. MINUTES**

The minutes of the meeting held on 12 February 2015 to be submitted and signed.

Copies of the minutes of this meeting are usually available seven working days following the meeting.

*(All minutes are available on the Council's [website](#).)*

**4. WORK PROGRAMME (Pages 5 - 6)**

A work programme for 2015/16 is attached for the Panel's comments.

**5. CONCLUSIONS AND RECOMMENDATIONS**

The Panel to discuss conclusions and recommendations arising from the work programme item.

**6. PERFORMANCE REPORT (QUARTER 4 2014/15) (Pages 7 - 28)**

Report of the Partnerships and Performance Section Head

The report provides the Panel with the relevant performance indicators for Quarter 4 2014/15.

**7. UPDATE ON ACTIONS (Pages 29 - 36)**

The update on actions is attached for the Panel's comments and for sign-off of completed actions.



# Agenda Item 4

## Outsourced Services Scrutiny Panel Work Programme 2015/16

<b>Date of Meeting</b>	<b>Item for agenda</b>	<b>Officer</b>
<b>6 July 2015</b>	Election of chair	
	Actions and questions update	Committee and Scrutiny Support Officer
	Work programme	Committee and Scrutiny Support Officer
	Performance indicators (quarter 4 2014/15)	Partnerships and Performance Section Head
<b>10 September 2015</b>	Hostels and temporary accommodation	Head of Community and Customer services
	Actions and questions update	Committee and Scrutiny Support Officer
	Performance report (quarter 1 2015/16)	Partnerships and Performance Section Head
<b>19 October 2015</b>	Contract with HQ Theatres	Corporate, Leisure and Community Section Head
	Actions and questions update	Committee and Scrutiny Support Officer
	Work programme	Committee and Scrutiny Support Officer
<b>26 November 2015</b>	Parking Service Annual Report	Transport and Infrastructure Section Head
	Actions and questions update	Committee and Scrutiny Support Officer
	Performance report (quarter 2 2015/16)	Partnerships and Performance Section Head

<b>Date of Meeting</b>	<b>Item for agenda</b>	<b>Officer</b>
<b>19 January 2016</b>	SLM and the leisure centres	Head of Corporate Strategy and Client Services
	Actions and questions update	Committee and Scrutiny Support Officer
<b>24 February 2016</b>	ICT Contract	ICT Client Section Head
	Actions and questions update	Committee and Scrutiny Support Officer
	Performance report (quarter 3 2015/16)	Partnerships and Performance Section Head

## \*PART A

**Report to:** Outsourced Services Scrutiny Panel  
**Date of meeting:** 6 July 2015  
**Report of:** Partnerships and Performance Section Head  
**Title:** Outsourced services performance data and information –  
Quarter 4 2014/15

### 1.0 **SUMMARY**

- 1.1 Watford BC's Corporate Plan 2014-18 sets out the council's priority areas for delivery over the next four years. These are supported by a suite of performance measures. These measures support the delivery of good quality services by ensuring they are performing at an acceptable standard, highlighting areas of strong performance and, more importantly, which areas might require some additional focus to improve performance. In these latter cases, consideration needs to be given to the reasons for under-performance and to steps that might support improvement.
- 1.2 A significant number of key performance measures are now collected for services that have been outsourced to external providers. These measures play a critical role in ensuring that the contracts governing the relationship between the council and the external contractor are well managed and delivering the quality of service expected.
- 1.3 This report focuses specifically on the performance information obtained from the providers of the council's externalised service as of quarter 4 2014/15 (end of year).
- 1.4 There are a number of measures included within that were new for 2014/15 , which means that during the year it was not possible to undertake trend analysis in every case, particularly from last year. This will, however, be addressed in future reports (i.e. from 2015/16) as trend data is established.

### 2.0 **RECOMMENDATIONS**

- 2.1 Panel to note and comment on the performance of the identified outsourced service indicators at the end of quarter 4 (January to March) 2014/15 - Appendix A.
- 2.2 Panel to note that the indicators within this report from the suite of measures that will be presented to Panel during 2015/16.

- 2.3 Panel to advise if there are any amendments or additions to the suite of measures that would help support its role in scrutinising performance during 2015/16.

**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 Cabinet and either Overview and Scrutiny Committee or Outsourced Services Scrutiny Panel on a quarterly basis.

### 3.1 **Current outsourced services**

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

3.1.2 Whilst Overview and Scrutiny Committee continues to scrutinise performance relating to services retained 'in-house', Outsourced Services Scrutiny Panel established that performance information relating to the following outsourced contracts was to be reported to the Panel in 2014/15 and in future years:

- Veolia
  - Street cleansing
  - Waste and recycling
  - Parks and open spaces
  
- SLM
  - Watford Leisure Centre – Woodside
  - Watford Leisure Centre - Central
  
- HQ Theatres
  - Watford Colosseum
  
- Vinci
  - Parking
  
- Capita
  - ICT
  
- Three Rivers District Council (lead authority)
  - Revenues and Benefits
  
- Watford Borough Council (lead authority)
  - Human Resources

3.1.3 Performance information available at Quarter 4 2014/15 that relates to the areas outlined in 3.1.2 is included in this report to Panel at Appendix A.

3.1.4 Those performance measures that are not performing against target are indicated either by a 😞 (under-performing by up to 10%) or by a ! (under-performing by over 10%). Where a measure is performing well (on or above target) it is highlighted with a 😊 even if this is over 10%.

For some indicators a lower result indicates improved performance (such as household waste, street cleansing, sickness absence, time taken to process benefits) and for some a higher results shows improvement (recycling rates, SLM memberships, collection of council tax and NNDR).

Targets have not been set for all indicators and so variances are not shown in every case.

3.1.5 In addition, the report provides trend information. Where possible current performance has been compared with the performance for the same quarter last year (Q4 2013/14) and with the previous quarter (Q3 2014/15). This information can help provide context on the relative performance of an indicator and help assess whether there are any trends emerging. Trend analysis shows whether performance has:

- Improved since the previous period – shown by a ‘↑’ and with the relevant previous period result as an indication of the extent of improvement
- Declined since the previous period – shown by a ‘↓’ and with the relevant previous period result as an indication of the extent of decline.
- Stayed the same since the previous period – show by a ‘↔’

In the report the periods shown are, as detailed above, the previous year or previous quarter.

The actual result for the previous period is also shown (in square brackets [XX]) so the extent of the trend can be assessed.

Trend data is not available for all indicators.

### **Performance overview**

3.2.1 Overall, the council's outsourced services show good performance and, in some important areas of delivery, steady improvement during the final quarter of 2014/15.

3.2.2 End of year Benefits performance confirms the significant improvements made during the year for the time taken to process benefit claims. This is extremely good news and reflects substantial work done by the service to improve the customer experience. Work is ongoing to continue the improvement. Collection of council tax and NNDR is also showing upward trajectories – meaning that the council is ensuring that expected revenues to the authority are achieved.

3.2.3 Recycling performance and residual waste collected met their annual targets overall, although performance in quarter 4 was not as strong as quarter 3. This is not unexpected. The national definition for the waste indicators has changed and, from 2015/16, the revised definition will be reported. This revised definition does

not include certain waste arisings – in particular street sweepings. Also reported to Panel is household recycling rate – this is the rate without street sweepings or bring banks so identifies only that domestic waste generated by households. Street cleansing litter performance was good in quarter 4 whilst there is scope for improvement in tackling detritus (grit, mud, decaying leaves etc), graffiti and fly positing. This has been addressed by Veolia in quarter 1 2015/16.

- 3.2.4 SLM's performance has been strong through 2014/15 and membership at both centres is up for the year, as is throughput. Watford Colosseum has increased the number of performances and hires in 2014/15 and the client team are working closely with both SLM and Watford Colosseum to improve reporting of complaints and compliments.
- 3.2.5 Capita performance reflects the ongoing issues experienced with ICT and this is being addressed as a priority.
- 3.2.6 Sickness absence is now consistently performing within the council's 'stretch' target of 5 days

#### 4.0 **IMPLICATIONS.**

##### 4.1 **Financial**

4.1.1 There are no financial implications within this report.

##### 4.2 **Legal Issues** (Monitoring Officer)

4.2.1 There are no legal implications within this report.

#### Appendices




##### Appendix A

WATFORD BOROUGH COUNCIL – MEASURES OF PERFORMANCE -  
Outsourced Services Quarter 4 (January – March) 2014/15




## WATFORD BOROUGH COUNCIL – MEASURES OF PERFORMANCE






January – March (Quarter 4) 2014/15

Ref	Indicator	Target for year	Profile for period (Q4)	Results for period (Q4)	Cumulative result (Q4)	 % variance	Trend since last year (Q4 2013/14)	Trend since last period (Q3 2014/15)	Comment
<b>ENVIRONMENTAL INDICATORS (VEOLIA ENVIRONMENTAL SERVICES)</b>									
ES1	Residual household waste per household	495kg	123.75kg	<b>128.21kg</b>	491kg	 [3.6%]	↓ [124kg] [Q4:13/14]	↓ [124.51kg] [Q3:14/15]	<p>Whilst the result for Q4 was higher than for Q3 and Q4 last year the overall result for the year has improved since 2013/14 when it was 501.92kg. Low is good for this indicator.</p> <p>The definition for this indicator has been changed by government and so will be reported under the new definition from 2015/16. The new definition does not include street sweepings. The result for the new definition for 2014/15 was 446.34kg.</p>
ES2	Total percentage of household waste sent for reuse, recycling and composting	45%	45%	<b>36.70%</b>	42.04%	 [18.4%]	↑ [38.30%] [Q4:13/14]	↓ [42.96%] [Q3:14/15]	<p>Whilst the result for Q4 was lower than for Q3 and Q4 last year the overall result for the year has improved since 2013/14 when it was 40.6%</p>








Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 4 – (2014/15)

Ref	Indicator	Target for year	Profile for period (Q4)	Results for period (Q4)	Cumulative result (Q4)	 % variance	Trend since last year (Q4 2013/14)	Trend since last period (Q3 2014/15)	Comment
									The definition for this indicator has been changed by government and so will be reported under the new definition from 2015/16. The new definition does not include street sweepings. The result for the new definition for 2014/15 was 44.63%.
ES3	Percentage of the total tonnage of household waste arising which have been recycled (dry recycling – commingled)	-	-	-	<b>24.86%</b>	-	↓ [24.96%] [Q4:13/14]	↓ [25.33%] [Q3:14/15]	No target set. This indicator measures the % of 'dry' recyclables included within the total % result (E2 above). (ES3+ES4 = ES2). The new definition has been applied – i.e. overall result of 44.63% for the combined results.
ES4	Percentage of waste sent for composting including waste which has been treated through a process of anaerobic digestion	-	-	-	<b>19.77%</b>	-	↓ [13.34%] [Q4:13/14]	↑ [17.63%] [Q3:14/15]	No target set. This indicator measures the % of 'green' recyclables included within the total % result (E2 above). ES3+ES4 = ES2). The fall in this measure is expected during the winter months. The new definition has been applied – i.e. overall result of 44.63% for the combined results.

Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 4 – (2014/15)





Ref	Indicator	Target for year	Profile for period (Q4)	Results for period (Q4)	Cumulative result (Q4)	 % variance	Trend since last year (Q4 2013/14)	Trend since last period (Q3 2014/15)	Comment
ES5	Household collection services	47.5%	47.5%	<b>38.98%</b>	44.68%	 [17.9%]	New measure for 14/15	↓ [43.08%] [Q3:14/15]	This result does not include street sweepings or bring banks. It measures just domestic waste generated by household.
ES6	Total number of deliveries to the processors ie 80 per quarter and the percentage of those which are rejected due to contamination ie over 5%.	>5% [out of 80]	>5% [out of 80]	<b>0%</b> rej of circa 160 deliveries	0% rej of circa 160 deliveries	 [100%]	New measure for 14/15	↔ [0%] [Q3:14/15]	There have been no load rejections through Q4 out of 160 deliveries
ES7	Number of valid missed bins	<0.05%	<0.05%	<b>0.013%</b>	N/A	 [80%]	↑ [0.0176%] [Q4:13/14]	↓ [0.01%] [Q3 14/15]	
ES8	Number of missed bins put back within contract timescale (reported before 12pm - same working day, reported after 12pm - next working day)	-	-	<b>130</b>	628	-	New measure for 14/15	↑ [141] [Q3:14/15]	.Low is good for this indicator.
ES9	Improved street and environmental cleanliness (levels of litter:- %)	4%	4%	<b>2.98%</b>	N/A	 [25.5%]	↑ [5.06%] [Q4:13/14]	↓ [1.98%] [Q3:14/15]	The fourth quarter results, whilst lower than Q3, show an improvement on the same time last year and demonstrate a high standard of achievement.

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Ref	Indicator	Target for year	Profile for period (Q4)	Results for period (Q4)	Cumulative result (Q4)	 % variance	Trend since last year (Q4 2013/14)	Trend since last period (Q3 2014/15)	Comment
ES10	Improved street and environmental cleanliness (levels of detritus:- %)	5%	5%	8.74%	N/A	 [74.8%]	 [6.76%] [Q4:13/14]	 [3.76%] [Q3:14/15]	The increased level of detritus can partly be put down to problems experienced in coordinating high speed road cleansing with Hertfordshire County Council. The A405 and A41 were cleansed shortly after the roads were surveyed. If surveyed following this activity, the detritus score would be lower. Road surface erosion during the winter period, and surface chippings left following road surfacing also contributed largely to the score.
ES11	Improved street and environmental cleanliness (levels of graffiti)	2%	2%	4.17%	N/A	 [108.5%]	 [1.49%] [Q4:14/15]	 [1.39%] [Q3:14/15]	The general increase in graffiti incidents has occurred due to one persistent tagger. Action will be taken to address specific hot spots and problem areas with the aim of improving performance going forward.




Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 4 – (2014/15)

Ref	Indicator	Target for year	Profile for period (Q4)	Results for period (Q4)	Cumulative result (Q4)	 % variance	Trend since last year (Q4 2013/14)	Trend since last period (Q3 2014/15)	Comment
ES12	Improved street and environmental cleanliness (levels of fly posting)	0.3%	0.3%	1.79%	N/A	 [100.0%]	↓ [0.2%] [Q4:14/15]	↓ [0.3%] [Q3:14/15]	This quarter there has been an increase in incidents of fly posting (with one particular scrap vehicle fly poster being particularly troublesome recently and across the entire county). Action will be taken to address specific hot spots and problem areas with the aim of improving performance going forward.
ES12	Allotment occupancy rate (active sites)	80%	80%	91%	N/A	 [11.3%]	↑ [90%] [Q4:13/14]	↑ [90%] [Q3:14/15]	
ES13	Number of green flags achieved	4	4	4	4	 [0%]	↑ [3] [Q4:13/14]	↔ [4] [Q3:14/15]	This is an annual indicator. Performance would not be expected to improve from Q3.
ES14	<b>Veolia</b> Number of complaints / compliments - classified as: <ul style="list-style-type: none"> <li>• service delivery</li> <li>• customer service</li> <li>• policy</li> </ul>	-	-	7 complaints	78 complaints	-	New measure for 14/15	↔ [7] [Q3:14/15]	Of the 7 complaints: Waste - 1 Dry – 3 Compost – 2 Streets – 1 Parks - 0




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<b>LEISURE AND COMMUNITY - SLM</b>									
LC1	<p>Watford Leisure Centres – WOODSIDE</p> <p>Number of complaints &amp; Number of compliments:– classified as:</p> <ul style="list-style-type: none"> <li>• service delivery</li> <li>• customer service</li> <li>• policy</li> </ul> <p><i>good performance = low number for complaints and high number of compliments</i></p>	-	-	<p><b>11</b> complaints</p> <p><b>29</b> Compliments</p>	<p>91 complaints</p> <p>98 compliments</p>	-	<p>↑ [44 complaints] [Q4:13/14]</p> <p>↑ [45 compliments] [Q4:13/14]</p>	<p>↑ [39 complaints] [Q3:14/15]</p> <p>↓ [25 compliments] [Q3:14/15]</p>	<p><b>Complaints</b></p> <ul style="list-style-type: none"> <li>▪ 4 policy</li> <li>▪ 4 service delivery</li> <li>▪ 3 customer service</li> </ul> <p>80% decrease in complaints for both service delivery and customer service</p> <p>Top 3 complaints</p> <ol style="list-style-type: none"> <li>1. lift out of action - Action: SLM carried out major repair and lift in full working order</li> <li>2. classes not being covered when instructor on leave – this has been addressed by SLM</li> <li>3. showers too hot – SLM to monitor temperature level</li> </ol> <p><b>Compliments:</b></p> <ul style="list-style-type: none"> <li>▪ great new cover teachers</li> <li>▪ great swimming teachers</li> <li>▪ lovely facilities and friendly staff</li> <li>▪ really enjoyed the new Les Mills classes (<i>type of dance</i>)</li> </ul>


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LC2	Watford Leisure Centres – WOODSIDE: Throughput	+5%	+5%	<b>193,060</b>	748,009	-	↑ [162,509] [Q4:13/14]	↑ [166,569] [Q3:14/15]	Good performance for quarter and year.
LC3	Watford Leisure Centres – WOODSIDE % throughput that are concessions	-	-	<b>37%</b>	N/A	-	Not reported in 13/14	↔ [37%] [Q3:14/15]	
LC4	Watford Leisure Centres – WOODSIDE – Membership	+5%	+5%	<b>7,767</b>	N/A	-	↑ [4,087] [Q4:13/14]	↑ [6,554] [Q3:14/15]	Good performance for quarter and year.
LC5	Watford Leisure Centre – WOODSIDE Number of memberships that meets the council's priority sports development groups: <i>NB: members can belong to more than one group.</i>								
	<ul style="list-style-type: none"> <li>14 to 25 year olds</li> </ul>	15%	-	<b>816</b>	-	-	Not reported in 13/14	↑ [643 ] [Q3:14/15]	This represents 10.5% of membership. It is below the sports development target of 15%. The target will be reviewed against demographic information for the borough to assess what target should be achieved for 2015/16.


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	<ul style="list-style-type: none"> <li>BME</li> </ul>	-	-	2,585	-	-	Not reported in 13/14	↑ [2,080] [Q3:14/15]	This represents 33.2% of memberships.
	<ul style="list-style-type: none"> <li>women and girls</li> </ul>	-	-	4,425	-	-	Not reported in 13/14	↑ [3,767] [Q3:14/15]	This represents 48.5% of memberships.
	<ul style="list-style-type: none"> <li>55+</li> </ul>	-	-	563	-	-	Not reported in 13/14	↓ [531] [Q3:14/15]	This represents 7.2% of memberships.
	<ul style="list-style-type: none"> <li>People with a disability</li> </ul>	-	-	17	-	-	Not reported in 13/14	↔ [17] [Q3:14/15]	This represents 0.2% of memberships.
LC6	Watford Leisure Centre – CENTRAL Number of complaints & Number of compliments:– classified as: <ul style="list-style-type: none"> <li>service delivery</li> <li>customer service</li> <li>policy</li> </ul>	-	-	22 complaints 5 compliments	86 complaints 38 compliments	-	Not reported in 13/14	↓ [10 complaints] [Q3:14/15] ↔ [5 compliments] [Q3:14/15]	Top 3 complaints: <ol style="list-style-type: none"> <li>drinks machine not working – issue around time to get part. SLM to ensure that parts obtained as quickly as possible to fix issue</li> <li>barrier still broken - again ordered part to fix problem</li> </ol>



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	<i>good performance = low number for complaints and high number of compliments</i>								3. members complaining of skin irritation – pool tests carried out but found to be normal. SLM will continue to check chlorine and ph levels
LC7	Watford Leisure Centres – CENTRAL Throughput	+5%	-	<b>97,425</b>	504,608	-	↓ [101,426] [Q4:13/14]	↓ [128,104] [Q3:14/15]	Total throughput has increased from 2013/14; this was 309,423. Good performance for quarter and year.
LC8	Watford Leisure Centres – CENTRAL – % throughput that are concessions	-	-	<b>43%</b>	N/A	-	Not reported in 13/14	↑ [29%] [Q3:14/15]	
LC9	Watford Leisure Centres – CENTRAL – Membership	+5%	-	<b>4,866</b>	N/A	-	↑ [4,087] [Q4:13/14]	↑ [3,990] [Q3:14/15]	Good performance for quarter and year.
LC10	Watford Leisure Centre – CENTRAL Number of memberships that meets the council's priority sports development groups:								






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Ref	Indicator	Target for year	Profile for period (Q4)	Results for period (Q4)	Cumulative result (Q4)	 % variance	Trend since last year (Q4 2013/14)	Trend since last period (Q3 2014/15)	Comment
	• 14 to 25 year olds	-	-	<b>580</b>	-	-	Not reported in 13/14	↑ [424] [Q3:14/15]	This represents 11.9% of memberships.
	• BME	-	-	<b>1,708</b>	-	-	Not reported in 13/14	↓ [1,274] [Q3:14/15]	This represents 35.1% of memberships.
	• women and girls	-	-	<b>2,762</b>	-	-	Not reported in 13/14	↓ [2,318] [Q3:14/15]	This represents 56.8% of memberships.
	• 55+	-	-	<b>350</b>	-	-	Not reported in 13/14	↓ [289] [Q3:14/15]	This represents 7.2% of memberships.
	• People with a disability	-	-	<b>10</b>	-	-	Not reported in 13/14	↓ [9] [Q3:14/15]	Client team discussing this measure with SLM to ensure that they are recording it correctly.  This represents 0.2% of memberships.

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Ref	Indicator	Target for year	Profile for period (Q4)	Results for period (Q4)	Cumulative result (Q4)	  % variance	Trend since last year (Q4 2013/14)	Trend since last period (Q3 2014/15)	Comment
<b>LEISURE AND COMMUNITY – HQ THEATRES</b>									
LC11	Watford Colosseum Number of complaints & Number of compliments:--classified as: <ul style="list-style-type: none"> <li>• service delivery</li> <li>• customer service</li> <li>• policy</li> </ul>	-	-	14 complaints  4 compliment	50 complaints  17 compliment	-	New measure for 14/15	↓ [17] [Q3:14/15]  ↓ [10] [Q3:14/15]	<p><b>Complaints:</b></p> <ul style="list-style-type: none"> <li>• 5 Policy/</li> <li>• 5 service delivery</li> <li>• 4 customer service</li> </ul> <p>Main themes and HQ responses</p> <ol style="list-style-type: none"> <li>1. clarify show content – Venue Director to work with incoming companies to ensure show are advertised appropriately for content and running times</li> <li>2. Heating too hot or too cold – over door heaters installed to help heat the foyer areas – looking at measures re cooling down venue areas</li> <li>3. issues with sound – will continue to stress to incoming companies the need for touring with experienced sound technicians</li> </ol> <p><b>Compliments</b></p> <ul style="list-style-type: none"> <li>• terrific really friendly even</li> <li>• opening door early</li> </ul>

Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 4 – (2014/15)




Ref	Indicator	Target for year	Profile for period (Q4)	Results for period (Q4)	Cumulative result (Q4)	   % variance	Trend since last year (Q4 2013/14)	Trend since last period (Q3 2014/15)	Comment
									<ul style="list-style-type: none"> <li>Restaurant excellent</li> </ul>
LC12	Watford Colosseum Number of commercial hires	-	-	10	73	-	↓ [19] [Q4:13/14]	↓ [11] [Q3:14/15]	
LC13	Watford Colosseum Number of community hires & workshops	20% of total events	-	5	32	-	↓ [12] [Q4:13/14]	↓ [12] [Q3:14/15]	Total hires (commercial + community = 105). Community hires = 30% of total hires so on target.
LC14	Watford Colosseum Number of ticketed performances	154	39	53	253	 [35.9%]	↑ [42] [Q4:13/14]	↓ [116] [Q3:14/15]	Target for year achieved.
LC15	Watford Colosseum Number of dark days	84	21	15	76	 [28.6%]	New measure for 14/15	↑ [13] [Q2:14/15]	Q3 is the Colosseum's busiest time and this is reflected in the reduced number of dark days. Increased slightly in Q4.






Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 4 – (2014/15)





Ref	Indicator	Target for year	Profile for period (Q4)	Results for period (Q4)	Cumulative result (Q4)	! % variance	Trend since last year (Q4 2013/14)	Trend since last period (Q3 2014/15)	Comment
<b>REGENERATION AND DEVELOPMENT – PARKING - VINCI</b>									
RD1	Penalty Charge Notices issued	-	-	<b>5,043</b>	23,217	-	↓ [6,210] [Q4:13/14]	↓ [6,114] [Q4:14/15]	
RD2	Tribunal appeals (won / lost / not contested (NC))	-	-	<b>Won = 15 Lost = 4 N/C = 1</b>	Won = 62 Lost = 19 N/C = 13	-	Won = 8 Lost = 2 N/C = 5 [Q4:13/14]	- [Won = 14 Lost = 1 N/C = 4] [Q4:14/15]	
RD3	Reasons for appeals lost (narrative measure)	-	-	-	-	-		-	<ol style="list-style-type: none"> <li>1. Adjudicator not satisfied that the Penalty Charge Notice was handed to the driver</li> <li>2. Adjudicator satisfied that the appellant was not the owner of the vehicle at the time the penalty was issued</li> <li>3. Adjudicator not satisfied that motorist noticed the lines</li> <li>4. Adjudicator suggests irregularities with Traffic Regulation Order</li> </ol>

Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 4 – (2014/15)




Ref	Indicator	Target for year	Profile for period (Q4)	Results for period (Q4)	Cumulative result (Q4)	 % variance	Trend since last year (Q4 2013/14)	Trend since last period (Q3 2014/15)	Comment
<b>ICT – CAPITA</b>									
IT1	ICT availability to users during core working hours (desktop & applications)	99.5%	99.5%	99.96% [Mar 14/15]	N/A	 [0.46%]	↓ [100.0%] [Q4 13/14]	↑ [54.06%] [Dec 14/15]	Note this is a monthly result (Mar-15).
IT2	ICT helpdesk resolution Resolution is measured from the point the response is complete until service is restored (for an incident) by workaround, or fix, or fulfilled (for a service request) and agreed by the contact.	95%	95%	67.00% [Mar 14/15]	N/A	! [29.5%]	↓ [76.0%] [Q4 13/14]	↓ [19.8%] [Dec14/15]	Note this is a monthly result (Dec-14).
IT3	Helpdesk response times	99%	99%	100.0% [Dec 14/15]	N/A	 [1.0%]	↔ [100.0%] [Q4 13/14]	↑ [99.91%] [Dec 14/15]	Note this is a monthly result (Dec-14).
IT4	Unresolved calls that have breached the SLA	-	N/A	61 [Dec 14/15]	N/A	N/A	Not measured in Q3 2013/14	↑ [81] [Dec 14/15]	Note this is a monthly result (Dec-14).
IT6	Customer Satisfaction:	5.65 on a scale of 1 to 7					Not measured in Q3 2013/14		Not collected by Capita for Q3. This relies on staff completing a survey following closure of a call currently low exposure rate.




Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 4 – (2014/15)

Ref	Indicator	Target for year	Profile for period (Q4)	Results for period (Q4)	Cumulative result (Q4)	  % variance	Trend since last year (Q4 2013/14)	Trend since last period (Q3 2014/15)	Comment
<b>HUMAN RESOURCES – WATFORD BOROUGH COUNCIL (LEAD AUTHORITY)</b>									
HR1	Sickness absence (working days lost per employee, rolling 12 month rate)	5 days	5 days	4.23 days	n/a	 [15.4%]	New measure for 14/15	↓ [4.22 days] [Q3:14/15]	Very slight increase from end of Q3.

Ref	Indicator	Target for year	Profile for period (Q4)	Results for period (Q4)	Cumulative result (Q4)	  % variance	Trend since last year (Q4 2013/14)	Trend since last period (Q3 2014/15)	Comment
<b>REVENUES AND BENEFITS – THREE RVERS DISTRICT COUNCIL (LEAD AUTHORITY)</b>									
RB1	Average time to process housing benefits claims (from date of receipt to date processed)	22 days	22 days	16 days	18.64 days	 [27.3%]	↑ [17.70 days] [Q4:13/14]	↑ [25.98 days] [Q3:14/15]	
RB2	Average time to process change of circumstances (from date of receipt to date processed)	15 days	15 days	3 days	13.66 days	 [80.0%]	↓ [29.80 days] [Q4:13/14]	↓ [24.59 days] [Q3:14/15]	

**Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 4 – (2014/15)**

Ref	Indicator	Target for year	Profile for period (Q4)	Results for period (Q4)	Cumulative result (Q4)	 % variance	Trend since last year (Q4 2013/14)	Trend since last period (Q3 2014/15)	Comment
RB3	Collection rates of council tax (against profiled target)	96.0%	96.0%	96.2%	96.2%	 [0.2%]	↑ [95.5%] [Q4:13/14]	Not applicable.	This is a cumulative result so cannot compare to a trend from previous quarter. Performance has increased since 2013/14.
RB4	Collection rates of NNDR (against profiled target)	97.0%	97.0%	97.70%	97.70%	 [0.72%]	↑ [97.3%] [Q4:13/14]	Not applicable.	This is a cumulative result so cannot compare to a trend from previous quarter. Performance has increased since 2013/14

-  on target/in budget or above target
-  not on target/ over budget but there is no cause for concern at this stage.
-  not on target/ more than 10% variance or £50k over budget and is a cause for concern.

**Outsourced Services Scrutiny Panel: Outstanding Actions and questions**

Action to be carried out	Responsibility	Committee Date	Deadline for completion	Target/comments
<b>Performance Report</b>				
PR24	With reference to item LC15 - information to be obtained as to how community events at the Watford Colosseum were advertised.	Partnerships and Performance Section Head	26/11/14	This was raised with HQT. They are currently reviewing the advertising of community hires and how they can improve this. As an initial step, they have communicated with W3RT to advise that the Colosseum can be promoted as a venue for the community at discounted rates..
PR28	With reference to item ES2 – information to be obtained about the contamination of bins taken back.	Partnership and Performance Section Head	12/02/15	See Appendix A.
PR29	Investigate the apparent lack of recycle bins at the Boundary Way flats.	Partnership and Performance Section Head	12/02/15	See Appendix A.
PR30	Investigate whether SLM carried out work experience for young people of secondary school age.	Partnership and Performance Section Head	12/02/15	SLM does not currently offer work experience to anyone under the age of 16years. This is due to insurance related issues, as working within the Leisure Centres involves both chemical and machinery usage. Training for young people is focused on SLM's apprenticeship scheme. This has proved a great success for SLM and has resulted in apprentices entering in both PT/FT positions following their training period.

Action to be carried out		Responsibility	Committee Date	Deadline for completion	Target/comments
PR31	With reference to item LC13 – ascertain whether there was any data on how the community hires were advertised and whether ethnic minority groups were targeted.	Partnership and Performance Section Head	12/02/15		<p>In terms of offering a diverse programme, HQT work in collaboration with event promoters. In 2015 the venue is holding a production of <i>Britian's Got Bhangra</i>. Thus far, this has been promoted widely including running a double-page spread in <i>Asian Inspired</i>. . Communication has also taken place with other organisations e.g. Watford Indian association, where advice and recommendations are being sought</p> <p>This links to PR24 in terms of promotion of the venue for community hires. The council will be assessing proposals put forward by HQT and ensuring the diversity of the Watford community is reflected.</p>
<b>SLM</b>					
SLM 17	The Contract Monitoring Officer to obtain data on leisure centre membership on the basis of age/gender/ethnicity/local resident and report to the Panel.	Contract Monitoring Officer	7/1/15		Client team receive this on a monthly basis and will be reported from Quarter 1.
SLM 18	Corporate, Leisure and Community Section Head to obtain details of the levels/grades of BME staff employed at the leisure centres and report to the Panel.	Corporate, Leisure and Community Section Head	7/1/15		SLM to provide grade analysis to the council but current information shows that of 284 staff, 14% define themselves as BME.

Action to be carried out		Responsibility	Committee Date	Deadline for completion	Target/comments
SLM 19	Corporate, Leisure and Community Section Head to obtain a copy of the annual competency test questions for SLM staff and report to the Panel.	Corporate, Leisure and Community Section Head	7/1/15		Client team have received a copy of the Induction training and Competency Record, which is comprehensive.
SLM 20	Committee and Scrutiny Support Officer to arrange a visit by the Panel to the Central Leisure Centre.	Committee and Scrutiny Support Officer	7/1/15		Visit to be arranged following the July Panel meeting.  Date to be arranged
<b>Veolia</b>					
VE22	<p>Client Manager to examine the staffing capacity deployed at the Woodside ward.</p> <p>Update - Head of Corporate Strategy and Client Services to raise with the Contract Monitoring Officer as the issue also relates to the removal of litter from alleyways leading to Sheriff Way and Nottingham Close.</p> <p>Update – Partnership and Performance Section Head to clarify whether Sheriff Way and Nottingham Close were owned by WCHT.</p>	Partnership and Performance Section Head	26/11/14 and 7/1/15 and 12/2/15		Map showing land ownership was provided (April 2015).

Action to be carried out	Responsibility	Committee Date	Deadline for completion	Target/comments
<b>Revenues and Benefits</b>				
<b>ICT Contract</b>				
ICT4	ICT Client Section head to obtain the resource profile for one week contracts from Capita and report to the Panel	ICT Client Section Head	12/2/15	<p>As of 18<sup>th</sup> February 2015 there were 9 contractors broken down as follows:</p> <ul style="list-style-type: none"> <li>• 4 have been employed for 9 months.</li> <li>• 3 employed for 6 months.</li> <li>• 1 employed for 5 months.</li> <li>• 1 employed for 4 months.</li> <li>• The contracts run to the end of March 2015.</li> <li>• They are reviewed regularly in order to manage any change.</li> <li>• There is a commitment to converting contracting staff to permanent.</li> </ul>
ICT5	ICT Client Section Head to provide more detail of the core recovery programme to the Panel.	ICT Client Section Head	12/2/15	Messages sent to ICT Client Section Head – reply awaited
ICT6	ICT Client Section Head to provide a table of events in relation to contract improvement progression and report to the Panel.	ICT Client Section Head	12/2/15	Messages sent to ICT Client Section Head – reply awaited



<b>Action to be carried out</b>		<b>Responsibility</b>	<b>Committee Date</b>	<b>Deadline for completion</b>	<b>Target/comments</b>
ICT7	ICT Client Section Head to establish whether Capita employees engaged on the contract were paid above the living wage and report to the Panel.	ICT Client Section Head	12/2/15		This is a confidential matter between Capita and its staff; but none are on or below this rate.
ICT8	ICT Client Section Head to provide a written report to the Panel on the progress of the contract at the end of March outlining whether or not compliance had been achieved.	ICT Client Section Head	12/2/15		Messages sent to ICT Client Section Head – reply awaited
ICT9	ICT Client Section Head to flag any matters that go badly wrong as they arise to the Panel.	ICT Client Section Head	12/2/15		Messages sent to ICT Client Section Head – reply awaited



## Appendix B

### OSSP action points, Waste: update June 2015

PR28	With reference to item ES2 – information to be obtained about the contamination of bins taken back.
PR29	Investigate the apparent lack of recycle bins at the Boundary Way flats.

**PR28** – To give an idea of the extent of the issue, the physical number of bins that were noted by collection crews to be contaminated with unwanted materials over the last month (June 2015) is shown below:

	w/c 15/6/15	w/c 8/6/15	w/c 1/6/15	w/c 26/5/15
<b>COMPOST</b>	148	214	134	162
<b>RECYCLING</b>	123	142	177	165
<b>REFUSE</b>	13	18	12	23

The numbers can be viewed as relatively low, less than 0.5% in most cases, of the number of collections carried out per week:

COMPOST COLLECTIONS (fortnightly collection) – circa 20,000 collections

RECYCLING (weekly collection) – circa 40,000 collections

REFUSE (weekly collection) – circa 40,000 collections

The contaminants found broadly include the following materials:

- COMPOST BINS – Residual/Refuse waste, plastic bags, plastics
- RECYCLING – Plastic bags, residual/refuse
- REFUSE – Building materials, electrical items

The process of educating residents regarding correct use of bins is ongoing and broader targeted work is being carried out using the district wide “Recycle Right” information.

**PR29** – Most of Boundary Way flats have the blue lidded bin recycling facility. There are however two blocks within the development which still have bins that are not the now standard blue lid variety in metal frames. We are in discussion with WCHT to remedy this and aim to remove the frames and install larger Euro1100 litre recycling bins at the rear of the flats. This is currently on hold on WCHT request due to a potential redevelopment of the area.

