



# OUTSOURCED SERVICES SCRUTINY PANEL

**Thursday, 10th September, 2015**

**7.00 pm**

**Publication date: 2 September 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 in Democracy and Governance on 01923 278375 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 6 July 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. EXCLUSION OF PRESS AND PUBLIC**

The Chair to move: that, under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during consideration of the item there would be disclosure to them of exempt information as defined in Section 100(1) of the Act for the reasons stated in terms of Schedule 12A.

**Note: if approved, the Chair will ask members of the press and public to leave the meeting at this point.**

**5. ICT UPDATE**

Report of the Managing Director.

### PART A – OPEN TO THE PUBLIC

**6. HOSTELS AND TEMPORARY ACCOMMODATION (Pages 5 - 10)**

Report of the Head of Community and Customer Services.

**7. PERFORMANCE REPORT (QUARTER 1 2015/16)** (Pages 11 - 30)

Report of the Partnerships and Performance Section Head.

The report provides the Panel with the relevant performance indicators for Quarter 1 2015/16.

**8. UPDATE ON ACTIONS** (Pages 31 - 42)

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

**9. WORK PROGRAMME** (Pages 43 - 44)

The revised Work Programme is attached. The Panel is invited to note the Work Programme and to discuss any additional issues for consideration.

## PART A

**Report to:** Outsourced Services Scrutiny Panel  
**Date of meeting:** 10 September 2015  
**Report of:** Head of Community & Customer Services  
**Title:** Update on the Hostel Management Contract

### 1.0 **SUMMARY**

1.1 In April 2013 a contract was let to Watford Community Housing Trust to manage hostel accommodation as well as other properties used by the Council as temporary accommodation. This report provides an update on performance against this contract.

### 2.0 **RECOMMENDATIONS**

2.1 Members are asked to note and comment on this report.

**Contact Officer:**

For further information on this report please contact: Perry Singh, Interim Housing Sector Head.

telephone extension: 8902 email: [perry.singh@watford.gov.uk](mailto:perry.singh@watford.gov.uk)

**Report approved by:** Alan Gough, Head of Community & Customer Services

### 3.0 **DETAILED PROPOSAL**

- 3.1 The Housing Service will work with households threatened with homelessness to prevent them losing their home. Where homelessness cannot be prevented then we are legally required to provide temporary accommodation to households that meet certain criteria, for instance being eligible for assistance and being in priority need.
- 3.2 The Council owns a number of properties that have been used to house the homeless. These properties include 59 units of shared hostel-type accommodation and 14 self-contained units. The largest hostel is York House on Rickmansworth Road, which houses 30 households. As 'emergency accommodation' the accommodation is used for relatively short-term stays. In the last financial year 109 households moved out of these units, indicating that the typical stay is around 6 months. This level of 'churn' is much greater than permanent supply and will create its own pressures.
- 3.3 In 2012 the decision was taken to formally tender the contract for managing this temporary accommodation. The contract was let through a competitive OJEU process. In April 2013 a contract was let to Watford Community Housing Trust (WCHT) for a period of 5 years, with the ability to extend by a further 2 years. The contract value is £112,000 p.a.
- 3.4 The costs are met through rents charged to tenants. WCHT has a target to collect 95% of the rent, and are required through the contract to pass this to the Council, whether it is collected or not. Any amount above 95% that WCHT collect is retained by them, which provides a significant incentive to maximise rent collection. The rent pool also funds day-to-day repairs, as well as the provision of equipment.
- 3.5 Given that homeless households will be in need and likely to be more vulnerable than typical households the contract places an emphasis on safeguarding children and vulnerable adults. Not only does the contractor need to have clear procedures in place and well trained staff, all staff are required to have an enhanced check with regard to the Disclosure and Barring Service (previously Criminal Records Bureau check).
- 3.6 WCHT are required to ensure that health and safety checks are regularly completed, including health and safety risk assessments, fire risk assessments, and gas certificates are maintained.
- 3.5 The contract is managed and monitored by the Housing Team. Formal contract management meetings are held quarterly; with more routine operational meetings taking place two-weekly. Alongside the performance management matrix WCHT are required to provide a detailed report providing detailed information to support the return. This report also picks up on trends and areas for improvement.
- 3.6 The contract sets out in detail how performance is to be measured with agreed service credits for contract failures. Service credits were applied in the first year of the contract, but given the significant improvement in performance in 2014-15, service credits have not been applied recently.
- 3.7 Appendix A sets out the performance matrix with targets, together with the quarterly

performance from the start of the contract to Q1 2015-16. The indicators are explained in more detail below.

- 3.7.1 The Council provides a repairs budget to manage responsive repairs. The Council also provides a budget for equipment including white goods and some furniture in the hostel accommodation. This is not a performance indicator as such, simply an estimate of likely spend. Other than Q1 2013-14 spend has been well within the budget.
- 3.7.2 Certain repairs are subject to recharge to the tenants: generally where the disrepair has been caused by the tenant. For instance a typical recharge is for a change of locks if the tenant loses the keys. WCHT are required to raise 100% of such charges. The target for collection has been set at 50%, given that the stay can be transient. Performance is running well ahead of 50%. Members should note that charge recovery may cross-over quarters.
- 3.7.3 The contract sets out response times for various matters, both in normal working hours and outside normal working hours. For instance the response time for out-of-hours alarm calls is 4 hours.
- 3.7.4 The Council requires WCHT to notify vacancies to the Council within 24 hours of their availability. The target for filling void hostel rooms is 24 hours. For self-contained accommodation the target is 10 days. This reflects the need for more work needed to self-contained properties to make them ready for letting.
- 3.7.5 The Contract requires there to be daily presence in hostels. For the self-contained accommodation a minimum number of visits must be conducted in a period.
- 3.7.6 The contract with WCHT requires that no more than 25% of households should have rent arrears of more than 3 weeks. Performance is considerably ahead of this figure.
- 3.7.7 The contract specifies various response times for repairs depending on the nature of the repair, particularly in terms of health and safety risks. Emergency repairs are completed within 4 hours and urgent repairs need to be completed within 24 hrs. Repairs with a longer-term target time are more cosmetic in nature, such minor re-plastering work.
- 3.7.8 Given the potential risks with gas safety we expect all units to have valid gas certificates. The 100% target has been fully met from the start of the contract.

## 4.0 **IMPLICATIONS**

### 4.1 **Financial**

- 4.1.1 The Shared Director of Finance comments that the financial implications in the report are met from existing budgets.

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

4.2.1 The Head of Democracy and Governance comments that there are no legal implications in this report

## 4.3 **Equalities**

4.3.1 No specific implications.

## 4.4 **Potential Risks**

There are potential risks if the service was managed poorly, which could impact in terms of the well-being of residents, the Council's reputation, as well financially. However, performance is good across virtually all indicators. Ongoing close monitoring of this contract will mitigate any risks.

## 4.5 **Staffing**

4.5.1 No specific implications.

## 4.6 **Accommodation**

4.6.1 The entirety of this report is concerned with the proper management of accommodation.

## 4.7 **Community Safety**

4.7.1 Effective management of temporary accommodation will enhance the health, safety and well being of service users. Effective management of the contract will also allow a more effective and rapid response to anti-social behaviour and neighbour disputes.

## 4.8 **Sustainability**

4.8.1 The contract with WCHT is concerned with effective management, which in turn should build the capacity of residents to sustain their tenancies, for instance by taking proper responsibility for rental payments.

## Appendices

- Appendix A: Quarterly Performance Matrix

## Background Papers

- No papers were used in the preparation of this report.

## File Reference

- None



<b>Appendix A: Hostels and Self contained Properties Performance Matrix</b>											
		2013/14				2014/15				2015/16	
Indicator	Target	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	
1.1	Budget spend against repairs budget	£ 85,000	£ 27,157	£ 19,098	£ 19,998	£ 16,874	£ 9,699	£ 9,084	£ 22,066	£ 16,780	£ 10,015
1.2	Budget Spend against hostel equipment	£ 14,000	£ 1,209	£ 2,018	£ 650	£ 2,232	£ 982	£ 746	£ 3,805	£ 2,958	£ 1,662
1.3	Repair re-charges levied	100%	£ -	£ -	£ 123	£ -	£ 71	£ 580	£ 150	£ 311	£ 95
1.4	Repair re- charges recovered	50%	£ -	£ -	£ 98	£ -	£ 0	£ 0	£ 150	£ 575	£ 0
2.2	Number of availability notices served with length of time (target within 24 hours)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
2.4	Number of signups within target times (target same day/next day)	100%	89%	86%	89%	100%	100%	100%	100%	100%	100%
2.5	Number of signups outside target times (target same day/next day)	0%	11%	14%	11%	0%	0%	0%	0%	0%	0%
3.1	Percentage availability of out of hours cover	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
3.2	Number of out of hours calls within time (same day)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
4.2	Void time from date of vacation to availabilty - Hostels within 1 working day	95%	94%	84%	100%	100%	100%	100%	100%	100%	100%
4.2	Void time from date of vacation to availabilty - Self Contained within 10 working days	95%	100%	100%	66%	100%	100%	100%	100%	100%	100%
5.1	Number of complaints responded to within 10 working days	95%	100%	100%	100%	100%	100%	100%	100%	100%	100%
6.1	Number of visits to each self contained unit - Secure - min 2 visits per year	2	0	0	1	1	0	1	0	1	0
6.1	Number of visits to each self contained unit - non Secure - min 3 visits per quarter (39 per quarter)	156	39	52	39	30	39	39	39	39	39
6.2	Percentage of current occupants in rent arrears over 3 weeks	25%	23%	26%	8%	16%	20%	20%	16%	5%	8%
8.2	Number of repairs - 24 hours - within time - as percentage	95%	100%	100%	100%	93%	100%	93%	100%	100%	100%
8.2	Number of repairs - 7 days - within time - as percentage	95%	100%	100%	94%	94%	91%	94%	92%	100%	100%
8.2	Number of repairs - 31 days - within time - as percentage	95%	100%	96%	100%	100%	96%	100%	95%	96%	84%
8.3	Percentage of units with valid gas cert	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%



## \*PART A

**Report to:** Outsourced Services Scrutiny Panel  
**Date of meeting:** 10 September 2015  
**Report of:** Partnerships and Performance Section Head  
**Title:** Outsourced services performance data and information –  
Quarter 1 2015/16

### 1.0 **SUMMARY**

- 1.1 This report provides the results for the performance measures identified for Watford Borough Council's outsourced services for Quarter 1 2015/16
- 1.2 These performance 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 by residents and customers. Analysis of the results highlights 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

### 2.0 **RECOMMENDATIONS**

- 2.1 Panel to note and comment on the performance of the identified outsourced service indicators at the end of quarter 1 (April to June 2015/16 - Appendix A).
- 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 **Watford Borough Council outsourced services**

3.1.1 Watford BC has a number of outsourced 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 are relevant to the area of service delivery.

3.1.2 For 2015/16 performance information relating to the following outsourced contracts will be reported to Panel:

- 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 1 2015/16 that relates to the areas outlined in 3.1.2 is included in this report to Panel at Appendix A.

## 3.2 Analysing results to assess performance

3.2.1 The performance report in Appendix A as well as showing the results for the quarter also shows some relevant analysis to provide context for these results. This analysis relates to how well the measure or indicator has performed in relation to the target set for the quarter and how performance for this quarter compares to previous periods (trend information).

It is important to note that a low result is good / better performance for some measures (such as household waste, street cleansing, sickness absence, time taken to process benefits). For others, a high result is good / better (such as recycling rates, SLM memberships, collection of council tax and NNDR).

### 3.2.2 Performance against target

Targets are set for the majority of the indicators at the start of the financial year. These are usually based on previous performance, however, services are expected to set targets that are challenging and help drive improved performance. Targets have not been set for all measures and so it is not possible in every case to show this analysis.

In the report, those performance measures that are not performing against target are indicated either by:

- a 😞 (under-performing by a variance from target of up to 10%) or
- a ! (under-performing by a variance from target over 10%).

Where a measure is performing well (on or above target) it is highlighted with:

- a 😊 (any positive variance)

### 3.1.5 Performance against previous periods (trend information)

In addition, the report provides trend information. Where possible current performance has been compared with the performance for the same quarter last year (Q1 2014/15) and with the previous quarter (Q4 2014/15). This information can help provide context on the relative performance of an indicator and help assess whether there are any trends emerging, which might be of concern. 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 – shown 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 [*result*]) so the extent of the trend can be assessed.

Trend data is not available for all indicators.

### **Performance overview**

- 3.2.1 Quarter 1 is the first point in the year for services to consider performance and if there are any areas that need addressing to ensure service delivery is on track for the year and whether good performance from the previous year is being maintained.
- 3.2.2 Recycling performance and residual waste are, overall, still on target but the growing conditions from April to June have impacted on the predicated level of green waste collected; this is reflected in recycling results. The client team is also working closely with Veolia on street cleansing performance. Overall performance is good (with the litter indicator continuing to achieve results above target) but partnership work is being done to analyse 'hot spot' areas where issues such as graffiti, fly posting and detritus are impacting on performance results and, therefore, need action.
- 3.2.3 SLM memberships continue to show good results across both leisure centres. The new section head for Leisure, Culture and Community council (Chris Fennell) is reviewing performance reporting with SLM to ensure consistency of results and to ensure issues continue to be addressed effectively.
- 3.2.4 Both Revenues and Benefits indicators and have maintained their strong performance from the end of 2014/15 and staff sickness continues to perform well within the council's target of 5 days per employee.
- 3.2.5 Capita / ICT performance will be addressed at the meeting on 10 September in a separate report.

## 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 1 (April - June) 2015/16

## WATFORD BOROUGH COUNCIL – MEASURES OF PERFORMANCE

April – June (Quarter 1) 2015/16





Ref	Indicator	Target for year	Profile for period (Q1)	Results for period (Q1)	Cumulative result (Q1)	   % variance	Trend since last year (Q1 2014/15)	Trend since last period (Q4 2014/15)	Comment
<b>ENVIRONMENTAL INDICATORS (VEOLIA ENVIRONMENTAL SERVICES)</b>									
ES1	Residual household waste per household	488kg	120kg	<b>124.72kg</b>	124.72kg	 [3.9%]	N/A	N/A	The definition for this indicator has been changed by government for 2015/16 and so is now reported under the new definition The new definition does not include areas of waste that were included before such as street sweepings. This means comparisons with previous years are not meaningful.  Whilst below target for Q1, end of year target is still achievable and measures are being explored that will reduce waste generated.
ES2	Total percentage of household waste sent for reuse, recycling and composting	45%	46%	<b>45.06%</b>	45.06%	 [2.0%]	N/A	N/A	The definition for this indicator has been changed by government for 2015/16 and so is now reported under the new definition The new definition does not include areas of waste that were included before such as street sweepings.

Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 1 – (2015/16)





Ref	Indicator	Target for year	Profile for period (Q1)	Results for period (Q1)	Cumulative result (Q1)	 % variance	Trend since last year (Q1 2014/15)	Trend since last period (Q4 2014/15)	Comment
									<p>This means comparisons with previous years are not meaningful.</p> <p>Slightly below target for this quarter. Targets were set based on analysis from previous years but the growing season has been exceptionally poor this year, which has impacted on green waste recycled and composted.</p>
ES3	Percentage of the total tonnage of household waste arising which have been recycled (dry recycling – commingled)	24.5%	23%	<b>22.35%</b>	22.35%	 [2.8%]	N/A	N/A	<p>This indicator measures the % of 'dry' recyclables included within the total % result (E2 above). (ES3+ES4 = ES2) The new definition has been applied. Marginally below target but no significant impact on target for year.</p>
ES4	Percentage of waste sent for composting including waste which has been treated through a process of anaerobic digestion	20.5%	23%	<b>22.71%</b>	22.71%	 [1.3%]	N/A	N/A	<p>This indicator measures the % of 'green' recyclables included within the total % result (E2 above). ES3+ES4 = ES2). Unexpectedly low levels of green waste generated in Q1.</p>











Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 1 – (2015/16)

Ref	Indicator	Target for year	Profile for period (Q1)	Results for period (Q1)	Cumulative result (Q1)	 % variance	Trend since last year (Q1 2014/15)	Trend since last period (Q4 2014/15)	Comment
ES5	Household collection services	47.5%	51.0%	<b>47.42%</b>	47.42%	 [7.0%]	↓ 49.71% [Q1: 14/15]	↑ [38.98%] [Q4: 14/15]	This result does not include street sweepings or bring banks. It measures just domestic waste generated by household. Targets were set based on analysis from previous years but the growing season has been exceptionally poor this year, which has impacted on green waste recycled and composted
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> rejections	0% rejections	 [20%]	↓ [0%] [Q1: 14/15]	↓ [0%] [Q4: 14/15]	Although no loads have been rejected, work is still on-going to reduce / eliminate contamination.
ES7	Number of valid missed bins	<0.025%	<0.025%	<b>0.013%</b>	0.013%	 [80%]	↑ [0.02%] [Q1:14/15]	↔ [0.013%] [Q4 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>109</b>	109	-	↑ [0169] [Q1:14/15]	↑ [130] [Q4:14/15]	Low is good for this indicator.





Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 1 – (2015/16)

Ref	Indicator	Target for year	Profile for period (Q1)	Results for period (Q1)	Cumulative result (Q1)	 % variance	Trend since last year (Q1 2014/15)	Trend since last period (Q4 2014/15)	Comment
ES9	Improved street and environmental cleanliness (levels of litter:- %)	4%	4%	<b>3.77%</b>	3.77%	 [5.75%]	Result for Q1 not available	↓ [2.98%] [Q4:14/15]	The litter score remains within target.
ES10	Improved street and environmental cleanliness (levels of detritus:- %)	5%	5%	<b>8.88%</b>	8.88%	 [77.6%]	Result for Q1 not available	↓ [8.74%] [Q4:14/15]	There was a delay coordinating high speed road cleansing with Herts County Council/Ringway which led to less favourable detritus scores, particularly as there was a higher proportion of high speed roads in the area surveyed this quarter. An enhanced level of monitoring of scheduled works will take place to ensure contract standards are met.
ES11	Improved street and environmental cleanliness (levels of graffiti)	2%	2%	<b>4.96%</b>	4.96%	 [148%]	Result for Q1 not available	↓ [4.17%] [Q4:14/15]	Problems with levels of graffiti and fly posting persist, but hot spots have been identified, which will be targeted over the months ahead accordingly. An enhanced level of monitoring of scheduled works and the hotspots will also take place to ensure contract standards are met.




Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 1 – (2015/16)

Ref	Indicator	Target for year	Profile for period (Q1)	Results for period (Q1)	Cumulative result (Q1)	 % variance	Trend since last year (Q1 2014/15)	Trend since last period (Q4 2014/15)	Comment
ES12	Improved street and environmental cleanliness (levels of fly posting)	0.3%	0.3%	<b>1.79%</b>	1.79%	 [497%]	Result for Q1 not available	 [1.79%] [Q4:14/15]	See above.
ES12	Allotment occupancy rate (active sites)	80%	80%	<b>93%</b>	N/A	 [16.25%]	 [90%] [Q1:14/15]	 [91%] [Q4:14/15]	
ES13	Number of green flags achieved	6	-	-	-	-	-	-	This is an annual indicator. Performance will be reported in the Q2 report.
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>	-	-	<b>14</b> complaints	14 complaints	-	 [35] [Q1:14/15]	 [7] [Q4:14/15]	Of the 14 complaints: Waste - 5 Dry - 2 Composting - 4 Streets- 2 Parks- 1




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Ref	Indicator	Target for year	Profile for period (Q1)	Results for period (Q1)	Cumulative result (Q1)	   % variance	Trend since last year (Q1 2014/15)	Trend since last period (Q4 2014/15)	Comment
<b>LEISURE AND COMMUNITY - SLM</b>									
<b>Watford Leisure Centres – WOODSIDE</b>									
LC1	Watford Leisure Centres – WOODSIDE 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> <p><i>good performance = low number for complaints and high number of compliments</i></p>	-	-	<b>50</b> complaints  <b>26</b> compliments	48 complaints  26 compliments	-	↓ [32 complaints] [Q1:14/15]	↓ [11 complaints] [Q4:14/15]	<b>Complaints</b> <ul style="list-style-type: none"> <li>▪ 2 policy</li> <li>▪ 31 service delivery</li> <li>▪ 17 customer service</li> </ul> Top 3 complaints <ol style="list-style-type: none"> <li>1. Unhappy that classes are no longer running <i>programme being looked at to ensure SLM is running enough of the correct classes</i></li> <li>2. Cleaning in the changing rooms not very good <i>SLM to ensure cleaning company is working to high standards that regular checks are being done.</i></li> <li>3. Hairdryers are not powerful enough <i>New hairdryers have been put in place</i></li> </ol>
LC2	Watford Leisure Centres – WOODSIDE: Throughput	+5%	+5% (205,924)	<b>202,088</b>	202,088	 [1.9%]	↑ [196,119] [Q1:14/15]	↑ [193,060] [Q4:14/15]	Although throughput has increased since Q1 last year it is not 5% higher as set by the target for the quarter. Target to be reviewed.





Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 1 – (2015/16)

Ref	Indicator	Target for year	Profile for period (Q1)	Results for period (Q1)	Cumulative result (Q1)	  % variance	Trend since last year (Q1 2014/15)	Trend since last period (Q4 2014/15)	Comment
LC3	Watford Leisure Centres – WOODSIDE % throughput that are concessions	-	-	37%	N/A	-	↔ [37%] [Q1:14/15]	↔ [37%] [Q4:14/15]	
LC4	Watford Leisure Centres – WOODSIDE – Membership	+5%	+5% (6,802)	7,746	N/A	 [12.2%]	↑ [6,478] [Q1:14/15]	↓ [7,767] [Q4:14/15]	The result is above target for the quarter.
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>	-	-	714	-	-	↓ [1,052] [Q1:14/15]	↓ [816] [Q4:14/15]	This represents 9.2% of membership. It is below the sports development target of 15%. Client team will be working with SLM to consider ways to improve take up.
	<ul style="list-style-type: none"> <li>BME</li> </ul>	-	-	2,618	-	-	↑ [1,870] [Q1:14/15]	↑ [2,585] [Q4:14/15]	This represents 33.8% of memberships. The BME community in Watford was 38% in Census 2011.



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	<ul style="list-style-type: none"> <li>women and girls</li> </ul>	-	-	4,506	-	-	↑ [3,818] [Q1:14/15]	↑ [4,425] [Q4:14/15]	This represents 58.2% of memberships. This is higher than the % of females in the population (just over 50%)
	<ul style="list-style-type: none"> <li>55+</li> </ul>	-	-	551	-	-	↑ [497] [Q1:14/15]	↓ [563] [Q4:14/15]	This represents 7.1% of memberships.
	<ul style="list-style-type: none"> <li>People with a disability</li> </ul>	-	-	15	-	-	↓ [21] [Q1:14/15]	↓ [17] [Q4:14/15]	This represents 0.2% of memberships.
<b>Watford Leisure Centre – CENTRAL</b>									
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>	-	-	27 complaints  6 compliments	86 complaints  38 compliments	-	↑ [33 complaints] [Q1:14/15]	↓ [22 complaints] [Q4:14/15]	<b>Complaints</b> <ul style="list-style-type: none"> <li>1 policy</li> <li>11 service delivery</li> <li>15 customer service</li> </ul> Top 3 areas of complaint: <ol style="list-style-type: none"> <li>Hand dryers in wet-side changing rooms.</li> </ol>

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Ref	Indicator	Target for year	Profile for period (Q1)	Results for period (Q1)	Cumulative result (Q1)	   % variance	Trend since last year (Q1 2014/15)	Trend since last period (Q4 2014/15)	Comment
	<i>good performance = low number for complaints and high number of compliments</i>								<p><i>SLM has set up a new service level agreement for four new hand dryers in the set side toilets</i></p> <p>2. Website not useful / easy to use <i>SLM has fed back to HQ regarding website and changes have been made, Complaints have reduced.</i></p> <p>3. Car park insufficient <i>SLM reported that issues were caused by the barrier being broken. New barrier to be installed.</i></p>
LC7	Watford Leisure Centres – CENTRAL Throughput	+5%	+5% (108,413)	<b>99,324</b>	99,324	 [8.4%]	↓ [103,251] [Q1:14/15]	↑ [97,425] [Q4:14/15]	
LC8	Watford Leisure Centres – CENTRAL – % throughput that are concessions	-	-	<b>44%</b>	N/A	-	↑ [41%] [Q1:14/15]	↑ [43%] [Q4:14/15]	

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Ref	Indicator	Target for year	Profile for period (Q1)	Results for period (Q1)	Cumulative result (Q1)	 % variance	Trend since last year (Q1 2014/15)	Trend since last period (Q4 2014/15)	Comment
LC9	Watford Leisure Centres – CENTRAL – Membership	+5%	+5% (4,290)	<b>4,551</b>	N/A	 [6.0%]	↑ [4,086] [Q1:14/15]	↑ [4,866] [Q4:14/15]	Good performance for quarter.
LC10	Watford Leisure Centre – CENTRAL Number of memberships that meets the council's priority sports development groups:								
	<ul style="list-style-type: none"> <li>14 to 25 year olds</li> </ul>	-	-	<b>534</b>	-	-	↓ [620] [Q1:14/15]	↓ [580] [Q4:14/15]	This represents 11.8% of memberships. It is below the sports development target of 15%. Client team will be working with SLM to consider ways to improve take up.
	<ul style="list-style-type: none"> <li>BME</li> </ul>	-	-	<b>1,849</b>	-	-	↑ [1,036] [Q1:14/15]	↓ [1,708] [Q4:14/15]	This represents 40.6% of memberships.
	<ul style="list-style-type: none"> <li>women and girls</li> </ul>	-	-	<b>2,696</b>	-	-	↑ [2,343] [Q1:14/15]	↓ [2,762] [Q4:14/15]	This represents 59.2% of memberships.






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	<ul style="list-style-type: none"> <li>55+</li> </ul>	-	-	340	-	-	↑ [329] [Q1:14/15]	↓ [350] [Q4:14/15]	This represents 7.5% of memberships.
	<ul style="list-style-type: none"> <li>People with a disability</li> </ul>	-	-	14	-	-	↓ [15] [Q1:14/15]	↑ [10] [Q4:14/15]	Client team discussing this measure with SLM to ensure that they are recording it correctly.  This represents 0.3% of memberships.
<b>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>	-	-	38 complaints  22 compliments	22 complaints  28 compliments	-	↓ [10 complaints] [Q1: 14/15]	↓ [14 complaints] [Q4:14/15]	<b>Complaints:</b> <ul style="list-style-type: none"> <li>12 Policy/</li> <li>18 service delivery</li> <li>8 customer service</li> </ul> Top 3 areas of complaint: <ol style="list-style-type: none"> <li>Bar Queues <i>HQ will continue to train staff on delivering good service and make sure there are adequate staffing levels for larger scale events.</i></li> <li>Show Content/Length <i>Look at future programming and highlight any events that may encounter issues e.g. children's</i></li> </ol>

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									<p><i>shows that are shorter and making sure that information is made clear.</i></p> <p>3. Sound issues  <i>Will continue to stress to incoming companies the need for touring with experienced sound technicians. The Technical Team will monitor sound throughout the performance and following any customer feedback immediately.</i></p>
LC12	Watford Colosseum Number of commercial hires	-	-	<b>12</b>	12	-	↓ [30] [Q1:14/15]	↑ [10] [Q4:14/15]	
LC13	Watford Colosseum Number of community hires & workshops	20% of total events	-	<b>7</b> [37% of total hires]	7	 [85.0%]	↓ [8] [Q1:14/15]	↑ [5] [Q4:14/15]	Total hires (commercial + community = 19). Community hires = 37% of total hires so on target.
LC14	Watford Colosseum Number of ticketed performances	154	39	<b>49</b>	49	 [25.6%]	↑ [39] [Q1:14/15]	↓ [53] [Q4:14/15]	

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LC15	Watford Colosseum Number of dark days	84	21	22	22	 [4.76%]	↑ [25] [Q1:14/15]	↓ [15] [Q4:14/15]	






Ref	Indicator	Target for year	Profile for period (Q1)	Results for period (Q1)	Cumulative result (Q1)	  ! % variance	Trend since last year (Q1 2014/15)	Trend since last period (Q4 2014/15)	Comment
<b>REGENERATION AND DEVELOPMENT – PARKING - VINCI</b>									
RD1	Penalty Charge Notices issued	-	-	<b>4,880</b>	4,880	-	↓ [5,862] [Q1:14/15]	↓ [5,043] [Q4:14/15]	
RD2	Tribunal appeals (won / lost / not contested (NC))	-	-	<b>Won = 7 Lost = 4 N/C = 2</b>	Won = 7 Lost = 4 N/C = 2	-	Won =12 Lost = 3 N/C = 3 [Q1:14/15]	Won = 15 Lost = 4 N/C = 1] [Q4:14/15]	
RD3	Reasons for appeals lost (narrative measure)	-	-	-	-	-	-	-	Reasons for appeals lost (narrative measure): <ul style="list-style-type: none"> <li>• Adjudicator satisfied emergency established</li> <li>• Circs beyond the drivers control</li> <li>• Visitor voucher valid despite not being completed</li> <li>• no TRO reference provided</li> </ul>

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<b>ICT – CAPITA</b>									
IT1	ICT availability to users during core working hours (desktop & applications)	99.50%	99.50%	<b>93.24%</b>	N/A	 [6.3%]	↓ [100.0%] [Q1: 14/15]	↑ [86.81%] [Q4: 14/15]	
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%	<b>86.16%</b> ]	N/A	 [9.3%]	↑ [63.8%] [Q1: 14/15]	↑ [67.0%] [Q4: 14/15]	
IT3	Helpdesk response times	99%	99%	<b>99.89%</b> [Jun 15/16]	N/A	 [0.9%]	↓ [100.0%] [Q1 14/15]	↑ [100.0%]	
IT4	Unresolved calls that have breached the SLA	-	N/A	61 [Mar 14/15]	N/A	N/A	Not measured in Q1 14/15	↑ [81] [Dec 14/15]	Note this is a monthly result (Dec-14).
IT6	Customer Satisfaction:	5.65 on a scale of 1 to 7							This indicator relies on staff completing a survey following closure of a call; currently low response rate. The response rate is so low that the resulting score cannot be taken as representative.




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<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	4.6 days	n/a	 [8.0%]	↑ [5.16 days] [Q1:14/15]	↓ [4.23 days] [Q4:14/15]	Council's stretch target of 5 days continues to be achieved.

Ref	Indicator	Target for year	Profile for period (Q1)	Results for period (Q1)	Cumulative result (Q1)	  ! % variance	Trend since last year (Q1 2014/15)	Trend since last period (Q4 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	<b>22 days</b>	22 days	 [0%]	↓ [20.33 days] [Q1:14/15]	↓ [16 days] [Q4:14/15]	On target.
RB2	Average time to process change of circumstances (from date of receipt to date processed)	15 days	15 days	<b>14 days</b>	14 days	 [6.7%]	↑ [16.37 days] [Q1:14/15]	↓ [3 days] [Q4:14/15]	Above target for quarter.
RB3	Collection rates of council tax (against profiled target)	96.0%	29.03%	<b>29.43%</b>	29.43%	 [1.4%]	↑ [29.0%] [Q1:14/15]	Not applicable.	This is a cumulative result so cannot compare to a trend from previous quarter.

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RB4	Collection rates of NNDR (against profiled target)	97.3%	31.87%	<b>31.69%</b>	31.69%	 [0.56%]	↓ [32.0%] [Q1:14/15]	Not applicable.	Only fractionally below target for quarter. This is a cumulative result so cannot compare to a trend from previous quarter.

-  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>				
PR32	To investigate with the client team whether high street food waste could be reused to generate power.	Partnerships and Performance Section Head	6/7/15	<p>Food waste can be used to generate power and there are processing plants available which process the material in this way. However, there is no plant locally that provides this service.</p> <p>The decision on how to dispose of waste is made by the business and they tend to look at what makes commercial sense.</p> <p>As this would be trade / commercial waste, the waste generated by businesses including high street restaurants / take aways etc is not part of the council's waste stream and is, therefore, not included in performance figures. Churches, places of worship and schools are given green waste bins and can recycle their food waste as part of the council's waste stream.</p>
PR33	To ascertain from the client team whether hotels recycled or reused their waste or sent it straight to landfill.	Partnerships and Performance Section Head	6/7/15	<p>Larger scale operations such as hotels will have different waste arrangements but food waste collections are common place. This would be collected as commercial / trade waste and there are a number of firms operating in Watford who provide this service for businesses. Further information would only be available by contacting hotels directly and discussing this issue with them.</p>

Action to be carried out	Responsibility	Committee Date	Deadline for completion	Target/comments
PR34 To check the data used by government to update local population figures as well as local household figures.	Partnerships and Performance Section Head	6/7/15		<p>This issue relates to the figure used to calculate waste indicators (both household and population figures).</p> <p>For households: Previously (under the best value performance regime) the figure used was taken from information supplied by the council's Revenues and Benefits service and was the number of households as of 31 March each year.</p> <p>However, the household figure now used is taken from the mid-year estimates from the Department of Communities and Local Government (DCLG).</p> <p>DCLG also publishes an annual mid-year estimate for population (currently 95,500 for Watford – mid-2014 estimate (it is always a year behind the year it is published).</p>



Action to be carried out	Responsibility	Committee Date	Deadline for completion	Target/comments
PR35 To investigate with the client team whether more street by street detail could be provided on the figures contained in ES9 (levels of litter)	Partnerships and Performance Section Head	6/7/15		<p>This level of information is available but would require extracting from the overall database of the borough's streets. If there are specific streets that members are interested in, this request can be passed to Veolia.</p> <p>For information, the indicator was developed to measure the cleanliness of the local environment, as a member of the public would see it (Keep Britain Tidy guidance).</p> <p>For each quarter a surveyor assesses levels of litter at sites known as 'transects'. This is done by Veolia with some joint assessments undertaken with the client team. Over 250 sites are surveyed each quarter but not all wards are surveyed each quarter (although the High Street is surveyed each quarter). Each site is given a grading as follows:</p> <ul style="list-style-type: none"> <li>• Grade A – no litter or refuse</li> <li>• Grade B – predominantly free of litter and refuse except for some small items</li> <li>• Grade C – widespread distribution of litter and refuse, with minor accumulations</li> <li>• Grade D – heavily littered, with significant accumulations</li> </ul>

Action to be carried out	Responsibility	Committee Date	Deadline for completion	Target/comments
				<p>Where conditions fall somewhere between the four defined grades, three intermediate grades are used: B+, B – and C –. The full set of seven grades is therefore A, B+, B, B –, C, C – and D.</p> <p>These grades are weighted to give a score which is the percentage of sites graded below Grade B for litter as well as for detritus, graffiti and fly-posting.</p>

Action to be carried out	Responsibility	Committee Date	Deadline for completion	Target/comments
PR36	To examine what additional information could be provided on fly-tipping, including costs to the tax payer and removal response times once a case of fly-tipping had been reported	Partnerships and Performance Section Head	6/7/15	<p>Costs for the removal of flytipping are contained within the core payment element of the Veolia contract so individual costs cannot be extracted.</p> <p>In terms of the contractual time frames within the contract:</p> <ul style="list-style-type: none"> <li>• Flytips of less than 3m<sup>3</sup> = same working day if reported before 1pm</li> <li>• Flytips of more than 3m<sup>3</sup> = following working day</li> <li>• Flytips of dangerous material / articles = same working day</li> <li>• Flytips of hazardous material = same working day</li> </ul> <p>However, it is important to note that flytipping is a criminal offence and flytips are recorded as an 'enviro crime'. This means Environmental Health will look to investigate and see if they can find evidence of who has dumped the rubbish. The contractual timeframes, therefore, kick in once Environmental Health has concluded their investigations.</p>

<b>Action to be carried out</b>		<b>Responsibility</b>	<b>Committee Date</b>	<b>Deadline for completion</b>	<b>Target/comments</b>
PR37	To explore why Veolia had removed a rubbish bin from the Liverpool Road/St James Road area and to highlight the apparent negative impact this had had on dog fouling.	Partnerships and Performance Section Head	6/7/15		There are bins still located in the vicinity of Liverpool Rd and St James Rd. If the space does require a further bin to be installed the client team will investigate.
PR38	To raise concerns with the client team about the impact on traffic flows of refuse collections during the early morning rush hour.	Partnerships and Performance Section Head	6/7/15		All collections are scheduled in such a way for maximum efficiency and also, where possible, to cause the minimum impact during rush hour.  However, given the nature of the borough's road network, there will always be an element of disruption as collections cannot cease through the day. If there are specific areas that are causing issue, the client team can investigate.

	<b>Action to be carried out</b>	<b>Responsibility</b>	<b>Committee Date</b>	<b>Deadline for completion</b>	<b>Target/comments</b>
PR39	To seek clarification of the BME and women/girls membership data for Watford Woodside with the client team for the SLM contract. In addition to seek out comparative data from other gyms or national benchmarking statistics.	Partnerships and Performance Section Head	6/7/15		<p>Discussions have taken place with SLM regarding the data submitted – the issue with the women and girls’ membership in the last report was a calculation error. The new Corporate, Leisure &amp; Community Section Head (Chris Fennell) has reviewed the information being provided by SLM and will be working with them to ensure data submitted is robust and provides a good indication of contract performance.</p> <p>Chris Fennell is carrying out benchmarking with the SLM ‘family group’ e.g. St Albans, East Herts to develop good comparative data.</p>
PR40	To question the client team for SLM about skin irritation complaints by users of Watford Central swimming pool.	Partnerships and Performance Section Head	6/7/15		The client team has discussed this with SLM and there have been no further complaints regarding skin irritation. The cause of these complaints was not detected. Water is regularly monitored by SLM to ensure chlorine / pH levels are correct.
PR41	To check the advertising policy and uptake by community groups of HQ Theatres. Also to query availability of free, community events.	Partnerships and Performance Section Head	6/7/15		The section head for Corporate, Leisure and Community will provide a briefing for tabling at the meeting.

<b>Action to be carried out</b>		<b>Responsibility</b>	<b>Committee Date</b>	<b>Deadline for completion</b>	<b>Target/comments</b>
PR42	To ask the client team to provide a more detailed breakdown of the ICT helpdesk resolution information.	Partnerships and Performance Section Head	6/7/15		A separate report on ICT is on the agenda for this meeting.
<b>Work Programme</b>					
WP5	Partnerships and Performance Section Head to clarify what arrangements were in place to commission a new contract should there be a decision not to renew the Capita contract.	Partnerships and Performance Section Head	6/7/15		A separate report on ICT is on the agenda for this meeting.
<b>ICT Contract</b>					
ICT5	ICT Client Section Head to provide more detail of the core recovery programme to the Panel.	ICT Client Section Head	12/2/15		A separate report on ICT is on the agenda for this meeting.
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		A separate report on ICT is on the agenda for this meeting.

<b>Action to be carried out</b>		<b>Responsibility</b>	<b>Committee Date</b>	<b>Deadline for completion</b>	<b>Target/comments</b>
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		A separate report on ICT is on the agenda for this meeting.
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		A separate report on ICT is on the agenda for this meeting.
ICT 10	OSSP Chair to report to the Panel on Council policy and practice regarding paying a living wage to its employees and its contractors' employees.	OSSP Chair	6/7/15		Relating to a question regarding payment of the living wage to Capita's employees (ICT7). See Appendix 1.





## **Outsourced Services Scrutiny Panel (OSSP)**

### **Explanatory on the living wage**

#### **Issue**

At the OSSP meeting on 6 July 2105, it was agreed that the Chair would report to the Panel on Council policy and practice regarding paying a living wage to its employees and its contractors' employees.

#### **Background**

The living wage is the amount an individual needs to earn to cover the basic costs of living. Costs vary around the country and different living wage rates are set for London, and the rest of the UK.

The current UK living wage is set at £7.85 an hour. In London the rate is £9.15 an hour.

The Living Wage Foundation promotes the idea of a living wage. It has received widespread political support, but endorsement by employers has been more limited.

#### **Watford Borough Council Policy**

It is not Watford Borough Council policy to promote a living wage. However, in practice all Council employees are on a pay scale which starts above the living wage. This fact was confirmed by the Mayor at Council in March 2013 in a response to a question from Councillor Brandon.

In regard to the Council's contracts with service providers, again there is no policy in place to promote a living wage. However the contract drawn up with Veolia in 2013 does include an obligation on the company to award all employees the living wage. Veolia is required to ensure that wages keep pace with rises advised by the Living Wage Foundation.

#### **2015 Budget**

At the additional summer budget to Parliament on 8 July 2015, the Chancellor George Osborne announced that the government would introduce a compulsory living wage from April 2016.

The living wage will be paid to workers aged 25 and above. Initially it will be set at £7.20 an hour, with a target of it reaching more than £9 an hour by 2020. The wage will apply to part-time and full-time workers.

The minimum wage (currently £6.50 for those aged 21 and over, rising to £6.70 in October) will remain in place and the compulsory living wage will be a top up for workers aged 25 and over.

## **Local authorities**

Unison carried out a survey of all 375 authorities in England and Wales at the end of 2013. This found that 27.5% – a total of 103 – councils had adopted the living wage.

The largest concentration of authorities adopting this policy was in London, where some 61% had adopted the living wage. In the East of England, the figure was 17% and included Cambridge City Council, Harlow Council, Ipswich Borough Council, Norwich City Council.

## **References**

The following references provide more detailed information:

<http://www.livingwage.org.uk/what-living-wage>

<http://www.bbc.co.uk/news/business-33463231>

<http://www.lgcplus.com/news/third-of-authorities-adopt-living-wage/5067052.article>

# Agenda Item 9

## 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>	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>	ICT Contract	ICT Client Section Head
	Contract with HQ Theatres	Corporate, Leisure and Community Section Head
	Actions and questions update	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>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

20.7.15