



OUTSOURCED SERVICES SCRUTINY PANEL

Monday, 19th October, 2015

7.30 pm

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CONTACT

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

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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 10 September 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. CONTRACT WITH HQ THEATRES (Pages 5 - 16)

Report of the Committee and Scrutiny Officer.

5. UPDATE ON ACTIONS (Pages 17 - 18)

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

PART A

Report to: Outsourced Services Scrutiny Panel
Date of meeting: 19 October 2015
Report of: Committee and Scrutiny Officer
Title: Scrutiny of the HQ Theatres' contract

1.0 SUMMARY

- 1.1 Outsourced Services Scrutiny Panel is responsible for reviewing those services outsourced by Watford Borough Council, which includes the contract with HQ Theatres for Watford Colosseum.
- 1.2 Following the Scrutiny Panel's visit to Watford Colosseum before the meeting, Members will have an opportunity to pose questions to representatives from HQ Theatres and the Council's Contract Management Team.
- 1.3 The attached appendices set out the following information that provide the Scrutiny Panel with background information to support the scrutiny of the contract –
- Information about the contract
 - Latest performance measure results
 - Events at Watford Colosseum between 10 October to 31 December 2015
 - Minutes of the Outsourced Services Scrutiny Panel meeting held on 13 February 2014

2.0 RECOMMENDATIONS

- 2.1 To review the progress of the contract and consider whether any further action is required.

Contact Officer:

For further information on this report please contact: Sandra Hancock,
Committee and Scrutiny Officer
telephone extension: 8377 email: legalanddemocratic@watford.gov.uk

Report approved by: Carol Chen, Head of Democracy and Governance

3.0 **IMPLICATIONS**

3.1 **Financial**

3.1.1 The Shared Director of Finance comments that there are no budgetary implications of this report.

3.2 **Legal Issues** (Monitoring Officer)

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

Appendices

- Appendix 1 – Background information on the Colosseum contract
- Appendix 2 – Performance Indicators for Quarter 1 2015/16
- Appendix 3 – List of events at Watford Colosseum from 10 October to 31 December 2015
- Appendix 4 – Extract of minutes from Outsourced Services Scrutiny Panel on 13 February 2014

Colosseum Contract – HQ Theatres and Hospitality

Watford Colosseum

In 2009 HQ Theatres were awarded a 10 year contract to operate the Watford Colosseum Theatre. In 2010 the council invested £5.5 million to refurbish and extend the facility.

HQ Theatres & Hospitality (HQ&T) is a leading regional theatre, venue and conference operator in the United Kingdom and is part of the Qdos Entertainment Group. HQT&H has a proven track record of successfully managing and operating theatres and other cultural venues with high-quality programmes, including multi-purpose venues with conference and events. They currently operate 11 venues across England including G-Live in Guildford, Wycombe Swan and Wyvern Theatre in Swindon.

Top Genres

- Light Entertainment
- Rock and Pop
- Dance
- Classic
- Comedy

Watford Colosseum, is home to the BBC Concert Orchestra, has been used to record the soundtracks of Lord of the Rings, The Sound of Music and Star Wars. In 1995, Pavarotti recorded Verdi's Inno delle Nazioni with the Philharmonia Chorus.

Colosseum History Timeline	
Date	Event
1938	Opened as Assembly Halls
1994	Managed by Watford Colosseum Ltd
2004	Theatre ceased trading
2005	The Council reopened the Colosseum
2008	Outsourcing process commenced
2009/10	HQ Theatres selected as preferred bidder
2010	£5.5 million refurbishment / extension commenced
August 2011	Watford Colosseum re-opened

KPI's

- No of Commercial and community hires
- Analysis of customer complaints, compliments and satisfactions surveys
- Number of shows to meet contract specification target of shows per year
- Number of Dark Days (no activity/performances taking place)



Key contract areas of programme delivery





- Provide a wide ranging public entertainment programme
- Contract specification target – 154 shows per year
- Community engagement – with voluntary sector organisations
- Retain relationship with BBC Concert Orchestra

Examples of Community Use

- Charity events – Peace Hospice
- Schools – Watford Schools Carol Concert
- Award ceremonies – Audentior
- Amateur choral society – Watford Philharmonic

Performance Indicators for HQ Theatres Contract – Quarter 1 2015/16

HQ THEATRES									
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
LC11	Watford Colosseum Number of complaints & Number of compliments:—classified as: <ul style="list-style-type: none"> • service delivery • customer service • policy 	-	-	38 complaints 22 compliments	22 complaints 28 compliments	-	↓ [10 complaints] [Q1: 14/15]	↓ [14 complaints] [Q4:14/15]	Complaints: <ul style="list-style-type: none"> • 12 Policy/ • 18 service delivery • 8 customer service Top 3 areas of complaint: <ol style="list-style-type: none"> 1. 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> 2. Show Content/Length <i>Look at future programming and highlight any events that may encounter issues e.g. children's shows that are shorter and making sure that information is made clear.</i> 3. Sound issues <i>Will continue to stress to incoming</i>

HQ THEATRES									
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>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>
LC12	Watford Colosseum Number of commercial hires	-	-	12	12	-	↓ [30] [Q1:14/15]	↑ [10] [Q4:14/15]	
LC13	Watford Colosseum Number of community hires & workshops	20% of total events	-	7 [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	49	49	 [25.6%]	↑ [39] [Q1:14/15]	↓ [53] [Q4:14/15]	
LC15	Watford Colosseum Number of dark days	84	21	22	22	 [4.76%]	↑ [25] [Q1:14/15]	↓ [15] [Q4:14/15]	

Events at Watford Colosseum 10 October to 31 December 2015

The following information has been taken from the [Watford Colosseum](#) website on 8 October 2015.

October 2015

Saturday 10	7.30 pm	The Barron Knights
Sunday 11	7.30 pm	Form the Jam
Friday 16	8.00 pm	Tim Vine
Saturday 17	6.30 pm	#Lobbylive Presents – Electric Umbrella
	7.30 pm	The Barron Knights
Sunday 18	3.00 pm	The Purcell School
Monday 19	7.00 pm	St George's School
Sunday 25	12.00 pm	Creepy Crawly Bugliness – A Craft Workshop
	1.00 pm	Tree Fu Tom
	3.30 pm	Tree Fu Tom
Tuesday 27	7.30 pm	Death at Downtown Abbey
Thursday 29	7.30 pm	Guitar Heroes
Friday 30	8.00 pm	Dave Gorman Gets Straight to the Point*
Saturday 31	11 am-3 pm	Community at the Colosseum
	8.00 pm	Carwash

November 2015

Sunday 1	7.30 pm	Jim Davidson
Monday 2	7.30 pm	Strictly Come Killing
Thursday 5	6.45 pm	#Lobbylive Presents – Midnight Trio
	7.30 pm	The Queen Extravaganza
Friday 6	7.00 pm	#Lobbylive Presents – The Estrellas
	8.00 pm	The Magic of Motown
Saturday 7	7.30 pm	Watford Philharmonic Society
Wednesday 11	7.30 pm	Diversity: Up Close & Personal
Thursday 12	6.45 pm	#Lobbylive Presents – Martin Lee Renshaw
	7.30 pm	Jools Holland
Friday 13	7.30 pm	Philharmonia at the Movies
Saturday 14	7.30 pm	Clare Teal
Sunday 15	7.00 pm	Champagne Charlie & The Bubbly Boys
Monday 16	8.00pm	Only Fools and 3 Courses
Tuesday 17	7.30 pm	Dr Oooh
Wednesday 18	7.30 pm	That'll Be the Day
Thursday 19	7.30 pm	Russell Watson
Friday 20	8.00 pm	Bill Bailey: Limboland
Saturday 21	12 pm-4 pm	Watford 4 Watford
	8.00 pm	Bill Bailey: Limboland
Sunday 22	6.30 pm	#Lobbylive Presents – Corolla
	8.00 pm	Nils Lofgren – Live in Concert
Monday 23	7.30 pm	St Petersburg Classic Ballet – Giselle
Tuesday 24	7.30 pm	St Petersburg Classic Ballet – Giselle
Wednesday 25	2.30 pm	St Petersburg Classic Ballet – The Nutcracker
	7.30 pm	St Petersburg Classic Ballet – The Nutcracker

Thursday 26	8.00 pm	Stewart Francis: Pun Gent
Friday 27	2.00 pm	Santa Claus and the Magical Christmas Journey
	4.00 pm	Santa Claus and the Magical Christmas Journey
	7.30 pm	Whitney – Queen of the Night
Sunday 29	10.00 am	Santa Claus and the Magical Christmas Journey
	2.00 pm	Santa Claus and the Magical Christmas Journey
	4.00 pm	Santa Claus and the Magical Christmas Journey
	6.30 pm	#Lobbylive Presents – Kings Langley Choir
	7.30 pm	Bellowhead
Monday 30	10.00 am	Santa Claus and the Magical Christmas Journey
	2.00 pm	Santa Claus and the Magical Christmas Journey

December 2015

Tuesday 1	10.00 am	Santa Claus and the Magical Christmas Journey
	2.00 pm	Santa Claus and the Magical Christmas Journey
Wednesday 2	2.00 pm	Santa Claus and the Magical Christmas Journey
Thursday 3	10.00 am	Santa Claus and the Magical Christmas Journey
	2.00 pm	Santa Claus and the Magical Christmas Journey
	7.30 pm	SAS Band
Friday 4	2.00 pm	Santa Claus and the Magical Christmas Journey
	8.00 pm	Tropicana Nights
Saturday 5	10.00 am	Santa Claus and the Magical Christmas Journey
	2.00 pm	Santa Claus and the Magical Christmas Journey
	4.00 pm	Santa Claus and the Magical Christmas Journey
	7.30 pm	The Waterboys
Sunday 6	10.00 am	Santa Claus and the Magical Christmas Journey
	2.00 pm	Santa Claus and the Magical Christmas Journey
	4.00 pm	Santa Claus and the Magical Christmas Journey
Tuesday 8	10.00 am	Santa Claus and the Magical Christmas Journey
	2.00 pm	Santa Claus and the Magical Christmas Journey
Wednesday 9	2.00 pm	Santa Claus and the Magical Christmas Journey
	8.00 pm	Ladies' Night
	10.00 am	Santa Claus and the Magical Christmas Journey
Thursday 10	2.00 pm	Santa Claus and the Magical Christmas Journey
	7.00 pm	Watford Philharmonic Society Christmas Concert
	10.00 am	Santa Claus and the Magical Christmas Journey
Friday 11	2.00 pm	Santa Claus and the Magical Christmas Journey
	10.00 am	Santa Claus and the Magical Christmas Journey
Saturday 12	10.00 am	Santa Claus and the Magical Christmas Journey
	11.30 am	Santa Claus and the Magical Christmas Journey
	2.00 pm	Santa Claus and the Magical Christmas Journey
	4.00 pm	Santa Claus and the Magical Christmas Journey
	7.30 pm	A Starry, Starry Night – Christmas Parties 2015
Sunday 13	11.30 am	Santa Claus and the Magical Christmas Journey
	2.00 pm	Santa Claus and the Magical Christmas Journey
	4.00 pm	Santa Claus and the Magical Christmas Journey
	7.30 pm	Andy Williams' Christmas Spectacular
Tuesday 15	8.00 pm	Holly at Christmas
Wednesday 16	10.00 am	Santa Claus and the Magical Christmas Journey
	2.00 pm	Santa Claus and the Magical Christmas Journey
	8.00 pm	Abba Merry Christmas
Thursday 17	10.00 am	Santa Claus and the Magical Christmas Journey

Friday 18	2.00 pm	Santa Claus and the Magical Christmas Journey
	10.00 am	Santa Claus and the Magical Christmas Journey
Saturday 19	2.00 pm	Santa Claus and the Magical Christmas Journey
	10.00 am	Santa Claus and the Magical Christmas Journey
	11.30 am	Santa Claus and the Magical Christmas Journey
Sunday 20	2.00 pm	Santa Claus and the Magical Christmas Journey
	4.00 pm	Santa Claus and the Magical Christmas Journey
	10.00 am	Santa Claus and the Magical Christmas Journey
	11.30 am	Santa Claus and the Magical Christmas Journey
	2.00 pm	Santa Claus and the Magical Christmas Journey
Monday 21	4.00 pm	Santa Claus and the Magical Christmas Journey
	2.00 pm	Santa Claus and the Magical Christmas Journey
	3.00 pm	Miracle on 34 th Street
	4.00 pm	Santa Claus and the Magical Christmas Journey
Tuesday 22	7.30 pm	Miracle on 34 th Street
	10.00 am	Santa Claus and the Magical Christmas Journey
	11.30 am	Santa Claus and the Magical Christmas Journey
	2.00 pm	Santa Claus and the Magical Christmas Journey
	3.00 pm	Miracle on 34 th Street
	4.00 pm	Santa Claus and the Magical Christmas Journey
	7.30 pm	Miracle on 34 th Street
Wednesday 23	10.00 am	Santa Claus and the Magical Christmas Journey
	11.30 am	Santa Claus and the Magical Christmas Journey
	2.00 pm	Santa Claus and the Magical Christmas Journey
	3.00 pm	Miracle on 34 th Street
	4.00 pm	Santa Claus and the Magical Christmas Journey
	7.30 pm	Miracle on 34 th Street
	10.00 am	Santa Claus and the Magical Christmas Journey
Thursday 24	10.30 am	Miracle on 34 th Street
	11.30 am	Santa Claus and the Magical Christmas Journey
	2.00 pm	Santa Claus and the Magical Christmas Journey
	2.30 pm	Miracle on 34 th Street
	4.00 pm	Santa Claus and the Magical Christmas Journey
	3.00 pm	Miracle on 34 th Street
Saturday 26	7.30 pm	Miracle on 34 th Street
	3.00 pm	Miracle on 34 th Street
Sunday 27	3.00 pm	Miracle on 34 th Street
	7.30 pm	Miracle on 34 th Street
Monday 28	3.00 pm	Miracle on 34 th Street
	7.30 pm	Miracle on 34 th Street
Wednesday 30	1.00 pm	Tea Dance
Thursday 31	7.30 pm	New Year's Eve Party

Outsourced Services Scrutiny Panel minutes extract from 13 February 2014

- Present: Councillor Counter (Chair)
Councillors Greenslade, Hastrick, Joynes and Rackett
- Also present: Councillor D Scudder (Portfolio Holder for Corporate Strategy and Client Services)
Mr Tim Brinkman, HQ Theatres
- Officers: Head of Corporate Strategy and Client Services
Partnerships and Performance Section Head
Client Manager (Waste and Recycling)
Commissioning Manager
Contract Monitoring Officer
Committee and Scrutiny Support Officer (JK)
Member Development and Civic Officer

23. **CONTRACT WITH HQ THEATRES**

The Panel received a presentation of the Head of Corporate Strategy and Client Services and the Commissioning Manager.

The presentation provided the Panel with details of the history of the Colosseum, how the programmes were delivered, key performance indicators, a summary of performances between September 2011 and December 2013, community use and an overview of the finances. In addition, details were provided about the vision for the future and the areas for development.

Councillor Joynes referred to the youth production and she asked whether this event would continue in future years. Mr Tim Brinkman, HQ Theatres, responded that this was a Colosseum initiative and a range of youth based events would be planned.

Councillor Rackett asked about opportunities for local bands to perform as support acts. Mr Brinkman advised that he felt this was an excellent idea as it gave bands public exposure as well as experience of working in a venue and the opportunity to attract the attention of industry professionals. It was something the Colosseum could do more of and he would get to know who could source local bands.

Following a suggestion from Councillor Joynes about competitions for young local bands, Mr Brinkman informed the Panel that the Colosseum had a strong relationship with West Herts College. He also felt it was important to give acts exposure to agents.

The Chair asked about work undertaken with schools. Mr Brinkman advised that schools used the venue for performances and students' training opportunities. The Colosseum also hosted students' placements.

Councillor Hastrick noted that there needed to be a balance between commercial and community activities and asked for more details about how this worked at the Colosseum. The Head of Corporate Strategy and Client Services advised that the balance needed to ensure that the Colosseum was sustainable as it was currently dependent on the management fee. There was an expectation that community was important and it also helped to drive wider audience engagement. Officers worked with HQ Theatres to achieve the right balance. The economic situation meant that the Council could not heavily subsidise the venue and local organisations had also been encouraged to adopt a business-like approach.

Councillor Greenslade asked about the afternoon programme and the Head of Corporate Strategy and Client Services replied that it was important to focus on ensuring the programming was right. Mr Brinkman added that it was his intention to ensure that the venue was used as much as possible.

Councillor Rackett asked for more detail about the profit-sharing agreement. The Head of Corporate Strategy and Client Services confirmed that the contract has not yet triggered the profit share agreement and it had not been anticipated to be achievable during the first four years of the contract. An economic review was planned for August 2015. The Council was mindful that a profit share was not something which could be easily achieved. The aim was to lower the subsidy longer term.

The Chair noted that as far as performance indicators were concerned, the Colosseum was different to other services as residents could choose whether to attend.

The Head of Corporate Strategy and Client Services confirmed that the presentation would be circulated with the minutes.

ACTION - Head of Corporate Strategy and Client Services

RESOLVED –

That the presentation and the Panel's comments be noted.

Outsourced Services Scrutiny Panel: Outstanding Actions and Questions

Action to be carried out	Responsibility	Committee Date	Deadline for completion	Target/comments
SLM				
SLM 21	To investigate staffing levels against SLM's service level agreement and method statements	Partnerships and Performance Section Head	10/9/15	This will be raised at the October client meeting with SLM with a response available for the November OSSP meeting.
SLM 22	To add a new KPI to measure staff turnover levels at both leisure centres.	Partnerships and Performance Section Head Corporate Leisure and Community Client Section Head	10/9/15	This will be raised at the October client meeting with SLM with a response available for the November OSSP meeting.

