



**WATFORD
BOROUGH
COUNCIL**

OUTSOURCED SERVICES SCRUTINY PANEL

9 July 2018

7.00 pm

Contact

Jodie Kloss/Alan Garside

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01923 278376

For information about attending meetings please visit the [council's website](#).

Publication date: 28 June 2018

Committee Membership

Councillor S Cavinder (Chair)

Councillor M Hofman (Vice-Chair)

Councillors J Dhindsa, K Hastrick, R Martins, B Mauthoor and G Saffery

Agenda

Part A - Open to the Public

1. Apologies for Absence

2. Disclosures of interest

3. Minutes

The [minutes](#) of the meeting held on 21 February 2018 to be submitted and signed.

4. Contract management overview (Pages 3 - 12)

The Panel to receive presentations from the Procurement Manager and the Head of Community and Environmental Services.

5. End of year 2017/18: key performance indicator (KPI) report (Pages 13 - 40)

A report of the Head of Corporate Strategy and Communications providing the Panel with performance indicators for the end of year 2017/18.

6. Work programme (Pages 41 - 51)

A report of the Committee and Scrutiny Support Officer asking the Panel to consider the work programme for 2018/19 and agree topics for future meetings.

7. Conclusions and recommendations



OSSP Briefing - Procurement and Contracts

Monday 9th July 2018

Howard Hughes B.Sc.(Hons), C.Eng., C.WEM., M.I.C.E., F.C.I.W.E.M.
Corporate Procurement Manager, Watford and Three Rivers

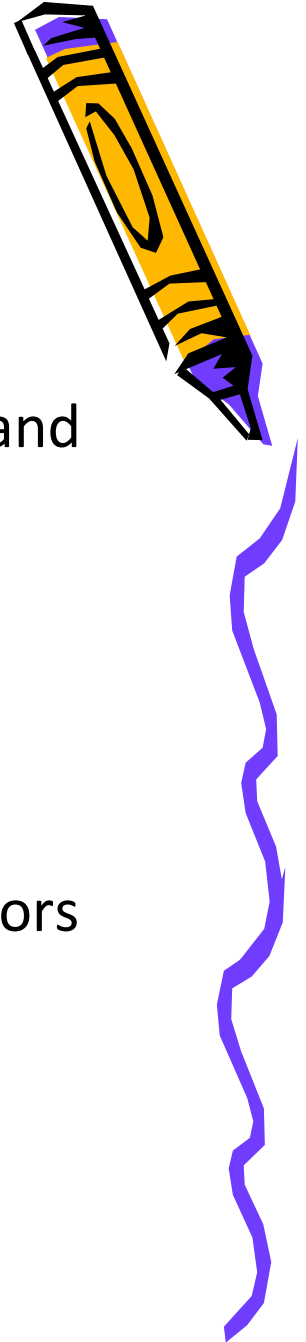


Procurement and Contracts

My role is to Inform, Support, Advise, Guide, Influence and Challenge Service Managers

My brief is to inform the Panel about:

- An overview of our approach to procurement
- Governance
- Monitoring performance and compliance of contractors who are delivering functions on behalf of the council
- Social Value from our contract spending



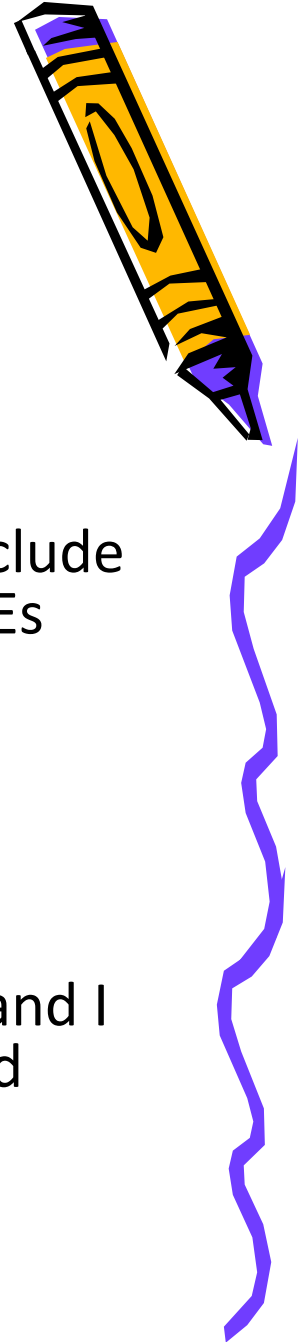
Overview of our approach to procurement

As a public authority we are subject to UK legislation enacted in the Public Contracts Regulations 2015

The UK Regulations go beyond the EU Directives and include measures (the “Lord Young” reforms) to support SMEs bidding for public sector contracts

The Council’s Constitution includes Contract Procedure Rules (CPRs) and Financial Procedure Rules

My role is a part of the Council’s governance structure and I report directly to Carol Chen, Head of Democracy and Governance.



Governance

Contract Procedure Rules

CPRs are part of the Council's Constitution and govern how we select suppliers to undertake work and provide goods and services, including the use of Consultants.

They also apply to contracts for disposals, leasing or hiring of goods or vehicles and to concession contracts.

Any Agents, Consultants and Partners acting for or on behalf of the Council must also comply with these Rules

All Contracts, Framework Agreements, SLAs and Purchase Orders etc are legally binding agreements to which the Contract Procedure Rules apply.



Procurement Process 1

- Needs a clear, detailed Specification (what we want, when we want it, where we want it and to what standard.)
- Assess potential TUPE (Transfer of Undertaking (Protection of Employment) Regulations) implications.
- Must show how bids are to be Evaluated.
- Financial assessment and checks on supplier capabilities.
- We consider Collaborative Procurement including the use of Framework Agreements (FAs).
- FAs – where the government or other public bodies have already gone through a competitive tendering exercise.
- FAs are used by “calling off” a contract by direct award or mini competition, a simpler, quicker and compliant route to market.
- We can and do set up FAs ourselves that others can use.



Procurement Process 2

- The tender process is electronic via a dedicated portal.
- The process is about giving all potential bidders a level playing field and to be Open, Fair and Transparent.
- Details added to the Council's Contracts Register to comply with the Local Government Transparency Code 2014. This is published quarterly on the Council's website
- All bidders are advised of the outcome and Feedback is given to all bidders.
- Advice is available to staff via our Contract & Relationship Management Forum and a "Toolkit" of Guidance and Good Practice.



A Few Statistics

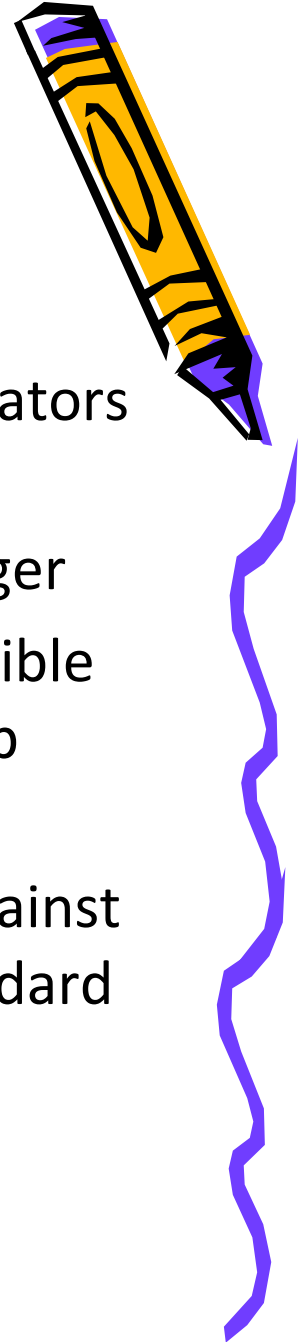
- £30 M – sum paid out by Watford BC to 1,200 third parties in 2017/18
- Not all related to contracts and purchases but most of the money paid was under some form of contract or Purchase Order
- Over 350 contracts shown on the Contract Register
- Over 40 significant suppliers (each >£100K)
- Largest being for waste services (Veolia), parking services (Indigo), Construction projects (including Murrill Construction), Interim staff (including Comensura)
- Those key areas accounted for over half the spend
- Leisure Centre Management is a major contract which provides an income



Monitoring performance and compliance

- Every contract should include Key Performance Indicators (KPIs) relating to the services tendered
- Every Contract should have a named Contract Manager
- The Contract Manager shown “Own” and be responsible for the contract, its performance and the relationship with the contractor
- Regular reporting of performance and monitoring against the requirements of the Specification should be standard practice

“Service Credits” may apply where KPIs are not met



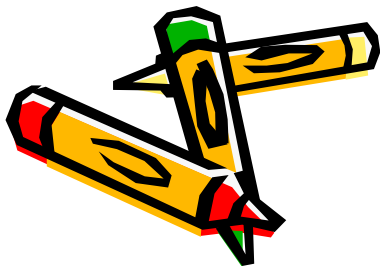
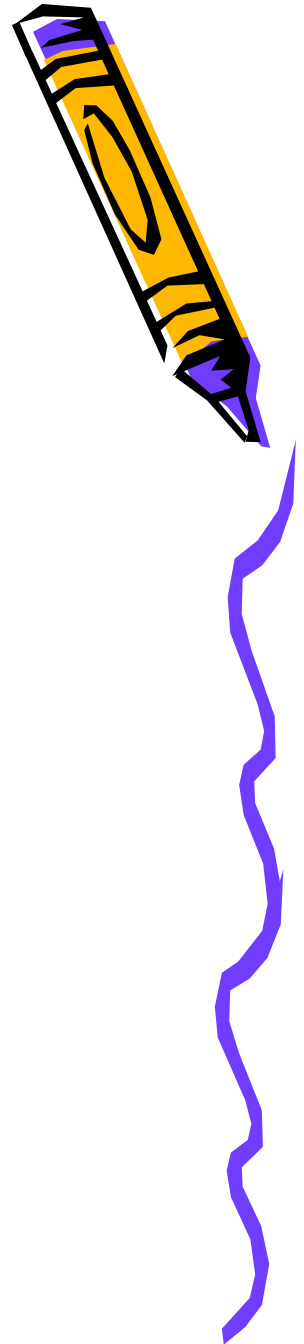
Social Value

- “Policy through Procurement”
- Public Services (Social Value) Act 2012
- To consider the Economic, Environmental and Social benefits of our approaches to procurement
- Social Value, part of designing, developing and delivering the Council’s policies, programmes and services.
- It is the additional value, beyond that directly delivered by the service, that has an impact on the Economic, Social and Environmental wellbeing of our area
- Promoted by including Social value criteria in evaluations



Thank you

Any Questions?



Report to: Outsourced Services Scrutiny Panel

Title: End of year 2017 /18: Key Performance Indicator (KPI) Report

Date of meeting 9 July 2018

Report of: Head of Corporate Strategy and Communications

1.0 SUMMARY

- 1.1 Watford BC's Corporate Plan sets out the council's priorities and corporate work programme to 2020. Underpinning the plan is a suite of key performance indicators. These measures support the delivery of high quality services (both internal and external) by highlighting areas of good performance and, more importantly, under performance.
- 1.2 The attached report (Appendix A) shows the results for the key performance indicators collected and reported for those services no longer delivered directly by Watford BC (i.e. through our outsourced services) at the end of 2017/18. The report, therefore, shows:
- The result for end of year (unless highlighted otherwise)
 - The results for the previous two years – 2015/16 and 2016/17 (if available)
 - The target that was set for 2017/18
 - Whether the indicator result is above, below or on target (shown by the green, red or orange arrows)
 - Benchmarking information, where available, against Hertfordshire authorities or all England authorities. As this collates national information, it lags behind that collected by the council and so, in most cases is Q3 2017/18.

Contact Officer:

For further information please contact:

Kathryn Robson, Head of Corporate Strategy & Communications - ext.: 8077 or
kathryn.robson@watford.gov.uk

2.0 Risks

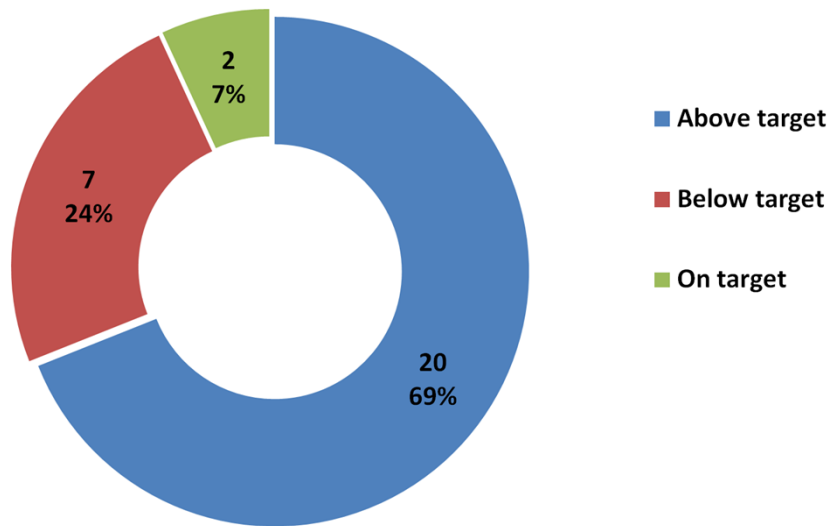
2.1

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(Treat, tolerate, terminate, transfer)</i>	Risk Rating (the combination of severity and likelihood)
Failure to scrutinise organisational performance	Potential for performance to slip with consequences for quality of service delivery	<i>Robust scrutiny and challenge</i>	<i>Treat</i>	6

3.0 DECISION REQUIRED

- 3.1 Panel is asked to note the key performance indicator results for the end of year 2017/18.
- 3.2 Panel to advise of any additional key performance indicators which they would want to see considered for 2018/19.
- 3.3 Panel to advise of ways to improve how the indicators and results are presented for 2018/19.

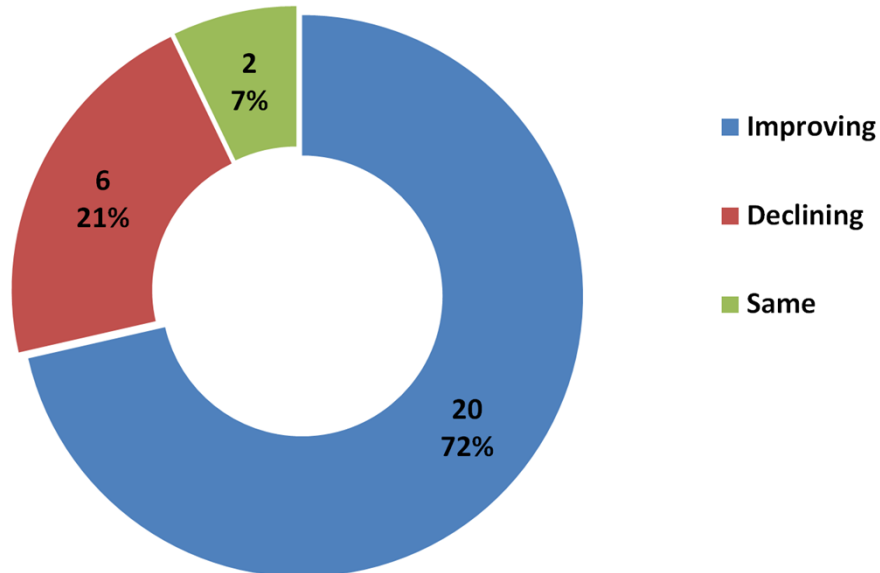
4.0	DETAILED PROPOSAL
4.1	<p>The council maintains a suite of performance indicators as one means of ensuring the council is performing to a high standard and that areas where improvement needs to be made are highlighted and appropriate action taken. These ‘key’ performance indicators are presented across a number of audiences including Portfolio Holders as well as at Overview and Scrutiny Committee (for those services still provided directly by the council) and Outsourced Services Scrutiny Panel (for those services now provided by an external organisation or through the lead authority model). The vast majority of indicators are now scrutinised by Outsourced Services Scrutiny Panel, as outlined in Appendix A, which shows the end of year (2017/18) results for these indicators.</p>
4.2	<p>Benchmarking</p> <p>One of the significant challenges that the council faces in terms of assessing its performance is the lack of national benchmarking information in many areas. This has been the case since the ending of the national performance regime. Without the rigour of the national framework it can be difficult to both assess which indicators best measure what is important to overall organisational performance and to assess how we are doing compared to others. However, the government does publish a range of the returns that are required of local authorities (such as for planning, housing and revenues and benefits) and the council is in a local benchmarking group for waste and recycling. Where possible benchmarking is provided although there is a time lag of at least a quarter i.e. for this report Q3 results are benchmarked in most cases rather than Q4 / end of year.</p>
4.3	<p>Analysis of performance against target</p> <p>Targets are not always appropriate for a performance indicator, such as for homelessness indicators and, therefore, have not been set for all the indicators in Appendix A. However, of the performance indicators where targets were set for 2017/18:</p> <ul style="list-style-type: none"> ▪ 20 were above target (69%) ▪ 7 were below target (24%) ▪ 2 were below target (7%)



4.4 Analysis of performance trend

Similarly, an analysis of performance trend can be undertaken for those indicators where this appropriate and where results are available for last year (2016/17). Of those indicators where performance trends can be identified:

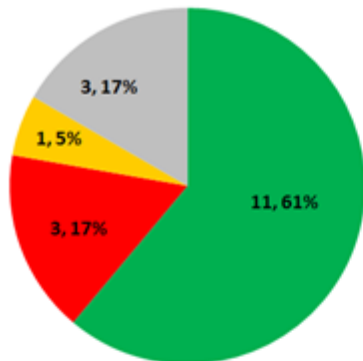
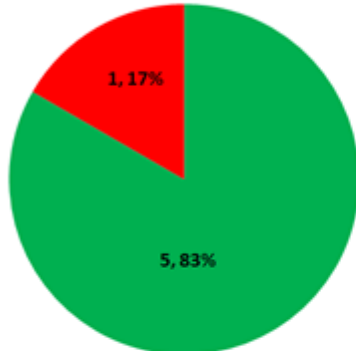
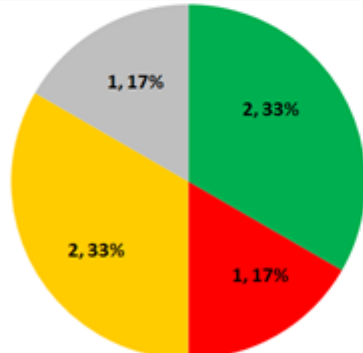
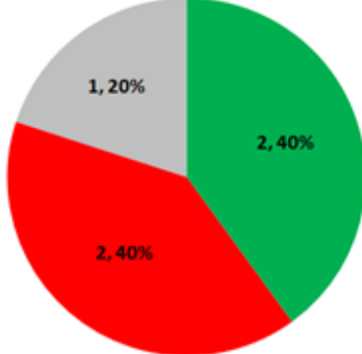
- 20 showed an improving trend (72%)
- 6 showed a declining trend (21%)
- 2 performed at the level of last year (7%)



It is important to note that whilst we would want to see sustained improvement in our indicators, at some point this becomes less achievable in terms of the point reached in performance and the resource implication of continuing to demonstrate year on year improvement. However, it is also good to ensure trends are recognised in order to prevent significant performance slippage.

4.5 Analysis of targets for types of indicators

	Above target		Below target		On target		No target set
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CustomerFirst indicators																
 <table><caption>CustomerFirst indicators data</caption><thead><tr><th>Category</th><th>Count</th><th>Percentage</th></tr></thead><tbody><tr><td>Above target</td><td>11</td><td>61%</td></tr><tr><td>Below target</td><td>3</td><td>17%</td></tr><tr><td>On target</td><td>1</td><td>5%</td></tr><tr><td>No target set</td><td>1</td><td>17%</td></tr></tbody></table>	Category	Count	Percentage	Above target	11	61%	Below target	3	17%	On target	1	5%	No target set	1	17%	<ul style="list-style-type: none">3 below target<ul style="list-style-type: none">Recycled household kerbside collection services (Veolia contract target): (indicator 8)Levels of detritus: (indicator 10)Levels of Fly Posting: (indicator 12)
Category	Count	Percentage														
Above target	11	61%														
Below target	3	17%														
On target	1	5%														
No target set	1	17%														
Financial indicators																
 <table><caption>Financial indicators data</caption><thead><tr><th>Category</th><th>Count</th><th>Percentage</th></tr></thead><tbody><tr><td>Above target</td><td>5</td><td>83%</td></tr><tr><td>Below target</td><td>1</td><td>17%</td></tr></tbody></table>	Category	Count	Percentage	Above target	5	83%	Below target	1	17%	<ul style="list-style-type: none">1 below target<ul style="list-style-type: none">Value of outstanding invoices over 12 months: (indicator 20)						
Category	Count	Percentage														
Above target	5	83%														
Below target	1	17%														
Staff indicators																
 <table><caption>Staff indicators data</caption><thead><tr><th>Category</th><th>Count</th><th>Percentage</th></tr></thead><tbody><tr><td>Above target</td><td>2</td><td>33%</td></tr><tr><td>Below target</td><td>1</td><td>17%</td></tr><tr><td>On target</td><td>2</td><td>33%</td></tr><tr><td>No target set</td><td>1</td><td>17%</td></tr></tbody></table>	Category	Count	Percentage	Above target	2	33%	Below target	1	17%	On target	2	33%	No target set	1	17%	<ul style="list-style-type: none">1 below target<ul style="list-style-type: none">Staff satisfaction: (indicator 27)
Category	Count	Percentage														
Above target	2	33%														
Below target	1	17%														
On target	2	33%														
No target set	1	17%														
ICT indicators																
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Category	Count	Percentage														
Above target	2	40%														
Below target	2	40%														
No target set	1	20%														

4.6	<p>Areas to note from the report</p> <ul style="list-style-type: none"> • Benefits performance continues to show improvement (Indicators 1 and 2) • Residual household waste per household achieved a good result in 2017/18, meaning less waste was being sent to landfill from Watford homes (Indicator 21) • Both Leisure Centres had a good year, despite significant competition, in terms of throughput and membership (Woodside: Indicators 29 and 30 and Central: Indicators 31 and 32) • 11 Green Flags were achieved – the highest for Hertfordshire (Indicator 28) • Local authority error on housing benefits overpayment fell and remained below 0.54%, meaning the council will receive 100% subsidy (Indicator 36) • Revenues has exceeded targets for this year for both council tax and NNDR (Indicators 37 and 38) • Staff sickness achieved an outstanding result, well below target and a significant improvement on last year (Indicator 40)
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Appendices

Appendix A – Key Performance Indicators 2017 /18

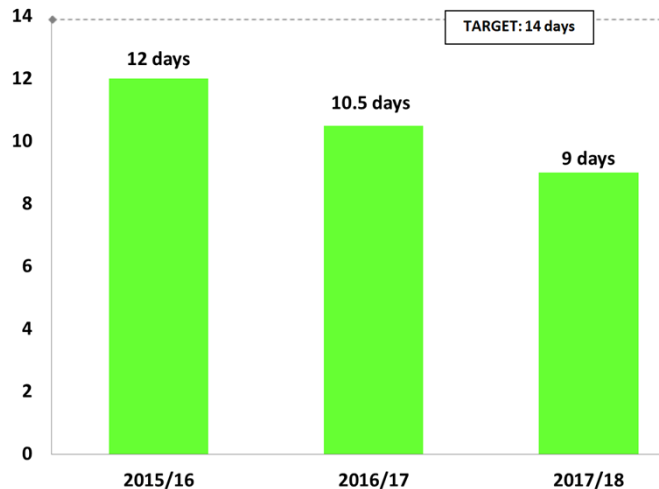

Appendix A: KEY PERFORMANCE INDICATORS: 2017/18 – End of year (DRAFT)

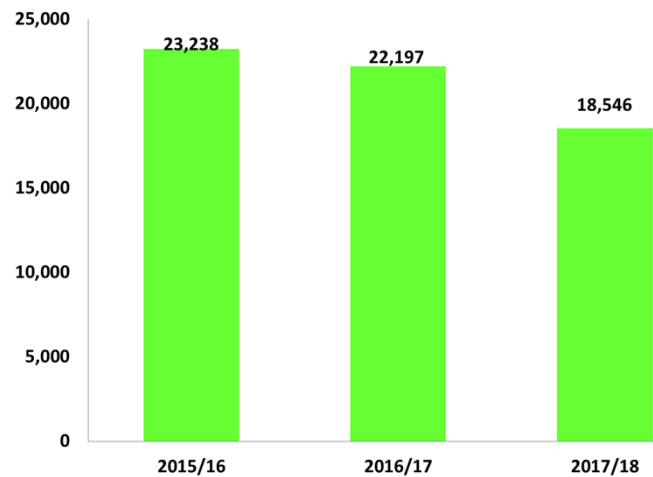
I. CUSTOMER FIRST INDICATORS

Page 19

	Indicator	Service area	Reporting frequency	Results (2017/18)	Comments & Benchmarking (where available)																																								
	REVENUES AND BENEFITS																																												
1.	Average time to process housing benefits claims (from date of receipt to date processed) A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	<div>RESULT: 15 days</div> <div>Benefit processing: new claims</div> <table><thead><tr><th>Year</th><th>Days</th></tr></thead><tbody><tr><td>2015/16</td><td>20</td></tr><tr><td>2016/17</td><td>18</td></tr><tr><td>2017/18</td><td>15</td></tr><tr><td>TARGET</td><td>19</td></tr></tbody></table>	Year	Days	2015/16	20	2016/17	18	2017/18	15	TARGET	19	<div>Above target: </div> <div>Target for 2017/18: 19 days</div> <div>Benchmarking: Herts & England performance: Q3 2017/18</div> <table><thead><tr><th colspan="2">Speed of processing: new claims (average for Q3)</th></tr><tr><th></th><th>Total days</th></tr></thead><tbody><tr><td>Broxbourne</td><td>23</td></tr><tr><td>Dacorum</td><td>24</td></tr><tr><td>East Herts</td><td>22</td></tr><tr><td>Hertsmere</td><td>27</td></tr><tr><td>North Herts</td><td>23</td></tr><tr><td>St Albans</td><td>25</td></tr><tr><td>Stevenage</td><td>21</td></tr><tr><td>Three Rivers</td><td>9</td></tr><tr><td>Watford</td><td>12</td></tr><tr><td>Welwyn Hatfield</td><td>15</td></tr><tr><td>England (average)</td><td>22</td></tr><tr><td>Hertfordshire (average)</td><td>20</td></tr><tr><td>England (best)</td><td>4</td></tr></tbody></table>	Speed of processing: new claims (average for Q3)			Total days	Broxbourne	23	Dacorum	24	East Herts	22	Hertsmere	27	North Herts	23	St Albans	25	Stevenage	21	Three Rivers	9	Watford	12	Welwyn Hatfield	15	England (average)	22	Hertfordshire (average)	20	England (best)	4
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Page 20

	Indicator	Service area	Reporting frequency	Results (2017/18)	Comments & Benchmarking (where available)																																						
2.	Average time to process change of circumstances (from date of receipt to date processed) A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	<div>RESULT: 9 days</div> <div>Benefit processing: change of circumstances</div>  <table><caption>Benefit processing: change of circumstances</caption><thead><tr><th>Year</th><th>Average time (days)</th></tr></thead><tbody><tr><td>2015/16</td><td>12 days</td></tr><tr><td>2016/17</td><td>10.5 days</td></tr><tr><td>2017/18</td><td>9 days</td></tr></tbody></table>	Year	Average time (days)	2015/16	12 days	2016/17	10.5 days	2017/18	9 days	<div>Above target: </div> <div>Target for 2017/18: 14 days</div> <div>Benchmarking: Herts & England performance: Q3 2017/18 (July – September)</div> <table><thead><tr><th colspan="2">Speed of processing: change in circs (average for Q3)</th></tr><tr><th></th><th>Total days</th></tr></thead><tbody><tr><td>Broxbourne</td><td>14</td></tr><tr><td>Dacorum</td><td>13</td></tr><tr><td>East Herts</td><td>6</td></tr><tr><td>Hertsmere</td><td>7</td></tr><tr><td>North Herts</td><td>5</td></tr><tr><td>St Albans</td><td>9</td></tr><tr><td>Stevenage</td><td>5</td></tr><tr><td>Three Rivers</td><td>7</td></tr><tr><td>Watford</td><td>8</td></tr><tr><td>Welwyn Hatfield</td><td>12</td></tr><tr><td>England (average)</td><td>10</td></tr><tr><td>Hertfordshire (average)</td><td>9</td></tr><tr><td>England (best)</td><td>2</td></tr></tbody></table>	Speed of processing: change in circs (average for Q3)			Total days	Broxbourne	14	Dacorum	13	East Herts	6	Hertsmere	7	North Herts	5	St Albans	9	Stevenage	5	Three Rivers	7	Watford	8	Welwyn Hatfield	12	England (average)	10	Hertfordshire (average)	9	England (best)	2
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	Indicator	Service area	Reporting frequency	Results (2017/18)	Comments & Benchmarking (where available)								
	PARKING:												
3.	Penalty Charge Notices issued	Place Shaping & Corp Perf Nick Fenwick	Quarterly	<div>RESULT: 18.546</div> <div>Penalty Charge Notices issued</div>  <table><thead><tr><th>Year</th><th>Penalty Charge Notices issued</th></tr></thead><tbody><tr><td>2015/16</td><td>23,238</td></tr><tr><td>2016/17</td><td>22,197</td></tr><tr><td>2017/18</td><td>18,546</td></tr></tbody></table>	Year	Penalty Charge Notices issued	2015/16	23,238	2016/17	22,197	2017/18	18,546	No target is set for penalty charge notices in line with national guidelines.
Year	Penalty Charge Notices issued												
2015/16	23,238												
2016/17	22,197												
2017/18	18,546												

Page 71

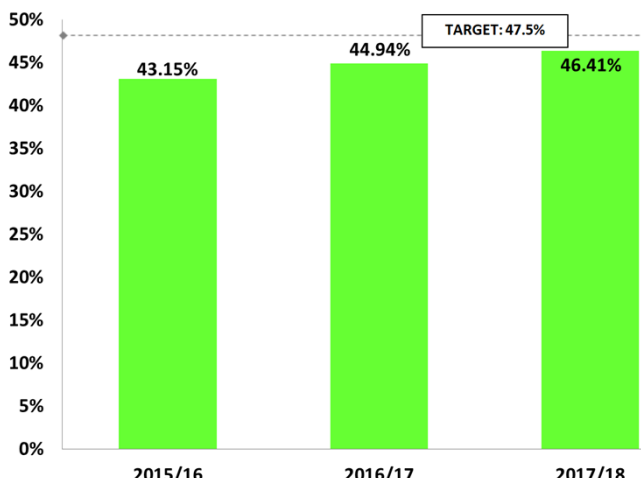
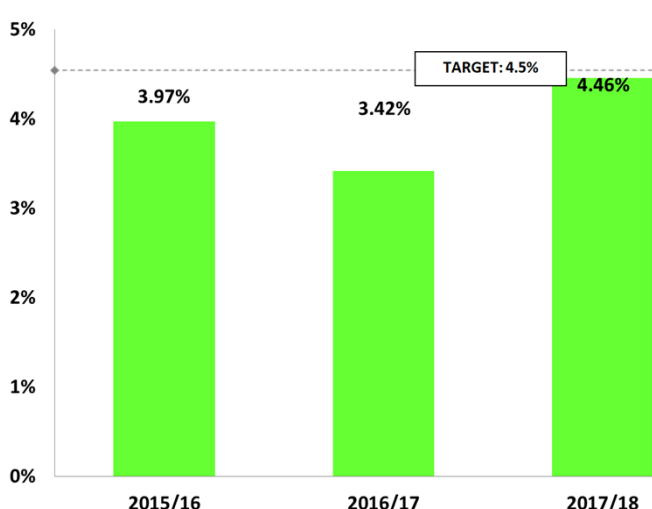
Page 77

	Indicator	Service area	Reporting frequency	Results (2017/18)	Comments & Benchmarking (where available)																
4.	Tribunal appeals (won/lost/not contested)	Place Shaping & Corp Perf Nick Fenwick	Quarterly	<p>Tribunal appeals – won / lost / not contested</p> <table><thead><tr><th>Year</th><th>WON</th><th>LOST</th><th>NOT CONTESTED</th></tr></thead><tbody><tr><td>2015/16</td><td>56</td><td>20</td><td>6</td></tr><tr><td>2016/17</td><td>33</td><td>18</td><td>15</td></tr><tr><td>2017/18</td><td>19</td><td>5</td><td>2</td></tr></tbody></table>	Year	WON	LOST	NOT CONTESTED	2015/16	56	20	6	2016/17	33	18	15	2017/18	19	5	2	No target is set for penalty charge notices in line with national guidelines.
Year	WON	LOST	NOT CONTESTED																		
2015/16	56	20	6																		
2016/17	33	18	15																		
2017/18	19	5	2																		
5.	Reasons for appeals lost (narrative measure)	Place Shaping & Corp Perf Nick Fenwick	Quarterly		There was one non-contested PCN in the last quarter of 2017/18. The PCN had been issued under incorrect contravention code.																

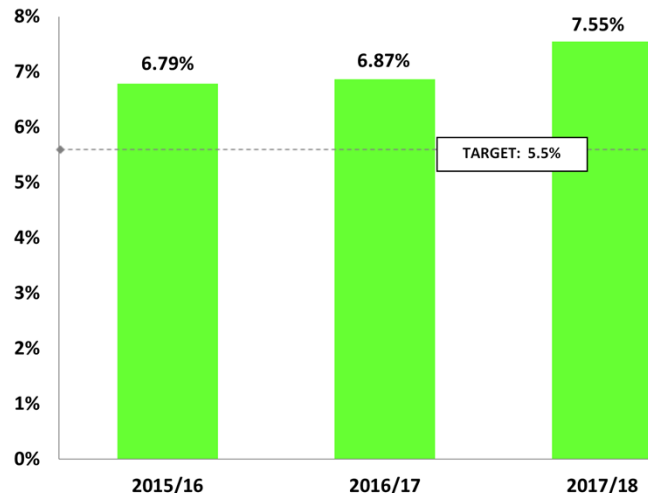
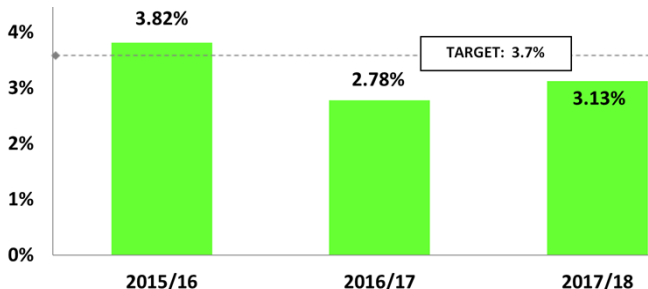
Page 73

	Indicator	Service area	Reporting frequency	Results (2017/18)	Comments & Benchmarking (where available)										
WASTE, RECYCLING AND STREET CLEANSING															
6.	Residual household waste per household A low result is good for this indicator	Community & Environ'tal Services Alan Gough	Quarterly	RESULT: 431.20kg Waste collected per household  <table><thead><tr><th>Year</th><th>Waste collected per household (kg)</th></tr></thead><tbody><tr><td>2015/16</td><td>470.28kg</td></tr><tr><td>2016/17</td><td>449.81 kg</td></tr><tr><td>2017/18</td><td>431.20kg</td></tr><tr><td>Target</td><td>450kg</td></tr></tbody></table>	Year	Waste collected per household (kg)	2015/16	470.28kg	2016/17	449.81 kg	2017/18	431.20kg	Target	450kg	Above target:  Target for 2017/18: 450kg This is 18.20kgs less per household than last year The result for final quarter of year was 97.47 kg which is a very good result against target.
Year	Waste collected per household (kg)														
2015/16	470.28kg														
2016/17	449.81 kg														
2017/18	431.20kg														
Target	450kg														
7.	Waste recycled and composted A high result is good for this indicator	Community & Environ'tal Services Alan Gough	Quarterly	RESULT: 46.19% Waste recycled and composted  <table><thead><tr><th>Year</th><th>Waste recycled and composted (%)</th></tr></thead><tbody><tr><td>2015/16</td><td>40.23%</td></tr><tr><td>2016/17</td><td>44.42%</td></tr><tr><td>2017/18</td><td>46.19%</td></tr><tr><td>Target</td><td>46%</td></tr></tbody></table>	Year	Waste recycled and composted (%)	2015/16	40.23%	2016/17	44.42%	2017/18	46.19%	Target	46%	Above target  Target for 2017/18: 46% A 290 tonne reduction in waste overall has shown 1.06% improvement on the recycling rate when compared to Q4 2016/17 (41.94%) This reduction was spread across all waste streams with green seeing the lowest reduction and residual seeing the biggest reduction at nearly 6%. This suggests we are continuing to see food waste transferring from the black bin to the green bin These figures are based on waste from households Benchmarking: Herts performance 2017/18 not yet available.
Year	Waste recycled and composted (%)														
2015/16	40.23%														
2016/17	44.42%														
2017/18	46.19%														
Target	46%														

Page 74

	Indicator	Service area	Reporting frequency	Results (2017/18)	Comments & Benchmarking (where available)										
8.	<p>Recycled household kerbside collection services (Veolia contract target)</p> <p>A high result is good for this indicator</p>	<p>Community & Environ'tal Services</p> <p>Alan Gough</p>	Quarterly	<p>RESULT: 46.41%</p> <p>Waste recycled and composted (contractual target)</p>  <table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2015/16</td><td>43.15%</td></tr><tr><td>2016/17</td><td>44.94%</td></tr><tr><td>2017/18</td><td>46.41%</td></tr><tr><td>Target</td><td>47.5%</td></tr></tbody></table>	Year	Percentage	2015/16	43.15%	2016/17	44.94%	2017/18	46.41%	Target	47.5%	<p>Below target</p> <p>Target for 2017/18: 47.5%</p> <p>This is a 1.146% increase on last year.</p>
Year	Percentage														
2015/16	43.15%														
2016/17	44.94%														
2017/18	46.41%														
Target	47.5%														
9.	<p>Levels of Litter: Improved street and environmental cleanliness</p> <p>A low result is good for this indicator</p>	<p>Community & Environ'tal Services</p> <p>Alan Gough</p>	Quarterly	<p>RESULT: 4.46%</p> <p>Street cleanliness: levels of litter</p>  <table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2015/16</td><td>3.97%</td></tr><tr><td>2016/17</td><td>3.42%</td></tr><tr><td>2017/18</td><td>4.46%</td></tr><tr><td>Target</td><td>4.5%</td></tr></tbody></table>	Year	Percentage	2015/16	3.97%	2016/17	3.42%	2017/18	4.46%	Target	4.5%	<p>Above target:</p> <p>Target for 2017/18: 4.5%</p> <p>The performance is above target for the year. This was partly achieved through significant improvement in quarter 4, with the result for this quarter recorded at 2.78% - well below target of 4.5% and an improvement from 3.17% last year.</p> <p>The result reflects improved performance in most land use areas, however to maintain and improve performance still further, effort will be made to combat littering hotspots identified in Other Retail, Other Highways and Main Road land use areas.</p>
Year	Percentage														
2015/16	3.97%														
2016/17	3.42%														
2017/18	4.46%														
Target	4.5%														

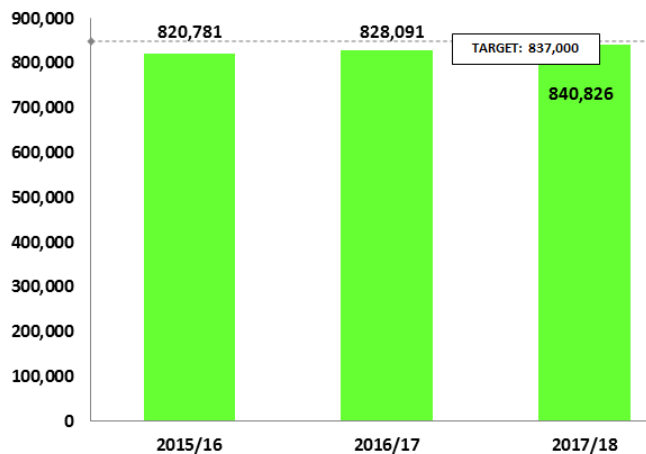

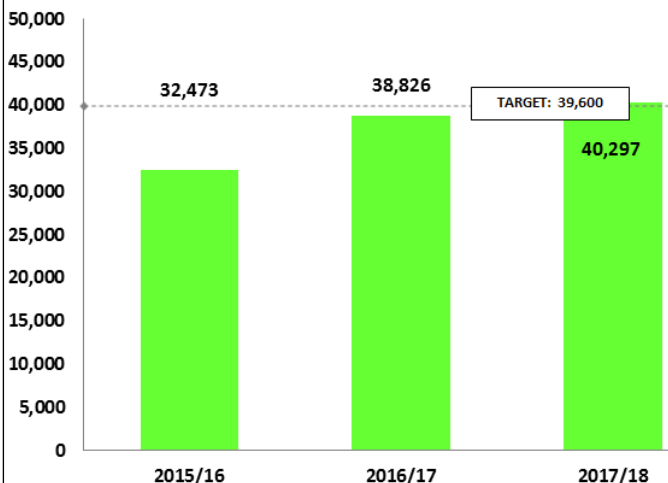

Page 75

	Indicator	Service area	Reporting frequency	Results (2017/18)	Comments & Benchmarking (where available)										
10.	<p>Levels of Detritus: Improved street and environmental cleanliness</p> <p>A low result is good for this indicator</p>	<p>Community & Environ'tal Services</p> <p>Alan Gough</p>	Quarterly	<p>RESULT: 7.55%</p> <p>Street cleanliness: levels of detritus</p>  <table><thead><tr><th>Year</th><th>Level of Detritus (%)</th></tr></thead><tbody><tr><td>2015/16</td><td>6.79%</td></tr><tr><td>2016/17</td><td>6.87%</td></tr><tr><td>2017/18</td><td>7.55%</td></tr><tr><td>Target</td><td>5.5%</td></tr></tbody></table>	Year	Level of Detritus (%)	2015/16	6.79%	2016/17	6.87%	2017/18	7.55%	Target	5.5%	<p>Below target:</p> <p>Target for 2017/18: 5.5%</p> <p>Detritus has been a challenge during 2017/18. The final quarter improved somewhat (6.73%) and is an improvement on the same quarter last year.</p> <p>The improvement can be ascribed to performance gains in Main Roads, High Obstruction Housing and Industrial/Warehousing land use areas. However these gains have been offset by a reduction in performance in Low Obstruction Housing, Other Highway and Recreational land use areas.</p> <p>A new fleet of mechanical sweepers is being introduced in November 2018 and this is expected to contribute to improved performance.</p>
Year	Level of Detritus (%)														
2015/16	6.79%														
2016/17	6.87%														
2017/18	7.55%														
Target	5.5%														
11.	<p>Levels of Graffiti: Improved street and environmental cleanliness</p> <p>A low result is good for this indicator</p>	<p>Community & Environ'tal Services</p> <p>Alan Gough</p>	Quarterly	<p>RESULT: 3.13%</p> <p>Street cleanliness: levels of graffiti</p>  <table><thead><tr><th>Year</th><th>Level of Graffiti (%)</th></tr></thead><tbody><tr><td>2015/16</td><td>3.82%</td></tr><tr><td>2016/17</td><td>2.78%</td></tr><tr><td>2017/18</td><td>3.13%</td></tr><tr><td>Target</td><td>3.7%</td></tr></tbody></table>	Year	Level of Graffiti (%)	2015/16	3.82%	2016/17	2.78%	2017/18	3.13%	Target	3.7%	<p>Above target:</p> <p>Target for 2017/18: 3.7%</p> <p>There was significant improvement in Q4 with a quarter result of 0.99%. This has contributed to the indicator achieving below target for the year.</p> <p>This result is due to reduced graffiti in most land use areas, except in Main and Other Retail land use areas, where issues are still arising with some localised tagging.</p>
Year	Level of Graffiti (%)														
2015/16	3.82%														
2016/17	2.78%														
2017/18	3.13%														
Target	3.7%														

Page 76


	Indicator	Service area	Reporting frequency	Results (2017/18)	Comments & Benchmarking (where available)										
12.	<p>Levels of Fly Posting: Improved street and environmental cleanliness</p> <p>A low result is good for this indicator</p>	<p>Community & Environ'tal Services</p> <p>Alan Gough</p>	Quarterly	<p>RESULT: 0.55%</p> <p>Street cleanliness: levels of fly posting</p> <table><caption>Street cleanliness: levels of fly posting</caption><thead><tr><th>Year</th><th>Level (%)</th></tr></thead><tbody><tr><td>2015/16</td><td>2.78%</td></tr><tr><td>2016/17</td><td>0.99%</td></tr><tr><td>2017/18</td><td>0.55%</td></tr><tr><td>Target</td><td>0.36%</td></tr></tbody></table>	Year	Level (%)	2015/16	2.78%	2016/17	0.99%	2017/18	0.55%	Target	0.36%	<p>Below target:</p> <p>Target for 2017/18: 0.36%</p> <p>Flyposting is under control in most land use areas, However, there remain incidents in Other Retail and Commercial areas, and, in particular, there is an issue of continuous flyposting along the St Albans Road shopfronts.</p>
Year	Level (%)														
2015/16	2.78%														
2016/17	0.99%														
2017/18	0.55%														
Target	0.36%														
13.	<p>Number of Green Flag awards achieved</p> <p>A high result is good for this indicator</p>	<p>Community & Environ'tal Services</p> <p>Alan Gough</p>	Annual	<p>RESULT: 11</p> <p>Number of Green Flags</p> <table><caption>Number of Green Flags</caption><thead><tr><th>Year</th><th>Number of Awards</th></tr></thead><tbody><tr><td>2015/16</td><td>6</td></tr><tr><td>2016/17</td><td>8</td></tr><tr><td>2017/18</td><td>11</td></tr><tr><td>Target</td><td>11</td></tr></tbody></table>	Year	Number of Awards	2015/16	6	2016/17	8	2017/18	11	Target	11	<p>On target:</p> <p>Target for 2017/18: 11</p> <p>This was officially announced in Quarter 2.</p>
Year	Number of Awards														
2015/16	6														
2016/17	8														
2017/18	11														
Target	11														

Page 37

	Indicator	Service area	Reporting frequency	Results (2017/18)	Comments & Benchmarking (where available)										
14.	Throughput of Watford Leisure Centre: Woodside A high result is good for this indicator	Community & Environ'tal Services Alan Gough	Quarterly	RESULT: 840.826 Throughput – Watford Leisure Centre Woodside  <table><thead><tr><th>Year</th><th>Throughput</th></tr></thead><tbody><tr><td>2015/16</td><td>820,781</td></tr><tr><td>2016/17</td><td>828,091</td></tr><tr><td>2017/18</td><td>840,826</td></tr><tr><td>Target (2017/18)</td><td>837,000</td></tr></tbody></table>	Year	Throughput	2015/16	820,781	2016/17	828,091	2017/18	840,826	Target (2017/18)	837,000	Above target:  Target for 2017/18: 837,000 Launched single customer view system, which allows the fitness team to monitor attendance and also identifies any reduction in participation. This allows the Fitness team to communicate promptly with members to discuss options available to pick up attendance and get members back on track.
Year	Throughput														
2015/16	820,781														
2016/17	828,091														
2017/18	840,826														
Target (2017/18)	837,000														
15.	Membership of Watford Leisure Centre: Woodside A high result is good for this indicator	Community & Environ'tal Services Alan Gough	Quarterly	RESULT: 40,297 Membership – Watford Leisure Centre Woodside  <table><thead><tr><th>Year</th><th>Membership</th></tr></thead><tbody><tr><td>2015/16</td><td>32,473</td></tr><tr><td>2016/17</td><td>38,826</td></tr><tr><td>2017/18</td><td>40,297</td></tr><tr><td>Target (2017/18)</td><td>39,600</td></tr></tbody></table>	Year	Membership	2015/16	32,473	2016/17	38,826	2017/18	40,297	Target (2017/18)	39,600	Above target:  Target for 2017/18: 39,600 Membership remains relatively consistent. Promotional offers being considered to drive additional membership
Year	Membership														
2015/16	32,473														
2016/17	38,826														
2017/18	40,297														
Target (2017/18)	39,600														

Page 78

	Indicator	Service area	Reporting frequency	Results (2017/18)	Comments & Benchmarking (where available)								
16.	Throughput of Watford Leisure Centre: Central A high result is good for this indicator	Community & Environ'tal Services Alan Gough	Quarterly	RESULT: 421,773 Throughput – Watford Leisure Centre Central <table><tr><th>Year</th><th>Throughput</th></tr><tr><td>2015/16</td><td>390,650</td></tr><tr><td>2016/17</td><td>Not available</td></tr><tr><td>2017/18</td><td>421,773</td></tr></table>	Year	Throughput	2015/16	390,650	2016/17	Not available	2017/18	421,773	Above target: Target for 2017/18: 398,500 Launched single customer view system, which allows the fitness team to monitor attendance and also identifies any reduction in participation. This allows the Fitness team to communicate promptly with members to discuss options available to pick up attendance and get members back on track. Achieved 8% over target
Year	Throughput												
2015/16	390,650												
2016/17	Not available												
2017/18	421,773												
17.	Membership of Watford Leisure Centre: Central A high result is good for this indicator	Community & Environ'tal Services Alan Gough	Quarterly	RESULT: 6,052 Membership – Watford Leisure Centre Central <table><tr><th>Year</th><th>Membership</th></tr><tr><td>2015/16</td><td>5,867</td></tr><tr><td>2016/17</td><td>5,858</td></tr><tr><td>2017/18</td><td>6,052</td></tr></table>	Year	Membership	2015/16	5,867	2016/17	5,858	2017/18	6,052	Above target: Target for 2017/18 : 5,975 Achieved 3% over target Central had a 'Join for £1' promotion, which led to increased membership by 398. Increased attendance is reflected in the throughput
Year	Membership												
2015/16	5,867												
2016/17	5,858												
2017/18	6,052												

	Indicator	Service area	Reporting frequency	Results (2017/18)	Comments & Benchmarking (where available)										
18.	<p>Number of ticketed performances: Watford Colosseum</p> <p>A high result is good for this indicator</p>	<p>Community & Environ'tal Services</p> <p>Alan Gough</p>	Quarterly	<p>RESULT: 177</p> <table border="1"><thead><tr><th>Period</th><th>Result</th></tr></thead><tbody><tr><td>2015/16</td><td>250</td></tr><tr><td>2016/17</td><td>200</td></tr><tr><td>2017/18</td><td>177</td></tr><tr><td>Target (2017/18)</td><td>154</td></tr></tbody></table>	Period	Result	2015/16	250	2016/17	200	2017/18	177	Target (2017/18)	154	<p>Above target: </p> <p>Target for 2017/18 : 154</p> <p>The management company – HQ Theatres – is focusing on higher quality performances, which is why there has been a drop since 2015/16.</p> <p>The council meet with the Colosseum management on a quarterly basis and review the programme based on a full year's statistics.</p>
Period	Result														
2015/16	250														
2016/17	200														
2017/18	177														
Target (2017/18)	154														

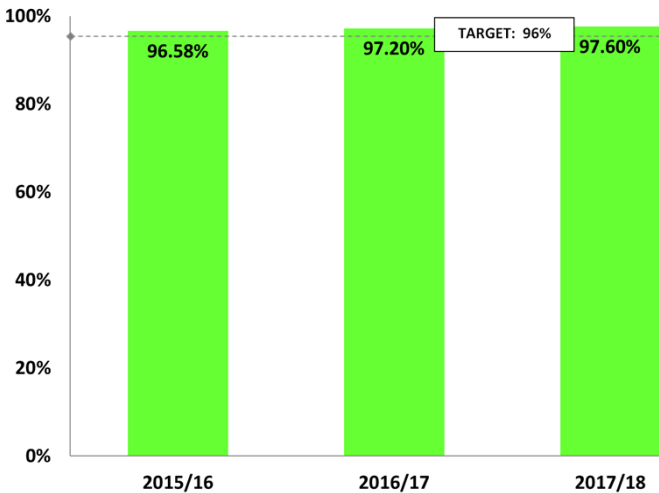

III. FINANCIAL INDICATORS

Page 30

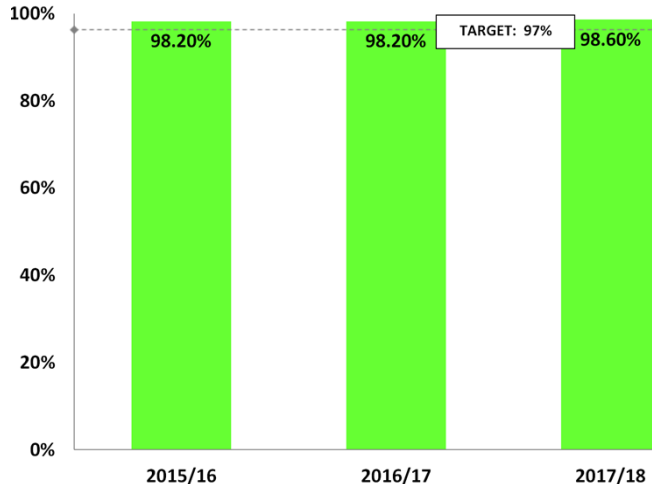

	Indicator	Service area	Reporting frequency	Results (2017/18)	Comments & Benchmarking (where available)								
19.	Value of outstanding invoices <12 months old compared to total raised in a rolling 12 month period A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	RESULT: 0.67% Value of outstanding invoices < 12 months old <table><tr><th>Year</th><th>Value (%)</th></tr><tr><td>2015/16</td><td>2.02%</td></tr><tr><td>2016/17</td><td>1.44%</td></tr><tr><td>2017/18</td><td>0.67%</td></tr></table> <p>TARGET: 3% or less</p>	Year	Value (%)	2015/16	2.02%	2016/17	1.44%	2017/18	0.67%	Above target: Target for 2017/18: 3% or less
Year	Value (%)												
2015/16	2.02%												
2016/17	1.44%												
2017/18	0.67%												
20.	Value of outstanding invoices over 12 months A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	RESULT: 24.19% This result would be 2.46% without Watford Indoor Bowls Club debt.	Below target: Target for 2017/18: 10 % or less 								

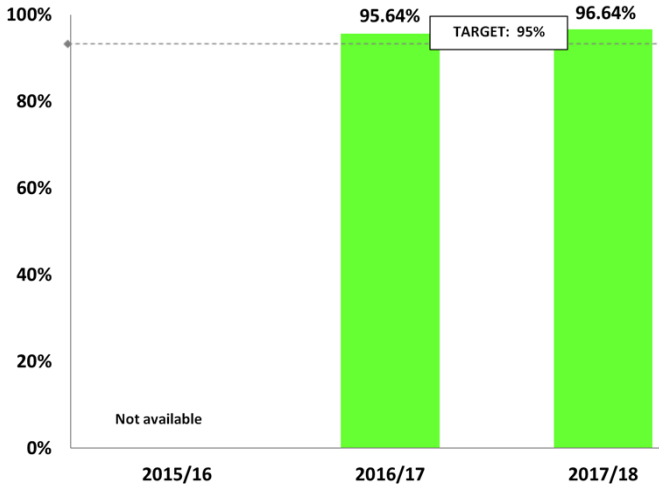
	Indicator	Service area	Reporting frequency	Results (2017/18)	Comments & Benchmarking (where available)								
21.	% payment classified as 'LA error' A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	<div><div>RESULT: 0.34%</div><div>% payments: LA error</div><div><table><caption>% payments: LA error</caption><thead><tr><th>Year</th><th>% payments: LA error</th></tr></thead><tbody><tr><td>2015/16</td><td>0.44%</td></tr><tr><td>2016/17</td><td>0.45%</td></tr><tr><td>2017/18</td><td>0.34%</td></tr></tbody></table></div></div>	Year	% payments: LA error	2015/16	0.44%	2016/17	0.45%	2017/18	0.34%	<div><div>Above target:</div><div>Target for 2017/18: 0.54% or less</div><div>LA error arises when we make a mistake and/or we have been slow in processing changes resulting in overpayments. If the overall LA error rate is : >0.54% NIL subsidy received on overpayments caused by LA error <0.54>0.48% 40% subsidy received on overpayments caused by LA error <0.48% 100% subsidy received</div></div> <div></div>
Year	% payments: LA error												
2015/16	0.44%												
2016/17	0.45%												
2017/18	0.34%												

Page 37

	Indicator	Service area	Reporting frequency	Results (2017/18)	Comments & Benchmarking (where available)																										
22.	<p>Collection rates of council tax</p> <p>A high result is good for this indicator</p> <p><i>NB: we are aware that councils are not reporting this result to government in the same way so national benchmarking data is not necessarily sound. For example, St Albans is not submitting 'in year' performance but including collection from previous years. This gives a higher result</i></p>	<p>Revenues & Benefits</p> <p>Jane Walker</p>	Monthly	<p>RESULT: 97.60%</p> <p>Collection rates of council tax</p>  <table><caption>Collection rates of council tax: in year</caption><thead><tr><th></th><th>Total</th></tr></thead><tbody><tr><td>Broxbourne</td><td>97.0%</td></tr><tr><td>Dacorum</td><td>98.4%</td></tr><tr><td>East Herts</td><td>98.4%</td></tr><tr><td>Hertsmere</td><td>98.5%</td></tr><tr><td>North Herts</td><td>98.4%</td></tr><tr><td>St Albans</td><td>99.0%</td></tr><tr><td>Stevenage</td><td>96.6%</td></tr><tr><td>Three Rivers</td><td>98.5%</td></tr><tr><td>Watford</td><td>97.2%</td></tr><tr><td>Welwyn Hatfield</td><td>97.9%</td></tr><tr><td>England</td><td>97.2%</td></tr><tr><td>Shire districts</td><td>98.1%</td></tr></tbody></table>		Total	Broxbourne	97.0%	Dacorum	98.4%	East Herts	98.4%	Hertsmere	98.5%	North Herts	98.4%	St Albans	99.0%	Stevenage	96.6%	Three Rivers	98.5%	Watford	97.2%	Welwyn Hatfield	97.9%	England	97.2%	Shire districts	98.1%	<p>Above target: </p> <p>Target for 2017/18: 96%</p> <p>Benchmarking: Herts and England performance 2016/17</p> <p><i>2017/18 figures not yet available.</i></p>
	Total																														
Broxbourne	97.0%																														
Dacorum	98.4%																														
East Herts	98.4%																														
Hertsmere	98.5%																														
North Herts	98.4%																														
St Albans	99.0%																														
Stevenage	96.6%																														
Three Rivers	98.5%																														
Watford	97.2%																														
Welwyn Hatfield	97.9%																														
England	97.2%																														
Shire districts	98.1%																														

Page 33

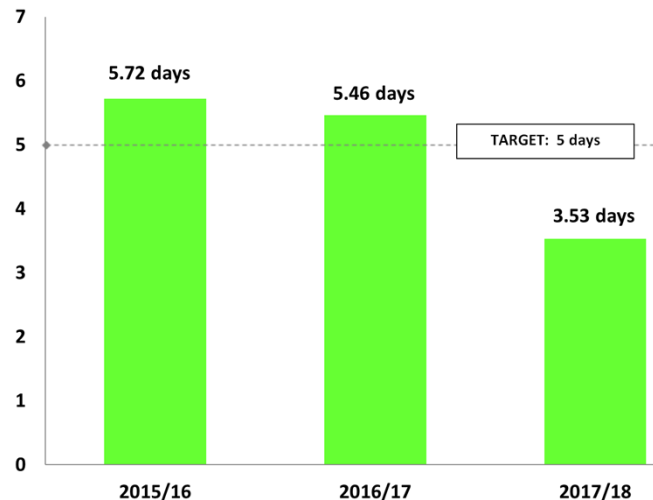

	Indicator	Service area	Reporting frequency	Results (2017/18)	Comments & Benchmarking (where available)																																				
23.	<p>Collection rates of NNDR</p> <p>A high result is good for this indicator</p> <p><i>See above for benchmarking comment</i></p>	Revenues & Benefits	Monthly	<p>RESULT: 98.6%</p> <p>Collection rates of NNDR</p>  <table><thead><tr><th>Year</th><th>Collection rate</th></tr></thead><tbody><tr><td>2015/16</td><td>98.20%</td></tr><tr><td>2016/17</td><td>98.20%</td></tr><tr><td>2017/18</td><td>98.60%</td></tr></tbody></table>	Year	Collection rate	2015/16	98.20%	2016/17	98.20%	2017/18	98.60%	<p>Above target: </p> <p>Target for 2017/18 : 97%</p> <p>Benchmarking: Herts and England performance 2016/17</p> <table><thead><tr><th colspan="2">Collection rates of NNDR: in year</th></tr><tr><th></th><th>Total</th></tr></thead><tbody><tr><td>Broxbourne</td><td>94.9%</td></tr><tr><td>Dacorum</td><td>97.9%</td></tr><tr><td>East Herts</td><td>98.1%</td></tr><tr><td>Hertsmere</td><td>99.1%</td></tr><tr><td>North Herts</td><td>98.5%</td></tr><tr><td>St Albans</td><td>99.4%</td></tr><tr><td>Stevenage</td><td>98.3%</td></tr><tr><td>Three Rivers</td><td>99.1%</td></tr><tr><td>Watford</td><td>98.2%</td></tr><tr><td>Welwyn Hatfield</td><td>98.9%</td></tr><tr><td>England</td><td>98.2%</td></tr><tr><td>Shire districts</td><td>98.4%</td></tr></tbody></table> <p><i>2017/18 figures not yet available.</i></p>	Collection rates of NNDR: in year			Total	Broxbourne	94.9%	Dacorum	97.9%	East Herts	98.1%	Hertsmere	99.1%	North Herts	98.5%	St Albans	99.4%	Stevenage	98.3%	Three Rivers	99.1%	Watford	98.2%	Welwyn Hatfield	98.9%	England	98.2%	Shire districts	98.4%
Year	Collection rate																																								
2015/16	98.20%																																								
2016/17	98.20%																																								
2017/18	98.60%																																								
Collection rates of NNDR: in year																																									
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Welwyn Hatfield	98.9%																																								
England	98.2%																																								
Shire districts	98.4%																																								

	Indicator	Service area	Reporting frequency	Results (2017/18)	Comments & Benchmarking (where available)								
24.	Creditor payments paid within 30 days A high result is good for this indicator	Finance Martin Henwood		<div>RESULT: 96.64%</div> <div>Creditor payments in 30 days</div> <div><table><caption>Creditor payments in 30 days</caption><thead><tr><th>Year</th><th>Result (%)</th></tr></thead><tbody><tr><td>2015/16</td><td>Not available</td></tr><tr><td>2016/17</td><td>95.64%</td></tr><tr><td>2017/18</td><td>96.64%</td></tr></tbody></table></div>	Year	Result (%)	2015/16	Not available	2016/17	95.64%	2017/18	96.64%	Above target: Target for 2017/18 : 95% <div>↑</div>
Year	Result (%)												
2015/16	Not available												
2016/17	95.64%												
2017/18	96.64%												

Page 37

IV. STAFF INDICATORS

Page 35

	Indicator&	Service area	Reporting frequency	Results (2017/18)	Comments Benchmarking (where available)								
25.	Sickness absence (working days lost per employee, rolling 12 month rate) A low result is good for this indicator	Human Resources Terry Baldwin	Monthly	RESULT: 3.53 days Sickness absence  <table><caption>Sickness absence data</caption><thead><tr><th>Year</th><th>Days lost</th></tr></thead><tbody><tr><td>2015/16</td><td>5.72</td></tr><tr><td>2016/17</td><td>5.46</td></tr><tr><td>2017/18</td><td>3.53</td></tr></tbody></table>	Year	Days lost	2015/16	5.72	2016/17	5.46	2017/18	3.53	Above target:  Target for 2017/18 : 5 days This is an excellent result for Watford. Benchmarking East of England Local Authority survey 2016 Average days lost for district authorities: 6.40 days CIPD survey 2016 Average days lost – all sectors: 6.30 days Average days lost – public sector: 8.90 days
Year	Days lost												
2015/16	5.72												
2016/17	5.46												
2017/18	3.53												
26.	Staff sickness – long term / short term Narrative indicator	Human Resources Terry Baldwin	Monthly		For quarter 4 Short term absences triggered - 26 Long term absences triggered - 3 .								

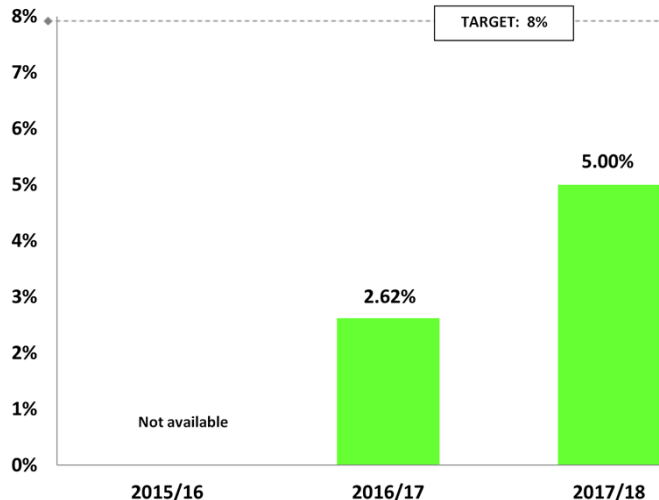

	Indicator&	Service area	Reporting frequency	Results (2017/18)	Comments Benchmarking (where available)
27.	Staff satisfaction 1. Taken from PDRs A high result is good for this indicator	Human Resources Terry Baldwin	Monthly	RESULT: 7.42  <p>Staff satisfaction</p> <p>8 7 6 5 4 3 2 1 0</p> <p>6.94 7.42</p> <p>TARGET: 7.5</p> <p>Not applicable</p> <p>2016/17 2017/18</p>	Below target  Target for 2017/18 : 7.5 Only marginally below target for the 2017/18 PDR cycle. This result is from the PDR cycle where all staff are asked to score their satisfaction from 0-10.
28.	Staff motivation 2. Taken from PDRs A high result is good for this indicator	Human Resources Terry Baldwin	Monthly	RESULT: 7.62  <p>Staff motivation</p> <p>8 7 6 5 4 3 2 1 0</p> <p>7.63 7.62</p> <p>TARGET: 7.5</p> <p>Not applicable</p> <p>2016/17 2017/18</p>	Above target  Target for 2017/18 : 7.5 This result is from the PDR cycle where all staff are asked to score their satisfaction from 0-10.

Page 37

	Indicator&	Service area	Reporting frequency	Results (2017/18)	Comments Benchmarking (where available)								
29.	<p>Return to work interviews carried out on time</p> <p>A high result is good for this indicator</p>	<p>Human Resources</p> <p>Nicola Houwayek</p>	Monthly	<p>RESULT: 100% (for March 2018)</p> <p>Return to work interviews</p>  <table><thead><tr><th>Year</th><th>Result</th></tr></thead><tbody><tr><td>2015/16</td><td>Not available</td></tr><tr><td>2016/17</td><td>92.90%</td></tr><tr><td>2017/18</td><td>100.00%</td></tr></tbody></table>	Year	Result	2015/16	Not available	2016/17	92.90%	2017/18	100.00%	<p>On target</p> <p>Target for 2017/18 : 100%</p>
Year	Result												
2015/16	Not available												
2016/17	92.90%												
2017/18	100.00%												
30.	<p>PDRs completed on time</p> <p>A high result is good for this indicator</p>		Annual	<p>RESULT: 100%</p> <p>PDRs completed on time</p>  <table><thead><tr><th>Year</th><th>Result</th></tr></thead><tbody><tr><td>2015/16</td><td>100.00%</td></tr><tr><td>2016/17</td><td>100.00%</td></tr><tr><td>2017/18</td><td>100.00%</td></tr></tbody></table>	Year	Result	2015/16	100.00%	2016/17	100.00%	2017/18	100.00%	<p>On target</p> <p>Target for 2017/18 : 100% by 30 June 2017</p>
Year	Result												
2015/16	100.00%												
2016/17	100.00%												
2017/18	100.00%												

V. ICT INDICTORS

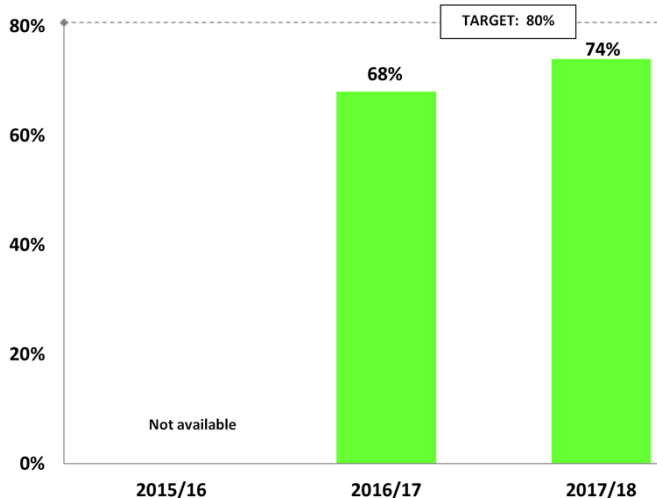
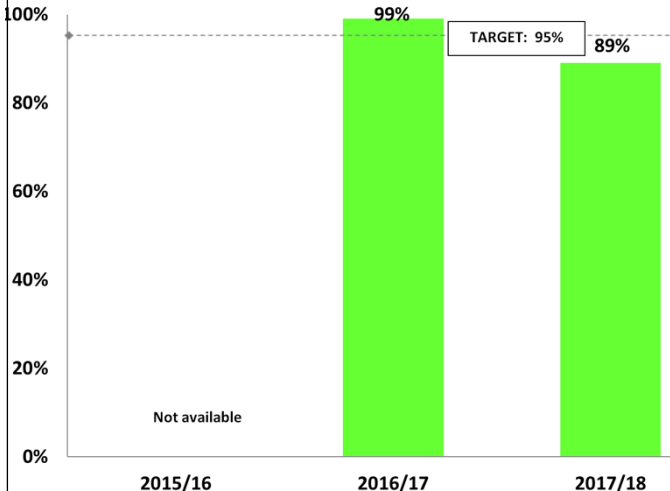
Page 38

	Indicator&	Service area	Reporting frequency	Results (2017/18)	Comments Benchmarking (where available)								
31.	ICT service: Missed calls to the helpdesk A low result is good for this indicator	ICT Andrew Cox	Monthly	RESULT: 5.0% (for March 2018) ICT: missed calls to the helpdesk  <table><tr><th>Year</th><th>Missed calls to the helpdesk (%)</th></tr><tr><td>2015/16</td><td>Not available</td></tr><tr><td>2016/17</td><td>2.62%</td></tr><tr><td>2017/18</td><td>5.00%</td></tr></table>	Year	Missed calls to the helpdesk (%)	2015/16	Not available	2016/17	2.62%	2017/18	5.00%	Above target  Target for 2017/18 : 8% User phones the service desk and gets the welcome message, if the user hangs up at this point, then this is defined as "abandoned". If the user is then transferred to the on hold music, and hangs up this is defined as "missed". Total of 76 calls abandoned, and 24 missed, out of 892 calls overall. 132 abandoned, 862 answered, 43 missed. ANSWERED CALLS: Shortest wait time: 12 secs, Longest wait time: 12 mins 10 sec. Av: 35 secs. MISSED CALLS: Shortest wait time: 21 secs, Longest wait time: 6 mins 29 secs. Av: 1 min 35 secs
Year	Missed calls to the helpdesk (%)												
2015/16	Not available												
2016/17	2.62%												
2017/18	5.00%												
32.	Customer satisfaction survey (The following questions are asked in the survey and a rating of below expectations / met expectation / exceed expectations is available for users to mark against each. (1) How satisfied were you with the service you received?	ICT Andrew Cox	Monthly	.	No target set. 58 survey responses returned (March 2018): <ul style="list-style-type: none">• 11% below expectations• 61% met expectations• 30% exceeded expectations• 4% blank.								

Page 30

	Indicator&	Service area	Reporting frequency	Results (2017/18)	Comments Benchmarking (where available)								
	(2) Did our IT Support Team member communicate effectively with you? (3) Did we resolve your issue in a timely manner? (4) How professional and courteous were the IT support team members?) Narrative indicator												
33.	First time fix (first time fix statistics are calculated by the ME system as an incident being closed 30 minutes post creation) A high result is good for this indicator	ICT Andrew Cox		RESULT: 48% (for March 2018) ICT: first time fix (FTF) <table><tr><th>Year</th><th>Result</th></tr><tr><td>2015/16</td><td>Not available</td></tr><tr><td>2016/17</td><td>48%</td></tr><tr><td>2017/18</td><td>48%</td></tr></table>	Year	Result	2015/16	Not available	2016/17	48%	2017/18	48%	Above target Target for 2017/18 45% First time fixes are incidents which were closed 30 minutes after being created. Walk ups or telephone calls only.
Year	Result												
2015/16	Not available												
2016/17	48%												
2017/18	48%												

Page 7/10

	Indicator&	Service area	Reporting frequency	Results (2017/18)	Comments Benchmarking (where available)										
34.	Tickets closed per team A high result is good for this indicator	ICT Andrew Cox		RESULT: 74% (March 2018) ICT: tickets closed per team  <table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2015/16</td><td>Not available</td></tr><tr><td>2016/17</td><td>68%</td></tr><tr><td>2017/18</td><td>74%</td></tr><tr><td>Target</td><td>80%</td></tr></tbody></table>	Year	Percentage	2015/16	Not available	2016/17	68%	2017/18	74%	Target	80%	Below target Target for 2017/18 80% 1205 calls closed in March 2018 by both teams, which is significantly higher than the last four months. 913 calls closed by AmicusITS 292 calls closed be W3R onsite team.
Year	Percentage														
2015/16	Not available														
2016/17	68%														
2017/18	74%														
Target	80%														
35.	Tickets against service levels A high result is good for this indicator	ICT Andrew Cox		RESULT: 89% (for March 2018) ICT: tickets against service levels  <table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2015/16</td><td>Not available</td></tr><tr><td>2016/17</td><td>99%</td></tr><tr><td>2017/18</td><td>89%</td></tr><tr><td>Target</td><td>95%</td></tr></tbody></table>	Year	Percentage	2015/16	Not available	2016/17	99%	2017/18	89%	Target	95%	Below target: Target for 2017/18 95% Amicus result: 95%, on site W3R team: 71 %. Average across the service: 89%. Both Amicus and W3R team have increased call closure rates within service level significantly. Re-classification of calls required. Currently calls are being classified as service requests, for example, which are projects. General service level review required as service requests are not achievable e.g. hardware purchase.
Year	Percentage														
2015/16	Not available														
2016/17	99%														
2017/18	89%														
Target	95%														

*PART A

Report to: Outsourced Services Scrutiny Panel
Date of meeting: 9 July 2018
Report of: Committee and Scrutiny Support Officer
Title: Work programme for 2018/19

1.0 Summary

- 1.1 This report asks the Panel to consider the work programme for 2018/19 and agree topics for future meetings.

2.0 Risks

2.1

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(Treat, tolerate, terminate, transfer)</i>	Risk Rating (the combination of severity and likelihood)
If no work programme is agreed the panel would not be able to carry out its scrutiny function effectively	Lack of effective scrutiny oversight of major outsourced contracts	Encourage councillors to consider issues for scrutiny	Treat	2

3.0 Recommendations

- 3.1 To agree a work programme with associated issues and questions for the panel in 2018/19.

Contact Officer:

For further information on this report please contact: Jodie Kloss, Committee and Scrutiny Support Officer

telephone extension: 8376

email: jodie.kloss@watford.gov.uk

Report approved by: Head of Democracy and Governance

3.0 Detailed proposal

3.1 The panel's remit is to scrutinise the performance of the major outsourced services. The terms of reference are attached as appendix 1 to this report. There are six scheduled meetings this year and the dates are set out in the work programme, attached at appendix 2.

3.2 Every quarter, the panel will receive the performance report covering the outsourced services. These have been scheduled into the work programme.

3.3 For the remaining items to be agreed, the panel is asked to identify the specific issues they wish to scrutinise in order to drive service improvement. These can be issues of performance, policy implementation or of policy development. The work programme document is structured to require the specific service area to be identified and the questions to be addressed at the meeting.

3.4 The panel is recommended to leave one or two gaps in the work programme for subjects to be agreed at a later date. This will provide the flexibility to review any issues that could arise during the year. The panel will have the opportunity to review the work programme at each of the meetings where they receive the performance report.

4.0 Implications

4.1 Financial

4.1.1 The Head of Finance comments that there are no financial implications for this report as the resources needed for this programme as drafted are within the Council's approved budget.

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.

Appendices

Appendix 1 – Outsourced Services Scrutiny Panel terms of reference

Appendix 2 - Draft work programme 2018/19

Background Papers

No papers were used in the preparation of this report.

File Reference

None

**Outsourced Services Scrutiny Panel
Terms of Reference**

- Politically balanced sub-panel of Overview and Scrutiny Committee
- Membership of seven councillors to be agreed by Annual Council and Chair and Vice-Chair appointed at Annual Council.
- To meet a minimum of 6 occasions during the municipal year
- To scrutinise outsourced services
- To monitor performance and outcomes of outsourced services
- To monitor performance and compliance of contractors who are delivering Council functions on behalf of the council
- To suggest improvements in service delivery and outcomes for citizens of Watford and the Council
- That the contracts the committee scrutinises be as follows:
 - Waste, recycling, street care parks and open spaces
 - Leisure centres
 - Colosseum
 - Management of hostels and temporary accommodation
 - The parking service
 - The shared services under the agreement with Three Rivers District Council
 - Watford Market
- That additional contracts be added as and when they are entered into

Appendix 2

Outsourced Services Scrutiny Panel Work programme 2018/19

Chair Councillor Stephen Cavinder

Vice-Chair Councillor Mark Hofman

Councillors Kareen Hastrick, Glen Saffery, Rabi Martins, Bilqees Mauthoor and Jagtar Singh Dhindsa

Item for agenda	Specific area to be reviewed	Questions to be addressed	Sources of evidence/witnesses	Portfolio holder and lead officer
9 July 2018				
Performance indicators (quarter 4 2017/18)	Performance indicators of all outsourced services	How well are the outsourced services performing? Are there any targets that the Panel would like to be reviewed?	Performance report	Head of Corporate Strategy and Communications
Work programme	Identifying areas and key questions for future review topics	To agree a work programme for 2018/19	Draft work programme OSSP terms of reference	Committee and Scrutiny Support Officer

Item for agenda	Specific area to be reviewed	Questions to be addressed	Sources of evidence/witnesses	Portfolio holder and lead officer
Contract management overview	<ul style="list-style-type: none"> • Performance management • Procurement 	<p>What is the range of (major?) contracts that WBC has?</p> <p>What are our principles of awarding a contract?</p> <p>How does WBC ensure performance is maintained?</p> <p>What are our processes if performance deteriorates?</p> <p>How can scrutiny help the contract managers and the contractors?</p> <p>How well do our contractors and partners work together?</p> <p>Where can OSSP add value this year?</p>	<p>Procurement Manager</p> <p>Head of Community and Environmental Services</p>	<p>Cllr Williams</p> <p>Head of Corporate Strategy and Communications</p> <p>Head of Community and Environmental Services</p>

Item for agenda	Specific area to be reviewed	Questions to be addressed	Sources of evidence/witnesses	Portfolio holder and lead officer
19 September 2018				
Performance indicators (quarter 1 2018/19)	Performance indicators	How well are the outsourced services performing? Are there any targets that the Panel would like to be reviewed?	Performance report	Head of Corporate Strategy and Communications
Work programme	Identifying areas and key questions for future review topics	Does the panel consider that any items in the work programme need to be amended? Are there any additional questions that should be considered for any of the items?	Work programme	Committee and Scrutiny Support Officer

Item for agenda	Specific area to be reviewed	Questions to be addressed	Sources of evidence/witnesses	Portfolio holder and lead officer
Parks and street cleansing	Grounds maintenance to include grass cutting and litter	<p>How are the grass cutting regimes determined?</p> <p>How does Veolia respond to weather conditions? What capacity is there for spikes in demand?</p> <p>How do Veolia plan for peaks in visitors to the parks?</p> <p>What are the processes for ensuring grass cutting and litter picking work well together?</p> <p>What were the main challenges faced this summer and how are WBC and Veolia responding?</p> <p>Does unreliable equipment play a part in the delay of some planned grounds maintenance and if so what is being done to replace (both short term and long term) and/or increase the equipment available?</p>	<p>Section Head – Parks and Open Spaces</p> <p>Veolia representatives</p>	Cllr Williams

Item for agenda	Specific area to be reviewed	Questions to be addressed	Sources of evidence/witnesses	Portfolio holder and lead officer
8 November 2018				
TBC				
12 December 2018				
Performance report (quarter 2 2018/19)	Performance indicators of all outsourced services	How well are the outsourced services performing? Are there any targets that the Panel would like to be reviewed?	Performance report	Head of Corporate Strategy and Communications
Work programme	Identifying areas and key questions for future review topics	Does the work programme still reflect the panel's priorities?	Work programme	Committee and Scrutiny Support Officer
TBC				

Item for agenda	Specific area to be reviewed	Questions to be addressed	Sources of evidence/witnesses	Portfolio holder and lead officer
28 January 2019				
TBC				
20 March 2019				
Performance report (quarter 3 2018/19)	Performance indicators of all outsourced services	How well are the outsourced services performing? Are there any targets that the Panel would like to be reviewed?	Performance report	Head of Corporate Strategy and Communications
Work programme	Identifying areas and key questions for future review topics	To suggest topics for 2019/20	Work programme	Committee and Scrutiny Support Officer

Item for agenda	Specific area to be reviewed	Questions to be addressed	Sources of evidence/witnesses	Portfolio holder and lead officer
Parking enforcement contract				Cllr Sharpe Transport and Infrastructure Section Head

Notes

All meetings are scheduled to take place at 7pm at Watford Town Hall