



**WATFORD
BOROUGH
COUNCIL**

OUTSOURCED SERVICES SCRUTINY PANEL

12 December 2018

7.00 pm

Contact

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01923 278376

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

Publication date: 4 December 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/ Committee membership**

2. **Disclosures of interest**

3. **Minutes**

The [minutes](#) of the meeting held on 8 November 2018 to be submitted and signed.

4. **End of Quarter 2 2018/19: Key Performance Indicator (KPI) Report (Pages 3 - 34)**

A report of the Head of Corporate Strategy and Communications providing the panel with performance indicators for Q2 2018/19.

5. **OSSP - HQT end of year report Dec 2018 (Pages 35 - 69)**

A report of the Leisure and Environmental Services Section Head enclosing the annual report from HQ Theatres.

Report to: Outsourced Services Scrutiny Panel

Title: End of Quarter 2 2018/19: Key Performance Indicator (KPI) Report

Date of meeting 12 December 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 good 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 these key performance indicators at the end of Q2 2018/19. The report, therefore, shows:

- The result for end of Q2 (unless highlighted otherwise)
- The results for the previous quarter (2018/19)
- The results for the same quarter last year (Q2 2017/18)
- The target that was set for 2018/19 and for Q2 – these are often the same, particularly where a target is set as a percentage
- 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 Q1 2018/19

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 Quarter 2 2018/19.

4.0 Detailed proposal

4.1 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 to members at Portfolio Holders meetings 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.

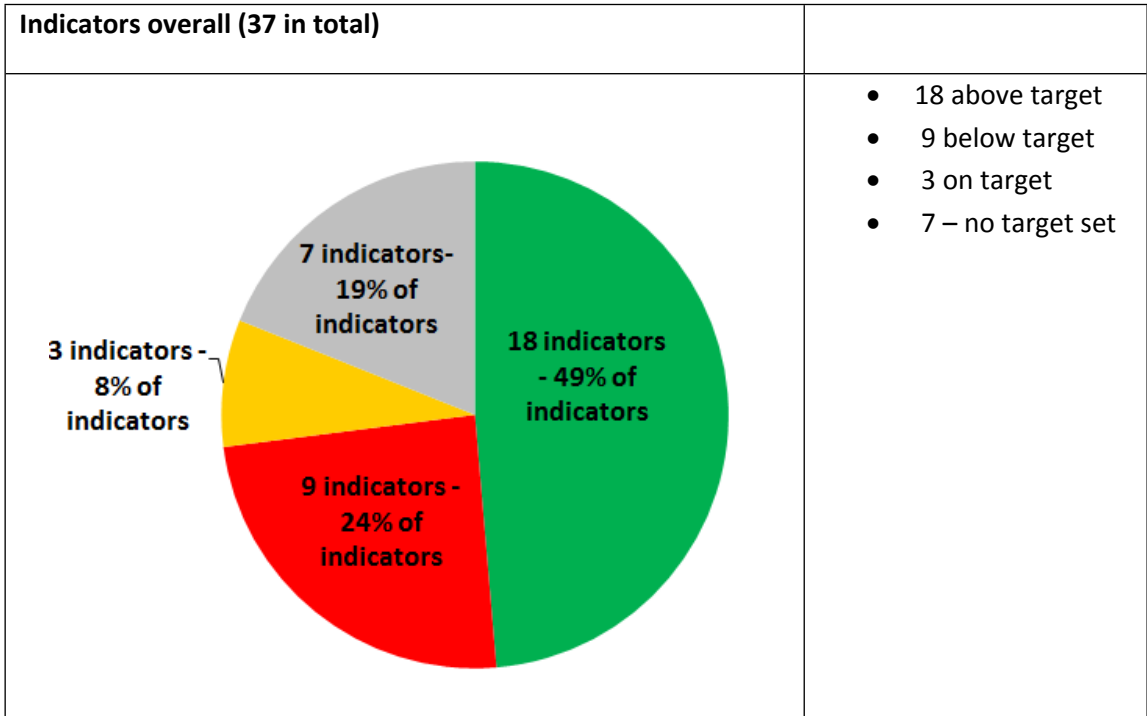
4.2 Benchmarking





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 Q1 2018/19 results are benchmarked in most cases

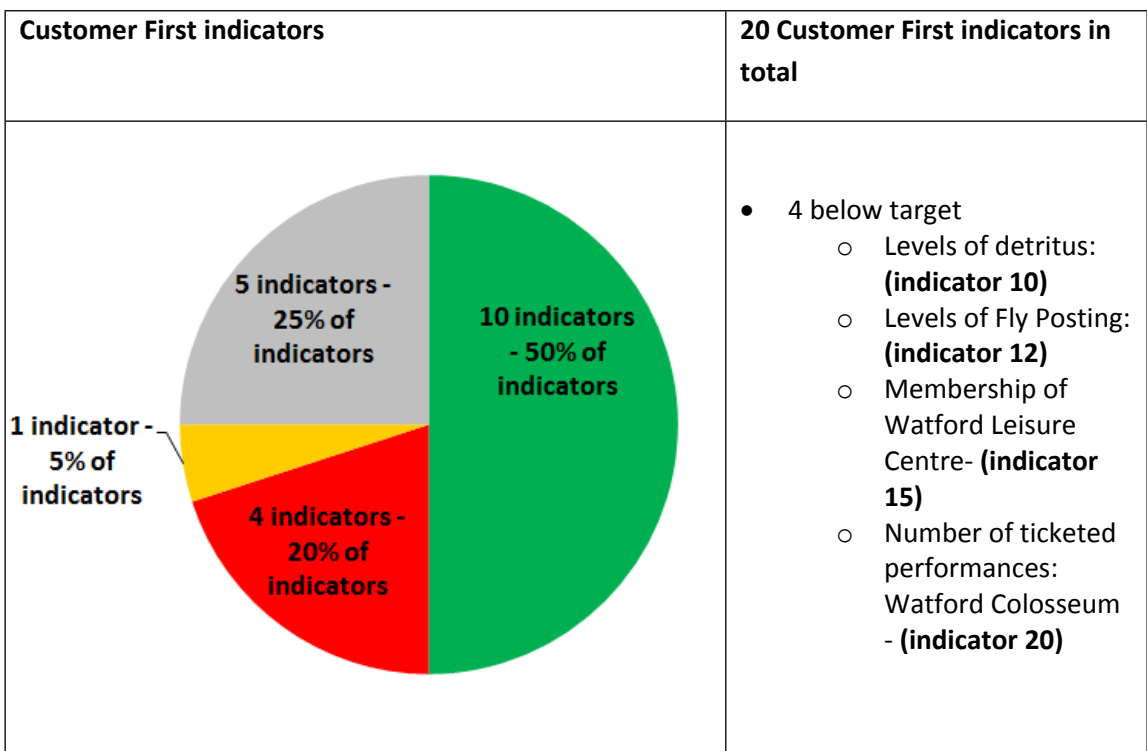
rather than Q2 2018/19.

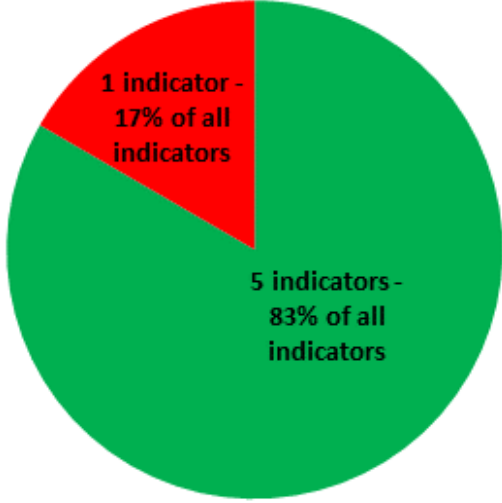
Analysis of targets for types of indicators

	Above target		Below target		On target		No target set
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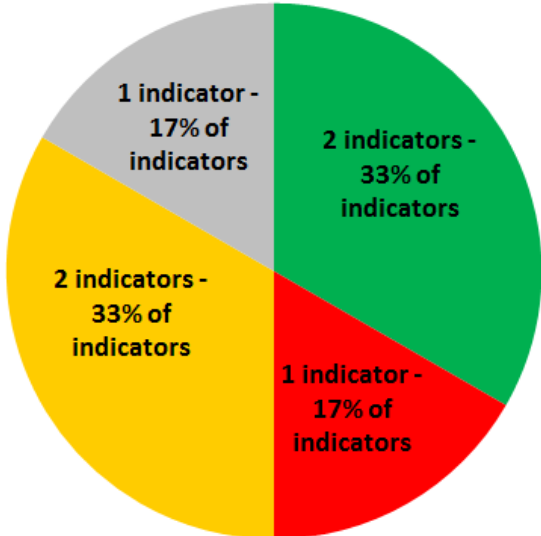


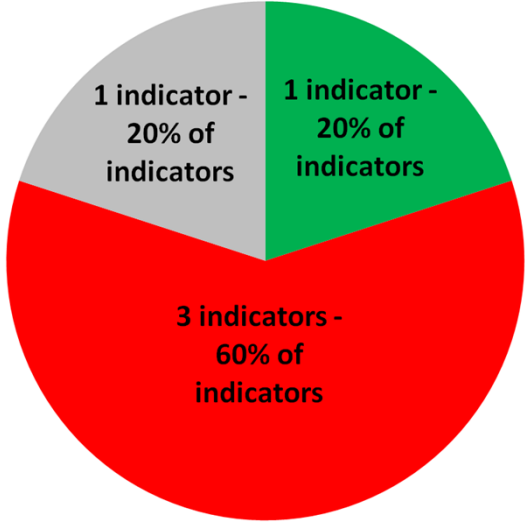
	Above target		Below target		On target		No target set
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Financial indicators	6 Financial indicators in total
 <p>A pie chart representing the performance of 6 financial indicators. The chart is divided into two segments: a large green segment representing 5 indicators (83% of all indicators) that are 'Above target', and a smaller red segment representing 1 indicator (17% of all indicators) that is 'Below target'.</p>	<ul style="list-style-type: none"> • 1 below target <ul style="list-style-type: none"> ○ Collection of NNDR: (indicator 25)

	Above target		Below target		On target		No target set
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Staff indicators	6 staff indicators in total
 <p>A pie chart representing the performance of 6 staff indicators. The chart is divided into three segments: a green segment representing 2 indicators (33% of indicators) that are 'Above target', a yellow segment representing 2 indicators (33% of indicators) that are 'On target', and a red segment representing 1 indicator (17% of indicators) that is 'Below target'. There is also a grey segment representing 1 indicator (17% of indicators) with 'No target set'.</p>	<ul style="list-style-type: none"> • 1 below target <ul style="list-style-type: none"> ○ Return to work interviews carried out on time (indicator 31)

ICT indicators	5 indicators in total
 <p>A pie chart illustrating the performance of 5 ICT indicators. The chart is divided into three segments: a grey segment representing 1 indicator (20%), a green segment representing 1 indicator (20%), and a red segment representing 3 indicators (60%).</p>	<ul style="list-style-type: none"> • 3 below target <ul style="list-style-type: none"> ○ Tickets closed per team: (indicator 35) ○ First time fix: (indicator 36) ○ Tickets against service levels (indicator 37)


Appendices

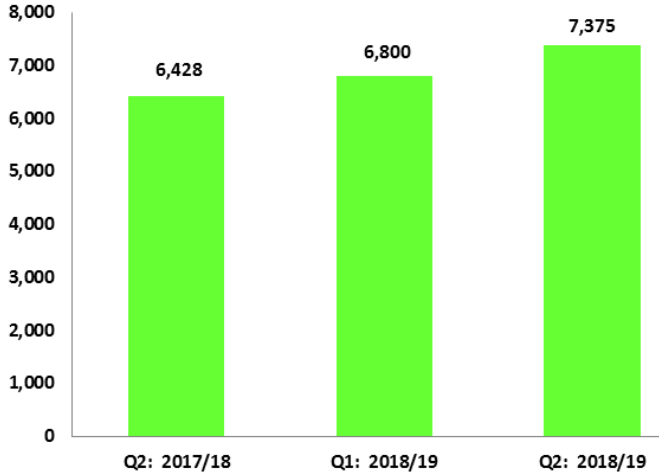
Appendix A – Key Performance Indicators 2018/19: End of Q2- outsourced services

Appendix A: KEY PERFORMANCE INDICATORS: 2018/19: End of Quarter 2

I. CUSTOMER FIRST INDICATORS

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)																																								
REVENUES AND BENEFITS																																													
1.	Average time to process new housing benefits claims (from date of receipt to date processed) A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	<p>RESULT: 12 days</p> <p>Benefit processing: new claims</p> <table border="1"> <caption>Benefit processing: new claims</caption> <thead> <tr> <th>Period</th> <th>Days</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>16</td> </tr> <tr> <td>Q1: 2018/19</td> <td>12</td> </tr> <tr> <td>Q2: 2018/19</td> <td>12</td> </tr> <tr> <td>TARGET</td> <td>15</td> </tr> </tbody> </table>	Period	Days	Q2: 2017/18	16	Q1: 2018/19	12	Q2: 2018/19	12	TARGET	15	<p>Above target: </p> <p>Target for 2018/19 and Q2: 15 days</p> <p>Benchmarking: Herts & England performance: Q1 2018/19 (June)</p> <table border="1"> <thead> <tr> <th colspan="2">Speed of processing: new claims (average for Q1)</th> </tr> <tr> <th></th> <th>Total days</th> </tr> </thead> <tbody> <tr> <td>Welwyn Hatfield</td> <td>9</td> </tr> <tr> <td>Watford</td> <td>11</td> </tr> <tr> <td>Three Rivers</td> <td>13</td> </tr> <tr> <td>St Albans</td> <td>15</td> </tr> <tr> <td>Hertsmere</td> <td>21</td> </tr> <tr> <td>Broxbourne</td> <td>22</td> </tr> <tr> <td>East Herts</td> <td>23</td> </tr> <tr> <td>Dacorum</td> <td>23</td> </tr> <tr> <td>Stevenage</td> <td>23</td> </tr> <tr> <td>North Herts</td> <td>35</td> </tr> <tr> <td>England (average)</td> <td>23</td> </tr> <tr> <td>Hertfordshire (average)</td> <td>20</td> </tr> <tr> <td>England (best)</td> <td>4</td> </tr> </tbody> </table> <p>Watford BC and Three Rivers DC are shown as performing best in Hertfordshire for new claims.</p> <p>(Target for 2017/18: 19 days)</p>	Speed of processing: new claims (average for Q1)			Total days	Welwyn Hatfield	9	Watford	11	Three Rivers	13	St Albans	15	Hertsmere	21	Broxbourne	22	East Herts	23	Dacorum	23	Stevenage	23	North Herts	35	England (average)	23	Hertfordshire (average)	20	England (best)	4
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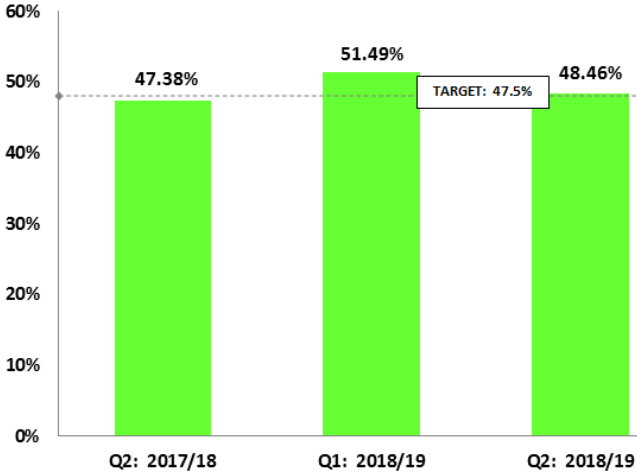

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)																																								
2.	Average time to process change of circumstances (from date of receipt to date processed) A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	<p>RESULT: 7 days</p> <p>Benefit processing: change of circumstances</p> <table border="1"> <caption>Benefit processing: change of circumstances</caption> <thead> <tr> <th>Quarter</th> <th>Days</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>8</td> </tr> <tr> <td>Q1: 2018/19</td> <td>6</td> </tr> <tr> <td>Q2: 2018/19</td> <td>7</td> </tr> <tr> <td>TARGET</td> <td>9</td> </tr> </tbody> </table>	Quarter	Days	Q2: 2017/18	8	Q1: 2018/19	6	Q2: 2018/19	7	TARGET	9	<p>Above target: </p> <p>Target for 2018/19 and Q2: 9 days</p> <p>Benchmarking: Herts & England performance: Q1 2018/19 (June)</p> <table border="1"> <thead> <tr> <th colspan="2">Speed of processing: change in circs (average for Q1)</th> </tr> <tr> <th></th> <th>Total days</th> </tr> </thead> <tbody> <tr> <td>St Albans</td> <td>4</td> </tr> <tr> <td>North Herts</td> <td>6</td> </tr> <tr> <td>Hertsmere</td> <td>6</td> </tr> <tr> <td>Watford</td> <td>6</td> </tr> <tr> <td>Three Rivers</td> <td>7</td> </tr> <tr> <td>East Herts</td> <td>8</td> </tr> <tr> <td>Stevenage</td> <td>8</td> </tr> <tr> <td>Welwyn Hatfield</td> <td>10</td> </tr> <tr> <td>Broxbourne</td> <td>11</td> </tr> <tr> <td>Dacorum</td> <td>11</td> </tr> <tr> <td>England (average)</td> <td>9</td> </tr> <tr> <td>Hertfordshire (average)</td> <td>8</td> </tr> <tr> <td>England (best)</td> <td>1</td> </tr> </tbody> </table> <p>(Target for 2017/18: 14 days)</p>	Speed of processing: change in circs (average for Q1)			Total days	St Albans	4	North Herts	6	Hertsmere	6	Watford	6	Three Rivers	7	East Herts	8	Stevenage	8	Welwyn Hatfield	10	Broxbourne	11	Dacorum	11	England (average)	9	Hertfordshire (average)	8	England (best)	1
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	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)								
PARKING:													
3.	Penalty Charge Notices issued	Place Shaping & Corp Perf Nick Fenwick	Quarterly	<p>RESULT: 7,375</p> <p>Penalty Charge Notices issued</p>  <table border="1"> <caption>Penalty Charge Notices issued</caption> <thead> <tr> <th>Quarter</th> <th>Number of Notices</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>6,428</td> </tr> <tr> <td>Q1: 2018/19</td> <td>6,800</td> </tr> <tr> <td>Q2: 2018/19</td> <td>7,375</td> </tr> </tbody> </table>	Quarter	Number of Notices	Q2: 2017/18	6,428	Q1: 2018/19	6,800	Q2: 2018/19	7,375	No target is set for penalty charge notices in line with national guidelines.
Quarter	Number of Notices												
Q2: 2017/18	6,428												
Q1: 2018/19	6,800												
Q2: 2018/19	7,375												


	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)																
4.	Tribunal appeals (won/lost/not contested)	Place Shaping & Corp Perf Nick Fenwick	Quarterly	<p style="text-align: center;">Tribunal appeals – won / lost / not contested</p> <table border="1"> <caption>Tribunal appeals – won / lost / not contested</caption> <thead> <tr> <th>Quarter</th> <th>Won</th> <th>Lost</th> <th>Not Contested</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>2</td> <td>3</td> <td>0</td> </tr> <tr> <td>Q1: 2018/19</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q2: 2018/19</td> <td>2</td> <td>1</td> <td>0</td> </tr> </tbody> </table>	Quarter	Won	Lost	Not Contested	Q2: 2017/18	2	3	0	Q1: 2018/19	0	0	0	Q2: 2018/19	2	1	0	No target is set for penalty charge notices in line with national guidelines.
Quarter	Won	Lost	Not Contested																		
Q2: 2017/18	2	3	0																		
Q1: 2018/19	0	0	0																		
Q2: 2018/19	2	1	0																		
5.	Reasons for appeals lost (narrative measure)	Place Shaping & Corp Perf Nick Fenwick	Quarterly		Adjudicator found appellant’s claim that the vehicle was cloned to be credible.																

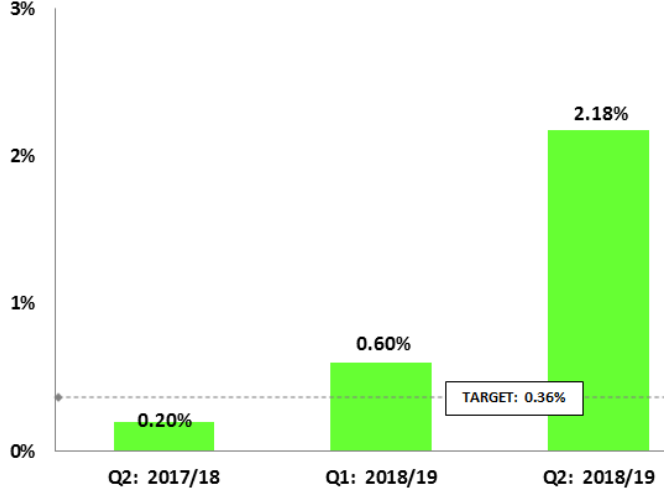
	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)										
WASTE, RECYCLING AND STREET CLEANSING															
6.	Residual household waste per household A low result is good for this indicator	Community & Environ'tal Services Alan Gough	Quarterly	<p>RESULT: 101.19kg</p> <p>Waste collected per household</p>  <table border="1"> <caption>Waste collected per household (kg)</caption> <thead> <tr> <th>Quarter</th> <th>Waste Collected (kg)</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>107.55</td> </tr> <tr> <td>Q1: 2018/19</td> <td>105.91</td> </tr> <tr> <td>Q2: 2018/19</td> <td>101.19</td> </tr> <tr> <td>Target</td> <td>112.5</td> </tr> </tbody> </table>	Quarter	Waste Collected (kg)	Q2: 2017/18	107.55	Q1: 2018/19	105.91	Q2: 2018/19	101.19	Target	112.5	Above target:  Target for 2018/19: 450kg Target for Q2: 112.5kg (Target for 2017/18: 450kg)
Quarter	Waste Collected (kg)														
Q2: 2017/18	107.55														
Q1: 2018/19	105.91														
Q2: 2018/19	101.19														
Target	112.5														
7.	Waste recycled and composted A high result is good for this indicator	Community & Environ'tal Services Alan Gough	Quarterly	<p>RESULT: 48.29%</p> <p>Waste recycled and composted</p>  <table border="1"> <caption>Waste recycled and composted (%)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>46.73</td> </tr> <tr> <td>Q1: 2018/19</td> <td>51.30</td> </tr> <tr> <td>Q2: 2018/19</td> <td>48.29</td> </tr> <tr> <td>Target</td> <td>46</td> </tr> </tbody> </table>	Quarter	Percentage	Q2: 2017/18	46.73	Q1: 2018/19	51.30	Q2: 2018/19	48.29	Target	46	Above target:  Target for 2018/19 and Q2: 46% (Target for 2017/18: 46%)
Quarter	Percentage														
Q2: 2017/18	46.73														
Q1: 2018/19	51.30														
Q2: 2018/19	48.29														
Target	46														

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)																																												
					<p data-bbox="1491 213 2018 240">Benchmarking: Herts performance 2017/18</p> <table border="1" data-bbox="1491 280 2175 799"> <thead> <tr> <th data-bbox="1491 280 1677 392">Authority</th> <th data-bbox="1677 280 1841 392">2017/18 outturn</th> <th data-bbox="1841 280 2004 392">2016/17 outturn</th> <th data-bbox="2004 280 2175 392">change from 2016/17</th> </tr> </thead> <tbody> <tr> <td data-bbox="1491 392 1677 427">Three Rivers</td> <td data-bbox="1677 392 1841 427">62.4%</td> <td data-bbox="1841 392 2004 427">61.9%</td> <td data-bbox="2004 392 2175 427">0.5%</td> </tr> <tr> <td data-bbox="1491 427 1677 462">St Albans</td> <td data-bbox="1677 427 1841 462">59.5%</td> <td data-bbox="1841 427 2004 462">57.5%</td> <td data-bbox="2004 427 2175 462">2.0%</td> </tr> <tr> <td data-bbox="1491 462 1677 497">North Herts</td> <td data-bbox="1677 462 1841 497">57.5%</td> <td data-bbox="1841 462 2004 497">58.9%</td> <td data-bbox="2004 462 2175 497">-1.4%</td> </tr> <tr> <td data-bbox="1491 497 1677 533">Dacorum</td> <td data-bbox="1677 497 1841 533">52.5%</td> <td data-bbox="1841 497 2004 533">51.1%</td> <td data-bbox="2004 497 2175 533">1.5%</td> </tr> <tr> <td data-bbox="1491 533 1677 568">East Herts</td> <td data-bbox="1677 533 1841 568">49.4%</td> <td data-bbox="1841 533 2004 568">51.5%</td> <td data-bbox="2004 533 2175 568">-2.1%</td> </tr> <tr> <td data-bbox="1491 568 1677 603">Watford</td> <td data-bbox="1677 568 1841 603">44.3%</td> <td data-bbox="1841 568 2004 603">42.9%</td> <td data-bbox="2004 568 2175 603">1.5%</td> </tr> <tr> <td data-bbox="1491 603 1677 638">Hertsmere</td> <td data-bbox="1677 603 1841 638">43.6%</td> <td data-bbox="1841 603 2004 638">43.4%</td> <td data-bbox="2004 603 2175 638">0.2%</td> </tr> <tr> <td data-bbox="1491 638 1677 724">Welwyn Hatfield</td> <td data-bbox="1677 638 1841 724">43.4%</td> <td data-bbox="1841 638 2004 724">53.0%</td> <td data-bbox="2004 638 2175 724">-9.6%</td> </tr> <tr> <td data-bbox="1491 724 1677 759">Broxbourne</td> <td data-bbox="1677 724 1841 759">41.8%</td> <td data-bbox="1841 724 2004 759">41.1%</td> <td data-bbox="2004 724 2175 759">0.6%</td> </tr> <tr> <td data-bbox="1491 759 1677 799">Stevenage</td> <td data-bbox="1677 759 1841 799">38.3%</td> <td data-bbox="1841 759 2004 799">39.8%</td> <td data-bbox="2004 759 2175 799">-1.4%</td> </tr> </tbody> </table>	Authority	2017/18 outturn	2016/17 outturn	change from 2016/17	Three Rivers	62.4%	61.9%	0.5%	St Albans	59.5%	57.5%	2.0%	North Herts	57.5%	58.9%	-1.4%	Dacorum	52.5%	51.1%	1.5%	East Herts	49.4%	51.5%	-2.1%	Watford	44.3%	42.9%	1.5%	Hertsmere	43.6%	43.4%	0.2%	Welwyn Hatfield	43.4%	53.0%	-9.6%	Broxbourne	41.8%	41.1%	0.6%	Stevenage	38.3%	39.8%	-1.4%
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Stevenage	38.3%	39.8%	-1.4%																																														

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)										
8.	Recycled household kerbside collection services (Veolia contract target) A high result is good for this indicator	Community & Environ'tal Services Alan Gough	Quarterly	<p>RESULT: 48.46%</p> <p>Waste recycled and composted (contractual target)</p>  <table border="1"> <caption>Waste recycled and composted (contractual target)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>47.38%</td> </tr> <tr> <td>Q1: 2018/19</td> <td>51.49%</td> </tr> <tr> <td>Q2: 2018/19</td> <td>48.46%</td> </tr> <tr> <td>Target</td> <td>47.5%</td> </tr> </tbody> </table>	Quarter	Percentage	Q2: 2017/18	47.38%	Q1: 2018/19	51.49%	Q2: 2018/19	48.46%	Target	47.5%	<p>Above target </p> <p>Target for 2018/19 and Q2: 47.5%</p> <p>The result for Q1 tends to be the highest percentage result in the year due to green waste tonnages.</p> <p>(Target for 2017/18: 47.5% - this is a contractual target)</p>
Quarter	Percentage														
Q2: 2017/18	47.38%														
Q1: 2018/19	51.49%														
Q2: 2018/19	48.46%														
Target	47.5%														



	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)												
9.	<p>Levels of Litter: Improved street and environmental cleanliness</p> <p>A low result is good for this indicator</p> <p>The surveyed areas include: Callowland; Holywell Meriden; Nascot Park; Vicarage</p> <p>The previous quarter surveyed areas were: Tudor; Oxhey; Stanborough; Leggatts Woodside; Central</p>	<p>Community & Environ'tal Services</p> <p>Alan Gough</p>	Quarterly	<p>RESULT: 4.37%</p> <p>Street cleanliness: levels of litter</p> <table border="1"> <caption>Street cleanliness: levels of litter</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>4.37%</td> <td>4.5%</td> </tr> <tr> <td>Q1: 2018/19</td> <td>4.17%</td> <td>4.5%</td> </tr> <tr> <td>Q2: 2018/19</td> <td>4.37%</td> <td>4.5%</td> </tr> </tbody> </table>	Quarter	Result (%)	Target (%)	Q2: 2017/18	4.37%	4.5%	Q1: 2018/19	4.17%	4.5%	Q2: 2018/19	4.37%	4.5%	<p>Above target: </p> <p>Target for 2018/19 and Q2: 4.5%</p> <p>The litter score of 4.37% remains unchanged on a year ago and is within target. Other Retail, High Obstruction Housing, Main Roads and Recreational Land continue to be challenging litter hot spots, and every effort will be made to maintain and if possible improve performance going forward.</p> <p>(Target for 2017/18: 4.5% - this is a contractual target)</p>
Quarter	Result (%)	Target (%)															
Q2: 2017/18	4.37%	4.5%															
Q1: 2018/19	4.17%	4.5%															
Q2: 2018/19	4.37%	4.5%															
10.	<p>Levels of Detritus: Improved street and environmental cleanliness</p> <p>A low result is good for this indicator</p> <p>The surveyed areas include: Callowland; Holywell Meriden; Nascot Park; Vicarage</p> <p>The previous quarter surveyed areas were: Tudor; Oxhey; Stanborough; Leggatts Woodside; Central</p>	<p>Community & Environ'tal Services</p> <p>Alan Gough</p>	Quarterly	<p>RESULT: 11.36%</p> <p>Street cleanliness: levels of detritus</p> <table border="1"> <caption>Street cleanliness: levels of detritus</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>6.49%</td> <td>5.5%</td> </tr> <tr> <td>Q1: 2018/19</td> <td>11.52%</td> <td>5.5%</td> </tr> <tr> <td>Q2: 2018/19</td> <td>11.36%</td> <td>5.5%</td> </tr> </tbody> </table>	Quarter	Result (%)	Target (%)	Q2: 2017/18	6.49%	5.5%	Q1: 2018/19	11.52%	5.5%	Q2: 2018/19	11.36%	5.5%	<p>Below target: </p> <p>Target for 2018/19 and Q2: 5.5%</p> <p>The detritus scores continues to reflect the reliability of the existing fleet of ageing Johnston mechanical sweepers, which suffered frequent mechanical breakdowns throughout the survey period. The Q2 result shows an increase from this time last year, however the score represents an improvement in performance on the Q1 result. Three replacement Scarab mechanical brooms have been ordered and will be available in the New Year, however in the meantime it has been agreed to hire in three Scarabs from the 1 November to cover peak autumn leafing and the period up to the delivery of the new fleet. Veolia have brought in one of these hired Scarabs early from the start of</p>
Quarter	Result (%)	Target (%)															
Q2: 2017/18	6.49%	5.5%															
Q1: 2018/19	11.52%	5.5%															
Q2: 2018/19	11.36%	5.5%															

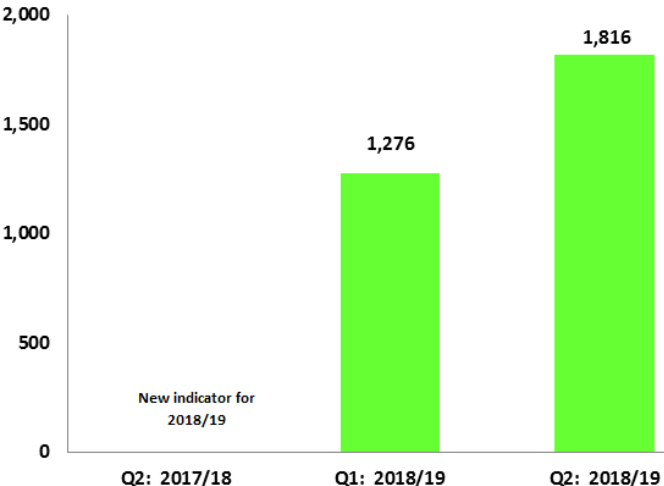
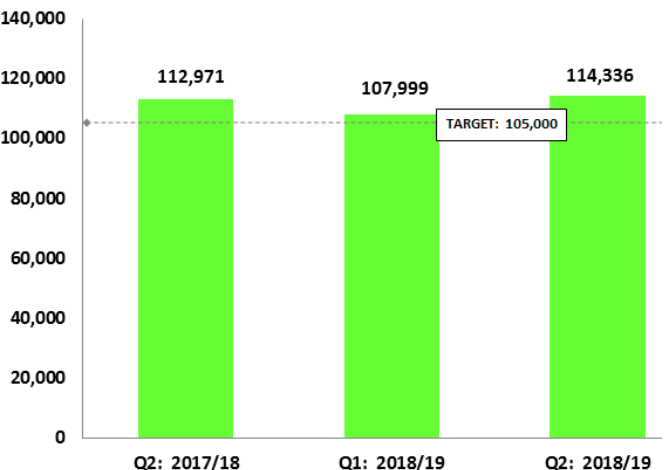

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)										
					<p>October as it became clear that the existing mechanical sweepers were not going to be sufficient to deal with the early leaf fall. This arrangement has worked well. The Scarab fleet will ensure a recovery in performance over the coming months.</p> <p>Veolia is aware that the performance level needs to improve and all indicators are discussed at the monthly operations meeting.</p> <p>(Target for 2017/18: 5.5% - this is a contractual target)</p>										
11.	<p>Levels of Graffiti: Improved street and environmental cleanliness</p> <p>A low result is good for this indicator</p> <p>The surveyed areas include: Callowland; Holywell Meriden; Nascot Park; Vicarage</p> <p>The previous quarter surveyed areas were: Tudor; Oxhey; Stanborough; Leggatts Woodside; Central</p>	<p>Community & Environ'tal Services</p> <p>Alan Gough</p>	Quarterly	<p>RESULT: 2.78%</p> <p>Street cleanliness: levels of graffiti</p> <table border="1"> <caption>Street cleanliness: levels of graffiti</caption> <thead> <tr> <th>Quarter</th> <th>Level of graffiti (%)</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>2.18%</td> </tr> <tr> <td>Q1: 2018/19</td> <td>3.57%</td> </tr> <tr> <td>Q2: 2018/19</td> <td>2.78%</td> </tr> <tr> <td>Target</td> <td>3.7%</td> </tr> </tbody> </table>	Quarter	Level of graffiti (%)	Q2: 2017/18	2.18%	Q1: 2018/19	3.57%	Q2: 2018/19	2.78%	Target	3.7%	<p>Above target: </p> <p>Target for 2018/19 and Q2: 3.7%</p> <p>The graffiti score remains within target. Performance gains in Low Obstruction Housing, Main Roads and Recreational Areas has been offset by an increase in graffiti found in Other Highway areas. Other highways will be targeted over the next three months.</p> <p>(Target for 2017/18: 3.7% - this is a contractual target)</p>
Quarter	Level of graffiti (%)														
Q2: 2017/18	2.18%														
Q1: 2018/19	3.57%														
Q2: 2018/19	2.78%														
Target	3.7%														


	Indicator	Service area	Reporting frequency	Results (Quarter 2)	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>The surveyed areas include: Callowland; Holywell Meriden; Nascot Park; Vicarage</p> <p>The previous quarter surveyed areas were: Tudor; Oxhey; Stanborough; Leggatts Woodside; Central surveyed areas include:</p>	<p>Community & Environ'tal Services</p> <p>Alan Gough</p>	<p>Quarterly</p>	<p>RESULT: 2.18%</p> <p>Street cleanliness: levels of fly posting</p>  <table border="1"> <caption>Street cleanliness: levels of fly posting</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>0.20%</td> <td>0.36%</td> </tr> <tr> <td>Q1: 2018/19</td> <td>0.60%</td> <td>0.36%</td> </tr> <tr> <td>Q2: 2018/19</td> <td>2.18%</td> <td>0.36%</td> </tr> </tbody> </table>	Quarter	Result (%)	Target (%)	Q2: 2017/18	0.20%	0.36%	Q1: 2018/19	0.60%	0.36%	Q2: 2018/19	2.18%	0.36%	<p>Below target:</p> <p>Target for 2017/18 and for Q2: 0.36%</p> <p>The fly posting score has increased from 0.20% a year ago to 2.18% this year. This result is largely down to a growing trend in local businesses, such as the 'Range' and 'Asda' affixing banners and other smaller businesses padlocking/attaching signs to highway infrastructure. Efforts will be made to liaise with businesses to discourage this practice.</p> <p>This is a very ambitious target but Veolia is aware that current performance needs to improve. As with all indicators, this indicator is discussed at the monthly board meetings.</p> <p>(Target for 2017/18: 0.36% - this is a contractual target)</p>
Quarter	Result (%)	Target (%)															
Q2: 2017/18	0.20%	0.36%															
Q1: 2018/19	0.60%	0.36%															
Q2: 2018/19	2.18%	0.36%															



	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)										
13.	Number of Green Flag awards achieved A high result is good for this indicator	Community & Environ'tal Services Alan Gough	Annual	<p>RESULT: 12</p> <p style="text-align: center;">Number of Green Flags</p> <table border="1"> <caption>Data for Number of Green Flags</caption> <thead> <tr> <th>Quarter</th> <th>Number of Green Flags</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>8</td> </tr> <tr> <td>Q1: 2018/19</td> <td>11</td> </tr> <tr> <td>Q2: 2018/19</td> <td>12</td> </tr> <tr> <td>Target (2018/19)</td> <td>12</td> </tr> </tbody> </table>	Quarter	Number of Green Flags	Q2: 2017/18	8	Q1: 2018/19	11	Q2: 2018/19	12	Target (2018/19)	12	<p>On target: </p> <p>Target for 2018/19: 12</p> <p>This was officially announced in Quarter 2.</p> <p>(Target for 2017/18: 11)</p>
Quarter	Number of Green Flags														
Q2: 2017/18	8														
Q1: 2018/19	11														
Q2: 2018/19	12														
Target (2018/19)	12														

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)										
LEISURE AND COMMUNITY															
14.	Throughput of Watford Leisure Centre: Woodside A high result is good for this indicator	Community & Environ'tal Services Alan Gough	Quarterly	<p>RESULT: 212,500</p> <p>Throughput – Watford Leisure Centre Woodside</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Throughput</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>210,860</td> </tr> <tr> <td>Q1: 2018/19</td> <td>240,377</td> </tr> <tr> <td>Q2: 2018/19</td> <td>212,509</td> </tr> <tr> <td>Target</td> <td>210,000</td> </tr> </tbody> </table>	Quarter	Throughput	Q2: 2017/18	210,860	Q1: 2018/19	240,377	Q2: 2018/19	212,509	Target	210,000	<p>Above target: </p> <p>Target for 2018/19: 840,000</p> <p>Target for Q2: 210,000</p> <p>(Target for 2017/18: 837,000)</p>
Quarter	Throughput														
Q2: 2017/18	210,860														
Q1: 2018/19	240,377														
Q2: 2018/19	212,509														
Target	210,000														
15.	Membership of Watford Leisure Centre: Woodside A high result is good for this indicator	Community & Environ'tal Services Alan Gough	Quarterly	<p>RESULT: 4,821</p> <p>Membership – Watford Leisure Centre Woodside</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Membership</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>Not available</td> </tr> <tr> <td>Q1: 2018/19</td> <td>4,884</td> </tr> <tr> <td>Q2: 2018/19</td> <td>4,821</td> </tr> <tr> <td>Target</td> <td>5,000</td> </tr> </tbody> </table>	Quarter	Membership	Q2: 2017/18	Not available	Q1: 2018/19	4,884	Q2: 2018/19	4,821	Target	5,000	<p>Above target: </p> <p>Target for 2018/19 and for Q2: 5,000</p> <p>Membership remains relatively consistent. Promotional offers being considered to drive additional membership.</p> <p>Once the current improvement works are completed, Everyone Active / SLM will be carrying out a marketing campaign. This will be in the new year.</p> <p>Previous year figure is not available as Everyone Active is now reporting this figure on a quarterly not cumulative basis.</p> <p>(Target for 2017/18: 5,000)</p>
Quarter	Membership														
Q2: 2017/18	Not available														
Q1: 2018/19	4,884														
Q2: 2018/19	4,821														
Target	5,000														

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)								
16.	Watford Leisure Centre - Woodside - swimming lessons take up	Community & Environ'tal Services Alan Gough	Quarterly	<p>RESULT: 1,816</p> <p>Watford Leisure Centre Woodside – swimming lesson take up</p>  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Take up</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>0</td> </tr> <tr> <td>Q1: 2018/19</td> <td>1,276</td> </tr> <tr> <td>Q2: 2018/19</td> <td>1,816</td> </tr> </tbody> </table>	Quarter	Take up	Q2: 2017/18	0	Q1: 2018/19	1,276	Q2: 2018/19	1,816	No target set for this year – the year will be used to baseline and set future targets.
Quarter	Take up												
Q2: 2017/18	0												
Q1: 2018/19	1,276												
Q2: 2018/19	1,816												
17.	Throughput of Watford Leisure Centre: Central A high result is good for this indicator	Community & Environ'tal Services Alan Gough	Quarterly	<p>RESULT: 114,336</p> <p>Throughput – Watford Leisure Centre Central</p>  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Throughput</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>112,971</td> </tr> <tr> <td>Q1: 2018/19</td> <td>107,999</td> </tr> <tr> <td>Q2: 2018/19</td> <td>114,336</td> </tr> </tbody> </table>	Quarter	Throughput	Q2: 2017/18	112,971	Q1: 2018/19	107,999	Q2: 2018/19	114,336	<p>Above target: </p> <p>Target for 2018/19: 420,00</p> <p>Target for Q2: 105,000</p> <p>(Target for 2017/18: 397,060)</p>
Quarter	Throughput												
Q2: 2017/18	112,971												
Q1: 2018/19	107,999												
Q2: 2018/19	114,336												

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)												
18.	Membership of Watford Leisure Centre: Central A high result is good for this indicator	Community & Environ'tal Services Alan Gough	Quarterly	<p>RESULT: 3,055</p> <p>Membership – Watford Leisure Centre Central</p> <table border="1"> <caption>Membership – Watford Leisure Centre Central</caption> <thead> <tr> <th>Quarter</th> <th>Membership</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>Not available</td> <td>3,000</td> </tr> <tr> <td>Q1: 2018/19</td> <td>3,018</td> <td>3,000</td> </tr> <tr> <td>Q2: 2018/19</td> <td>3,055</td> <td>3,000</td> </tr> </tbody> </table>	Quarter	Membership	Target	Q2: 2017/18	Not available	3,000	Q1: 2018/19	3,018	3,000	Q2: 2018/19	3,055	3,000	<p>Above target: </p> <p>Target for 2018/19 and for Q2 : 3,000</p> <p>Previous year figure is not available as Everyone Active is now reporting this figure on a quarterly not cumulative basis.</p> <p>(Target for 2017/18: 3,000)</p>
Quarter	Membership	Target															
Q2: 2017/18	Not available	3,000															
Q1: 2018/19	3,018	3,000															
Q2: 2018/19	3,055	3,000															
19.	Watford Leisure Centre – Central - swimming lessons take up	Community & Environ'tal Services Alan Gough	Quarterly	<p>RESULT: 1,816</p> <p>Watford Leisure Centre Central – swimming lesson take up</p> <table border="1"> <caption>Watford Leisure Centre Central – swimming lesson take up</caption> <thead> <tr> <th>Quarter</th> <th>Take up</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>New indicator for 2018/19</td> </tr> <tr> <td>Q1: 2018/19</td> <td>1,276</td> </tr> <tr> <td>Q2: 2018/19</td> <td>1,816</td> </tr> </tbody> </table>	Quarter	Take up	Q2: 2017/18	New indicator for 2018/19	Q1: 2018/19	1,276	Q2: 2018/19	1,816	<p>No target set for this year – the year will be used to baseline and set future targets.</p>				
Quarter	Take up																
Q2: 2017/18	New indicator for 2018/19																
Q1: 2018/19	1,276																
Q2: 2018/19	1,816																

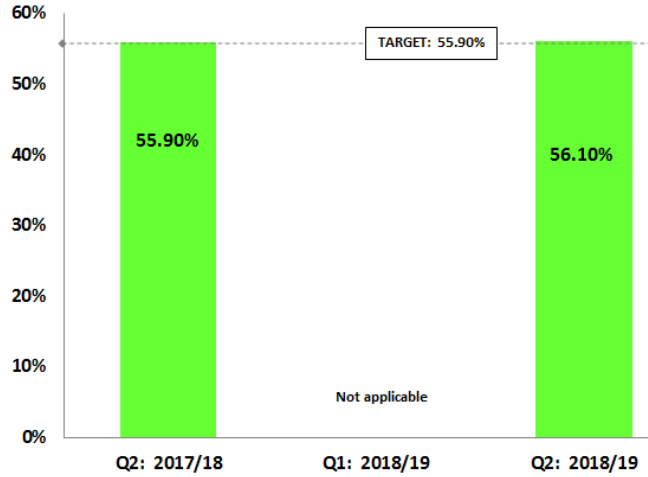
	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)										
20.	Number of ticketed performances: Watford Colosseum A high result is good for this indicator	Community & Environ'tal Services Alan Gough	Quarterly	<p>RESULT: 15</p> <table border="1"> <caption>Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Number of Ticketed Performances</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>Not available</td> </tr> <tr> <td>Q1: 2018/19</td> <td>36</td> </tr> <tr> <td>Q2: 2018/19</td> <td>15</td> </tr> <tr> <td>Target</td> <td>30</td> </tr> </tbody> </table>	Quarter	Number of Ticketed Performances	Q2: 2017/18	Not available	Q1: 2018/19	36	Q2: 2018/19	15	Target	30	<p>Above target:</p> <p>Target for 2018/19 : 120</p> <p>Target for Q2: 30</p> <p>Traditionally Q2 this is the quietest quarter for many regional venues due to lack of touring product. The Colosseum, like most venues, opts to utilise this time to undertake maintenance tasks, PAT and annual inspections. This should pick back up during Q3 and again in Q4.</p>
Quarter	Number of Ticketed Performances														
Q2: 2017/18	Not available														
Q1: 2018/19	36														
Q2: 2018/19	15														
Target	30														

III. FINANCIAL INDICATORS

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	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)								
21.	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	<p>RESULT: 2.84%</p> <p>Value of outstanding invoices < 12 months old</p>  <table border="1"> <caption>Value of outstanding invoices < 12 months old</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>1.06%</td> </tr> <tr> <td>Q1: 2018/19</td> <td>1.56%</td> </tr> <tr> <td>Q2: 2018/19</td> <td>2.84%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q2: 2017/18	1.06%	Q1: 2018/19	1.56%	Q2: 2018/19	2.84%	<p>Above target: </p> <p>Target for 2017/18 and for Q2 : 3% or less of outstanding debt</p> <p>(Target for 2017/18: 3% or less of outstanding debt)</p>
Quarter	Value (%)												
Q2: 2017/18	1.06%												
Q1: 2018/19	1.56%												
Q2: 2018/19	2.84%												
22.	Value of outstanding invoices over 12 months with unsecured debt A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	<p>RESULT: 6.18%</p> <p>Value of outstanding invoices over 12 months old</p>  <table border="1"> <caption>Value of outstanding invoices over 12 months old</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>3.64%</td> </tr> <tr> <td>Q1: 2018/19</td> <td>4.77%</td> </tr> <tr> <td>Q2: 2018/19</td> <td>6.18%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q2: 2017/18	3.64%	Q1: 2018/19	4.77%	Q2: 2018/19	6.18%	<p>Above target: </p> <p>Target for 2018/19 and Q2: 10 % or less</p> <p>NOTE: These results do not include the Watford Indoor Bowls Club debt (with this the result is 22.75%)</p> <p>(Target for 2017/18: 10% or less)</p>
Quarter	Value (%)												
Q2: 2017/18	3.64%												
Q1: 2018/19	4.77%												
Q2: 2018/19	6.18%												

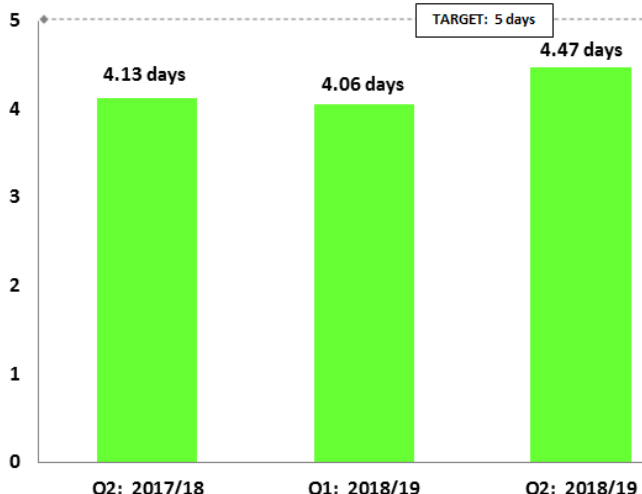

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)										
23.	% payment classified as 'LA error' A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	<p>RESULT: 0.28%</p> <p>% payments: LA error</p> <table border="1"> <caption>% payments: LA error</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>0.38%</td> </tr> <tr> <td>Q1: 2018/19</td> <td>0.12%</td> </tr> <tr> <td>Q2: 2018/19</td> <td>0.28%</td> </tr> <tr> <td>Target</td> <td>0.54%</td> </tr> </tbody> </table>	Quarter	Value	Q2: 2017/18	0.38%	Q1: 2018/19	0.12%	Q2: 2018/19	0.28%	Target	0.54%	<p>Above target: </p> <p>Target for 2018/19 and Q2: 0.54% or less</p> <p>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 :</p> <ul style="list-style-type: none"> >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 <p>(Target for 2017/18: 0.54% or less)</p>
Quarter	Value														
Q2: 2017/18	0.38%														
Q1: 2018/19	0.12%														
Q2: 2018/19	0.28%														
Target	0.54%														

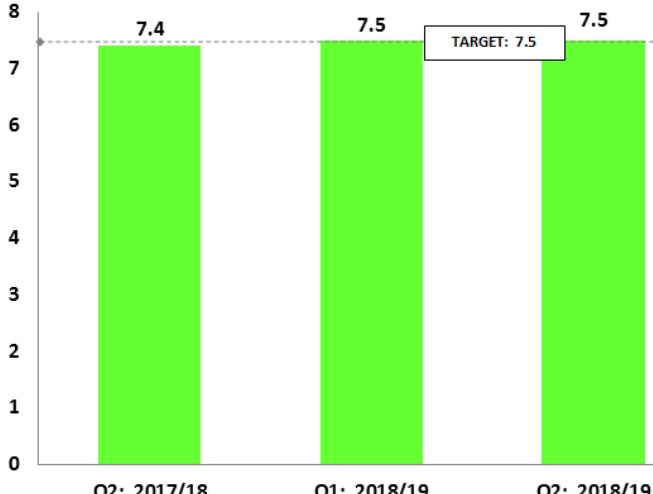

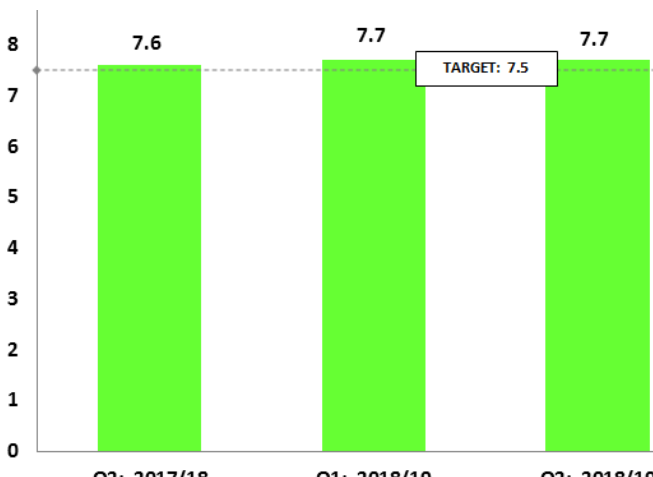

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)																																				
24.	<p>Collection rates of council tax</p> <p>A high result is good for this indicator</p> <p><i>NB: we are aware that councils are not reporting this result to 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: 56.10%</p> <p style="text-align: center;">Collection rates of council tax</p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Collection rates of council tax (from chart)</caption> <thead> <tr> <th>Quarter</th> <th>Collection Rate</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>55.90%</td> </tr> <tr> <td>Q1: 2018/19</td> <td>Not applicable</td> </tr> <tr> <td>Q2: 2018/19</td> <td>56.10%</td> </tr> </tbody> </table>	Quarter	Collection Rate	Q2: 2017/18	55.90%	Q1: 2018/19	Not applicable	Q2: 2018/19	56.10%	<p>Above target: ↑</p> <p>Target for 2018/19: 96%</p> <p>Target for Q2: 55.60%</p> <p>Benchmarking: Herts and England performance 2017/18</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #e1eef6;"> <th colspan="2">Collection rates of council tax: in year collection rate</th> </tr> <tr> <th></th> <th style="text-align: right;">Total</th> </tr> </thead> <tbody> <tr><td>St Albans</td><td style="text-align: right;">98.9%</td></tr> <tr><td>Three Rivers</td><td style="text-align: right;">98.6%</td></tr> <tr><td>Dacorum</td><td style="text-align: right;">98.4%</td></tr> <tr><td>Hertsmere</td><td style="text-align: right;">98.3%</td></tr> <tr><td>East Herts</td><td style="text-align: right;">98.2%</td></tr> <tr><td>North Herts</td><td style="text-align: right;">98.2%</td></tr> <tr><td>Welwyn Hatfield</td><td style="text-align: right;">97.8%</td></tr> <tr style="background-color: #d9d9d9;"><td>Watford</td><td style="text-align: right;">97.6%</td></tr> <tr><td>Broxbourne</td><td style="text-align: right;">97.4%</td></tr> <tr><td>Stevenage</td><td style="text-align: right;">96.4%</td></tr> <tr><td>England</td><td style="text-align: right;">97.1%</td></tr> <tr><td>Shire districts</td><td style="text-align: right;">98.0%</td></tr> </tbody> </table> <p>(Target for 2017/18: 96% - Target for Q2: 55.88%)</p>	Collection rates of council tax: in year collection rate			Total	St Albans	98.9%	Three Rivers	98.6%	Dacorum	98.4%	Hertsmere	98.3%	East Herts	98.2%	North Herts	98.2%	Welwyn Hatfield	97.8%	Watford	97.6%	Broxbourne	97.4%	Stevenage	96.4%	England	97.1%	Shire districts	98.0%
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	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)																																						
25.	<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: 58.50%</p> <p>Collection rates of NNDR</p> <table border="1"> <caption>Collection rates of NNDR Data</caption> <thead> <tr> <th>Quarter</th> <th>Collection Rate</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>58.90%</td> </tr> <tr> <td>Q1: 2018/19</td> <td>Not applicable</td> </tr> <tr> <td>Q2: 2018/19</td> <td>58.50%</td> </tr> <tr> <td>Target</td> <td>58.90%</td> </tr> </tbody> </table>	Quarter	Collection Rate	Q2: 2017/18	58.90%	Q1: 2018/19	Not applicable	Q2: 2018/19	58.50%	Target	58.90%	<p>Below target: </p> <p>Target for 2018/19 : 97%</p> <p>Target for Q2: 58.90%</p> <p>Benchmarking: Herts and England performance 2017/18</p> <table border="1"> <thead> <tr> <th colspan="2">Collection rates of NNDR: in year collection rate</th> </tr> <tr> <th></th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Welwyn Hatfield</td><td>99.6%</td></tr> <tr><td>Hertsmere</td><td>99.6%</td></tr> <tr><td>North Herts</td><td>99.4%</td></tr> <tr><td>St Albans</td><td>98.9%</td></tr> <tr><td>Three Rivers</td><td>98.8%</td></tr> <tr><td>Watford</td><td>98.7%</td></tr> <tr><td>Stevenage</td><td>98.6%</td></tr> <tr><td>East Herts</td><td>98.4%</td></tr> <tr><td>Broxbourne</td><td>98.3%</td></tr> <tr><td>Dacorum</td><td>98.3%</td></tr> <tr><td>England</td><td>98.4%</td></tr> <tr><td>Shire districts</td><td>98.5%</td></tr> </tbody> </table> <p>(Target for 2017/18: 97% - Target for Q2: 57.61%)</p>	Collection rates of NNDR: in year collection rate			Total	Welwyn Hatfield	99.6%	Hertsmere	99.6%	North Herts	99.4%	St Albans	98.9%	Three Rivers	98.8%	Watford	98.7%	Stevenage	98.6%	East Herts	98.4%	Broxbourne	98.3%	Dacorum	98.3%	England	98.4%	Shire districts	98.5%
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	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)										
26.	Creditor payments paid within 30 days A high result is good for this indicator	Finance Alison Scott		<p>RESULT: 96.86%</p> <p style="text-align: center;">Creditor payments in 30 days</p> <table border="1"> <caption>Creditor payments in 30 days</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>97.21%</td> </tr> <tr> <td>Q1: 2018/19</td> <td>95.33%</td> </tr> <tr> <td>Q2: 2018/19</td> <td>96.86%</td> </tr> <tr> <td>Target</td> <td>95%</td> </tr> </tbody> </table>	Quarter	Percentage	Q2: 2017/18	97.21%	Q1: 2018/19	95.33%	Q2: 2018/19	96.86%	Target	95%	<p>Above target: </p> <p>Target for 2018/19 and Q2 : 95%</p> <p>(Target for 2017/18: 95%)</p>
Quarter	Percentage														
Q2: 2017/18	97.21%														
Q1: 2018/19	95.33%														
Q2: 2018/19	96.86%														
Target	95%														

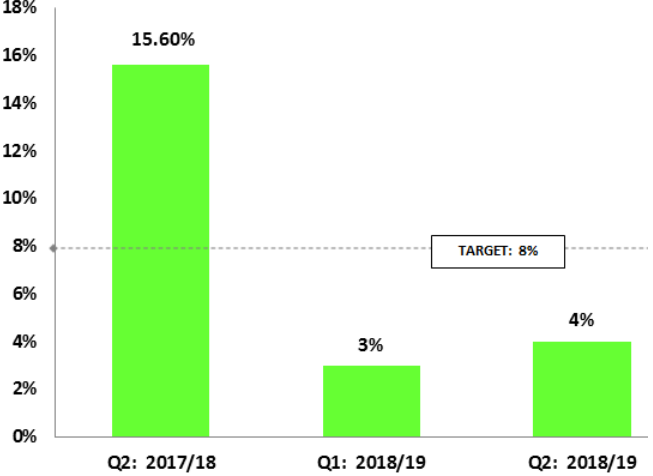

IV. STAFF INDICATORS

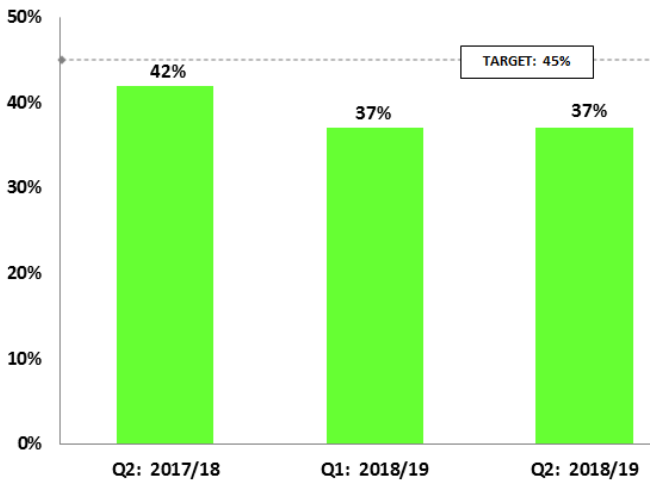
	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)										
27.	Sickness absence (working days lost per employee, rolling 12 month rate) A low result is good for this indicator	Human Resources Terry Baldwin	Monthly	<p>RESULT: 4.47 days</p> <p>Sickness absence</p>  <table border="1"> <caption>Sickness absence data</caption> <thead> <tr> <th>Quarter</th> <th>Days lost</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>4.13</td> </tr> <tr> <td>Q1: 2018/19</td> <td>4.06</td> </tr> <tr> <td>Q2: 2018/19</td> <td>4.47</td> </tr> <tr> <td>TARGET</td> <td>5.00</td> </tr> </tbody> </table>	Quarter	Days lost	Q2: 2017/18	4.13	Q1: 2018/19	4.06	Q2: 2018/19	4.47	TARGET	5.00	<p>Above target: </p> <p>Target for 2018/19 and Q2 : 5 days</p> <p>Benchmarking</p> <p>East of England Local Authority survey 2016</p> <p>Average days lost for district authorities: 6.40 days</p> <p>CIPD survey 2016</p> <p>Average days lost – all sectors: 6.30 days Average days lost – public sector: 8.90 days</p> <p>(Target for 2017/18: 5 days)</p>
Quarter	Days lost														
Q2: 2017/18	4.13														
Q1: 2018/19	4.06														
Q2: 2018/19	4.47														
TARGET	5.00														
28.	Staff sickness – long term / short term Narrative indicator	Human Resources Terry Baldwin	Monthly		<p>For Q1</p> <p>Short term absences triggered - 39</p> <p>Long term absences triggered - 4</p>										

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)												
29.	<p>Staff satisfaction</p> <p>1. Taken from PDRs</p> <p>A high result is good for this indicator</p>	<p>Human Resources</p> <p>Terry Baldwin</p>	<p>Monthly</p>	<p>RESULT: 7.5</p> <p>Staff satisfaction</p>  <table border="1"> <caption>Staff Satisfaction Data</caption> <thead> <tr> <th>Quarter</th> <th>Result</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>7.4</td> <td>7.5</td> </tr> <tr> <td>Q1: 2018/19</td> <td>7.5</td> <td>7.5</td> </tr> <tr> <td>Q2: 2018/19</td> <td>7.5</td> <td>7.5</td> </tr> </tbody> </table>	Quarter	Result	Target	Q2: 2017/18	7.4	7.5	Q1: 2018/19	7.5	7.5	Q2: 2018/19	7.5	7.5	<p>Below target </p> <p>Target for 2018/19 : 7.5</p> <p>Only marginally below target for the 2018/19 PDR cycle. This result is from the PDR cycle where all staff are asked to score their satisfaction from 0-10. A slight rise on the result for last year.</p> <p>First reported in Q1 and will not change for rest of year as PDR cycle now complete.</p> <p>(Target for 2017/18: 7.5)</p>
Quarter	Result	Target															
Q2: 2017/18	7.4	7.5															
Q1: 2018/19	7.5	7.5															
Q2: 2018/19	7.5	7.5															
30.	<p>Staff motivation</p> <p>2. Taken from PDRs</p> <p>A high result is good for this indicator</p>	<p>Human Resources</p> <p>Terry Baldwin</p>	<p>Monthly</p>	<p>RESULT: 7.7</p> <p>Staff motivation</p>  <table border="1"> <caption>Staff Motivation Data</caption> <thead> <tr> <th>Quarter</th> <th>Result</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>7.6</td> <td>7.5</td> </tr> <tr> <td>Q1: 2018/19</td> <td>7.7</td> <td>7.5</td> </tr> <tr> <td>Q2: 2018/19</td> <td>7.7</td> <td>7.5</td> </tr> </tbody> </table>	Quarter	Result	Target	Q2: 2017/18	7.6	7.5	Q1: 2018/19	7.7	7.5	Q2: 2018/19	7.7	7.5	<p>Above target </p> <p>Target for 2018/19 : 7.5</p> <p>This result is from the PDR cycle where all staff are asked to score their satisfaction from 0-10.</p> <p>First reported in Q1 and will not change for rest of year as PDR cycle now complete.</p> <p>(Target for 2017/18: 7.5)</p>
Quarter	Result	Target															
Q2: 2017/18	7.6	7.5															
Q1: 2018/19	7.7	7.5															
Q2: 2018/19	7.7	7.5															

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)										
31.	<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>Terry Baldwin</p>	Monthly	<p>RESULT: 87%</p> <p>Return to work interviews</p> <table border="1"> <caption>Return to work interviews</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>90%</td> </tr> <tr> <td>Q1: 2018/19</td> <td>100%</td> </tr> <tr> <td>Q2: 2018/19</td> <td>87%</td> </tr> <tr> <td>Target</td> <td>100%</td> </tr> </tbody> </table>	Quarter	Result (%)	Q2: 2017/18	90%	Q1: 2018/19	100%	Q2: 2018/19	87%	Target	100%	<p>Below target</p> <p>Target for 2018/19 and Q2 : 100%</p> <p>(Target for 2017/18: 90%)</p>
Quarter	Result (%)														
Q2: 2017/18	90%														
Q1: 2018/19	100%														
Q2: 2018/19	87%														
Target	100%														
32.	<p>PDRs completed on time</p> <p>A high result is good for this indicator</p>	<p>Human Resources</p> <p>Terry Baldwin</p>	Annual	<p>RESULT: 100%</p> <p>PDRs completed on time</p> <table border="1"> <caption>PDRs completed on time</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>93%</td> </tr> <tr> <td>Q1: 2018/19</td> <td>86%</td> </tr> <tr> <td>Q2: 2018/19</td> <td>100%</td> </tr> <tr> <td>Target</td> <td>100%</td> </tr> </tbody> </table>	Quarter	Result (%)	Q2: 2017/18	93%	Q1: 2018/19	86%	Q2: 2018/19	100%	Target	100%	<p>On target</p> <p>Target for 2018/19 : 100% by 30 June 2018</p> <p>(Target for 2017/18: 100%)</p>
Quarter	Result (%)														
Q2: 2017/18	93%														
Q1: 2018/19	86%														
Q2: 2018/19	100%														
Target	100%														

V. ICT INDICATORS

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)										
33.	ICT service: Missed calls to the helpdesk A low result is good for this indicator	ICT Andrew Cox	Monthly	<p>RESULT: 4%</p> <p>ICT: missed calls to the helpdesk</p>  <table border="1"> <caption>ICT: missed calls to the helpdesk</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>15.60%</td> </tr> <tr> <td>Q1: 2018/19</td> <td>3%</td> </tr> <tr> <td>Q2: 2018/19</td> <td>4%</td> </tr> <tr> <td>TARGET</td> <td>8%</td> </tr> </tbody> </table>	Quarter	Percentage	Q2: 2017/18	15.60%	Q1: 2018/19	3%	Q2: 2018/19	4%	TARGET	8%	<p>Above target </p> <p>Target for 2018/19 and Q2 : 8%</p> <p>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".</p> <p>Total number of calls: 857calls. 16 missed.</p> <p>This is an aggregated result between Watford BC and Three Rivers DC.</p> <p>(Target for 2017/18: 8%)</p>
Quarter	Percentage														
Q2: 2017/18	15.60%														
Q1: 2018/19	3%														
Q2: 2018/19	4%														
TARGET	8%														
34.	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? (2) Did our IT Support	ICT Andrew Cox	Monthly	.	<p>No target set.</p> <p>46 survey responses returned (June 2018):</p> <ul style="list-style-type: none"> • 2% below expectations • 53% met expectations • 45% exceeded expectations • 0% blank. <p>98% met or exceeded expectations.</p>										

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)										
	<p>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?)</p> <p>Narrative indicator</p>														
35.	<p>First time fix (first time fix statistics are calculated by the ME system as an incident being closed 30 minutes post creation)</p> <p>A high result is good for this indicator</p>	<p>ICT Andrew Cox</p>		<p>RESULT: 37%</p> <p>ICT: first time fix (FTF)</p>  <table border="1"> <caption>ICT: first time fix (FTF) Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>42%</td> </tr> <tr> <td>Q1: 2018/19</td> <td>37%</td> </tr> <tr> <td>Q2: 2018/19</td> <td>37%</td> </tr> <tr> <td>Target</td> <td>45%</td> </tr> </tbody> </table>	Quarter	Percentage	Q2: 2017/18	42%	Q1: 2018/19	37%	Q2: 2018/19	37%	Target	45%	<p>Below target</p> <p>Target for 2018/19 and Q2: 45%</p> <p>First time fixes are incidents which were closed 30 minutes after being created. Walk ups or telephone calls only. Approximately 50% of all calls are generated via email logging and cannot be used within this indicator.</p> <p>This indicator is now not a good measure of the performance of the service as it does not provide valuable information about what is important to customers, or fit with the service operating model. As a result it will be suggested that this indicator is removed for 2019/20.</p> <p>(Target for 2017/18: 45%)</p>
Quarter	Percentage														
Q2: 2017/18	42%														
Q1: 2018/19	37%														
Q2: 2018/19	37%														
Target	45%														

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)										
36.	Tickets closed per team A high result is good for this indicator	ICT Andrew Cox		<p>RESULT: 77%</p> <p>ICT: tickets closed per team</p> <table border="1"> <caption>ICT: tickets closed per team</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>82%</td> </tr> <tr> <td>Q1: 2018/19</td> <td>78%</td> </tr> <tr> <td>Q2: 2018/19</td> <td>77%</td> </tr> <tr> <td>Target</td> <td>80%</td> </tr> </tbody> </table>	Quarter	Percentage	Q2: 2017/18	82%	Q1: 2018/19	78%	Q2: 2018/19	77%	Target	80%	<p>Below target</p> <p>Target for 2018/19 and Q2: 80%</p> <p>The aspirational target set within the Amicus contract was that they would close 80% of calls. This has proved to be a good aspiration, as around this level of performance has been consistently achieved over recent months.</p> <p>The Q2 performance is slightly below 80%; however this is not of concern, as it is subject to the issues being raised by users being appropriate for Amicus to resolve and is reliant on the documentation provided by the on-site team.</p> <p>(Target for 2017/18: 80%)</p>
Quarter	Percentage														
Q2: 2017/18	82%														
Q1: 2018/19	78%														
Q2: 2018/19	77%														
Target	80%														
37.	Tickets against service levels A high result is good for this indicator	ICT Andrew Cox		<p>RESULT: 88%</p> <p>ICT: tickets against service levels</p> <table border="1"> <caption>ICT: tickets against service levels</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2: 2017/18</td> <td>71%</td> </tr> <tr> <td>Q1: 2018/19</td> <td>89%</td> </tr> <tr> <td>Q2: 2018/19</td> <td>88%</td> </tr> <tr> <td>Target</td> <td>95%</td> </tr> </tbody> </table>	Quarter	Percentage	Q2: 2017/18	71%	Q1: 2018/19	89%	Q2: 2018/19	88%	Target	95%	<p>Below target:</p> <p>Target for 2018 and Q2: 95%</p> <p>Amicus result: 95%, on site W3R team: 71 %.</p> <p>875 calls closed by both teams.</p> <p>736 (84%) by Amicus ITS and 139 (16%) by the W3R onsite team.</p> <p>Additionally 82% of tickets were resolved by Amicus ITS in August, which demonstrates consistency with call resolution.</p>
Quarter	Percentage														
Q2: 2017/18	71%														
Q1: 2018/19	89%														
Q2: 2018/19	88%														
Target	95%														

	Indicator	Service area	Reporting frequency	Results (Quarter 2)	Comments & Benchmarking (where available)
					<p>Performance is below target. However, due to the current limitations of the call logging system a number of calls are measured against inappropriate service levels leading to an apparent below target performance.</p> <p>The call logging system is being revised and revisions should be in place for Q1 2019/20.</p> <p>(Target for 2017/18: 95%)</p>

Agenda Item 5

Part A

Report to: Outsourced Services Panel (OSSP)

Date of meeting: 12 December 2018

Report author: Head of Community & Environmental Services

Title: End of Year 7 Report 2017-2018: Watford Colosseum HQ Theatres

1.0 Summary

1.1 In 2010 the council invested over £5 million to refurbish and extend the facility. In 2009 HQ Theatres were awarded a 10 year contract to operate the Watford Colosseum Theatre. Elected Members of the OSSP are responsible for reviewing those services outsourced by Watford Borough Council, which includes the contract with HQ Theatres for the operation of Watford Colosseum.

1.2 The attached appendices set out the following information that provides Elected Members the with background information to support the scrutiny of the contract –

1. End of Year 7 Report by HQ Theatres (2017 – 2018)
2. Financial information for Years 1- 7 of the Colosseum contract

2.0 Risks

2.1

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Contractors do not deliver contract and agreed service specification	The facility or services is not available for residents and customer to use the venue	Regular contract monitoring by the council to review the contract and KPI'S requirement are being met by the contractor alongside scrutiny by senior officers and Cllrs	Treat	Unlikely (2) x High (3) = rating of 6
Contractor has financial viability issues, enters into a CVA or goes into administration	As above	As above Regular review of contractors accounts	Tolerate	Unlikely (2) x High (3) = rating of 6
Contractor is taken over by another company	Could have no impact on the service	As above Option to terminate the contract early	Tolerate	Unlikely (2) x High (3) = rating of 6

	Or New company tries to alter the contract/SLA and KPI's which impacts on the programme or service delivery			
Contractor fails to achieve the forecasted/ stated levels of income in their business plan	Contractor tries to increase the level of management fee paid by the council Potential reduction in income share to the council	Regular review of contractors accounts and credit rating Regular contract monitoring by the council to review the impact of new facilities entering the local market and the potential impact on the sustainability of the venue	Treat	Unlikely (2) x High (3) = rating of 6
Death or injury to a customer/user or member of staff e.g. failure of structure or poor repair and maintenance of the building or equipment/plant	Distress to injured parties Reputational risk to council and contractor in failings in health and safety compliance is identified Closure of the facility due to incident or injury	Regular contract monitoring by the council to review the health and safety and contract requirements are being met and reviewed by the contractor Update stock condition survey on property and annual landlord compliance inspection	Treat	Unlikely (2) x High (3) = rating of 6

3.0 Recommendations

- 3.1 To review the End of Year 7 report (Appendix 1) of the Watford Colosseum contract, delivered in partnership with HQ Theatres and consider whether any further action is required.

Further information: Chris Fennell – Leisure & Environmental Services Section Head
Chris.fennell@watford.gov.uk, 01923 - 278317

Report approved by: Alan Gough Head of Community & Environmental Services

4.0 Detailed proposal

- 4.1 The Colosseum are a high profile front facing public service which helps to deliver the council corporate objectives and links to the authority's wider social and evening economy agenda.
- 4.2 In 2009 HQ Theatres were awarded a 10 year contract to operate the Watford Colosseum Theatre. The current contract expires in August 2021. HQ Theatres currently operate 11 venues across England including G-Live in Guildford, Wycombe Swan and Wyvern Theatre in Swindon.
- 4.3 The council pays HQ Theatres a management fee, which is subject to annual changes in line with inflation. The management fee for 2018-2019 is £169,937.
- 4.4 There is also a profit share arrangement where any surplus will be apportioned between the parties. Following a review of the business rates HQ Theatres have now paid WBC a profit share of £5,062 (plus VAT) for the operating years 5 & 6 of the contract.
- 4.5 Each of the major contracts (SLM for the Leisure Centres, Veolia for the Waste, Streets and Parks and HQ Theatres for Watford Colosseum) has a bespoke service specification which details the KPIs required by the council. The current KPIs are much based upon a first generation contract and service specification. Council officers will continue to work with HQ Theatres to promote the venue in the town and surrounding area, alongside monitoring performance against the contract service specification, impacts of changes in key personnel and their long term management of the asset.

5.0 Implications

5.1 Financial

- 5.1.1 There are no financial implications or issues identified in this report.

5.2 Legal Issues

- 5.2.1 There are no legal implications or issues identified in this report.

5.3 Equalities, Human Rights and Data Protection

- 5.3.1 There are no Equalities, Human Rights and Data Protection implications or issues identified in this report.

5.4 Staffing

- 5.4.1 There are no changes to WBC staffing arrangements identified in this report.

5.5 **Accommodation**

5.5.1 There are no changes identified in this report relating to WBC office/town hall accommodation.

5.6 **Community Safety/Crime and Disorder**

5.6.1 There are no Community Safety/Crime and Disorder implications identified in this report.

Appendices

1. End of Year 7 Report by HQ Theatres (2017 – 2018)
2. Financial information for Years 1- 7 of the Colosseum contract (Part B – not for publication)
3. Presentation by HQ Theatres (to follow)

WATFORD COLOSSEUM

WATFORD COLOSSEUM ANNUAL REPORT 2017/18 CONTRACT YEAR 7



**WATFORD
BOROUGH
COUNCIL**

CONTENTS

1. Purpose of Report
2. Introduction & Executive Summary
3. Programme Balance and Range
4. Community Use
5. Key Performance Indicators

6. People and Structure
7. Customer Satisfaction Information
8. Buildings and Health & Safety

1. PURPOSE OF REPORT

This report is a summary of Watford Colosseum's seventh full year of activity and sets out the Venue's performance against the indicative performance indicators in the agreement between HQ Theatres & Hospitality (HQT&H) and Watford Borough Council (WBC).

The reporting period is 1st September 2017 to 31st August 2018, inclusive.

The basis of the report is the performance, community and corporate events activity as reported to WBC at the monthly meetings held since the commencement of the contract.

The Venue Director for the Watford Colosseum has presented quarterly summary reports as follows;

- The live programme, including final ticket sales
- Financial Summary for the wider business
- Creative Learning / Community activity
- Marketing activity
- A summary of future programme challenges and opportunities
- Building related issues and health & safety

In addition, the 'live' programme, broken down by genre against the Operator Agreement KPI has been reported at the quarterly review meetings between HQT&H and WBC. This process is concluded each year with the Annual Review Meeting and the presentation of this Annual Report to WBC's Executive and Scrutiny Committees.

2. INTRODUCTION & EXECUTIVE SUMMARY

An encouraging year for many areas of the business; team/fiscal growth, development of business plan/forward planning and achieving targets

Undertaking an annual competitor and SWOT analysis of the venue and surrounding area, we were able to construct a business plan reflective of the venues strengths/ weakness and work within these parameters.

Watford Colosseum's 7th year of operation has seen a continued increase in performance of the majority of areas monitored within the contract, including areas that are not contractual. From programming to financial, KPI's to positive feedback; pleasing results have been achieved.

The venue strategy of concentrating on **Live Comedy** and **Music** continued to achieve great success. This, along with another great year for **Family** product including our Santa show reaching great heights in sales, Peppa Pig did selling over 4,000 tickets over two days and the introduction of the Christmas Ballet showing potential, will form part of our core offering.

The Venue's headline strategic marketing activity has been reported within the monthly meetings with Watford Borough Council and the within the Marketing Annual Report. Significant changes had been made to the marketing strategy of the venue in which the first phase of 'product led digital' programming has achieved great success. Further work is needed on cementing this digital strategy which will allow us to communicate quickly and accurately with our customers.

Watford Colosseum continues to work closely with producers in order to circumnavigate potential challenges concerning programming in Watford. Great strides have been achieved with connecting with new producers and similarly in reconnecting with reluctant returning producers. Key relationships that are of enormous benefit to the Colosseum and Watford include that of Radio X. In May we worked collaboratively with the radio station to present Noel Gallagher. The gig received much positive press and opened the doors to a new audience.

3. PROGRAMME BALANCE AND RANGE – MAIN HALL - Highlights

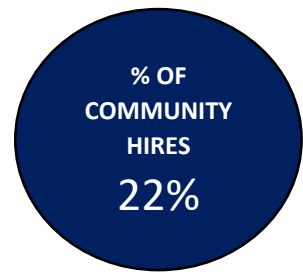
- 40 **hospitality events** were held across the year including our popular *Tropicana Nights*, *Tea Dances* and *Only Fools & Three Courses* dining experiences and introducing Rudolph Rave and increased auditorium Christmas party capacity and attendance.
- **Community hires** have remained a strong arm for the venue. The Colosseum has continued to reach out to new groups and schools whilst continuing the relationship with existing bookers.
- The return of ITV's Coral Snooker Shoot Out was a huge achievement for the venue team and a great support whilst cementing **Live Sporting Events** into our programme. The venue was transformed into a fully-fledged sporting arena, which included Practice Rooms, Players' Lounge, VIP Areas, Main Arena and TV Centre along with Live Streaming.
- **Orchestral Rehearsal Hire** continued to be a strong programming strand for the venue. Alongside the 90 days that the Colosseum is utilised by the BBC Concert Orchestra, we were also hired for an additional 23 days by other world famous Orchestras.
- The **Live Music** programme has sustained growth, building on successful 2016/17. Heavily sold or sell out named acts include Jools Holland, Dr Hook, Noel Gallagher, Lower Than Atlantis and Paul Heaton and Jacqui Abbot.
- **Comedy** continues to be exceptionally popular for both performer and customer alike with healthy sales and sold out shows including Henning Wehn, Jimmy Carr, Paul Chowdhry, Katherine Ryan and Rob Brydon.
- Another great year for **Family** product saw the Christmas Santa show reaching great heights in sales. In addition, Peppa Pig did fantastic business selling over 4,000 tickets over two days. The introduction of a Christmas Ballet showed potential and will form part of our seasonal offering in the future.

TICKETS SOLD
65,181

NUMBER OF
PERFORMANCES
168

NUMBER OF
HOSPITALITY
EVENTS
40

NUMBER OF
CONFERENCE or
MEETING HIRES
91



4. COMMUNITY USE

This year the Colosseum hosted a variety of Community initiatives. 22% have formed 'hires' but additional ticketed events and religious events have been presented including High Holy Days, Birthday Parties, Weddings, Church Fundraisers, Family Fun days and Community award ceremonies.

The venue has continued to push to be involved in local community events and to welcome community projects and initiatives into the building. Some of the internal and external outreach programmes with have been involved with include:

- Croxfest
- #Lobbylive
- Family Fun Open Day
- Watford BID Food & Drink Festival
- Winter In Watford 2017
- Hemel Hempstead Light Switch On
- Love Theatre Day
- Christmas Tree Festival
- Watford Wellness Week July 2018
- Watford Short Film Festival August 2018 and,
- Watford Big Screen August 2018



5. KEY PERFORMANCE INDICATORS



Increase the percentage of total orders transacted online to an average of 75%

- 2015/16 - 69%
- 2016/17- 76%
- 2017/18 -76.4%



Achieve a Hospitality spend per head of £4.14

- 2015/16 - average achieved £4.50
- 2016/17 - average achieved £4.59
- 2017/18 - average achieved £4.10



Increase the number of database records by a minimum of 5%

- 2015/16 - database 77,764
- 2016/17 - database 85,349 [9.75% increase]
- 2017/2018 - database 90,254 [5.75 % increase]



Community events to make up 20% of total events

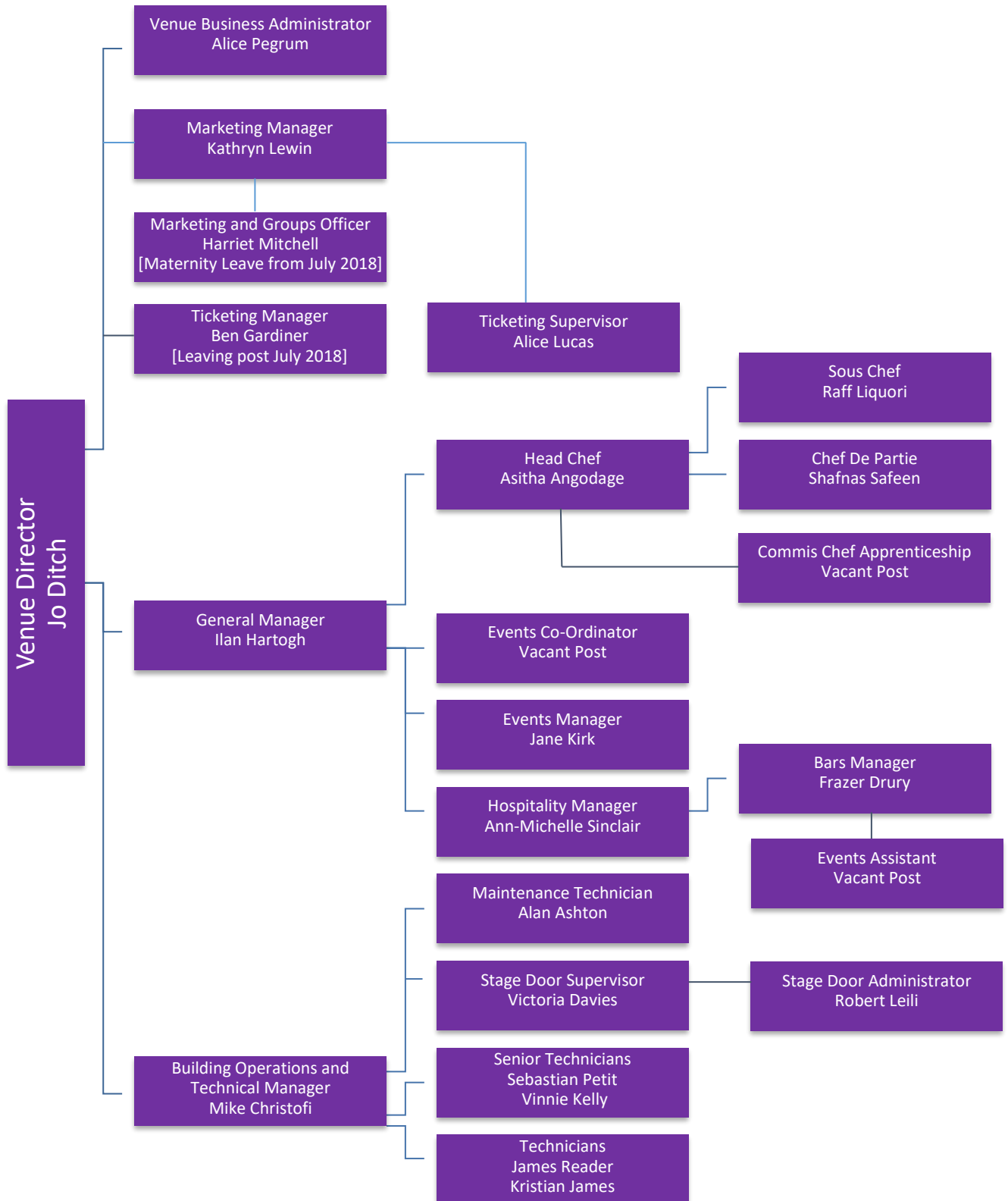
- 2015/16 - 26%
- 2016/17 - 24%
- 2017/18 - 22%



Number of Dark Days not to exceed 84 per year

- 2015/16 - 81
- 2016/17 - 67
- 2017/18 - 72

6. PEOPLE AND STRUCTURE



6. PEOPLE AND STRUCTURE *CONT.*

This year we welcomed the following to our team:

Alison Humphrey as Marketing and Groups Officer
[Maternity Cover]

**This year we congratulated the following promotions
and role changes:**

Kathryn Lewin from Venue Marketing Officer to
Marketing Manager

Victoria Davies from Stage Door Administrator to
Stage Door Supervisor

Employee Highlights

GREAT ORMOND STREET HOSPITAL

For 9 years HQ Theatres, alongside sister company Qdos Entertainment, have been avid fundraisers supporting the GOSH

Last year this level of fundraising led to HQT&H being awarded the highest form of recognition that GOSH can bestow on its supporters; The Friends of Adeona.

This year the Colosseum team continued their support including bake sale competition and various sponsored walks and runs.

WINNERS!

Watford BID

Service Excellence Awards 2018

Live Music Venue Category

7. CUSTOMER SATISFACTION INFORMATION

HQ Theatres & Hospitality is unique amongst UK theatre operators in specialising in Hospitality management alongside Theatre and Venue management.

The Colosseum manages the Hospitality services directly, and its chefs and hospitality team excel in providing the best in first-class food and drink for special events, parties and conferences from the intimate to the large-scale.

Combining venue management with food and drink service on site ensures a seamlessly excellent experience for audiences, guests and delegates

Examples of compliments

"Act was fantastic. What we didn't expect was the friendly and personal attention we received from the staff. From the moment we walked in to the building we were so well treated by the staff so that both of us were able to really enjoy the whole show. A lovely venue, great act and brilliant staff. Thank you."

"I was quite amazed at how sweet and helpful all the people working at the Colosseum that we came into contact with were! Venues in London could learn a lot from the Watford Colosseum! Thank you for a great night!"

"Excellent venue...courteous staff, great atmosphere".

"Good hall and would recommend it to any band I work for - good, very impressed, staff well trained and extremely pleasant, wonderful management down to the ushers"

"Fantastic sounds and the elevated seats are the perfect seats if you want to enjoy the sounds. Very clean and well maintained".

Examples of complaints

"Too hot" or "Too cold"

"Drinks prices too expensive"

"High presence of security"

Categories:	Description:	Performance Measures:	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Total
Policy	All matters relating to Policy issues including Programming	No of compliments	15	1	6	9	2	33
		No of complaints	2	2	2	0	0	6
Service Delivery	Including: <ul style="list-style-type: none"> ➤ Failure to deliver services ➤ Poor quality of service ➤ Delay in the delivery of service 	No of compliments	16	4	13	17	4	54
		No of complaints	9	6	10	8	5	38
Customer Services	Including: <ul style="list-style-type: none"> ➤ Incorrect information given ➤ No response to customer enquiry ➤ Unfair treatment of customer ➤ Staff attitude ➤ Car park 	No of compliments	13	2	6	14	5	40
		No of complaints	2	0	0	4	0	6
		Total no of compliments	44	9	25	40	11	129
		Total no of complaints	13	8	12	12	5	48

***Only compliments with an explanation were included in overall results. Additional 33 compliments Jul-Sep, 16 compliments Oct-Dec, 25 compliments Jan – March, 59 compliments April – June and 25 compliments July - August**

HGEM (Hospitality Great Experience Management) is a mystery shopper report that is a monthly audit of a customer journey. It covers two areas; one being the customer journey from liaising with the box office and booking tickets to their arrival, greeting, venue signage, cleanliness, the show itself and exit flyering. Alongside that is a restaurant report going into further detail of the customer experience when dining with us. From entrance, table set up, ordering, upselling, staff knowledge and food quality and presentation as well as billing and overall experience. HQT&H target score is 95%. HQT&H average score is 88%. The Colosseum score is averaging 90%.

September 2017	91%
October 2017	95%
November 2017	90%
December 2017	92%
January 2018	89%
February 2018	70%
March 2018	86%
April 2018	91%
May 2018	96%
June 2018	92%
July 2018	96%
August 2018	%

The foundation to the Colosseums customer experience strategy is formed from a central HQT&H initiative called the 'Four Pillars programme'. This encourages and empowers our teams to have confidence in the key skills in order to deliver an exceptional experience every time. Alongside this programme runs a 'Reward and Recognition' initiative. This recognition programme is designed to inspire and encourage our leaders and team members to consistently deliver outstanding customer service to our guests.

Always wanting to seek out opportunities to improve, we proactively contact our customers with a post event questionnaire in which they are invited to share their views.

In our most recent annual survey the majority of our customers rated their overall experience of the venue as 'Excellent' or 'Very Good'.

8. BUILDINGS AND HEALTH & SAFETY

Watford Colosseums Building Operations and Technical Manager leads on Health and Safety of the Venue. RB H&S Ltd are our retained external H&S consultants who provide an annual audit, alongside quarterly inspections. Subsequent delivery of a prioritised action plan is then managed and actioned by the local on site.

Within the annual and quarterly inspections, a thorough review is undertaken of all operational areas from staff training records; for example, Manual Handling and First Aid, to documentation held within the HQT&H group H&S portal pertaining to risk assessments and compliance with legislation for Legionella, COSHH, LOLER, Statutory inspections, Accident and Incident reporting and electrical testing etc.

“Good Progress has been made over the past year resulting in an improved audit score of 92%” and “Staff 1-1’s again demonstrated a positive safety culture within the venue

RB H&S Ltd

Building and Plant Machinery updates are provided at the monthly and quarterly meetings. Below is an overview from RB H&S Ltd audits. Column A is the priority order; Column B is the number of actions required; Column C is the number completed; Column D is the number outstanding

Priority Order	Number of Actions Required	Number Completed	Number Outstanding
High – 1 Month	8	7	1 -Ongoing work to external bollards.
Medium – 3 Months	85	85	0
Low – 6 Months	2	2	0

Brief overview of year

September-December 2017					
<ul style="list-style-type: none"> •Venue H+S recommendations complete now working on new Audit finding and then first quarter inspection. 	<ul style="list-style-type: none"> •Various minor accidents involving customers or staff – No serious. 	<ul style="list-style-type: none"> •Few incidents reported as accidents in error. Staff refresher training has taken place. 	<p>No RIDDORS</p>	<p>Group wide H+S meeting attended – some new training processes in place</p>	<ul style="list-style-type: none"> •New Group wide hospitality RB contract rolled out – awaiting first unplanned inspection.

January-March 2018									
<ul style="list-style-type: none"> •Venue H+S recommendations complete 	<ul style="list-style-type: none"> •2 x investigations taking place regarding pyrotechnics indents. MC + SP working with the manufacturer to investigate further – proved to be manufacture fault but working on them accepting liability. No persons or building damage, small VC equipment damage. 	<ul style="list-style-type: none"> •No RIDDORS. 	<ul style="list-style-type: none"> •New H+S Inspection. Very positive with just a handful of recommendations. WBC Bollards still outstanding. 	<ul style="list-style-type: none"> •Stage Lift issue where lift is raiding 2 inches above stage. 	<ul style="list-style-type: none"> •Fire Alarm fault found and now resolved. 	<ul style="list-style-type: none"> •Scaffolding inspections issue. AA doing weekly inspections to stay compliant. Working with WBC and RB Health and Safety. 	<ul style="list-style-type: none"> •Structural Engineer raised some ceiling inspection concerns – on going progress. 	<ul style="list-style-type: none"> •Fire Brigade came and did a very thorough audit +paperwork check along with walk around – passed with flying colours! 	<ul style="list-style-type: none"> •No RIDDORS.

April-August 2018

<ul style="list-style-type: none"> •New H+S Audit. Very positive with just a handful of recommendations. WBC Bollards work still outstanding. WBC passed to HQTH to fix but have since undertake some the work themselves as they had the units. Waiting to hear if WBC want to finish works or hand to HQTH. 	<ul style="list-style-type: none"> •Pyro investigation complete with successful outcome, Le Maitre Settling directly with performer. 	<ul style="list-style-type: none"> •Stage Lift issue – completely fixed. 	<ul style="list-style-type: none"> •Flowerpot fire due to WBC staff using as smoking area - working with monitoring officer. 	<ul style="list-style-type: none"> •Venue wide PAT testing underway/completed.. 	<ul style="list-style-type: none"> Pest Control undertaken due to drain flies in accessible toilet, most likely due to roof leak. 	<ul style="list-style-type: none"> •Needlestick problems discovered due to local homeless community. Working with local police to resolve. 	<ul style="list-style-type: none"> Asbestos work complete and removed from site complete. Sign off given..
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Plant & Machinery Maintenance

Ongoing works with WBC regarding BMS, pumps, heaters and roof works. Project has been launched and contractor appointed. Now waiting on a specification and start date. HQ Theatres have now expressed interest in undertaking the works on Watford Borough Councils behalf so works can streamline with our program and cause minimal disruption to the venue.

New online maintenance request portal launched for ongoing management of reactive maintenance.

Brief overview of year:

September-December 2017									
<ul style="list-style-type: none"> •Electrical report has come back with remedial – list still with electrical company – pressure also applied. 	<ul style="list-style-type: none"> •Drainage issues – drains heavily blocked and backup around the building – now fixed. 	<ul style="list-style-type: none"> •New electric sockets in the kitchen. 	<ul style="list-style-type: none"> •Emergency lighting repairs quoted and undertaken. 	<ul style="list-style-type: none"> •Disabled alarm repairs undertaken, now resolved. 	<ul style="list-style-type: none"> •FOH windows now operational via button in plant room as a temp fix for now. 	<ul style="list-style-type: none"> Problem with fire alarm working with Aster to fix. Aspirator requires replacement as soon as possible. 	<ul style="list-style-type: none"> •LOLER Inspecting on MEWPS undertaken – passed. 	<ul style="list-style-type: none"> •Talescope inspection undertaken – passed. 	<ul style="list-style-type: none"> •All other PPM up to date.

January-March 2018							
<ul style="list-style-type: none"> •Electrical report has come back with remedial – list now recoded (Aster contractor uses old coding as flagged previously). Working with contractor to arrange works around time and budget. 	<ul style="list-style-type: none"> Problem with fire alarm working with Aster to fix. Scheduled to be replaced on 12th Feb - now complete. 	<ul style="list-style-type: none"> •PAVA system now fully fixed. 	<ul style="list-style-type: none"> •Various PPM visits undertaken such as electrical report, pumps, fire alarm, water treatment, Aspirator, Ceiling inspections, 	<ul style="list-style-type: none"> Fire Risk Assessment undertaken. 	<ul style="list-style-type: none"> Legionella Risk Assessment taken place 	<ul style="list-style-type: none"> •Main venue rigging inspection/LOLER certifications took place – all positive. 	<ul style="list-style-type: none"> •Gents urinal issues – emergency maintenance needed, now resolved.

April-August 2018								
•Emergency lighting reported some defects - now complete.	•AHU filter and bag change across venue.	•Loading bay floor failing concrete lifted and relayed in steel.	•Roofspace scaffolding issues - working with WBC.	•Serious flooding ongoing in accessibility toilet.	•Stage Door corridoor roof repaired.	•Emergency lighting remedial's now 100% complete.	•Pump bellow failure causing water leak – this has now been resolved.	All other PPM up to date.



OSSP Meeting

Thursday 12th December 2018

7pm



CONTRACT YEARS 1-7

- Change of Programming & Marketing Strategy to provide a more sustainable venue
- Programming Focus – growth in lower risk hires of the venue
- Growth of the hospitality and events business
- Clear brand identity and positioning

- Apprenticeships
- Employees living locally
- Local suppliers
- Workforce Analysis
- Access Task Force
- Community: Older Adults, Creative Learning



- #LobbyLive
- Family Open Days
- Sponsorship of local events
- Work Experience placements and apprenticeships (Springboard UK)
- Charity & Community Groups
- Workforce Data & Volunteers
- Access initiative working alongside Michèle Taylor of Ramps on the Moon



- 'Closed loop' Coffee Cup Recycling
- Life-Water
- War on Straws – all single-use plastic straws removed in early 2018
- Food-waste Reduction Strategy
- Food Sustainability (SRA Membership, Red Tractor, Seafood)
- PIR sensors on urinals, reduced water flush on toilets, energy efficient hand driers
- Recycling of cardboard, paper, lamp tubes, batteries, electrical appliances
- 70% of foyer lighting LED. Transitioning to LED theatrical lighting.



- Community Engagement vision – Contract Years 8-10
- Creative Learning - Groupwide Development
 - Ben Benson Review
 - Shared best practice
 - Grant raising training with Sarah Gee of Indigo
- Colosseum – Years 8 -10
 - Expanded Offering
 - Focus on Young People & Older Adults
 - Recruitment of Creative Learning Specialist



- Forthcoming launch of **Showstopping Food & Drink** brand identity
- Revised and improved positioning of Hospitality offer across:
 - Pre-show dining
 - Food & Drink to Share (Packages and Platters)
 - Pre-Order Drinks
- Aim to simplify and de-clutter food and drink collateral; encouraging greater uptake amongst customer base.
- Improved online purchase flow to be rolled out as part of re-brand.

Showstopping
FOOD & DRINK



- Annual Survey – Results & Actions
- HQT&H Engages Expert Group Strategic Partners, including:
 - Coverpoint Consultants
 - Apex Training
 - Blake Morgan
 - Aedas Arts Team



BENCHMARKING – VENUE COMPARISON



CLIFFS PAVILION
SOUTHEND-ON-SEA



G LIVE
GUILDFORD



CHURCHILL THEATRE
BROMLEY



WYVERN THEATRE
SWINDON



LYCEUM THEATRE
CREWE



BECK THEATRE
HAYES



ORCHARD THEATRE
DARTFORD



WATFORD
COLOSSEUM
WATFORD



WYCOMBE SWAN
HIGH WYCOMBE



WHITE ROCK THEATRE
HASTINGS



PALACE THEATRE
WESTCLIFF-ON-SEA



SWINDON ARTS
CENTRE
SWINDON

- Results, activity levels and programme benchmarked with HQ venues
- Theatre Directors network and communication
- Industry Networks – Eg. UK Theatre, Theatres Trust
- Programming benchmarked with other non-HQ local venues and local authorities including:
 - Alban Arena
 - Troxy
 - O2 Academy



How is the entertainment offer determined?

- Industry Knowledge
- Previous event footfall
- Availability of Artistes
- Understanding of venue's strengths
- Customer feedback from Annual Surveys
- HQ Theatre Director network share of information on shows

How are ticket prices and other fees determined and set?

- Pricing set in conjunction with visiting producers, promoters and hirers
- In depth Industry Knowledge and Oversight of Trends
- HQT&H guidelines on fees and charges – with TD flexibility by event and venue
- Hospitality and event pricing is determined by HQ and designed to ensure value for money



- Two strands to Marketing Strategy
 - Venue
 - Events
- Work alongside producers and promoters to market upcoming ticketed events;
- Support function for visiting companies and the Hospitality & Events Team
- High impact, but low cost digital strategy to maximise sales and return on investment
- Social Media Focus; Facebook, Twitter
- Print and traditional media still has it's place!



MEETING THE NEEDS OF AUDIENCES & THE LOCAL COMMUNITY

- Research Undertaken as part of Venue Business Plan
 - Population
 - Demography
 - Propensity to attend
 - Competitor Analysis
- Broad range of events programmed to encourage all members of the community to engage with the Colosseum
- Jewish Festival, Indian singers, Bollywood Celebrations, Irish Dance Championship



Thanks for
listening