



OUTSOURCED SERVICES SCRUTINY PANEL

Tuesday, 16th July, 2013

6.30 pm

Publication date: 8 July 2013

CONTACT

If you require further information or you would like a copy of this agenda in another format, e.g. large print, please contact Jodie Kloss in Democracy and Governance on 01923 278376 or by email to legalanddemocratic@watford.gov.uk .

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

ACCESS

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- Go to the assembly point at the Pond and wait for further instructions
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MOBILE PHONES

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COMMITTEE MEMBERSHIP

Councillor (Chair) (to be elected)

Councillors S Counter, S Greenslade, K Hastrick, A Joynes and S Rackett

AGENDA

PART A - OPEN TO THE PUBLIC

1. ELECTION OF CHAIR

The Panel to elect a Chair for the remainder of the municipal year.

2. APOLOGIES FOR ABSENCE/ COMMITTEE MEMBERSHIP

3. DISCLOSURES OF INTEREST

4. MINUTES

To submit for signature the minutes of the meeting held on 5 February 2013.

(All minutes are available on the Council's website)

5. TERMS OF REFERENCE (Pages 1 - 4)

The Panel's terms of reference have been updated and agreed by the Overview and Scrutiny Committee.

The Panel is asked to note the changes as detailed in the attached report.

6. ACTIONS UPDATE (Pages 5 - 10)

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

7. PERFORMANCE REPORT (Pages 11 - 18)

Report of the Partnerships and Performance Section Head

This report provides the Panel with the relevant performance indicators for Quarter 4 (2012/13).

8. INTRODUCTION TO CLIENT SERVICES

The Head of Corporate Strategy and Client Services will give an introduction to the new Client Services team and their responsibilities.

9. 2013/14 WORK PROGRAMME (Pages 19 - 20)

The Panel is asked to review and agree the attached work programme.

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*PART A

Report to: Outsourced Services Scrutiny Panel
Date of meeting: 16 July 2013
Report of: Committee and Scrutiny Support Officer
Title: Outsourced Services Scrutiny Panel – Updated Terms of Reference

1.0 SUMMARY

1.1 The Panel is asked to note the renewed terms of reference as agreed by Overview and Scrutiny Committee.

2.0 RECOMMENDATIONS

2.1 that the revised terms of reference for the Outsourced Services Scrutiny Panel be noted.

Contact Officer:

For further information on this report please contact: Jodie Kloss, Committee and Scrutiny Support Officer
telephone extension: 8376 email: legalanddemocratic@watford.gov.uk

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

3.0 DETAILED PROPOSAL

3.1 Terms of Reference

A recent officer meeting was held to discuss the terms of reference for the Outsourced Services Scrutiny Panel and the contracts which needed to be incorporated into the Panel's work programme. The officer group comprised the Head of Democracy and Governance, the Head of Corporate Strategy and Client Services, the Committee and Scrutiny Officer and the Committee and Scrutiny Support Officer who currently manages the Panel.

3.2 The officer group proposed the following additional points for inclusion in the revised terms of reference

- 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 Cleansing, Parks and Open Spaces
Leisure centres
Colosseum
Management of Hostels and Temporary Accommodation
The Parking Service
- That additional contracts be added as and when they are entered into

The revised terms of reference are attached as Appendix 1 to this report and the additions are shown in bold.

- 3.3 The last bullet point ensures that any services which are outsourced in the future can be included within the Panel's work programme.
- 3.4 The Outsourced Services Scrutiny Panel is not responsible for scrutinising outsourced shared services, for example ICT, as this is currently the responsibility of the Three Rivers and Watford Shared Services Joint Committee. The scrutiny of the Shared Internal Audit Service, which came into effect on 1 April 2013, is the responsibility of the Council's Audit Committee.
- 3.5 Overview and Scrutiny Committee approved the additions to the terms of reference at their meeting on 27 June 2013.

4.0 **IMPLICATIONS**

4.1 **Financial**

- 4.1.1 The Head of Strategic Finance comments that any costs arising from this work can be accommodated within existing budgets.

4.2 **Legal Issues** (Monitoring Officer)

- 4.2.1 The Legal and Democratic Section Head comments that there are no legal implications in this report.

Appendices

Appendix 1 – Revised terms of reference

Background Papers

The following background papers were used in the preparation of this report. If you wish to inspect or take copies of the background papers, please contact the officer named on the front page of the report.

- Outsourced Services Scrutiny Panel's terms of reference agreed by Overview and Scrutiny Committee 20 June 2012

File Reference

None

**Outsourced Services Scrutiny Panel
Terms of Reference**

- Politically balanced sub-Panel of Overview and Scrutiny Committee
- Membership to be agreed by Overview and Scrutiny Committee at its first meeting in the Municipal Year
- To meet a maximum of 4 occasions during the Municipal Year
- Chair to be elected at the first meeting of the Scrutiny Panel
- 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, StreetCare Parks and Open Spaces
Leisure centres
Colosseum
Management of Hostels and Temporary Accommodation
The Parking Service
- **That additional contracts be added as and when they are entered into**

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Outsourced Services Scrutiny Panel: Outstanding Actions and questions

Action to be carried out	Responsibility	Committee Date	Completed	Target/comments
Performance Report				
PR1	To add the following to the Panel's performance report: 1. The number of remedy notices issued by the Council to SLM 2. Update on cleaning standards	Partnership and Performance Section Head	26/11/12	The number of remedy notices issued was included in the Performance report in February 2013.
SLM				
SLM 1	Green Travel Plan for Watford Leisure Centre Central to be circulated to the Scrutiny Panel once completed	Contract Monitoring Officer	26/11/12	The Green Travel Plan for Watford Leisure Centre Central is in its final draft and will be ready for circulation by the agreed deadline of 16 July 2013. Some actions that have already or are in the process of being implemented include - appointment of Travel Coordinator at SLM to oversee implementation of the Green Travel Plan - increased number of cycle racks – this brings the current total cycle spaces to 40. - Booking forms updated to include information on green travel options - Website in process of being updated to include green travel information.

Action to be carried out		Responsibility	Committee Date	Completed	Target/comments
SLM 2	SLM to ensure Watford Leisure Centre Central's users aware of alternative parking at West Herts College	Area Contracts Manager for SLM	26/11/12		WBC officers have been informed by West Herts College that their car park is no longer available for public use and is for the sole use of West Herts College student/staff and visitors.
SLM 3	Audit to be carried out of the qualification of staff employed by SLM	Area Contracts Manager for SLM	26/11/12		WBC officers will continue to work with SLM to ensure that SLM staff are appropriately qualified for the roles that they have been employed into.
SLM 4	Quarterly cleaning statistics to be circulated to the Scrutiny Panel – to be collected on monthly basis and then to be included as part of the Performance report.	Culture and Community Section Head / Partnerships and Performance Section Head	26/11/12		<p>SLM have provided WBC with cleaning rotas which outline what the cleaners were required to do in each area (wetside/dryside). These are reviewed and signed off by the Duty Manager.</p> <p>WBC officers recently conducted a random inspection of Woodside Leisure Centre. This was during the morning session and officers found the facilities to be clean to an acceptable standard. The main issues were around cleanliness outside the centre and the wearing of overshoes in the wetside area being more strictly enforced.</p> <p>WBC officers will continue to conduct these inspections and are scheduled to visit Central Leisure Centre by the end of July 2013.</p> <p>WBC has been working with SLM to develop a general survey covering what users like and don't like about visiting the centre. Cleaning</p>

Action to be carried out	Responsibility	Committee Date	Completed	Target/comments
				<p>is a part of this survey. Discussions are currently taking place with regard to the roll out of this survey and for SLM to incorporate mechanisms to collect feedback on cleaning.</p> <p>SLM have provided the following update on improvements relating to cleaning at each centre:</p> <p><u>Central</u></p> <ul style="list-style-type: none"> - better quality cleaning chemicals - new scrubbing machine that fits into cubicles to improve quality of floor cleaning - improved time management of cleaners by their supervisor - improved visibility of day cleaner - improved communication between the day cleaner and SLM to resolve urgent cleaning tasks <p><u>Woodside</u></p> <ul style="list-style-type: none"> - better cleaning contractor – reliable and committed to the task ahead - better cleaning chemicals being used - new cleaning rotas - cleaning champion appointed - better monitoring of cleaning <p>Both sites have appointed a 'cleaning</p>

	Action to be carried out	Responsibility	Committee Date	Completed	Target/comments
					<p>champion' to keep a closer eye on cleaning and ensure tasks are completed and issues brought to managers' meetings.</p> <p>Recent feedback to WBC officers regarding cleaning indicate that some of the issues are around internal maintenance e.g. broken handles on changing room lockers.</p> <p>WBC officers will work with SLM to ensure that regular maintenance inspections are carried out and issues addressed in a timely manner.</p>
SLM 5	Update to be provided on marketing of services to women's only and other hard to reach groups – particularly with reference to the Harriers at Woodside Stadium	Area Contracts Manager for SLM	26/11/12		A leaflet has been developed by WBC's Sports Development Officer in conjunction with SLM to market the women's only session at Woodside Stadium. WBC is currently in discussions with SLM regarding publicity and marketing. .
SLM 6	The number of Remedy Notices to be included in the quarterly performance report – target to be set at zero. See PR1	Culture and Community Section Head / Partnerships and Performance Section Head	26/11/12		There have been no remedy notices issued.

Action to be carried out		Responsibility	Committee Date	Completed	Target/comments
SLM 7	The Panel to be updated on the work with Watford Swimming Club	Commissioning Manager			Following the letter that was received in response to the Scrutiny Panel's consultation, WBC officers met with representatives of Watford Swimming Club (WSC) to hear their concerns. WSC wanted additional pool time, however they were frustrated that this had not be positively considered. WBC worked with SLM to identify potential availability for the club. As a result WSC was able to secure extra pool time on a Friday evening. WBC pulled out of any further negotiations allowing WSC and SLM to develop an ongoing relationship.
Vinci					
VIN1	The HCC scrutiny report about Safer Routes to Schools to be circulated to the Panel.	Committee and Scrutiny Support Officer	05/02/13		Circulated by the Committee and Scrutiny Support Officer 19 April 2013.
VIN2	The Panel to receive information about write-offs in other councils in the family of similar authorities.	Transport and Infrastructure Section Head / Parking Services Manager	05/02/13		Bailiff write-off information is being gathered in relation to similar authorities and will be included in the 2012/13 Parking Services Annual Report, which is due to be published in October 2013.
VIN3	The Panel to receive a breakdown of income by CPZ permit zone.	Parking Services Manager	05/02/13		Sent to Panel 11 February 2013.

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*PART A

Report to: Outsourced Services Scrutiny Panel
Date of meeting: 16 July 2013
Report of: Partnerships and Performance Section Head
Title: Outsourced services performance data and information

1.0 SUMMARY

- 1.1 Watford BC regularly collects and monitors performance data for a wide range of its service areas. This is to ensure that services are performing at an acceptable standard. It helps highlight areas of good performance as well as those areas which might require some additional focus to improve performance.
- 1.2 Although a number of service areas remain within the direct control of the council, over the last few years a number have been externalised. In these cases, there remains a requirement to collect and report performance data for the reasons outlined in 1.1.
- 1.3 This report focuses specifically on the performance information obtained from external service providers.
- 1.4 From May 2013, Watford Borough Council's ICT services are being provided by Capita and from July 2013 the council's waste and recycling, street cleansing and parks and open spaces services are being delivered by Veolia Environmental Services. This means that performance measures relating to these services will, from quarter 2, be considered by Outsourced Services Scrutiny Panel.

2.0 RECOMMENDATIONS

- 2.1 Note and comment on the performance of the identified outsourced service indicators at the end of quarter 4 (January – March) 2012/13 - Appendix A.
- 2.2 Note the future inclusion of performance measures relating to recently outsourced services in the next report to the Panel (November 2013).

Contact Officer:

For further information on this report please contact:
Kathryn Robson, Partnerships and Performance Section Head
telephone extension: 8077 email: kathryn.robson@watford.gov.uk

3.0 **Background information**

Watford BC regularly collects and monitors performance data for a wide range of its service areas. This is to ensure that services are performing at an acceptable standard. It helps highlight areas of good performance as well as those areas which might require some additional focus to improve performance. This performance data and information is reported to the council's Leadership Team on a regular basis and to Overview and Scrutiny Committee each quarter. It is also monitored by Portfolio Holders through the quarterly review process (non-shared services) and by Shared Services Joint Committee.

3.1 **Outsourced services**

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

3.1.2 Outsourced services scrutiny panel agreed at its meeting in November 2012 that further performance information is reported to the Panel in future

This included:

- SLM – additional usage figures
 - Swimming lessons – Woodside and Central
 - Number of remedy notices issued
- HQ Theatres
 - Number of commercial hires
 - Number of community hires
 - Number of performances
- Parking
 - Penalty Charge Notices issued
 - Tribunal appeals (won / lost / not contested)

3.1.3 Performance information relating to the measures outlined in 3.1.2 are included in the report at Appendix A.

4.0 **IMPLICATIONS.**

4.1 **Financial**

4.1.1 The Head of Strategic Finance comments that there are no financial implications within this report.

4.2 **Legal Issues** (Monitoring Officer)

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

Appendices

Appendix A

WATFORD BOROUGH COUNCIL – MEASURES OF PERFORMANCE - Outsourced Services
Scrutiny Panel – Quarter 4 (January – March) 2012/13

WATFORD BOROUGH COUNCIL – MEASURES OF PERFORMANCE - Outsourced Services Scrutiny Panel

Fourth quarter (January - March) 2012/13

Ref	Measure	Target for Quarter 4 2012/13	Actual at end of 2012/13 (Quarter 4)	Trend since last period (Q3 2012/13)	Trend since last year (2011/12)	Service Lead	Comments
Community Services							
SLM performance measures							
CS1	Total number of swims at Watford Leisure Centre – CENTRAL	n/a	17,259	↑	↓	Community Services	Figure for same period 2012 was 20,274. There has been a 7% decline in casual swimming showing in both Q3 and Q4 and is attributable to the extremely poor weather conditions and Christmas and New Year closures. There has also been a drop in casual swimming across the region.
CS2	Total number of gym usage and group exercise participation at Watford Leisure Centre – CENTRAL	n/a	27,273	↑	↓	Community Services	Figure for same period 2011 was 30,879. Group exercise attendance is similar year on year The drop in gym usage is directly related to the drop in our memberships following the budget gym opening in 2011/12.

Appendix A

Ref	Measure	Target for Quarter 4 2012/13	Actual at end of 2012/13 (Quarter 4)	Trend since last period (Q3 2012/13)	Trend since last year (2011/12)	Service Lead	Comments
CS3	Total throughput for Watford Leisure Centre – CENTRAL	n/a	93,322	↑	↓	Community Services	Figure for same period 2011 was 98,678. Excluding the reduction in swimming and gym usage, the drop in total attendance can actually be attributed to the increase in club bookings. Clubs bookings have increased by over 28% from last year. However not all of their participants are recorded as having attended. The way Club Bookings / Events are recorded is being reviewed so that the figures accurately reflect attendance.
CS4	Total number of swims at Watford Leisure Centre – WOODSIDE	n/a	19,988	↑	↓	Community Services	Figure for same period 2011 was 21,716 The drop in usage at Woodside follows a similar trend to Central.
CS5	Total number of gym usage and group exercise participation at Watford Leisure Centre – WOODSIDE	n/a	73,306	↑	↑	Community Services	Figure for same period 2011 was 74,256 A very strong performance, with the attrition figures being well below the SLM standard.

Ref	Measure	Target for Quarter 4 2012/13	Actual at end of 2012/13 (Quarter 4)	Trend since last period (Q3 2012/13)	Trend since last year (2011/12)	Service Lead	Comments
							The figures also reflect the excellent take up in 'free' gym sessions for U19's.
CS6	Total throughput for Watford Leisure Centre – WOODSIDE	n/a	206,364	↓	n/a	Community Services	Figure for same period 2011 was 208,714.
CS7	Total swimming lessons - CENTRAL	n/a	16,372	↓	n/a	Community Services	Small drop since last quarter (Quarter 3 = 16,629)
CS8	Swimming lessons (ADULT) - CENTRAL	n/a	714	↓	n/a	Community Services	Drop since last quarter (Quarter 3 = 907)
CS9	Swimming lessons (JUNIOR) - CENTRAL	n/a	15,658	↓	n/a	Community Services	Small drop since last quarter (Quarter 3 = 15,722).
CS10	Total swimming lessons - WOODSIDE	n/a	23,284	↓	n/a	Community Services	Small drop since last quarter (Quarter 3 = 23,530)
CS11	Swimming lessons (ADULT) – WOODSIDE	n/a	877	↑	n/a	Community Services	Increase since last quarter (Quarter 3 = 852)
CS12	Swimming lessons (JUNIOR) - WOODSIDE	n/a	22,407	↓	n/a	Community Services	Small drop since last quarter (Quarter 3 = 22.407)
CS13	Number of remedy notices issued	n/a	0	↔	n/a	Community Services	
HQ Theatres performance measures							
CS14	Number of commercial hires	n/a	17	↔	n/a	Community Services	

Appendix A

Ref	Measure	Target for Quarter 4 2012/13	Actual at end of 2012/13 (Quarter 4)	Trend since last period (Q3 2012/13)	Trend since last year (2011/12)	Service Lead	Comments
CS15	Number of community hires	n/a	4	↓	n/a	Community Services	
CS16	Number of performances	n/a	25	↓	n/a	Community Services	The fall since quarter 3 (from 39 performances) is to be expected as the run up to the Christmas period (September – December) is the Colosseum's busiest period for performances.

Ref	Measure	Target for Quarter 4 2012/13	Actual at end of 2012/13 (Quarter 4)	Trend since last period (Q3 2012/13)	Trend since last year (2011/12)	Service Lead	Comments
Planning							
Parking performance measures							
PL1	Penalty Charge Notices issued	n/a	4,530	n/a	n/a	Planning	January – 1,490 February – 1,447 March 1,593
PL2	Tribunal appeals (won / lost / not contested)	n/a	Total Won - 16 Lost - 2 Not contested - 1	n/a	n/a	Planning	January Won – 6 Lost – 0 No Contest – 1 February Won – 6 Lost – 0 No Contest – 0 March Won – 4 Lost – 2 No Contest - 0

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Agenda Item 9

Outsourced Services Scrutiny Panel Work Programme 2013/14

Date of Meeting	Item for agenda	Officer
16 July 2013	Election of a Chair	-
	Introduction to Client Services	Head of Corporate Strategy and Client Services
	Terms of reference	Committee and Scrutiny Support Officer
	Actions and questions update	Committee and Scrutiny Support Officer
	Work programme	Committee and Scrutiny Support Officer
	Performance indicators	Partnerships and Performance Section Head
19 November 2013	Overview of contract with Veolia	Head of Corporate Strategy and Client Services
	Update on actions	Committee and Scrutiny Support Officer
	Performance report	Partnerships and Performance Section Head
13 February 2014	Contract with HQ theatres	Commissioning Manager
	Update on actions	Committee and Scrutiny Support Officer
	Performance report	Partnerships and Performance Section Head
	Annual report	Committee and Scrutiny Support Officer

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