



OUTSOURCED SERVICES SCRUTINY PANEL

Tuesday, 19th November, 2013

6.30 pm

Publication date: 11 November 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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RECORDING OF MEETINGS

An audio recording may be taken at this meeting for administrative purposes only.

COMMITTEE MEMBERSHIP

Councillor S Counter (Chair)

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

AGENDA

PART A - OPEN TO THE PUBLIC

1. APOLOGIES FOR ABSENCE/ COMMITTEE MEMBERSHIP

2. DISCLOSURES OF INTEREST

3. MINUTES

To submit for signature the minutes of the meeting held on 16 July 2013.

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

4. UPDATE ON ACTIONS (Pages 1 - 6)

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

An updated version of the action list was added to the agenda on 13 November 2013.

5. PERFORMANCE REPORT (Pages 7 - 20)

Report of the Partnerships and Performance Section Head

This report provides the Panel with the relevant performance indicators for Quarter 2 (2013/2014).

6. INTRODUCTION TO THE CONTRACT WITH VEOLIA

The Head of Corporate Strategy and Client Services and the Environmental Services Client Manager (Waste & Recycling) will give a presentation to the Panel providing an overview of the contract, the monitoring arrangements and future developments.

7. CONCLUSIONS AND RECOMMENDATIONS

Following the presentation on the Veolia contract, the Panel are asked to consider any conclusions and recommendations they would like to make.

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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 update on cleaning standards at SLM to the Panel's performance report	Partnerships and Performance Section Head	26/11/12	The client team is working with SLM on a meaningful method to collate and report this area of performance. They will be reported for Quarter 3.
PR2	To add complaints and compliments at the leisure centres to the Panel's performance report.	Partnerships and Performance Section Head	16/07/13	With regard to the request for complaints and compliments from the leisure centres and the Colosseum, the Corporate Strategy and Client Services team are currently working with both SLM and HQ theatres to undertake a thorough review of the current complaints procedure and develop systems and processes that will provide meaningful data ready for presentation at future scrutiny committees. This work has only recently commenced following the internal restructure, completed in September with a new officer position leading this area of work. They will be reported for Quarter 3.

Action to be carried out		Responsibility	Committee Date	Completed	Target/comments
PR3	To add complaints and compliments at the Colosseum to the Panel's performance report.	Partnerships and Performance Section Head	16/07/13		With regard to the request for complaints and compliments from the leisure centres and the Colosseum, the Corporate Strategy and Client Services team are currently working with both SLM and HQ theatres to undertake a thorough review of the current complaints procedure and develop systems and processes that will provide meaningful data ready for presentation at future scrutiny committees. This work has only recently commenced following the internal restructure, completed in September with a new officer position leading this area of work. They will be reported for Quarter 3.
PR4	To add reasons why parking appeals had been lost to the Panel's performance report.	Partnerships and Performance Section Head	16/07/13		This has been added to the performance report.

Action to be carried out	Responsibility	Committee Date	Completed	Target/comments
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	<p>Key actions and proposed actions:</p> <ul style="list-style-type: none"> ▪ Advertising screens updated with green travel information. ▪ Social media updated with green travel information. ▪ Events booking form amended to include green travel. ▪ Meeting with Watford Cycle Hub to look at cross-marketing – Follow up meeting planned with Sales Manager in November 13. ▪ Meeting with Herts County Council in November regarding cycle path from Watford Junction station past Watford Central. <p>SLM are also looking at a green travel survey to send out to customers & colleagues in December 2013.</p>
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 st stop school scrolling atistics 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	26/11/12	<p>SLM Watford Leisure Centre – WOODSIDE:</p> <ul style="list-style-type: none"> ▪ The number of cleaners have been increased in the evening, adding a 5th cleaner Mon-Fri and a 4th cleaner at weekends. ▪ Each cleaner has their own specific area of responsibility to make accountability

Action to be carried out	Responsibility	Committee Date	Completed	Target/comments
		Section Head		<p>easier in the event that cleaning standards have not been met.</p> <ul style="list-style-type: none"> ▪ A day time cleaner has been added to the cleaning rota. ▪ A cleaner is now included with direct accountability for wet side areas during peak times and during swimming lessons in the evening. ▪ A high level of deep cleaning has been undertaken of the squash courts following a customer comment and the centre has also undertaken external high level cleaning on the roof of the bin store to remove debris that has been thrown up there. ▪ Cleaning company has removed chewing gum from outside walkways. ▪ Currently working on cleaning plan for Christmas/New Year period of which this will encompass deep cleaning of all changing rooms, carpets and poolside. This will be undertaken by SLM and our cleaning contractors HCMS. ▪ The centre are reviewing the completion rate of the cleaning schedules for the in-house cleaning standards and we have during the month of September had a 77% completion rate for cleaning completion. <p>SLM Watford Leisure Centre CENTRAL:</p> <ul style="list-style-type: none"> ▪ Currently work in partnership with a cleaning company called HERTS

Action to be carried out	Responsibility	Committee Date	Completed	Target/comments
				<p>CLEANING LTD.</p> <ul style="list-style-type: none"> ▪ Provide 4 cleaners from: 4pm-6pm Monday to Thursday 10pm – 1am Monday to Friday 8pm - 11pm Weekends ▪ Work to a scheduled cleaning program which is overseen by a shift leader. ▪ Bi-weekly meeting with the HERTS cleaning manager to bring to attention any matters regarding cleaning and the staff HERTS provide. ▪ When HERTS cleaning staff aren't present, SLM staff will carry out cleaning duties which are scheduled on a daily and weekly basis. ▪ Recent focus on improving cleanliness of the exterior of the building and the car park. Students from West Herts College use the car park as an access route. We do try to educate students on where bins are provided locally. We have increased how often staff litter pick the exterior and change the bins around the building. ▪ New weekly weeding of paths and pavements around the building and car park improving the presentation of the facility. ▪ Recently changed the schedule of the afternoon HERTS cleaner so that the changing village has a cleaner between 4-6pm. <p>Future meeting with an external company to</p>

Action to be carried out		Responsibility	Committee Date	Completed	Target/comments
					discuss a steam clean on our poolside tiles.
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		SLM Watford Leisure Centre – WOODSIDE: The centre are currently working on new publicity to promote this activity at the stadium by using all forms of advertising through in house, website, FB and twitter. Implementing a monitoring system to get a true reflection on no's of attendance going forward.
SLM 8	The SLM staff satisfaction survey to be re-circulated to the Panel	Commissioning Manager	16/07/13		This was circulated on 16 October 2013.
Vinci					
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		The 2012/13 Parking Service Annual Report has now been updated and was published online on 25 October 2013. This includes details of write-offs in similar authorities. Copies were circulated to all Councillors.

*PART A

Report to: Outsourced Services Scrutiny Panel

Date of meeting: 19 November 2013

Report of: Partnerships and Performance Section Head

Title: Outsourced services performance data and information –
Quarter 2 2013/14

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 as of quarter 2 2013/14.
- 1.4 From July 2013 the council's waste and recycling, street cleansing and parks and open spaces services are being delivered by Veolia Environmental Services – Veolia Watford. This means that performance measures relating to these services are now included in reports to the Outsourced Services Scrutiny Panel.

2.0 RECOMMENDATIONS

- 2.1 Panel to note and comment on the performance of the identified outsourced service indicators at the end of quarter 2 (July - September) 2013/14 - Appendix A.
- 2.2 Panel to consider if they would like to see any changes to the presentation of the information / data for future reports.

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 has agreed that performance information relating to the following outsourced contracts is reported to the Panel:

- SLM

- HQ Theatres

- Parking

- Veolia
 - Street cleansing
 - Waste and recycling
 - Parks and open spaces

3.1.3 Performance information available at Quarter 2 that relates to the areas outlined in 3.1.2 is included in the report at Appendix A.

3.1.4 Additional performance information, particularly relating to satisfaction with leisure facilities, concert halls, street cleansing, waste and recycling and parks and open spaces will be available in Quarter 3 for reporting to the Panel.

3.1.5 Information relating to complaints and compliments will also be included in the Quarter 3 report. The relevant client teams are working with partners to provide this data in a consistent and meaningful way that will enable effective scrutiny.

4.0 **IMPLICATIONS.**

4.1 **Financial**

4.1.1 The Head of Finance comments that there are no financial implications within

this report.

4.2 **Legal Issues** (Monitoring Officer)

4.2.1 The Head of Democracy 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 2 (July-September) 2013/1

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

Second quarter 2013/14 (July – September)

Ref	Measure	Target for Quarter 2 2013/14	Actual at end of Quarter 2 2013/14	Trend since last period (Quarter 1 2013/14)	Trend since last year (Quarter 2 2012/13)	Service Lead	Comments
Corporate Strategy & Client Services							
SLM performance measures							
CS1	Total number of swims at Watford Leisure Centre – CENTRAL	n/a	22,657	↑	↓	Corporate Strategy & Client Services	Figure for same period 2012 was 23,382. SLM advises that the figures do not take into account fitness members that swim as part of their membership (i.e. a member can use the gym and then swim without swiping their membership card). The number of casual members converting to full paying membership has increased from last year so this has had an impact on the statistics.
CS2	Total number of gym usage and group exercise participation at Watford Leisure Centre – CENTRAL	n/a	20,040	↓	↓	Corporate Strategy & Client Services	Figure for same period 2012 was 22,930 SLM advise that the main contributing factor was the decrease in the amount of visits for the free U19 gym over the summer period.

Appendix A

Ref	Measure	Target for Quarter 2 2013/14	Actual at end of Quarter 2 2013/14	Trend since last period (Quarter 1 2013/14)	Trend since last year (Quarter 2 2012/13)	Service Lead	Comments
							They expect to see the figures grow now that Central's refurbishment has been completed and the fitness team is at full strength.
CS3	Total throughput for Watford Leisure Centre – CENTRAL	n/a	97,507	↑	↓	Corporate Strategy & Client Services	Figure for same period 2012 was 101,573. The main attributing factor for this decrease was the reduction in free swim & gym usages for U19s over summer.
CS4	Total number of swims at Watford Leisure Centre – WOODSIDE	n/a	24,545	↑	↑	Corporate Strategy & Client Services	Figure for same period 2012 was 24,530.
CS5	Total number of gym usage and group exercise participation at Watford Leisure Centre – WOODSIDE	n/a	63,336	↓	↓	Corporate Strategy & Client Services	Figure for same period 2012 was 66,940. Gym – a contributory factor could be the impact of new budget gyms in the surrounding 3 mile radius. With the refurbishment of the gym, it is anticipated that there would be an increase in gym usage.

Appendix A

Ref	Measure	Target for Quarter 2 2013/14	Actual at end of Quarter 2 2013/14	Trend since last period (Quarter 1 2013/14)	Trend since last year (Quarter 2 2012/13)	Service Lead	Comments
CS6	Total throughput for Watford Leisure Centre – WOODSIDE	n/a	195,580	↓	↓	Corporate Strategy & Client Service	Figure for same period 2012 was 207,355.
CS7	Total swimming lessons - CENTRAL	n/a	17,703	↑	↑	Corporate Strategy & Client Services	SLM advise that this can be attributed to an increase in classes due to demand and better customer retention directly related to the improvement in our customer service. As they are reaching maximum occupancy the future plan is to increase classes in late September.
CS8	Swimming lessons (ADULT) - CENTRAL	n/a	986	↑	↑	Corporate Strategy & Client Services	SLM advise that this increase can be attributed to an improvement in marketing of swimming lessons to all ages. They also encourage swimming lessons to fitness members as part of their workout routine.
CS9	Swimming lessons (JUNIOR) - CENTRAL	n/a	16,717	↑	↑	Corporate Strategy & Client Services	As above this can be attributed to the improved service & procedures which has led to better retention. An increase in marketing in the local community has improved awareness and increase new sales.).

Appendix A

Ref	Measure	Target for Quarter 2 2013/14	Actual at end of Quarter 2 2013/14	Trend since last period (Quarter 1 2013/14)	Trend since last year (Quarter 2 2012/13)	Service Lead	Comments
CS10	Total swimming lessons - WOODSIDE	n/a	23,937	↑	↑	Corporate Strategy & Client Services	
CS11	Swimming lessons (ADULT) – WOODSIDE	n/a	1,077	↑	↑	Corporate Strategy & Client Services	There has been an increase in the number of classes and consequently an increase in attendances during 13/14.
CS12	Swimming lessons (JUNIOR) - WOODSIDE	n/a	22,860	↓	↓	Corporate Strategy & Client Services	
CS13	Number of remedy notices issued	n/a	0	↔	n/a	Corporate Strategy & Client Services	
HQ Theatres performance measures							
CS14	Number of commercial hires	n/a	Not available for report		n/a	Corporate Strategy & Client Services	
CS15	Number of community hires	n/a	1	↓	n/a	Corporate Strategy & Client Services	
CS16	Number of ticketed performances	n/a	25	↑	↑	Corporate Strategy & Client Services	HQ Theatres advise that July and August are traditionally quiet months with little or no touring productions.

Appendix A

Ref	Measure	Target for Quarter 2 2013/14	Actual at end of Quarter 2 2013/14	Trend since last period (Quarter 1 2013/14)	Trend since last year (Quarter 2 2012/13)	Service Lead	Comments
							In-house produced events such as Ladies Night and Hellfire Comedy Club were very successful as was the week long production of Dreamboats and Petticoats selling nearly 4,000 tickets

Ref	Measure	Target for Quarter 2 2013/14	Actual at end of Quarter 2 2013/14	Trend since last period (Quarter 1 2013/14)	Trend since last year (Quarter 2 2012/13)	Service Lead	Comments
Veolia							
Waste and recycling performance measures							
ES1	Residual household waste per household	128.09kg	128.33kg	↑	↓	Corporate Strategy & Client Services	The cumulative result is 257.65kg for Qtrs 1 and 2.
ES2	Household waste recycled and composted	41.47%	38.87%	↓	↓	Corporate Strategy & Client Services	Recycling rates anticipated to improve significantly from Qtr 3 with the introduction of the co-mingled service.
ES4	Percentage of the total tonnage of household waste arising which have been recycled	16.88%	11.93%	↓	↓	Corporate Strategy & Client Services	
ES5	Percentage of waste sent for composting including waste which has been treated through a process of anaerobic digestion	24.59%	26.94%	↓	↓	Corporate Strategy & Client Services	

Ref	Measure	Target for Quarter 2 2013/14	Actual at end of Quarter 2 2013/14	Trend since last period (Quarter 1 2013/14)	Trend since last year (Quarter 2 2012/13)	Service Lead	Comments
Street cleansing performance measures							
ES6	Improved street and environmental cleanliness (levels of litter)	4%	2.18%	↓	↓	Corporate Strategy & Client Services	<p>Performance against target is good.</p> <p>The result shows a drop in performance of 0.4% from Qtr 1, which is not unexpected as it covers the summer holiday period. Compared to Qtr 2, 2012-13, which was a far wetter and cooler summer period, which makes littering less likely, the performance drop is 0.18%. Cumulative result: Litter 1.99%</p>
ES7	Improved street and environmental cleanliness (levels of detritus)	5%	4.6%	↓	↑	Corporate Strategy & Client Services	<p>Performance against target is good.</p> <p>The result shows a drop in performance of 1.11% compared with Qtr 1. This is partly the result of old, less efficient machinery, which is being replaced from 4 November. Cumulative result: Detritus 4.07%</p>

Ref	Measure	Target for Quarter 2 2013/14	Actual at end of Quarter 2 2013/14	Trend since last period (Quarter 1 2013/14)	Trend since last year (Quarter 2 2012/13)	Service Lead	Comments
ES8	Improved street and environmental cleanliness (levels of graffiti)	4%	1.98%	↑	↑	Corporate Strategy & Client Services	<p>Performance against target is good.</p> <p>Improvement from previous two quarters and best percentage to date. The hotspot team increased their activity through the summer holiday period and beyond. Frontline staff currently report suppressed levels of activity and the quarterly September survey reflects this. Cumulative result: Graffiti 2.52%</p>
ES9	Improved street and environmental cleanliness (levels of fly posting)	0.3%	0.6%	↑	↑	Corporate Strategy & Client Services	<p>Despite a favourable improvement from Q1 levels of flyposting remain relatively high, comprising persistent, repeated flyposting on vacant retail premises and street furniture by various circus promoters and large scale and widespread 'lost pet' fly posting activity facilitated by a web based voluntary organisation providing poster production and distribution services. Cumulative result: Flyposting 0.63%</p>

Ref	Measure	Target for Quarter 2 2013/14	Actual at end of Quarter 2 2013/14	Trend since last period (Quarter 1 2013/14)	Trend since last year (Quarter 2 2012/13)	Service Lead	Comments
Parks and Open Spaces performance measures							
ES10	Allotments – occupancy rate	N/A	90%	N/A	N/A	Corporate Strategy & Client Services	New indicator for this quarter. This is the average across the 10 council-run sites.
ES11	Green flags achieved	N/A	N/A	N/A	N/A	Corporate Strategy & Client Services	The target for 2013/14 is to retain the current 3 flags.

Ref	Measure	Target for Quarter 2 2013/14	Actual at end of Quarter 2 2013/14	Trend since last period (Quarter 1 2013/14)	Trend since last year (Quarter 2 2012/13)	Service Lead	Comments
Regeneration & Development							
Parking performance measures							
PL1	Penalty Charge Notices issued	n/a	5428	n/a	n/a	Regeneration & Development	
PL2	Tribunal appeals (won / lost / not contested (NC))	n/a	Won 8 Lost 1 NC 1	n/a	n/a	Regeneration & Development	
PL3	Reasons for appeals lost (narrative measure)	n/a	Adjudicator accepted appellant misinformed	n/a	n/a	Regeneration & Development	

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