



# OUTSOURCED SERVICES SCRUTINY PANEL

**Tuesday, 8th July, 2014**

**6.30 pm**

**Publication date: 30 June 2014**

## **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](mailto:legalanddemocratic@watford.gov.uk) .

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

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# COMMITTEE MEMBERSHIP

Councillor P Taylor (Chair)

Councillor K Hastrick (Vice-Chair)

Councillors S Counter, J Dhindsa, S Greenslade, A Joynes and R Martins

## 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 13 February 2014.

*All minutes are available on the Council's website.*

**4. TERMS OF REFERENCE (Pages 1 - 2)**

Members are asked to note the update to the Panel's terms of reference.

These have been amended to include references to the shared services.

**5. UPDATE ON ACTIONS (Pages 3 - 8)**

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

**6. PERFORMANCE REPORT (Pages 9 - 22)**

Report of the Partnerships and Performance Section Head

This report provides the Panel with the relevant performance indicators for Quarter 4 (2013/14).

**7. INTRODUCTION TO SHARED SERVICES - LEAD AUTHORITY MODEL**

The Panel will receive a presentation of the Director of Finance providing an overview of the shared services to be monitored by the Panel.

**8. WORK PROGRAMME** (Pages 23 - 26)

The Panel is asked to review and agree the draft work programme for 2014/15 including the amended timetable of meetings.

A document is also attached showing which contracts have been reviewed by the Panel to date.

## Outsourced Services Scrutiny Panel Terms of Reference

- Politically balanced sub-Panel of Overview and Scrutiny Committee
- **Membership to be agreed by Annual Council and Chair appointed at Annual Council.**
- To meet a minimum of 6 occasions during the Municipal Year
- To scrutinise outsourced services
- To monitor performance and outcomes of outsourced services
- To monitor performance and compliance of contractors who are delivering Council functions on behalf of the council
- To suggest improvements in service delivery and outcomes for citizens of Watford and the Council
- That the contracts the committee scrutinises be as follows:  
Waste, Recycling, StreetCare Parks and Open Spaces  
Leisure centres  
Colosseum  
Management of Hostels and Temporary Accommodation  
The Parking Service  
**The Shared Services under the agreement with Three Rivers District Council**
- 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	
<b>Performance Report</b>					
PR2	<p>To add complaints and compliments at the leisure centres to the Panel's performance report.</p> <p>Update – The Panel have also requested an overview of the themes of compliments and complaints be included in the report.</p>	Partnerships and Performance Section Head	16/07/13 and 13/02/14	By end of quarter 1 2014/15	This will be ready for reporting from the first quarter of 2014/15. Compliments and complaints will be reported for the end of 2013/14 but this will not have the breakdown into themes.
PR3	<p>To add complaints and compliments at the Colosseum to the Panel's performance report.</p> <p>Update – The Panel have also requested an overview of the themes of compliments and complaints be included in the report.</p>	Partnerships and Performance Section Head	16/07/13 and 13/02/14	By end of quarter 1 2014/15	This will be ready for reporting from the first quarter of 2014/15. Compliments and complaints will be reported for the end of 2013/14 but this will not have the breakdown into themes.

Action to be carried out		Responsibility	Committee Date	Completed	Target/comments
PR5	<p>The Performance Report to include exception reporting of performance of the Veolia contract as well as compliments and complaints.</p> <p>Update – The Panel have also requested an overview of the themes of compliments and complaints be included in the report.</p>	Partnerships and Performance Section Head/ Head of Corporate Strategy and Client Services	19/11/13 and 13/02/14	By end of quarter 1 2014/15	This will be ready for reporting from the first quarter of 2014/15. Compliments and complaints will be reported for the end of 2013/14 but this will not have the breakdown into themes.
PR6	The Panel to receive an annual report on the number of green flags achieved.	Partnerships and Performance Section Head	19/11/13	By end of quarter 2 2014/15	The outcome of green flag submissions will be known by quarter 2.
PR7	Levels of fly-posting on empty shops to be added to the performance report.	Partnerships and Performance Section Head	13/02/14	Yes	The fly posting indicator will provide details of the extent of fly posting and the locations.
PR8	Levels of fly-tipping to be added to the performance report.	Partnerships and Performance Section Head	13/02/14	See comments.	This indicator is reported to Overview and Scrutiny as it is reported by Environmental Health.
PR9	Data relating to customer satisfaction levels at the Palace Theatre to be added to the performance report.	Partnerships and Performance Section Head	13/02/14	By end of quarter 1 2014/15	Working with the Palace Theatre on collecting this data annually.



Action to be carried out		Responsibility	Committee Date	Completed	Target/comments
PR10	Levels of contamination in the recycling collections to be added to the performance report.	Partnerships and Performance Section Head / Client Manager (Waste and Recycling)	13/02/14	Yes	The performance indicator to be reported from quarter 1 2014/15 shows the total number of deliveries to the recycling processors each quarter (80) and the percentage of those which are rejected due to contamination i.e. over 5%.
PR11	Annual indicator showing the number of local bands who have performed at the Colosseum to be added to the performance report.	Partnerships and Performance Section Head/ Commissioning Manager	13/02/14	See comments.	Following discussions with the Colosseum regarding this information, it was felt that it would not constitute a good measure of this area of activity across the borough. The community events indicator will provide information on the extent of hire and would pick up community related performances by local bands.
PR12	Number and an indication of types of community events at the Colosseum to be added to the performance report.	Partnerships and Performance Section Head/ Commissioning Manager	13/02/14	In progress	This indicator is being discussed with the Colosseum. The aim is to report from quarter 1.

Action to be carried out	Responsibility	Committee Date	Completed	Target/comments	
<b>SLM</b>					
SLM 9	The Panel to receive details of the report back to leisure centre members on the outcomes of the customer satisfaction survey.	Commissioning Manager/ Partnerships and Performance Section Head	13/02/14	Yes	Circulated April 2014.
<b>Veolia</b>					
VE5	The Head of Corporate Strategy and Client Services to provide the Panel with more detail on how gum-cleaning operates.	Head of Corporate Strategy and Client Services / Client Manager (Parks and Streets)	13/02/14	Yes	<p>The contract specifies the following:</p> <p>The Town Centre is annual gum removal programme as part of a deep spring clean. Gum and stain removal - There shall be annual gum and stain removal which shall be carried out in accordance with SC06. Elsewhere - Chewing gum removal will be carried out as and when instructed by the Authority and payment will be calculated using the rates supplied in the Cost Proforma</p> <p>Client Manager (Parks and Streets) will include this area in the presentation to Panel in November 2014.</p>

Action to be carried out	Responsibility	Committee Date	Completed	Target/comments	
<b>HQ Theatres</b>					
HQ1	The Head of Corporate Strategy and Client Services to circulate the presentations from the meeting.	Head of Corporate Strategy and Client Services	13/02/14	Yes	Circulated February 2014.

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\*PART A

**Report to:** Outsourced Services Scrutiny Panel  
**Date of meeting:** 8 July 2014  
**Report of:** Partnerships and Performance Section Head  
**Title:** Outsourced services performance data and information –  
Quarter 4 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 4 2013/14.
- 1.4 From 2014/15 additional performance measures will be included in reports to the Panel – these are detailed in 3.2.

## 2.0 RECOMMENDATIONS

- 2.1 Panel to note and comment on the performance of the identified outsourced service indicators at the end of quarter 4 (January – March / end of year) 2013/14 - Appendix A.
- 2.2 Panel to note the additional areas to be included in reports from 2014/15.
- 2.3 Panel to consider any improvements or changes to the report that would support its understanding of performance for 2014/15.

### **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](mailto: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 Cabinet and either Overview and Scrutiny Committee or Outsourced Scrutiny Panel on a quarterly basis.

### 3.1 **Current outsourced services**

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

3.1.2 Whilst Overview and Scrutiny Committee continues to scrutinise performance relating to services retained 'in-house', Outsourced Services Scrutiny Panel established that performance information relating to the following outsourced contracts was to be reported to the Panel in 2013/14.

- SLM
- HQ Theatres
- Parking
- Veolia
  - Street cleansing
  - Waste and recycling
  - Parks and open spaces

3.1.3 Performance information available at Quarter 4 2013/14 (end of year) that relates to the areas outlined in 3.1.2 is included in this report to Panel at Appendix A.

### 3.2 **Additional areas for performance reporting and monitoring in 2014/15**

3.2.1 Since 1 April 2014, arrangements for the delivery of the four services the council shares with Three Rivers District Council (ICT, Human Resources, Revenues and Benefits and Finance) have changed and the two councils are now operating what is known as the 'lead authority' model of service delivery. This change impacts on the councils' relationships with the four service areas. The arrangement agreed between the two councils, is for each authority to 'lead' on the delivery of two of the services and, effectively, become clients for the others.

3.2.2 For Watford, this means leading on Human Resources and ICT whilst Three Rivers leads on Revenues and Benefits and Finance. Of these, ICT is the only service of the four being provided by an external supplier (Capita).

3.2.5 A consequence of this change is that the Joint Shared Services Committee, which had responsibility for the monitoring of performance information relating to the four service areas, no longer exists. Member performance monitoring is now undertaken by each council in line with its own constitutional arrangements. This means the following for Watford:

- Human Resources performance information will be reported to Overview and Scrutiny Committee as this is an in-house service for Watford
- Finance performance in the most part will be reported through Budget Panel (as happens currently)
- Revenues and Benefits performance information will be reported to Outsourced Services Scrutiny Panel
- Although Watford is the lead authority for ICT, performance will be reported to Outsourced Scrutiny Panel because it is being delivered by an external supplier

3.2.6 Performance measures, therefore, for Revenues and Benefits and ICT will be included in the performance report to Outsourced Scrutiny Panel from quarter 1 2014/15.

### **3.3 Review of performance at end of year**

3.3.1 2013/14 was the first year that performance relating to outsourced services was reported in this format. Work has been undertaken over the year to refine how, and what, information is presented to Panel for consideration and comment. This is to ensure Panel has the information and data it needs to support its role in monitoring and scrutinising service delivery for the council's outsourced service areas. It is anticipated that further refinement will be made in 2014/15 and Panel is invited to suggest where improvements could be made.

3.3.2 Overall, the council's outsourced services shows steady improvement and sustained levels of performance in most areas for 2013/14.

3.3.3 The performance achieved by Veolia in its first 9 months indicates an effective handover of responsibilities in the areas of waste, street cleansing and parks and relatively low levels of disruption to service performance despite significant change and the introduction of new ways of working. Recycling performance shows improvement. The council would expect to see the service achieve even better results for 2014/15 in line with targets set in the contract. Residual waste is also moving in the right direction (downwards). Street cleansing performance is good in the areas of graffiti and fly posting – both of which have improved since last year – but the council will want to see litter and detritus performance improve in 2014/15. Veolia introduced a new approach to the delivery of street cleansing from November 2013 and it was expected that, whilst the new ways of working were embedded, performance would dip slightly.

- 3.3.4 SLM's visitor numbers remain strong and the council is now monitoring usage of the two centres by identified community groups to ensure that take-up of the facility and activities is reflected across the Watford population. Both surveys undertaken (customer and resident) in 2013/14 showed good levels of satisfaction with the centres and Panel was presented with more detailed findings of the survey that was conducted with customers during 2013 to show where SLM intended to use the feedback to improve performance.
- 3.3.5 Watford Colosseum's performance shows increased use of the venue across a number of categories. More customer related information will be included from 2014/15 as this will present a more rounded picture of how well HQ Theatres is delivering the service.

#### 4.0 **IMPLICATIONS.**

##### 4.1 **Financial**

4.1.1 There are no financial implications within this report.

##### 4.2 **Legal Issues** (Monitoring Officer)

4.2.1 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) 2013/14



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

### Fourth quarter 2013/14 (January - March)

Ref	Measure	Target for Quarter 4 2013/14	Actual at end of Quarter 4 2013/14	Trend since last period (Quarter 3 2013/14)	Trend since last year (Quarter 4 2012/13)	Service Lead	Comments
<b>Corporate Strategy &amp; Client Services</b>							
<b>SLM performance measures</b>							
CS1	Total throughput for Watford Leisure Centre – CENTRAL	n/a	101,426 (309,423 for year)	↑ (59,445)	↑ (66,485: 279,583 for year)	Corporate Strategy & Client Services	
CS2	Throughput of Watford Leisure Centre – CENTRAL – % concessions	n/a	40%	New performance measure	New performance measure	Corporate Strategy & Client Services	Total average concessions given for the year was 52% of the total throughput – this represents over 50%. There are a range of concession prices from 15% of the full price to 70% along with corporate concession. Also under 18's will be included in this figure.
CS3	Total membership - CENTRAL	n/a	4,087	↑ (3,376)	New performance measure	Corporate Strategy & Client Services	Encouraging that the membership has continued to increase by year end. Target for 14/15 is 5% increase in membership.

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Ref	Measure	Target for Quarter 4 2013/14	Actual at end of Quarter 4 2013/14	Trend since last period (Quarter 3 2013/14)	Trend since last year (Quarter 4 2012/13)	Service Lead	Comments
CS4	% of membership that meets the council's priority sports development groups:					Corporate Strategy & Client Services	Target for 2014/15 will be for a 10% increase in membership from the 14-25 yr group. The % figures will be also be translated into actual numbers
	• 14 to 25 year olds	n/a	15.3%	↓ (16%)	New performance measure		
	• BME	n/a	22.7%	↑ (21.6%)	New performance measure		
	• People with a disability	n/a	0.3%	↔ (0.3%)	New performance measure		
	• women and girls	n/a	58.7%	↓ (57.5%)	New performance measure		
	• 55+	n/a	7.7%	↓ (8.4%)	New performance measure		
CS5	Total throughput for Watford Leisure Centre – WOODSIDE	n/a	207,380 (600,309 for year)	↑ (111,353)	↑ (143,715: 589,112 for year)	Corporate Strategy & Client Service	

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Ref	Measure	Target for Quarter 4 2013/14	Actual at end of Quarter 4 2013/14	Trend since last period (Quarter 3 2013/14)	Trend since last year (Quarter 4 2012/13)	Service Lead	Comments
CS6	Throughput of Watford Leisure Centre – WOODSIDE – % concessions	n/a	35%	-	New performance measure	Corporate Strategy & Client Services	Total average concessions given for the year was 49% of the total throughput – this represents nearly 50%. There are a range of concession prices from 15% of the full price to 70% along with corporate concession. Also under 18's will be included in this figure.
CS7	Total membership - WOODSIDE	n/a	6,144	↑ (4,996)	New performance measure	Corporate Strategy & Client Services	Increase in membership due to introduction of swim lesson direct debit membership option which was not available in 2012.
CS8	% of membership that meets the council's priority sports development groups:					Corporate Strategy & Client Services	
	• 14 to 25 year olds	n/a	16.8%	↑ (15.3%)	New performance measure		
	• BME	n/a	26.7%	↑ (25.1%)	New performance measure		

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Ref	Measure	Target for Quarter 4 2013/14	Actual at end of Quarter 4 2013/14	Trend since last period (Quarter 3 2013/14)	Trend since last year (Quarter 4 2012/13)	Service Lead	Comments
	<ul style="list-style-type: none"> <li>People with a disability</li> </ul>	n/a	0.2%	↔ (0.2%)	New performance measure		
	<ul style="list-style-type: none"> <li>women and girls</li> </ul>	n/a	58.9%	↑ (58%)	New performance measure		
	<ul style="list-style-type: none"> <li>55+</li> </ul>	n/a	7.7%	↑ (7.4%)	New performance measure		
CS9	SLM complaints & compliments	n/a	CENTRAL 35 complaints 7 compliments  WOODSIDE 44 complaints 45 compliments	42 complaints 81 compliments (across both centres)	New performance measure	Corporate Strategy & Client Services	
CS10	Satisfaction with sports and leisure centres	n/a	89.4% satisfied (Central) 84.2% satisfied (Woodside)	Annual indicator	-	Corporate Strategy & Client Service	First set of results are taken from the survey conducted by Watford BC with the memberships of both centres.

Ref	Measure	Target for Quarter 4 2013/14	Actual at end of Quarter 4 2013/14	Trend since last period (Quarter 3 2013/14)	Trend since last year (Quarter 4 2012/13)	Service Lead	Comments
			93% (Community Survey)		↓ (94%)		
<b>HQ Theatres performance measures</b>							
CS11	Number of commercial hires (Colosseum)	n/a	19 (98 for year)	↓ (20)	↔ (19: 70 for year)	Corporate Strategy & Client Services	
CS12	Number of community hires and workshops (Colosseum)	n/a	12 (29 for year)	↓ (16)	↑ (4: 17 for year)	Corporate Strategy & Client Services	
CS13	Number of ticketed performances (Colosseum)	n/a	42 (157 for year)	↓ (49)	↑ (25: 122 for year)	Corporate Strategy & Client Services	HQ Theatres have exceeded the Programme Model target of 154 performances per year (157 in 2013/14). This excludes the allocated days for the BBC (90 per year)
CS14	HQ Theatres complaints & compliments	n/a	-	-	-	Corporate Strategy & Client Services	Being implemented – to be reported o from Q1 (April-June) 14/15.
CS15	Satisfaction with theatres and concert halls	n/a	97%	-	↑ (93%)	Corporate Strategy & Client Service	From Community Survey 2013.

Ref	Measure	Target for Quarter 4 2013/14	Actual at end of Quarter 4 2013/14	Trend since last period (Quarter 3 2013/14)	Trend since last year (Quarter 4 2012/13)	Service Lead	Comments
<b>Veolia</b>							
<b>Waste and recycling performance measures</b>							
ES1	Residual household waste per household	127.79kg	124 kg	↓ (123.91kg)	↑ (125.11kg)	Corporate Strategy & Client Services	<p>Target for year was 513.12kg.</p> <p>The result for 2013/14 overall is 501.92kg for year, which is significantly above target (lower is better for this indicator).</p> <p>Although the result for Quarter 4 betters target it shows a slight increase in kg per household on Q3 which should be attributed to the usual waste amnesty and increased waste produced around the holiday period. A waste composition analysis has been booked for July and the outcomes will form part of a campaign to reduce the amount of residual waste in the waste stream.</p>

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Ref	Measure	Target for Quarter 4 2013/14	Actual at end of Quarter 4 2013/14	Trend since last period (Quarter 3 2013/14)	Trend since last year (Quarter 4 2012/13)	Service Lead	Comments
ES2	Household waste recycled and composted	36.08%	38.30%	↓ (41.44%)	↑ (39.66% for year)	Corporate Strategy & Client Services	Target for year was 40.4%. The result for 2013/14 is 40.6%. Q4 has shown a slightly lower percentage on Q3, this can be attributed to the rise in residual waste produced through the holiday period and the waste amnesty provided to residents as part of the Christmas collection arrangements.
ES4	Percentage of the total tonnage of household waste arising which have been recycled	18.94%	24.96%	↑ (20.90%)	↑ (16.34%)	Corporate Strategy & Client Services	Q4 shows a sharp decline in percentage. This is due to the complete removal of cardboard from the composting stream through the entire quarter. The figure shows an encouraging 10% increase on pre commingled service figures
ES5	Percentage of waste sent for composting including waste which has been treated through a process of anaerobic digestion	17.14%	13.34%	↓ (20.54%)	↓ (23.32%)	Corporate Strategy & Client Services	Q4 shows a sharp decline in percentage. This is due to the complete removal of cardboard from the composting stream through the entire quarter.

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Ref	Measure	Target for Quarter 4 2013/14	Actual at end of Quarter 4 2013/14	Trend since last period (Quarter 3 2013/14)	Trend since last year (Quarter 4 2012/13)	Service Lead	Comments
ES6	Valid missed bins (as a percentage of bins collected during the period)	N/A	0.036%	↑ (0.046%)	-	Corporate Strategy & Client Services	
ES7	Number of missed bins put back within contract timescale (reported before 12pm - same working day, reported after 12pm - next working day)	N/A	186	↑ (394)	-	Corporate Strategy & Client Services	
<b>Street cleansing performance measures</b>							
ES6	Improved street and environmental cleanliness (levels of litter)	4%	5.06%	↓ (2.18%)	↓ (2.44%)	Corporate Strategy & Client Services	
ES7	Improved street and environmental cleanliness (levels of detritus)	5%	6.76%	↓ (4.6%)	↓ (4.02%)	Corporate Strategy & Client Services	
ES8	Improved street and environmental cleanliness (levels of graffiti)	4%	1.49%	↑ (1.98%)	↑ (2.67%)	Corporate Strategy & Client Services	
ES9	Improved street and environmental cleanliness (levels of fly posting)	0.3%	0.3%	↑ (0.6%)	↑ (0.61%)	Corporate Strategy & Client Services	



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Ref	Measure	Target for Quarter 4 2013/14	Actual at end of Quarter 4 2013/14	Trend since last period (Quarter 3 2013/14)	Trend since last year (Quarter 4 2012/13)	Service Lead	Comments
<b>Parks and Open Spaces performance measures</b>							
ES10	Allotments – occupancy rate	N/A	90%	↔ (90%)	-	Corporate Strategy & Client Services	
ES11	Green flags achieved	N/A	3	↔ 3	↔ 3	Corporate Strategy & Client Services	Work is progressing to achieve an additional Green Flag for 2014/15.

Ref	Measure	Target for Quarter 4 2013/14	Actual at end of Quarter 4 2013/14	Trend since last period (Quarter 3 2013/14)	Trend since last year (Quarter 4 2012/13)	Service Lead	Comments
<b>Regeneration &amp; Development</b>							
<b>Parking performance measures</b>							
PL1	Penalty Charge Notices issued	N/A	6,210	5,672	-	Regeneration & Development	
PL2	Tribunal appeals (won / lost / not contested (NC))	N/A	Won = 8 Lost = 2 N/C = 5	Won – 5 Lost – 1 N/C - 1	-	Regeneration & Development	

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Ref	Measure	Target for Quarter 4 2013/14	Actual at end of Quarter 4 2013/14	Trend since last period (Quarter 3 2013/14)	Trend since last year (Quarter 4 2012/13)	Service Lead	Comments
PL3	Reasons for appeals lost (narrative measure)	N/A	Hire agreement accepted  TRO not valid	-	-	Regeneration & Development	

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## Outsourced Services Scrutiny Panel Work Programme 2014/15

<b>Date of Meeting</b>	<b>Item for agenda</b>	<b>Officer</b>
<b>8 July 2014</b>	Terms of reference	Committee and Scrutiny Support Officer
	Introduction to Shared Services Lead Authority model	Director of Finance
	Actions and questions update	Committee and Scrutiny Support Officer
	Work programme	Committee and Scrutiny Support Officer
	Performance indicators (quarter 4 2013/14)	Partnerships and Performance Section Head
<b>10 September 2014*</b>  <b>*SUGGESTED NEW DATE</b>	Update on Revenues and Benefits	Head of Revenues and Benefits
	Actions and questions update	Committee and Scrutiny Support Officer
	Performance report (quarter 1 2014/15)	Partnerships and Performance Section Head
<b>22 October 2014*</b>  <b>*SUGGESTED NEW DATE</b>	ICT contract with Capita	Director of Finance / ICT Client Manager
	Actions and questions update	Committee and Scrutiny Support Officer
<b>26 November 2014</b>	Update on Veolia contract - parks and street cleansing	Contract Manager
	Parking Service annual report?	
	Actions and questions update	Committee and Scrutiny Support Officer
	Performance report (quarter 2 2014/15)	Partnerships and Performance Section Head

<b>Date of Meeting</b>	<b>Item for agenda</b>	<b>Officer</b>
<b>7 January 2015*</b> <b>*SUGGESTED NEW DATE</b>	SLM and the leisure centres?	Head of Corporate Strategy and Client Services
	Actions and questions update	Committee and Scrutiny Support Officer
<b>12 February 2015</b>	Update on Veolia contract - waste and recycling	Contract Manager
	Actions and questions update	Committee and Scrutiny Support Officer
	Performance report (quarter 3 2014/15)	Partnerships and Performance Section Head

**Topics for 2015/16**

Hostels and temporary accommodation

**Outsourced Services Scrutiny Panel  
Record of contract reviews**

<b>Service</b>	<b>Provider</b>	<b>Date of first review</b>	<b>Date of second review (if applicable)</b>
Leisure centres	SLM	26 November 2012	
Parking service	Vinci	5 February 2013	
Waste, recycling, parks and street cleansing	Veolia	19 November 2013	13 February 2014
The Colosseum	HQ Theatres	13 February 2014	

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