



# **OUTSOURCED SERVICES SCRUTINY PANEL**

**Wednesday, 26th November, 2014**

**7.00 pm**

**Publication date: 18 November 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/Alan Garside 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.

## **ACCESS**

Access to the Town Hall after 5.15 pm is via the entrance to the Customer Service Centre from the visitors' car park.

Visitors may park in the staff car park after 4.00 p.m. and before 7.00 a.m. This is a Pay and Display car park; the current charge is £1.50 per visit.

The Committee Rooms are on the first floor of the Town Hall and a lift is available. Induction loops are available in the Committee Rooms and the Council Chamber.

## **FIRE/EMERGENCY INSTRUCTIONS**

In the event of a fire alarm sounding, vacate the building immediately following the instructions given by the Democratic Services Officer.

- Do not use the lifts
- Do not stop to collect personal belongings
- Go to the assembly point at the Pond and wait for further instructions
- Do not re-enter the building until authorised to do so.

## **MOBILE PHONES**

Please ensure that mobile phones are switched off or on silent before the start of the meeting.

## **FILMING / PHOTOGRAPHY / RECORDING / REPORTING**

Please note: this meeting might be filmed / photographed / recorded / reported by a party other than Watford Borough Council for subsequent broadcast or publication.

If you do not wish to have your image / voice captured you should let the Chair or Democratic Services Officer know before the start of the meeting.

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

# 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**

The minutes of the meeting held on 22 October 2014 to be submitted and signed.

Copies of the minutes of this meeting are usually available seven working days following the meeting.

*(All minutes are available on the Council's [website](#).)*

**4. PERFORMANCE REPORT (Pages 1 - 18)**

Report of the Partnerships and Performance Section Head

This report provides the Panel with the relevant performance indicators for Quarter 2 2014/15.

**5. VEOLIA CONTRACT - PARKS AND STREETS**

The Panel will receive a presentation of the Environmental Services Client Manager (Parks & Streets).

**6. CONCLUSIONS AND RECOMMENDATIONS**

The Panel are asked to consider any conclusions and recommendations arising from the item on parks and streets.

**7. UPDATE ON ACTIONS (Pages 19 - 30)**

The latest update on actions is attached. The Panel is asked to make any comments and note which actions can be signed off as completed.

**8. WORK PROGRAMME** (Pages 31 - 32)

The Panel are asked to review the attached work programme and to consider which strategic issues they would like to focus on at the meeting with SLM in January.

## \*PART A

**Report to:** Outsourced Services Scrutiny Panel  
**Date of meeting:** 26 November 2014  
**Report of:** Partnerships and Performance Section Head  
**Title:** Outsourced services performance data and information –  
Quarter 2 2014/15

### 1.0 **SUMMARY**

- 1.1 Watford BC's Corporate Plan 2014-18 sets out the council's priority areas for delivery over the next four years. These are supported by a suite of performance measures. These measures support the delivery of good quality services by ensuring they are performing at an acceptable standard, highlighting areas of strong performance and, more importantly, which areas might require some additional focus to improve performance. In these latter cases, consideration needs to be given to the reasons for under-performance and to steps that might support improvement.
- 1.2 A significant number of key performance measures are now collected for services that have been outsourced to external providers. These measures play a critical role in ensuring that the contracts governing the relationship between the council and the external contractor are well managed and delivering the quality of service expected.
- 1.3 This report focuses specifically on the performance information obtained from the providers of the council's externalised service as of quarter 2 2014/15.
- 1.4 There are a number of new measures included within the report for 2014/15, which means that, for quarter 2, it has not been possible to undertake trend analysis in every case, particularly from last year. This will, however, be addressed in future reports (i.e. from 2015/16) as trend data is established.

### 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) 2014/15 - Appendix A.

#### **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 Services 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 2014/15:

- Veolia
  - Street cleansing
  - Waste and recycling
  - Parks and open spaces
  
- SLM
  - Watford Leisure Centre – Woodside
  - Watford Leisure Centre - Central
  
- HQ Theatres
  - Watford Colosseum
  
- Vinci
  - Parking
  
- Capita
  - ICT
  
- Three Rivers District Council (lead authority)
  - Revenues and Benefits
  
- Watford Borough Council (lead authority)
  - Human Resources

3.1.3 Performance information available at Quarter 2 2014/15 that relates to the areas outlined in 3.1.2 is included in this report to Panel at Appendix A.

### 3.2 **Review of performance at end of Quarter 2**

- 3.2.1 Overall, the council's outsourced services shows steady improvement and sustained levels of performance in most areas during Q2 2014/15.
- 3.2.2 Recycling performance is strong and residual waste collected is reducing. The reduction in residual household waste is particularly good and has a significant impact on the waste Watford sends to landfill. Street cleaning performance for Q2 cannot be reported as Veolia is establishing a baseline with the support of external advice.
- 3.2.3 SLM's performance remains relatively stable from Q1. Q2 covers summer months and this traditionally impacts on visits. In addition memberships tend to decline as students relinquish their membership on leaving home. It should also be noted that throughput at Watford Leisure Centre - Central, whilst showing a significant increase from Q1, was not recorded accurately by SLM in Q1 (group bookings were being recorded as 1 visit), which accounts for the increase. The picture on throughput will be clearer from Q3.
- 3.2.4 Capita performance reflects the issues experienced with ICT in Q2 with the unanticipated virus attack. Panel will note the downtime in the ICT service has also had an impact across a range of council work - most notably in the Benefits' measures.
- 3.2.5 Revenues performance in this report to Panel for the first time so that the Panel has a more rounded picture of the service's performance. The measures included are: collection of council tax and business rates.
- 3.2.6 Sickness absence is now performing within the council's 'stretch' target of 5 days and is showing the council's best performance to date.

## 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 Quarter 2 (July - September) 2014/15

This page is intentionally left blank









**WATFORD BOROUGH COUNCIL – MEASURES OF PERFORMANCE**






**July - September 2014 (Quarter 2) 2014/15**

Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	  % variance	Trend since last year (Q2 2013/14)	Trend since last period (Q1 2014/15)	Comment
<b>ENVIRONMENTAL INDICATORS (VEOLIA ENVIRONMENTAL SERVICES)</b>									
ES1	Residual household waste per household	495kg	123.75kg	<b>111.03 kg</b>	231.61kg	 [10.28%]	↑ [128.22kg] [Q2:13/14]	↑ [120.58kg] [Q1:14/15]	Extremely strong performance in Q2.
ES2	Total percentage of household waste sent for reuse, recycling and composting	45%	45%	<b>46.18%</b>	N/A	 [2.4%]	↑ [38.87%] [Q2:13/14]	↓ [47.39%] [Q4:13/14]	Strong start to the year which gives the service a good baseline figure to work from
ES3	Percentage of the total tonnage of household waste arising which have been recycled (dry recycling – commingled)	-	-	<b>24.17%</b>	N/A	-	↑ [11.93%] [Q2:13/14]	↑ [22.56%] [Q4:13/14]	No target set. This indicator measures the % of 'dry' recyclables included within the total % result (E2 above). (ES3+ES4 = ES2)
ES4	Percentage of waste sent for composting including waste which has been treated through a process of anaerobic digestion	-	-	<b>22.01%</b>	N/A	-	↓ [26.94%] [Q2:13/14]	↓ [25.75%] [Q4:13/14]	No target set. This indicator measures the % of 'green' recyclables included within the total % result (E2 above). ES3+ES4 = ES2)

Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 2 – (2014/15)

Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	   % variance	Trend since last year (Q2 2013/14)	Trend since last period (Q1 2014/15)	Comment
ES5	Household collection services	47.5%	47.5%	<b>46.22%</b>	N/A	 [2.7%]	New measure for 14/15	↓ [49.71%] [Q1:14/15]	
ES6	Total number of deliveries to the processors ie 80 per quarter and the percentage of those which are rejected due to contamination ie over 5%.	>5% [out of 80]	>5% [out of 80]	<b>0%</b> rej of circa 160 deliveries	0% rej of circa 160 deliveries	 [100%]	New measure for 14/15	↔ [0%] [Q1:14/15]	There have been no load rejections through Q2 out of 160 deliveries
ES7	Number of valid missed bins	<0.05%	<0.05%	<b>0.03%</b>	N/A	 [40%]	↑ [0.05%] [Q2:13/14]	↑ [0.04%] [Q1:13/14]	
ES8	Number of missed bins put back within contract timescale (reported before 12pm - same working day, reported after 12pm - next working day)	-	-	<b>180</b>	249	-	New measure for 14/15	↑ [169] [Q1:14/15]	No target set.
ES9	Improved street and environmental cleanliness (levels of litter:- %)	4%	4%						Veolia establishing a baseline for reporting in Q3.
ES10	Improved street and environmental cleanliness (levels of detritus:- %)	5%	5%						






Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 2 – (2014/15)

Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	   % variance	Trend since last year (Q2 2013/14)	Trend since last period (Q1 2014/15)	Comment
ES11	Improved street and environmental cleanliness (levels of graffiti)	2%	2%						Veolia establishing a baseline for reporting in Q3.
ES12	Improved street and environmental cleanliness (levels of fly posting)	0.3%	0.3%						
ES12	Allotment occupancy rate	90%	90%	<b>89%</b>	N/A	 [1.11%]	-	↓ [90%] [Q1:14/15]	
ES13	Number of green flags achieved	4	4	<b>4</b>	4	 [0%]	↑ [3] [Q2:13/14]	↑ [3] [Q2:13/14]	
ES14	<b>Veolia</b> Number of complaints / compliments - classified as: <ul style="list-style-type: none"> <li>• service delivery</li> <li>• customer service</li> <li>• policy</li> </ul>	-	-	<b>18</b> complaints	53 complaints	-	New measure for 14/15	↑ [35] [Q2:13/14]	Of the 18 complaints: Waste: 4 Dry: 7 Green: 6  Street: 1 Parks: 0




Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 2 – (2014/15)

Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	😊😞! % variance	Trend since last year (Q2 2013/14)	Trend since last period (Q1 2014/15)	Comment
<b>LEISURE AND COMMUNITY - SLM</b>									
LC1	Watford Leisure Centres – WOODSIDE Number of complaints & Number of compliments:– classified as: <ul style="list-style-type: none"> <li>• service delivery</li> <li>• customer service</li> <li>• policy</li> </ul>	-	-	<b>19</b> complaints  <b>17</b> Compliments	51 complaints  45 compliments	-	N/A	<p>↑ [32 complaints] [Q1:14/15]</p> <p>↓ [28 compliments] [[Q1:14/15]</p>	Complaints: <ul style="list-style-type: none"> <li>• 5 policy</li> <li>• 12 service delivery</li> <li>• 2 customer service</li> </ul> Top 3 areas of complaint: <ol style="list-style-type: none"> <li>1. cleaning - toilets and gym machines</li> <li>2. bookings</li> <li>3. staff knowledge</li> </ol>
LC2	Watford Leisure Centres – WOODSIDE: Throughput	+5%	+5%	<b>192,261</b>	388,380	-	N/A	<p>↓ [196,119] [Q1:14/15]</p>	Q2 down from Q1 year on year – usual with Q2 being summer months.
LC3	Watford Leisure Centres – WOODSIDE % throughput that are concessions	-	-	<b>38%</b>	N/A	-	N/A	<p>↔ [38%] [Q1:14/15]</p>	No change
LC4	Watford Leisure Centres – WOODSIDE – Membership	+5%	+5%	<b>6380</b>	N/A	-	N/A	<p>↓ [6478] [Q1:14/15]</p>	Increase from Q2 13/14 but decrease of 98 – this is due to a number of factors including students relinquishing their memberships (as leaving area for higher education) and whilst


Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 2 – (2014/15)

Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	   % variance	Trend since last year (Q2 2013/14)	Trend since last period (Q1 2014/15)	Comment
									the proliferation of budget gyms are not having a significant impact on the figures, SLM are looking at ways to make their membership more attractive
LC5	Watford Leisure Centre – WOODSIDE % of membership that meets the council’s priority sports development groups:								
	<ul style="list-style-type: none"> <li>14 to 25 year olds</li> </ul>	-	-	<b>872</b>	-	-	Not measured in Q2 2013/14	 [1052] [Q1:14/15]	14/25 – reduction due to a range of factors including students relinquishing memberships  Percentage of membership = 13.7%
	<ul style="list-style-type: none"> <li>BME</li> </ul>	-	-	<b>1903</b>	-	-	Not measured in Q2 2013/14	 [1870] [Q1:14/15]	BME – increase of 1.7%  Percentage of membership = 29.4%


Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 2 – (2014/15)

Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	   % variance	Trend since last year (Q2 2013/14)	Trend since last period (Q1 2014/15)	Comment
	• women and girls	-	-	<b>3794</b>	-	-	Not measured in Q2 2013/14	↓ [3818] [Q1:14/15]	Women and girls – slight decrease  Percentage of membership = 58.5%
	• 55+	-	-	<b>536</b>	-	-	Not measured in Q1 2013/14	↑ [497] [Q1:14/15]	55+ - 7.8% increase  Percentage of membership = 8.3%
	• People with a disability	-	-	<b>16</b>	-	-	Not measured in Q1 2013/14	↑ [21] [Q1:14/15]	People with a disability – 31% increase  Percentage of membership = 0.32%
LC6	Watford Leisure Centre – CENTRAL Number of complaints & Number of compliments:– classified as: <ul style="list-style-type: none"><li>• service delivery</li><li>• customer service</li><li>• policy</li></ul>	-	-	<b>21</b> complaints <b>15</b> compliments	54 complaints 31 compliments	-	Not measured in Q1 2013/14	↑ [33 complaints] Q1:14/15  ↓ [16 compliments] [Q1:14/15]	Complaints: <ul style="list-style-type: none"><li>• 0 policy</li><li>• 16 service delivery</li><li>• 2 customer service</li></ul> Top 3 areas of complaint: 1. showers on poolside 2. shower cubicles out of use 3. hair dryers not powerful enough

Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 2 – (2014/15)



Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	 % variance	Trend since last year (Q2 2013/14)	Trend since last period (Q1 2014/15)	Comment
LC7	Watford Leisure Centres – CENTRAL Throughput	+5%	+5%	<b>175,828</b>	279,079	-	N/A	↑ [103,251] [Q1:14/15]	Increase from last quarter of 72,577 due to more accurate recording of block bookings
LC8	Watford Leisure Centres – CENTRAL – % throughput that are concessions	-	-	<b>26%</b>	N/A	-	N/A	↓ [40%] [Q1:14/15]	The reason this has fallen so considerably related to LC7. With the correct recording of block bookings and corresponding increase in throughput the % of concessions has been impacted but not necessarily the absolute number.
LC9	Watford Leisure Centres – CENTRAL – Membership	+5%	+5%	<b>4009</b>	N/A	-	N/A	↓ [4086] [Q1:14/15]	A slight reduction in memberships (about 1.88%)
LC10	Watford Leisure Centre – CENTRAL % of membership that meets the council’s priority sports development groups:								

Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 2 – (2014/15)





Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	 % variance	Trend since last year (Q2 2013/14)	Trend since last period (Q1 2014/15)	Comment
	• 14 to 25 year olds	-	-	541	-	-	Not measured in Q1 2013/14	↓ [620] [Q1:14/15]	12% decrease in 14/25 from last quarter – this represents 13.5% of total membership  Percentage of membership = 15.5%
	• BME	-	-	1091	-	-	Not measured in Q1 2013/14	↑ [1036] Q1:14/15]	BME increase by 5.3% from last quarter. This represents 27% of total membership  Percentage of membership = 27.2%
	• women and girls	-	-	2343	-	-	Not measured in Q1 2013/14	↑ [2340] [Q1:14/15]	About the same as last quarter.  Percentage of membership = 58.4%
	• 55+	-	-	321	-	-	Not measured in Q1 2013/14	↓ [329] [Q1:14/15]	Slight decrease from last quarter. This represents 8% of the total membership  Percentage of membership = 8.2%
	• People with a disability	-	-	13	-	-	Not measured in Q1 2013/14	↓ [15] [Q1:14/15]	Disabled – slight decrease on last quarter. This represents 0.3% of total membership  Percentage of membership = 0.32%






Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 2 – (2014/15)


Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	 % variance	Trend since last year (Q2 2013/14)	Trend since last period (Q1 2014/15)	Comment
<b>LEISURE AND COMMUNITY – HQ THEATRES</b>									
LC11	Watford Colosseum Number of complaints & Number of compliments:– classified as: <ul style="list-style-type: none"> <li>• service delivery</li> <li>• customer service</li> <li>• policy</li> </ul>	-	-	<b>9</b> complaints  <b>2</b> compliment	<b>19</b> complaints  <b>3</b> compliment	-	New measure for 14/15	<p>↑ [10] [Q1:14/15]</p> <p>↓ [1] [Q1:14/15]</p>	<p>Complaints:</p> <ul style="list-style-type: none"> <li>• 0 policy</li> <li>• 6 service delivery</li> <li>• 3 customer service</li> </ul> <p>Main themes included issues around sound quality from a touring company, seating and booking fees</p>
LC12	Watford Colosseum Number of commercial hires	-	-	<b>21</b>	51	-	Not measured in Q2 2013/14	<p>↓ [30] [Q1:14/15]</p>	The fewer hires are not unexpected over the summer months.
LC13	Watford Colosseum Number of community hires & workshops	20% of total events	-	<b>7</b>	15	-	Not measured in Q2 2013/14	<p>↓ [8] [Q1:14/15]</p>	<p>Community events included:</p> <ul style="list-style-type: none"> <li>▪ Quiz Night</li> <li>▪ Organ Recital</li> </ul>
LC14	Watford Colosseum Number of ticketed performances	154	36	<b>45</b>	84	 [25%]	Not measured in Q1 2013/14	<p>↑ [39] [Q1:14/15]</p>	On track re target of 154 a year





Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 2 – (2014/15)

Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	   % variance	Trend since last year (Q2 2013/14)	Trend since last period (Q1 2014/15)	Comment
LC15	Watford Colosseum Number of dark days	84	21	23	48	 [10%]	New measure for 14/15	↑ [25] [Q1:14/15]	Dark days due to a range of factors – public holidays/artist cancellation/technical requirements and maintenance. It is usual to have more dark days in the summer months and expected that Q3 will have fewer dark days due to it being the Colosseum’s busiest time.











Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	   % variance	Trend since last year (Q2 2013/14)	Trend since last period (Q1 2014/15)	Comment
REGENERATION AND DEVELOPMENT – PARKING - VINCI									

Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 2 – (2014/15)





Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	 % variance	Trend since last year (Q2 2013/14)	Trend since last period (Q1 2014/15)	Comment
RD1	Penalty Charge Notices issued	-	-	6,378	12,060	-	Not measured in Q1 2013/14	↓ [5,682] [Q1:14/15]	
RD2	Tribunal appeals (won / lost / not contested (NC))	-	-	Won = 22 Lost = 14 N/C = 2	Won = 34 Lost = 17 N/C = 5	-	Not measured in Q1 2013/14	- [Won = 12 Lost = 3 N/C = 3] [Q1:14/15]	
RD3	Reasons for appeals lost (narrative measure)	-	-	-	-	-	-	-	Driver not keeper at time of contravention, TRO incorrect, emergency exemption, appellants evidence preferred, hire agreement supplied.




Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	 % variance	Trend since last year (Q2 2013/14)	Trend since last period (Q1 2014/15)	Comment
<b>ICT – CAPITA</b>									
IT1	ICT availability to users during core working hours (desktop & applications)	99.5%	99.5%	Jul 92.1%  Aug 26.2%  Sept 93.9%	N/A	 [3.56%]   [73.67%]   [5.59%]	Not measured in Q2 2013/14	↓ [100%] [Q1:14/15] (combined)	Core working hours are 08:00 – 18:00 Monday to Friday excluding public holidays

**Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 2 – (2014/15)**

Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	 % variance	Trend since last year (Q2 2013/14)	Trend since last period (Q1 2014/15)	Comment
IT2	ICT helpdesk resolution Resolution is measured from the point the response is complete until service is restored (for an incident) by workaround, or fix, or fulfilled (for a service request) and agreed by the contact.	95%	95%	Jul <b>85.5%</b>  Aug <b>61.5%</b>  Sept <b>87.7%</b>	N/A	 [10.00%]   [35.26%]   [7.68%]	Not measured in Q2 2013/14	 [63.8%] [Q1:14/15] (combined)	<ul style="list-style-type: none"> <li>○ High priority – 2 hours</li> <li>○ Medium priority - 4 hours</li> <li>○ Low priority - 8 hours</li> </ul>
IT3	Helpdesk response times	99%	99%	Jul <b>99.9%</b>  Aug <b>99.9%</b>  Sept <b>99.9%</b>	N/A	 [0.09%]   [0.09%]   [0.09%]	Not measured in Q2 2013/14	 [100%] [Q1:14/15] (combined)	<ul style="list-style-type: none"> <li>○ High priority – 15 minutes</li> <li>○ Medium priority - 30 minutes</li> <li>○ Low priority - 30 minutes</li> </ul>
IT4	Unresolved calls that have breached the SLA	-	N/A	<b>835</b>  Jul <b>223</b>  Aug <b>397</b>  Sept <b>215</b>	N/A	N/A	Not measured in Q2 2013/14	 [636] [Q1:14/15]	This is the number for the quarter. August was particularly high because of the virus issue.
IT6	Customer Satisfaction:	5.65 on a scale of 1 to 7					Not measured in Q2 2013/14		Not collected by Capita for Q2.

Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 2 – (2014/15)

Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	   % variance	Trend since last year (Q2 2013/14)	Trend since last period (Q1 2014/15)	Comment
<b>HUMAN RESOURCES – WATFORD BOROUGH COUNCIL (LEAD AUTHORITY)</b>									
HR1	Sickness absence (working days lost per employee, rolling 12 month rate)	5 days	5 days	4.3 days	n/a	 [14%]	New measure for 14/15	↓ [4.47 days] [Q1:14/15]	Best performance achieved by council.

Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	   % variance	Trend since last year (Q2 2013/14)	Trend since last period (Q1 2014/15)	Comment
<b>REVENUES AND BENEFITS – THREE RVERS DISTRICT COUNCIL (LEAD AUTHORITY)</b>									
RB1	Average time to process housing benefits claims (from date of receipt to date processed)	22 days	22 days	26.18 days	21.14 days	! [19%]	↓ [20.12 days] [Q2:13/14]	↓ [22.98 days] [Q1:14/15]	The results this quarter were impacted by the virus shut down experienced in Aug-14. Unfortunately, the loss of working days will continue to impact into quarter 3.
RB2	Average time to process change of circumstances (from date of receipt to date processed)	15 days	15 days	21.02 days	17.19 days	! [40.1%]	↓ [20.15 days] [Q2:13/14]	↓ [19.69 days] [Q1:14/15]	

**Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 2 – (2014/15)**

Ref	Indicator	Target for year	Profile for period (Q2)	Results for period (Q2)	Cumulative result (Q2)	% variance	Trend since last year (Q2 2013/14)	Trend since last period (Q1 2014/15)	Comment
									14. This has helped reverse the backlog trend.
RB3	Collection rates of council tax (against profiled target)	96.0%	55%	56.2%	56.2%	 [2.12%]	↑ [55%] [Q2:13/14]	Not applicable.	This is the result to end of Sept-14. It is cumulative so cannot compare to a trend from previous quarter.
RB4	Collection rates of NNDR (against profiled target)	97.0%	60%	57.9%	57.9%	 [3.5%]	↓ [60.3%] [Q2:13/14]	Not applicable.	This is the result to end of Sept-14. It is cumulative so cannot compare to a trend from previous quarter

- on target/in budget **or** above target
- not on target/ over budget but there is no cause for concern at this stage.
- not on target/ more than 10% variance or £50k over budget and is a cause for concern.

## Outsourced Services Scrutiny Panel: Outstanding Actions and questions

Action to be carried out	Responsibility	Committee Date	Deadline for completion	Target/comments	
<b>Performance Report</b>					
PR5	<p>The Performance Report to include exception reporting of the 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		Complaints and compliments are now in the report and areas they relate to identified. Further work is needed regarding themes.
PR6	The Panel to receive an annual report on the number of green flags achieved.	Partnerships and Performance Section Head	19/11/13		Included in the performance report.
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		To follow.

Action to be carried out	Responsibility	Committee Date	Deadline for completion	Target/comments
PR14	Details of the cleaning regime at Woodside Leisure Centre to be provided to the Panel, with particular reference to the cleanliness and maintenance of the showers.	Partnerships and Performance Section Head/ Commissioning Manager	23/09/14	<p>SLM has recently changed the external cleaning contractor for the Leisure Centres. A robust cleaning schedule has been designed, to ensure that all areas are cleaned daily. Internal staff are also responsible for monitoring this and for keeping areas tidy and clean. Deep cleans are also scheduled on a quarterly basis. Cleaning Schedules are checked by the Duty Managers who do inspections to ensure works are carried out to a satisfactory standard which can then be signed off. Furthermore there is an electronic system now in place where the cleaning schedules will be recorded and managers can ensure works are being carried out on time and being signed off by the responsible person in order to monitor this more effectively.</p> <p>Woodside has a 'cleaning champion' who works closely with the team to ensure that this area is a high priority.</p> <p>Any maintenance issues reported either via a customer comment or following staff inspections must be notified by staff to the Operations Manager. The issue is then recorded on the maintenance system and allocated a timescale to resolve dependent on priority. Out of order signage is placed where required with an estimated date of completion.</p>



Action to be carried out		Responsibility	Committee Date	Deadline for completion	Target/comments																								
PR15	The performance report to show how many complaints about the top three areas of complaint had been received.	Partnerships and Performance Section Head/ Commissioning Manager	23/09/14		This is now included for SLM and HQ Theatres.																								
PR16	Details of the most common reasons why exercise classes were cancelled at the leisure centres to be circulated to the Panel.	Partnerships and Performance Section Head/ Commissioning Manager	23/09/14		To follow.																								
PR17	In respect of indicators LC5 and LC10, the Panel would like this information benchmarked against Watford's population as a whole.	Partnerships and Performance Section Head/ Commissioning Manager	23/09/14		<p>Whilst the leisure centres provide the information that has been disclosed to them, it is known that not everyone discloses information particularly around age and disability.</p> <table border="1"> <thead> <tr> <th></th> <th>Woodside</th> <th>Central</th> <th>Watford</th> </tr> </thead> <tbody> <tr> <td><b>14 – 25yrs</b></td> <td>13.7%</td> <td>15.5%</td> <td>15%</td> </tr> <tr> <td><b>BME</b></td> <td>29.4%</td> <td>27.2%</td> <td>38%</td> </tr> <tr> <td><b>Women + girls</b></td> <td>58.5%</td> <td>58.4%</td> <td>51%</td> </tr> <tr> <td><b>55+</b></td> <td>8.3%</td> <td>8.2%</td> <td>22%</td> </tr> <tr> <td><b>Disability</b></td> <td>0.32%</td> <td>0.32%</td> <td>14%</td> </tr> </tbody> </table>		Woodside	Central	Watford	<b>14 – 25yrs</b>	13.7%	15.5%	15%	<b>BME</b>	29.4%	27.2%	38%	<b>Women + girls</b>	58.5%	58.4%	51%	<b>55+</b>	8.3%	8.2%	22%	<b>Disability</b>	0.32%	0.32%	14%
	Woodside	Central	Watford																										
<b>14 – 25yrs</b>	13.7%	15.5%	15%																										
<b>BME</b>	29.4%	27.2%	38%																										
<b>Women + girls</b>	58.5%	58.4%	51%																										
<b>55+</b>	8.3%	8.2%	22%																										
<b>Disability</b>	0.32%	0.32%	14%																										

Action to be carried out		Responsibility	Committee Date	Deadline for completion	Target/comments
PR18	The Panel is interested in any data about why the levels of participation by those aged 55+ are low.	Partnerships and Performance Section Head/ Commissioning Manager	23/09/14		This will require further research. Of the 22% of the population who are 55+, 4% are over 80 and so might be expected to be more limited in taking part in sports / leisure activities. This still leaves a significant percentage of the population within the targeted age range and whilst some inferences might be drawn regarding the propensity of this age range to choose leisure centre based activities, this would not be based on sound information / known facts.
PR19	The Panel would like information about how the membership of the leisure centres had been affected by competition from low-cost gyms.	Partnerships and Performance Section Head/ Commissioning Manager	23/09/14		To follow.

Action to be carried out	Responsibility	Committee Date	Deadline for completion	Target/comments
PR20	The Panel to be provided with details of the charging structure for the Colosseum. They suggested that the number of dark days could be reduced if community groups were offered these days at lower rates.	Partnerships and Performance Section Head/ Commissioning Manager	23/09/14	<p>With regard to dark days, HQ Theatres advise that whilst 84 dark days appears to be a high number this actually equates to about 1.5 days a week. They expect to see a higher proportion of dark days in the first and second quarters of the financial year, i.e. the summer period due to there being more outdoor events taking place. Dark days can happen for a variety of reasons including:</p> <ul style="list-style-type: none"> <li>- public holidays</li> <li>- sudden cancellation of a show e.g. due to the artist being unwell</li> <li>- Maintenance</li> <li>- Technical requirements to prepare for an upcoming performance</li> </ul> <p>HQ Theatres advise that they are working to minimise the impact of these occasions. A range of community groups already use the venue at a reduced rate and will continue to be encouraged to do so, however for HQ Theatres as a commercial operator this has to be balanced with the need to generate sufficient income for sustainability.</p>

Action to be carried out	Responsibility	Committee Date	Deadline for completion	Target/comments
				<p>HQ Theatres are committed to encouraging as many community groups as possible to utilise the facilities at the Colosseum. There will be a variety of different types of events requiring different levels of input and support from staff, but they are able to offer a basic Community Hire rate which is considerably less than the full commercial rate as follows:</p> <p>Commercial Hire rate £5,000 + VAT</p> <p>Community Hire rate from £2,200 + VAT, depending on day of week/time of year.</p> <p>Included in the hire charge are the following:</p> <ul style="list-style-type: none"> <li>• Use of building from 9am until curtain down (no later than 10.30pm)</li> <li>• Use of all standard installed lighting and sound equipment as per the technical specification as listed on the website</li> <li>• Duty Manager and all Front of House staff</li> <li>• All heating and lighting</li> <li>• 2 x technicians for 8 hours (All additional hours and labour recharged)</li> </ul>

Action to be carried out		Responsibility	Committee Date	Deadline for completion	Target/comments
PR21	Officers to discuss how the performance indicators for Revenues and Benefits should be reported.	Director of Finance/ Partnerships and Performance Section Head	23/09/14		Two Revenues indicators now included for consideration alongside the two Benefits indicators
<b>SLM</b>					
SLM 10	Partnerships and Performance Section Head to discuss with the Commissioning Manager the report of demand for further women-only swimming sessions at Central Leisure Centre.	Commissioning Manager/ Partnerships and Performance Section Head	14/07/14		SLM have provided usage figures for the women-only swimming session. The maximum capacity of the main pool is 100. The average take up as a % of capacity (taken over a period of 8 months) is around 19.5%. SLM advised that women also use the small pool which has a capacity of 32. Looking at figures over the 8 month period, it would appear that this is where there may be a capacity issue. SLM would like to have further information about what the issues are so they can consider this further.
SLM 11	Committee and Scrutiny Support Officer to arrange a visit by the panel to the Leisure Centres before the end of 2014.	Committee and Scrutiny Support Officer	22/10/14		This has been arranged for 9 December 2014.

Action to be carried out	Responsibility	Committee Date	Deadline for completion	Target/comments
<b>Veolia</b>				
VE7	The Client Manager to provide the Panel with information about the street cleaning regime including how long bags of rubbish can be left before collection and detail of the regime in Woodside and Meriden wards in particular.  The concerns were reiterated at the meeting in September 2014.	Client Manager	23/09/14	It is suggested that this matter be raised as part of the meeting in November on parks and streets cleansing.
VE9	Committee and Scrutiny Support Officer to ask the Client Manager whether the Ward councillors were usually invited to the launch event of green flag awards.	Committee and Scrutiny Support Officer	23/09/14	Ward councillors are invited to any launch we have in the relevant park. If there is a national / regional launch the portfolio holder is invited.
VE10	Committee and Scrutiny Support Officer to obtain further information about the time taken to remove fly-tips and the role of Watford Community Housing Trust on their land.	Committee and Scrutiny Support Officer	23/09/14	It is suggested that this matter be raised as part of the meeting in November on parks and streets cleansing.
VE11	Committee and Scrutiny Support Officer to raise the Panel's concerns about the amount of time taken to remove green sacks containing litter.	Committee and Scrutiny Support Officer	23/09/14	It is suggested that this matter be raised as part of the meeting in November on parks and streets cleansing.

<b>Action to be carried out</b>		<b>Responsibility</b>	<b>Committee Date</b>	<b>Deadline for completion</b>	<b>Target/comments</b>
VE14	Committee and Scrutiny Support Officer to ensure issues of shopping trolleys left abandoned in public places and litter in Meriden and Woodside be raised as part of the meeting in November on parks and street cleansing.	Committee and Scrutiny Support Officer	22/10/14		It is suggested that this matter be raised as part of the meeting in November on parks and streets cleansing.
VE15	Committee and Scrutiny Support Officer to re-circulate presentation on how waste contract works to the Panel.	Committee and Scrutiny Support Officer	22/10/14		This was circulated on 29 October 2014.
<b>Revenues and Benefits</b>					
RB2	Head of Revenues and Benefits to arrange a briefing for councillors on council tax collection and recovery.	Head of Revenues and Benefits	23/09/14		The Head of Revenues and Benefits will be looking to arrange this briefing.

Action to be carried out		Responsibility	Committee Date	Deadline for completion	Target/comments
RB3	Head of Revenues and Benefits to circulate information to the Panel about how much the bailiffs charge.	Head of Revenues and Benefits	23/09/14		<p>Bailiff charges are as follows:</p> <ul style="list-style-type: none"> <li>• Compliance stage (initial letter sent by the bailiff) - £75.</li> <li>• Enforcement stage (visits to the property) - £235 (regardless of how many visits are made).</li> <li>• Sale of belongings - £110.</li> <li>• Where a debt is over £1500.00, the fee charged at enforcement stage is £235 plus 7.5% of the amount of any debt over £1500.</li> </ul> <p>The amounts charged are statutory and not set by WBC.</p>
<b>Work Programme</b>					
WP4	Committee and Scrutiny Support Officer to remove the 'update on the Veolia contract – waste and recycling' item from the agenda for the 12 <sup>th</sup> February Panel meeting and replace with 'update on the ICT contract with Capita'.	Committee and Scrutiny Support Officer	22/10/14		The work programme has been amended.



Action to be carried out	Responsibility	Committee Date	Deadline for completion	Target/comments	
<b>ICT Contract</b>					
ICT1	Committee and Scrutiny Support Officer to circulate the ICT roadmap to the Panel once approved.	Committee and Scrutiny Support Officer	22/10/14		This document will be circulated once available.
ICT2	ICT Client Manager to provide a progress report on the contract to the Panel for the 12 <sup>th</sup> February 2015 meeting.	ICT Client Manager	22/10/14		The ICT Client Section Head will attend the meeting in February.
ICT3	Partnership and Section Head to include the 5 Key Performance Indicators on the core ICT service in the next Performance Report to the Panel.	Partnership and Performance Section Head	22/10/14		These indicators are included in the performance report.

This page is intentionally left blank

# Agenda Item 8

## 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>23 September 2014</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>	ICT contract with Capita	Director of Finance / ICT Client Section Head
	Actions and questions update	Committee and Scrutiny Support Officer
	Feedback from visit to the depot	Councillors
	Work programme	Committee and Scrutiny Support Officer
<b>26 November 2014</b>	Update on Veolia contract - parks and street cleansing	Environmental Services Contract Manager
	Actions and questions update	Committee and Scrutiny Support Officer

<b>Date of Meeting</b>	<b>Item for agenda</b>	<b>Officer</b>
	Performance report (quarter 2 2014/15)	Partnerships and Performance Section Head
<b>7 January 2015</b>	SLM and the leisure centres	Head of Corporate Strategy and Client Services
	Parking Service annual report	Transport and Infrastructure Section Head / Parking Manager
	Actions and questions update	Committee and Scrutiny Support Officer
<b>12 February 2015</b>	Update on ICT contract	ICT Client Section Head
	Actions and questions update	Committee and Scrutiny Support Officer
	Performance report (quarter 3 2014/15)	Partnerships and Performance Section Head

### **Topics for 2015/16**

July 2015 – Revenues and Benefits Update

Hostels and temporary accommodation