



# **OUTSOURCED SERVICES SCRUTINY PANEL**

**Wednesday, 24th February, 2016**

**7.00 pm**

**Publication date: 16 February 2016**

## **CONTACT**

If you require further information or you would like a copy of this agenda in another format, e.g. large print, please contact Ian Smith/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.

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# COMMITTEE MEMBERSHIP

Councillor K Crout (Chair)

Councillor S Counter (Vice-Chair)

Councillors J Dhindsa, A Joynes, R Martins, S Silver and S Williams

## 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 19 January 2016 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. PARKING SERVICES ANNUAL REPORT (Pages 5 - 34)**

Report of the Head of Regeneration and Development.

**5. PERFORMANCE REPORT (QUARTER 3 2015/16) (Pages 35 - 56)**

Report of the Partnerships and Performance Section Head.

**6. UPDATE ON ACTIONS (Pages 57 - 58)**

The Scrutiny Panel is asked to review the updated actions from previous meetings.



## \*PART A

**Report to:** Outsourced Services Scrutiny Panel

**Date of meeting:** 24<sup>th</sup> February 2016

**Report of:** Jane Custance

**Title:** Content, layout and presentation of the Parking Service Annual Parking Enforcement Report 2014-15

### 1.0 **SUMMARY**

- 1.1 The Parking Service Annual Parking Enforcement Report provides a detailed explanation of the parking policy objectives and the key operational and financial information of the service.
- 1.2 At the Scrutiny Panel in February 2013 the issue of the apparent high level of tribunal appeals lost in relation to parking matters was raised. Page 18 and 20 of the 2014-15 Annual Report provides details and the background as to how this is managed together with comparisons against other Hertfordshire Authorities.
- 1.3 Since February 2013 when the previous scrutiny of the service was undertaken two separate audits were carried out in February 2015 by the County Council's audit team. They covered the management of the Vinci Parking Enforcement Contract and the Contract Payments of the Parking Enforcement Contract. In respect of both audits, it was determined that substantial assurance can be provided that effective controls are in operation. A small number of minor recommendations were made, which have since been implemented.
- 1.4 In December 2014, the Parking Service jointly undertook a tender process with the Council's Revenues & Benefits department to appoint bailiffs to collect our respective outstanding debts. In line with the current Parking Enforcement contract, this concerned the collection of parking debts in Watford, Three Rivers and Dacorum. The appointment of three Enforcement Agent companies; Equita Limited, Newlyn PLC and Marston Holdings (Rossendales for Revenues & Benefits collections) were appointed following interview and tender evaluation using the Rotherham Metropolitan Borough Council framework agreement. Their performance continues to be subject to sole and joint Council service review by way of regular contract meetings and the assessment of a number of weekly and monthly remittance and activity reports.
- 1.5 The Parking Enforcement contract remains in place until April 2018 and a Project Initiation Document regarding the commencement of the re-tendering process is currently being prepared. Both Three Rivers District Council and Dacorum Borough Council have been approached to indicate their intention, or otherwise, to continue the contractual partnership arrangements. Three Rivers has confirmed that they will be undertaking a form of soft market testing to determine the costs of managing their

own Parking Services but has similarly stated they do not expect this to be a viable option and will most likely seek to resume the current arrangements. Dacorum is yet to return its decision.

## 2.0 **RECOMMENDATION**

2.1 Members are invited to review and comment on the content, layout and presentation of the Parking Service Annual Parking Enforcement Report 2014-15.

### **Contact Officer:**

For further information on this report please contact:  
Andy Smith. Transport and Infrastructure Section Head  
telephone extension: 8115  
email: [andy.smith@watford.gov.uk](mailto:andy.smith@watford.gov.uk)

### **Report approved by:**

Jane Custance  
Head of Regeneration and Development

## Appendix

2014/15 Parking Annual Report

## Background Papers

No papers were used in the preparation of this report

## File Reference

None



**WATFORD**  
BOROUGH COUNCIL

# Parking Service

**Annual Parking Enforcement Report**

2014/15



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# Foreword

Welcome to Watford Borough Council's annual parking enforcement report for 2014/15.

As you will see, we are doing lots of good work in Watford to make sure parking is safe, easy and fair for our residents, businesses and visitors.

Our controlled parking zones help to improve the quality of life for local residents in areas where there is little or no on-street parking, giving people a greater chance of finding a parking space close to their home. We continue to be responsive to requests for changes and additions to parking controls across the town. Over the last year we have carried out various consultations with groups of residents about parking in their area. In deciding whether or not to introduce on-street parking controls we are guided by the views of residents most closely affected.

We have carried out improvements to the operation of controlled parking. Our residents can now order and renew their parking permits online; and we hope to digitise more of our parking services as the year continues.

As you will read, the aim of the Parking Service is to be self-financing, and we continue to be successful in achieving this. That means we don't need to use council tax money to fund the service.

We are always keen to hear what you think; join the conversation on Twitter @WatfordCouncil, email us: [watfordcouncil@watford.parkinguk.org](mailto:watfordcouncil@watford.parkinguk.org) or you can write to me directly here at the Town Hall, Watford, WD17 3EX.

**Cllr Iain Sharpe,**  
**Cabinet Member for Regeneration & Development**

# Introduction

This report seeks to explain what we are doing to meet our parking policy objectives, detailing the key operational and financial information of the service.

There are huge and ever increasing demands on the limited road space within Watford, which are more comparable with London Local Authorities, as opposed to a town compacted into an area of just 21-square kilometres.

Watford is home to more than 34,000 households and 90,000 inhabitants, an expanding regional shopping centre attracting in excess of 400,000 visitors each week, a Premier League football club with a home capacity of 21,000 seats and an award winning park, Cassiobury, which receives over 1.2m visits a year. Additionally, the town centre has a vibrant night time economy including a restaurant met quarter, Palace Theatre and Colosseum entertainment venue all bringing in a regular influx of visitors.

Businesses are equally important to the sustainability, economy and appeal of Watford and their ability to receive goods and deliveries is often essential to their operations. Similarly, residents expect to be able to park within a reasonable distance to their homes, particularly with off-street parking being at a premium in many areas throughout the town.

Inevitably, competition amongst the various groups of road users is high and their reasons for parking will often be conflicting.

The Council Parking Service bears responsibility for balancing the demands and desires of the various groups against the management of the limited degree of road space available as best as possible, in order to maximise parking opportunities and improve compliance to existing parking regulations.

In accordance with the Traffic Management Act 2004, local authorities that carry out Civil Parking Enforcement (CPE) are expected to be accountable and transparent and as such are required to publish an annual report every financial year.

Further information regarding the Traffic Management Act 2004 and the Department for Transport Operational Guidance to local authorities can be viewed on the website [www.gov.uk/government](http://www.gov.uk/government) or via the following link:

<https://www.gov.uk/government/publications/operational-guidance-to-local-authorities-parking-policy-and-enforcement>

# Background

In respect of on-street parking enforcement, Watford Borough Council acts on behalf of Hertfordshire County Council (the highway authority) under the terms of a parking agency agreement between the two authorities. As the parking authority Watford Borough Council is responsible for the enforcement of its own off-street car parks.

Watford Borough Council works in partnership with Three Rivers District Council and Dacorum Borough Council with Watford Borough Council hosting a parking enforcement contract with an external parking enforcement contractor, Indigo (formerly known as Vinci Park UK Ltd). This contract provides parking enforcement officers, operation of parking shops, back office functions, pay and display maintenance, permit issue etc.

Three Rivers and Dacorum will each produce their own annual reports. This report covers only the activity of Watford Borough Council for the period April 2014 - March 2015.



# The purpose of Civil Parking Enforcement (CPE)

**“CPE is a means of achieving transport policy objectives...but raising revenue should not be an objective of CPE, nor should authorities set targets for revenue or the number of Penalty Charge Notices they issue”**

*(Department for Transport Traffic Management Act 2004  
Operational Guidance to Local Authorities)*

The primary purpose of CPE, as identified in the statutory guidance, is to support local authorities (county and district) in their delivery of their overall transport objectives in areas such as those detailed below.

- Managing the traffic network to ensure free movement of traffic, (including pedestrians and cyclists), as required under the TMA Network Management Duty.
- Improving road safety.
- Improving the local environment.
- Improving the quality and accessibility of public transport.
- Meeting the needs of people with disabilities, some of whom will be unable to use public transport and depend entirely on the use of a car.
- Managing and reconciling the competing demands for kerb space.

It is not always easy to prove that CPE has a positive effect. Driving along a free-flowing road or walking along a footway without being blocked by parked cars is rarely noted or associated with CPE. Likewise, finding space in a clean, safe, well lit car park is taken for granted. It is often noted, however, when these essential benefits are not available.

CPE in Watford is undertaken by Indigo (formerly known as Vinci Park UK Ltd) on behalf of the Council under a contract that will expire in April 2018. The provision of this contract includes the following:

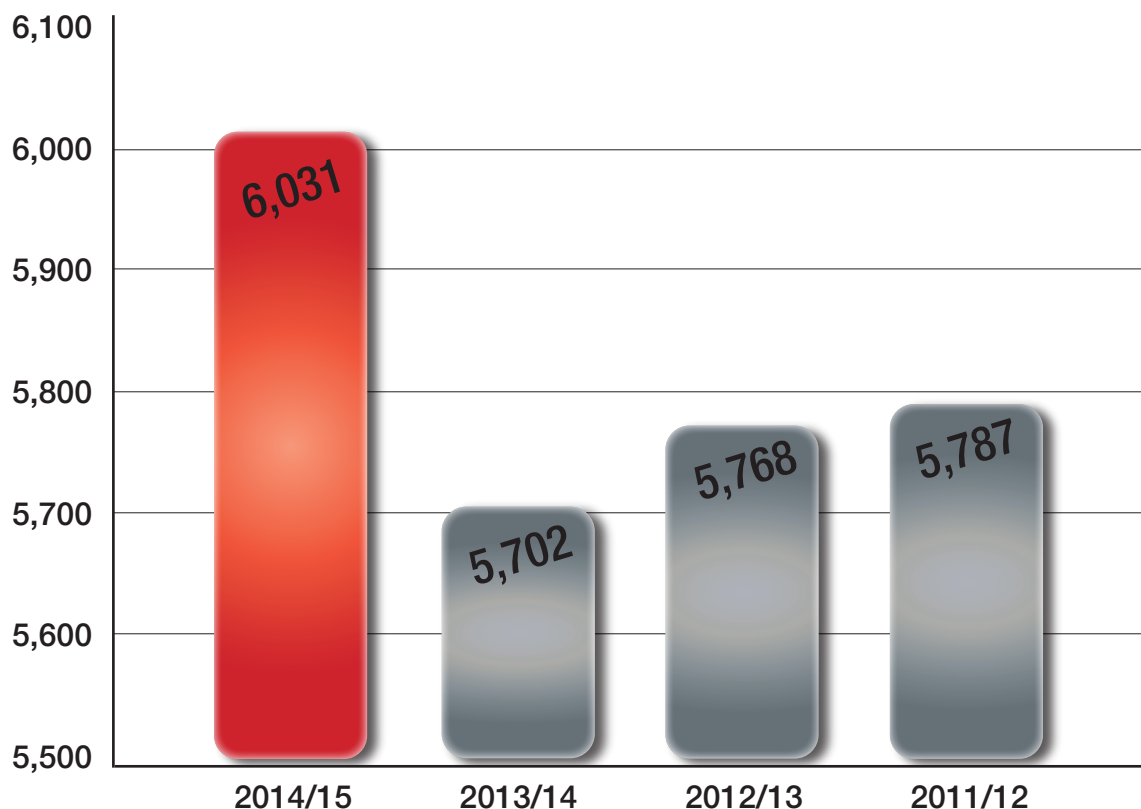
- 21 Civil Enforcement Officers (Watford only)
- Parking Shop and Notice Processing staff
- Maintenance and cash collection of Pay and Display machines
- IT hardware/software and support services
- Enforcement vehicles
- Suspension services
- Stationery
- Cleaning

# Controlled Parking Zones

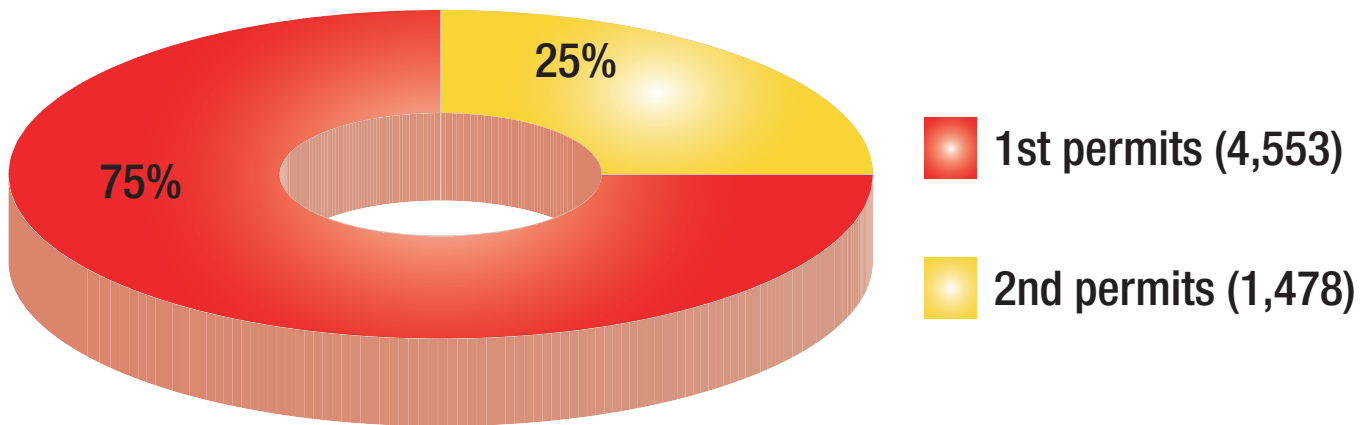
In order to fulfil our obligation to manage kerb side space effectively, Watford Borough Council has introduced a number of Controlled Parking Zones which effectively restrict all on-street space within its boundaries to particular users. There are 16 Controlled Parking Zones in Watford requiring varying hours of enforcement between 8am and 10pm, Monday to Sunday, including Bank Holidays.

## Permits

During 2014/15 the following residents' parking permits were issued across the Controlled Parking Zone scheme:



Of the 6,031 residents' permits issued during 2014/15, the following were issued as **first and second permits**:

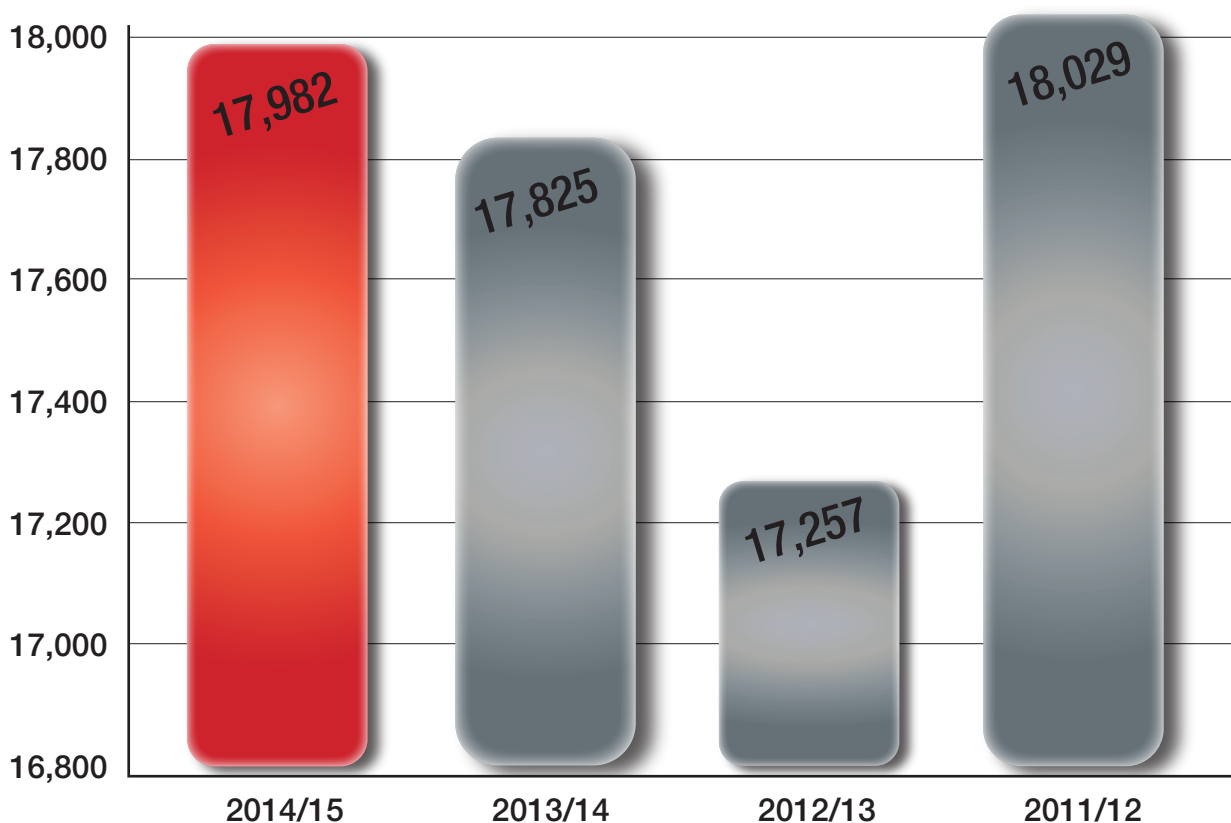


The cost of permits is £25 for the first permit in the household and £55 for the second permit, limited to one per person.

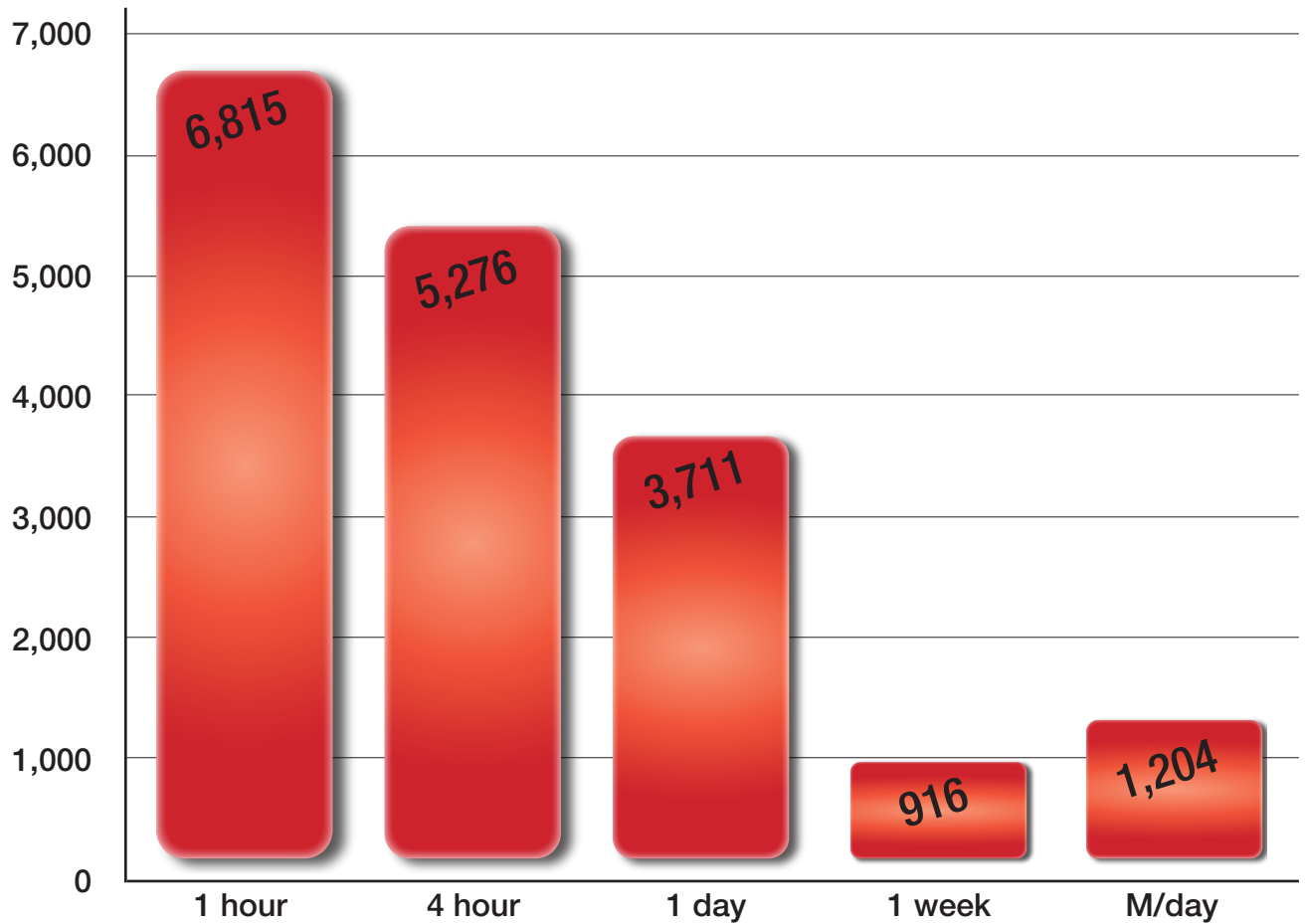
Within the Match Day zone (M/N), where permits are only required on first team match days of Watford Football Club, the cost of permits is £6 for the first permit in the household and £12 for the second permit in the household, limited to one per person.

## Visitor Vouchers

During 2014/15 the following residents' visitor vouchers were issued across the Controlled Parking Zone scheme:



Of the 18,021 residents' visitors vouchers issued during 2014/15, the following were issued as 1-hour, 4-hour, 1-day, 1-week and match day vouchers:



Further information regarding the Controlled Parking Zone scheme, including a map of the zones throughout Watford, can be found on parking pages of the Council website at [www.watford.gov.uk](http://www.watford.gov.uk) or via the following link:

<http://www.watford.gov.uk/ccm/navigation/transport-and-streets/parking/parking-permits>

# Pay and Display & Car Parks

## Pay and Display

Pay and display machines are situated throughout the Controlled Parking Zones and close to shopping facilities and local amenities. Permitted durations of stay are generally limited to 1, 2 or 4 hours and on-street charges are commonly £1 per hour (20p for 12-minutes) or £1.50 per hour (30p for 12-minutes).

Those located in the Controlled Parking Zones are highlighted on the zone map, which can be viewed on the parking pages of the Council website at [www.watford.gov.uk](http://www.watford.gov.uk) or via the following link:

<http://www.watford.gov.uk/ccm/content/parking/watford-controlled-parking-zones-map.en>

- There are a total of 76 on-street pay and display machines
- 341,076 on-street transactions during 2014/15

## Car Parks

There are 8 off-street pay and display machines situated within the Council operated car parks. These are detailed below:

- The Avenue (x3)
- The Town Hall (x2)
- Town Hall Visitors (x1)
- Longspring (x1)
- Central Leisure Centre (x1) (No charges apply)

A further machine is located within the Harebreaks on-street car park.

- 438,380 off-street transactions took place during 2014/15

Pay and display and off-street income is shown under “Financial Information” (see page 24)



# Enforcement

**“The Secretary of State considers that the exercise of discretion should, in the main, rest with back office staff as part of considering challenges against penalty charges and representations that are made to the local authority. This is to protect civil enforcement officers from allegations of inconsistency, favouritism or suspicion of bribery. It also gives greater consistency in the enforcement of traffic regulations.”**

*(Secretary of State’s Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions)*

The Council and Indigo (formerly known as Vinci Park UK Ltd) have entered into a partnership using the British Parking Association model contract, which encourages best practice by ensuring that performance is measured on the quality of the service delivered. All Civil Enforcement Officers are salaried staff and do not work on any form of commission or ticket quota basis. Civil Enforcement Officers are not afforded discretion to ignore a vehicle parked in contravention. The initial objective of a Civil Enforcement Officer is to encourage compliance to the parking regulations or to move a vehicle on and a penalty charge will only be issued where it is evident that no alternative form of action can be taken.

During 2014/15 the following level of enforcement was carried out:

- 32,255 enforcement hours  
Average of 2,688 hours per month
- 501,225 visited locations  
Average of 41,769 visits per month

This enforcement included coverage of over 500 roads, 16 Controlled Parking Zone’s, 44 schools, 7 car parks and 22 match days, including bank holidays, Sundays and evenings.

**“Enforcement authorities should aim to increase compliance with parking restrictions through clear, well designed, legal and enforced parking controls.”**

*(Secretary of State’s Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions)*

An intensive lining and signing program is maintained in Watford, in line with the requirements of the Traffic Signs Regulations and General Directions 2002, to ensure that restrictions are communicated to motorists as clearly and concisely as possible so that the receipt of Penalty Charge Notices can be avoided, further achieving the objectives of the CPE regime.

# Penalty Charge Notices

“The purpose of penalty charges is to dissuade motorists from breaking compliance...the objective of CPE should be for 100 per cent compliance, with no penalty charges.”

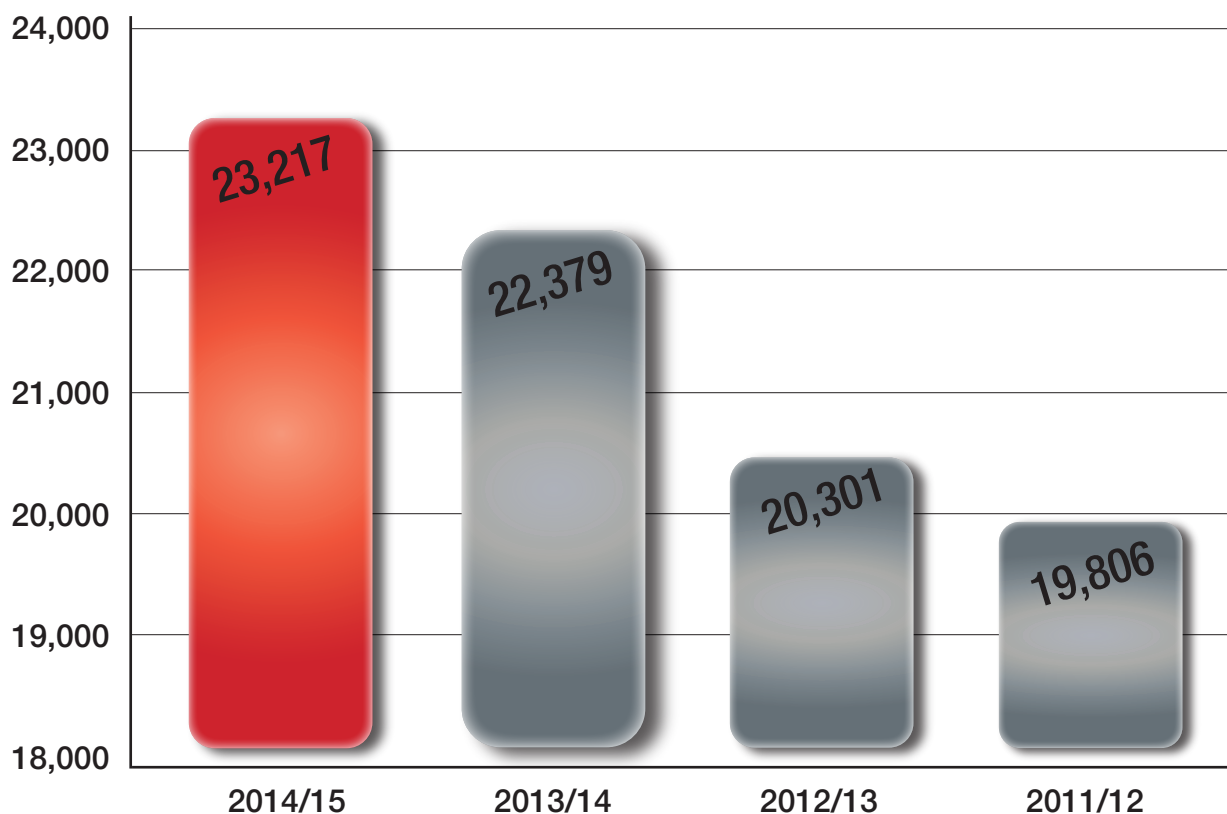
*(Department for Transport Traffic Management Act 2004  
Operational Guidance to Local Authorities)*

The Traffic Management Act 2004 became operational in April 2008 and introduced differential penalty charges. The intention being to create a perception of fairness through proportionally applying a lower (£50) or higher (£70) charge according to the perceived seriousness of the contravention i.e. parking on a double yellow line or within a disabled bay (without the required blue badge) attracts a higher penalty than overstaying paid for time in a pay and display bay.

Details of parking contraventions enforced in Watford during 2014/15 and their associated penalty charge are detailed in The Penalty Charge Notice Cancellation and Guidance Policy, which can be found on the parking pages of the Council website at [www.watford.gov.uk](http://www.watford.gov.uk) or via the following link:

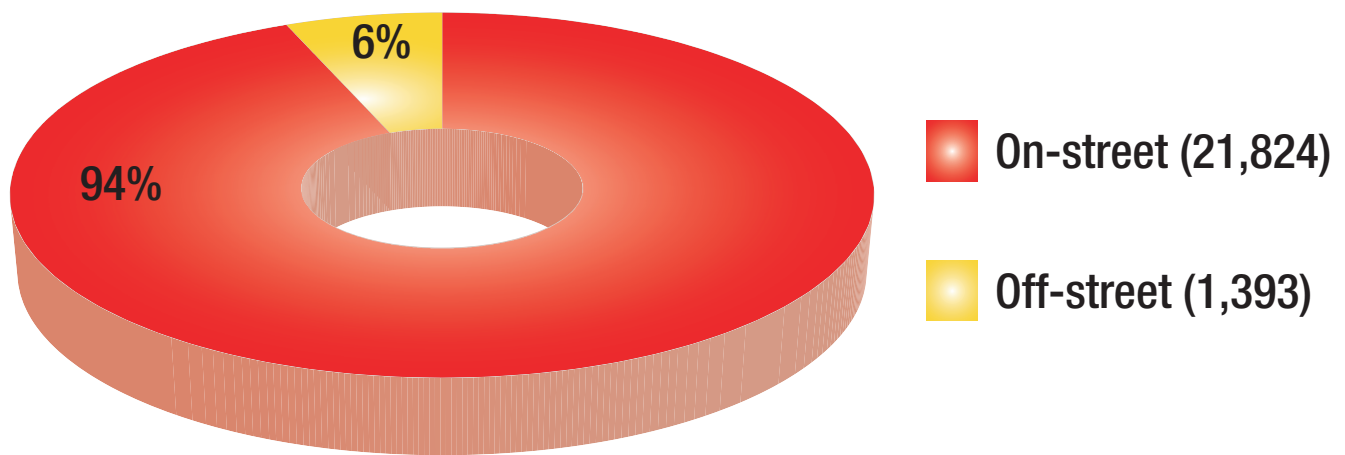
<http://www.watford.gov.uk/ccm/content/parking/penalty-charge-notice-guidance-and-cancellation-policy-document.en>

During 2014/15 the following Penalty Charge Notices were issued:

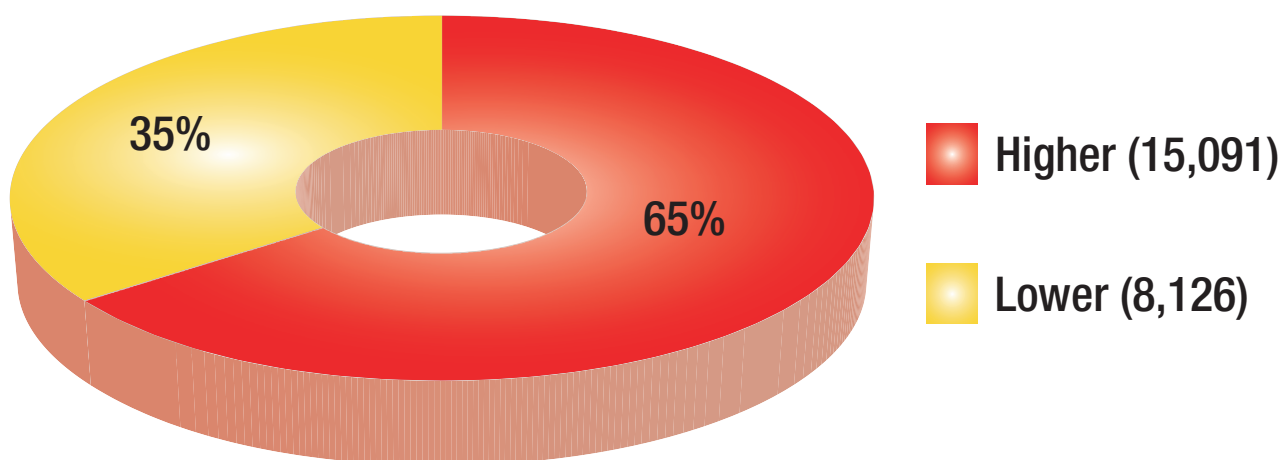


The volume of penalties issued each year has been fairly consistent at around 20,000 as motorists have recognised that parking enforcement is in place and the compliance level grows. Increases to this trend will commonly occur following the introduction of new schemes or extended hours of enforcement, such as Sunday enforcement around the Cassiobury Park area and daily evening enforcement of the met quarter in King Street, which has continued to take place in 2014/15, further to the introduction of two new zones and a zone extension.

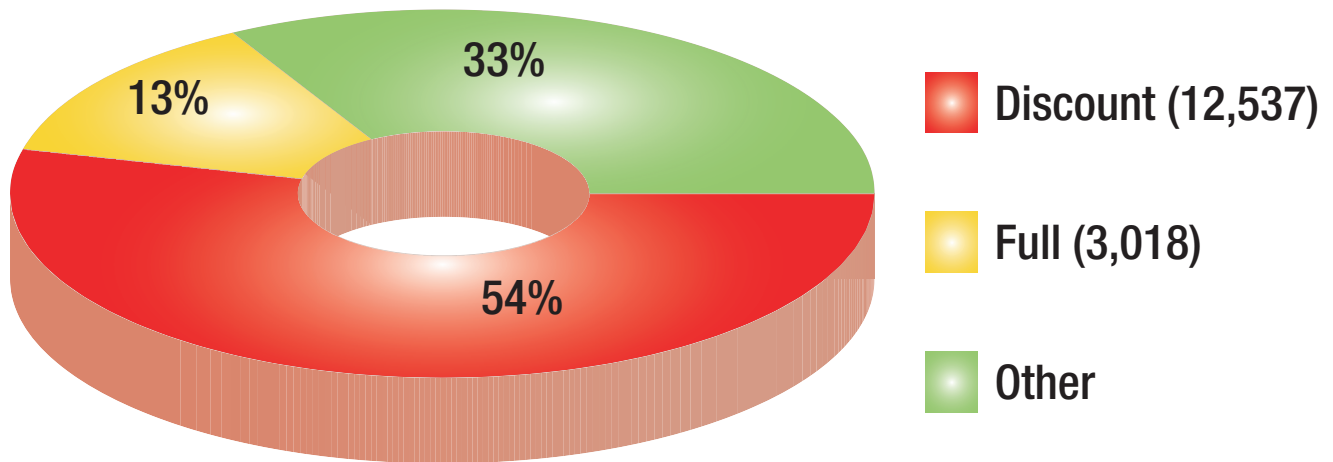
Of the 23,217 penalties issued during 2014/15, the following were issued on and off-street:



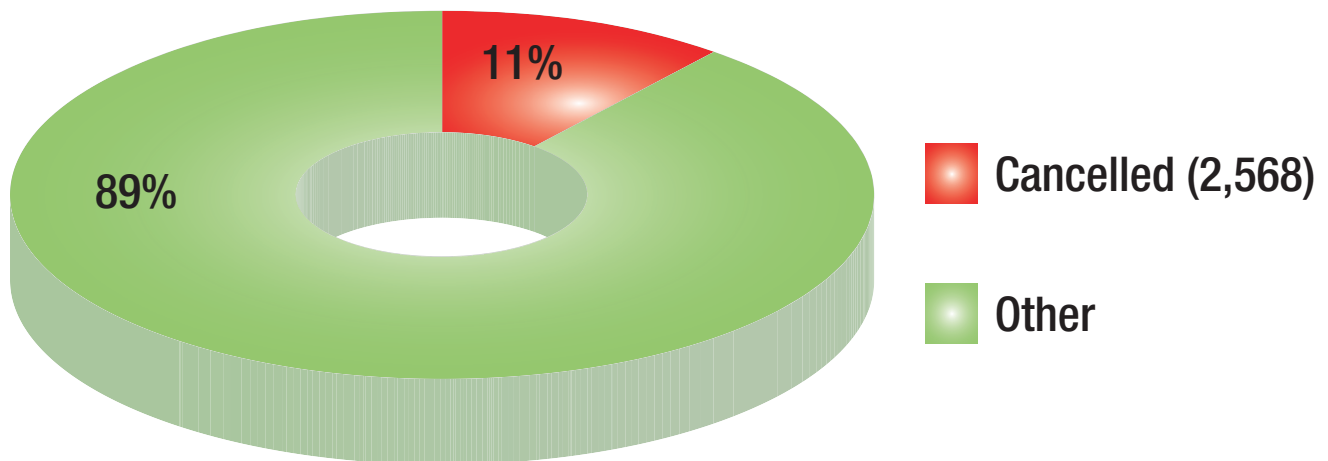
Of the 23,217 penalties issued during 2014/15, the following were issued as lower or higher charge contraventions:



Of the 23,217 penalties issued during 2014/15, the following were paid at the discounted or the full charge:



Of the 23,217 penalties issued during 2014/15, the following were cancelled:



Penalty charge levels are set by a specific Order outlined by regulation for inside and outside of London. Watford has adopted the Band 2 level.

PCN levels outside of London from 31 March 2008		
Band	Higher level penalty	Lower level penalty
1	£60	£40
2	£70	£50

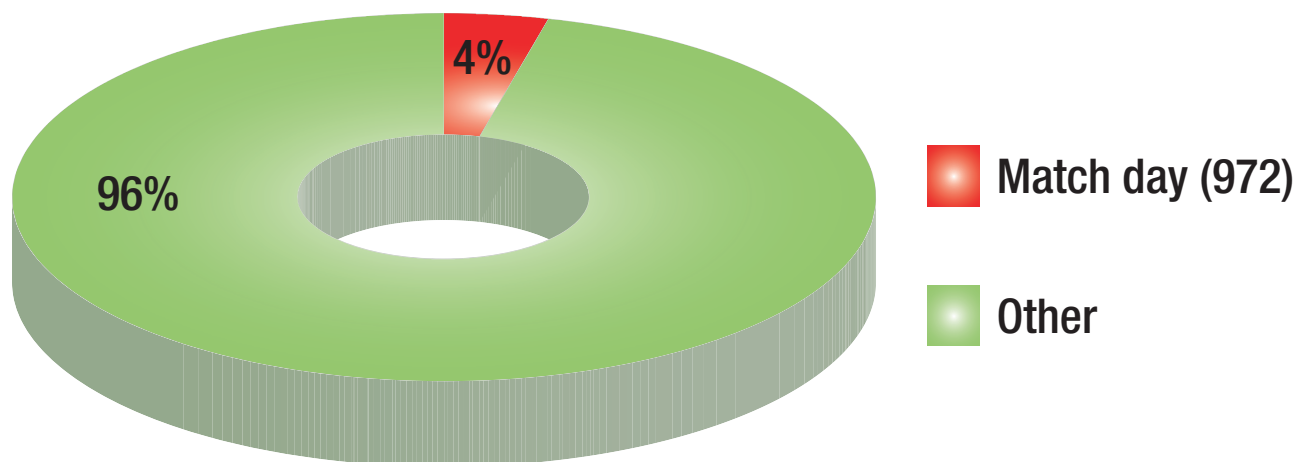
PCN levels in London from July 2007		
Band	Higher level penalty	Lower level penalty
1	£120	£80
2	£100	£60
3	£80	£40

## Match Days

A number of zones are subject to match day restrictions when first team Watford FC matches are played at the Vicarage Road Stadium. These games may take place on Saturdays, weekday evenings, Sundays or bank holidays.

The number of home fixtures requiring enforcement will vary from season to season depending upon the clubs success in cup competitions or the league that they are in. Fewer fixtures apply in the Premier League because there are fewer teams.

Of the 23,217 penalties issued during 2014/15, the following were issued on match days:



A total of **22** fixtures were subject to match enforcement during 2014/15 and **972** penalties were issued. This information relates to the football season taking place between August 2014 and May 2105.

**4,822** Watford Football Club fixtures were hand-delivered to Controlled Parking Zone residents.

**83** Controlled Parking Zone entry match day sign plates were changed regularly throughout the year to inform motorists when fixtures were being played and match day restrictions applied.

## Penalties Issued by Contravention

The number of PCN's issued during 2014/15 for the main on-street and off-street parking contraventions is shown opposite;

<b>On street contraventions &amp; codes</b>	<b>Number</b>
01 - Parked in a restricted street (yellow lines)	7,018
02 - Parked where loading/unloading is not permitted	1,436
05 - Parked after expiry of pay and display ticket.	957
06 - Parked without a valid pay and display ticket/voucher	1,700
12 – Parked in a permit/shared use bay without permit/voucher/ticket	4,662
19 - Parked in permit/shared use bay with an invalid permit/voucher/ticket	4,082
25 - Parked in a loading place without loading.	935
27 - Parked adjacent to a dropped kerb	182
30 - Parked for longer than permitted	202
40 - Parked in a disabled bay/space without valid blue badge	682
47 - Parked at a bus stop or stand	119

<b>Off street contraventions &amp; codes</b>	<b>Number</b>
82 - Parked after expiry of paid for time	161
83 - Parked in a car park without a valid ticket/voucher	687
84 - Parked with additional payment to extend stay (meter feeding)	27
85 - Parked in a permit bay without displaying valid permit	33
86 - Parked beyond bay markings	150
87 - Parked in a disabled bay without a valid blue badge	120
91 - Parked in area not designated for that class of vehicle	61

# Challenges, Representations and Appeals

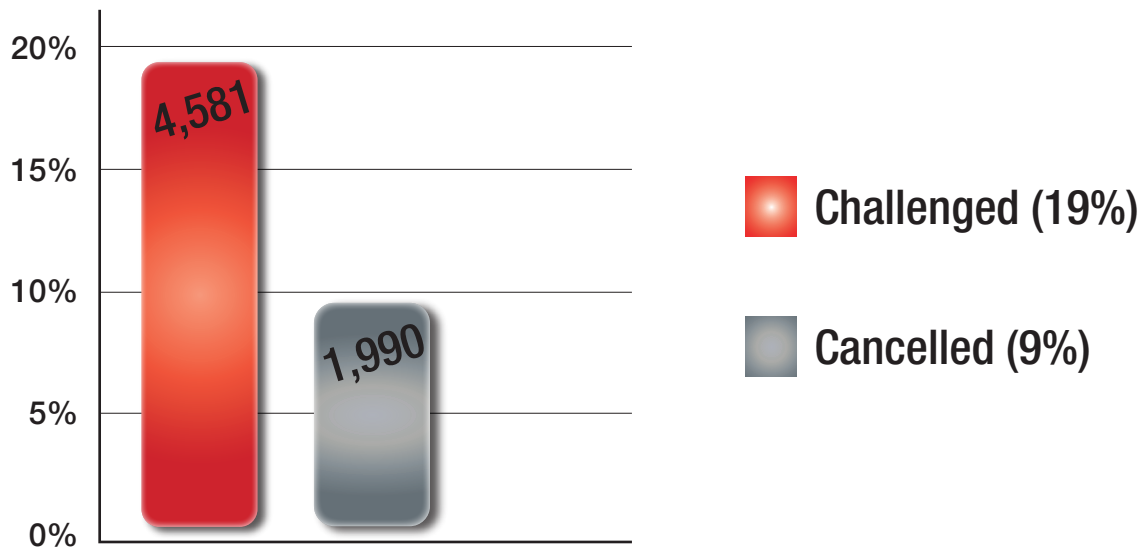
**“The process of considering challenges, representations and defence of appeals is a legal process that requires officers dealing with these aspects to be trained in the relevant legislation and how to apply it.”**

*(Department for Transport Traffic Management Act 2004  
Operational Guidance to Local Authorities)*

## Informal Challenge

Written correspondence received following the initial issue of the penalty, usually within the first 14 days, is regarded as an “informal” challenge.

Of the 23,217 penalties issued during 2014/15, the following were subject to informal challenge and cancellation:

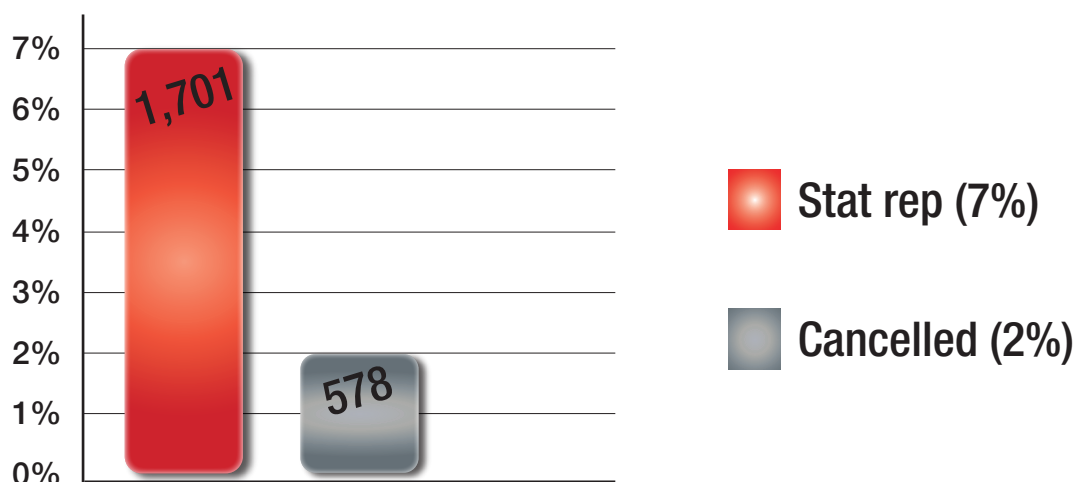


## Statutory Representation

Motorists are served with a Notice to Owner document if the initial penalty charge is not paid or challenged. This document allows “formal” representations to be made against the issue of the penalty on a number of statutory grounds, or where other mitigating circumstances may apply.



Of the 23,217 penalties issued during 2014/15, the following were subject to statutory representation and cancellation:



## Traffic Penalty Tribunal Appeals

Motorists are issued with a statutory Notice of Rejection when formal representations made to the Council are not accepted. The Notice is accompanied with a form allowing them to refer their case to the Traffic Penalty Tribunal in order to appeal against the Council's decision. A final binding decision will be made by an independent adjudicator.

The Traffic Penalty Tribunal may allow or dismiss an appeal and recognises that local authorities may not contest appeals on occasion, primarily when additional evidence comes to light during the appeals process.

Appeals 2014/15	No. of appeals	Rate of appeal per PCN	Not contested by council	Allowed by Adjudicator	Allowed by Adjudicator inc. not contested	Refused by Adjudicator (Council win)	Awaiting decision
<b>Watford</b>	117	0.50%	9%	23%	32%	57%	1%
Three Rivers	9	0.23%	12%	12%	24%	78%	0%
Dacorum	28	0.19%	25%	21%	46%	54%	0%
East Herts	34	0.14%	3%	12%	15%	85%	0%
North Herts	23	0.14%	60%	10%	70%	30%	0%
Stevenage	39	0.44%	5%	34%	39%	58%	3%
Welwyn/Hatfield	23	0.26%	19%	38%	57%	38%	5%
Hertsmere	24	0.14%	50%	8%	58%	38%	4%

Appeals 2013/14	No. of appeals	Rate of appeal per PCN	Not contested by council	Allowed by Adjudicator	Allowed by Adjudicator inc. not contested	Refused by Adjudicator (Council win)	Awaiting decision
<b>Watford</b>	83	0.37%	29%	18%	47%	52%	1%
Three Rivers	9	0.24%	0%	44%	44%	56%	0%
Dacorum	21	0.15%	19%	10%	29%	71%	0%
East Herts	43	0.18%	5%	21%	26%	72%	2%
North Herts	23	0.14%	60%	10%	70%	30%	0%
Stevenage	38	0.44%	5%	34%	39%	58%	0%
Welwyn/Hatfield	21	0.26%	19%	38%	57%	38%	5%

## Cancellation by Reason

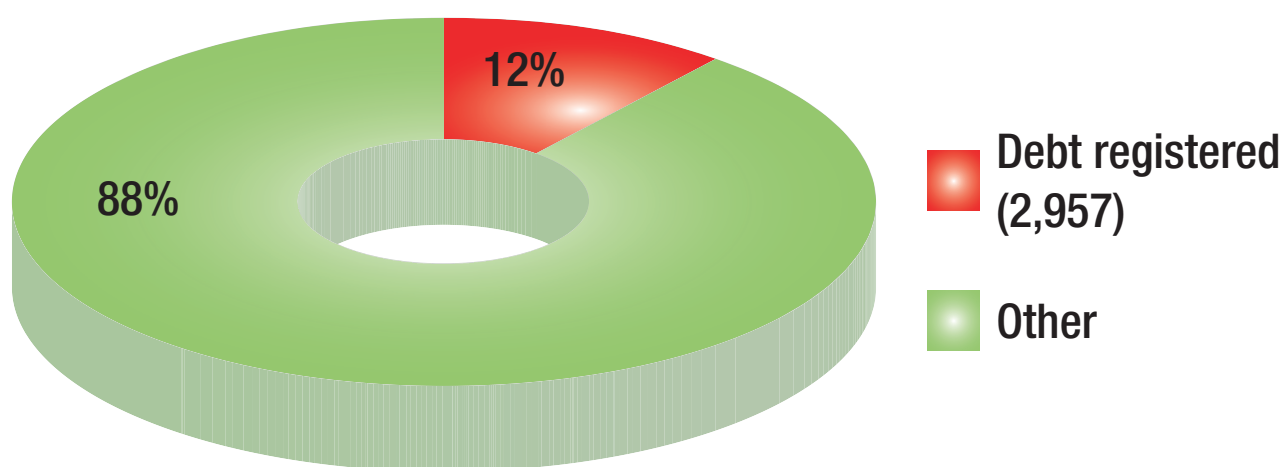
Principle reasons for cancellation of Penalty Charge Notices during 2014/15 are shown below:

Reason for Cancellation	Number of penalties cancelled
Disabled badge - first contravention	655
Council decision	68
Valid Pay and Display ticket produced	454
CEO error	135
Valid permit/season ticket produced	278
Processing errors	11
Loading evidence provided	99
Other evidence provided	656
Signs and lines defects	5

# Debt Recovery & Bailiffs

If a penalty is not paid or successfully challenged the statutory process allows for the case to become registered as a debt at the Traffic Enforcement Centre (Northampton County Court). The motorist is served an Order for Recovery and is liable for full payment of the outstanding penalty and the additional court registration fee. Alternatively, a witness statement may be filed only if one of the four outlined grounds is applicable.

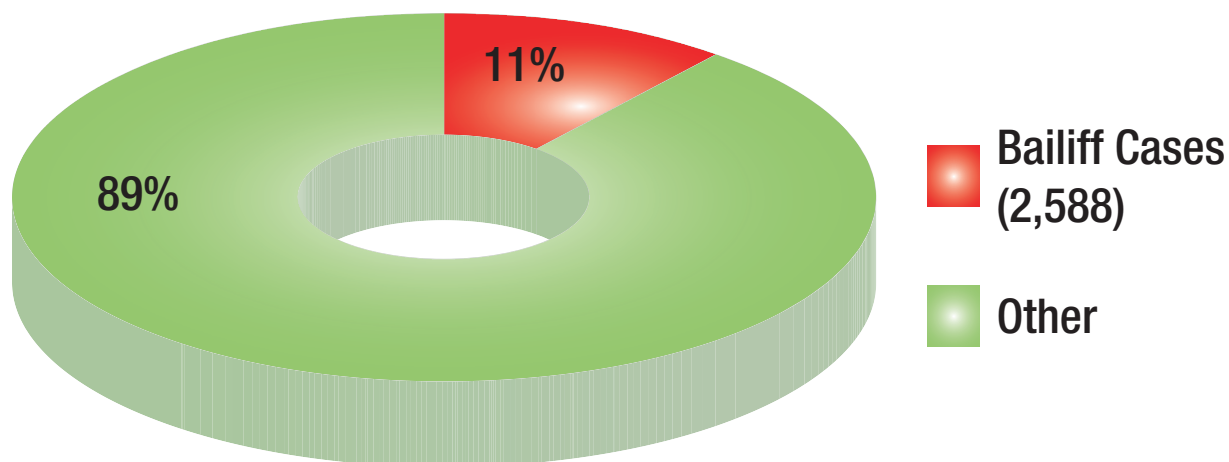
Of the 23,217 penalties issued during 2014/15, the following were registered as a debt:



The final stage of the Traffic Management Act 2004 statutory process allows Local Authorities to apply to the Traffic Enforcement Centre for the authorisation of a warrant to enable Enforcement Agents (formerly bailiffs) to recover the debt. By the time that a case is passed to an Enforcement Agents the following statutory notices will have been served to the motorist:

- Penalty Charge Notice (14/28 days to respond)
- Notice to Owner (28 days to respond)
- Notice of Rejection (28 days to refer case to independent Traffic Penalty Tribunal)
- Charge Certificate (14 days to respond)
- Order for Recovery/Witness Statement (21 days to respond)

Of the 23,217 penalties issued during 2014/15, the following were referred to Enforcement Agents (formerly bailiffs):

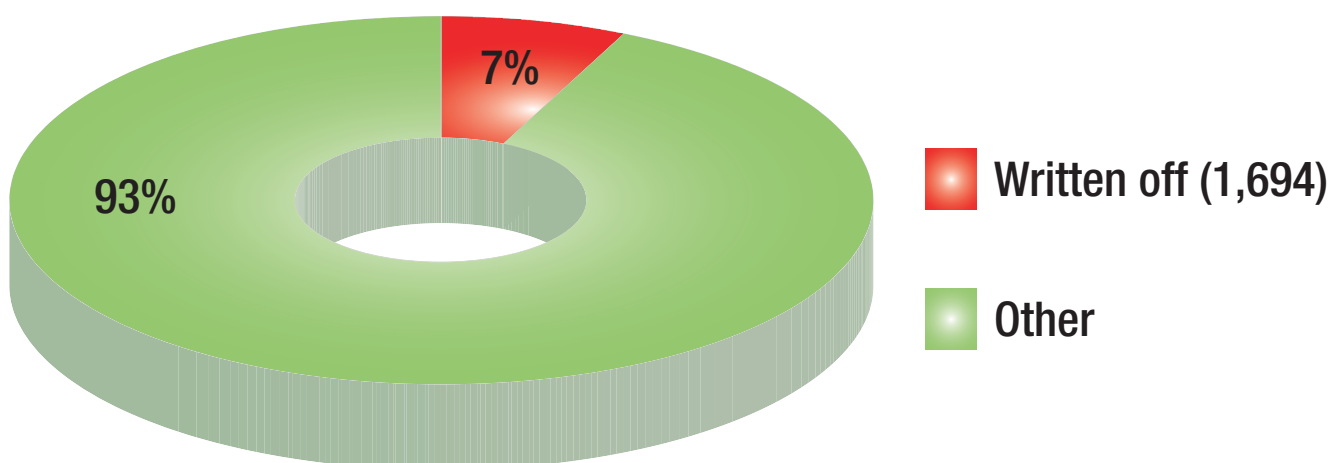


A total of £60,824 has been recovered through Enforcement Agent action in 2014/15.

At the stage that a case is passed to the Enforcement Agent for recovery the motorist becomes additionally liable for the payment of their fees, which are set and capped by statute (Taking Control of Goods (Fees) Regulations 2014), as outlined below:

- Compliance stage - £75
- Enforcement stage - £235
- Removal stage - £110

Of the 23,217 penalties issued during 2014/15, the following were written off:



It is generally expected that 30% of cases subject to Enforcement Agent action will be recovered. The recovery rate in Watford during 2014/15 was 35%.

From January 2015, Watford has added Newlyn PLC to our contract of instructed Enforcement Agents, which continues to include Marston Group and Equita PLC.

Further information regarding the governing requirements applicable to enforcement agents can be found at the following websites and links:

[www.gov.uk](http://www.gov.uk) (Bailiff and Enforcement Agents: National Standards 2014)

<https://www.gov.uk/government/publications/bailiffs-and-enforcement-agents-national-standards>

[www.legislation.gov.uk](http://www.legislation.gov.uk) (Taking Control of Goods (Fees) Regulations 2014)

<http://www.legislation.gov.uk/uksi/2014/1/contents/made>

# Financial Information

“CPE is a means of achieving transport policy objectives...but raising revenue should not be an objective of CPE, nor should authorities set targets for revenue or the number of Penalty Charge Notices they issue”

*(Department for Transport Traffic Management Act 2004  
Operational Guidance to Local Authorities)*

The income from on-street charging, which includes all Controlled Parking Zone scheme permits and vouchers etc. and all on and off-street Penalty Charge Notices is ring-fenced and must only be used in accordance with the provisions of section 55 of the Road Traffic Regulation Act 1984 (as amended). This restricts the use of any surplus generated strictly to re-investment in the service or other transport related purposes, which commonly includes the improvement, extension and maintenance of the existing parking schemes, car parks and infrastructure as well as funding new parking restrictions that are requested by residents, members and the emergency services.

The aim of the Parking Service is to ensure that it is self-financing and sustained by the revenue that it raises so that it does not seek support from local taxpayers. However, it is intended that the charges remain proportionate and are not set at unreasonable levels.

## On-Street

Year	Contract costs - (net of income recovered from TRDC and Dacorum)	Staffing, supplies & other costs	PCN income	Permit Income	Pay & Display income On Street	(Surplus) / Deficit
2006/07	677,984	386,765	(602,007)	(214,197)	(416,633)	(168,088)
2007/08	681,459	444,684	(592,963)	(199,699)	(473,335)	(139,854)
2008/09	672,341	442,956	(625,518)	(209,322)	(482,494)	(202,037)
2009/10	683,393	605,736	(773,374)	(214,943)	(470,230)	(169,417)
2010/11	686,486	564,079	(559,381)	(213,127)	(446,739)	31,318
2011/12	696,052	459,509	(544,471)	(221,034)	(461,413)	(71,357)
2012/13	758,432	521,468	(558,314)	(244,982)	(482,471)	(5,867)
2013/14	751,926	603,780	(627,455)	(261,920)	(499,914)	(33,583)
2014/15	815,158	508,522	(673,969)	(272,858)	(282,673)	94,180

## Off-Street

Year	Contract costs	Staffing, supplies & other costs	PCN income	Three Rivers & Dacorum	Pay & Display income Off Street	(Surplus) / Deficit
2009/10	152,324	33,007	(67,250)	(92,898)	incl in on street	25,183
2010/11	256,359	29,756	(48,642)	(196,665)	incl in on street	40,808
2011/12	183,370	23,669	(47,346)	(122,843)	incl in on street	36,850
2012/13	167,175	24,658	(48,549)	(101,224)	incl in on street	42,060
2013/14	164,534	23,365	(40,050)	(116,538)	incl in on street	31,311
2014/15	146,549	21,372	(43,019)	(94,518)	(260,318)	(229,934)

It is a commonly held belief that parking enforcement is a purely revenue raising exercise; however it will be seen that (in common with many smaller local authorities) Watford Borough Council does not break even on its enforcement activities, alone.

However, the above deficit is effectively made good from the income from off-street pay and display parking, permit charges and management fees from Dacorum Council and Three Rivers Council for hosting and managing the parking contract.

# Future Plans & Summary

During 2014/15 the Council commenced implementation of the outcome of the strategic review of CPZ operations which were decided by the Council in 2013/14. Consultation on the introduction of revised hours of operation for controlled parking zone M/N commenced. Significant levels of concern were raised by businesses in the area and as a consequence additional consultation was commissioned which has delayed implementation of changes until 2015/16. Consultation on the introduction of a small residents' permit scheme in The Larches in Oxhey commenced in early 2015 with the Statutory Consultation of the proposal programmed for summer 2015.

In early 2015, the Council commenced a review of operational policies and practices in relation to the Controlled Parking Zones as a follow-on to the strategic review referred to above. A Task Group of Councillors and Officers reviewed a range of operational policies and practices to determine whether any changes were necessary or appropriate. A preliminary report on the findings of the Group was reported to Cabinet in February 2015 and a full report with recommendations was considered by Cabinet in March 2015 where a range of operational policies and procedures were agreed. Full details of the agreed changes can be viewed on the Council's web site using the following link:

<http://watford.moderngov.co.uk/ieListDocuments.aspx?CIId=121&MIId=1365>

The outcome of the parking study in Callowland and Leggatts Wards was reported to the Council's Cabinet in July 2014. The Permit Scheme that formed the basis of the consultation did not have community support and has therefore not been progressed. A range of minor amendments have been identified by Cabinet for further investigation however and this work is likely to take place during 2015/16. The key element of this work will be a review of short stay parking along the St Albans Road corridor in consultation with businesses to determine whether changes can be made to support those businesses.

Work on developing parking controls on the Radlett Road Estate in Central Ward has been on-going but has been delayed by commitments on other projects. Further consultation has identified a parking management scheme to address commuter parking based on one-hour 'commuter ban' yellow lines. The two major social landlords on the Estate have confirmed that they do not wish to extend parking management controls to their privately controlled car parks at this time. Statutory consultation on a scheme reflecting the preferred option is due to take place during 2015.

Consultation on minor changes to the arrangement of parking controls on the Cassiobury Estate in zone V along with proposals for extension of the zone to 3 additional roads on the Estate commenced informal consultation during the year. Statutory consultation of proposals is expected early in 2015/16 with implementation of any agreed changes expected during summer 2015. The Borough Council has continued to work with the Highway Authority, Hertfordshire County Council to amend the layout of the roundabout in the zone adjacent to the neighbourhood shopping centre to improve road safety and pedestrian facilities and discourage commuter parking. Diversion of utilities delayed full completion however work was finally completed in spring 2015.

Towards the end of 2014/15, representations were made to the Portfolio Holder for a consultation to be undertaken in to the principle of some form of residents permit scheme being introduced in the Cassiobury Triangle adjacent to Cassiobury Park. The request has been brought forward following concerns raised by residents that the major refurbishment of the adjacent Park funded through the Heritage Lottery Fund will lead to significant increases in general parking congestion in the area. Subject to the agreement of the Portfolio Holder, a consultation will take place during 2015/16.



In Nascot, work to introduce parking controls in Grandfield Avenue and Bellamy Close to address obstructive parking was completed. The scheme, which was aimed at addressing obstructive commuter parking consists of a small residents' parking scheme and some commuter parking bans and went live in September 2014.

During 2014/15 the Council processed requests for changes and additions to parking controls at various sites across the Borough. A similar process of minor amendments to the controls within the Controlled Parking Zones was also undertaken. Further sites will be addressed through this process during 2015/16. Of particular note was the introduction of dedicated electric vehicle charging bays within Council controlled car parks. An on-street bay is also proposed for introduction during 2015/16

Looking further ahead major developments and infrastructure schemes in the Borough, in particular the Hospital Campus Development and the Croxley Rail Link are likely to be the stimulus for revisions to parking controls in the affected areas to reflect the changing demands brought about by those schemes.

The implementation of new technology intended to ease service access and the availability of information to customers has also been the focus of work during 2014/15. This has included the introduction of online modules allowing controlled parking zone residents to purchase or renew their parking permits online and recipients of a Penalty Charge Notice to submit a challenge electronically and view all relevant information associated to the contravention. Regrettably, our software supplier was unable to deliver on their commitment to facilitate the purchase of visitor vouchers within the permit module but alternative services continue to be explored. These services were introduced too late for the collected data to be meaningful for the purposes of this document but it will feature in 2015/16 report.

In line with the above, improvement has also been made to the Parking Service web pages on the Council website to make salient information easier to identify.

At the time of writing this report, arrangements are being made for the upgrade of pay and display machines within The Avenue Car Park to enable the payment of daily rates by credit/debit card, as an alternative option to the cash facility, which will remain. Following a period of assessment, consideration will also be given to the implementation of a web application as a further payment method allowing motorists to pay for their stay from their phone, PC or tablet etc.

4 outdated pay and display machines have been replaced with newer and more reliable, secure models during 2014/15 with another soon to be installed in the remodelled Timberlake Car Park, which is due to be formalised in 2015/16.

Additionally, 2 separate audits were carried out in respect of the parking enforcement service in 2014/15 specifically concerning management of the enforcement contract and the contractual payments, which both concluded substantial assurance of sound systems of control.

In conclusion, it is hoped that this report has served to provide a transparent insight into the objectives and performance of the Parking Service, in line with the expectations of our residents, customers and requirements of the governing legislation.

**“Once authorities have finalised their parking enforcement policies, they should publish and promote them openly.”**

*(Secretary of State's Statutory Guidance to Local Authorities  
on the Civil Enforcement of Parking Contraventions)*



**WATFORD**  
BOROUGH COUNCIL

## \*PART A

**Report to:** Outsourced Services Scrutiny Panel  
**Date of meeting:** 24 February 2016  
**Report of:** Partnerships and Performance Section Head  
**Title:** Outsourced services performance data and information –  
Quarter 3 2015/16

### 1.0 **SUMMARY**

- 1.1 This report provides the results for the performance measures identified for Watford Borough Council's outsourced services for Quarter 3 2015/16
- 1.2 These performance measures play a critical role in ensuring that the contracts governing the relationship between the council and external contractor are well managed and delivering the quality of service expected by residents and customers. Analysis of the results highlights 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 improved results.

### 2.0 **RECOMMENDATIONS**

- 2.1 Panel to note and comment on the performance of the identified outsourced service indicators at the end of quarter 3 (October - December 2015/16 - Appendix A).
- 2.2 Panel to advise if there are any amendments or additions to the suite of measures that would help support its role in scrutinising performance during 2015/16 or, looking forward, in 2016/17
- 2.3 Panel to advise where additional information might add value to the results provided.

#### **Contact Officer:**

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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 **Watford Borough Council outsourced services**

3.1.1 Watford BC has a number of outsourced 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 are relevant to the area of service delivery.

3.1.2 For 2015/16 performance information relating to the following outsourced contracts will be reported to Panel:

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

3.1.3 Performance information available at Quarter 3 2015/16 that relates to the areas outlined in 3.1.2 is included in this report to Panel at Appendix A.

## 3.2 Analysing results to assess performance

3.2.1 The performance report in Appendix A as well as showing the results for the quarter also shows some relevant analysis to provide context for these results. This analysis relates to how well the measure or indicator has performed in relation to the target set for the quarter and how performance for this quarter compares to previous periods (trend information).

It is important to note that a low result is good / better performance for some measures (such as household waste, street cleansing, sickness absence, time taken to process benefits). For others, a high result is good / better (such as recycling rates, SLM memberships, collection of council tax and NNDR).

### 3.2.2 Performance against target

Targets are set for the majority of the indicators at the start of the financial year. These are usually based on previous performance, however, services are expected to set targets that are challenging and help drive improved performance. Targets have not been set for all measures and so it is not possible in every case to show this analysis.

Targets are an effective way of maintaining or driving good performance and provide an objective measure of how a service area is performing.

In the report, those performance measures that are not performing against target are indicated either by:

- a 😞 (under-performing by a variance from target of up to 10%) or
- a ! (under-performing by a variance from target over 10%).

Where a measure is performing well (on or above target) it is highlighted with:

- a 😊 (any positive variance)

### 3.2.3 Performance against previous periods (trend information)

In addition, the report provides trend information. Where possible current performance has been compared with the performance for the same quarter last year (Q3: 2014/15) and with the previous quarter (Q2: 2015/16). This information can help provide context on the relative performance of an indicator and help assess whether there are any trends emerging, which might be of concern. Trend analysis shows whether performance has:

- Improved since the previous period – shown by a ‘↑’ and with the relevant previous period result as an indication of the extent of improvement
- Declined since the previous period – shown by a ‘↓’ and with the relevant previous period result as an indication of the extent of decline.
- Stayed the same since the previous period – show by a ‘↔’

In the report the periods shown are, as detailed above, the previous year or previous quarter.

The actual result for the previous period is also shown (in square brackets [*result*]) so the extent of the trend can be assessed.

Trend data is not available for all indicators.

### 3.3 Performance overview

- 3.3.1 Recycling performance and residual waste have been affected by growing conditions during the quarter, which have impacted on the predicated level of green waste collected; this is reflected in recycling results. Poor growing conditions were also apparent in quarters 1 and 2 and so this is having a cumulative effect on performance during 2015/16.

Results this year have also been impacted by new regulations (TEEP / revised MRF [Materials Recovery Facility] code of practice) that have come into effect which have set down clearer guidelines as how to manage the percentage of contamination in sample inspections. Where a sample of a full load of material is found to have a percentage of contamination, the percentage found is now taken off the recycling tonnage collected i.e. if 5% contamination is found and Watford collect 600 tonnes of recycling a month, 30 tonnes would be deducted from the reporting process, negatively affecting the overall recycling percentage. Watford is also experiencing high levels of property growth, particularly around flatted developments; these will, by default, produce an increased amount of residual waste compared to individual dwellings. However, further targeted work concentrating on flats to reduce residual waste and increase recycling is being carried out through quarter 4 and beyond.

Street cleansing performance in quarter 3 is comparable to quarter 1 figures rather than quarter 2 as the surveys that form the basis of the performance figures were undertaken in the same areas of the borough. Results for quarter 1 are shown in the commentary for the indicators to allow Panel to make this comparison. One of the contributory factors for performance in quarters 1 and 3 is the extent of main roads surveyed, which are managed by Hertfordshire County Council, and can impact on the levels of both litter and detritus recorded. Work is on-going with Veolia to tackle identified areas that require additional focus.

- 3.3.2 SLM memberships continue to show improved results across both leisure centres. This is particular good news as it provides assurance that SLM is addressing the challenges presented by the growth locally of budget gyms, which have been raised with Panel in previous reports.

The section head for Leisure, Culture and Community council (Chris Fennell) is continuing to review performance reporting with SLM to ensure consistency of results and that issues raised by customers continue to be addressed effectively.

- 3.3.3 Revenues and benefits are on target to meet end of year targets although the Christmas break and IT has had an impact on the performance of benefit claim indicators since quarter 2.

3.3.4 ICT indicators will be reviewed as part of the overall ICT project and the implementation of a new service approach from 1 July 2016.

#### 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 3 (October - December) 2015/16






**WATFORD BOROUGH COUNCIL – MEASURES OF PERFORMANCE**

**October – December (Quarter 3) 2015/16**







Ref	Indicator	Target for year	Profile for period (Q3)	Results for period (Q3)	Cumulative result (Q3)	 % variance	Trend since last year (Q3 2014/15)	Trend since last period (Q2 2015/16)	Comment
<b>ENVIRONMENTAL INDICATORS (VEOLIA ENVIRONMENTAL SERVICES)</b>									
ES1	Residual household waste per household	485kg	122kg	<b>136.0kg</b>	384.72kg	 [10.3%]	N/A [as definition has changed]	↓ [Q2: 15/16] [Result: 130.0kg]	The definition for this indicator has been changed by government for 2015/16 and so is now reported under the new definition. The new definition does not include areas of waste that were included before such as street sweepings. This means comparisons with previous years are not meaningful.  Commentary on performance is within the covering report – section 3.3.1. In addition there is evidence that improving economic conditions are leading to greater consumer consumption and consequently in waste generated by households.






Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 3 – (2015/16)

Ref	Indicator	Target for year	Profile for period (Q3)	Results for period (Q3)	Cumulative result (Q3)	 % variance	Trend since last year (Q3 2014/15)	Trend since last period (Q2 2015/16)	Comment
ES2	Total percentage of household waste sent for reuse, recycling and composting	45%	47%	<b>38.88%</b>	41.62%	 [17.3%]	N/A [as definition has changed]	 [Q2: 15/16] [Result: 41.70%]	The definition for this indicator has been changed by government for 2015/16 and so is now reported under the new definition The new definition does not include areas of waste that were included before such as street sweepings. Commentary on performance is within the covering report – section 3.3.1.
ES3	Percentage of the total tonnage of household waste arising which have been recycled (dry recycling – commingled)	24.5%	28%	<b>22.34%</b>	-	 [20.2%]	N/A [as definition has changed]	 [Q2: 15/16] [Result: 21.29%]	This indicator measures the % of 'dry' recyclables included within the total % result (E2 above). (ES3+ES4 = ES2) The new definition has been applied. The % of dry recycling has remained fairly consistent through 15/16, the 28% target has proved optimistic but it is hoped that the additional recycling collected over the Christmas holiday period which will show in Q4 will assist with end of year figure.




Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 3 – (2015/16)

Ref	Indicator	Target for year	Profile for period (Q3)	Results for period (Q3)	Cumulative result (Q3)	 % variance	Trend since last year (Q3 2014/15)	Trend since last period (Q2 2015/16)	Comment
ES4	Percentage of waste sent for composting including waste which has been treated through a process of anaerobic digestion	20.5%	19%	<b>16.51%</b>	-	 [13.1%]	N/A [as definition has changed]	 [Q2: 15/16] [Result: 20.41%]	This indicator measures the % of 'green' recyclables included within the total % result (E2 above). ES3+ES4 = ES2). Through 15/16 compost tonnages have shown no signs of hitting expected targets due to inclement weather conditions which negatively affected growing conditions reducing the usually expected use of the green bin.
ES5	Household collection services	47.5%	48.0%	<b>43.98%</b>	-	 [10.6%]	 [Q3: 14/15] [Result: 43.08%]	 [Q2: 15/16] [Result:44.7%]	This result does not include street sweepings or bring banks. It measures just domestic waste generated by household.  Targets were set based on analysis from previous years but the growing season has been exceptionally poor this year, which has impacted on green waste recycled and composted.





Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 3 – (2015/16)

Ref	Indicator	Target for year	Profile for period (Q3)	Results for period (Q3)	Cumulative result (Q3)	 % variance	Trend since last year (Q3 2014/15)	Trend since last period (Q2 2015/16)	Comment
									Residual waste is still showing a national increase and is reflected throughout the County. Targeted work is currently being carried out re excess waste and work will be commencing shortly to combat residual waste in flats and multi occupancy dwellings
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>5.17%</b> rejections	-	 [3.4%]	↓ [Q3: 14/15] [Result: 0.0%]	↓ [Q2: 15/16] [Result: 4.69%]	The % of contamination/non recyclable waste found in sample inspections at the recyclable material reprocessors has remained at a good level although slightly higher in Q3. Any % below 10% can be seen as a good result.
ES7	Number of valid missed bins	<0.025%	<0.025%	<b>0.01%</b>	0.01%	 [60%]	↔ [Q3: 14/15] [Result: 0.1%]	↑ [Q2: 15/16] [Result: 0.013%]	



Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 3 – (2015/16)

Ref	Indicator	Target for year	Profile for period (Q3)	Results for period (Q3)	Cumulative result (Q3)	 % variance	Trend since last year (Q3 2014/15)	Trend since last period (Q2 2015/16)	Comment
ES8	Number of missed bins put back within contract timescale (reported before 12pm - same working day, reported after 12pm - next working day)	-	-	126	400	-	↑ [Q3: 14/15] [Result: 141]	↓ [Q2: 15/16] [Result: 165]	Low is good for this indicator.
ES9	Improved street and environmental cleanliness (levels of litter:- %)	4.5%	4.5%	3.37%	-	 [25.1%]	Result for Q3 not available	↔ [Q2: 15/16] [Result: 3.37%]	Low is good for this indicator.  Comparison with Q1 is more appropriate than Q2 as the same wards were surveyed in the two periods.  The result was <b>3.77%</b> for Q1 so there has been performance improvement.
ES10	Improved street and environmental cleanliness (levels of detritus:- %)	6%	6%	7.26%	-	 [21.0%]	Result for Q3 not available	↓ [Q2: 15/16] [Result: 6.61%]	Low is good for this indicator.  Comparison with Q1 is more appropriate than Q2 as the same wards were surveyed in the two periods.  The result was <b>8.88%</b> for Q1 so there has been performance improvement.


Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 3 – (2015/16)

Ref	Indicator	Target for year	Profile for period (Q3)	Results for period (Q3)	Cumulative result (Q3)	 % variance	Trend since last year (Q3 2014/15)	Trend since last period (Q2 2015/16)	Comment
ES11	Improved street and environmental cleanliness (levels of graffiti)	3.5%	3.5%	<b>4.56%</b>	-	 [30.0%]	Result for Q3 not available	↓ [Q2: 15/16] [Result: 2.38%]	Low is good for this indicator.  Comparison with Q1 is more appropriate than Q2 as the same wards were surveyed in the two periods.  The result was <b>4.96%</b> for Q1 so there has been performance improvement.
ES12	Improved street and environmental cleanliness (levels of fly posting)	0.3%	0.3%	<b>1.19%</b>	-	 [296%]	Result for Q3 not available	↑ Q2: 15/16 [Result: 2.58%]	Low is good for this indicator.  Comparison with Q1 is more appropriate than Q2 as the same wards were surveyed in the two periods.  The result was <b>1.79%</b> for Q1 so there has been performance improvement.
ES12	Allotment occupancy rate (active sites)	80%	80%	<b>93%</b>	N/A	 [16.25%]	↑ [Q3: 14/15] [Result: 89%]	↔ Q2: 15/16 [Result: 93%]	Good result.  Ongoing engagement with allotment community including through the Allotment Stakeholder Panel.



Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 3 – (2015/16)

Ref	Indicator	Target for year	Profile for period (Q3)	Results for period (Q3)	Cumulative result (Q3)	 % variance	Trend since last year (Q3 2014/15)	Trend since last period (Q2 2015/16)	Comment
ES13	Number of green flags achieved	6	6	6	6	 [0.0%]	↑ [Q3: 14/15] [Result: 4]	↔ [Q2: 15/16] [Result: 6]	This is an annual indicator. Two additional Green Flags achieved in 2015/16.
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>	-	-	6 complaints	40 complaints	-	↑ [Q3: 14/15] [Result: 7]	↑ [Q2: 15/16] [Result: 20]	Of the 6 complaints: Waste - 1 Dry - 0 Composting - 2 Streets- 3 Parks- 0  <b>Compliments: 50</b>



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Ref	Indicator	Target for year	Profile for period (Q3)	Results for period (Q3)	Cumulative result (Q3)	 % variance	Trend since last year (Q3 2014/15)	Trend since last period (Q2 2015/16)	Comment
<b>LEISURE AND COMMUNITY - SLM</b>									
<b>Watford Leisure Centres – WOODSIDE</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>	-	-	86 complaints  31 compliments	190 complaints  106 compliments	-	↓ [Q3: 14/15] [Result: 39 complaints]	↓ [Q2: 15/16] [Result: 56 complaints]	<b>Complaints</b> Top 3 complaints 1. Lift not working (12 of the 86) <i>Issues to be reported ASAP</i> 2. Cleaning issues (11 of the 86) <i>Cleaning checks are taking place and the Centre is in regular</i>
							↑ [Q3: 14/15] [Result: 25 compliments]	↓ [Q2: 15/16] [Result: 49 compliments]	

Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 3 – (2015/16)





Ref	Indicator	Target for year	Profile for period (Q3)	Results for period (Q3)	Cumulative result (Q3)	 % variance	Trend since last year (Q3 2014/15)	Trend since last period (Q2 2015/16)	Comment
	<i>good performance = low number for complaints and high number of compliments</i>								<i>contact with the cleaning contractors)</i> 3. Changes to the Christmas group exercise programme (6 of the 86 complaints) <i>The Centre was able to add some of the cancelled classes back into the programme and the Centre will ensure an even spread of classes during the Christmas period</i>
LC2	Watford Leisure Centres – WOODSIDE: Throughput	+5%	+5% (174,897)	<b>183,150</b>	599,101	 [4.7%]	↑ [Q3: 14/15] [Result: 166,569]	↓ [Q2: 15/16] [Result: 213,863]	Decrease from quarter 2 mostly attributable to Christmas period closures.  Improvement on last year.
LC3	Watford Leisure Centres – WOODSIDE % throughput that are concessions	-	-	<b>39%</b>	N/A	-	↑ [Q3: 14/15] [Result: 37%]	↑ [Q2: 15/16] [Result: 34%]	

Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 3 – (2015/16)



Ref	Indicator	Target for year	Profile for period (Q3)	Results for period (Q3)	Cumulative result (Q3)	 % variance	Trend since last year (Q3 2014/15)	Trend since last period (Q2 2015/16)	Comment
LC4	Watford Leisure Centres – WOODSIDE – Membership	+5%	+5% (6,882)	8,300	N/A	 [20.6%]	↑ [Q3: 14/15] [Result: 6,554]	↑ [Q2: 15/16] [Result: 8,120]	The result is above target for the quarter.  Results are showing a consistent increase in memberships, which is positive given the increase in budget gyms in the area.
<b>Watford Leisure Centre – CENTRAL</b>									
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> <i>good performance = low number for complaints and high number of compliments</i>	-	-	<b>44</b> complaints  <b>66</b> Compliments	104 complaints  104 compliments	-	↓ [Q3: 14/15] [Result: 10 complaints]	↓ [Q2: 15/16] [Result: 33 complaints]	<b>Complaints</b>  Top 3 areas of complaint: <ol style="list-style-type: none"> <li>1. Aqua class and users attending the class without first booking in – resulting in customers that had booked being unable to attend (15 of the 44 complaints) <i>Centre has devised a registration and band system requiring all customers who have booked to have a band</i></li> <li>2. Humidity incidents on poolside on 5<sup>th</sup> October 2015 (12 of the 44 complaints) <i>All customers were notified of the incident</i></li> </ol>









Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 3 – (2015/16)

Ref	Indicator	Target for year	Profile for period (Q3)	Results for period (Q3)	Cumulative result (Q3)	   % variance	Trend since last year (Q3 2014/15)	Trend since last period (Q2 2015/16)	Comment
									<p>via the website, Facebook et and air handling is inspected regularly</p> <p>3. Christmas opening hours, particularly customers felt that opening at 8am was insufficient (5 of the 44 complaints) Centre will review the opening hours for next Christmas and ask customers for their feedback</p>
LC7	Watford Leisure Centres – CENTRAL Throughput	+5%	+5% (134,509)	<b>87,812</b>	187,136	 [34.7%]	↓ [Q3: 14/15] [Result: 128,104]	↓ [Q2: 15/16] [Result: 101,644]	
LC8	Watford Leisure Centres – CENTRAL – % throughput that are concessions	-	-	<b>48%</b>	N/A	-	↑ [Q3: 14/15] [Result: 29%]	↑ [Q2: 15/16] [Result: 46%]	




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Ref	Indicator	Target for year	Profile for period (Q3)	Results for period (Q3)	Cumulative result (Q3)	 % variance	Trend since last year (Q3 2014/15)	Trend since last period (Q2 2015/16)	Comment
LC9	Watford Leisure Centres – CENTRAL – Membership	+5%	+5% (4,190)	5.416	N/A	 [29.2%]	↑ [Q3: 14/15] [Result: 3,990]	↑ [Q2: 15/16] [Result: 4,889]	Good performance for quarter.  Results are showing a consistent increase in memberships, which is positive given the increase in budget gyms in the area.
<b>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>14</b> complaints  <b>14</b> compliments	71 complaints  63 compliments		↑ [Q3: 14/15] [Result: 17 complaints]	↑ [Q2: 15/16] [Result: 35 complaints]	<b>Complaints:</b>  Top 3 areas of complaint:  1. Show quality <i>HQ is reviewing the programme at the Colosseum and will talk to production companies regarding content and delivery and staff will visit shows at other venues</i>  2. Slow food service <i>HQ will resolve in future by having fewer tables and increase agency staff to serve</i>  3. Offers sent out after bookings taken




Appendix A - Watford BC - Measures Of Performance (outsourced services) – Progress report as of quarter 3 – (2015/16)

Ref	Indicator	Target for year	Profile for period (Q3)	Results for period (Q3)	Cumulative result (Q3)	   % variance	Trend since last year (Q3 2014/15)	Trend since last period (Q2 2015/16)	Comment
									HQ is to encourage companies to operate offers at the start of sales and not to send offers to customers who have already booked
LC12	Watford Colosseum Number of commercial hires	-	-	<b>15</b>	44	-	↑ [Q3: 14/15] [Result: 11]	↓ [Q2: 15/16] [Result: 17]	
LC13	Watford Colosseum Number of community hires & workshops	20% of total events	-	<b>16</b> [51% of total hires]	35	 [155.0%]	↑ [Q3: 14/15] [Result: 11]	↓ [Q2: 15/16] [Result: 17]	Total hires (commercial + community = 31). Community hires = 51% of total hires so on target.
LC14	Watford Colosseum Number of ticketed performances	185	110	<b>119</b>	217	 [8.2%]	↑ [Q3: 14/15] [Result: 116]	↑ [Q2: 15/16] [Result: 49]	
LC15	Watford Colosseum Number of dark days	84	21	<b>12</b>	59	 [42.9%]	↑ [Q3: 14/15] [Result: 13]	↑ [Q2: 15/16] [Result: 25]	



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Ref	Indicator	Target for year	Profile for period (Q3)	Results for period (Q3)	Cumulative result (Q3)	   % variance	Trend since last year (Q3 2014/15)	Trend since last period (Q2 2015/16)	Comment
<b>REGENERATION AND DEVELOPMENT – PARKING - INDIGO</b>									
RD1	Penalty Charge Notices issued	-	-	Oct: <b>2,140</b>  Nov: <b>2,132</b>  Dec: <b>1,842</b>  TOTAL <b>6,114</b>	17,227	-	↔  [Q3: 14/15] [Result: 6,114]	↓  [Q2: 15/16] [Result: 6,233]	
RD2	Tribunal appeals (won / lost / not contested (NC))	-	-	Won = 4 Lost = 2 N/C = 7	Won = 19 Lost = 11 N/C = 12	-	[Q3: 14/15] Won = 14 Lost = 1 N/C = 4	[Q2: 15/16] Won = 8 Lost = 5 N/C = 3	
RD3	Reasons for appeals lost (narrative measure)	-	-	-	-	-	-	-	Reasons for appeals lost (narrative measure): <ul style="list-style-type: none"> <li>Satisfied contravention did not occur</li> <li>Satisfied passenger being collected</li> </ul>





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Ref	Indicator	Target for year	Profile for period (Q3)	Results for period (Q3)	Cumulative result (Q3)	 % variance	Trend since last year (Q3 2014/15)	Trend since last period (Q2 2015/16)	Comment
<b>ICT – CAPITA</b>									
IT1	ICT availability to users during core working hours (desktop & applications)	99.50%	99.50%	<b>99.72%</b>	N/A	 [0.2%]	↑ [Q3: 14/15] [Result: 54%]	↑ [Q2: 15/16] [Result: 97.0%]	Results for December 2015 and compared with results for September 2015 and December 2014.
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%	<b>92.5%</b>	N/A	 [2.6%]	Result for Q3 not available	↑ [Q2: 15/16] [Result: 84.94%]	Results for December 2015 and compared with results for September 2015 .  36 Priority 1 (P1) calls were logged in total, 16 for TRDC and 20 for WBC. On analysing the P1 incidents 15 were for Academy, 12 for Outlook issues the remaining calls show no real patterns. There were also 2 Priority 2 calls logged this was down from 10 on the previous month. The % shown are for high priority incidents.








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Ref	Indicator	Target for year	Profile for period (Q3)	Results for period (Q3)	Cumulative result (Q3)	 % variance	Trend since last year (Q3 2014/15)	Trend since last period (Q2 2015/16)	Comment
IT3	Helpdesk response times	99%	99%	99.72%	N/A	 [0.7%]	↓ [Q3: 14/15] [Result: 99.91%]	↑ [Q2: 15/16] [Result: 99.02%]	Results for December 2015 and compared with results for September 2015 and December 2014 Unable to split between authorities Total 705 calls were logged during the period. 703 were within the SLA.
IT4	Unresolved calls that have breached the SLA (that is 101% or above)  <i>For reference call breaches are defined below:</i> <ul style="list-style-type: none"> <li>• 0%-100% are within Target</li> <li>• 101%-200% is up to twice Target</li> <li>• 201%-400% is up to four times Target</li> <li>• 400+% are breaches greater than four times Target</li> </ul>	-	N/A	159	N/A	N/A	↓ [Q3: 14/15] [Result: 81]	↑ [Q2: 15/16] [Result: 240]	Call breaches for 101%-200% have decreased by 15 and those for 201%-400% have increased by 59. Those for 400+% has decreased by 70, calls cleared for the month were up by 39 on the number of calls logged
IT6	Customer Satisfaction:	5.65 on a scale of 1 to 7	5.65 on a scale of 1 to 7	-	-	-	-	-	This indicator relies on staff completing a survey following closure of a call; currently low response rate. The response rate is so low that the resulting score cannot be taken as representative.

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Ref	Indicator	Target for year	Profile for period (Q3)	Results for period (Q3)	Cumulative result (Q3)	 % variance	Trend since last year (Q3 2014/15)	Trend since last period (Q2 2015/16)	Comment
<b>HUMAN RESOURCES – WATFORD BOROUGH COUNCIL (LEAD AUTHORITY)</b>									
HR1	Sickness absence (working days lost per employee, rolling 12 month rate)	5 days	0.4 days for Dec-15  5.0 days Rolling year period	0.56 days	5.02 days Rolling year period	 [40%] [for period]   [0.4%] [for rolling year]	 [Q3: 14/15] [Result: 4.22 days]	No quarterly result for quarter 2	Just over target for rolling year period.

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Ref	Indicator	Target for year	Profile for period (Q3)	Results for period (Q3)	Cumulative result (Q3)	 % variance	Trend since last year (Q3 2014/15)	Trend since last period (Q2 2015/16)	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	<b>22 days</b>	20 days	 [0%]	 [Q3: 14/15] [Result: 25.98 days]	 [Q2: 15/16] [Result: 20 days]	Performance impacted by Christmas break and IT issues
RB2	Average time to process change of circumstances (from date of receipt to date processed)	15 days	15 days	<b>17 days</b>	14 days	 [13.3%]	 [Q3: 14/15] [Result: 16.88 days]	 [Q2: 15/16] [Result: 12 days]	Performance impacted by Christmas break and IT issues

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RB3	Collection rates of council tax (against profiled target)	96.0%	82.97%	<b>83.46%</b>	83.46%	 [0.59%]	↓ [Q3: 14/15] [Result: 82.0%]	Not applicable	Above target by 0.49%; Recovery of council tax debt by bailiffs up by £146,504 (43%) on last year
RB4	Collection rates of NNDR (against profiled target)	97.3%	84.88%	<b>83.87%</b>	83.87%	 [1.19%]	↓ [Q3: 14/15] [Result: 87.6%]	Not applicable	Profile not changed from last year but additional £875k profiled for Jan-March compared to last year, so expect to achieve year-end target; NNDR arrears collected by bailiffs up 61% - extra £149,891 collected

- 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>					
PR48	To raise with SLM why user 'throughput' information was measured at the leisure centres as opposed to 'membership' data.	Partnerships and Performance Section Head	26/11/15		This will be raised as part of a review of indicators for 2016/17.
PR53	To raise the issue of the apparent high level of tribunal appeals lost in relation to parking matters at the February 2016 meeting of the OSSP when the Annual Parking Service Report would be discussed.	Committee and Scrutiny Support Officer	26/11/15		To be raised under the Annual Parking Service contract item at the February meeting.
<b>Veolia</b>					
VE23	To invite Veolia to an early meeting of the Panel in the 2016/17 municipal year.	Committee and Scrutiny Support Officer	26/11/15		Invitation will be sent when the work programme for the new municipal year has been prepared.

