



**WATFORD  
BOROUGH  
COUNCIL**

# **OVERVIEW AND SCRUTINY COMMITTEE**

**28 November 2019**

**7.00 pm**

**Town Hall, Watford**

**Contact**

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For information about attending meetings please visit the [council's website](#).

**Publication date: 20 November 2019**

# Committee Membership

Councillor A Grimston (Chair)

Councillor J Dhindsa (Vice-Chair)

Councillors D Allen-Williamson, R Martins, B Mauthoor, M Parker, G Saffery, J Stiff and M Turmaine

## Agenda

### Part A - Open to the Public

**1. Apologies for Absence/Committee Membership**

**2. Disclosure of interests (if any)**

**3. Minutes**

The [minutes](#) of the meeting held on 24 October 2019 to be submitted and signed.

**4. Other scrutiny meetings - minutes**

The following scrutiny committees and task groups have met since the last meeting of Overview and Scrutiny Committee:

- Watford Colosseum Task Group on [14 October 2019](#)

**5. Call-in**

To consider any executive decisions which have been called in by the requisite number of councillors.

**6. HQ Theatres - end of year 8 (Pages 4 - 20)**

A report of the Leisure and Environmental Services Section Head enclosing the annual report from HQ Theatres.

NB The appendix to this report is a public document.

**7. Leisure Centre Contract - SLM - end of year 1 (Pages 21 - 50)**

A report of the Head of Community and Environmental Services.

**8. End of Q2 2019/20 Key Performance Indicators (Pages 51 - 81)**

Report of the Group Head of Corporate Strategy and Communications

**9. Executive Decision Progress Report (Pages 82 - 90)**

The scrutiny committee is asked to review the latest edition of the Executive Decision Progress Report and consider whether any further information is required.

**10. New scrutiny task group - health services for deaf people (Pages 91 - 94)**

Report of the Senior Democratic Services Officer.

This report asks the committee to consider a new task group suggestion.

**11. Hertfordshire County Council's Health Scrutiny Committee**

Councillor Grimston, the Council's appointed representative to the County Council's Health Scrutiny Committee to provide an update.

**12. Work Programme (Pages 95 - 99)**

The scrutiny committee is asked to review the current version of the work programme and consider any additional areas councillors wish to scrutinise.

**13. Dates of Next Meetings**

- 19 December 2019
- 23 January 2020 (for call-in only)
- 6 February 2020

# Agenda Item 6

Part A

**Report to:** Overview and Scrutiny Committee

**Date of meeting:** 28 November 2019

**Report author:** Head of Leisure & Environmental Services

**Title:** Review of the Watford Colosseum Management Contract Year 8 (September 2018 - August 2019)

## 1.0 Summary

1.1 The end of Year 8 report (Appendix 1) produced by HQ Theatres, details the live music, comedy shows and corporate events over the last 12 months at venue.

This report provides a summary of:

- Background information to the Colosseum contract with HQ Theatres
- End of Year 8 Report – HQ Theatres (Appendix 1)

1.2 This report is to provide information to non-executive councillors on the performance of the Watford Colosseum Management Contract during Year 8 (September 2018 – August 2019) to support the scrutiny of the contract.

## 2.0 Risks

### 2.1

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Contractors do not deliver contract and service specification outlined in the contract	The facility or services is not available for residents and customer to use	Regular contract monitoring by the council to review the contract and KPI'S requirement are being met by the third sector contractor	Treat	Unlikely (2) x High (3) = rating of 6
Contractor has financial viability issues, enters into a CVA or goes into administration	As above	As above Regular review of contractors accounts	Tolerate	Unlikely (2) x High (3) = rating of 6

Death or injury to a customer/user or member of staff	Distress to injured parties  Reputational risk to council and contractor in failings in health and safety compliance is identified	Regular partnership monitoring by the council to review the health and safety and contract requirements are being met and reviewed by the third sector contractor	Treat	Unlikely (2) x High (3) = rating of 6
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**3.0 Recommendations**

3.1 To review the Watford Colosseum end of Year 8 cover report and supporting information and consider whether any further action is required.

**Further information:**

Chris Fennell - [Chris.fennell@watford.gov.uk](mailto:Chris.fennell@watford.gov.uk)

Tel: 01923 278317

**Report approved by: Alan Gough Group Head of Community & Environmental Services**

#### 4.0 **Detailed proposal**

4.1 Watford Colosseum is a high profile live music, comedy and events venue which helps to deliver the council corporate objectives linked to creating a vibrant local evening economy and the wider cultural agenda.

4.2 In 2011 HQ Theatres commenced the management of the theatre, the current contract term will expire in March 2021. HQ Theatres currently operate 11 venues across England including G-Live in Guildford, Wycombe Swan and Wyvern Theatre in Swindon.

4.3 During Year 8 the management fee to HQ Theatres to operate the venue was £176,060.

4.4 The contract also has a profit share arrangement, for the contract Year 7 (2017-2018) the council received £19,973 and for contract Year 8 (2018-2019) £34,503.

#### 4.5 **Headline results (extracted from Appendix No. 1)**

- Over 70,000 customers or attendees to the venue
- 270 shows or performances
- 45 conferences and meetings
- £1.8 m contribution to the local economy during 2018-2019 contract year

4.6 Each of the major contracts (SLM/Everyone Active for the Leisure Centres, Veolia for the Waste, Streets and Parks and HQ Theatres for Watford Colosseum) has a bespoke service specification which details the KPIs required by the council.

#### 5.0 **Implications**

##### 5.1 **Financial**

5.1.1 The Shared Director of Finance comments that there are no financial implications or issues identified in this report

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

5.2.1 The Head of Democracy and Governance comments that there are no legal implications or issues identified in this report

##### 5.3 **Equalities, Human Rights and Data Protection**

5.3.1 An Equality Impact Assessment (EIA) was undertaken for the Watford Colosseum contact to establish whether there are any emerging needs that are not addressed through the contracts priorities. If there are emerging needs identified during the period of the contract term that are not currently met, consideration will be given as to whether these are a District Council responsibility.

5.3.2 Having had regard to the council's obligations under the General Data Protection Regulation (GDPR) 2018, it is considered that officers are not required to undertake a Data Processing Impact Assessment (DPIA) for this report.

5.3.3 There is a GDPR policy statement contained within the Watford Colosseum contract documents.

#### 5.4 **Staffing**

5.4.1 There are no changes to WBC staffing arrangements identified in this report.

#### 5.5 **Accommodation**

5.5.1 There are no changes identified in this report relating to WBC office/town hall accommodation.

5.5.2 HQ Theatres operates the Colosseum venue under a landlord and tenant maintenance and repair lease. This arrangement will remain in place for the term of the Watford Colosseum contract.

#### 5.6 **Community Safety/Crime and Disorder**

5.6.1 The council has considered the crime and disorder implications of the Watford Colosseum contract and ensured that the operator and service specification makes a positive contribution e.g. providing a safe and controlled environment for young people to attend events and access live music shows.

#### 5.7 **Sustainability**

5.7.1 The Watford Colosseum contracts accords with the council's approach on sustainable procurement to consider the social, environmental and economic impacts of the contract and the venue makes an important contribution to the wider evening economy of the town centre.

### **Appendices**

- Appendix 1 – HQ Theatres – End of Year 8 Report

### **Background papers**

- N/A

# WATFORD COLOSSEUM

**ANNUAL REPORT 2018 – 19  
CONTRACT YEAR 8**

PRIVATE & CONFIDENTIAL



IN PARTNERSHIP WITH



**WATFORD  
BOROUGH  
COUNCIL**



## **PURPOSE OF REPORT**

This report is a summary of Watford Colosseum's eighth full year of activity and sets out the Venues performance against the indicative performance indicators in the agreement between HQ Theatres & Hospitality (HQT&H) and Watford Borough Council (WBC).

The reporting period is 1st September 2018 to 31st August 2019, inclusive.

The basis of the report is the performance, community and corporate events activity as reported to WBC at the monthly meetings held since the commencement of the contract.

The Venue Director for the Watford Colosseum has presented quarterly summary reports as follows;

- The live programme, including final ticket sales
- Financial Summary for the wider business
- Community activity and Outreach
- Marketing activity
- A summary of future programme challenges and opportunities
- Building related issues and health & safety

In addition, the 'live' programme, broken down by genre against the Operator Agreement KPI has been reported at the quarterly review meetings between HQT&H and WBC.

This process is concluded each year with the Annual Review Meeting and a presentation, based on this Annual Report, to WBC's Executive and Scrutiny Committees.

## **CONTENTS**

1. Executive Summary
2. Key Statistics
3. Programme Balance and Range
4. Community Use
5. Key Performance Indicators
6. People and Structure
7. Guest Experience & Customer Satisfaction
8. Buildings and Health & Safety

## 1. EXECUTIVE SUMMARY

Watford Colosseum's 8th year of operation under HQT&H's management, has seen a continued improvement in performance of all areas monitored within the contract. From programming to financial, KPI's to positive feedback; strong results have been achieved.

The venue strategy of concentrating primarily on a programme of **Live Comedy** and **Music** has continued to deliver. Alongside this, **Family** product has thrived (in particular shows based on popular Children's TV shows; *In The Night Garden*, *BING!* and *Peppa Pig*) and seasonal events such as *Rudolph Rave*, *The Snowman* and *Santa*. As we move into year 9 we will build on this solid foundation to further develop the programme breadth.

The Venue's headline strategic marketing activity has been reported within the monthly meetings with Watford Borough Council. Significant changes had been made to the marketing strategy of the venue in which the first phase of 'product led digital' programming has achieved great success. Further work is needed on cementing this digital strategy which will allow us to communicate quickly and accurately with our customers.

Watford Colosseum continues to work closely with local communities, and producers, in order to circumnavigate potential challenges concerning programming in Watford i.e. the venues proximity to London. Great strides have been achieved in connecting with new producers whilst developing the existing relationships with returning communities and returning producers.

An encouraging year for many areas of the business; team/fiscal growth, development of business plan/forward planning and achieving targets

Undertaking an annual competitor and SWOT analysis of the venue and surrounding area, we have been able to construct a business plan reflective of the venues strengths, in order to work and develop within these parameters.

### Economic Impact of Watford Colosseum

Watford Colosseum makes a significant contribution to the local economy each year through its activities and events. Using recognised Arts Council England (ACE) methodology we calculate the economic contribution of Watford Colosseum directly into the local economy in 2018-2019 to be more than **£1.8m**

This figure includes the impact of additional visitor spend made by Colosseum audiences on items like parking, transport and food and drink connected with their visit; an estimate of staff wages spent locally; and a calculation of the impact of locally procured supplies and services by the venue and by visiting companies. Adjustments and reductions have been made, in line with ACE recommendations, to provide a credible figure.

## 2. KEY STATISTICS

270

PERFORMANCES

110

MORE THAN  
ON PRIOR YEAR

70k

ATTENDEES

8%

HIGHER THAN  
PRIOR YEAR

45

CONFERENCES &  
MEETINGS

36

MORE THAN  
PRIOR YEAR

28%

COMMUNITY  
EVENTS

6%

HIGHER THAN  
PRIOR YEAR

### 3. PROGRAMME BALANCE & RANGE

#### IN-HOUSE HOSPITALITY EVENTS

28 Hospitality Events were held across the year including:

- **Tropicana Nights**
- **Tea Dances**
- **Only Fools & Three Courses** dining experience
- **Rudolph Rave**
- **Christmas Parties** where capacity and attendance increased significantly.

#### COMMUNITY HIRES

28% of events programmed were **Community Hires**.

- Community Hires remain an important part of the venue programme.
- The Colosseum has continued to reach out to new groups and schools whilst maintaining excellent relationships with existing bookers.

#### LIVE MUSIC

- The **Live Music** programme has sustained growth, building on successful 2017/18. Heavily sold or sell out named acts included **Mike and the Mechanics, Paul Young, Midge Ure, Shalamar** and **The Proclaimers**.

#### BIG NAME COMEDY

- **Comedy** continues to be exceptionally popular for both performer and customer alike with healthy sales and sold out shows including **Jimmy Carr, Ricky Gervais, Jack Whitehall, Russell Kane** and **Nish Kumar**.

#### FAMILY SHOWS

- Another great year for **Family** product saw the Christmas **Santa** show reaching great heights in sales. In addition, popular CBBC programmes, **Peppa Pig, In The Night Garden** and **BING!** achieved fantastic business selling over 4,000 tickets over each of their two day runs.

#### SPORTING EVENTS

- The return of ITV's **Coral Snooker Shoot Out** was a huge achievement for the venue team and helped to cement **Live Sporting Events** into our programme. The venue was transformed into a fully-fledged sporting arena, which included Practice Rooms, Players' Lounge, VIP Areas, Main Arena and TV Centre along with Live Streaming.

#### DANCE

- Ballet UK's Christmas dance production returned for a second year and it continued to show potential and will form part of our seasonal offering in year 3.

#### ORCHESTRAL REHEARSAL

- **Orchestral Rehearsal Hire** continued to be an important programming strand for the venue.
- Alongside the 90 days that the Colosseum was utilised by the **BBC Concert Orchestra**, we were also hired for an additional 10 days by other world famous orchestras including the **Royal Philharmonia**.

## 4. COMMUNITY USE

# 1,524

CONCESSIONARY TICKETS WERE ISSUED

**8%** HIGHER THAN PRIOR YEAR

# 481

PERSONAL ASSISTANT TICKETS ISSUED

**46%** HIGHER THAN PRIOR YEAR

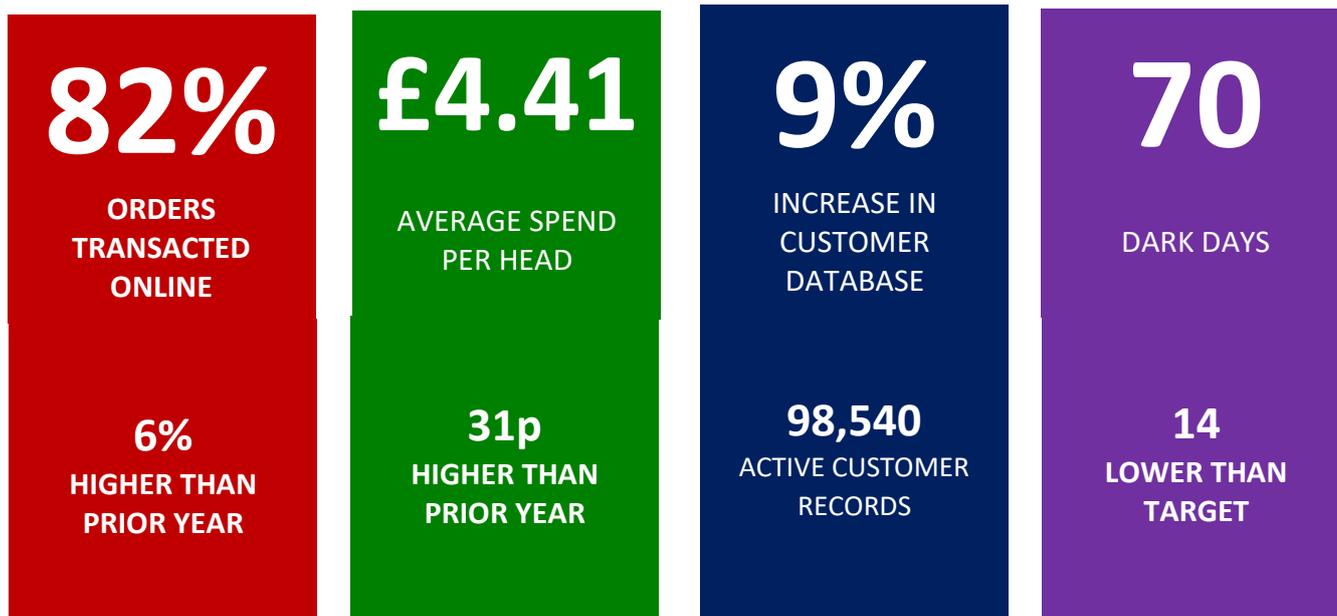
This year the Colosseum hosted a variety of Community initiatives and hires; 28% of our programme has been formed by events and celebrations; High Holy Days, Birthday Parties, Weddings, Church Fundraisers, Family Fun days and Community award ceremonies.

The venue has continued its involvement at local community events and to welcome community projects and initiatives into the building. Some of the internal and external outreach programmes with have been involved with include:

- Croxfest – September 2018
- #LobbyLive – throughout the year [currently rested]
- Watford Colosseum Family Fun Open Day - October 2018 [Event supporting the Watford Fringe Festival and Watford Heritage Day]
- Watford Weekender – Watford BID – October 2018
- Winter In Watford – Watford BID – Christmas 2018
- Hemel Hempstead Light Switch On – November 2018
- Hosted the Watford BID Awards – February 2019
- Launched 'The Big Hop' family event - Easter 2019
- Croxley Green Revels – June 2019
- Watford Expo – June 2019
- Watford Colosseum Wellness Week – August 2019
- Mum To Mum Markets [throughout the year]
- Work Experience [throughout the year]
- Adhoc tours for students/visited local schools regarding working in the arts.



## 5. KEY PERFORMANCE INDICATORS – agreed between WBC and HQT&H



Target	2015-16	2016-17	2017-18	2018-19
Increase % of online orders to 75%	69%	76%	76%	<b>82%</b>
Achieve Hospitality SPH of £4.14	£4.50	£4.59	£4.10	<b>£4.41</b>
Increase total database by 5% annually	-	+9.75%	+5.75%	<b>+9.18%</b>
20% of programmed events to be Community	26%	24%	22%	<b>28%</b>
Number of dark days to be limited to 84	81	67	72	<b>70</b>

## 6. PEOPLE & STRUCTURE

We are very proud of our team that work within the Colosseum. From our specialists in Venue Programming, Hospitality, Marketing and Technical Management teams to the casual and Volunteers who keep the day to day operation running smoothly. Each of our team is chosen for their passion for entertainment industry and their appetite for first class customer service. Our current team consists of 19 full time, 2 part time, 102 casual and 54 volunteers.

### FOUR PILLARS PROGRAMME

The foundation to the Colosseums customer experience strategy is formed from a central HQT&H initiative called the 'Four Pillars programme'. This encourages and empowers our teams to have confidence in the key skills in order to deliver an exceptional experience every time. Alongside this programme runs a 'Reward and Recognition' initiative. This recognition programme is designed to inspire and encourage our leaders and team members to consistently deliver outstanding customer service to our guests.

## HQ ACADEMY

HQ Academy has been founded to provide a new identity for the training across the group. It has been designed to give cohesion around different strands of training. The HQ Academy is not a physical space; it is designed to help communicate the different programmes consistently and under one banner. These include apprenticeships in hospitality, marketing and technical. In addition HQ Academy covers other essential training such as Safeguarding and Level 1 and 2 people management.

## APPRENTICESHIPS & WORK EXPERIENCE

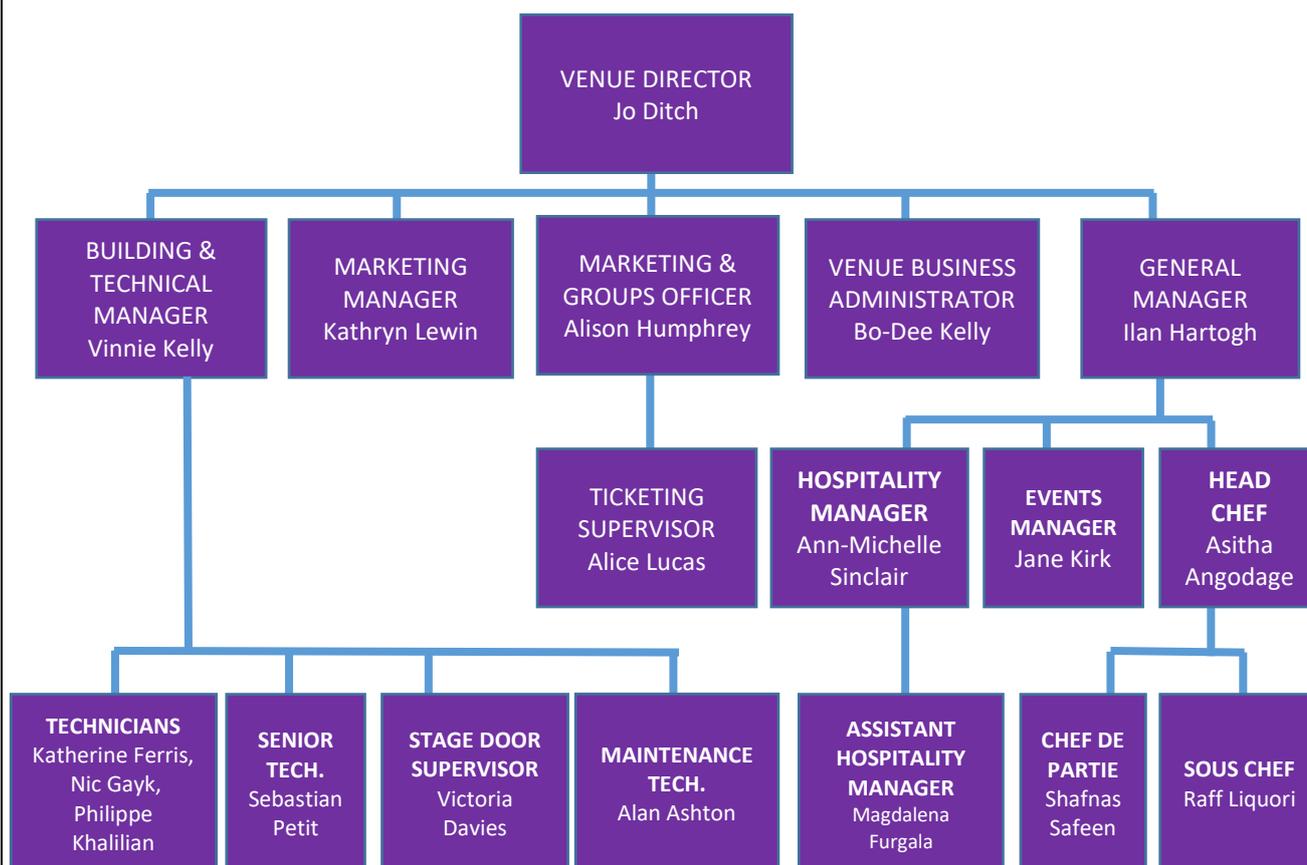
Apprenticeship and Work Experience opportunities are welcomed and encouraged at the venue. HQT&H work with 'Springboard' and local schools and education establishments to provide experiences within a venue, tailored to the individual. These placements can last from a few days to 18 months.

This year Watford Colosseum has partnered with 'Discover Creative Careers!' initiative; a week-long event which will see employers across creative industries opening their doors to young people to inspire and inform the next generation of workers

## DISABILITY CONFIDENT SCHEME

Additionally, this year saw the venue sign up to the Disability Confident scheme. This scheme is designed to help make a difference toward increasing the number of employers in Watford who are able to recruit and retain people with a disability.

## ORGANISATIONAL STRUCTURE



**WE WELCOMED THE FOLLOWING MEMBERS OF STAFF TO OUR TEAM:**

**NIC GAYK** – Technician

**PHILIPPE KHALILIAN** – Technician

**KATHRYN FERRIS** – Technician

**CHRIS NASH** – Supervisor

**WE CONGRATULATED THE FOLLOWING PROMOTIONS & ROLE CHANGES:**

**ALISON HUMPHREY** – Marketing & Groups Officer (Maternity Cover to full-time position).

**VINNIE KELLY** – Building & Technical Manager (Promotion from Senior Technician).

**JESSICA LOACH** – Supervisor (Promotion from Waitress).

**EMPLOYEE HIGHLIGHTS**



**GREAT  
ORMOND  
STREET  
HOSPITAL  
CHARITY**

For 10 years **HQ Theatres**, alongside parent company **Qdos Entertainment**, has been actively raising funds for **Great Ormond Street Hospitality Children's Charity**.

In 2018 the company received the highest form of recognition that GOSH can bestow on its supporters – becoming members of *The Friends of Adeona*.

This year the Colosseum team continued to play their part with a range of fundraising activity including bake sale competitions and a variety of sponsored walks and runs. In total the venue raised more than £3,000 for this important cause.

Over 350 internal and external training spaces were filled with members of the Watford Colosseum Team. These include; Counter Terrorism, Safeguarding, IOSH Managing Safely, Food Safety, People Management levels 1 & 2 and IPAF



## Skill Makers Employer Excellence Awards

Inspiring the next generation by creating dynamic opportunities for young people to experience the modern world of work - Skill Makers Employer Excellence Awards

This was awarded to the venue for our attitude to work experience; ensuring each young person gets the very best experience within a creative space

## 7. GUEST EXPERIENCE & CUSTOMER SATISFACTION

Watford Colosseum operates a robust programme of initiatives to measure customer satisfaction and to ensure the Guest Experience is monitored and improved.

### POST PERFORMANCE QUESTIONNAIRES

Each customer that we hold an e-mail address for receives a questionnaire immediately after attending a performance asking them about their venue experience. The questionnaire covers many aspects of their visit and has a section for specific written feedback. Comments received are available for the venue team to view to inform changes to the venue operation as appropriate.

### HGEM – MYSTERY GUEST PROGRAMME

Each month the venue received a 'mystery guest' visit which provides a full audit of the entire customer journey; from booking tickets to the experience on the night. The audit covers several areas; including liaison with the box office and the ticket buying experience, arrival, greeting, venue signage, cleanliness and the show itself. Alongside that a separate restaurant report is compiled going into further detail of the customer experience when dining with us. Areas assessed include entrance, table set up, ordering, upselling, staff knowledge and food quality/presentation as well as billing and a rating of the overall experience.

### ANNUAL SURVEY

Alongside these initiatives an annual survey is sent out to our database with an incentive offered to encourage completion. In our most recent survey the majority of our customers rated their overall experience within the venue as 'excellent' or 'very good'.

### ACCESS & THE SOCIAL MODEL OF DISABILITY

HQT&H are committed to ensuring our 'Theatres are for Everyone'. An 'Access Task Force' has been formed to fully embrace our commitment to adopting the 'Social Model of Disability'. The first task undertaken is training, communication, building audits and mystery guest visits. In order to equip the business with the skills to succeed we have joined forces with two most influential and important organisations in this field; Ramps on the Moon and Attitude is Everything. Our partnership with both specialist organisations is ground breaking and sees HQT&H once again leading the way within our industry

### ENVIRONMENTAL POLICY & JULIE'S BICYCLE PARTNERSHIP

We have quietly and consistently delivered a range of innovative and exciting initiatives including;

- Closed Loop cup collection
- Food Waste recycling,
- Life Water Partnership
- Point Foundation [Café Praego] partnership
- LED bulb replacement programme
- Reduction in meat based dishes on menus
- Meat and Fish welfare standards
- Sustainability accreditation.

As we continue to reduce our environmental impact and grow our sustainability programme we will be partnering with a creative industries sustainability mentor, **Julies Bicycle**. Through a 'Venue Green Group Network' we will embed the many social good practices and schemes that contribute to reducing our impact and improving our performance in this important area. HQT&H will become a 'Creative Green' accredited company and the Watford Colosseum a 'Green Stamped' venue through an external auditing process.

## EXAMPLE CUSTOMER COMMENTS

**“A really nice venue, it’s big, comfortable seats. I had occasion to go backstage as well. The staff are very friendly and helpful.**

**A good selection of refreshments, nice bathrooms and parking”**

**"Great theatre - comfortable and not too big. The staff were lovely. We went to see The Overtones who were amazing.**

**It’s the best venue I have seen them in!”**

**“I really enjoy the pre-concerts suppers as you can keep your table and use it in the interval. Staff are very good and efficient”**

**“Great place to see live entertainment, good food and good prices as well. We went to see the Snooker Shootout there. Superb seating as so close to the table”.**

HQ Theatres & Hospitality is unique amongst UK theatre operators in specialising in Hospitality management alongside Theatre and Venue management.

The Colosseum manages the Hospitality services directly, and its chefs and hospitality team excel in providing the best in first-class food and drink for special events, parties and conferences from the intimate to the large-scale.

Combining venue management with food and drink service on site ensures a seamlessly excellent experience for audiences, guests and delegates

The launch of 'Show Stopping Food and Drink' brand has ensured the Colosseum has stayed relevant and modern by introducing new images, colours and designs. The introduction of a downloadable 'App' to pre order food and drink has been met with success across the group



**COMMENT MATRIX – COMPLIMENTS & COMPLAINTS**

Categories:	Description:	Performance Measures:	Jul-Sep	Oct - Dec	Jan-Mar	Apr-Jun	Jul-Sep	Total
<b>Policy</b>	All matters relating to Policy issues including Programming	No of compliments	15	27	26	28	8	104
		No of complaints	2	2	2	1	3	10
<b>Service Delivery</b>	Including: <ul style="list-style-type: none"> <li>➤ Failure to deliver services</li> <li>➤ Poor quality of service</li> <li>➤ Delay in the delivery of service</li> </ul>	No of compliments	20	26	27	24	7	104
		No of complaints	3	3	3	7	10	26
<b>Customer Services</b>	Including: <ul style="list-style-type: none"> <li>➤ Incorrect information given</li> <li>➤ No response to customer enquiry</li> <li>➤ Unfair treatment of customer</li> <li>➤ Staff attitude</li> <li>➤ Car park</li> </ul>	No of compliments	23	35	44	43	19	164
		No of complaints	3	3	2	4	4	16
		Total no of compliments	58	88	97	95	34	372
		Total no of complaints	8	8	7	12	17	52

## 8. BUILDINGS & HEALTH & SAFETY

Watford Colosseum's Building and Technical Manager, alongside the Venue Director, lead on aspects of Health and Safety within the Venue.

The venue team undertake regular training in the following key areas:

- Safeguarding
- Manual Handling
- First Aid

### HEALTH & SAFETY PORTAL

As a group, HQT&H utilize a H&S portal for monitoring of risk assessment completion, mandatory training progress and which hosts certification of compliance which is uploaded by the venue.

This includes:

- Risk assessments
- Safe systems of work
- Legionella testing
- COSHH
- LOLER
- Statutory inspections
- Accident and Incident reporting
- PAT Testing

Through partnership with RB H&S Ltd (our appointed external H&S consultants) annual audits and quarterly inspections are undertaken. Following these audits the venue team receive an action plan with a date/priority driven timeframe for completion. All actions are dealt with and at the end of this current year we have completed all outstanding actions within our control.

**'Once again, this was a positive inspection for the Colosseum.  
Discussions with staff revealed no serious concerns''**  
*RB H&S Ltd*

### PLANT & MACHINERY

Throughout the year the venue has had ongoing works with Watford Borough Council regarding Building Management Systems, pumps, heaters and roof works. Works have been managed in line with repairs as the works are due for replacement during the closure period commencing March 2021.

New online maintenance request portal launched for ongoing management of reactive maintenance.

Part A

**Report to:** Overview and Security Committee

**Date of meeting:** 28 November 2019

**Report author:** Head of Leisure & Environmental Services

**Title:** Review of the Leisure Centre Management Contract (LCMC) Year 1 2018-19

## 1.0 Summary

1.1 The End of Year 1 report produced in partnership with SLM/Everyone Active, details a snapshot of the positive outcomes, initiatives and projects that have been delivered through the LCMC over the last 12 months.

This report provides a summary of:

- Background information to the LCMC
- SLM – End of Year 1 Report (Appendix No. 1)
- LCMC - Contract KPIs Report (Appendix No. 2)
- Paddling Pool End of Year Report 2019 (Appendix No. 3)

1.2 This report is to provide information to non-executive councillors on the performance of the Leisure Centre Management Contract during Year 1 (June 2018 -June 2019) to support the scrutiny of the contract.

## 2.0 Risks

2.1

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Contractors do not deliver contract and service specification outlined in the contract	The facility or services is not available for residents and customer to use	Regular contract monitoring by the council to review the contract and KPI'S requirement are being met by the third sector contractor	Treat	Unlikely (2) x High (3) = rating of 6
Contractor goes into administration	As above	As above	Tolerate	Unlikely (2) x High (3) = rating of 6

		Regular review of contractors accounts		
Contractor merges with another provider or is taken over by another company	Could have no impact on the service  Or New company tries to alter the contract and KPI's which impacts on the programme or service	As above  Option to terminate the contract early	Tolerate	Unlikely (2) x High (3) = rating of 6
Contractor fails to achieve the forecasted/stated levels of income in their tender submission	Contractor tries to reduce level of positive management fee to council  Potential reduction in income share to the council	Regular review of contractors accounts and credit rating  Regular contract monitoring by the council to review the impact of new gyms or sports facilities entering the local market and the potential impact on the profitability of the LCMC	Treat	Unlikely (2) x High (3) = rating of 6

### 3.0 Recommendations

- 3.1 To review the LCMC report and supporting information and consider whether any further action is required.

**Further information:**

Chris Fennell - [Chris.fennell@watford.gov.uk](mailto:Chris.fennell@watford.gov.uk)

Tel: 01923 278317

**Report approved by: Alan Gough Group Head of Community & Environmental Services**

#### 4.0 Detailed proposal

4.1 The leisure centres are a high profile front facing public service which helps to deliver the council corporate objectives and links to the authority's wider social and wellbeing agenda.

4.2 In December 2017 the council awarded a new 15 year contract to SLM/Everyone Active to operate the leisure facilities (Watford Central and Woodside Leisure Centre and Watford Woodside Athletics Stadium) until June 2033.

4.3 The council stated aspirations for the new LCMC were:

1. The retender process should provide a positive management fee to the council
2. Transfer of risk on asset management (repair, maintenance and lifecycle replacement) to be achieved through a full repairing lease arrangement with the new contractor (including building structure and roof)
3. Transfer of risk on utilities (gas, electric and water) – the contractor is responsible for all utility costs at the leisure facilities for the whole contract period
4. Development of a sport and physical activity outreach programme

All of the stated aspirations (listed above) have been delivered as part of the tender process and were implemented during Year 1 of the LCMC.

4.4 The council received a positive management fee from SLM/Everyone Active for Year 1 (2018-2019) was £460,497 and will be £844,947 for Year 2 (2019-2020). Alongside the income from the LCMC management fee the council will receive an additional £11,000 from the income share arrangements for Year 1.

4.5 As part of the new contract arrangements a Strategic Partnership Board (SPB) has been established for the LCMC based upon the same model as the current Veolia contract and principles.

4.6 During 2018 SLM/Everyone Active took on the additional operational management and maintenance responsibility for the Cassiobury paddling pools and splash pads. This arrangement will be conterminous with the main LCMC contract term and expire in June 2033.

4.7 Headline results (extracted from Appendices 1, 2, & 3)

- Total attendance was 1,279,795 increase of 44,091 on previous year
- Total attendance at the paddling pools and splash pads 104,500
- Both Leisure Centres have been awarded the Quest 'Outstanding' rating
- 58% of the LCMC workforce are Watford residents
- 25 local firms have been used to provide services in the LCMC supply chain

4.8 Each of the major contracts (SLM for the Leisure Centres, Veolia for the Waste, Streets and Parks and HQ Theatres for Watford Colosseum) has a bespoke service specification which details the KPIs required by the council. The new LCMC KPI's (Appendix 2) were selected by the council to ensure that they are not data heavy or restrict the commercial performance

of the leisure operator. The indicators have provided the council with the information required to demonstrate that the facilities are having a positive impact on the council's health and wellbeing agenda.

## **5.0 Implications**

### **5.1 Financial**

5.1.1 The Shared Director of Finance comments that there are no financial implications or issues identified in this report.

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

5.2.1 The Head of Democracy and Governance comments that there are no legal implications or issues identified in this report.

### **5.3 Equalities, Human Rights and Data Protection**

5.3.1 An Equality Impact Assessment (EIA) has been undertaken for the LCMC to establish whether there are any emerging needs that are not addressed through the LCMC priorities. If there are any emerging needs identified during the period of the LCMC term that are not currently met, consideration will be given to whether these are a District Council responsibility.

5.3.2 Having had regard to the council's obligations under the General Data Protection Regulation (GDPR) 2018, it is considered that officers are not required to undertake a Data Processing Impact Assessment (DPIA) for this report.

5.3.3 There is a GDPR policy statement contained within the LCMC documents.

### **5.4 Staffing**

5.4.1 There are no changes to WBC staffing arrangements identified in this report.

### **5.5 Accommodation**

5.5.1 There are no changes identified in this report relating to WBC office/town hall accommodation.

5.5.2 SLM/Everyone Active operate the leisure facilities under a full repairing lease arrangement for the term of the LCMC.

### **5.6 Community Safety/Crime and Disorder**

5.6.1 The council has considered the crime and disorder implications of the new LCMC and ensured that the operator and service specification makes a positive contribution. The activities resulting from the services provided by many of the leisure operators particularly in relation to sport and physical and youth activities will contribute to a safer environment.

## 5.7 Sustainability

- 5.7.1 The LCMC accords with the council's approach on sustainable procurement to consider the social, environmental and economic impacts of the contract. Small firms, voluntary and community organisations and social enterprises are innovative and add value with an important role in the local economy and contribution to social cohesion and the wider well-being agenda.
- 5.7.2 As part of the tender submission SLM/Everyone Active has developed an environmental management policy which aims to reduce the carbon footprint of the leisure facilities. Initiatives during year 1 have included stopping the provision of blue cover shoes (single use plastics), new LED lighting systems across the centres and the installation of Combined Heat a Power (CHP) units.

### Appendices

- Appendix No. 1 - SLM – End of Year 1 Report
- Appendix No. 2 - LCMC - Contract KPIs Report
- Appendix No. 3 - Paddling Pool End of Year Report 2019

### Background papers

- December 2017 – LCMC Cabinet Report

# EVERYONE

## Overview & Scrutiny Committee

Leisure Contract 2018-19  
Year 1

# Contents

- Actions from previous meeting
- Corporate update
- Key Performance Indicators
- Year 2
- Customer service

# Update from previous meetings

CHP project completed at Woodside

Sauna & Steam projected has started

Toning suite has grown by a further 40 members

SLC review very positive

Excellent paddling pool season

# Corporate update

180 Leisure Centres with 72 Local Authorities

Chiltern District Council: 15 year contract, starts 1<sup>st</sup> April 2020

East Herts Council: 15 year contract

# Corporate update

EQMS Launched September 2019 ( Everyone Active Quality Management System)

Page 30

Casual Swimming campaign ( Naga Munchetty)

Partnered with Macmillan Cancer support as our corporate charity for the next two years.

AGE IS JUST A NUMBER.....

# KPI's

Attendance	Pre - Refurbishment	Last year	YOY Increase
Watford Central	409,964	416,080	1.4%
Watford Woodside	825,739	863,714	1.8%
Total Contract	1,235,703	1,279,794	3.2%

# KPI's

Membership Base	Current	2022 (Year 4 Target)	Last Year	YOY Increase
Watford Central	2690	2650	2570	4.6%
Watford Woodside	4554	4260	4470	1.8%
Total Contract	7244	6860	7040	2.8%

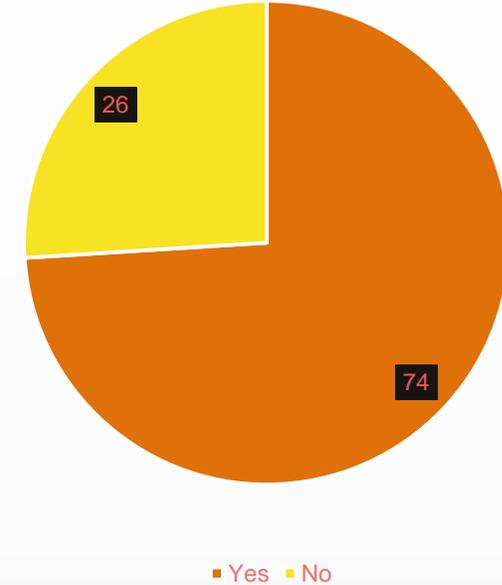
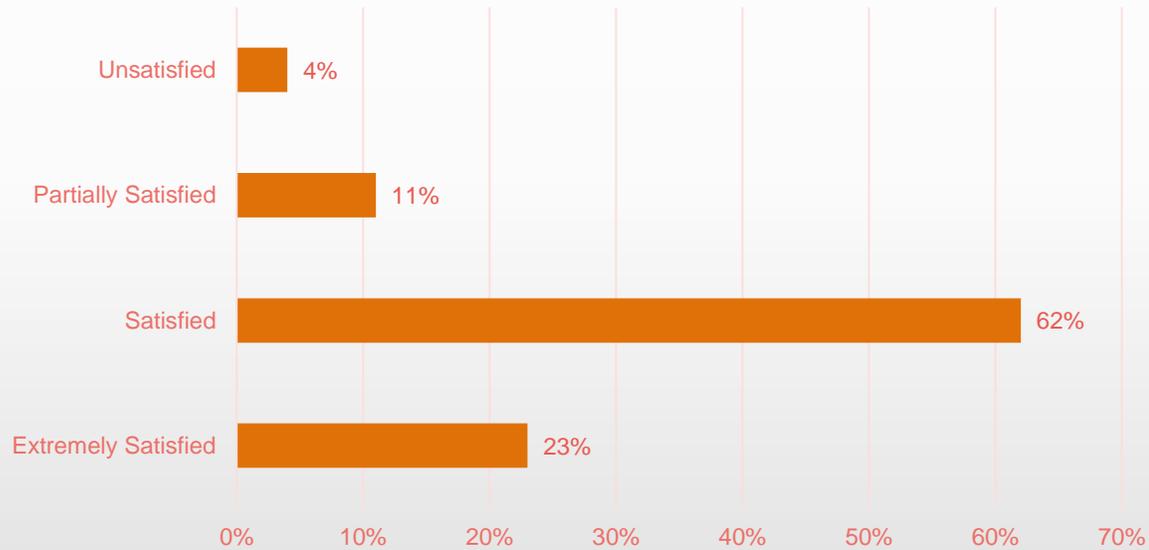
# KPI's

Swim Scheme	Current	2022 (Year 4 Target)	Last Year	YOY Increase
Watford Central	1651	1800	1680	-1.7%
Watford Woodside	2464	2500	2363	4.2%
Total Contract	4115	4300	4043	1.8%

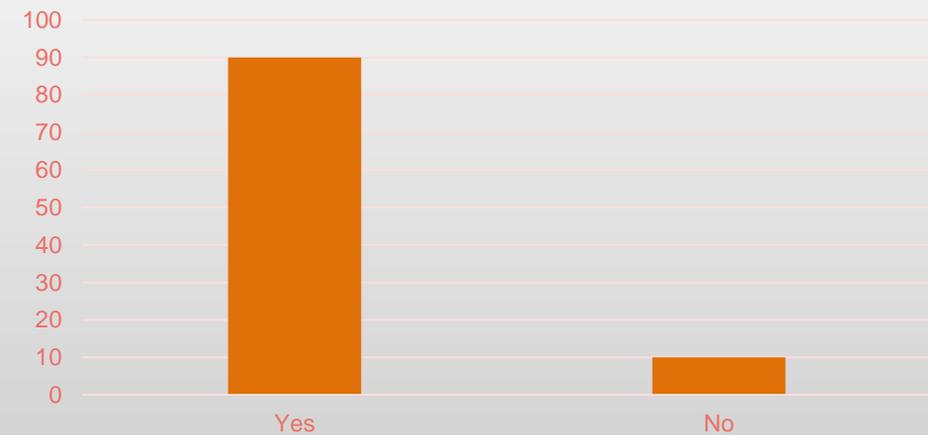
# Customer survey Central Apr -Oct

Have you downloaded the Everyone Active App

How satisfied are you with your overall visit to the centre?

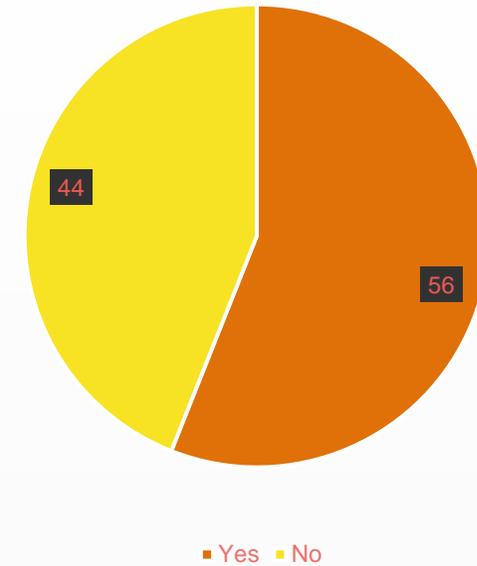


Would you recommend a friend to use this centre?

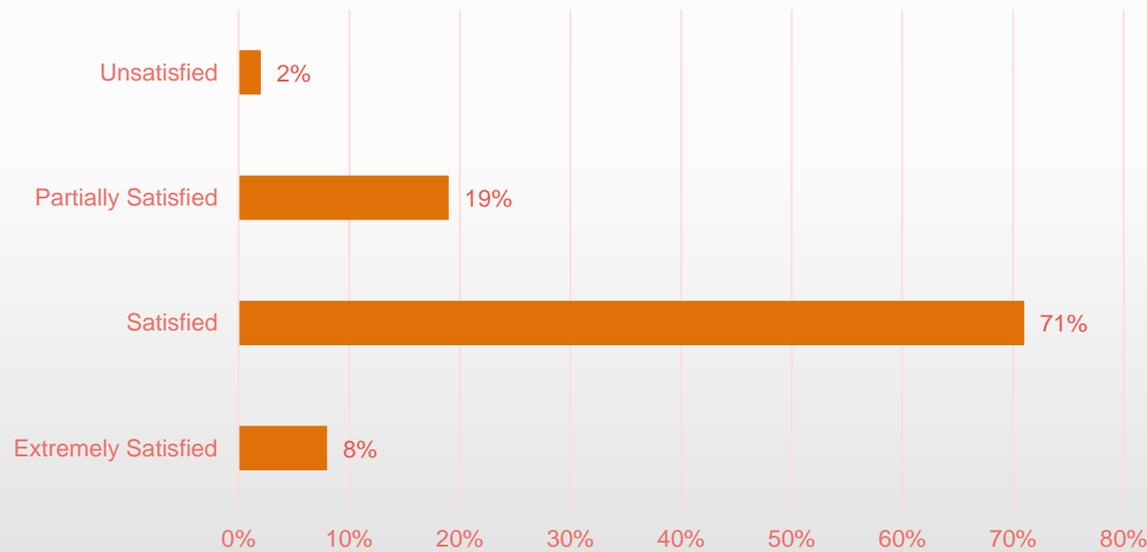


# Customer survey Woodside Apr -Oct

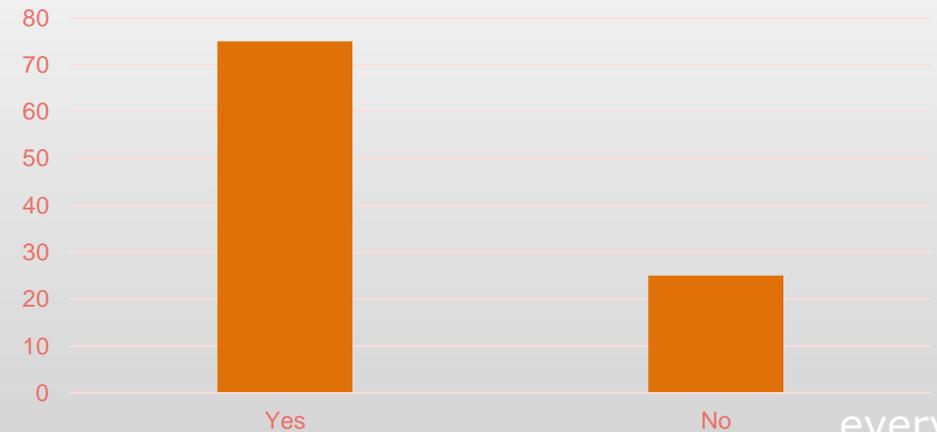
Have you downloaded the Everyone Active App



How satisfied are you with your overall visit to the centre?



Would you recommend a friend to use this centre?



## Year 2

- Health Checks
- Family open days
- Baby CPR
- Adopt a School project
- Sheltered Housing
- Hot shots football
- College Football
- Watford & Three Rivers School Partnership



# Customer Service & Challenges

**Pool chemicals – Brexit**

**Low cost gyms**

**Customer engagement - single use plastics & cleaning**

**Group exercise followings**

**Meet the Manager ( Cheese & wine)**

Paul - continues to receive excellent feedback the class, growing in numbers. He is the Frome of spinning.

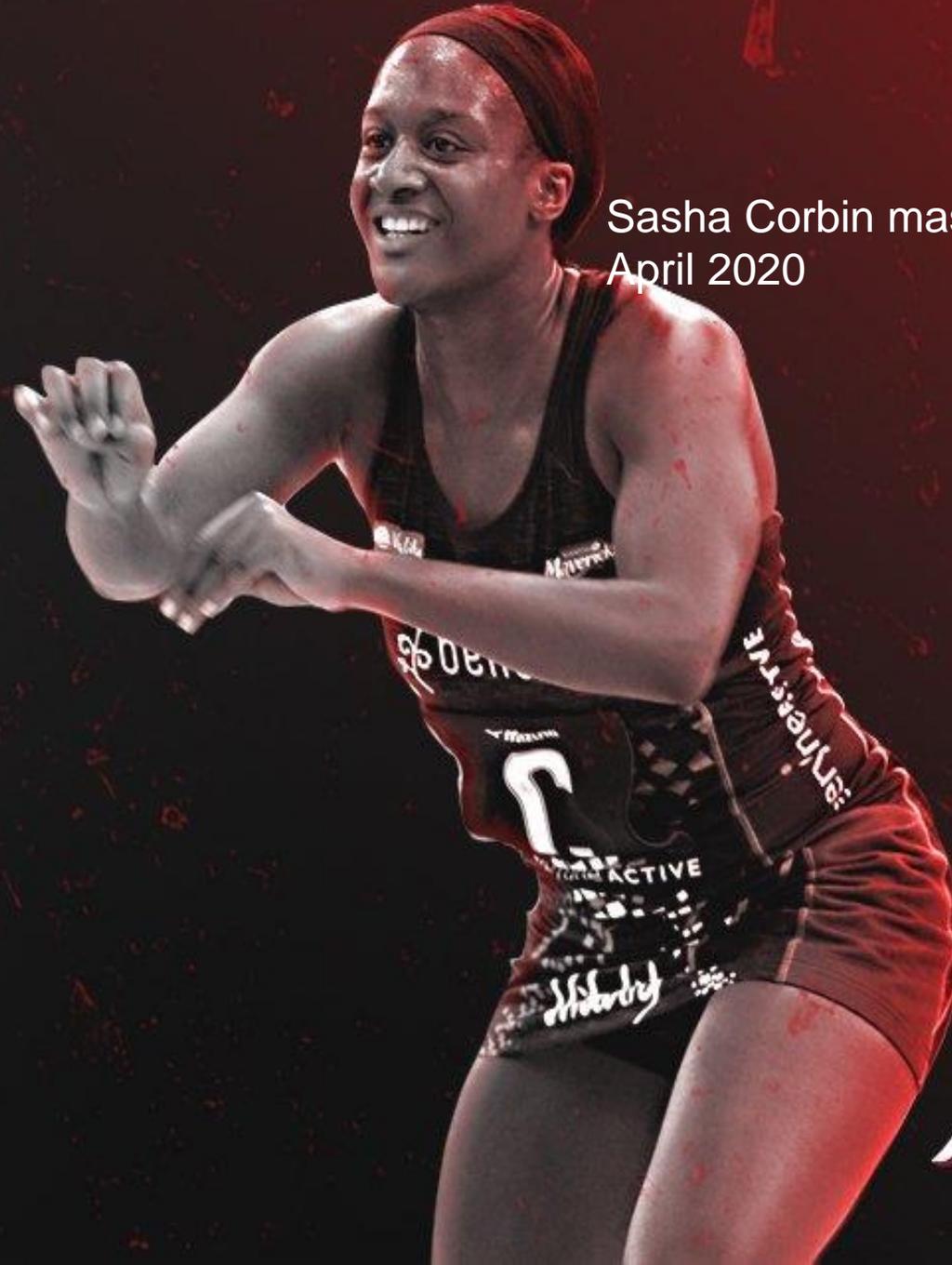
Kyle- took up the offer of free personal training session with Kyle in the gym. Excellent instructions and clear technical advice tailored to my needs

Danny - still excellent as our instructor in Wednesday evening spinning class. Takes us to within an inch of our lives! He is the Sir Chris Hoy of the spinning world

SASHA

Sasha Corbin masterclass booked for April 2020

# SASHA CORBIN



SARACENS  *Mavericks*

CORBIN

New Partnership with Max Whitlock  
gymnastics to deliver a skill for young  
people





**IMPROVING QUALITY...  
DELIVERING EXCELLENCE**

# **OUTSTANDING IN QUEST FOR FACILITIES 2019**



# Watford Leisure Contract Annual Review 2018/19

Gary Foley

Contract Manager

Annual Review

1.1.1 Watford Borough Council's Priority Outcomes for the contract are:

1. A more active borough, leading to improved health & wellbeing through increased participation in sport and physical activity by Watford residents
2. Increased engagement with specific groups and localities to expand the number and frequency of participation in sport and physical activity amongst:
  - Children and young people
  - Older people
  - BME groups
  - People with disabilities
  - Low income groups
  - Women and girls.
3. High quality services
4. Delivering long term sustainable and well-maintained leisure facilities
5. Delivering safe services
6. Providing local economic benefit
7. Strong and positive engagement with partners

- 1) A more active borough, leading to improved health & wellbeing through increased participation in sport and physical activity by Watford residents

Facility	Attendances (Actual 17/18)	Attendances (Actual 18/19)	+/-
<b>Woodside LC</b>	825,739	863,714	+37,975
<b>Central LC</b>	409,964	416,080	+6116
<b>Total</b>	1,235,703	1,279,794	+44,091

The table shows that overall attendance is up against previous years. This is due to developments at both centres. The increase at Watford Woodside is far greater than Watford central however Woodside received the larger development.

2) Increased engagement with specific groups and localities to expand the number and frequency of participation.

Group	Woodside LC		Central LC	
	Attendances	% of total attendances	Attendances	% of total attendances
BAME	90,067	10.4%	101,890	24.5%
Disabled	3,914	0.5%	1,899	0.5%
Concessions	131,765	15.3%	88,432	21.3%
Young women/Girls	17,472	2%	8,055	1.9%

The Sport & Physical activity manager has developed a Sports Development outreach plan that is categorised by the target groups. The Development Manager has set up partnerships with the Peace Hospice, Housing association and several places of worship. We expect in year 2 to be able to demonstrate further improvements.

### 3)

#### High Quality Services

#### Quest Assessment

Woodside – Outstanding

Central – Outstanding

#### Gold Standard

The SLM Gold Standard is an annual audit that covers all areas of the business from Reception, Sales, and Environmental. Both sites received good scores and are within the top 10% of the company

Gold Standard Score Watford Central 87%

Gold Standard Score Watford Woodside 77.8%

#### 4) Delivering long term sustainable and well-maintained leisure facilities

PPM Schedule 100% Completion of all Statutory Inspections for 2018/19

Quest Statutory Compliance Satisfactory at both sites.

<b>Watford Central KWH</b>	<b>Actual 2017/18</b>	<b>Actual 2018/19</b>	<b>YOY +/-</b>
Electric	621,409	585,735	-35674
Gas	966,326	988,497	+22171
<b>Watford Woodside KWH</b>	<b>Actual 2017/18</b>	<b>Actual 2018/19</b>	<b>YOY +/-</b>
Electric	1,108,893	1,124,218	+15,325
Gas	1,201,712	1,034,193	-167,519

The table above demonstrates the year on year comparison for consumption for the two sites. We expected both sites to have an increase this year to due to the development works. The development works did cover an LED conversion and this has helped Watford Central to show a reduction. We expect that year 2 will really show the improvements.

#### 5) Delivering safe services

##### Health & Safety

##### Woodside

Total Accidents 250, (Customers 244) (Colleagues 6, Contractors 0)

Attendance 863,714

Accidents per 10,000 visits = 2.82 KPI Target is below 5

External Health & Safety Score 100%

##### Central

Total Accidents 212, (Customers 197) (Colleagues 5, Contractors 2)

Attendance 416,080

Accidents per 10,000 visits = 4.73 KPI Target is below 5

External Health & Safety Score 100%

## 6) Providing Local Economic Benefit

	Actual 2018/19	2019/20 Target
Percentage of workforce are Watford Residents	57%	58%
No of workforce development opportunities through the employment of apprentices	4	10
No of Local companies used in supply chain	15	25

## 7) Strong & positive engagement with Partners

	Actual 2018/19	2019/20 Target
No of projects developed in partnership with the Council and or other organisations	15	20
Examples	<p><b>Peace Hospice</b> Pounds for Pounds project &amp; Cancer Rehab</p> <p><b>Sheltered Housing</b> Chair Based Exercises</p> <p><b>Watford Council</b> Ice Rink Paddling Pools</p> <p><b>Wellspring Church</b> Volunteer Project</p>	

The Contract Manager & Sport and Physical activity manager are responsible to creating new partnerships with the council and other local businesses or charities. Our target for this year is two create 5 new projects with partners.

### Conclusion

Last year was the first year of a 15 year contract. We used this year as a baseline due to really understand the new contract and ensure all of the capital projects were delivered on time and within budget. Although we didn't achieve everything we wanted to achieve on reflection we are

really pleased with the year. Both sites are ranked as the best in the country and many of our KPI's are being achieved.

2019/20 is set to be a fantastic year. We plan to grow on our partnerships, develop our electronic systems to become more efficient and continue to break down the barriers to participation.



# Paddling Pools 2019 Season Report

**September 2019**

Gary Foley

Contract Manager

## **Contents**

**Introduction**

**Closures**

**Colleagues**

**Health & Safety**

**Customer Comments**

**PPM & Lifecycle**

**Conclusion**

## Introduction

The Summerization Started on the 1<sup>st</sup> of March 2019 and consisted of the following actions as per manufactures guidance. This took two weeks to complete.

- Reset any diverter (slider) valves to their 'normal' positions.
- Drain both the Clean & Dirty Tanks.
- Check of all pumps
- Check and update of controls and solenoid valves
- Refill both tanks and proceed with 'Sterilisation Procedure' section 6.7 of this manual.
- Drain & Refill both tanks.
- Set pH levels as described in section 4.1, and calibrate the Swan Unit.
- Set Chlorine level in stages, starting at 1PPM for 30 mins.
- Calibrate the Siemens unit.
- Raise Chlorine level to 1.5 PPM for 30 mins.
- Calibrate the Siemens Unit.
- Raise Chlorine level to 2.7 PPM for 30 mins.
- Calibrate the Siemens Unit.
- Raise Chlorine level to 3.5 PPM for 3-4days.
- Take water sample for lab test.

During the pre-run we do before the tank cleaning starts we picked up that display pump number 5 had failed. The pump is a borehole style which is best just to get replaced rather than attempt to get it repaired from our experience as these style pumps are very labour intensive. This was completed prior to the start of the pools opening. We completed the recruitment of colleagues in February 2019 and started the training in March. The Pools opened on the 1<sup>st</sup> of April on time and ready and closed on Monday the 30<sup>th</sup> of September.

The season was challenging but very successful. We benefited from a new electrical contractor along with an experienced team of attendants.

## Full Closures (No Service for over an hour)

2017-18 = **52**

2018-19 = **9** (4 x non pool related)

2019 = **2**

Closure one

29<sup>th</sup> of June. After full investigation we identified the fault was from the other plant that feeds the pool plant room. Mid contactor had overloaded and burnt out.

An electrician attended site within 45 minutes and had the pools up and running. Total time to resolve issue from when it was identified was 2 hours and 15 minutes.

Closure two

14<sup>th</sup> of September. Inconsistent water levels due to supply. This was from affinity water and no fault of the plant. We are reviewing the tanks over the winterization to see if we have any further problems with movement of the structures.

## **Colleagues**

We had a team of 6 colleagues this season. The Lead Duty Manager Anand Shah -Cosme returned for his third season. All colleagues were level 3 pool plant operator trained along with Emergency responder training and CPR + Defib. The knowledge the team have on the plant has been recognised by the regional health & safety team for SLM.

## **Health & Safety**

Total Accidents 44, (Customers 44) (Colleagues & Contractors 0)

Attendance 104,500

Accidents per 10,000 visits = 4.21. KPI Target is below 5

External Health & Safety Score 100%

## **Customer Comments**

### **Complaints**

- Very Busy
- Lack of seating around edge of pool
- Accident 24/4 Child broke arm and Ambulance wouldn't attend. Investigation conducted and SLM satisfied that procedures were followed
- Couldn't see Attendants

### **Compliments**

- Attendants worked really hard
- Great free activities

## **PPM & Lifecycle**

Winterization – 1<sup>st</sup> October (1 x week)

- Shut down of systems

- Drain filters
- Remove pumps
- Remove water features

#### **Maintenance SLA**

- Ustigate Mon-Fri
- Sterling 2hr call out – Pool Plant (7 days)
- Electrician 2 hours call out 7 days
- Circulation pumps x 4 are inaccessible to SLM colleagues, it is a specialist service contractor that would be required to rectify again this would be Ustigate as its programmed into their control panel system
- Failure of circulation pumps would drain the pools as they are gravity fed

#### **PPM**

- Legionella Risk Assessment due March 2020
- Electrical Inspection – Waiting on WBC to complete for whole building
- PAT Testing Completed April 2019
- Fire Risk Assessments April 2019
- Kingfisher bacteriological readings highly satisfactory
- 2 Acid Dosing Pumps replaced
- 2 Circulation pumps replaced
- Sensor probes replaced
- Control Panel replaced
- Sump pump replaced

#### **Lifecycle**

- Filter media inspection
- Benches in changing rooms
- Consumables from Winterization & Summarization

#### **Conclusion**

SLM (Everyone Active) Recognise the importance of the smooth running of the paddling pools and hope that you agree 2019 season has been a success. We are always striving for continuous improvement and will be working with our contractors and yourselves to look at ways to minimise the risks of closures for next season

## Overview and Scrutiny Committee

28 November 2019

**Report of:** Head of Corporate Strategy and Communications  
**Title:** End of Quarter 2 2019 /20 Key Performance Indicator Report  
**Nature of Report** For discussion and decision

### 1.0 SUMMARY

1.1 Watford BC's Corporate Plan sets out the council's priorities and corporate work programme to 2020. Underpinning the plan is a suite of key performance indicators. These measures support the delivery of good quality services (both internal and external) by highlighting areas of good performance and, more importantly, under performance.

1.2 The attached report (Appendix A) shows the results for these key performance indicators at the end of Quarter 2 2019/20. The report, therefore, shows:

- The result for the end of Quarter 2 (unless highlighted otherwise)
- The results for Quarter 2 last year – 2018/19 (shown in the graphs for the majority of the indicators)
- The results for Quarter 1 2019/20 (the previous quarter) (again shown in the graphs for the majority of indicators)
- The target that was set for 2019/20
- Whether the indicator result is above, below or on target (shown by the green (above target), red (below target) or orange arrows (on target)).

1.3 As at the time of publication the results for Revenues and Benefits were unavailable. These will be circulated in advance of the meeting along with the overall analysis of indicators that accompanies this performance report.

### Contact Officer:

For further information please contact:

Kathryn Robson, Head of Corporate Strategy & Communications - ext.: 8077 or [kathryn.robson@watford.gov.uk](mailto:kathryn.robson@watford.gov.uk)

**2.0 Risks**

**2.1**

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(Treat, tolerate, terminate, transfer)</i>	Risk Rating  (the combination of severity and likelihood)
Failure to scrutinise organisational performance	Potential for performance to slip with consequences for quality of service delivery	<i>Robust scrutiny and challenge</i>	<i>Treat</i>	6

**3.0 DECISION REQUIRED**

3.1 Committee is asked to note the key performance indicator results for Quarter 2 2019/20.

**4.0 DETAILED PROPOSAL - TO BE UPDATED**

4.1 The council maintains a suite of performance indicators as one means of ensuring the council is performing to a high standard and that areas where improvement needs to be made are highlighted and appropriate action taken. This applies to both those services still provided directly by the council and those services now provided by an external organisation or through the lead authority model. These ‘key’ performance indicators are now all presented directly to Overview and Scrutiny Committee.

**4.2 Analysis of performance against target [ANALYSIS TO FOLLOW]**

**All indicators**

Targets are not always appropriate for a performance indicator, such as for homelessness indicators and, therefore, have not been set for all the indicators in Appendix A. For Quarter 2, there are 16 indicators out of a total of 49 where a target has not been set.

Of performance indicators where targets were set for Quarter 2:

## **Analysis of performance trend [ANALYSIS TO FOLLOW]**

Similarly, an analysis of performance trend can be undertaken for those indicators where this is appropriate and where results are available for the previous year (2018/19).

In Quarter 2 2019/20, there were 12 indicators out of a total of 49 where it was not possible to identify a trend in performance. This could be because the indicator was not collected in the previous year or because trend analysis is not meaningful.

It is important to note that whilst we would want to see sustained improvement in our indicators, at some point this becomes less achievable in terms of the point reached in performance and the resource implication of continuing to demonstrate year on year improvement. However, it is also good to ensure trends are recognised in order to prevent significant performance slippage.

### **Analysis of indicators where performance trend can be identified**

If we just consider the basket of indicators where performance trends can be identified and take them as a percentage of this total (i.e. 37 Indicators), for Quarter 2 2019/20:

## Appendices

Appendix A – Key Performance Indicators 2019/20 End of Quarter 2 performance report

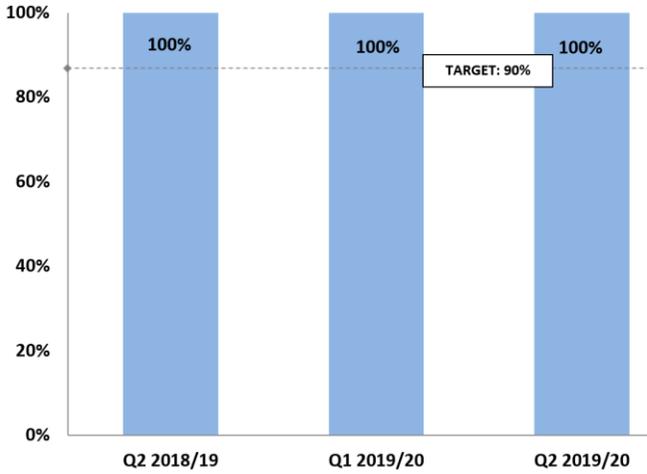
## KEY PERFORMANCE INDICATORS: 2019/20: End of Q2 2019/20

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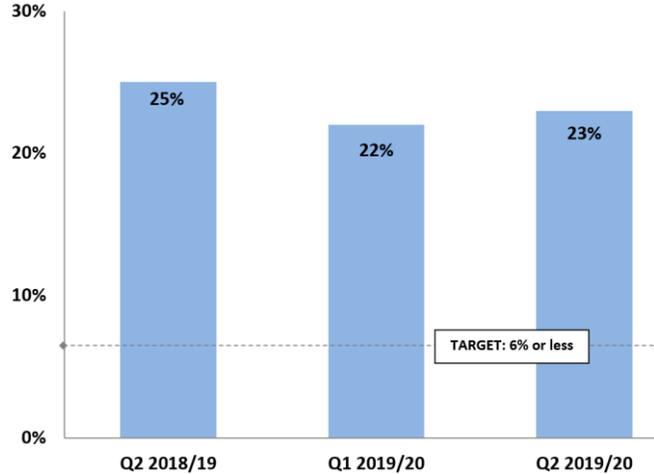
### I. CUSTOMER FIRST INDICATORS

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)
	<b>REVENUES AND BENEFITS</b>				
1.	Average time to process housing benefits claims (from date of receipt to date processed)  <b>A low result is good for this indicator</b>	Revenues & Benefits  Jane Walker	Monthly	<b>RESULT: X days TO FOLLOW</b>  Benefit processing: new claims	<b>Target for 2019/20: 15 days</b>

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)
2.	<p>Average time to process change of circumstances (from date of receipt to date processed)</p> <p><b>A low result is good for this indicator</b></p>	<p>Revenues &amp; Benefits</p> <p>Jane Walker</p>	Monthly	<p><b>RESULT: X days TO FOLLOW</b></p> <p>Benefit processing: change of circumstances</p>	<p><b>Target for 2019/20: 9 days</b></p>

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
<b>PLANNING:</b>															
3.	Processing of planning applications: 'major' applications - % determined within 13 weeks  <b>A high result is good for this indicator</b>	Place Shaping & Corporate Performance  Helen Fisher	Quarterly	<p><b>RESULT: 100%</b></p> <p><b>Major applications determined in 13 weeks</b></p>  <table border="1"> <caption>Major applications determined in 13 weeks</caption> <thead> <tr> <th>Period</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>100%</td> </tr> <tr> <td>Q1 2019/20</td> <td>100%</td> </tr> <tr> <td>Q2 2019/20</td> <td>100%</td> </tr> <tr> <td>Target</td> <td>90%</td> </tr> </tbody> </table>	Period	Result (%)	Q2 2018/19	100%	Q1 2019/20	100%	Q2 2019/20	100%	Target	90%	<p><b>Target for 2019/20: 90%</b></p> <p>There were 4 applications in this category during Q2 with 4 determined within 13 weeks or with an agreed extension of time.</p> 
Period	Result (%)														
Q2 2018/19	100%														
Q1 2019/20	100%														
Q2 2019/20	100%														
Target	90%														

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
4.	<p>Process of planning applications: 'minor' applications - % determined within 8 weeks</p> <p><b>A high result is good for this indicator</b></p>	<p>Place Shaping &amp; Corporate Performance</p> <p>Helen Fisher</p>	Quarterly	<p><b>RESULT: 83%</b></p> <p><b>Minor applications determined in 8 weeks</b></p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>87%</td> </tr> <tr> <td>Q1 2019/20</td> <td>83%</td> </tr> <tr> <td>Q2 2019/20</td> <td>83%</td> </tr> <tr> <td>Target</td> <td>92%</td> </tr> </tbody> </table>	Quarter	Percentage	Q2 2018/19	87%	Q1 2019/20	83%	Q2 2019/20	83%	Target	92%	<p><b>Target for 2019/20: 92%</b></p> <p>There were 58 applications in this category during Q2, with 48 determined within 8 weeks or with an agreed extension of time and 10 outside the target.</p>
Quarter	Percentage														
Q2 2018/19	87%														
Q1 2019/20	83%														
Q2 2019/20	83%														
Target	92%														
5.	<p>Process of planning applications: 'other' applications - % determined within 8 weeks</p> <p><b>A high result is good for this indicator</b></p>	<p>Place Shaping &amp; Corporate Performance</p> <p>Helen Fisher</p>	Quarterly	<p><b>RESULT: 91%</b></p> <p><b>Other applications determined in 8 weeks</b></p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>93%</td> </tr> <tr> <td>Q1 2019/20</td> <td>87%</td> </tr> <tr> <td>Q2 2019/20</td> <td>91%</td> </tr> <tr> <td>Target</td> <td>92%</td> </tr> </tbody> </table>	Quarter	Percentage	Q2 2018/19	93%	Q1 2019/20	87%	Q2 2019/20	91%	Target	92%	<p><b>Target for 2019/20: 92%</b></p> <p>There were 124 applications in this category during Q2 with 113 determined within 8 weeks or with an agreed extension of time and 11 outside of target.</p>
Quarter	Percentage														
Q2 2018/19	93%														
Q1 2019/20	87%														
Q2 2019/20	91%														
Target	92%														

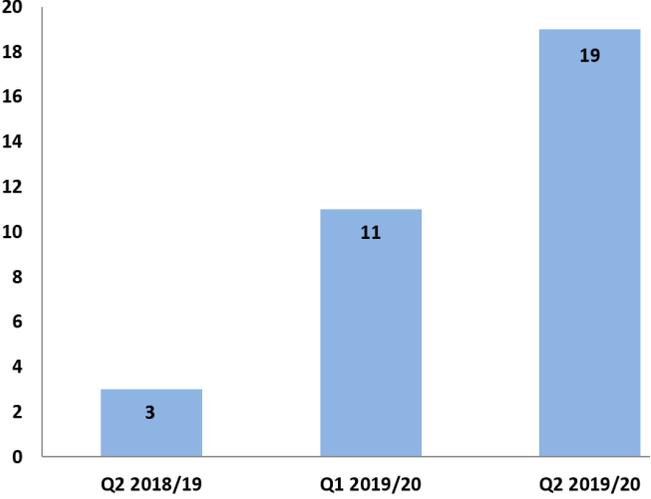
	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
<b>CUSTOMER SERVICES</b>															
6.	CSC - Channel mix (% contacts through each channel)  <b>Narrative indicator whilst baseline being developed</b>	Service Transf'tion  Andrew Cox	Quarterly	<b>Telephone:</b> 68.4% <b>Face to face:</b> 23.4% <b>Web:</b> 8.2%	<b>No target.</b>  Telephone remains the primary channel for customers contacting the council, however this period has seen the percentage of contact made through online channels increase as more services are made available online. It is anticipated that this trend continues over coming quarters in line with Watford 2020.  Face to Face contact has increased over this quarter, this is due to customers visiting the Town Hall for assistance with applications for residential parking permits following the recent service changes.										
7.	Long wait calls received to CSC Long wait = calls not answered within 2 minutes  (Revenues and Benefits calls are not included)  <b>A low result is good for this indicator</b>	Service Transf'tion  Andrew Cox	Monthly	<b>RESULT: 23%</b>  <p style="text-align: center;"><b>Long wait calls received to CSC</b></p>  <table border="1"> <caption>Long wait calls received to CSC</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>25%</td> </tr> <tr> <td>Q1 2019/20</td> <td>22%</td> </tr> <tr> <td>Q2 2019/20</td> <td>23%</td> </tr> <tr> <td>Target</td> <td>6% or less</td> </tr> </tbody> </table>	Period	Percentage	Q2 2018/19	25%	Q1 2019/20	22%	Q2 2019/20	23%	Target	6% or less	<b>Target for 2019/20: 6% or less</b>   There was a slight increase in long waits from the last quarter due to:  Peaks in calls to the CSC were experienced due to Council Tax bills, summons and reminders, and the Electoral Registration annual canvas.  Resources are managed to deal with these planned peaks through limiting annual leave, and ensuring maximum cover on the phone.  No complaints have been received relating to calls not being answered or long waits during this period.  It is anticipated call wait times will reduce in the future with:
Period	Percentage														
Q2 2018/19	25%														
Q1 2019/20	22%														
Q2 2019/20	23%														
Target	6% or less														

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
					<ul style="list-style-type: none"> <li>The implementation of more efficient processes as a result of Watford 2020 and an increase in uptake of digital self-service channels.</li> <li>The go-live of 8 by 8 Virtual Contact Centre (January 2020) with improved reporting functionality to enable better planning of CSC resource.</li> </ul>										
8.	CSC service levels: Percentage of all calls answered  <b>A high result is good for this indicator</b>	Service Transf'tion  Andrew Cox		<p><b>RESULT: 94%</b></p> <p><b>CSC service levels: % of calls answered</b></p> <table border="1"> <caption>CSC service levels: % of calls answered</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>97%</td> </tr> <tr> <td>Q1 2019/20</td> <td>93%</td> </tr> <tr> <td>Q2 2019/20</td> <td>94%</td> </tr> <tr> <td>TARGET</td> <td>95%</td> </tr> </tbody> </table>	Period	Percentage	Q2 2018/19	97%	Q1 2019/20	93%	Q2 2019/20	94%	TARGET	95%	<p><b>Target for 2019/20: 95%</b> </p> <p>There has been a slight improvement in performance from the last quarter, however the target has just been missed, this is due to:</p> <p>The increase in call volumes to the CSC as a result of Council Tax recovery action and the Electoral Registration canvass period.</p> <p>Resources are managed to deal with these planned peaks through limiting annual leave, and ensuring maximum cover on the phone.</p> <p>No complaints have been received relating to calls not being answered or long waits during this period.</p> <p>It is anticipated that telephone calls to the CSC will reduce through Watford 2020 as more processes are made available online, meaning that it is more likely this target will be achieved/</p>
Period	Percentage														
Q2 2018/19	97%														
Q1 2019/20	93%														
Q2 2019/20	94%														
TARGET	95%														

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
					Also with the implementation of 8 by 8 Virtual Contact Centre (January 2020) we will be able to better plan and manage CSC resource.										
9.	Complaints resolved within 10 days  A high result is good for this indicator	Service Transf'tion  Andrew Cox	Quarterly	<b>RESULT: No result available</b>	<b>Target for 2019/20:</b>										
10.	FOIs responded to within 20 working day  A high result is good for this indicator	Service Transf'tion  Andrew Cox	Quarterly	<p><b>RESULT: 92%</b></p> <p><b>FOIs responded to within 20 working days</b></p> <table border="1"> <caption>FOIs responded to within 20 working days</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>83%</td> </tr> <tr> <td>Q1 2019/20</td> <td>Not available</td> </tr> <tr> <td>Q2 2019/20</td> <td>94%</td> </tr> <tr> <td>Target</td> <td>100%</td> </tr> </tbody> </table>	Period	Percentage	Q2 2018/19	83%	Q1 2019/20	Not available	Q2 2019/20	94%	Target	100%	<p><b>Target for 2019/20: 100%</b></p> <p>Number of FOIs responded to outside of 20 working day deadline = 5 = responded to late 5 = outstanding</p>
Period	Percentage														
Q2 2018/19	83%														
Q1 2019/20	Not available														
Q2 2019/20	94%														
Target	100%														

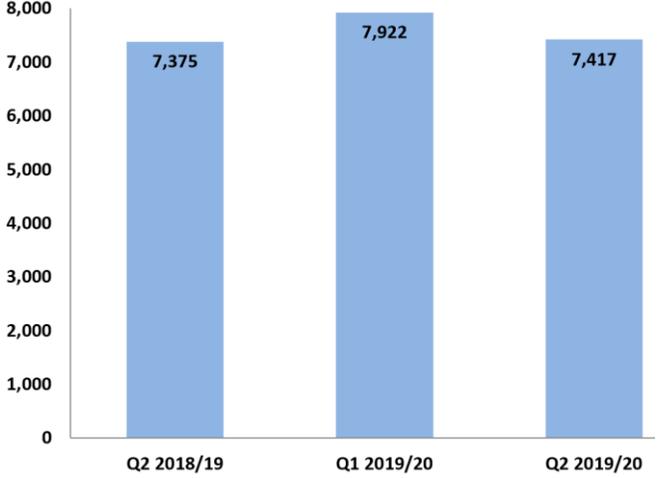
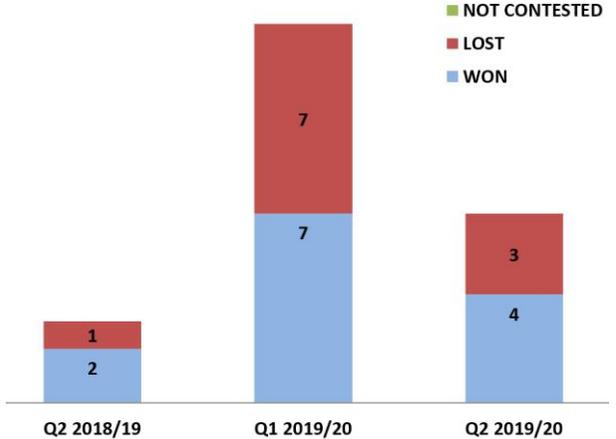
II. QUALITY OF LIFE INDICATORS

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)																							
	<b>HOUSING:</b>																											
11.	<p>Affordable homes completions, including social / affordable rent, affordable sales and starter homes. <i>(Starter homes do not contribute to reduction in homeless households on the waiting list or in temporary accom.)</i></p> <p><b>A high result is good for this indicator</b></p>	<p>Place Shaping &amp; Corporate Performance</p> <p>Helen Fisher</p>	Biannually	<p><b>RESULT: 27</b></p> <p>Affordable homes completed</p> <table border="1"> <caption>Affordable homes completed</caption> <thead> <tr> <th>Quarter</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>28</td> </tr> <tr> <td>Q1 2019/20</td> <td>Not available</td> </tr> <tr> <td>Q2 2019/20</td> <td>27</td> </tr> </tbody> </table>	Quarter	Count	Q2 2018/19	28	Q1 2019/20	Not available	Q2 2019/20	27	<p><b>Target for 2019/20: No target set</b></p> <table border="1"> <thead> <tr> <th>Tenure</th> <th>1 bedroom</th> <th>2 bedrooms</th> <th>No. of bedrooms not known</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Affordable Rent</td> <td>2</td> <td>8</td> <td>n/a</td> <td>10</td> </tr> <tr> <td>Low Cost Home Ownership</td> <td>9</td> <td>14</td> <td>4</td> <td>27</td> </tr> </tbody> </table>	Tenure	1 bedroom	2 bedrooms	No. of bedrooms not known	Total	Affordable Rent	2	8	n/a	10	Low Cost Home Ownership	9	14	4	27
Quarter	Count																											
Q2 2018/19	28																											
Q1 2019/20	Not available																											
Q2 2019/20	27																											
Tenure	1 bedroom	2 bedrooms	No. of bedrooms not known	Total																								
Affordable Rent	2	8	n/a	10																								
Low Cost Home Ownership	9	14	4	27																								
12..	<p>Number of households for whom a main duty to house was accepted</p> <p><b>A low result is good for this indicator</b></p>	<p>Place Shaping &amp; Corporate Performance</p> <p>Helen Fisher</p>	Quarterly	<p><b>RESULT: 19 households</b></p> <p>Households – main duty to house was accepted</p>	<p><b>RESULT: No target set</b></p> <p>19 households for whom a main duty to house was accepted</p> <p>In the same quarter in 2018/19 only 3 cases were recorded where a duty to house was accepted. The Housing Team was still settling down with HRA processes and procedures during this quarter.</p>																							

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)																
				 <table border="1" data-bbox="831 156 1482 655"> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>3</td> </tr> <tr> <td>Q1 2019/20</td> <td>11</td> </tr> <tr> <td>Q2 2019/20</td> <td>19</td> </tr> </tbody> </table>	Period	Value	Q2 2018/19	3	Q1 2019/20	11	Q2 2019/20	19									
Period	Value																				
Q2 2018/19	3																				
Q1 2019/20	11																				
Q2 2019/20	19																				
13.	Reasons for homelessness  <b>Narrative indicator</b>	Place Shaping & Corporate Performance  Helen Fisher	Quarterly	<p><b>No target set</b></p> <p>The reasons for homelessness among those to whom the council accepted a duty to house were as follows:</p> <table border="1" data-bbox="831 874 1697 1209"> <thead> <tr> <th>Reason for being homeless</th> <th>No. of cases</th> </tr> </thead> <tbody> <tr> <td>End of private sector tenancy</td> <td>6</td> </tr> <tr> <td>Family or friend eviction</td> <td>8</td> </tr> <tr> <td>Hospital or prison discharge</td> <td>2</td> </tr> <tr> <td>Required to leave asylum support accommodation</td> <td>1</td> </tr> <tr> <td>Evicted from supported accommodation</td> <td>1</td> </tr> <tr> <td>Other</td> <td>1</td> </tr> <tr> <td><b>Total</b></td> <td><b>19</b></td> </tr> </tbody> </table>	Reason for being homeless	No. of cases	End of private sector tenancy	6	Family or friend eviction	8	Hospital or prison discharge	2	Required to leave asylum support accommodation	1	Evicted from supported accommodation	1	Other	1	<b>Total</b>	<b>19</b>	
Reason for being homeless	No. of cases																				
End of private sector tenancy	6																				
Family or friend eviction	8																				
Hospital or prison discharge	2																				
Required to leave asylum support accommodation	1																				
Evicted from supported accommodation	1																				
Other	1																				
<b>Total</b>	<b>19</b>																				

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
14.	Number of households living in temporary accommodation <i>Snap-shot at quarter end</i>  <b>A low result is good for this indicator</b>	Place Shaping & Corporate Performance  Helen Fisher	Quarterly	<p><b>RESULT: 94</b></p> <p><b>Households in temporary accommodation</b></p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Households</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>153</td> </tr> <tr> <td>Q1 2019/20</td> <td>109</td> </tr> <tr> <td>Q2 2019/20</td> <td>94</td> </tr> <tr> <td>Target</td> <td>200</td> </tr> </tbody> </table>	Quarter	Households	Q2 2018/19	153	Q1 2019/20	109	Q2 2019/20	94	Target	200	<p><b>Target for 2019/20: 200</b> </p> <p>The corresponding number in the same quarter in 2018-19 was 153 households. The number of households in temporary accommodation has continued to reduce. The Property Team has recently been able to secure homes from housing associations as direct lets in boroughs surrounding Watford which have been used to provide settled accommodation for people in temporary accommodation and enable the housing duty to be discharged. Likewise, moves into the private rented sector continue with some 13 households assisted during the quarter with rent deposits, bonds and/or landlord incentives.</p>
Quarter	Households														
Q2 2018/19	153														
Q1 2019/20	109														
Q2 2019/20	94														
Target	200														
15..	Number of households living in temporary accommodation with children <i>Snap-shot at quarter end</i>  <b>A low result is good for this indicator</b>	Place Shaping & Corporate Performance  Helen Fisher	Quarterly	<p><b>RESULT: 77</b></p> <p><b>Households in temporary accommodation with children</b></p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Households</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>109</td> </tr> <tr> <td>Q1 2019/20</td> <td>81</td> </tr> <tr> <td>Q2 2019/20</td> <td>77</td> </tr> </tbody> </table>	Quarter	Households	Q2 2018/19	109	Q1 2019/20	81	Q2 2019/20	77	<p><b>No target set for this indicator.</b></p> <p>77 households in TA with 175 children (including expected children) as at 30/9/2019.</p>		
Quarter	Households														
Q2 2018/19	109														
Q1 2019/20	81														
Q2 2019/20	77														

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)								
16.	Number of households living in temporary accommodation without children <i>Snap-shot at quarter end</i>  <b>A low result is good for this indicator</b>	Place Shaping & Corporate Performance  Helen Fisher	Quarterly	<p><b>RESULT: 17</b></p> <p><b>Households in temporary accommodation without children</b></p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of Households</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>109</td> </tr> <tr> <td>Q1 2019/20</td> <td>40</td> </tr> <tr> <td>Q2 2019/20</td> <td>17</td> </tr> </tbody> </table>	Quarter	Number of Households	Q2 2018/19	109	Q1 2019/20	40	Q2 2019/20	17	<p><b>No target set for this indicator.</b></p> <p>17 households were living in TA without children:</p> <ul style="list-style-type: none"> <li>• 11 x males</li> <li>• 5 x women</li> <li>• 1 x couple</li> </ul>
Quarter	Number of Households												
Q2 2018/19	109												
Q1 2019/20	40												
Q2 2019/20	17												
17.	Rough sleepers within the authority area <i>Snap shot taken on one night in November</i>  <b>A low result is good for this indicator</b>	Place Shaping & Corporate Performance  Helen Fisher	Annual	<b>RESULT: Not applicable</b>	<p><b>Target for 2019/20: 7</b></p> <p>The next count will be in November 2019.</p>								
<b>PARKING:</b>													

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)																
18.	Penalty Charge Notices issued	Place Shaping & Corp Perf  Helen Fisher	Quarterly	<p><b>RESULT: 7,417</b></p> <p><b>Penalty Charge Notices issued</b></p>  <table border="1"> <caption>Penalty Charge Notices issued</caption> <thead> <tr> <th>Quarter</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>7,375</td> </tr> <tr> <td>Q1 2019/20</td> <td>7,922</td> </tr> <tr> <td>Q2 2019/20</td> <td>7,417</td> </tr> </tbody> </table>	Quarter	Count	Q2 2018/19	7,375	Q1 2019/20	7,922	Q2 2019/20	7,417	<p>No target is set for penalty charge notices in line with national guidelines.</p> <p>PCN's issued by month:</p> <p>July - 2,524              Aug - 2,600              Sept - 2,293</p>								
Quarter	Count																				
Q2 2018/19	7,375																				
Q1 2019/20	7,922																				
Q2 2019/20	7,417																				
19.	Tribunal appeals (won/lost/not contested)	Place Shaping & Corp Perf  Helen Fisher	Quarterly	<p><b>RESULT: 7</b></p> <p><b>Tribunal appeals – won / lost / not contested</b></p>  <table border="1"> <caption>Tribunal appeals – won / lost / not contested</caption> <thead> <tr> <th>Quarter</th> <th>WON</th> <th>LOST</th> <th>NOT CONTESTED</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>2</td> <td>1</td> <td>0</td> </tr> <tr> <td>Q1 2019/20</td> <td>7</td> <td>7</td> <td>0</td> </tr> <tr> <td>Q2 2019/20</td> <td>4</td> <td>3</td> <td>0</td> </tr> </tbody> </table>	Quarter	WON	LOST	NOT CONTESTED	Q2 2018/19	2	1	0	Q1 2019/20	7	7	0	Q2 2019/20	4	3	0	<p><b>RESULT: 7</b></p> <p>Won - 4              Lost - 3              N/C - 0</p>
Quarter	WON	LOST	NOT CONTESTED																		
Q2 2018/19	2	1	0																		
Q1 2019/20	7	7	0																		
Q2 2019/20	4	3	0																		

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)
20.	Reasons for appeals lost (narrative measure)	Place Shaping & Corp Perf  Helen Fisher	Quarterly		<ul style="list-style-type: none"> <li>• Incomplete voucher accepted as valid</li> <li>• TPT upheld appeal after Council retracted PCN</li> <li>• Late evidence accepted</li> </ul>

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
<b>WASTE, RECYCLING AND STREET CLEANSING</b>															
21.	Residual household waste per household  <b>A low result is good for this indicator</b>	Community & Environ'tal Services  Alan Gough	Quarterly	<p><b>RESULT: 100.34kg</b></p> <p><b>Waste collected per household</b></p> <table border="1"> <caption>Waste collected per household (kg)</caption> <thead> <tr> <th>Quarter</th> <th>Waste collected (kg)</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>101.19</td> </tr> <tr> <td>Q1 2019/20</td> <td>102.75</td> </tr> <tr> <td>Q2 2019/20</td> <td>100.34</td> </tr> <tr> <td>Target</td> <td>112.5</td> </tr> </tbody> </table>	Quarter	Waste collected (kg)	Q2 2018/19	101.19	Q1 2019/20	102.75	Q2 2019/20	100.34	Target	112.5	<p><b>Target for 2019/20: 450 kg</b></p> <p>Good result, on track for target.</p>
Quarter	Waste collected (kg)														
Q2 2018/19	101.19														
Q1 2019/20	102.75														
Q2 2019/20	100.34														
Target	112.5														
22.	Waste recycled and composted  <b>A high result is good for this indicator</b>	Community & Environ'tal Services  Alan Gough	Quarterly	<p><b>RESULT: 49.45%</b></p> <p><b>Waste recycled and composted</b></p> <table border="1"> <caption>Waste recycled and composted (%)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>48.29</td> </tr> <tr> <td>Q1 2019/20</td> <td>47.47</td> </tr> <tr> <td>Q2 2019/20</td> <td>49.45</td> </tr> <tr> <td>Target</td> <td>46</td> </tr> </tbody> </table>	Quarter	Percentage	Q2 2018/19	48.29	Q1 2019/20	47.47	Q2 2019/20	49.45	Target	46	<p><b>Target for 2019/20: 46%</b></p> <p>An increase of 190 tonnes of garden and dry recycling collected and a decrease of 34 tonnes of general waste collected when compared to Q2 18/19 has contributed to the good result. On track for target for year.</p>
Quarter	Percentage														
Q2 2018/19	48.29														
Q1 2019/20	47.47														
Q2 2019/20	49.45														
Target	46														

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
23.	<p>Recycled household kerbside collection services (Veolia contract target)</p> <p><b>A high result is good for this indicator</b></p>	<p>Community &amp; Environ'tal Services</p> <p>Alan Gough</p>	Quarterly	<p><b>RESULT: 49.68%</b></p> <p>Waste recycled and composted (contractual target)</p> <table border="1"> <caption>Waste recycled and composted (contractual target)</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>48.46%</td> </tr> <tr> <td>Q1 2019/20</td> <td>50.53%</td> </tr> <tr> <td>Q2 2019/20</td> <td>49.68%</td> </tr> <tr> <td>Target</td> <td>47.5%</td> </tr> </tbody> </table>	Period	Percentage	Q2 2018/19	48.46%	Q1 2019/20	50.53%	Q2 2019/20	49.68%	Target	47.5%	<p>Target for 2019/20: 47.5%</p> <p>↑</p>
Period	Percentage														
Q2 2018/19	48.46%														
Q1 2019/20	50.53%														
Q2 2019/20	49.68%														
Target	47.5%														
24.	<p>Levels of Litter: Improved street and environmental cleanliness</p> <p><b>A low result is good for this indicator</b></p> <p><i>Areas surveyed included:</i> Nascot Park Callowland Holywell Meriden Vicarage Central</p>	<p>Community &amp; Environ'tal Services</p> <p>Alan Gough</p>	Quarterly	<p><b>RESULT: 3.77%</b></p> <p>Street cleanliness: levels of litter</p> <table border="1"> <caption>Street cleanliness: levels of litter</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>4.37%</td> </tr> <tr> <td>Q1 2019/20</td> <td>4.76%</td> </tr> <tr> <td>Q2 2019/20</td> <td>3.77%</td> </tr> <tr> <td>Target</td> <td>4.5%</td> </tr> </tbody> </table>	Period	Percentage	Q2 2018/19	4.37%	Q1 2019/20	4.76%	Q2 2019/20	3.77%	Target	4.5%	<p>Target for 2019/20: 4.5%</p> <p>↑</p>
Period	Percentage														
Q2 2018/19	4.37%														
Q1 2019/20	4.76%														
Q2 2019/20	3.77%														
Target	4.5%														

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
25.	<p>Levels of Detritus: Improved street and environmental cleanliness</p> <p><b>A low result is good for this indicator</b></p> <p>The surveyed areas include: <i>Nascot Park</i> <i>Callowland</i> <i>Holywell</i> <i>Meriden</i> <i>Vicarage Central</i></p>	<p>Community &amp; Environ'tal Services</p> <p>Alan Gough</p>	Quarterly	<p><b>RESULT: 5.35%</b></p> <p>Street cleanliness: levels of detritus</p> <table border="1"> <caption>Street cleanliness: levels of detritus</caption> <thead> <tr> <th>Period</th> <th>Level (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>11.36%</td> </tr> <tr> <td>Q1 2019/20</td> <td>8.75%</td> </tr> <tr> <td>Q2 2019/20</td> <td>5.35%</td> </tr> <tr> <td>Target</td> <td>5.5%</td> </tr> </tbody> </table>	Period	Level (%)	Q2 2018/19	11.36%	Q1 2019/20	8.75%	Q2 2019/20	5.35%	Target	5.5%	<p><b>Target for 2019/20: 5.5%</b></p> <p>↑</p> <p>The detritus score show a significant reduction, reducing from 11.36% a year ago to 5.35% this year and is within target. This result is mainly down to the replacement of the poor performing ageing Johnston mechanical brooms with the new fleet of Scarab mechanical brooms. The survey found much better detritus levels in High, Medium and Low Obstruction Housing areas and Other Highway areas. Further performance gains are possible in Main Road and Recreational areas and these locations will be targeted in time for the next survey</p>
Period	Level (%)														
Q2 2018/19	11.36%														
Q1 2019/20	8.75%														
Q2 2019/20	5.35%														
Target	5.5%														
26.	<p>Levels of Graffiti: Improved street and environmental cleanliness</p> <p><b>A low result is good for this indicator</b></p> <p><i>Nascot Park</i> <i>Callowland</i> <i>Holywell</i> <i>Meriden</i> <i>Vicarage Central</i></p>	<p>Community &amp; Environ'tal Services</p> <p>Alan Gough</p>	Quarterly	<p><b>RESULT: 2.98%</b></p> <p>Street cleanliness: levels of graffiti</p> <table border="1"> <caption>Street cleanliness: levels of graffiti</caption> <thead> <tr> <th>Period</th> <th>Level (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>2.78%</td> </tr> <tr> <td>Q1 2019/20</td> <td>1.19%</td> </tr> <tr> <td>Q2 2019/20</td> <td>2.98%</td> </tr> <tr> <td>Target</td> <td>3.7%</td> </tr> </tbody> </table>	Period	Level (%)	Q2 2018/19	2.78%	Q1 2019/20	1.19%	Q2 2019/20	2.98%	Target	3.7%	<p><b>Target for 2019/20: 3.7%</b></p> <p>↑</p> <p>The graffiti score has slightly increased on a year ago, increasing from 2.78% a year ago to 2.98% this year, but this score is well within target. The increase is largely down to higher levels of graffiti within Other Retail and Commercial areas. The results showed a dramatic improvement in graffiti found in Other Highway areas. The hotspot team will continue to focus on hotspot locations.</p>
Period	Level (%)														
Q2 2018/19	2.78%														
Q1 2019/20	1.19%														
Q2 2019/20	2.98%														
Target	3.7%														

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
27.	<p>Levels of Fly Posting: Improved street and environmental cleanliness</p> <p><b>A low result is good for this indicator</b></p>	<p>Community &amp; Environ'tal Services</p> <p>Alan Gough</p>	Quarterly	<p><b>RESULT: 1.19%</b></p> <p>Street cleanliness: levels of fly posting</p> <table border="1"> <caption>Street cleanliness: levels of fly posting</caption> <thead> <tr> <th>Period</th> <th>Level (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>2.99%</td> </tr> <tr> <td>Q1 2019/20</td> <td>0.99%</td> </tr> <tr> <td>Q2 2019/20</td> <td>1.19%</td> </tr> <tr> <td>Target</td> <td>0.36%</td> </tr> </tbody> </table>	Period	Level (%)	Q2 2018/19	2.99%	Q1 2019/20	0.99%	Q2 2019/20	1.19%	Target	0.36%	<p><b>Target for 2019/20: 0.36%</b></p> <p>The fly posting score has reduced, decreasing from 2.18% a year ago to 1.19% this year. Improvements within Main and Other Retail and Commercial, and Main Road areas has been offset by increases found in Industry and Warehousing areas, however Other Retail and Commercial areas remain hotspot locations. Operatives will continue to be vigilant.</p>
Period	Level (%)														
Q2 2018/19	2.99%														
Q1 2019/20	0.99%														
Q2 2019/20	1.19%														
Target	0.36%														
28.	<p>Number of Green Flag awards achieved</p> <p><b>A high result is good for this indicator</b></p>	<p>Community &amp; Environ'tal Services</p> <p>Alan Gough</p>	Annual	<p><b>RESULT: 12</b></p> <p>Number of Green Flags</p> <table border="1"> <caption>Number of Green Flags</caption> <thead> <tr> <th>Period</th> <th>Number of Green Flags</th> </tr> </thead> <tbody> <tr> <td>Q2: 2018/19</td> <td>11</td> </tr> <tr> <td>Q1: 2019/20</td> <td>12</td> </tr> <tr> <td>Q2: 2019/20</td> <td>12</td> </tr> <tr> <td>Target</td> <td>12</td> </tr> </tbody> </table>	Period	Number of Green Flags	Q2: 2018/19	11	Q1: 2019/20	12	Q2: 2019/20	12	Target	12	<p><b>Target for 2019/20: 12</b></p>
Period	Number of Green Flags														
Q2: 2018/19	11														
Q1: 2019/20	12														
Q2: 2019/20	12														
Target	12														



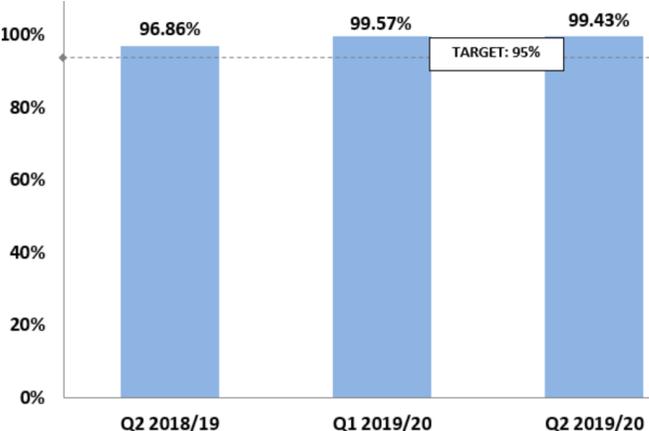
	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
29.	Throughput of Watford Leisure Centre: Woodside  <b>A high result is good for this indicator</b>	Community & Environ'tal Services  Alan Gough	Quarterly	<p><b>RESULT: 212,104</b></p> <p><b>Throughput – Watford Leisure Centre Woodside</b></p> <table border="1"> <caption>Throughput – Watford Leisure Centre Woodside</caption> <thead> <tr> <th>Period</th> <th>Throughput</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>212,500</td> </tr> <tr> <td>Q1 2019/20</td> <td>224,556</td> </tr> <tr> <td>Q2 2019/20</td> <td>212,104</td> </tr> <tr> <td>Target</td> <td>210,000</td> </tr> </tbody> </table>	Period	Throughput	Q2 2018/19	212,500	Q1 2019/20	224,556	Q2 2019/20	212,104	Target	210,000	<p><b>Target for 2019/20: 840,000</b> ↑</p> <p><b>Target for Q2: 210,000</b></p> <p>There is a slight decline compared to Q1 which is normal for this time of year. There has been an increase in members using the toning suite. SLM is sustaining the same figure year on year in Q2, which gives an average attendance of around 71,000 per month.</p>
Period	Throughput														
Q2 2018/19	212,500														
Q1 2019/20	224,556														
Q2 2019/20	212,104														
Target	210,000														
30.	Membership of Watford Leisure Centre: Woodside  <b>A high result is good for this indicator</b>	Community & Environ'tal Services  Alan Gough	Quarterly	<p><b>RESULT: 5,613</b></p> <p><b>Membership – Watford Leisure Centre Woodside</b></p> <table border="1"> <caption>Membership – Watford Leisure Centre Woodside</caption> <thead> <tr> <th>Period</th> <th>Membership</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>4,821</td> </tr> <tr> <td>Q1 2019/20</td> <td>5,588</td> </tr> <tr> <td>Q2 2019/20</td> <td>5,613</td> </tr> <tr> <td>Target</td> <td>5,000</td> </tr> </tbody> </table>	Period	Membership	Q2 2018/19	4,821	Q1 2019/20	5,588	Q2 2019/20	5,613	Target	5,000	<p><b>Target for 2019/20: 5,000</b> ↑</p> <p>Increased by 25 new members compared to Q1, and by 792 members year on year. The successful refurbishment has contributed to the improved numbers.</p>
Period	Membership														
Q2 2018/19	4,821														
Q1 2019/20	5,588														
Q2 2019/20	5,613														
Target	5,000														

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
31.	Watford Leisure Centre - Woodside - swimming lessons take up	Community & Environ'tal Services  Alan Gough	Quarterly	<p><b>RESULT: 2,464</b></p> <p>Watford Leisure Centre Woodside – swimming lesson take up</p> <table border="1"> <caption>Swimming Lesson Take Up</caption> <thead> <tr> <th>Period</th> <th>Take up</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>1,816</td> </tr> <tr> <td>Q1 2019/20</td> <td>2,439</td> </tr> <tr> <td>Q2 2019/20</td> <td>2,464</td> </tr> </tbody> </table>	Period	Take up	Q2 2018/19	1,816	Q1 2019/20	2,439	Q2 2019/20	2,464	<p><b>Target for 2019/20: No target set</b></p> <p>Swimmers have increased by 25 swimmers on the scheme compared to Q1, this is showing a steady growth. Q2 can often decline due to time of year so this is a good result.</p>		
Period	Take up														
Q2 2018/19	1,816														
Q1 2019/20	2,439														
Q2 2019/20	2,464														
32.	Throughput of Watford Leisure Centre: Central  <b>A high result is good for this indicator</b>	Community & Environ'tal Services  Alan Gough	Quarterly	<p><b>RESULT: 112,482</b></p> <p>Throughput – Watford Leisure Centre Central</p> <table border="1"> <caption>Throughput - Watford Leisure Centre Central</caption> <thead> <tr> <th>Period</th> <th>Throughput</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>114,336</td> </tr> <tr> <td>Q1 2019/20</td> <td>109,562</td> </tr> <tr> <td>Q2 2019/20</td> <td>112,482</td> </tr> <tr> <td>Target</td> <td>105,000</td> </tr> </tbody> </table>	Period	Throughput	Q2 2018/19	114,336	Q1 2019/20	109,562	Q2 2019/20	112,482	Target	105,000	<p><b>Target for 2019/20: 420,000</b> </p> <p><b>Target for Q2: 105,000</b></p> <p>Total footfall has decreased year on year. Although fitness is growing casual swim and swim lessons have shown a decline. Swim decline has been a national issue.</p>
Period	Throughput														
Q2 2018/19	114,336														
Q1 2019/20	109,562														
Q2 2019/20	112,482														
Target	105,000														

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
33.	Membership of Watford Leisure Centre: Central  <b>A high result is good for this indicator</b>	Community & Environ'tal Services  Alan Gough	Quarterly	<p><b>RESULT: 3,212</b></p> <p><b>Membership – Watford Leisure Centre Central</b></p> <table border="1"> <caption>Membership – Watford Leisure Centre Central</caption> <thead> <tr> <th>Quarter</th> <th>Membership</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>3,055</td> </tr> <tr> <td>Q1 2019/20</td> <td>3,201</td> </tr> <tr> <td>Q2 2019/20</td> <td>3,212</td> </tr> <tr> <td>Target</td> <td>3,000</td> </tr> </tbody> </table>	Quarter	Membership	Q2 2018/19	3,055	Q1 2019/20	3,201	Q2 2019/20	3,212	Target	3,000	<p><b>Target for 2019/20: 3,000</b> </p> <p>5% growth in fitness members, year on year. Gym refurbishment and virtual classes helped with this. We expect the sauna and steam room project to help continue the growth.</p>
Quarter	Membership														
Q2 2018/19	3,055														
Q1 2019/20	3,201														
Q2 2019/20	3,212														
Target	3,000														
34.	Watford Leisure Centre – Central - swimming lessons take up	Community & Environ'tal Services  Alan Gough	Quarterly	<p><b>RESULT: 1,645</b></p> <p><b>Watford Leisure Centre Central – swimming lesson take up</b></p> <table border="1"> <caption>Watford Leisure Centre Central – swimming lesson take up</caption> <thead> <tr> <th>Quarter</th> <th>Take up</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>1,816</td> </tr> <tr> <td>Q1 2019/20</td> <td>1,655</td> </tr> <tr> <td>Q2 2019/20</td> <td>1,645</td> </tr> </tbody> </table>	Quarter	Take up	Q2 2018/19	1,816	Q1 2019/20	1,655	Q2 2019/20	1,645	<p><b>Target for 2019/20: No target set</b></p> <p>Decline in lessons, with most common feedback relating to lack of car parking. SLM exploring ways to improve the parking situation.</p>		
Quarter	Take up														
Q2 2018/19	1,816														
Q1 2019/20	1,655														
Q2 2019/20	1,645														

III. FINANCIAL INDICATORS

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)
35.	Value of outstanding invoices <12 months old compared to total raised in a rolling 12 month period  <b>A low result is good for this indicator</b>	Revenues & Benefits  Jane Walker	Monthly	<b>RESULT: X% TO FOLLOW</b>  Value of outstanding invoices < 12 months old	<b>Target for 2019/20: 3% or less</b>
36.	Value of outstanding invoices over 12 months  <b>A low result is good for this indicator</b>	Revenues & Benefits  Jane Walker	Monthly	<b>RESULT: X% TO FOLLOW</b>  Value of outstanding invoices over 12 months	<b>Target for 2019/20: 10 % or less</b>
37.	% payment classified as 'LA error'  <b>A low result is good for this indicator</b>	Revenues & Benefits  Jane Walker	Monthly	<b>RESULT: X%</b>  % payments: LA error	<b>Target for 2019/20: 0.54% or less</b>  LA error arises when we make a mistake and/or we have been slow in processing changes resulting in overpayments. If the overall LA error rate is :  >0.54%      NIL subsidy received on overpayments caused by LA error <0.54>0.48%      40% subsidy received on overpayments caused by LA error <0.48% <b>100% subsidy received</b>

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
38.	Collection rates of council tax  <b>A high result is good for this indicator</b>	Revenues & Benefits  Jane Walker	Monthly	<b>RESULT: X%</b>  Collection rates of council tax											
39.	Collection rates of NNDR  <b>A high result is good for this indicator</b>	Revenues & Benefits  Jane Walker	Monthly	<b>RESULT: X%</b>  Collection rates of NNDR											
40.	Creditor payments paid within 30 days  <b>A high result is good for this indicator</b>	Finance  Alison Scott	Quarterly	<b>RESULT: 99.43%</b>  Creditor payments in 30 days   <table border="1"> <caption>Creditor payments in 30 days</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>96.86%</td> </tr> <tr> <td>Q1 2019/20</td> <td>99.57%</td> </tr> <tr> <td>Q2 2019/20</td> <td>99.43%</td> </tr> <tr> <td>Target</td> <td>95%</td> </tr> </tbody> </table>	Period	Percentage	Q2 2018/19	96.86%	Q1 2019/20	99.57%	Q2 2019/20	99.43%	Target	95%	<b>Above target:</b>  <b>Target for 2019/20 : 95%</b>
Period	Percentage														
Q2 2018/19	96.86%														
Q1 2019/20	99.57%														
Q2 2019/20	99.43%														
Target	95%														



	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
41.	Sickness absence (working days lost per employee, rolling 12 month rate)  <b>A low result is good for this indicator</b>	Human Resources  Terry Baldwin	Monthly	<p><b>RESULT: 4.31 days</b></p> <p style="text-align: center;">Sickness absence</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Sickness Absence Data</caption> <thead> <tr> <th>Quarter</th> <th>Days</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>4.47</td> </tr> <tr> <td>Q1 2019/20</td> <td>4.95</td> </tr> <tr> <td>Q2 2019/20</td> <td>4.31</td> </tr> <tr> <td>Target</td> <td>5.00</td> </tr> </tbody> </table>	Quarter	Days	Q2 2018/19	4.47	Q1 2019/20	4.95	Q2 2019/20	4.31	Target	5.00	Above target:  <b>Target for 2019/20 : 5 days</b>
Quarter	Days														
Q2 2018/19	4.47														
Q1 2019/20	4.95														
Q2 2019/20	4.31														
Target	5.00														
42.	Staff sickness – long term / short term  <b>Narrative indicator</b>	Human Resources  Terry Baldwin	Monthly		For quarter 2 Short term absences triggered -17  Long term absences triggered – 0										

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)												
43.	<p>Staff satisfaction</p> <p>1. Taken from PDRs</p> <p><b>A high result is good for this indicator</b></p>	<p>Human Resources</p> <p>Terry Baldwin</p>	Monthly	<p><b>RESULT: 7.5</b></p> <table border="1"> <caption>Staff satisfaction</caption> <thead> <tr> <th>Quarter</th> <th>Result</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>7.5</td> <td>7.5</td> </tr> <tr> <td>Q1 2019/20</td> <td>7.5</td> <td>7.5</td> </tr> <tr> <td>Q2 2019/20</td> <td>7.5</td> <td>7.5</td> </tr> </tbody> </table>	Quarter	Result	Target	Q2 2018/19	7.5	7.5	Q1 2019/20	7.5	7.5	Q2 2019/20	7.5	7.5	<p><b>Below target</b> </p> <p><b>Target for 2019/20: 7.50</b></p> <p>This result is from the PDR cycle where all staff are asked to score their satisfaction from 0-10.</p>
Quarter	Result	Target															
Q2 2018/19	7.5	7.5															
Q1 2019/20	7.5	7.5															
Q2 2019/20	7.5	7.5															
44.	<p>Staff motivation</p> <p>2. Taken from PDRs</p> <p><b>A high result is good for this indicator</b></p>	<p>Human Resources</p> <p>Terry Baldwin</p>	Monthly	<p><b>RESULT: 7.8</b></p> <table border="1"> <caption>Staff motivation</caption> <thead> <tr> <th>Quarter</th> <th>Result</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>7.7</td> <td>7.5</td> </tr> <tr> <td>Q1 2019/20</td> <td>7.8</td> <td>7.5</td> </tr> <tr> <td>Q2 2019/20</td> <td>7.8</td> <td>7.5</td> </tr> </tbody> </table>	Quarter	Result	Target	Q2 2018/19	7.7	7.5	Q1 2019/20	7.8	7.5	Q2 2019/20	7.8	7.5	<p><b>On target</b> </p> <p><b>Target for 2019/20 : 7.5</b></p> <p>This result is from the PDR cycle where all staff are asked to score their satisfaction from 0-10.</p>
Quarter	Result	Target															
Q2 2018/19	7.7	7.5															
Q1 2019/20	7.8	7.5															
Q2 2019/20	7.8	7.5															

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
45.	Return to work interviews carried out on time  <b>A high result is good for this indicator</b>	Human Resources  Terry Baldwin	Monthly	<p><b>RESULT: 87%</b></p> <p>Return to work interviews</p> <table border="1"> <caption>Return to work interviews</caption> <thead> <tr> <th>Period</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>87%</td> </tr> <tr> <td>Q1 2019/20</td> <td>86%</td> </tr> <tr> <td>Q2 2019/20</td> <td>87%</td> </tr> <tr> <td>Target</td> <td>100%</td> </tr> </tbody> </table>	Period	Result (%)	Q2 2018/19	87%	Q1 2019/20	86%	Q2 2019/20	87%	Target	100%	<p>Below target</p> <p><b>Target for 2019/20 : 100%</b></p>
Period	Result (%)														
Q2 2018/19	87%														
Q1 2019/20	86%														
Q2 2019/20	87%														
Target	100%														
46.	PDRs completed on time  <b>A high result is good for this indicator</b>	Human Resources  Terry Baldwin	Annual	<p><b>RESULT: 100%</b></p> <p>PDRs completed on time</p> <table border="1"> <caption>PDRs completed on time</caption> <thead> <tr> <th>Period</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>100%</td> </tr> <tr> <td>Q1 2019/20</td> <td>83.2%</td> </tr> <tr> <td>Q2 2019/20</td> <td>100%</td> </tr> <tr> <td>Target</td> <td>100%</td> </tr> </tbody> </table>	Period	Result (%)	Q2 2018/19	100%	Q1 2019/20	83.2%	Q2 2019/20	100%	Target	100%	<p>On target</p> <p><b>Target for 2019/20 : 100% by 30 June 2019</b></p>
Period	Result (%)														
Q2 2018/19	100%														
Q1 2019/20	83.2%														
Q2 2019/20	100%														
Target	100%														

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
47.	ICT service: Missed calls to the helpdesk  <b>A low result is good for this indicator</b>	ICT  Andrew Cox	Monthly	<b>RESULT: 5.0%</b>  <p>ICT: missed calls to the helpdesk</p> <table border="1"> <thead> <tr> <th>Period</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>4%</td> </tr> <tr> <td>Q1 2019/20</td> <td>5%</td> </tr> <tr> <td>Q2 2019/20</td> <td>4%</td> </tr> <tr> <td>Target</td> <td>8%</td> </tr> </tbody> </table>	Period	Result (%)	Q2 2018/19	4%	Q1 2019/20	5%	Q2 2019/20	4%	Target	8%	<b>Above target</b>   <b>Target for 2019/20 : 8%</b>  <b>Watford BC / Three Rivers DC – shared result.</b>  User phones the service desk and gets the welcome message, if the user hangs up at this point, then this is defined as "abandoned". If the user is then transferred to the on hold music, and hangs up this is defined as "missed".
Period	Result (%)														
Q2 2018/19	4%														
Q1 2019/20	5%														
Q2 2019/20	4%														
Target	8%														
48.	Customer satisfaction survey  (The following questions are asked in the survey and a rating of below expectations / met expectation / exceed expectations is available for users to mark against each. (1) How satisfied were you with the service you received? (2) Did our IT Support Team member communicate effectively with you?	ICT  Andrew Cox	Monthly		<b>No target set.</b>										

	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
	(3) Did we resolve your issue in a timely manner? (4) How professional and courteous were the IT support team members?)  <b>Narrative indicator</b>														
49.	First time fix  (first time fix statistics are calculated by the ME system as an incident being closed 30 minutes post creation)  <b>A high result is good for this indicator</b>	ICT  Andrew Cox		<p><b>RESULT: 41%</b></p> <table border="1"> <caption>ICT: first time fix (FTF)</caption> <thead> <tr> <th>Period</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>37%</td> </tr> <tr> <td>Q1 2019/20</td> <td>36%</td> </tr> <tr> <td>Q2 2019/20</td> <td>41%</td> </tr> <tr> <td>Target</td> <td>45%</td> </tr> </tbody> </table>	Period	Result (%)	Q2 2018/19	37%	Q1 2019/20	36%	Q2 2019/20	41%	Target	45%	<p><b>Below target</b></p> <p><b>Target for 2019/20 : 45%</b></p> <p>First time fixes are incidents which were closed 30 minutes after being created. Walk ups or telephone calls only.</p> <p>Performance is impacted by the reporting channel chosen - very low levels of walk-ups this month and a proportionally higher level of email therefore reducing the number of tickets where this could be achieved.</p>
Period	Result (%)														
Q2 2018/19	37%														
Q1 2019/20	36%														
Q2 2019/20	41%														
Target	45%														



	Indicator	Service area	Reporting frequency	Results Q2 2019/20 (with comparison for two previous years)	Comments & Benchmarking (where available)										
50.	Tickets closed per team  A high result is good for this indicator	ICT  Andrew Cox		<p><b>RESULT: 74%</b></p> <p>ICT: tickets closed per team</p> <table border="1"> <caption>ICT: tickets closed per team</caption> <thead> <tr> <th>Period</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>77%</td> </tr> <tr> <td>Q1 2019/20</td> <td>84%</td> </tr> <tr> <td>Q2 2019/20</td> <td>74%</td> </tr> <tr> <td>Target</td> <td>80%</td> </tr> </tbody> </table>	Period	Result (%)	Q2 2018/19	77%	Q1 2019/20	84%	Q2 2019/20	74%	Target	80%	<p>Below target</p> <p><b>Target for 2019/20: 80%</b></p>
Period	Result (%)														
Q2 2018/19	77%														
Q1 2019/20	84%														
Q2 2019/20	74%														
Target	80%														
51.	Tickets against service levels  A high result is good for this indicator	ICT  Andrew Cox		<p><b>RESULT: 97%</b></p> <p>ICT: tickets against service levels</p> <table border="1"> <caption>ICT: tickets against service levels</caption> <thead> <tr> <th>Period</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>88%</td> </tr> <tr> <td>Q1 2019/20</td> <td>87%</td> </tr> <tr> <td>Q2 2019/20</td> <td>97%</td> </tr> <tr> <td>Target</td> <td>95%</td> </tr> </tbody> </table>	Period	Result (%)	Q2 2018/19	88%	Q1 2019/20	87%	Q2 2019/20	97%	Target	95%	<p>Above target:</p> <p><b>Target for 2019/20 : 95%</b></p>
Period	Result (%)														
Q2 2018/19	88%														
Q1 2019/20	87%														
Q2 2019/20	97%														
Target	95%														



## Executive Decision Progress Report

**May 2019 – May 2020**

Contact Officer: Ishbel Morren  
Senior Democratic Services Officer

Telephone: 01923 278375

Email: [democraticservices@watford.gov.uk](mailto:democraticservices@watford.gov.uk)

All officer decisions are available on the [Officer Decision Register](#) or on the full [Decision Register](#). Only key decisions are shown below. Further information about [forthcoming decisions](#) is available online.

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Sports and Physical Activity Framework	Community and Environmental Services	Cabinet	February 2019	Originally due to be considered by Cabinet at its meeting in February, considered at the meeting on <a href="#">4 July 2019</a> .  Not called in
Watford Riverwell	Place Shaping and Corporate Performance	Cabinet	July 2019	Part B – paragraph 3 of Part 1 Schedule 12A of the Local Government Act 1972, as it contains commercially sensitive information  Considered by Cabinet at its meeting on <a href="#">4 July 2019</a> .  Not called in

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Award of Transport App contract	Service Transformation	Mayor	July 2019	<p>The Chair of Overview and Scrutiny Committee agreed that the decision could be dealt with in accordance with Access to Information Procedure Rule 16 of the Constitution, "Special Urgency".</p> <p>Mayor Taylor made the decision on <a href="#">9 July 2019</a></p>
Management contract for council owned hostels and self-contained properties used as temporary accommodation	Place Shaping and Corporate Performance	Head of Housing	August 2009	<p>Considered by the Head of Housing on 8 August 2019</p> <p>Not called in</p>
Community Protection Notice – fine levels	Community and Environmental Services	Cabinet	September 2019	<p>Considered by Cabinet at its meeting on <a href="#">9 September 2019</a></p> <p>Not called in</p>

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Demand Responsive Transport	Place Shaping	Cabinet	September 2019	<p>Part exempt – Paragraph 3 of Part 1 Schedule 12A of the Local Government Act 1972, as appendix contains commercially sensitive financial information</p> <p>Considered by Cabinet at its meeting on <a href="#">9 September 2019</a>.</p> <p>Not called in</p>
Watford Market Management Contract	Community and Environmental Services	Cabinet	September 2019	<p>In accordance with the Access to Information Procedure Rule 15, the Chair of Overview and Scrutiny Committee was notified that the decision was to be considered by Cabinet at its meeting on <a href="#">9 September 2019</a>.</p> <p>Part exempt – Paragraph 3 of Part 1 Schedule 12A of the Local Government Act 1972, as appendix contains commercially sensitive financial information</p> <p>Not called in</p>

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Bike Share scheme	Place Shaping	Cabinet	September 2019	<p>Part exempt – Paragraph 3 of Part 1 Schedule 12A of the Local Government Act 1972, as an appendix contains commercially sensitive financial information</p> <p>Considered by Cabinet at its meeting on <a href="#">9 September 2019</a>.</p> <p>Not called in</p>
Award of contract for the council's Business Intelligence partner	Service Transformation	Group Head of Transformation	September 2019	<p>Approved by Group Head of Transformation on 30 September 2019.</p> <p>Not called in</p>
Watford High Street (North) and Cultural Hub Masterplan Progress Report	Place Shaping	Cabinet	October 2019	<p>Considered by Cabinet at its meeting on <a href="#">7 October 2019</a></p> <p>Not called in</p>

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Watford 2020: Transport and Infrastructure Detailed Design and Business Case	Service Transformation and Place Shaping	Cabinet	October 2019	<p>Part B – paragraph 2 of Part 1 Schedule 12A of the Local Government Act 1972, as it contains information which is likely to reveal the identity of an individual</p> <p>Considered by Cabinet at its meeting on <a href="#">7 October 2019</a></p> <p>Not called in</p>
Cassiobury Footpath 30	Corporate Strategy and Communications	Cabinet	November 2019	<p>Part exempt – Paragraph 3 of Part 1 Schedule 12A of the Local Government Act 1972, as appendix contains commercially sensitive financial information</p> <p>Originally due to be considered by Cabinet at its meeting in October, considered at the meeting on <a href="#">11 November 2019</a></p> <p>Not called in</p>

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Print and Posts Contracts Award	Service Transformation	Cabinet	November 2019	<p>Part B – paragraphs 2 and 3 of Part 1 Schedule 12A of the Local Government Act 1972, as it contains information which is likely to reveal the identity of an individual and financial or business affairs of bidders</p> <p>Originally due to be considered by Cabinet at its meeting in October, considered at the meeting on <a href="#">11 November 2019</a></p> <p>Not called in</p>
Statement of Community Involvement	Place Shaping and Corporate Performance	Cabinet	November 2019	<p>Considered by Cabinet at its meeting on <a href="#">11 November 2019</a></p> <p>Not called in</p>
Woodside Masterplan Update	Community and Environmental Services	Cabinet	November 2019	<p>In accordance with the Access to Information Procedure Rule 15, the Chair of Overview and Scrutiny Committee was notified that the decision was to be considered by Cabinet at its meeting on <a href="#">11 November 2019</a></p> <p>Not called in</p>

<b>Decision</b>	<b>Department</b>	<b>Decision maker</b>	<b>Date Key Decision to be taken (as shown on the Notice of Executive Decisions)</b>	<b>Status</b>
Safeguarding Policy	Community and Environmental Services	Cabinet	December 2019	Originally due to be considered by Cabinet at its meeting in September, deferred to the meeting on 2 December 2019
Domestic Abuse Policy	Community and Environmental Services	Cabinet	December 2019	Originally due to be considered by Cabinet at its meeting in September, deferred to the meeting on 2 December 2019
Developer Contributions Governance	Place Shaping and Corporate Performance	Cabinet	December 2019	Due to be considered by Cabinet at its meeting on 2 December 2019
Hertfordshire Growth Board Memorandum of Understanding	Place Shaping and Corporate Performance	Cabinet	December 2019	In accordance with the Access to Information Procedure Rule 15, the Chair of Overview and Scrutiny Committee was notified that the decision was to be considered by Cabinet at its meeting on 2 December 2019
Waste and Recycling contract variations	Community and Environmental Services	Cabinet	January 2020	Due to be considered by Cabinet at its meeting in November, deferred to the meeting on 6 January 2020.

Decision	Department	Decision maker	Date Key Decision to be taken (as shown on the Notice of Executive Decisions)	Status
Riverwell – Multi-storey car park	Place Shaping and Corporate Performance	Cabinet	January 2019	<p>Part B – paragraph 3 of Part 1 Schedule 12A of the Local Government Act 1972, as the contract has not been awarded.</p> <p>Originally due to be considered by Cabinet at its meeting in September, deferred to the meeting on 20 January 2020</p>
Homelessness & Rough Sleeping Strategy	Place Shaping and Corporate Performance	Cabinet	February 2020	Due to be considered by Cabinet at its meeting on 10 February 2020

Part A

**Report to:** Overview and Scrutiny Committee

**Date of meeting:** Thursday, 28 November 2019

**Report author:** Senior Democratic Services Officer

**Title:** New scrutiny task group - health services for deaf people

## 1.0 Summary

1.1 This report provides details of a scrutiny suggestion from the Portfolio Holder for Community about whether health services are failing deaf people locally.

1.2 The scrutiny committee is asked to consider the scrutiny suggestion. If the suggestion is approved, members will need to agree the membership and chair. Due to the short turnaround time for agreeing this task group, a verbal update will be provided at the meeting regarding the membership and role of chair.

## 2.0 Risks

2.1

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
The scrutiny committee does not agree to the suggestion	Non-executive councillors will not have the ability to review and suggest changes to health services affecting deaf people in the local community	None	Tolerate	2

## 3.0 Recommendations

3.1 That Overview and Scrutiny Committee considers the scrutiny proposal submitted by the Portfolio Holder for Community regarding effective access to health and emergency services for deaf people.

3.2 If the scrutiny proposal is agreed, that Overview and Scrutiny Committee agrees the task group's membership and chair.

**Further information:**

Ishbel Morren

ishbel.morren@watford.gov.uk

**Report approved by:** Carol Chen, Group Head of Democracy and Governance

**4.0 Detailed proposal**

- 4.1 The Portfolio Holder for Community contacted the Senior Democratic Services Officer to advise that she wished to establish a task group to consider concerns regarding healthcare and emergency care for deaf people. This followed recent discussions at the deaf club. Councillor Collett has set out a number of areas the task group might consider regarding access to services and effective communication.
- 4.2 If agreed, the task group will meet for the first time on Tuesday 21 January 2020 at 6.30pm. As part of its work, it is suggested that the task group holds a daytime forum with practitioners and external stakeholders. An additional meeting may also be required to agree the task group's recommendations.
- 4.3 Once the task group has completed its work, the final report and recommendations will be presented to Overview and Scrutiny Committee on 19 March 2020.
- 4.4 The scrutiny committee is asked to approve the task group's membership and appoint a chair. Members are reminded that a task group should contain between three and five non-executive councillors. At the time of writing the following councillors, listed in order of response, have put their names forward to participate in this task group:
- Councillor Glen Saffery
  - Councillor Amanda Grimston.

Councillor Grimston has indicated that she would like to be considered for the role of chair.

**5.0 Implications****5.1 Financial**

- 5.1.1 The Shared Director of Finance comments that there are no financial implications.

**5.2 Legal Issues (Monitoring Officer)**

- 5.2.1 The Group Head of Democracy and Governance comments that there are no legal implications.

### **5.3 Equalities, Human Rights and Data Protection**

5.3.1 Having regard to the council's obligations under s149 of the Equality Act, the task group will consider if there are any implications that may need to be addressed as they make their recommendations.

### **5.4 Staffing**

5.4.1 The task group will be managed by Democratic Services.

### **5.5 Accommodation**

5.5.1 There are no accommodation implications as a result of this report.

### **5.6 Community Safety/Crime and Disorder**

5.6.1 There are no community safety or crime and disorder implications as a result of this report.

### **5.7 Sustainability**

5.7.1 There are no sustainability implications as a result of this report.

## **Appendices**

Appendix 1 – scrutiny proposal form

## **Background papers**

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

- Emails from those councillors interested in taking part in the proposed task group.

Your reference number is SCR156599537.

Thank you for submitting Scrutiny - Democratic Services Review

**What topic or issue would you like scrutinised and why?:** "Are health services still failing Deaf people?"  
My recent visit to the deaf club listening to their concerns regarding healthcare and emergency care-

**What outcomes would you like to see from this review?:** Some areas that we think might be useful to look at:  
-is the NHS Accessible Information and Community Policy working as intended?  
-do front of house staff (e.g. receptionists) have the knowledge they need to communicate with Deaf people and have access to alternative (i.e. online) interpreting services?  
-do staff in emergency medicine have sufficient training to communicate with Deaf people and organise the communication support required in this sort of situation and/or the resources to do so?  
-are Deaf people still having to physically go to PALS to organise an interpreter, and what communication support is available when they get there?  
-do Deaf people still have to postpone appointments due to the (mythical) 2 week wait for an interpreter?  
-do Deaf people receive the access they require to all information and appointments?  
-will the change from using a dedicated Sign Language Interpreting agency, to one that includes spoken interpreters, be smooth, cause no extra disruption for Deaf people, and maintain access to preferred interpreters?  
-are other areas of health services (outside the NHS, and run by local councils) living up to the same expectations that are required of the NHS?

**Which of the Council's priorities does the suggestion support? (select all which apply):** Enable a thriving local economy, Enable a sustainable town and council, Celebrate and support our communities

**Name:** Councillor Collett

**Email address:** karen.collett@watford.gov.uk

**Telephone number:** 07792522736

**Approve application?:** Yes

**Add comments:**

## Overview and Scrutiny Committee

### Work Programme 2019/20

#### Thursday 20 June 2019 (published on 12 June)

Item	Lead officer/councillor
Call-in	
Work programme	Senior Democratic Services Officer
West Herts Hospitals NHS Trust – redevelopment update	West Herts Hospital NHS Trust
Quarter 4 2018/19 Performance report	Group Head of Corporate Strategy and Communications

#### Tuesday 23 July 2019 (published on 15 July)

Item	Lead officer/councillor
Minutes of other scrutiny committees and task groups <ul style="list-style-type: none"> <li>• Finance Scrutiny Committee 25/06/19</li> <li>• Mental Health Task Group 18/06/19</li> </ul>	
Call-in	
Task group 2 to be agreed – HQ Theatres (The Colosseum)	Senior Democratic Services Officer / Head of Leisure and Environmental Services
Watford 2020 update	Watford 2020 Programme Manager
Rough sleepers	Head of Housing
Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities – brief outline of some of the key points set out in the new guidance	Senior Democratic Services Officer

**Thursday 26 September 2019 (published on 18 September)**

<b>Item</b>	<b>Lead officer/councillor</b>
Minutes of other scrutiny committees and task groups <ul style="list-style-type: none"> <li>• Scrutiny Task Group 1 15/07/19</li> <li>• Finance Scrutiny Committee 11/09/19</li> </ul>	
Call-in	
Watford Community Housing Task Group – recommendations update <ul style="list-style-type: none"> <li>• To review the latest information from Watford Community Housing</li> </ul>	Senior Democratic Services Officer / Watford Community Housing
End of Year report – Small Grants Fund	Head of Leisure and Environmental Services
Quarter 1 2019/20 Key Performance Indicators	Group Head of Corporate Strategy and Communications

**Thursday 24 October 2019 (published on 16 October)**

<b>Item</b>	<b>Lead officer/councillor</b>
Minutes of other scrutiny committees and task groups <ul style="list-style-type: none"> <li>• Scrutiny Task Group 1 17/09/19</li> <li>• Scrutiny Task Group 2 18/09/19</li> </ul>	
Call-in	
Mental Health Task Group – Final report	Senior Democratic Services Officer
Watford 2020 update	Watford 2020 Programme Manager
End of year report on the Voluntary Sector Commissioning Framework and review of the 2016-19 commissioning framework	Head of Leisure and Environmental Services

**Thursday 28 November 2019 (published on 20 November)**

<b>Item</b>	<b>Lead officer/councillor</b>
Minutes of other scrutiny committees and task groups <ul style="list-style-type: none"><li>• Scrutiny Task Group 2 14 October 2019</li></ul>	
Call-in	
End of year 8 Watford Colosseum with HQ Theatres	Head of Leisure and Environmental Services
End of year 1 new leisure contract with SLM	Head of Leisure and Environmental Services
Quarter 2 2019/20 Key Performance Indicators	Group Head of Corporate Strategy and Communications

**Thursday 19 December 2019 (published on 11 December)**

<b>Item</b>	<b>Lead officer/councillor</b>
Minutes of other scrutiny committees and task groups <ul style="list-style-type: none"><li>• Finance Scrutiny Committee 26/11/19</li></ul>	
Call-in	
End of year 6 Waste, Streets and Parks contract with Veolia – particular reference to be given to improved street and environmental cleanliness, levels of litter, detritus, graffiti and fly posting	Head of Leisure and Environmental Services
Watford Colosseum Task Group – Final report	Senior Democratic Services Officer

**Thursday 23 January 2020 (published on 15 January)**

<b>Item</b>	<b>Lead officer/councillor</b>
Call-in	

**Thursday 6 February 2020 (published on 29 January)**

<b>Item</b>	<b>Lead officer/councillor</b>
Minutes of other scrutiny committees and task groups <ul style="list-style-type: none"> <li>• Scrutiny Task Group 3 17/12/19</li> <li>• Scrutiny Task Group 2 18/12/19</li> <li>• Finance Scrutiny Committee 14/01/20</li> <li>• Scrutiny Task Group 3 21/01/20</li> </ul>	
Call-in	
Quarter 3 2019/20 Key Performance Indicators	Group Head of Corporate Strategy and Communications
Mental Health Task Group – Executive response	Senior Democratic Services Officer
Sickness absence and return to work interviews, including the latest performance data	Group Head of Human Resources and OD

**Thursday 27 February 2020 (published on 19 February)**

<b>Item</b>	<b>Lead officer/councillor</b>
Minutes of other scrutiny committees and task groups <ul style="list-style-type: none"> <li>• Scrutiny Task Group 3 – tbc</li> </ul>	
Call-in	
Watford 2020 update	Watford 2020 Programme Manager

**Thursday 19 March 2020 (published on 11 March)**

<b>Item</b>	<b>Lead officer/councillor</b>
Minutes of other scrutiny committees and task groups <ul style="list-style-type: none"><li>• Scrutiny Task Group 3 10/03/20</li><li>• Finance Scrutiny Committee 11/03/20</li></ul>	
Call-in	
Community Safety Partnership – final update on 2019/20 plan and objectives for 2020/21	Community Safety Co-ordinator
Scrutiny Task Group 3 – Final report	Senior Democratic Services Officer
New task group for 2020/21	Senior Democratic Services Officer

2020/21

June 2020 – Watford Community Housing Task Group Recommendations - Update