



# Havering

LONDON BOROUGH

# **Quarter 1 Performance Report 2018/19**

## **Towns and Communities O&S Sub-Committee**

**4 September 2018**

## About the Towns and Communities O&S Committee Performance Report

- Overview of the key performance indicators as selected by the Towns and Communities Overview and Scrutiny Sub-Committee
- The report identifies where the Council is performing well (**Green**), and not so well (**Amber** and **Red**).
- Where the RAG rating is '**Red**', '**Corrective Action**' is included. This highlights what action the Council will take to address poor performance.

## OVERVIEW OF TOWNS AND COMMUNITIES INDICATORS

- 6 Performance Indicators are reported to the Towns and Communities Overview & Scrutiny Sub-Committee.
- Data is available for all the indicators.
- Performance ratings are available for 4 of the 6 indicators. 3 are **Red** (off target) and 1 is **Green** (on target)

# Quarter 1 Performance

Indicator and Description	Value	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Performance	Short Term DOT against Q4 (Annual) 2017/18		Long Term DOT against Q1 2017/18	
No. of Stage 1 complaints received (cumulative)	Smaller is better	N/A	N/A	192	↑	764	↑	210
% of Stage 1 complaints closed in 15 days (cumulative)	Bigger is better	95%	95%	91.1% RED	↑	87%	↑	83%
No. of Stage 2 complaints received (cumulative)	Smaller is better	N/A	N/A	49	↑	162	↓	36
% of Stage 2 complaints closed within 20 days (cumulative)	Bigger is better	95%	95%	67.3% RED	↓	86.4%	↓	94%
% of housing repairs completed within target (cumulative)	Bigger is better	96%	96%	89.4% RED	↓	91.2%	↓	94.1%
Contractor liaison with residents during regeneration work	N/A	Residents Consulted	Residents Consulted	On Track	-	NEW	-	NEW

## About Complaints Data

- A breakdown of Stage 1 complaints data by service from April to June 2018 is provided below:

	No. of Stage 1 complaints received	% of Stage 1 complaints closed in 15 days
Arts Services		
Businesses		
Cemeteries		
Community involvement (incl. volunteers)		
Crematorium	1	100%
Development and Transport Planning		
Enforcement		
Housing – ASB	9	100%
Housing – Other	66	88%
Housing – Repairs	65	91%
Leisure centres and sport	1	100%
Library Services (incl. Havering Museum)	5	100%
Parks and open spaces (incl. allotments)	14	93%
Planning and Building Control	15	87%
Public Protection	12	100%
Regeneration		
Registrar Services	4	100%
<b>TOTAL</b>	<b>192</b>	<b>91.1%</b>

- There was a decrease of 18 Stage 1 complaints received in Quarter 1 compared to same period last year

## Highlights

- To date, the regeneration consultation meetings have involved 1,482 residents across the 12 sites.
- The programme of engagement has been supported by 1-2-1 meetings with residents, newsletter and website updates and features in local publications.
- Since establishing the Joint Venture company in April 2018, Wates has completed 'Meet the Developer' consultation meetings, which 126 residents and neighbours of the estates in Phase One of the programme attended.
- The consultation programme is set to recommence in September 2018.

## Improvements Required

- 89.4% (5,971 out of 6,676) of repairs were completed within the target timescale in Quarter 1.
  - Gas contractors' performance was 99.0%.
  - Main repairs contractors' performance was 87.5%.
- An improvement plan was implemented by the contractor which the Council was assured would result in improved performance during the last quarter of 2017/18. Regretfully this was not achieved and performance remains below targets.
- The main corrective actions taken by the contractor involved recruiting additional resources to assist in managing the number of "out of target orders", scrutinising employee productivity and reviewing supply chain management to ensure timely completions.
- Completion of these actions and progress in achieving performance targets is scrutinised at regular contract management meetings and at separate monthly service improvement meetings.
- The Director of Neighbourhoods has also met with the Managing Director of Breyers to highlight the importance of service delivery to Havering and gain assurance that performance will improve.
- The appointment of additional staff resources was delayed due to recruitment difficulties, and following appointment some new operatives have subsequently left and some were not considered suitable. Recruitment continues to be a problem for the contractor, however resources have now been appointed and it is anticipated that the backlog of overdue orders will now reduce.
- We will also be reviewing the contractors' action plan, to identify any further changes that could be implemented to improve performance against this KPI.



## Improvements Required

- 117 out of 131 (89%) of non-ASB related Stage 1 Housing complaints were closed within 15 days in Quarter 1.
- 59 out of 65 (91%) complaints relating to Housing repairs were closed within 15 days. Whilst below target (95%) performance has significantly improved compared with the same period last year (56%).
- Issues contributing to below-target performance include:
  - The Housing Complaints Team lost two experienced officers in Quarter 1 which impacted overall performance. The team has successfully recruited to these roles in Quarter 2. Once training is completed, an increase in performance is expected in Quarters 3 and 4.
  - There has been an increase in complaints due to letters sent to Private Sector Leasing (PSL) tenants regarding the PSL review and negative publicity in the local press surrounding this.
- A new Interim Senior Complaints Officer has been put in place to manage the team and the workload.
- The Acting Assistant Director of Housing has instigated a more structured approach to achieving targets with milestones and warnings incorporated into the process. Also closer senior management scrutiny has been built into the system.

## Improvements Required

- In Quarter 1 there were 49 Stage 2 complaints that fall within the remit of Towns and Communities OSC. Of these, 33 were closed on time, resulting in the outturn being significantly below target.
- Targets on Stage 2 cases can be missed due to the extreme complexity of the complaint. Some cases can be historic, involving information going back many years (sometimes in excess of 10 years), as well as the need to contact external agencies and view archived files.
- The Chief Executive signs off all Stage 2 complaint responses and is kept up to date with delays on investigations. Case officers are in regular contact with complainants.
- Targets can also be missed as complaints are investigated fully with complete transparency, so as to bring resolution to the matter for the customer without the need to escalate further to Stage 3 or the Ombudsman. The Complaints team is reliant on services to provide information in a timely fashion, which often prompts a need for further information or clarification until resolution is achieved. The reduced number of Stage 3 complaints supports the theory that a full, comprehensive investigation at Stage 2 brings a satisfactory resolution for the customer.

# Any questions?

