



Havering
LONDON BOROUGH

Quarter 4 Performance Report 2018/19

Towns and Communities O&S Sub-Committee

11 July 2019

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 4 Performance

Indicator and Description	Value	2018/19 Annual Target	2018/19 Q4 Target	2018/19 Q4 Performance	Short Term DOT against Q3 2018/19		Long Term DOT against Q4 2017/18	
No. of Stage 1 complaints received (cumulative)	Smaller is better	N/A	N/A	831	-	587	-	764
% of Stage 1 complaints closed in target (cumulative)*	Bigger is better	95%	95%	67.4%	↓	71.7%	↓	87%
No. of Stage 2 complaints received (cumulative)	Smaller is better	N/A	N/A	200	-	143	-	162
% of Stage 2 complaints closed within target (cumulative)*	Bigger is better	95%	95%	76.0%	↓	76.9%	↓	86.4%
% of housing repairs completed within target (cumulative)	Bigger is better	96%	96%	84.37%	↓	84.79%	↓	91%
Contractor liaison with residents during regeneration work	N/A	Residents Consulted	Residents Consulted	On Track	-	On Track	-	NEW

*From the start of Quarter 3 2018/19; targets for stage 1 complaints changed from 15 to 10 working days and targets for stage 2 complaints changed from 20 to 25 working days

About Complaints Data – New Corporate Standards

- As a result of some poor quality investigations at Stage 1 of the process, the nature of Stage 2 complaints has become far more complex.
- A review of the Council's Complaint Policy and Procedure was therefore carried, and as a result there has been a change from the start of quarter 3 in timescales for both Stage 1 and Stage 2 complaints.
- Following a call-in of the Executive Decision, and a subsequent meeting of the Overview and Scrutiny Board, the changes are set out below:
 - Stage 1 complaints to be completed in 10 working days (amended from 15 working days)
 - Stage 2 complaints to be completed in 25 working days (amended from 20 working days)
 - Stage 3 complaints to be completed in 30 working days (amended from a calendar month)

About Complaints Data

- A breakdown of Stage 1 complaints data by service from April 2018 to end of March 2019 is provided below:

	No. of Stage 1 complaints received	% of Stage 1 complaints closed in timescale
Arts Services	1	100%
Businesses		
Cemeteries	5	100%
Community involvement (incl. volunteers)		
Crematorium	1	100%
Housing – ASB	21	67%
Housing – Other	292	62%
Housing – Repairs	346	60%
Leisure centres and sport	8	38%
Library Services (incl. Havering Museum)	16	100%
Parks and open spaces (incl. allotments)	32	94%
Planning and Building Control	53	91%
Public Protection	47	98%
Regeneration		
Registrar Services	9	100%
TOTAL	831	67.4%

- There was an increase of 67 Stage 1 complaints received compared to same period last year

Improvements Required (Complaints Stage 1)

- 14 out of 21 (67%) of ASB related Stage 1 Housing complaints were closed within timescale .
- 207 out of 346 (60%) complaints relating to Housing repairs were closed within 15 days. Performance is below target (95%)
- 180 out of 292 (62%) of non-repairs or ASB related Stage 1 Housing complaints were closed within 15 days at Quarter 4.
- A new process has been put into place to deal with Housing complaints to bring about improvements to each of the service areas in Housing Services. Since 5 November 2018, Complaints Officers have been allocated to each of the service areas and are being managed and directed by the Service Managers for: Property and Land, Tenancy Sustainment and Housing Demand. One officer remains in the Neighbourhoods Complaints Team and is responsible for the allocation of complaints, FOIs as well as Members and MP Enquiries.
- The service Complaints Officer is responsible for:
 - Acknowledging the complaint
 - Collating the information, preparing the draft and getting it approved by the Service Manager to meet the deadlines
 - Closing the complaint on the system
 - Ensuring that any complaints that are received outside of the normal process from residents, members or MPs are properly logged and follow the complaints process as above
 - Ensuring that any actions or promises made in the complaint response are followed through and delivered
 - Producing weekly reports on the performance of the service area and ensuring that these are collated into a monthly report for the department
- The most pressing issue is for each service area to reduce the current backlog of complaints before ensuring that the performance improves overall to meet the new corporate standards for response.

Improvements Required (Complaints Stage 2)

- From April 2018 to end of March 2019 there were 200 Stage 2 complaints that were within the remit of Towns and Communities OSC. Of these, 152 were closed on time, resulting in the outturn being below target. There were 38 more Stage 2 complaints compared to the same period last year.
- 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.

2017-18 & 2018-19 % of housing repairs completed within target (cumulative per month)

		April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
2018-19	Overall % of Repairs completed on time	89.24%	85.10%	91.30%	83.00%	86.30%	89.09%	85.84%	84.25%	84.79%	76.53%	83.98%	84.37%
	Breyer % completed on time	86.51%	83.10%	95.00%	76.80%	87.80%	88.53%	84.77%	84.15%	84.33%	81.52%	86.16%	84.03%
	Gas % completed on time	100.00%	98.40%	97.80%	89.20%	79.80%	91.79%	92.32%	89.43%	90.59%	53.35%	83.60%	85.70%
2017-18	Overall % of Repairs completed on time	95.55%	94.52%	94.08%	92.97%	92.35%	91.52%	91.40%	91.36%	91.60%	91.49%	91.41%	91.23%
	Breyer % completed on time	95.16%	94.10%	93.66%	92.61%	91.96%	91.49%	90.73%	90.71%	95.21%	90.71%	90.66%	90.50%
	Gas % completed on time	100.00%	98.90%	99.03%	97.47%	97.42%	97.71%	98.22%	98.35%	98.65%	98.84%	98.87%	98.88%

Improvements Required – Repairs (1)

- 84.37% (25,333 out of 30,025) of repairs were completed within the target timescale in Quarter 4 against a target of 95%. The main repairs contractor Breyer's performance was 84.03%.
- The main reason for Breyer performance being below target is due to a backlog of overdue orders they have allowed to accumulate. While clearing the backlog, it has not been possible for Breyer to achieve target, because all backlog jobs will be late and as such will inevitably impact on the overall KPI
- As previously reported, Breyer have been working to a revised improvement plan designed to reduce the backlog, which is less complicated, more focused on outcomes and details the measures being taken to increase the contractor's resources to achieve target.
- The new plan is reviewed more frequently at fortnightly meetings and attended by Breyer operational Directors and Havering's Property Services Manager, together with operational managers from both organisations.
- Clearing the backlog has meant Breyer has not been able to achieve target this financial year. Once the backlog has been cleared the target should be met.
- The backlog is reducing month on month and has been reduced by approximately 35% in March 2019. As of the first week in April there were only 8 jobs above the target set.
- These reductions in overdue orders going forward will have an impact on repairs completed on time. Breyer are reporting figures for April of 93% on time and for May (so far) 96% on time. These figures have yet to be confirmed, but the reduction in overdue orders will result in improved performance.

Improvements Required – Repairs (2)

- It should be noted that although Breyer have not met the KPI of “repairs completed within target” they have consistently achieved the “Right First Time” target and continue to do so.
- As previously advised as part of the plan, Breyer have appointed new operatives to assist clearing the backlog and this is clearly having an effect.
- There was concern raised previously around Breyer’s ability to retain the additional staff but this has not occurred and monitoring of resources and regular communication with Breyer has proved to be effective.
- As previously advised, the interim Director of Housing has also set up and maintains regular strategic review meetings with the Managing Director of Breyer to ensure performance is highlighted as a key priority and to gain assurance that improvement will be delivered.

Improvements Required – Repairs (3)

- Performance of our new Gas contractor, K&T heating, has also not achieved target in Quarter 4, K&T's performance was 85.70% against a target of 95%. This continues to be monitored through regular contract meetings where performance against targets is discussed, reviewed and action plans agreed.
- Our main gas contractor K&T although not achieving their target in regard to the repairs completed on time for March did improve performance compared to Feb (83.60%) and early signs are that April will be even better and currently is reported as 92.44%.
- The poor performance was partly down to system errors as previously advised. These have now been addressed and has resulted in an improvement in reported performance.
- As previously advised new management arrangements were put in place, that have proved to be effective, but we continue to monitor daily domestic boilers that have broken down, in order to ensure timeframes for repairs are maintained. This is being communicated with residents to make them aware.

Any questions?

