



Havering

LONDON BOROUGH

Quarter 1 Performance Report 2019/20

Towns and Communities O&S Sub-Committee

03 September 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

- 11 Performance Indicators are reported to the Towns and Communities Overview & Scrutiny Sub-Committee.
- Data is available for all of the indicators.
- Performance ratings are available for 10 of the 11 indicators. 5 are **Red** (off target) and 5 are **Green** (on target).

Quarter 1 Performance

Indicator and Description	Value	2019/20 Target	19/20 Q1 Performance	Short Term DOT against Q4 2018/19		Long Term DOT against Q1 2018/19	
% of Housing services complaints answered within target time	Bigger is better	95%	93.79% Red	↑	31.19%	↑	17.57%
% of repairs right first time (Breyer Contractor only)	Bigger is better	95%	98.29% Green	↑	97.70%	↑	96.09%
% of all repairs completed within target Main Contractor(s) (cumulative)	Bigger is better	95%	88.69% Red	↑	84.37%	↓	91.30%
% HRA Gas servicing compliance (General needs & Sheltered)	Bigger is better	100%	99.98% Red	↑	99.75%	↑	98.64%
% of fire risk assessments completed of those due	Bigger is better	100%	100% Green	↔	100%	↔	100%
% of arrears over debit	Smaller is better	1.40%	2.96% Red*	-	NEW	-	NEW
Total current UC tenants arrears (General, sheltered, HMO & AST)	Smaller is better	Demand Pressure	£702K	-	NEW	-	NEW

*Provisional

Quarter 1 Performance

Indicator and Description	Value	2019/20 Target	19/20 Q1 Performance	Short Term DOT against Q4 2018/19		Long Term DOT against Q1 2018/19	
Average days re-let time of ALL HRA Voids	Smaller is better	14 days	15.34 Red	-	NEW	-	NEW
Major Planning Applications completed within Target	Bigger is better	65%	100% Green	↔	100%	↔	100%
Minor Planning Applications completed within Target	Bigger is better	65%	100% Green	↑	97%	↑	83%
Other Planning Applications completed within Target	Bigger is better	80%	100% Green	↑	99%	↑	86%

Quarter 1 Complaints

About Complaints Data

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

	No. of Stage 1 complaints received	% of Stage 1 complaints closed in timescale
Housing Demand	20	95%
late Delivery or Slow Service	13	92.31%
Not Keeping Our Promises	3	100%
Quality or Reliability of Service	1	100%
Staff Complaint	3	100%
Property & Land	91	98%
late Delivery or Slow Service	64	97%
Not Keeping Our Promises	18	100%
Quality or Reliability of Service	8	100%
Staff Complaint	1	100%
Tenancy Sustainment	34	82%
late Delivery or Slow Service	27	85%
Not Keeping Our Promises	1	0%
Quality or Reliability of Service	1	100%
Staff Complaint	5	80%
TOTAL	145	93.79%

Quarter 1 Complaints

Performance (Complaints Stage 1)

- In Quarter 1 of 2019/20, the total number of Stage 1 complaints closed within timescale (10 days) was 136 out of 145 (93.79%).
- This is a significant improvement compared to the same time last year where 122 out of 148 (82.43%) Stage 1 complaints were closed within timescales (15 days).
- 19 out of 20 (95%) of Stage 1 complaints relating to Housing Demand service were closed within the timescale of 10 days.
- 89 out of 91 (97.8%) of Stage 1 complaints relating to Property & Land service were closed within the timescale of 10 days.
- 28 out of 34 (82.4%) of Stage 1 complaints relating to Tenancy Sustainment service were closed within the timescale of 10 days.

Improvements Required (Complaints Stage 1) -

- Complaints have significantly improved when compared to this time last year.
- 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 and FOIs, as well as Members and MP Enquiries.
- The service Complaints Officer is responsible for:
 - Acknowledging the complaint;
 - Collating the information, preparing 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;
 - 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.
- The most pressing issue is for each service area to reduce the current backlog of complaints before ensuring that the performance improves to meet the new corporate standards for response.

Quarter 1 Repairs

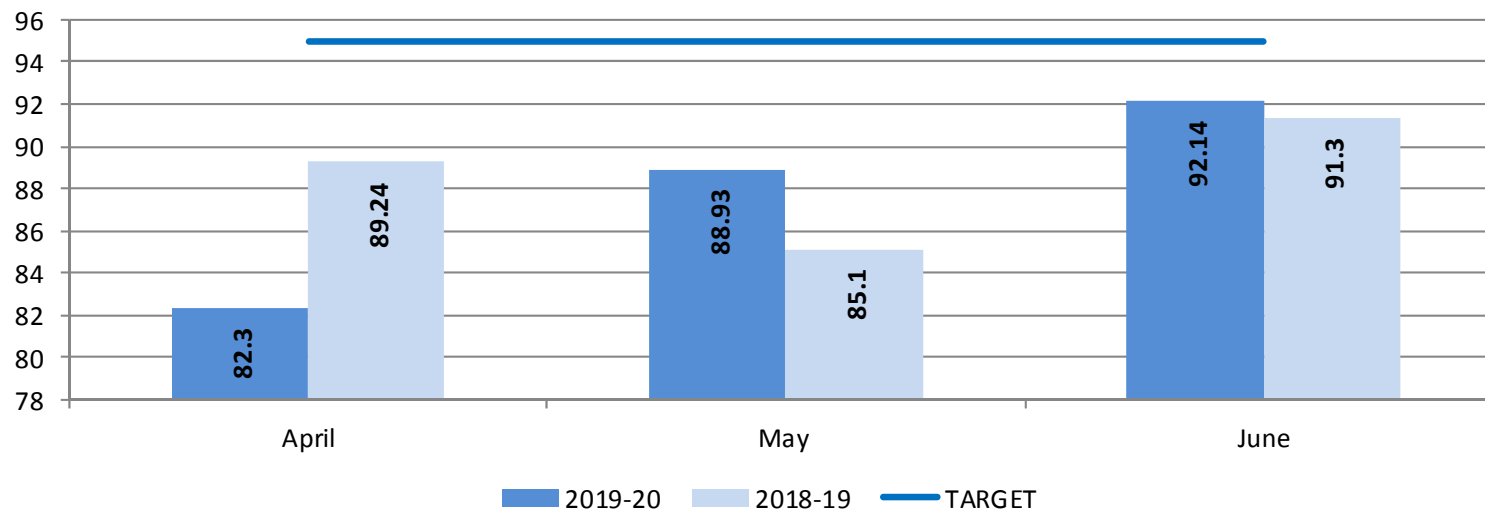
Improvements Required – Repairs (1)

- 88.7% (6,171 out of 6,958) of repairs were completed within the target timescale in Quarter 1 against a target of 95%.
- The main repairs contractor, Breyer's, performance was 87.7% (4,830 out of 5,508).
- Continuous monitoring and regular meetings are still taking place with Breyer to ensure the trajectory remains upward.
- As predicted we can see further improvement from Breyer - repairs completed within target are up 10% since the start of the financial year.
- It should be noted that although Breyer have not met the cumulative KPI of repairs completed within target, their monthly performance has shown consistent improvement month on month and in June achieved 92.14 .
- Breyer have also consistently achieved over 95% for repairs “Right First Time” against a target of 85.
- Performance for Breyer continues to improve and we are confident that we will see further improvement in the Q2 2019-20 figures.

Improvements Required – Repairs (2)

The following graphs shows Breyer’s in-month performance from the start of the year 2019-20 compared to the in-month performance for the same period in 2018-19.

Breyer Q1 Repairs on time in- month performance comparison 2019-20 & 2018-19



Improvements Required – Repairs (3)

- The backlog of overdue orders has been cleared and are now running at a manageable level. A new target of 50 has been set that will be challenging, but we will continue to seek continuous improvement in this area of the contract.
- Relationship issues that have existed are being resolved by a series of joint meetings and we are now working far more collaboratively with Breyer, which is assisting the management of the contract .
- There is currently a dispute concerning out of scope works. We have agreed a process to resolve the issue involving the independent partnering advisor and we are awaiting a decision that both parties have agreed to abide by. Resolving this action will assist us in improving the certainty of the contract.

Improvements Required – Repairs (4)

- The Repairs manager is meeting with Breyer directly every week to address issues and free any blockages.
- Breyer will resume working on jobs deemed out of scope from 1st July as the backlog has been cleared.
- We are reviewing the rigor of our contract management arrangements with both our Gas contractors and our Responsive Repairs contractor.
- As the number of overdue orders reduces, performance will inevitably improve and the challenge will be to maintain performance over a period of time.
- The additional resources appointed by Breyer have had an impact and are delivering the improvements promised.
- The Repairs Manager is in negotiations to launch the property MOT service, focusing on our most vulnerable residents.

Improvements Required – Repairs (5)

- The main gas contractor, K&T's, performance for repairs completed within target timescale in Quarter 1 is 92.5% (1,341 out of 1,450) against a target of 95%.
- The overall percentage for repairs completed within target for June reported by K&T is 98.04% against a target of 95%. This is the second month in a row that K&T Heating has exceeded the target.
- Overall percentage for completions on time using Havering's system shows 92.48%. This is below target and the Building Services Compliance Manager is working with K&T to identify the reason for the discrepancy between K&T and Havering's figures.

Improvements Required – Compliance Repairs

Performance Gas Servicing

HRA Gas safety Performance at the end of Quarter 1 of 2019-20 was 99.98%. This is 2 properties without a recent annual safety certificate. These properties required court action to gain access and were taken to court on 27th June 2019.

Positive progress is being made with Keystone, our data management and monitoring tool. We are currently working with Civica and Keystone to develop a reporting tool for gas compliancy management via a project team. The project plan is currently being reviewed the anticipated go-live date is 1st August 2019.

PSL Gas safety Performance at the end of Quarter 1 was 100%.

About HRA Arrears over debit – New KPI Measure:

The calculation for this measure is the total arrears expressed as a percentage of the rent debit for HRA current tenants.

- Provisional Quarter 1 2019/20 performance was **2.96%**.
- The total sum of arrears was **£1,593,872** over an estimated 2019-20 debit of £54 million.
- The total number of HRA current tenants in arrears is **3356** out of 8587 total tenancies.

Improvement required - Arrears:

A big effect is Universal Credit (UC), so we are now promoting Standing Orders as a preferred method of payment with UC claimants. UC claimants are paid monthly in arrears. Their first payment might not be made until 8 weeks after their application. There is no set payment date generally, so 30 claimants could have 30 different payment dates.

We attempted to secure payments by putting tenants on Alternative Payment Arrangements (APAs), so the payments could come directly to us from the DWP, but the DWP pays Havering once per month on the 22nd. This means that even if the DWP pays a tenant on the 1st of the month, we do not get the payment until the 22nd. Someone who is paid by the DWP on the 20th will not be in time for us to get the money on the 22nd of that month, so we will have to wait for the following month.

On 20 June when we went to Universal Credit Full Service there were 83 tenants on UC and that was over a two year period. In the last 11 months, we have had 888 new UC claimants.

About UC arrears –

The London Borough of Havering has implemented several measures following the introduction of the Universal Credit (UC) full service on 20th June 2018.

The Financial Inclusion and Welfare Benefits (FI&WB) Team in Havering are working with Citizens Advice to deliver Personal Budgeting Support (PBS) and Assisted Digital Support (ADS) to all residents in the borough affected by the new welfare reform. The team also assists residents to make new claims, give advice and guidance on the maintenance of their online journals, provide holistic budgeting and welfare support, and liaise with external partners to assist any other financial issues they might be facing.

UC arrears Improvements Required -

- The FI&WB Team will continue to assist all tenants with their Universal Credit queries. We will help maximise their income, and provide one to one welfare support where possible. We do our best to ensure tenants are not digitally or financially excluded. Universal Credit is very different to other legacy benefits, and so it is important to make sure residents are able to manage their money and take control of their finances.
- Income recovery techniques and practices were updated and implemented following the roll out of Universal Credit, with a more accommodating approach taken. This is due to tenants often having a long wait for their first payment whilst their claim is processed, who can have large deductions and also will need to alter their budgeting from weekly to monthly.
- Havering and DWP have a close working relationship, with Havering receiving notification of when a resident has claimed for UC, so that we can ensure that the correct support is provided if required. The Havering Housing Income team liaise with the DWP through their Housing forums as well as maintain a good relationship with their Rough Sleeping, Leaving Care and other vulnerable groups' team leaders.

Quarter 1 Re-let times

About average re-let times – New KPI Measure

The average working days re-let time of HRA (Housing Revenue Accounts) Voids is derived from two different counts of dates depending on the type of works being carried out over the reporting period. The types of works that voids undergo are major and minor.

HRA includes the following types of letting by the local authority, general needs and sheltered. The report will exclude Temporary accommodation (TA), hostel, TA for regeneration, Private Housing Solutions (PHS) and Houses of Multiple Occupancy (HMO).

The difference between the two types of repairs that a void can be classed under is that a Major void would have been identified as requiring the following repairs and a Minor would be any others works happening to a property that are not listed below:

- Structural repairs – e.g. floors, walls and roofs
- Site works - e.g. the replacement or substantial reconstruction of unstable boundary walls, footpaths etc.)
- Services installations – e.g. renewal of installations gas, electricity, water supplies; heating & ventilation; lifts.
- Consequential and other works - reinstatement or making good finishes and fittings.
- Any works that significantly improve the dwellings e.g. Examples of such works are kitchens, bathrooms, central heating systems, lifts, roofs, windows and structure.
- Asbestos removal
- Void repairs costing over £2500 and void repairs with a priority V4 (Void repair priority 4).

Quarter 1 Re-let times

Improvements Required – Re-let times

To improve on the current performance for minor voids and get the average days down to 14 days (10 days excluding weekends), the following action is being taken.

- We are currently in liaison with the responsive repairs team and working with our contractors in order to improve our minor turnaround times to meet this target. This is done through weekly meetings, and updates on current voids through monitoring sheets.
- Turnaround for lettings to be done within 7 days (5 days excluding weekends) for properties advertised through choice based lettings systems or direct offers outside the regeneration decant scheme. For properties let through regeneration decant these are to be let within 15 days (excluding weekends).
- This will be achieved through advertising of properties when they become void and pre-allocation of accepted properties at viewing, so that we can immediately sign up when they are ready to let. For regeneration, this involves early matching of properties before they become void to avoid delays; viewings may be done early in the void process to anticipate possible refusals and source alternative matches with minimal impact on void times.

Improvements Required – Planning Applications

- In accordance with the published government standards, speed of decision applies to all major and non-major development applications, with the threshold for designation set as follows:
 - Speed of Major Development (and County Matters) – 60% of decisions within timescale (13 or 16 weeks or such longer time agreed with the applicant)
 - Speed of Non-Major Development - 70% of decisions within timescale (8 weeks or such longer time agreed with the applicant)
- Based on the current performance, it is considered unlikely that the Council is at risk of designation due to speed of decision but the figure will continue to be monitored.
- Performance has improved in recent months, related to new systems being introduced for prioritising of officer work and supporting officers to avoid applications missing deadlines.

Any questions?

