



# Haverling

L O N D O N B O R O U G H

## TOWNS & COMMUNITIES OVERVIEW & SCRUTINY SUB-COMMITTEE AGENDA

7.30 pm

Thursday  
11 July 2019

Committee Room 3B -  
Town Hall

Members 9: Quorum 4

**COUNCILLORS:**

**Conservative Group  
(4)**

Ray Best (Chairman)  
Robby Misir (Vice-Chair)  
Timothy Ryan  
Carol Smith

**Residents' Group  
(2)**

Paul Middleton  
Gerry O'Sullivan

**Upminster & Cranham  
Residents' Group  
(1)**

Christopher Wilkins

**Independent  
Residents' Group  
(1)**

Tony Durdin

**Labour Group (1)**

Keith Darvill

**For information about the meeting please contact:  
Taiwo Adeoye - 01708 433079  
taiwo.adeoye@onesource.co.uk**

## **Protocol for members of the public wishing to report on meetings of the London Borough of Havering**

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

### **What is Overview & Scrutiny?**

Each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements. Each overview and scrutiny sub-committee has its own remit as set out in the terms of reference but they each meet to consider issues of local importance.

The sub-committees have a number of key roles:

1. Providing a critical friend challenge to policy and decision makers.
2. Driving improvement in public services.
3. Holding key local partners to account.
4. Enabling the voice and concerns to the public.

The sub-committees consider issues by receiving information from, and questioning, Cabinet Members, officers and external partners to develop an understanding of proposals, policy and practices. They can then develop recommendations that they believe will improve performance, or as a response to public consultations. These are considered by the Overview

and Scrutiny Board and if approved, submitted for a response to Council, Cabinet and other relevant bodies.

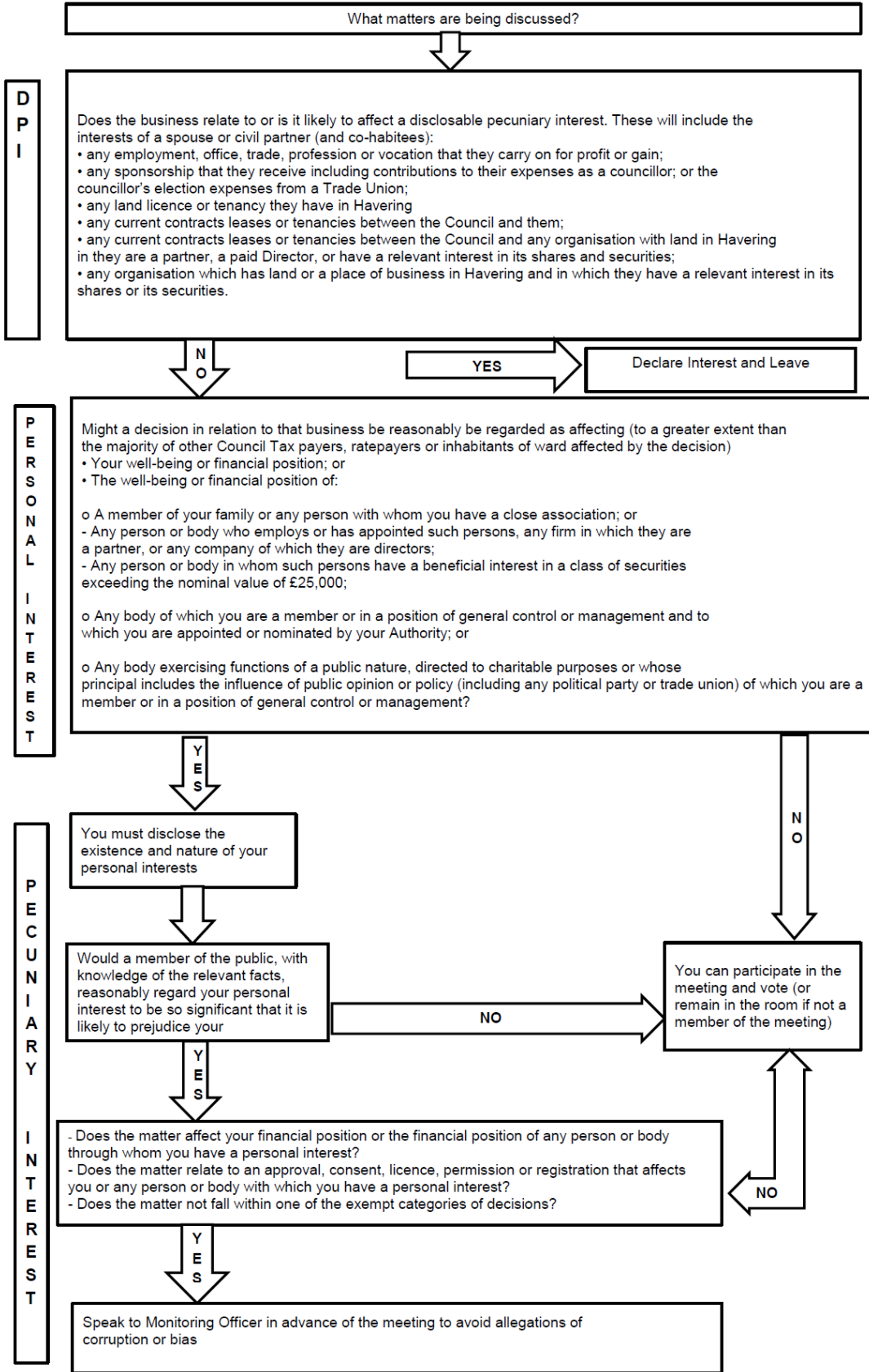
Sub-Committees will often establish Topic Groups to examine specific areas in much greater detail. These groups consist of a number of Members and the review period can last for anything from a few weeks to a year or more to allow the Members to comprehensively examine an issue through interviewing expert witnesses, conducting research or undertaking site visits. Once the topic group has finished its work it will send a report to the Sub-Committee that created it and will often suggest recommendations for the Overview and Scrutiny Board to pass to the Council's Executive.

## **Terms of Reference**

The areas scrutinised by the Committee are:

- Regulatory Services
- Planning and Building Control
- Town Centre Strategy
- Licensing
- Leisure, arts, culture
- Housing Retained Services
- Community Safety
- Social and economic regeneration
- Parks
- Social inclusion
- Councillor call for Action

**DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF**



## AGENDA ITEMS

**1 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS**

(if any) - receive.

**2 DECLARATION OF INTERESTS**

Members are invited to declare any interests in any of the items on the agenda at this point of the meeting. Members may still declare an interest in an item at any time prior to the consideration of the matter.

**3 CHAIRMAN'S ANNOUNCEMENTS**

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

**4 MINUTES** (Pages 1 - 6)

To approve as a correct record the minutes of the meeting of 26 February 2019 and to authorise the Chairman to sign them.

**5 PERFORMANCE REPORT UPDATE - QUARTER FOUR** (Pages 7 - 24)

Report attached

**6 HOUSING REPAIRS TOPIC GROUP - UPDATE** (Pages 25 - 32)

Officer briefing attached

**Andrew Beesley**  
**Head of Democratic Services**

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**MINUTES OF A MEETING OF THE  
TOWNS & COMMUNITIES OVERVIEW & SCRUTINY SUB- COMMITTEE  
Town Hall, Main Road, Romford  
26 February 2019 (7.30 - 9.00 pm)**

**Present:**

Councillors Keith Darvill (Chairman), Tony Durdin, Paul Middleton, Gerry O'Sullivan, Christopher Wilkins (Vice-Chair), Robby Misir, Timothy Ryan, Carol Smith and Christine Smith

Councillors Paul McGeary and Jan Sargent were also present at the meeting.

The Chairman reminded Members of the action to be taken in an emergency.

**17 DECLARATION OF INTERESTS**

There were no disclosures of interest.

**18 MINUTES**

The minutes of the meeting of the Sub-Committee held on 5 December 2018 were agreed as a correct record and signed by the Chairman.

**19 QUARTER THREE PERFORMANCE REPORT**

Members received a presentation that outlined the six corporate performance indicators for Quarter Three that were reported to the Sub-Committee.

It was noted that three indicators were off target; and one was on target.

The other two indicators were demand (rather than performance) indicators so did not have a target assigned and therefore were not given a RAG status.

The Sub-Committee was informed that the on track indicator related to the Contractor Liaison. Residents continue to be consulted. There had been further consultation events on each site where residents had been updated on the latest ideas for their estates or scheme. Resident meetings were approximately every six months when there were new updates. It was noted that all 12 sites had had a meeting in September 2018.

The report stated that Housing complaints on CRM were not assigned correctly and the system was unable to differentiate more accurately the performance of housing services.

A new process had been put into place to deal with Housing complaints to bring about improvements to each of the service areas in Housing Services. It was indicated that since 5 November 2018, Complaints Officers had been allocated to each of the service areas and were being managed and directed by the Service Managers for Property and Land, Tenancy Sustainment and Housing Demand.

The most pressing issue was for each service area to reduce the current backlog of complaints before ensuring that the performance improved overall to meet the new corporate standards for response.

It was noted that the main repairs contractor Breyer's performance was 84.33% this quarter against a target of 95%. The main reason for the performance being below target was attributed to a backlog of overdue orders they had been allowed to accumulate. The Company had been working to an improvement plan and given assurances to the Council that the actions being taken would result in improved performance, by the end of the last quarter of 2018/19.

The improvement plan was not considered by Havering to be having sufficient impact and in view of this a revised plan had been developed and agreed.

The Sub-Committee were informed that the new plan was less complicated, more focussed on reducing the backlog and the contractor's resource required to achieve target to an agreed plan. The new plan would be reviewed more frequently at fortnightly meetings. Breyer were optimistic that the new plan should reduce the backlog of overdue orders, result in improved performance and allow them to achieve target by March 2019.

Members suggested that the performance data should be outlined using trends in order to identify a direction of performance.

The Sub-Committee noted the contents of the report and the presentation.

## 20 **OPERATION OF THE HOUSING WAITING LIST**

The Sub-Committee received a presentation on Operation of the Housing Waiting List. It was stated that there was a statutory requirement for local authorities to publish an Allocations Scheme that sets out in detail how households are prioritised for social housing. The Localism Act 2011 provides local authorities with considerable discretion in constructing the scheme.



In June 2016, the current Housing Allocation Scheme was approved by Cabinet and implemented from July 2016. The current policy was designed to focus resources where they are most effective, manage the demand for social housing, and allocate the limited supply of housing to those most in need.

The report provides information on how the policy is applied in the operation of the Council's housing waiting list, including the bidding and letting process.

The Council's Housing Allocations Scheme is used to determine which households are offered housing assistance. The Scheme recognises the contribution to the community from people who are in employment, former service personnel, volunteers, foster carers and carers.

It was stated that the council had a stock of approximately 9,000 affordable homes and with one of the most ambitious council home building programmes in London over the next 10 years, the Council will deliver additional homes to tackle the imbalance between supply and demand for affordable housing in the borough.

The current estimated waiting time for each priority band was detailed:

<b>Priority band</b>	<b>Estimated waiting time</b>
Emergency Band (ER)	6 months – 1.5 years
Community contribution Band 1 (CCR1)	1 – 2.5 years
Community contribution Band 2 (CCR2)	1 – 4 years
Home Seeker band (H)	4 - 8 years
Reduced Priority Band (RP)	>7 years

The Sub-Committee suggested that future update to include comparison and performance table.

The Sub-Committee was informed that the Housing Services encourages tenants to downsize when there is a reduction in the household. The service offers financial incentives to tenants looking to give up unused rooms. It was stated that in 2018, 412 council properties became available for allocation in comparison to 580 in the previous year.

The Sub-Committee **NOTED** the position.

## 21 **MOBILE HOME ACT ACT 2013**

At the request of the sub-committee, officers provided a report that outlined an overview of the Mobile Homes Act 2013, and how it was implemented within Havering since it came into force in April 2014.

There were two licensed sites in the borough; Sunset Drive and Lakeview Park. The Local Authority have powers to refuse a licence where was considered that the site owner was not a fit and proper person.

On 26 March 2013, the Government introduced the Mobile Homes Act 2013, which was designed to give greater protection to occupiers of residential mobile (park) homes. This Act updated the Caravan Sites and Control of Development Act 1960.

The Mobile Homes Act 2013 is largely concerned with amending civil legislation relating to the relationship between the site owner and mobile home owners living on the site. The Act places a duty on the Council to administer the site licences for mobile home sites. There is a fee of £378 per license, and the Council has the power to refuse a license where it considers the applicant is not a 'fit and proper' person.

It was noted that both mobile homes site have had issues reported by residents over the years. Officers have, and continue to, work closely with Site Owner to ensure they are complying with the Site License, including the issue of formal Notices and refusal to extend Lakeview Park. It was stated that the Council can apply to the Court to revoke a License in case of noncompliance.

The following site update was provided to the sub-committee:

- Sunset Drive is a site with approximately 70 homes on site and there was currently a Notice for Statutory Nuisance served on the Site Owner for poor conditions. Should the requirements of the Notice not be met further investigation and action will be taken.
- Lakeview Park has approximately 132 homes on site and the authority recently refused an application to extend the Mobile Home Site at Lake View Park, and therefore, license any homes outside the current boundary of the site.

The Sub-Committee noted that the site owner at Sunset Drive had agreed to undertake the required work. A Member sought clarification on the ownership of the road – Sunset Drive which was in a poor state.

The Sub-Committee **noted** the report.

## 22 **PRIVATE RENTED SECTOR AND IMPLEMENTATION OF ADDITIONAL LICENSING SCHEME**

At its request, the Sub-Committee received a report that provided an update following the implementation of a Cabinet decision on Private Rented Sector (PRS) which has grown rapidly in Havering since 2001. This was attributed

to population growth; lower London median rents and new transport infrastructure are factors.

It was noted that Havering introduced additional licensing to cover all Homes of Multiple occupancy (HMOs) in 12 of 18 wards in late 2017 and enforcement of the scheme commenced in March 2018.

The report outlined progress over the last 12 months whereby the Council had successfully implemented the scheme with over 22 multi-agency operations conducted, 108 Financial Penalty Notices issued and 21 Statutory Notices served

Applications for the scheme commenced in January 2018. To date 201 applications have been received, this represents 48% of the predicted population. Income from license applications stands at £173,346.

The Team consists of 6 extra officers over and above the current team. The staffing costs together with on-costs such as legal fees, ICT equipment/software and training, totals an estimated £0.300m. The majority of this has been funded by the income from licensing fees and financial penalty notices totalling £0.210m. Any budget gap will be recuperated over the 5 year life of the project, together with a recent successful funding bid to the Controlling Migration Fund from Ministry of Housing, Communities and Local Government. The first instalment of £0.190m has been confirmed.

The scheme is proving to be a powerful tool to address a range of issues, including poor housing conditions, ASB and overcrowding. Moreover, a clear correlation has been found between unlicensed HMOs and poor property management and conditions. Intelligence found during investigations are also shared with other council services, including Social Services and Council Tax.

Licensing powers are being used in combination with other council powers to address public health hazards found during property inspections, such as pests and damp and mould.

One of the key objectives of the scheme is to ensure all HMOs are licensed over the 5-year life of the scheme. The initial take-up has been quite low, however as landlords start to understand the consequences of not licensing it is likely that compliance rates will improve. A range of reasons have been uncovered as to why landlords fail to license HMO properties, ranging from a lack of awareness, through to tax fraud (local and national), to non-compliance with other housing and planning legislation.

It's too early to assess the impact of the scheme; however early indicators are that licensing is an effective tool to tackle criminal landlords and tenants in Havering.

In addition to licensing enforcement, the service is now using all its statutory powers to address serious hazards and disrepair cases, amongst the 97%

of PRS properties not covered by the Additional licensing scheme. With the first anniversary fast approaching following a successful first year, it is expected that compliance will reach more than 90% by the end of the 5 year scheme, and those that are not compliance are the subject of robust enforcement action. Further a review of options for licensing schemes in other parts of the borough and single dwelling rented properties has begun.

Members commended officers for the update and progress made so far.

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**Chairman**

**TOWNS AND COMMUNITIES OVERVIEW AND SCRUTINY SUB-COMMITTEE, 11 JULY 2019**

<b>Subject Heading:</b>	Quarter 4 performance report
<b>SLT Lead:</b>	Jane West, Chief Operating Officer
<b>Report Author and contact details:</b>	Thomas Goldrick, Senior Policy and Performance Officer, thomas.goldrick@havering.gov.uk
<b>Policy context:</b>	The report sets out Quarter 4 performance relevant to the Towns and Communities Overview and Scrutiny Sub-Committee
<b>Financial summary:</b>	There are no immediate financial implications. Adverse performance against some Performance Indicators may have financial implications for the Council. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year.

**The subject matter of this report deals with the following Council Objectives**

Communities making Havering	<input checked="" type="checkbox"/>
Places making Havering	<input checked="" type="checkbox"/>
Opportunities making Havering	<input checked="" type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

**SUMMARY**

1. This report supplements the presentation attached as **Appendix 1**, which sets out the Council's performance against indicators within the remit of the Towns and Communities Overview and Scrutiny Sub-Committee for Quarter 4 (January 2019- March 2019).

**RECOMMENDATION**

That Member of the Towns and Communities Overview and Scrutiny Sub-Committee note the contents of the report and presentation and make any recommendations as appropriate.

## REPORT DETAIL

1. The report and attached presentation provide an overview of the Council's performance against the performance indicators selected for monitoring by the Towns and Communities Overview and Scrutiny Sub-Committee. The presentation highlights areas of strong performance and potential areas for improvement.
2. The report and presentation identify where the Council is performing well (**Green**) and not so well (**Amber** and **Red**). The RAG ratings for the 2018/19 reports are as follows:
  - **Red** = more than the 'target tolerance' off the quarterly target
  - **Amber** = within the 'target tolerance' of the quarterly target
  - **Green** = on or better than the quarterly target
3. Where performance is off the quarterly target and the rating is '**Red**', 'Improvements required' are included in the presentation. This highlights what action the Council will take to address poor performance.
4. Also included in the presentation (where relevant) are Direction of Travel (DoT) columns, which compare:
  - Short-term direction of travel – with performance the previous quarter (Quarter 3 2018/19)
  - Long-term direction of travel – with performance during the same time the previous year (Quarter 4 2017/18)
5. A green arrow (↑) means performance is better and a red arrow (↓) means performance is worse. An amber arrow (→) means that performance has remained the same.
6. In total, six performance indicators have been included in the Quarter 4 2018/19 report and presentation. Of these, four have been assigned a RAG status. Three are currently rated '**red**' (off track) and the other is currently rated '**green**' (on track).

## IMPLICATIONS AND RISKS

### Financial implications and risks:

There are no financial implications arising directly from this report which is for information only.

Adverse performance against some indicators may have financial implications for the Council, particularly where targets are explicitly linked with particular funding streams and/or levies from other bodies. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by the Cabinet at the start of the year.

Robust ongoing monitoring is undertaken as part of the established financial and service management processes, should it not be possible to deliver targets within approved budgets this will be raised through the appropriate channels as required.

### **Legal implications and risks:**

Whilst reporting on performance is not a statutory requirement, it is considered best practice to regularly review the Council's progress.

### **Human Resources implications and risks:**

There are no HR implications or risks involving the Council or its workforce that can be identified from the recommendations made in this report.

### **Equalities implications and risks:**

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

- (i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) Foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are: age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

**BACKGROUND PAPERS**

None

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# Haverling

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%
<b>TOTAL</b>	<b>831</b>	<b>67.4%</b>

- 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?



**TOWNS AND COMMUNITIES OVERVIEW AND SCRUTINY  
COMMITTEE  
11 July 2019**

**Subject Heading:**

**Housing Repairs and Gas Safety  
Checks – Topic Group Update**

**SLT Lead:**

Gerri Scott  
Interim Director of Housing

**Report Author and contact details:**

Gary Mitchell  
Repairs Manager  
[Gary.mitchell@havering.gov.uk](mailto:Gary.mitchell@havering.gov.uk)

**Policy context:**

The policy context is associated with the Council's statutory duties associated with landlord responsibilities.

**Financial summary:**

There are no significant financial implications associated with this report, which is for information only

**The subject matter of this report deals with the following Council Objectives**

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[]
Connections making Havering	[]

## SUMMARY

The purpose of this report is to provide the Committee with an update on the provision of responsive repairs and the undertaking of gas safety checks to Council owned and managed housing stock.

## RECOMMENDATIONS

That Members note the contents of this report.

## REPORT DETAIL

As part of its statutory duties as a landlord, the Council is required to undertake responsive repairs to its properties. This includes those associated with gas appliances and heating systems.

Following a procurement exercise, in accordance with the Public Contract legislation, in 2014 a five year contract was awarded to the Breyer Group. This contract is on a fixed price basis, subject to inflation uplift. Repairs deemed “out of scope” are priced and agreed in accordance with a pre-priced schedule of rates.

Due to the specialist nature of the gas service, in 2018 two specialist providers were appointed to provide responsive repairs and planned servicing to gas appliances and heating installations. The appointed contractors are K&T Heating for domestic installations and BSW Ltd for communal (commercial) installations. The payment structure is for payment on completion of each service or repair request.

### **Key Issues with Responsive Repairs**

The current contract with Breyer expired in March 2019 and approval was obtained to extend the contract for a further two years, until March 2021, to enable re-procurement.

There continue to be issues with Breyer achieving the repairs completed on time KPI (95%) despite efforts from officers from both sides, although an improvement plan, regular performance meetings and more robust contract management is seeing higher figures reported. (Separate report)

It is worth noting that, although this figure (95%) has eluded Breyer, we are reporting 92.48% for June against 82.22% for April and 88.94% for May, which is a clear sign of improvement.



It is also worth noting that, although Breyer have not met the KPI of “repairs completed within target”, they have consistently exceeded the “Right First Time” target of 85% by at least 10% and continue to do so.

Breyer have employed extra operatives and moved supervisory staff in a bid to become more efficient and are committed to the service for Havering residents.

We have opened dialogue with consultants and are looking to appoint one to assist in the procurement of a new Responsive Repairs contract for April 2021.

### **Key Issues with Gas Servicing**

Earlier performance issues have been addressed through contract supervision meetings and the corrective actions in place are beginning to deliver better quality.

Our term contractor, K&T Heating, has made measured improvements and is currently recording 99.97% for domestic gas servicing and 95.99% for repairs completed in time

However, the same cannot be said for BSW Ltd, who are being replaced by Stonegrove on 1<sup>st</sup> August 2019 due to their inability to service the contract sufficiently.

Stonegrove are already servicing 3 sheltered schemes. Early indications are positive.

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**Date: 2 July 2019**

**Author: Gary Mitchell**

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## **Improvement in Term Contractor (Breyer) performance**

### **Background**

The Havering Repairs Service maintains over 10,000 properties across the borough by using a term contractor, Breyer, and several small local contractors on an Ad Hoc basis.

There were issues with the term contractors performance around completed jobs within agreed timescales.

### **Key Issues**

In November 2018 the number of overdue jobs rose to 756. This had an impact on the main KPI, jobs completed within time which dipped to 84% against a target of 95%. This had a direct effect on the number of complaints received.

### **Improvements**

The following information seeks to give comfort around the improvements made and the ongoing plan to give residents a quality repairs service

We needed to focus on reducing the number of overdue jobs.

This was achieved by

- A skill gap analysis which identified areas where Breyer were short on labour.
- Using an issues log, poor practice was identified within the contact center where orders were being raised with incorrect trade code and priorities.
- Breyer changed a supervisor who was able to work with the team in a more effective manner which assisted in increasing productivity.
- Breyer worked with the contact center to increase the percentage of routine orders being issued, this is still a slight issue as it currently sits at 44% against a target of 70%
- Breyer employed 5 temps to assist in the reduction of the back log
- We introduced a daily monitoring sheet which tracks all key data to act as an early warning indicator
- Reduction of "Fixed Appointments" allowing the OneServe scheduling system to operate more effectively.
- All of the above increased productivity to produce an out turn of 3.5 jobs per day per operative

**Appendix 1.** The chart shows the result of all the work put in on both sides

### **Jobs completed in time**

During the work to reduce the overdue jobs we identified an issue with both system and manual reporting. This impacted on the Jobs completed within time KPI.

We met with Breyer and our internal performance reporting team, interrogated the reports and found anomalies that gave the wrong figures to the report for the jobs completed within time measure. **Appendix 2** Shows previously reported figures against the amended, which reinforces the improvements in Breyer service.

Regular meetings to rationalise discrepancies will be held until the issues are resolved. These will be the figures published.

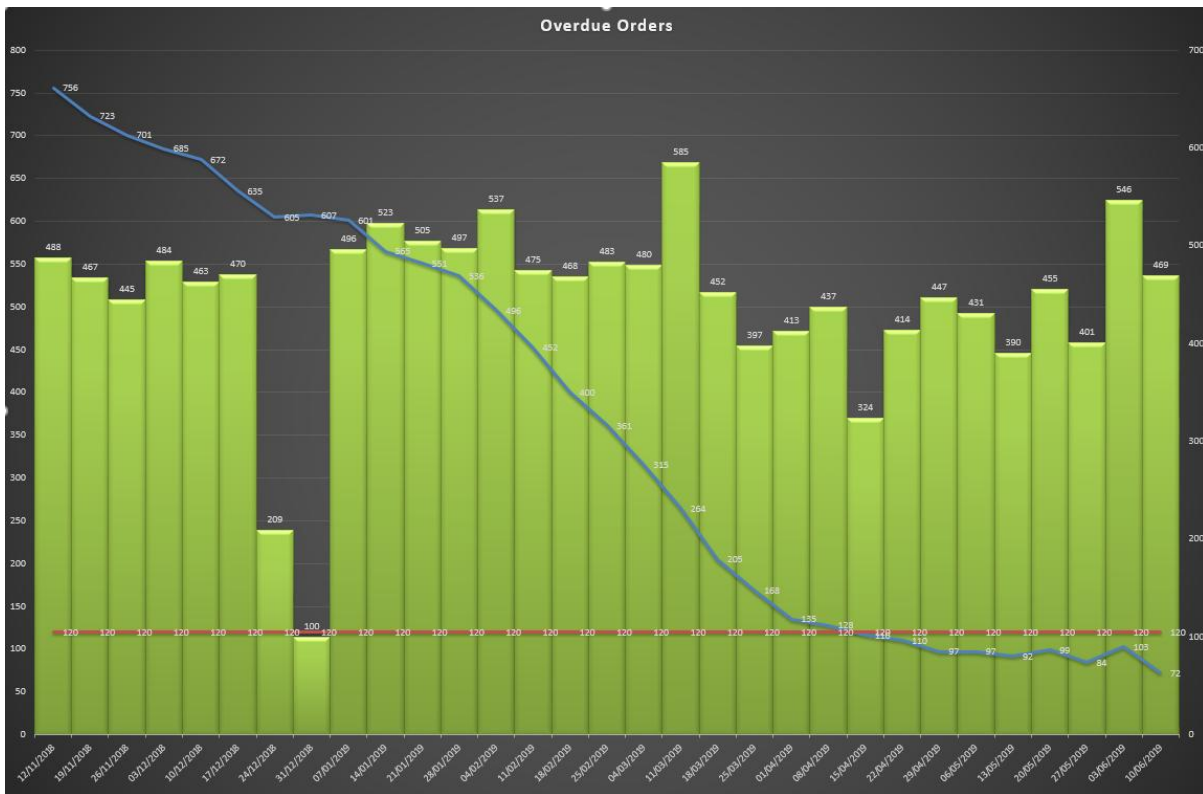
As a direct result of the service improvements, complaints have almost halved since the turn of the year. **Appendix 3**

It is worth noting that the percentage of complaints received compared to the orders closed is negligible at less than 1% with upheld at 0.5%. Well below the industry standard.

### **Continued Improvement**

- A new Repairs Manager has been appointed and has immediately set about improving the client, contractor relationship, productivity and the service as a whole delivered to our residents.
- Weekly meetings are being held around robust contract management.
- Breyer to reinstate Handyman service.
- Breyer to launch property MOT service targeting vulnerable residents.
- A more focused approach is being adopted by Havering surveyors.
- Officers and contractors are being held accountable for their actions, or lack of.
- A monthly reconciliation meeting will be held to establish a truer “jobs completed in target” figure.
- From 1<sup>st</sup> July Breyer will take back agreed out of scope works.
- From 1<sup>st</sup> July Breyer will start to take more voids.
- A tender exercise will be conducted to ensure VFM and due diligence for contractors picking up out of scope works and voids.
- The improvement action plan will continue and be updated to reflect the new ways of working.
- The call centre will be issuing agreed out of scope works directly to “back up” contractors instead of raising pre inspections to surveyors.
- Surveyors will be doing more back end monitoring of the contract I.e. cost scrutiny and quality assurance through a program of post inspections.
- Surveyors duty day is to be reinstated.

## Appendix 1



## Appendix 2

CONTRACTOR		BREYER		
Column Labels				
Met		Not Met		
Row Labels	Count of On Target	Count of On Target2	Count of On Target	Count of On Target2
April	82.22%	1512	17.78%	327
May	88.94%	1729	11.06%	215
June	92.48%	1501	7.52%	122
<b>Grand Total</b>	<b>87.72%</b>	<b>4742</b>	<b>12.28%</b>	<b>664</b>

