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Quarter 3 Performance Report 2017/18

Towns and Communities O&S Sub-Committee

28 February 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 (**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

- 5 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 3 of the 5 indicators. All are **Red** (off target)

Quarter 3 Performance

Indicator and Description	Value	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Performance	Short Term DOT against Q2 2017/18	Long Term DOT against Q3 2016/17
No. of Stage 1 complaints received (cumulative)	Smaller is better	N/A	N/A	528	↓	366 - NEW
% of Stage 1 complaints closed in 15 days (cumulative)	Bigger is better	95%	95%	83.7% RED	↓	84.4% - NEW
No. of Stage 2 complaints received (cumulative)	Smaller is better	N/A	N/A	109	↓	71 - NEW
% of Stage 2 complaints closed within 20 days (cumulative)	Bigger is better	95%	95%	91.7% RED	↓	94.4% - NEW
% of housing repairs completed within target (cumulative)	Bigger is better	96%	96%	92% RED	→	92% ↑ 88.9%

About Complaints Data

- A breakdown of complaints data by service from April to December 17 is provided below:

	No. of Stage 1 complaints received	% of Stage 1 complaints closed in 15 days	No. of Stage 2 complaints received	% of Stage 2 complaints closed within 20 days
Arts Services				
Businesses				
Cemeteries				
Community involvement (incl. volunteers)				
Crematorium	8	100%		
Development and Transport Planning				
Enforcement				
Housing – ASB	16	100%	3	67%
Housing – Other	223	91%	50	94%
Housing – Repairs	181	64%	37	92%
Leisure centres and sport	5	80%	2	100%
Library Services (incl. Havering Museum)	7	100%	2	100%
Parks and open spaces (incl. allotments)	29	100%	3	100%
Planning and Building Control	22	100%	8	88%
Public Protection	33	100%	4	75%
Regeneration				
Registrar Services	4	100%		
TOTAL	528	83.7%	109	91.7%

- There were 6 more Stage1 complaints received in Quarter 3 compared to Quarter 2
- There were 3 additional Stage 2 complaints received in Quarter 3 compared to Quarter 2

Improvements Required - Complaints

- The number of Stage 1 complaints closed within the target timescale for all non-ASB Housing complaints is below target. For the year to date, 319 out of 404 (79%) of Stage 1 complaints were closed within 15 days against a target of 95%.
- Issues contributing to below-target performance include:
 - The Housing Complaints Team experienced a part-year vacancy. The team recruited to the vacant post however there was a period of induction and training required which continued to impact on overall performance
 - There has been an increase in complaints to Building Services regarding gas appliances and servicing. This has coincided with the start of the process of re-letting new contracts
 - The Complaints Team also deals with FOI requests and Member enquiries. Following the Grenfell Tower fire in June there was an increase in FOI requests and Member enquiries regarding the actions the Council was taking in respect of fire safety. This had a knock-on effect on complaints processing.
- The Acting Assistant Director of Housing is aware of the fall in performance and has instigated a new, 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 – Complaints (continued)

- In total there were 5 Stage 2 complaints that were not closed within the target timescale during Quarter 3 resulting in the year to date outturn being below target.
- We are seeing an increase in the complexity of complaints.
- Some cases can also be historic, involving information going back as far as 10 years, possibly including the need to contact external agencies and review archived files.
- The Chief Executive is kept up to date with delays on investigations and case officers maintain regular contact with complainants.
- Targets can also be missed to allow complaints to be investigated fully, so as to bring resolution without the need to escalate to Stage 3 or the Ombudsman.

Improvements Required – Timeliness of Housing repairs

- The overall outturn takes into account performance of the main contractors used for maintenance and gas repairs. To the end of Quarter3:
 - Gas contractors' performance was 98.42% within target. A total of 4,694 gas repairs were completed within the target timescale out of 4,769 repairs completed.
 - Repairs contractors' performance was 90.77% within target. A total of 43,910 maintenance repairs were completed within the target timescale out of 48,373 repairs completed.
- Maintenance contractors' performance is monitored through regular contract management meetings as well as separate monthly service improvement meetings.
- An improvement plan has been implemented and a series of corrective actions have been instigated by the contractor, including allocating extra resources to manage the number of out of target orders; scrutinising employee productivity, and reviewing supply chain management to ensure timely completions.
- The Director of Neighbourhoods has personally met with the Managing Director of Breyers to gain assurance that performance will improve.
- As a result, performance is expected to meet target in Quarter 4, though the cumulative year end figure is likely to remain below target.

Any questions?

