



Haverling

LONDON BOROUGH

Quarter 4 Performance Report 2017/18

Towns and Communities O&S Sub-Committee

10 July 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 4 Performance

Indicator and Description	Value	2017/18 Annual Target	2017/18 Q4 Target	2017/18 Q4 Performance	Short Term DOT against Q3 2017/18		Long Term DOT against Q4 2017/18	
No. of Stage 1 complaints received (cumulative)	Smaller is better	N/A	N/A	764	↓	528	-	NEW
% of Stage 1 complaints closed in 15 days (cumulative)	Bigger is better	95%	95%	87% RED	↑	83.7%	-	NEW
No. of Stage 2 complaints received (cumulative)	Smaller is better	N/A	N/A	162	↓	109	-	NEW
% of Stage 2 complaints closed within 20 days (cumulative)	Bigger is better	95%	95%	86.4% RED	↓	91.7%	-	NEW
% of housing repairs completed within target (cumulative)	Bigger is better	96%	96%	91.2% RED	↓	92%	↑	90.6%

About Complaints Data

- A breakdown of Stage 1 complaints data by service from April to March 18 is provided below:

	No. of Stage 1 complaints received	% of Stage 1 complaints closed in 15 days
Arts Services		
Businesses		
Cemeteries	1	100%
Community involvement (incl. volunteers)		
Crematorium	13	100%
Development and Transport Planning		
Enforcement		
Housing – ASB	17	100%
Housing – Other	280	91%
Housing – Repairs	295	76%
Leisure centres and sport	7	57%
Library Services (incl. Havering Museum)	12	100%
Parks and open spaces (incl. allotments)	38	100%
Planning and Building Control	48	98%
Public Protection	47	98%
Regeneration		
Registrar Services	6	100%
TOTAL	764	87.0%

- There was an increase of 74 Stage 1 complaints received in Quarter 4 compared to Quarter 3

Improvements Required – Stage 1 complaints

- 481 out of 575 (84%) of non-ASB Stage 1 Housing complaints were closed within 15 days against a target of 95%.
- Issues contributing to below-target performance include:
 - Vacancies in the Housing Complaints Team (which have now been filled)
 - 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
 - An increase in FOI requests and Member enquiries regarding the actions the Council was taking in respect of fire safety following the Grenfell Tower fire in June 2017. This had a knock-on effect on complaints processing.
- The Acting Assistant Director of Housing has instigated a new, 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.
- Indicative figures for April 2018 show performance has improved significantly to 94.8%
- 4 out of 7 (57%) Stage 1 complaints relating to Leisure Centres and Sport were closed within 15 days against a target of 95%. This was largely due to staffing changes and associated training requirements which have now been addressed.

Improvements Required – Stage 2 complaints

- There were 13 Stage 2 complaints that were not closed within the target timescale during Quarter 4, resulting in the outturn being below target.
- Targets on Stage 2 cases can be missed due to the extreme complexity of some complaints. Some cases can be historic, involving information going back as far as 10 years, 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 are in regular contact with the customer.
- Targets can 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 to Stage 3 or the Ombudsman. The team is reliant on services to provide information in a timely fashion, which often prompts a need for further information or clarification. Sometimes the answer to one question leads the complaint into a new direction until resolution is achieved.

Improvements Required – Housing repairs completed within timescale

- Quarter 4 gas contractors' performance was 98.9%.
- Quarter 4 main repairs contractors' performance was 90.5%.
- An improvement plan was implemented and a series of corrective actions was instigated by the contractor, however the YTD figure could not be recovered by year end.
- The corrective actions taken by the contractor involved allocating extra resources to manage the number of “out of target orders”, scrutinising employee productivity and reviewing supply chain management to ensure timely completions.
- Progress against targets has been scrutinised at regular contract management meetings and also at separate monthly service improvement meetings. The Director of Neighbourhoods has personally 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 was delayed due to recruitment difficulties. These resources have now been put in place together with further additional staff to reduce the backlog of overdue orders.
- However performance remains below target and we are now considering further formal actions against the contractor under the terms of the contract and will be reviewing the action plan further.

Any questions?

