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LONDON BOROUGH

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Quarter 2 Performance Report 2018/19

Towns and Communities O&S Sub-Committee

5 December 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 (**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 2 Performance

Indicator and Description	Value	2018/19 Annual Target	2018/19 Q2 Target	2018/19 Q2 Performance	Short Term DOT against Q1 2018/19		Long Term DOT against Q2 2017/18	
No. of Stage 1 complaints received (cumulative)	Smaller is better	N/A	N/A	392	↓	192	↓	366
% of Stage 1 complaints closed in 15 days (cumulative)	Bigger is better	95%	95%	77.6%	↓	91.1%	↓	84.4%
No. of Stage 2 complaints received (cumulative)	Smaller is better	N/A	N/A	107	↓	49	↓	71
% of Stage 2 complaints closed within 20 days (cumulative)	Bigger is better	95%	95%	72.9%	↑	67.3%	↓	94.4%
% of housing repairs completed within target (cumulative)	Bigger is better	96%	96%	87.17%	↓	89.4%	↓	92%
Contractor liaison with residents during regeneration work	N/A	Residents Consulted	Residents Consulted	On Track	-	On Track	-	NEW

About Complaints Data

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

	No. of Stage 1 complaints received	% of Stage 1 complaints closed in 15 days
Arts Services	1	100%
Businesses		
Cemeteries		
Community involvement (incl. volunteers)		
Crematorium	1	100%
Housing – ASB	16	75%
Housing – Other	138	70%
Housing – Repairs	133	74%
Leisure centres and sport	4	50%
Library Services (incl. Havering Museum)	8	100%
Parks and open spaces (incl. allotments)	23	91%
Planning and Building Control	33	91%
Public Protection	31	97%
Regeneration		
Registrar Services	4	100%
TOTAL	392	77.6%

- There was an increase of 26 Stage 1 complaints received compared to same period last year

Improvements Required (Complaints Stage 1)

- 12 out of 16 (75%) of ASB related Stage 1 Housing complaints were closed within 15 days in Quarter 2.
- 99 out of 133 (74%) complaints relating to Housing repairs were closed within 15 days. Whilst below target (95%) performance has improved compared with the same period last year (62%).
- 96 out of 138 (70%) of non-repairs or ASB related Stage 1 Housing complaints were closed within 15 days in Quarter 2.
- 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 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, Members and MP Enquiries and FOIs.
- 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 18 to end of September 18 there were 107 Stage 2 complaints that fall within the remit of Towns and Communities OSC. Of these, 78 were closed on time, resulting in the outturn being significantly below target. There were 36 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.

Improvements Required – Repairs (1)

- 87.17% (15,714 out of 18,027) of repairs were completed within the target timescale in Quarter 2 against a target of 96%. The main repairs contractors' performance was 88.53%
- As previously reported the responsive repairs contractor (Breyer) provided an improvement plan and gave assurances to the Council that the actions being taken would result in improved performance by the end of the last quarter of 2017/18. Regretfully this was not achieved and performance against this KPI still remains below target.
- The main corrective actions taken by Breyer involved recruiting additional resources to assist in managing the number of "out of target orders", scrutinising employee productivity and reviewing supply chain management to ensure timely completions. Recruitment and retention of additional directly employed staff has proved a challenging task for Breyer. However they are now also looking at alternative solutions to help resolve this.
- All contractors' performance is managed and monitored through regular monthly contract review meetings and at quarterly partnership board meetings with senior managers. We are reviewing our own contract management approach, against other repairs services, to see whether we need to apply more rigour. In addition we hold a regular separate improvement plan meeting, where the improvement plan is scrutinised and performance against KPIs reviewed.
- In view of the lack of improvement in performance against the KPI, it was decided to develop a new improvement plan which has now been agreed and we will monitor performance against the new plan. Breyer have advised that their new plan should result in improved performance and that the 95% target will be achieved by March 2019. Performance against this challenging target will be monitored rigorously.
- The interim Director of Housing has also set up monthly strategic review meetings with the Managing Director of Breyer to ensure performance is highlighted as a key priority and to gain assurance that improvements will be delivered.

Improvements Required – Repairs (2)

- The Housing Gas contractors', K&T (domestic) and BSW (communal) performance was 95.82% against a target of 96% for gas repairs. BSW's performance is better but there are no issues regarding access to communal plant rooms and the volume of repairs is lower.
- Performance of our new Gas contractor, K&T heating, has also not achieved target in Quarter 2. This is also being monitored through regular contract meetings where performance against targets is discussed, reviewed and action plans agreed.
- We are reviewing the rigour of our contract management arrangements and the newly appointed Services and Compliance Manager has been charged with taking this forward.
- K&T have advised that there are ongoing system errors which they are addressing which means that the actual performance is better than that reported. The Council has advised K&T that they must meet a deadline to reconcile the information in order that we recording their performance accurately.
- We are therefore anticipating the performance to improve in the next Quarter.

Any questions?

