



Havering
LONDON BOROUGH

Quarter 3 Performance Report 2018/19

Towns and Communities O&S Sub-Committee

26 February 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 3 Performance

Indicator and Description	Value	2018/19 Annual Target	2018/19 Q3 Target	2018/19 Q3 Performance		Short Term DOT against Q2 2018/19		Long Term DOT against Q3 2017/18
No. of Stage 1 complaints received (cumulative)	Smaller is better	N/A	N/A	587	↓	392	↓	528
% of Stage 1 complaints closed in target (cumulative)*	Bigger is better	95%	95%	71.7%	↓	77.6	↓	83.7%
No. of Stage 2 complaints received (cumulative)	Smaller is better	N/A	N/A	143	↓	107	↓	109
% of Stage 2 complaints closed within target (cumulative)*	Bigger is better	95%	95%	76.9%	↑	72.9%	↓	91.7%
% of housing repairs completed within target (cumulative)	Bigger is better	96%	96%	84.79%	↓	87.17%	↓	92%
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 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 December 2018 is provided below:

	No. of Stage 1 complaints received	% of Stage 1 complaints closed in timescale
Arts Services	1	100%
Businesses		
Cemeteries	2	100%
Community involvement (incl. volunteers)		
Crematorium	1	100%
Housing – ASB	21	67%
Housing – Other	210	63%
Housing – Repairs	223	68%
Leisure centres and sport	5	40%
Library Services (incl. Havering Museum)	11	100%
Parks and open spaces (incl. allotments)	29	93%
Planning and Building Control	37	89%
Public Protection	41	98%
Regeneration		
Registrar Services	6	100%
TOTAL	587	71.7%

- There was an increase of 59 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 timescale .
- 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 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 December 2018 there were 143 Stage 2 complaints that fall within the remit of Towns and Communities OSC. Of these, 110 were closed on time, resulting in the outturn being below target. There were 34 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)

- 84.79% (19,338 out of 22,807) of repairs were completed within the target timescale in Quarter 3 against a target of 95%. The main repairs contractor Brayer's performance was 84.33%.
- The main reason for Brayer performance being below target is due to a backlog of overdue orders they have allowed to accumulate.
- Clearing the backlog will inevitably mean Brayer will not be able to achieve target within this financial year, once the backlog has been cleared the target should be met.
- As previously reported Brayer provided and have been working to 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 2018/19.
- The improvement plan has been and continues to be monitored through regular review meetings attended by Brayer's operational Director and Havering's Property Services Manager, together with operational managers from both organisations.
- The original improvement plan was not considered by Havering to be having sufficient impact and in view of this a new improvement plan has been developed and agreed.
- The new plan is less complicated, more focussed on reducing the backlog and the contractor's resource required to achieve target to an agreed plan. The new plan is also now reviewed more frequently at fortnightly meetings.
- Brayer has advised that their new plan should reduce the backlog of overdue orders, result in improved performance and allow them to achieve target by March 2019.

Improvements Required – Repairs (2)

- It should be noted that although Brayer 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 part of the plan Brayer have recently appointed three new operatives to assist clearing the backlog and a further two are in the process of being appointed.
- This provides Brayer with significant additional resource dedicated to clearing the backlog and if the new operatives are retained and productivity maintained, will clear the backlog by March 2019.
- Performance against this challenging target is being monitored rigorously by Havering’s Property Services team and although Brayer’s performance in regard clearing the backlog is currently not on target, the additional resources identified should address this.
- Although the additional resources appointed by Brayer should deliver the improvements promised. Havering’s Property Services Manager does have some concern at Brayer's ability to retain new staff and in view of this, has agreed with Brayer, that should any of the newly appointed operatives leave or be released, Brayer will notify Havering immediately in order to agree and put alternative measures in place.
- The interim Director of Housing has also set up regular strategic review meetings with the Managing Director of Brayer 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 3, K&T's performance was 90.59% against a target of 95%. 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.
- As part of the new management arrangements we are also monitoring daily, any domestic boilers that have broken down and are either awaiting parts, to enable repairs to be carried out or boiler to be renewed.
- We are also reviewing with K&T the van stock carried by their operatives, in order to help increase the number of repairs that can be undertaken using parts carried by the operatives, helping reduce delays for our residents while waiting for parts to be delivered.
- 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 are recording their performance accurately.
- We are therefore anticipating the reported performance to improve in the next Quarter.

Any questions?

