

Housing, Finance and Corporate Services Policy and Scrutiny Committee

Date:	Monday 12 th September 2016
Classification:	General Release
Title:	Update from CityWest Homes on their Transformation Plan
Report of:	Jonathan Cowie, Chief Executive, CityWest Homes
Cabinet Member Portfolio	Cabinet Member for Housing, Regeneration, Business & Economic Development
Wards Involved:	All
Policy Context:	City for Choice / Heritage / Aspiration
Report Author and Contact Details:	Martin Edgerton, Executive Director of Customer Services, CityWest Homes medgerton@cwh.org.uk

1. Executive Summary

- The independent Altair review of CityWest Homes (CWH) in 2015 – as previously discussed with this committee – whilst recognising a high level of service, identified opportunities to: modernise services, operate more efficiently, and to reduce cost
- As a result, CWH are undergoing a whole business transformation programme which will modernise and simplify all aspects of service delivery
- New service standards reflecting those things most important for residents have been developed and launched
- CWH and WCC have agreed the vision for a new operating model
- We are in the process of: mapping activity levels; understanding how the services are delivered, who by, and when; and developing the target operating model.

2. Key Matters for the Committee's Consideration

- I. Is the committee satisfied that the planned target operating model has the potential to achieve its objective to improve consistency of housing service delivery across the city?
- II. What opportunities might the target operating model create for greater integration with WCC services?
- III. Could the committee bring to our attention any potential risks for the Council, posed by the planned changes?

3. Background

The presentation (attached in Appendix 1) sets out:

- the wider context for CWH transformation agenda
- some of the key challenges faced
- the outcomes the transformation will deliver
- the vision, how the new approach will work
- a high level timeline for delivery

As part of this, CWH now have a clear set of service standards.

The key changes are:

- That a Multichannel Contact Centre will be the first point of contact for residents, resolving queries simply, effectively and in an efficient way
- Technologies will be developed and procured that enable self-service for customers that want to operate online
- There will be a far clearer level of accountability and responsibility for delivery, with a more consistent service across Westminster
- The City for All ambitions have also been included in the strategy
- We will deliver c£5m pa saving by year five

In order to deliver this, we have:

- Engaged with residents, to understand what matters most to them
- Established a Programme Office to oversee governance, planning etc
- Appointed dedicated project management resource to lead changes
- Brought in expertise to help challenge the status quo – and redesign our operating processes
- Reviewed where there are opportunities to link to other WCC initiatives to reduce duplication and link service delivery

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Report Author medgerton@cwh.org.uk

APPENDICES:

Appendix 1: CityWest Homes 2020 Strategy & Target Operating Model Presentation