

Audit and Performance Committee Report

Meeting:	Audit and Performance Committee
Date:	Tuesday 5 th February 2019
Classification:	General Release
Title:	Housing Directorate Performance Update
Wards Affected:	<i>All Wards</i>
Financial Summary:	<i>N/A</i>
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1. Executive Summary

1.1 This report provides information on the performance of the Housing Directorate for Quarter 2. This follows on from the September report which provided information for performance for 17/18 and Quarter 1. The performance for Quarter 3 was available on the day the report was published so this was included in the table and shows improvement in performance in most areas against Quarter 2.

1.2 Performance information has been provided in relation to:

1.2.1 Operational Performance

1.2.2 Contract Management

1.2.3 Complaints

1.2.4 Risk

1.3 The report also sets out an interim proposal on Key Performance Indicators for 2019/20.

2. Recommendations

- Committee notes the content of the report
- Committee indicate any areas of the report that require further investigation

- Committee highlights any new emerging risks that have not been captured
- Committee provide their views on the proposed changes to the Key Performance Indicators for the housing service.

3. Background

3.1 Changes to the operating model

- 3.1.1 In June 2017 CWH changed its operating model for service delivery and began mobilising new contracts for repairs and maintenance, and major works. The changes were designed to modernise service delivery, improve consistency and meet savings targets. The changes undertaken were considerable and services to residents have been negatively impacted. In October 2018, the decision was taken for the CWH services to be integrated back into the Council. CWH and the Council are now working through the implementation of recovery plans to bring the service back to the levels expected by residents. Steady progress has been made to improve performance since February 2018.
- 3.1.2 Prior to June 2017, CWH provided services through four area service centres and ten estate offices, with a central call centre for repairs, plus a head office at 21 Grosvenor Place. The estate offices provided a limited service, with some specialist functions available at area service centres.
- 3.1.3 In a typical week, 94% of customer interaction was by telephone or email yet the operating model was still largely based on the provision of face-to-face contact via front facing offices.
- 3.1.4 Customer facing offices had a minimum staffing level of three people for staff safety reasons resulting in small teams being unable to leave the office to undertake proactive home visits, or estate inspections. As a result, service quality was inconsistent with inefficiently deployed staff.
- 3.1.5 CWH's strategy 2015-2020 was approved by its Board and the Council in December 2015 and included plans to address the issues identified with the operating model. Specifically: simplifying service delivery to make it easier for customers to contact CWH and for CWH to deliver right first time, continuing to offer services by phone and face to face and introducing online services to increase choice.
- 3.1.6 Changes to the service model in June 2017 included creating a single contact centre to handle all service requests and enquiries, reducing the network of estate offices, relocating some of those staff to the customer service centre and others to area service centres. The changes were expected to improve the consistency of service delivered to customers, whilst freeing housing management staff to spend more time in the community, visiting residents and managing estates.

3.2 Changes to repairs and major works contracts

- 3.2.1 The suite of contracts for the provision of repairs services to the Council's housing stock were due to expire in rapid succession in 2017 and offered limited opportunity for extension. With the requirement to comply with both EU procurement regulations and those for lessee consultation and charging, the timetable for procurement allowed little flexibility.
- 3.2.2 Consequently, CWH was faced with a need to implement a more efficient operating model whilst re-letting a full suite of repairs and maintenance contracts, exiting contractors and mobilising new arrangements. These projects were implemented simultaneously in 2017.

3.3 Impact of the changes

- 3.3.1 During the winter of 2017, both customer contact handling and repairs performance dropped to unacceptable levels. A backlog of repairs created during the handover of contracts pushed call volumes upwards and resourcing levels both within the new customer services centre and the incoming repairs contractor were insufficient to cope.
- 3.3.2 A recovery plan was put in place in November 2017 but it has taken time for the issues to be worked through and for performance levels to recover.

4 Operational Performance

4.1 CityWest Contact Centre

- 4.1.1 After a challenging few months the investment made in this team is starting to deliver an improved service in almost all parts of the service including the speed of call answering, responding to emails and stage 1 complaints.
- 4.1.2 The training program has now been completed which means that we now have a higher number of call handlers available to take calls. In addition, Agilysis are in place, until March 2019 or beyond, to manage the calls relating to new repair issues.
- 4.1.3 This double prong approach has led to an improvement in the average waiting time from 7 minutes in September to 2 minutes in November and just over a minute at the start of December. This is by far the best performance so far this year. Another success is the number of calls now answered within 30 seconds. This has gone from 22% in September to 58% in November and 76% at the start of December.

	Sept	Oct	Nov	Dec
Calls offered	19,210	22,986	23,555	16,543
Calls % answered	74%	68%	87%	95%
Average wait time	7:19	6:29	2:35	1:13
% calls answered in 30 seconds	22%	13%	58%	77%
% calls abandoned	26%	25%	13%	5%

4.1.4 It should be noted that from November there is now a survey completed by Bright, which asks callers about their experience with the call they made. Early results have been very positive with overall satisfaction levels of 82% in the first 6 weeks. This is however based on a small sample. Of the 518 residents invited to take part just over half of them actually did.

4.1.5 Email traffic continues at steady rate of c.200 per day. During November 3,881 emails were received and 100% of them responded to within 2 days as set out in the Service Level Agreement.

4.2 Parking - Use of Traffic Management Orders (TMO)

4.2.1 A proposal to provide a payment ‘holiday’ to parking permit holders on the Churchill Gardens Estate, prior to moving to the new enforcement arrangements, has been agreed and the residents notified. This will stay in place until the TMOs are implemented by WCCs Parking Team.

4.2.2 At the moment, a very small number of claims have been made for compensation from individuals in other areas, but a distinction can be drawn between Churchill Gardens and other locations for the following reasons:

4.2.3 Churchill Gardens is one of only two estates where parking is by permit only, and there are no allocated spaces. This makes it susceptible to unauthorised parking, as drivers do not need to be concerned about parking in another person’s space. (27 spaces at Queens Park Court are also structured this way but there are no reports of problems in this location.)

4.2.4 In addition, Churchill Gardens is openly accessible to third parties as there are no barrier gates which make it even more susceptible to unauthorised parking.

4.2.5 We will continue to work with the WCC Parking Team to accelerate the programme, but at this stage the next steps are with them to implement the Traffic Management Orders.

4.3 Estate Services

4.3.1 The team's main function is to ensure that our estates are clean, safe, free from graffiti and generally well maintained. These officers play a major role in keeping communal areas clear of anything that may be combustible or a trip hazard. The policy and process for this issue is being developed with a pilot starting in April 2019 following resident consultation.

4.3.4 CityWest Homes provides estate services (cleaning, grounds maintenance and concierge services) through three contracts, which have been extended to 31st March 2019. Tenders have now been evaluated and recommended awards have been identified. The new contract prices vary from area to area with increases and reductions against current costs, but the overall contract sums fall within current budgetary provision. The majority of costs are recoverable from leaseholders and tenants through service charges. The new contracts will be let in the name of the Council, rather than CityWest Homes (as they currently are).

4.3.5 Section 20 'Notices of Proposal' was issued to all leaseholders on 4 January 2019 with a closing date of 8 February 2019. These will set out the recommended awards for each service and will invite observations during this period. Leaseholders will be able to inspect the contract documentation in each of the four area offices. Details will also be published on the website and tenants will be able to inspect the documentation. Although the new contracts include the absorption of the in-house gardening team at Lillington and Longmoore Gardens, this is being reviewed following a petition received from residents.

4.4 Local Offer

4.4.1 The approach to the Local Offer discussed with local Councillors at a recent meeting consists for the following elements:

- Estate Inspections – ensuring the estates are clean and safe through monthly inspections by Estate Services Staff.
- Estate Inspections – ensuring the estates are well maintained through monthly inspections by the Surveyors.
- Tenant Data – A review of tenant data for each estate to ensure that services are adapted to the resident profile.
- Tenant Survey – Understanding the specific responses from residents for the individual estates to identify any specific estate issues.

- Property Data – A review of the data base of repairs and historic planned maintenance to identify patterns of repairs for each block and estate to help inform the repair programme.
- Feedback from Councillors and housing staff.
- Estate Plan – A long term strategic review of the estates taking account of the future housing needs of the City, the profile of the stock, the future maintenance requirements and any development opportunities.

4.4.2 Many of the activities listed above form part of the business as usual, but they need to be reviewed as a partnership with the residents on the estate. The programme is being piloted on one estate during the spring and will be extended to all estates during the summer. Each estate is likely to need an initial 3 meetings in consecutive months followed by follow up meeting on a quarterly basis as the agreed work is implemented.

4.4.3 This approach is new because it brings together a number of key elements for discussion with residents and Councillors and provides transparency for the first time on all the operational aspects of service delivery. Residents, Councillors and staff can then work together to co-design the future services for the specific estates.

4.5 Income Recovery

4.5.1 The Income team continue to perform well even with the increasing number of Universal Credit (UC) claimants. The current performance stands at 98.46% which is an improvement on this time last year which was 98.28%. However, there has been a slight dip in performance as a result of the holiday period.

4.5.2 As a result, the team held an away day to develop an action plan. This plan includes such initiatives as tackling tenants with low arrear balances and increasing the number of visits by working some evenings and weekends.

4.5.3 As mentioned above, Universal Credit is being closely monitored in relation to its impact on performance. There are now in excess of 400 households in receipt of UC. Of these, almost 75% are in arrears with a total arrears balance of c£200k, a good proportion of these were already in arrears. In an effort to tackle this growing issue, additional staff have been employed to perform outreach work to do debt management advice and are working closely with the WCC Trailblazer team. This team will work closely with these residents and where needed deal with the application of Alternative Payment Arrangements.

4.6 Anti-Social Behaviour (ASB)

4.6.1 The performance of the team (74% satisfaction against a target of 83%) is not where we would like it. The team have been impacted by a high level of vacancies and the long term absence of the head of the department. A recruitment program is underway but the team will not be fully staffed until mid-way through January.

4.6.2 In advance of the start date for the new recruits, an action plan has been developed which includes increased face to face contact with those suffering from ASB.

4.7 Resident engagement

4.7.1 The main challenge for this team is the delivery of the five Open Door events. The first two events have successfully taken place with a further three planned for early next year. In total, in excess of 250 residents attended and were able to access services, complete the WCC survey and raise any issues they had. In addition, 11 listening events are being held by Council with residents during January and February so residents can feed back face to face their views on the council's housing and these events will also be attended by CWH staff.

4.7.2 Other issues include the cost of running the community halls and managing the Tenant Management Organisations.

4.7.3 Westminster City Council (WCC) currently has eight TMOs who manage 1,446 properties.

4.7.4 Seven of the TMOs have had performance audits carried out by the bi-borough audit team. After the audits were undertaken, an action plan for each TMO was put together with a variety of high, medium and low recommendations for improvement.

4.7.5 All the TMOs have actions still outstanding and for some the actions have been outstanding, however most are attempting to tackle the long outstanding ones.

4.7.6 WCC has recently issued a Warning Notice to Torrison Residents Co-op as its outstanding actions were seriously overdue. Since the receipt of the warning the TMO have greatly reduced the number of outstanding actions.

4.8 Tenancy Reviews

4.8.1 We are now up to 238 tenancy reviews at which we either review or put in place the support a resident may need. This is especially important during the winter months and this issue is currently being highlighted on the web site.

4.8.2 In addition, the housing teams are reviewing our approach to illegal subletting. Contact has been made with other social landlords to ascertain good practice and their use of 3rd party data providers. In particular, there is development underway of a piece of software that will help to identify properties that are let on sites such as Airbnb. To date there have been 9 tenanted properties recovered and costs of £20k recovered from one case that went to court.

4.8.3 The training for flexible tenancy reviews has now been completed so that staff can start the reviews in January. There are 9 tenancies up for review in January.

4.9 Repairs

4.9.1 Following the last report to Audit and Performance Committee in September, the repairs service is making encouraging progress as we implement the Repairs Improvement Plan across the directorate. This together with the improvements being made within the Contact Centre and joint working with Housing and Estate management are all feeding into a much improved repairs service.

4.10 Planned Preventative Maintenance

4.10.1 One of the main reasons contributing to the high volume of repairs being raised, was the lack of a planned preventative maintenance programme being in place, which addresses, leaks and water ingress.

4.10.2 This has been addressed and a planned preventative maintenance programme of works has commenced and is being rolled out across the borough. The programme involves inspecting, rodding and clearing drains, gutters and downpipes. A detailed analysis was completed of the repairs being raised across the borough, relating to water ingress, roof leaks and blocked drains.

4.10.3 These 'heat maps' identified those areas we need to concentrate on in the first instance.

4.10.4 The initial estates identified for PPMs will be completed by February 2019.

4.10.5 These programmed works involve inspecting and clearing out all debris from stacks and waste pipes. Specialist CCTV / camera surveys are being completed which identify any fractured/broken stacks or failures in the drainage system. This will then form part of our 2019/20 capital asset strategy investment plan to carry out the replacement or major repairs to the drainage system which will turn off or reduce repair demand for these types of repairs across the City of Westminster.

4.10.6 As a result of the PPMs (particularly on Churchill Gardens) CWH have only recorded 2 call outs for leaks potentially associated with a roof over the last two months, which is a positive indication that the clearances are progressing well and resulting in reduced blockages.

4.11 Management of Contractors

4.11.1 The operational areas of the contract are monitored via 4 area operational management meetings who meet on a weekly basis. These are chaired by the relevant Area Property Manager.

4.11.2 The agenda will include the KPI's and Work in Progress (WIP) relating to area performance at a local level.

4.11.3 In addition, Morgan Sindall’s surveyors have been decentralised and relocated to work alongside CWH staff area repairs teams.

4.11.4 Each area team member has been allocated a village (or multiple estates) to maintain and carry out all pre / post and block inspections. This allows direct accountability and responsibility for repair issues on blocks and provides continuity of delivery across all Term contracts.

4.11.5 The full benefit of this change will be seen in February / March 2019 as the changes are embedded, however, already, there are indications of reduced follow on jobs and complaints in November and into December 2018.

4.11.6 The area team managers focus on the following at the weekly operation meetings:

- Orchard and service delivery issues
- Live delivery review of Emergencies and Urgent repairs
- Work in progress
- Service provider’s resource reviews and sub-contractor reviews
- Weekly commercial meetings
- Customer satisfaction reviews

4.12 Repairs Performance in November 2018

4.12.1 Service delivery for November 2018 has confirmed the highest achievement and delivery levels across both the Repairs and M&E contracts since the contract commenced in August 2017.

4.12.2 The KPI’s below illustrate the steady level of improved performance beginning to come through the service, as we start to embed the Repairs Improvement Plan and other changes. The improvement is a result of introducing the area delivery model and operational management of the contract, introducing PPM’s, the impact of co-location of Morgan Sindall and CWH Surveyors, Morgan Sindall’s structural change, data reviews and training of the Call Centre staff.

Property Services KPIs	Target	Dec
Repairs first time fixes	85%	85%
Overall satisfaction with repairs service	90%	85%
Satisfaction with quality of repair	88%	84%
% of repairs completed within timescale [Immediate]	1 day	95%
% of repairs completed within timescale [Appointed]	20 working days	85%

4.12.3 In addition, the total number of repairs orders currently with Morgan Sindall is under 2,500 and the total number of repairs outside of SLA is 176 representing 6% against a target of 10%. (Morgan Sindall receives an estimated 4,000 repairs per month).

4.13 Statutory Services December 2018

4.13.1 Statutory Services and Compliance is an area of the business that continues to sustain and improve month on month with 100% recorded and verified across gas, water and electrics in November with an increase of in dwelling electrical testing within the month.

4.14 Strategic Options Appraisal – Supported Living

4.14.1 Morgan Sindall and City West Homes in conjunction with Westminster Adult Services, are looking to tailor a repairs services directly for the Sheltered schemes. It will encompass a direct and dedicate repairs service into Morgan Sindall for all M&E and repairs across the city so as to improve the experience of our scheme managers and our residents that live in the supported housing blocks.

4.14.2 The focus of the delivery will be on:

- The health and wellbeing of residents, including statutory requirements.
- Ensure that all properties meet all minimum requirements for the occupants with full in dwelling surveys for the sheltered homes commencing in January 2019.
- Environmental efficiency to make the buildings easier to heat for residents, and to reduce energy costs and emissions.
- Involve residents in meaningful liaison with a dedicated RLO and weekly scheme manager meetings, targeting realistic agreements on service delivery based upon available resources and scheme manager aspirations.
- Ensure that all CWH and WCC properties are managed in an efficient, effective and affordable manner with the support of the Scheme managers.
- To create and maintain long term investment programmes based on comprehensive stock condition data.

4.14.3 The objective of the new repairs function based on initial discussions in relation to the servicing of CWH's 23 Supported Living Schemes (circa 1,200 units) will be focused on opportunities to enhance the customer experience through the development and delivery of a bespoke model.

4.14.4 Our proposals also include for the delivery of discretionary decoration and regular planned preventative maintenance works to Supported Living Schemes.

4.14.5 CWH and Morgan Sindall propose to hold 'Meet the Contractor' events at all 23 Supported Living Schemes in order to introduce our team and proposals to residents in January 2019.

4.14.6 The key change in this service is that the residents will contact their scheme managers for all their service requests who will then work with the separate housing service departments to resolve the concerns on behalf of the tenants.

4.15 Fire Safety

4.15.1 Fire doors

4.15.2 In March 2018 the council organised proactive and independent inspections of fire doors in blocks of six storeys and above, which has now been completed. While doors were fully compliant at the time of installation, many have deteriorated over time. As a result, more than 10,000 doors need to be replaced or upgraded because they no longer meet current building regulation standards (FD30 self-closing fire door). Some doors need minor upgrades to comply with standards and others need to be fully replaced. A programme of remedial works is being developed and residents will be kept fully advised of progress. Residents remain safe in their homes as up to date fire risk assessments are in place and work is being prioritised.

4.15.3 As a result of this work so far, doors across Warwick and Brindley estate towers have been identified as requiring action first and work is expected to start in spring 2019.

4.15.4 All other buildings will be addressed as required and in most cases, in conjunction with planned major works.

4.15.5 Leaseholders are responsible for ensuring that their own fire doorsets are to standard. We will be writing to them individually to ensure we have confirmation that doors meet current performance requirements.

4.15.6 We can offer leaseholders the opportunity to opt-in, via written agreement, to have their fire doorset replaced by the same manufacturer, in buildings where we are also replacing tenanted doors as part of planned major works.

4.15.7 In cases where we cannot offer opt-in, we will suggest leaseholders contact the manufacturer directly, or make their own arrangement as long as the doorset is compliant.

4.16 Cladding (General)

4.16.1 There is no significant update on cladding systems since the last update and following the governments review.

4.16.2 We are now consulting with residents on the alternative cladding solutions, including non-panel based systems such as insulated render systems.

4.16.3 A final decision will be made on the future systems, once outstanding test reports are received and residents are consulted.

4.17 Warwick and Brindley estate towers

4.17.1 Residents and councillors were invited to a progress meeting 6 December 2018. The purpose of the meeting was to provide information on planned balcony resurfacing and fire doorset replacement work, how it may affect residents and approximate timescales. These two large scale projects have taken longer than expected to coordinate, as there has been a change in contractors, from Wates to Axis, and the proposed cladding design. At this stage, balcony work is due to start in January and the doorset replacement and the insulation work is now anticipated to start in spring 2019, subject to the outcome of resident consultation.

4.18 Torridon House

4.18.1 Planning permission has now be received. Work is expected to start on site at the end of February 2019.

4.19 Glastonbury House and Glarus Court

4.19.1 The precautionary cladding replacement work at Glastonbury House remains on hold whilst alternative insulation options are considered. In the meantime, we are moving forward with the other important fire safety work, including the retrofit of sprinklers to flats and the provision of mobility scooter storage facilities. This work remains on track for completion by December 2019.

4.19.2 In addition, Glarus Court (low rise, extra care scheme) will also have sprinklers retrofitted to its 20 flats, within the next 12 months. Works are likely to start in the spring following resident consultation and complete by the end of 2019.

4.20 Fire Safety Improvement Plans

4.20.1 The Fire Safety Improvement Plan (FSIP) pilot continues with 17 of the 24 pilot high-rise blocks FSIP packs posted and emailed to date.

4.20.2 Once we complete this pilot in December 2018, we will evaluate and review feedback from residents and councillors on the content of the plans; the amount of detail and format of the plan and supporting documents, before FSIPs become part of our business as usual operations.

4.21 Sprinklers

Glastonbury House has been approved as the first sprinkler installation. Glarus Court, an extra care scheme, will also be recommended for approval early in 2019. Work is expected to complete by the end of 2019 for both projects. It is recommended that any lessons learnt from these installations are incorporated into the wider roll-out across WCC stock. It is proposed to prioritise the remaining sheltered housing (community housing schemes) ahead of the tall buildings. The full costs of installation to the remaining sheltered and tall buildings is £28m. This is made up of £6m to complete the sheltered housing schemes and £20m for tall buildings. Funding will need to be considered and agreed as part of the HRA business plan from the 2020/2021 financial year. The £2m for Glastonbury House and Glarus Court sprinklers is already included in the business plan for 2019/2020.

5. Complaints

- 5.1 The table below shows that the number of complaints and members enquiries remains high, however, the number of complaints for quarter 3 have reduced. Response times remain below target, but again have shown a upturn in performance in quarter 3.

	Q1	Q2	Q3
Complaints received	175	190	153
% responded to in target (target 97%)	Not recorded	52%	58%
Members enquiries received	409	240	304
% responded to in target (target 100%)	71%	77%	77%

- 5.2 A dedicated resource from our main repairs contractor is co-located with the complaints team, providing assistance to customers and resolving service failures.
- 5.3 Customer satisfaction monitoring for the complaints service is starting to provide useful insight. Surveying is undertaken by Kwest Research who e-mail and phone complainants, providing useful qualitative feedback as well as data which we will use to improve complaint handling.
- 5.4 Customer services advisers have received training on 'right first time' call handling and customer care. This training has focused on improving accuracy of repairs diagnosis and effectively dealing with customer objections. All emergency and urgent jobs raised are reviewed on a daily basis to ensure that technically we are delivering the right repair at the right time. A priority for the service going forward is to provide staff with the skills to

engage with our customers in a positive and caring way, developing positive relationships to deliver what is right for our customers. To support this we have provided additional customer service training for the team and will continue to develop our quality framework.

- 5.5 We have embarked on a phased approach to upskilling the team so that all customer service advisers will be multi-skilled to handle all enquiry types. Housing and Lessee teams have been trained to raise new repair requests. This will form part of a wider training programme to ensure that we make the best use of our available resources and improve the customer experience.

6. Ombudsman investigations

For the period July to December, one Housing Ombudsman investigation has been completed. The determination stated that there had been a service failure.

Nature of complaint	Outcome
Repairs – delay in carrying out repairs to the roof	Recommendation – pay £200 in compensation and provide an update on the repairs to the roof. This has been completed.

7 Contract management review

- 7.1 The annual review of the Morgan Sindall contract is currently being concluded, with both parties agreeing to several contractual changes and amendments which will put measures in place to improve contract delivery, financial management and more focus on customer satisfaction.

- 7.2 Some of the improvements to the management of the contract include:

- The core group membership, terms of reference and agenda have been amended to reflect the strategic priorities of the contract, i.e. to achieve acceptable performance standards in line with KPIs and to oversee tighter spending controls
- Management Information being reviewed weekly and focused review on works in progress
- Post inspections and % of service delivered against KPI's
- Financial forecasts produced every month with quarterly actuals signed off against budgets and providing spend profiles against Revenue and Capital.
- Customer satisfaction reviews

- 7.3 Improved financial regulations are in place for payments including weekly commercial meetings and quarterly final account reviews.

8 Risk

8.1 Recruitment and retention of skilled/experienced staff

Difficulty in recruiting and retaining specialised staff due to high market demand for key skills and the additional pressures associated with a major change process. This is particularly relevant at this time as the TUPE consultation started on 21st January and staff have been provided with new structures.

Impacts and consequences

A high turnover of staff, even when backfilled with interim staff, leads to a gradual loss in corporate memory. This can lead to drops in efficiency/performance and trust between staff and with residents who are required to revisit previously solved issues or restate current concerns. It also leads to increases in staffing costs due to recruitment and agency fees.

Mitigation and progress

- Improvements to on-boarding new staff, including an increased communication with and support during the early stages of employment
- Monthly 'pulse' survey to understand staff morale and provide managers with an insight to be able to manage sources of dissatisfaction
- Review of pay and conditions for specific service areas
- Ongoing documentation of processes and procedures
- Careful management of TUPE and the restructuring of corporate services.

8.2 Fire Risk Management in Council residential buildings

Impacts and consequences

Death or injury as a result of fire, loss of property, or incidents of enforcement action.

Mitigation and progress

- Strategy and budget approved. Project board in place to monitor delivery of the fire safety programme chaired by the Director of Asset Strategy & Development. Appointment of fire programme manager role to monitor and drive delivery and two fire surveyors as a dedicated resource for repairs and maintenance works.
- Significant engagement with residents including a bespoke communications plan for residents living in blocks requiring specific fire safety works.
- Detailed work to improve fire safety is set out in the operational update report.

8.3 Impact of Universal Credit roll-out on rent payment

The second phase of rollout of Universal Credit commenced in June 2018. 400 of the Council's tenants are UC recipients (as at the end of December 2018), slightly higher than originally anticipated. The final managed migration phase during which tenants claiming any of the 6 legacy benefits are transferred to UC is due to take place by 2023 in Westminster. Before the final managed migration phase is implemented there will be a slow incremental increase in the number of tenants receiving UC.

Impacts and consequences

If residents who make a claim for UC do not pay the housing element to the Council as landlord, income to the HRA will drop, arrears will increase and affected tenants will struggle to sustain their tenancies. As the number of UC claimants increases, if rent payments are not made, pressure will be put on income management resources within CWH to support tenants on UC, to manage their rent payments, leading to an increase in rent arrears and need for enforcement action.

Mitigation and progress

- Streamlining of income management processes to increase capacity of the income recovery team
- Engagement with DWP to share information and maximise benefit from the landlord's portal
- Procurement of tools to automate contact when payment is missed to chase unpaid rent quickly.
- Additional staff recruited to carry out debt management advice and proactively interview tenants.

8.4 Loss of major IT systems due to either systems failure or cyber-attacks

A temporary or permanent interruption of systems and/or loss of data, harming customers and services.

Impacts and consequences

This could lead to inability to deliver core systems, theft or corruption of data, which could result in significant operational, financial and reputational damage, resulting in fines and significant recovery costs.

Mitigation and progress

- Review of approach to IT as part of the transformation programme. Gradual integration of service into the Council.
- Implementation undertaken of enterprise grade security tools for firewalls, web filtering, anti virus backups and patching.
 - We are working towards Cyber Essentials certification, including investment in end-user training, maintaining software levels, data recovery capabilities, backup integrity and annual penetration testing.

8.5 Accidental or malicious loss of data

Data breaches which result in harm to one or many CityWest customers.

Impacts and consequences

Significant reputational damage and fines from the Information Commissioner's Office (ICO).

Mitigation and progress

- Integration of the approach to GDPR with the Council as part of the transition process.
- All accounts secured and devices provided with security software.
- Plans for compliance with the GDPR in place, with regular engagement in place for every department, with access and content reviews.
- Progress reviewed through GDPR project board chaired by Exec Director for Strategy & Planning.

8.6 Unpredictable call volumes in contact centre

Impacts and consequences

Irregular peaks and troughs in call volumes may lead to over/under resourcing leading to ineffective use of resources and poor service to residents.

Mitigation and progress

- Monitoring and assessment of historic and current customer contact volumes to the customer services centre and call duration trends to forecast workload for incoming calls, together with other variables such as desired service level.
- Contingency budget set aside for additional staffing in the event of unprecedented demand.

9. Review of Key Performance Indicators

9.1 The Audit and Performance Committee are asked for their views on the proposed changes to the Key Performance Indicators as part of the ongoing review of the Housing Service. The review of the KPIs by the Audit and Performance Committee is an annual discussion which is part of the Council's role in clienting the CWH management agreement. As the management agreement is ending, the proposed changes in KPIs are interim pending a more detailed review of services.

9.2 The operational housing services currently report performance against 33 KPIs. The proposal is to move 6 indicators from KPIs to PIs and introduce 2 new KPIs.

9.3 Some of the KPIs differ from the KPIs in the main body of the report as it has sometimes been necessary to use more detailed information on performance to show a trend or provide more context on the service.

9.3 Attached as appendix 1 are the current KPIs, with Quarter 2 and Quarter 3 performance against them and an indication on whether or not they should continue as a KPI in 2019/20.

10 Current and future governance

10.1 The Board of CityWest Homes is responsible for governance, scrutiny and oversight of CityWest Homes' activities and holding housing performance to account. The CityWest Board operates a number of committees for these purposes.

10.2 Following the Council's decision in October 2018 to take housing management services back in house, CWH's board has mutually agreed with the Council to hand back the housing management services function to the Council and this will take effect on 1 April 2019.

10.3 Following the decision of the CityWest Board to hand back housing management services to the council, the Chair of the board has stood down together with a number of other board members and a smaller board now chaired by Daniel Astaire has been re-established to oversee CityWest homes activities during the transition period until the housing function comes back into the Council. This includes a Termination Agreement Committee Chaired by Daniel Astaire. The interim Director of Housing also undertaking the role of interim Managing Director of CWH is also a member of the board.

10.4 Once City West's housing function comes back into the Council it is proposed that the Council's committee system will hold housing to account on its performance with a role also given to resident panels for this purpose. Performance Boards have been established in other areas of the Council's activities to fulfil this function and a similar approach could be used in housing.