

Housing, Finance & Corporate Services Policy and Scrutiny Committee

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Title:	Update on CityWest Homes (CWH) Transformation
Report of:	Jonathan Cowie – CEO CWH
Cabinet Member Portfolio	Housing www.westminster.gov.uk/cabinet
Wards Involved:	All
Policy Context:	Housing
Report Author and Contact Details:	Jonathan Cowie / Martin Edgerton jcowie@chw.ork.uk / medgerton@cwh.org.uk

1. Executive Summary

CWH is in the process of totally transforming all aspects of its operation to improve the customer experience. The committee was last presented with CWH vision and high level timeline in September 2016. CWH has completed its service redesign, resident engagement, and is now moving to implementation of its target operating model.

Service redesign has been undertaken in close collaboration with WCC officers and Cabinet Members, CWH Board and residents.

The transformation includes the launch of a contact centre, specialist teams across the city, new ways of engaging with residents, and new contracts with our suppliers. This is all underpinned with new technology, teams, training programmes and ways of working.

2. Key Matters for the Committee's Consideration

It would be helpful to obtain feedback from the committee on:

- Where do you see the most opportunity for greater joint working across our services?
- What do you see as the highest priority from residents?
- Where do we need to modernise our services the most?

3. A new contact centre

CWH activity analysis has identified that 94% of all resident engagement is via telephone or email. We receive: c7k calls a week, c1.2k emails and c540 visits to our estate offices. Resident feedback is that they would like to be able to do even more by interactive website, telephone or email, and that often they are unable to get the right answer when they attend an office. This is substantiated by our analysis, which identifies that we can only answer approximately one in three queries raised at individual offices.

CWH will launch a dedicated multichannel contact centre on the 21st of June. It will aim to resolve 75% of queries / calls first time. Residents will be able to access services in the way that they want, when they want and how they prefer – including web based forms to submit queries / complaints etc, social media channels and advanced telephony. Phase 2 (Sept – Dec) will include more advanced forms of self-service – such as the ability to have an individual accounts, make payments, view bills etc.

4. New frontline services

Four area hubs have been established, where local dedicated teams will be based. These will provide enhanced local housing management and income recovery teams, local maintenance teams, and include improved reception services.

A range of ‘in-the-community’ resident access points, at locations agreed with local residents (including libraries, community venues or halls) have been identified for surgeries. We will undertake more home visits for the most vulnerable, increased block inspections, and pre-planned pro-active contact with our most vulnerable.

Specialist teams better able to resolve more complex queries and challenges have been established and recruited to (ASB, Income Recovery and Estate Services). This will result in improved services for residents and allow greater joint working with WCC teams.

We have redesigned tenancy checks – tailoring them to pro-actively identify and support our most vulnerable in sustaining their tenancies, and living at home longer. This is joined-up with WCC services.

5. Resident engagement

A new approach and framework (see Appendix A) to securing resident engagement and involvement in all aspects of our work has been developed, recruited to and implemented. Residents recruited the 57 members of the new Resident Council and Resident Panels. This new engagement framework has ensured residents were at the heart of the transformation, have fed into all aspects, and will be integral to all future service redesign.

6. New contracts

New 10 year contracts for all major work, repairs and maintenance across our estates, go-live between June and September. These are strategic partnerships with companies committing to deliver more in and for Westminster residents. We have negotiated significant social value contribution back to local communities in these contracts.

7. All underpinned by digital transformation and a complete restructure

To enable the delivery of the new ways of working:

- CWH has built and launched a new website, to make the customer experience simpler, better and more effective
- Developed the telephony system – in order to support residents in reaching the right team first time through choice based routing
- Restructured the teams (c350 staff) – through redesigning work around core activities, the most efficient ways to deliver, and new roles. Restructuring is almost complete – and the majority of staff start their new roles on 21 June.
- Launched a comprehensive training programme – tailored for each team to enable professional development
- Introduced ‘smart working’ – to enable work to be undertaken in more locations – such as in residents homes or community locations - and in more efficient ways (e.g. laptop and tablet rollout, hot-desking, collaboration zones etc)

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Jonathan Cowie / Martin Edgerton

Appendix A – New Resident Engagement Structure

