Neighbourhoods and Housing

Cyber attack recovery and future development

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Working for better homes

Hackney

Cyber Attack recovery and current position

Following the cyber attack, Housing undertook an exercise to identify business priorities that would support residents, protect our income streams, and ensure we provided as full a service as possible.
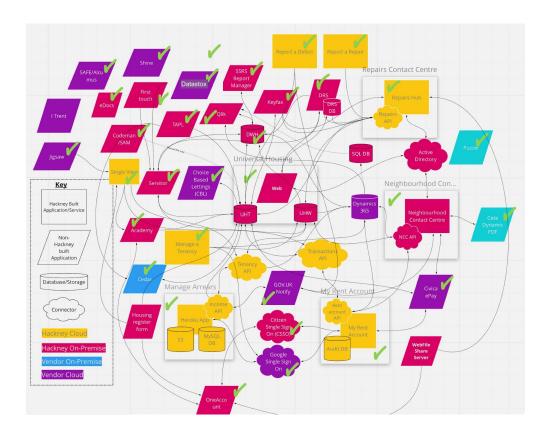
We identified 102 priorities, and implemented interim solutions to around 95% of these priorities.

These interim solutions are now being replaced by permanent solutions through the Modern Tools for Housing Programme

Network of Housing Tools Prior to Cyber Attack

- While UH was the core tool and database, over 30 other systems relied on UH for data and to allow processes to flow or calculations to be made

- Work on replacing our legacy Housing System started prior to the cyber attack

Repairs

Cyber attack

- Started with multiple spreadsheets to raise repair jobs, difficult to manage as many people were using them at once
- Service could only cope with limited repairs numbers due to the complexity of managing spreadsheets
- Housing Transformation and IT implemented an interim system to support the team, making management of repairs easier.
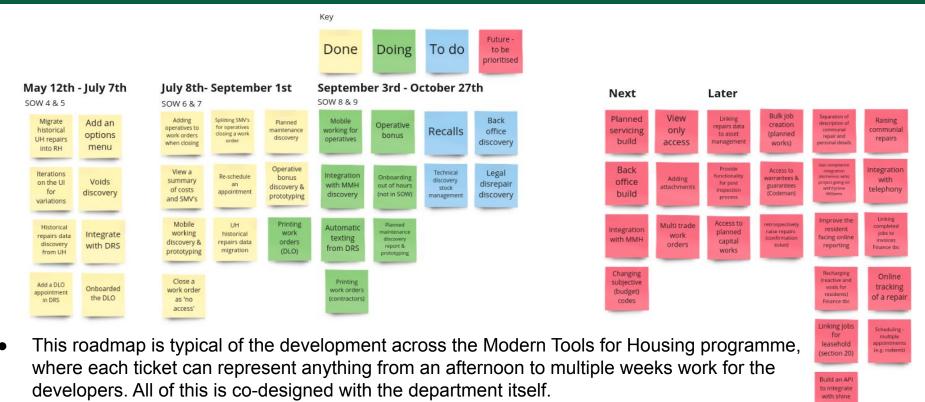- We were able to produce limited performance data

Recent developments

- Developed and deployed permanent solution 'Repairs Hub' tool to the contact centre. Resumed full repairs service in June
- Resumed satisfaction monitoring, including a tool to monitor contact with residents.
- Connected data to our analysis tools to provide performance dashboards
- Roadmap developed to plan where we can add additional functionality to Repairs Hub

Where we are

- Mobile technology in development, which will record job closure data in real time.
- Moving out of hours service repairs to Repairs Hub, which will improve our monitoring of these jobs.
- We now monitor a fuller range of PIs.

Repairs Roadmap: Modern Tools for Housing

Key

Done	Doing	To do	Future - to be prioritised

May 12th - July 7th
SOW 4 & 5

- Migrate historical UH repairs into RH
- Add an options menu
- Iterations on the UI for variations
- Voids discovery
- Historical repairs data discovery from UH
- Integrate with DRS
- Add a DLO appointment in DRS
- Onboarded the DLO

July 8th- September 1st
SOW 6 & 7

- Adding operatives to work orders when closing
- Splitting SMV's for operatives closing a work order
- Planned maintenance discovery
- View a summary of costs and SMV's
- Re-schedule an appointment
- Operative bonus discovery & prototyping
- Mobile working discovery & prototyping
- UH historical repairs data migration
- Printing work orders (DLO)
- Close a work order as 'no access'

September 3rd - October 27th
SOW 8 & 9

- Mobile working for operatives
- Operative bonus
- Recalls
- Back office discovery
- Integration with MMH discovery
- Onboarding out of hours (not in SOW)
- Technical discovery stock management
- Legal disrepair discovery
- Automatic texting from DRS
- Planned maintenance discovery report & prototyping
- Printing work orders (contractors)

Next

- Planned servicing build
- View only access
- Back office build
- Integration with MMH
- Changing subjective (budget) codes

Later

- Linking repairs data to asset management
- Bulk job creation (planned works)
- Separation of description of communal repair and personal details
- Raising communal repairs
- Adding attachments
- Provide functionality for post inspection process
- Access to warrantees & guarantees (Codeman)
- Gas compliance integration (Alchemus safe) project going on with Tyrone Williams
- Integration with telephony
- Multi trade work orders
- Access to planned capital works
- retrospectively raise repairs (confirmation ticket)
- Improve the resident facing online reporting
- Linking completed jobs to invoices Finance tbc
- Recharging (reactive and voids for residents) Finance tbc
- Online tracking of a repair
- Linking jobs for leasehold (section 20)
- Scheduling - multiple appointments (e.g. rodents)
- Build an API to integrate with shine (Asbestos)

- This roadmap is typical of the development across the Modern Tools for Housing programme, where each ticket can represent anything from an afternoon to multiple weeks work for the developers. All of this is co-designed with the department itself.
- It is implemented through a combination of departmental product owners, agile programme management, and our ICT steering group.

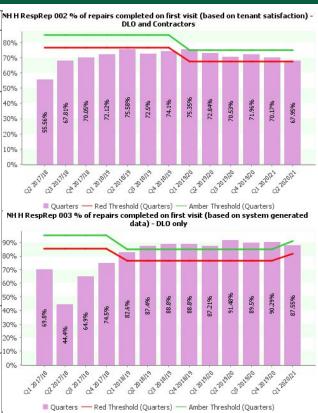# Repairs Performance: Q1 2021/22 Update

Indicator	Description	19/20	20/21	Q4 20/21	Q1 21/22
NH H RespRep 002	% of repairs completed on first visit (based on tenant satisfaction) - DLO and Contractors	72.64%	71.44%	N/A	N/A

As reported in the Q4 report, the initial interim Repairs cyber attack workaround, which was designed solely to get operatives out to jobs following the loss of Universal Housing and DRS, did not collect data on whether the appointment or repair jobs had been completed. Therefore, we were unable to report on any of our key repairs indicators (i.e. appointments kept, % of jobs completed RFT, % of jobs completed in target time) during both Q3 and Q4.

We have been unable to report on these indicators during Q1 2021/22 as the work to establish both the Repairs Hub system and mobile working (which will supply us with repairs completion data) has been progressing. However, with the Repairs Hub being rolled out to the DLO towards the end of the quarter,we have undertaken work to resurrect the automatic distribution of satisfaction surveys to all residents showing as having had a repair completed on Repairs Hub.

We have completion data for jobs between 21 June and 21 July 2021 which will be reported in Q2. Following data checks, residents in this cohort will be surveyed on an ongoing basis and we will be able to supply the data for this indicator from Q2 onwards.

| NH H RespRep 003 | % of repairs completed on first visit (based on system generated data) - DLO only | 88.7% | 87.54% | N/A | N/A |

The commentary for NH H RespRep 002 above sets out the reasons why we have been unable to report on this indicator in Q1 2021/22. As with the satisfaction data, however, we are planning to resume reporting of this indicator in the July 2021 KPI report.

NH H RespRep 002 % of repairs completed on first visit (based on tenant satisfaction) - DLO and Contractors

Values: 55.56%, 67.81%, 70.05%, 72.12%, 75.58%, 72.5%, 74.1%, 75.35%, 72.84%, 70.53%, 71.96%, 70.17%, 67.95%

Quarters: Q2 2017/18, Q3 2017/18, Q4 2017/18, Q1 18/19, Q2 2018/19, Q3 18/19, Q4 18/19, Q1 2019/20, Q2 2019/20, Q3 2019/20, Q4 2019/20, Q1 2020/21, Q2 2020/21

Quarters — Red Threshold (Quarters) — Amber Threshold (Quarters)

NH H RespRep 003 % of repairs completed on first visit (based on system generated data) - DLO only

Values: 69.8%, 44.4%, 64.9%, 74.5%, 82.6%, 87.4%, 88.8%, 88.8%, 87.21%, 91.48%, 89.5%, 90.29%, 87.55%

Quarters: Q1 2017/18, Q2 2017/18, Q3 2017/18, Q4 2017/18, Q1 2018/19, Q2 2018/19, Q3 2018/19, Q4 2018/19, Q1 2019/20, Q2 2019/20, Q3 2019/20, Q4 2019/20, Q1 2020/21

Quarters — Red Threshold (Quarters) — Amber Threshold (Quarters)

Please note that we have been able to resume regular reporting for % repairs completed on first visit from tenant satisfaction since July, and will be able to provide it for system data once mobile working is in place during October 2021.

Rents

Cyber attack

- Started with no visibility of account balances, and no system to create balances or monitor transactions.
- Housing Transformation maintained balances weekly
- We created an interim system to manage contacts with residents and provide statements.
- Contact Centre were also given access to these details to respond to queries.
- Restarted generation of PI information.

Recent developments

- We now have fully developed dashboards with information on accounts, impact of arrears activities, and monitoring of agreements.
- We are monitoring residents in arrears, ensuring they are being contacted regularly.
- We have sent thousands of text messages and letters, and recently produced the first set of NOSPs based on interim data. 340+ NOSPs have now been issued.

Where we are

- We are in the process of deploying the replacement for the interim solution which will manage the day to day rent activities on a full system.
- Manage Arrears tool will enable officers to update accounts, monitor agreements take Court action and resume end to end recovery action
- We will be able to produce letters and other contacts through the Manage Arrears system more efficiently.

Rents

Where we are:

- 40,000+ calls logged by Income Team, 22,000+ calls logged by Neighbourhood Contact Centre
- We are able to monitor arrears activities across patches, time periods, areas and arrears value bands using our dashboards.
- Monitoring can be done for Universal Credit accounts, housing benefit accounts, mesne profit accounts
- We are able to show the number of accounts with certain arrears levels, and their relative impact on overall arrears. An example of this is on the next slide. At 1 October, 75% of accounts in arrears have under £2,000 owing, which account for just over a quarter of all arrears (27.6%).
- Able to show the production of different letters and other activities with accounts by month, arrears level, and more.
- Manage Arrears and rents management tool are being implemented, which will enhance officers ability to manage accounts by providing work trays of cases to manage, with recommended actions suggested that can be implemented with minimum administration.

Rents: dashboard analysis

Activities by month
(Letters/Text messages)

Accounts in arrears with balances

Rents performance

Indicator	Description	19/20	20/21	Q4 20/21	Q1 21/22
NH H IM 005	Rent Arrears as a % of rent debit	4.02 %	8.76 %	8.76 %	9.26 %

The annual debit is approximately £133.3m. As the rent arrears are at £12,349,072, this means that the Rent Arrears as a % of the Rent Debit is calculated to be 9.26%.

This is a 0.50% increase on the 2020/21 end of year outturn of 8.76%.

NH H IM 006	Total value of rent arrears YTD (Total)	£5,070,640	£11,445,265	£11,445,265	£12,349,072

As at the end of Q1 2021/22, the rent arrears are £12,349,072. This is an increase of £903,807 in Q1 2021/22.

For the same period last year - Q1 2020/21 - the arrears increased by £1,331,213. Hence, arrears are continuing to increase sharply, however, the level of increase is approximately 68% of that experienced following the first lockdown in late March 2020.
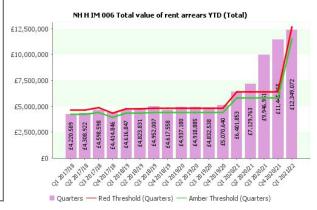
Currently, 4,863 tenants have made a claim for Universal Credit (UC). Of these 4,863 UC claimants, 3,153 of them are in arrears - totalling £5,838,000.

Approximately 300 accounts created since October 2020 are accumulating arrears whilst waiting on a Housing Benefit assessment. There are also approximately 200 cases that were created between July 2020 (date Academy was restored) and the date of the cyber attack that have incorrectly not had Housing Benefit applied since April 2021, as their original claims have been lost. The Income Services team are working with the Benefits team to resolve these issues.

The main focus in Income Services has been to phone residents in arrears and encourage payments to be made.
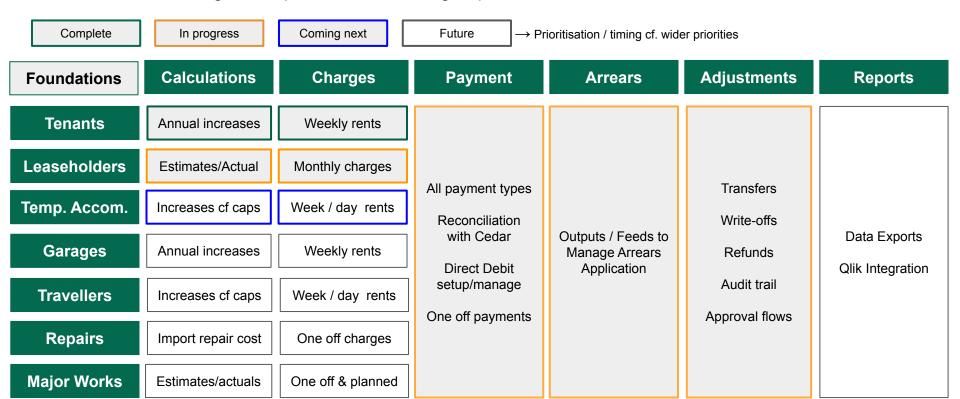
An Arrears Roadmap to Recovery action plan was presented to PSG on 12 July 2021. It has been agreed for the arrears escalation policy to be fully reinstated. The team will continue to support tenants struggling to make ends meet and will start taking enforcement action where necessary. In addition, the Income Services Team were given permission to resume home visits / door knocking from Monday, 19 July 2021 following lockdown restrictions being lifted.

NH H IM 005 Rent Arrears as a % of rent debit

NH H IM 006 Total value of rent arrears YTD (Total)

Housing Finance System Update

- End of year accounts reconciled. This is being used as the foundation for the finance transaction database and systems developed by our software partners.
- These are being developed in order of the groups overall income.

| Complete | In progress | Coming next | Future | → Prioritisation / timing cf. wider priorities |

Foundations	Calculations	Charges	Payment	Arrears	Adjustments	Reports
Tenants	Annual increases	Weekly rents	All payment types	Outputs / Feeds to Manage Arrears Application	Transfers	Data Exports
Leaseholders	Estimates/Actual	Monthly charges	Reconciliation with Cedar		Write-offs	Qlik Integration
Temp. Accom.	Increases cf caps	Week / day rents	Direct Debit setup/manage		Refunds	
Garages	Annual increases	Weekly rents	One off payments		Audit trail	
Travellers	Increases cf caps	Week / day rents			Approval flows	
Repairs	Import repair cost	One off charges				
Major Works	Estimates/actuals	One off & planned				

Voids

Cyber attack

- Started with snapshot of October data, with little information on what stage each property was at in its void cycle.
- Initially created a series of spreadsheets to manage this, which was later upgraded to an interim system.
- Able to produce performance data quite early after the cyber attack.

Recent developments

- Now have dashboards showing the current status of void properties, which properties represent a risk of going over target for each stage.
- Introduced monitoring for key stages of the process, such as asbestos monitoring/works to further understand the factors behind performance.
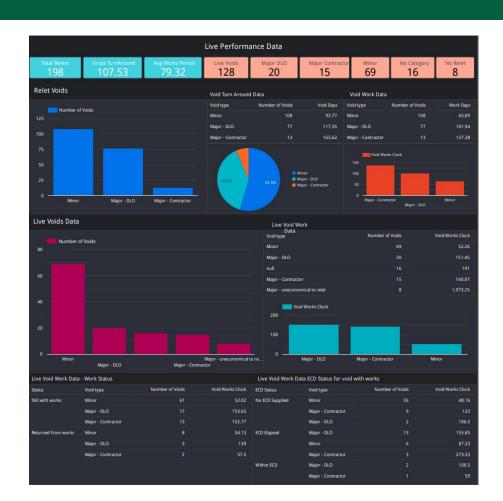- Undertaking new tenant surveys to get feedback on the process.

Where we are

- Repairs team is looking at the voids process as part of Repairs Hub, which will allow us to manage a whole package of repairs for the property rather than raising these individually.
- Introducing further monitoring of the stages to assist in targeting any stages with particular issues.

Voids Monitoring

Dashboard

- This is a sample of the dashboard showing the current information for voids.
- We are able to transfer information from tenancy management for end of tenancies to automatically create a new void.
- Regular reporting is produced from this and weekly meetings held within the team and with other stakeholders to understand the progress of properties through the voids cycle.

Voids performance

Indicator	Description	19/20	20/21	Q4 20/21	Q1 21/22
NH H Voids 001	Average time taken to re-let local authority housing (all voids including major & minor voids) - calendar days	55	95	96	113

The overall performance for Q1 is an average turnaround time of 113.24 days, with an average work period of 79.93 days. This is a deterioration in performance levels compared with previous quarters.

In response to this, a number of initiatives have been put into place to try and bring down the overall turnaround time. These include:
- Asbestos removals: we now have a central point of contact which we didn't have before. This means there is less time involved in trying to get hold of personnel to address queries.

- The Voids and Legal Disrepair Manager and the newly appointed Area Surveying and Communal Works Manager are working together to identify and address resourcing issues within the Voids DLO Team.
- The Voids Team is working with an external IT contractor to ensure a process is in place to monitor DLO Operative performance.

Other initiatives that will hopefully help to further improve performance moving forward in the coming months are:

- The DLO is still in the process of procuring two additional external contractors to boost repairs capacity.
- The Voids Manager meets with the Lettings Team Manager bi-weekly to discuss shortlists and nominations to ensure shortlists are being provided in a timely fashion despite the challenges presented by the loss of systems.

Questions