ROSEBERY
HOUSING ASSOCIATION

REPORT TO THE BOARD

20 May 2020

Board Action:	**For Information**	
Agenda Item:	**Virtual Scrutiny Panel – Scrutiny Report**	

TITLE

Objective:	**Anti-social behaviour – case management**

Executive Summary:	This is a covering report to provide context and background to the attached report provided by the Virtual Scrutiny Panel (VSP), Appendix 1. The report sets out the findings and recommendations of their second scrutiny investigation which reviewed the management processes used by Rosebery for dealing with reports from residents and case management of anti-social behaviour (ASB). The main scope of their investigation focused on: • The numbers of ASB reports logged and action plans agreed. • Collection of satisfaction data • Policy & procedures • Performance management • Customer engagement

Recommended:	The Board is asked to note the actions recommended to improve Rosebery's ASB service.
Resident Consultation:	No resident consultation was required as the Virtual Scrutiny Panel report directly to the Board

Corporate Plan Implications	This paper updates the positon on one action contained within the corporate plan

Budget Implications	Resident scrutiny is integrated within our core business and as such all the activity planned as part of this strategy is delivered within our current approved budget.

Value for Money Implications	Making better use of digital technology and social media platforms helps attract and reach a wider a range of residents in a cost-effective way. It offers savings e.g. from reduced meeting costs, as residents offer feedback through online channels.

Equality & Diversity	We continually maintain a profile of our customers which allows us to deliver engagement that is appropriate to them, recognising their individual needs, preferences and motivations.

Sustainability & Environmental Implications	The reduction of physical meetings and paper heavy pre-meeting information packs contributes to a paperless working environment and delivers a reduction in our print costs.

Risk Implications	Reputational risk is the key concern if reports of anti-social behaviour are not seen to be handled sensitively and effectively. Failure to comply with the Housing Regulator's consumer standards and co-regulation requirements Failure to capture the impact and outcomes from involved residents, leading to frustration and disengagement of those residents committing time and energy into supporting our service improvement journey.

Legal Implications and Adherence with Relevant Law	Rosebery is required to comply with data protection law and regulations.

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Report approved by:	Louise Williams Head of Housing and Customer Experience
If you would like to discuss anything in this report before the meeting, please contact:	Theo Scott Customer Experience Team Leader theo.scott@rosebery.org.uk 01372 814 000
This report has been discussed with:	Members of the Executive Team

1.0 Summary

1.1 This is the Virtual Scrutiny Panel's (VSP) second scrutiny report to the Board following their launch in February 2018.

2.0 Background – work activity

2.1 Following the VSP's last report to the Board, in May 2019, covering customer complaints, the VSP carried a review of their first scrutiny investigation and identified several key priorities. It was recognised that these would need to be addressed before choosing another service area for scrutiny. The review included:

2.2 **Lessons learnt from the first scrutiny investigation –** the VSP felt it was important to reflect on where improvement could be made. Key actions agreed were:

- to assign specific tasks to each member of the panel giving them responsibility and ownership of the task throughout the scrutiny process.
- to reduce the need for 'physical meetings' and make better use of 'Boardvantage' for online discussions and review.

2.3 **Recruitment of new members –** since the launch of the VSP, the recruitment and retention of members has been the biggest challenge. Following the completion of their complaints review, the VSP agreed to launch another recruitment campaign in July 2019. A key feature was to place more emphasis within the advert on the work of the VSP and the benefits this role can offer to improve services. It was also agreed that VSP members should receive financial incentives for attendance at meetings and completed scrutiny investigations, as this may encourage more interested residents to come forward.

2.4 The campaign was successful and the VSP recruited three new members to fill vacancies. However, sadly due to work commitments, two existing members resigned. The VSP now has a total of 5 members.

2.5 **Training and development –** since February 2018, a number of priority training requirements have been identified and delivered including:

- presentation skills
- data analysis and
- the ability to draw conclusions through positive challenge of information.

2.6 The VSP have continued to develop many of these skills over the past year while the ASB scrutiny investigation has been carried out. However, the group is keen to continue their development with any opportunity to participate in external training as well as receive and appropriate support from Rosebery staff.

2.7 The VSP have also welcomed the offer of an external facilitator, made following the completion of this scrutiny exercise, believing this will further their ability to deliver robust scrutiny investigations and outcomes.

3.0 Scrutiny Investigation – Anti-social behaviour

3.1 In September 2019, the VSP received a 'health check' presentation from the Head of Housing and Customer Experience, detailing key performance data for all frontline services provided by Rosebery.

3.2 As the first stage of the scrutiny framework, this enabled the VSP to decide what service area would benefit from scrutiny. Following the presentation, the VSP chose anti-social behaviour as their second area for scrutiny on the basis that:

- low numbers of recorded ASB cases had been logged compared with VSP members' perception that this should be higher
- there was a lack of customer data available offering feedback on this service area.

3.3 The VSP agreed that the main scope of their investigation should include the ease of effort for residents to report ASB, ongoing case management and policy development.

3.4 Throughout their investigation the VSP adopted an evidence-based approach. The activities undertaken focused on a multitude of reports, residents' surveys, statistics, case files and best practice across the sector. They also explored how incidents are first reported and the arrangements in place for ongoing case management and monitoring.

3.5 The agreed outcomes of the investigation were to:

- identify compliance with policy, procedures and service standards
- establish the quality of service and levels of customer satisfaction
- offer recommendations to help address improved reporting and case management with the view to improving services and thereby increase customer satisfaction.

4.0 Investigation methods and management support

4.1 The VSP reviewed a large amount of evidence and during January 2019 carried out a number of 'reality checks'. This included interviews with key Rosebery staff members, sample surveys of residents who made an ASB complaint over the last year and research into what other local social landlords are doing.

4.2 The outcomes of the investigation have been summarised in appendix 1.

4.3 The Housing Leadership Team (HLT) have provided their responses to the findings of the report together with an action plan, appendix 2, for delivering the VSP's recommendations. These have all been acknowledged and agreed with the VSP.

5.0 Future service delivery

5.1 Residents' feedback to a widespread survey in November 2019 confirmed that ASB is their top service priority. As a consequence, work already being undertaken to improve ASB services saw a shift in focus and the work completed by the VSP will further support this.

5.2 The need to ensure that residents have confidence in Rosebery's ASB service was significantly raised as a direct result of the COVID-19 lockdown when an increase in ASB reports were anticipated. In response, an action plan specific to the lockdown and its associated challenges was created and has been closely monitored to ensure consistent delivery.

5.3 Positive lessons learnt from steps taken to deliver this action plan together with the recommendations of the VSP will see us working with and demonstrating to residents that Rosebery is committed to delivering against their top service priority.

5.0 Conclusion

5.1 The Board is asked to note the Virtual Scrutiny Panel report and service improvement action plan.

Appendix 1:

VSP Report on the investigation into ASB case management

Appendix 2:

Rosebery's response and service improvement action plan