

Case study

Tackling Anti-Social Behaviour

HouseMark consultancy solutions

We know that our data can unlock answers and insights about what is driving your costs and performance across your business. And often reveals priority services that could be improved. Supporting you to take action from insight, our consultancy solutions arm provides the perfect next step to accelerate change and deliver your corporate ambitions to build an even better business.

Customer brief

Our customer requested an external and independent external review of their anti-social behaviour (ASB) service. Recognising the service had not been reviewed for some years, the data provided evidence that performance, including customer satisfaction, was deteriorating.

Our customer also sought reassurance on the cost of their service delivery and what performance levels they should be striving to achieve. After further discussion, it was clear they wanted to explore new ways of working - challenging the existing service structure. Specifically, they wanted to understand how effective staff were within the structure and to make recommendations to drive performance improvements and standards.

Our approach

Data analysis - how are they doing now?

Analysis of sector-wide cost data and performance information relating to ASB datasets allowed us to identify and compare with 'best in class' peers. We analysed and compared staffing structures, staffing numbers and average cost per employee, broken down by structure type. We were also able to analyse the number of ASB cases and satisfaction of both case handling and case outcomes.

This gave us a strong understanding of not only the current performance, but by using comparison, we could contextualise against sector norms, and gauge the potential outcomes that could be realised.

Desktop review - how do they work now?

By reviewing policies, procedures, working practices (such as hand-offs between teams), we gathered a good overview of their end-to-end ASB process.

Tenant workshop - addressing dissatisfaction

In this case, we knew customers weren't satisfied with the overall service but we didn't fully understand why. We worked with a range of customers to capture the customer journey, addressing the areas where there were blockages

and duplications - discussing ways make it easier for the customer to access the service and feel positive about it.

'As is' and 'to be' workshops - shaping a new service

The 'as is' workshop builds on the data and process reviews and now 'completes' our discovery sessions. We asked staff to share how they feel the service was delivered - capturing both strengths and weaknesses. The 'to be' workshop was designed to support staff in the creation of a new service vision, identify the barriers to the creation of a new service and find out ways to overcome these barriers.

'Best in class' analysis - inspiration from others

We have completed over 40 ASB accreditations in the past - an exercise that aims to acknowledge excellence in ASB management. Through this experience, and by continuously capturing ways of working from top performers, we identify innovative approaches and working practices that help support service redesign.

A findings and recommendations report was prepared and presented to the project team upon completion of the review.

Outcomes

The recommendations report was accepted and we were asked to support in the creation of an improvement and action plan. The outcomes were:

- A re-structured service, based on the effective triaging of serious and routine cases between Neighbourhood Officers and specialist ASB officers - where the ASB team are firmly embedded the total neighbourhood service.
- New procedures and guidance setting out clear roles and responsibilities of the ASB team and other teams.
- A net, yearly reduction of service costs of 10%.
- The adoption of 'best in class' practices, including effective approaches to case file management, risk assessments and performance management.
- A fresh approach to customer engagement, future proofing against the anticipated regulatory expectations of new consumer regulation.

About HouseMark

HouseMark is the leading data-driven solutions provider for the social housing sector.

Through our consultancy solutions arm, we help you accelerate change. Providing insights, inspiration, and solutions to drive and deliver performance improvements across your organisation.

Combining unrivalled levels of performance data, excellent and experienced specialists and our knowledge of current and emerging policy, we are uniquely placed to support you in your next improvement programme.

Service reviews are a natural next step to improving you performance. We have an experienced team working across:

- Voids management
- Repairs and assets
- Customer contact and complaints handling
- Estate services