



**Yorkshire  
Housing**

# **Anti-Social Behaviour Customer Scrutiny Report**



**Scrutineers supported by the Customer Insight and Engagement Team**

March 2023

## Jo Griffin, Head of Place

It's now more important than ever that we co-design our approaches to services with our customers. This piece of work will be critical to the design of two important policies - our Anti-Social Behaviour Policy and our Neighbourhood Management Policy. We understand that these are the things that really matter to our customers and of course it's essential to providing Homes and Places that customers are proud to call home.

We're looking forward to working together with our Champion from the Customer Voice and Review Committee to get this right and build a policy which delivers a customer obsessed service. We're really grateful for the time and effort our customers put into helping us do this.

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# 1.0 Introduction

At Yorkshire Housing, we're customer obsessed and committed to embedding the customer voice in everything we do. In December 2022, we began a scrutiny of our Anti-Social Behaviour (ASB) service with our customers. It concluded in March 2023.

Our Customer Voice and Review Committee commissioned this scrutiny project following feedback from our Complaints Forum members. Customers from our monthly Complaints Forum highlighted a high number of complaints about the way customers' ASB issues had been handled and general dissatisfaction with the service they had received.

The findings from the Complaints Forum highlighted where customers had poor customer experiences and where our communication and updates could have been a lot better. The Customer Voice and Review Committee agreed that a scrutiny review of the ASB service would strengthen the customer voice and drive improvements in the service. They were also keen to highlight what we're doing well.

The recommendations in this report will shape improvements to the future ASB service delivery and ensure that our customers' voices are at the heart of the service design.

The Customer Voice and Review Committee highlighted that the Regulator of Social Housing is developing more robust requirements around the services that social housing customers receive. Also better ways in which our customers can hold landlords to account.

They also highlighted that more recently, the Housing Ombudsman has produced a spotlight report and self-assessment which will improve the ways that landlords will treat and manage noise nuisance complaints. As such, they were clear that this scrutiny project be carried out with these welcome changes at its heart.

## 1.1 Social Housing White Paper

The Social Housing White Paper includes seven key chapters that span across the sector. The proposals that are most relevant to our repairs service and this scrutiny are:

- Chapter 1: To be safe in your home
- Chapter 2: To know how your landlord is performing
- Chapter 3: Effective handling of complaints – complaints dealt with promptly and fairly
- Chapter 4: To have your voice heard by your landlord - satisfaction that their landlord listens to their views and takes notice of them
- Chapter 5: To be treated with respect, backed by a consumer regulator for tenants
- Chapter 6: To have a good quality home and neighbourhood to live in – good quality, decent homes

## 1.2 Tenant Satisfaction Measures (TSMs)

The regulator has also proposed and consulted on new tenant satisfaction measures. Customer satisfaction will be measured through customer perception surveys on the things that matter most to them including repairs, complaints and ASB. The tenant perception survey measures include those that are directly linked to ASB:

- respectful and helpful tenant engagement
- responsible neighbourhood management

There will also be a specific measure around ASB satisfaction for those customers who've used the service in the last 12 months.

## 1.3 Housing Ombudsman – “Spotlight on noise complaints” report

On 24<sup>th</sup> October 2022, the Housing Ombudsman published a report called Spotlight on Noise Complaints: Time to be Heard. The report drew together the findings and recommendations following a review completed by the Housing Ombudsman Service, which reviewed over 800 noise-related cases. They found that noise is a significant reason for complaints after repairs. This has been re-enforced by the COVID pandemic.

The report highlighted the cost of noise nuisance, is both human and financial, and also recognised that these costs may be avoidable by adopting the findings in their report. The full report is available [here](#).

## 1.4 Yorkshire Housing vision, strategies and customer promise

The recommendations in this scrutiny project will help to support Yorkshire Housing's new vision, customer promise and strategic priorities.

### **Our vision**

***“To be the UK's best housing provider.”***

### **Our customer promise**

***“Making it possible to have a place you're proud to call home”***

### **Our strategic priorities**

***Customer obsessed - improving our customers' and colleagues' experience.***

***Homes & places to be proud of - creating places people are proud to call home.***

***Pre-emptive - our game-changing shift to dealing with issues before they happen.***

## 2.0. People Involved

### 2.1 Customers

Our scrutiny panel of customers consisted of seven existing Customer Voice and Review Committee members. We want to give a special thank you for the scrutineers' time and dedication to this project.

- Stephen Mackenzie
- Mary Bottomley
- Nasir Hussain
- Kris Eastwood
- Jo Foster
- Ray Marfell
- Samina Begum

### 2.2 Engagement support

Engagement and scrutiny support was provided by:

- Joseph Suggitt
- Customer Insight and Engagement Advisor (Project Lead)
- Zara Sutcliffe-Baran
- Customer Insight and Engagement Advisor
- Susan Godbold
- Customer Insight and Engagement Manager

### 2.3 Project sponsors

Sponsors from Yorkshire Housing included:

- Jo Griffin
- Head of Place
- Adam Greenwood
- ASB and Enforcement Manager
- Emma Standing
- ASB and Enforcement Officer
- Henna Khan
- ASB and Enforcement Officer

### 2.4 External support

The scrutineers were keen to ask customers who had recently raised an ASB complaint for feedback. As Yorkshire Housing don't currently collect customer satisfaction feedback following an ASB case, there was limited internal insight available.

The scrutineers explored the option of speaking to customers themselves. However, because they felt that ASB was such an emotive subject at times for customers, they asked

for the support of an external provider. As a result, Explain were commissioned to interview customers who've used the service in the last 12 months. We provided an initial data set of 865 customers with a response rate of 13% which meant 115 were interviewed. We asked 14 questions focused on their experience of the ASB service. An initial report with the high level findings were viewed by customers in our final session to help formulate the recommendations. More detailed insight will be used by the organisation to make and track service improvements.

## 3.0. Aims and Objectives

The aim of this scrutiny project is to identify the weaknesses we have in our current ASB service and the strengths that we want to take forward and build on. Both will inform the principles that we'll use to deliver improvements to the ASB service over the next two years. Throughout the scrutiny our customers answered the following questions:

1. What are the factors that make customers satisfied with the way their ASB case was dealt with?
2. What are the factors that make customers dissatisfied with the way their ASB case was dealt with?

These questions allowed our customers to develop a set of recommendations (section 6) for shaping the future improvements of our ASB service.

### 3.1 Benefits

#### **For customers:**

- An improved ASB service that meets the needs and satisfaction of our customers
- The opportunity to engage with Yorkshire Housing
- Have their voice heard and acted upon

#### **For Yorkshire Housing**

- To be confident that the improvements to our ASB service will meet the needs and satisfaction of our customers
- To build better and more trusting relationships with our customers
- To meet the targets and indicators set out in the Social Housing White Paper and Tenant Satisfaction Measures
- To ensure we apply all the recommendations from the Housing Ombudsman's spotlight on noise report
- To ensure compliance with the Regulator for Social Housing's Consumer Standards – Neighbourhoods and Community Standard

### 3.2 Risks

In the scrutiny scope, we agreed the following risks:

- Managing customer expectations that fit our service improvement plans

- Budget constraints in meeting all desired recommendations
- Keeping aligned to the Regulator of Social Housing and the Social Housing White Paper, Tenant Satisfaction Measures and the Housing Ombudsman’s spotlight on noise report
- The views expressed by our panel may not be representative of all customers
- Discussions may go out of scope and create recommendations that are not viable to put into place
- Not hearing the customer voice from customers who have recently had an ASB case because we don’t collect customer satisfaction data after ASB cases are closed down

### 3.3 Lessons learned

Yorkshire Housing and its customers have already completed a successful scrutiny on our repairs service which was completed in March 2022. Here’s some of the lessons learned from that project that we took into account for this ASB scrutiny.

- There were a high number of pre-arranged meetings which made it difficult for customers to attend all the sessions. For this project, we reduced the number of sessions, split them into 2 parts and provided customers with a “scrutiny pack” (appendix 2) which gave all the information that was covered in a number of sessions during the repairs scrutiny.

For our repairs scrutiny we used themes to support our recommendations. On reflection, the themes added an unnecessary layer of complexity that caused confusion amongst colleagues and scrutineers. For this scrutiny we asked customers to focus solely on recommendations. Themes can be added at a later stage when the recommendations are being put into place if it’s felt this adds value.

## 4.0. Methodology

The ASB scrutiny project was completed over four months: December 2022 to March 2023. In total we had three focus group sessions with customer scrutineers. These were held on Microsoft Teams. The customers research and investigative methods throughout these sessions included:

- Reviewing data and information in our scrutiny pack
- Interviewing colleagues from the ASB enforcement team
- Focus group based discussions

In partnership with the Customer Insight and Engagement team, each of these methods lead to our customers developing recommendations to improve our ASB service (Section 6).

### 4.1 Reviewing data and information

In preparation for our sessions, our scrutineers reviewed existing data and information within the scrutiny pack. The details of these sessions are in section 5. Any data related to Yorkshire Housing customers was anonymised and met our Data Protection and Privacy Policy.

## **4.2 Interviewing experts and service leads**

We made sure that our scrutineers had access to colleagues working in the ASB enforcement team, with plenty of space, time and support to ask key questions about the ASB service. Giving open access to these teams allowed us to remain transparent and accountable throughout the process.

## **4.3 Focus group based discussions**

Each session was formed as a focus group. These were largely informal sessions, though some questions were pre-prepared by the engagement team to ensure that discussion topics remained in-scope. The focus group method enabled open discussions about each session topic and centralised the customer voice in the process. The engagement team acted as moderators to give as much space and time to the scrutineers as possible.

Key minutes were taken for each meeting and recommendations from the customers were highlighted. The sessions were also recorded for internal use. From the minutes, each recommendation was recorded. The engagement team then tracked and monitored each recommendation throughout the project. They identified each recommendation's problem statement and the opportunity it gives. At the end of the project the final recommendations were reviewed and agreed upon by the scrutineers as in section 6.

# **5.0. Focus group sessions**

Three focus group sessions were held.

## **5.1 Initial session and meet the ASB team: 15<sup>th</sup> December 2022**

In this session our scrutineers met with Emma Standing and Henna Khan, our ASB enforcement officers. They focussed on two questions to help shape the discussions:

- 1) Tell us about some of your recent success stories and what makes you proud to work on the ASB team?
- 2) Tell us about some of the challenges you know customers face when using the ASB service?

In the second half of the session scrutineers reviewed the scrutiny pack, along with the conversations with Emma and Henna. They built a strong understanding of what we're doing well in our ASB service and where improvements need to be made.

## **5.2 Hearing the voice of the customer session and drafting the recommendations: 16<sup>th</sup> February 2023**



In this session scrutineers spoken about collecting more customer satisfaction information and the best way to go about it. They agreed that they wanted it to be done by a third party. They also asked that this be done over the telephone to make sure that it was accessible for customers who weren't online.

The second part of this session looked at all the feedback they had so far. They also drafted some initial recommendations which were shaped and refined after the session over Teams and by email.

### 5.3 The final chapter: 13<sup>th</sup> March 2022

For the final meeting the scrutineers brought together the high level results from the customer feedback and our draft recommendations. In the first part of the session they looked at the results from the customer survey on their experience of the ASB service.

There were some robust discussions about the recommendations and making sure they'd covered everything that customers had told them. After the session, the scrutineers got the chance to feedback and agree the final recommendations.

## 6.0 Recommendations

The recommendations are supported by statements and quotes direct from the scrutineers and the customer feedback surveys that were completed with Explain.

Recommendation	Problem statements	Opportunity	Customer stories and feedback
<b>1. Information is made available to all new and existing customers on how to report Anti -Social behaviour problems and how they'll be dealt with including timescales where possible</b>	<p>Customers don't receive clear information about how ASB problems will be dealt with when they are new to Yorkshire Housing.</p> <p>ASB policies and procedures are not widely understood by customers; especially how long it can take to resolve an issue.</p>	<p>New customers are confident about reporting any ASB problems as soon as possible to allow early intervention and prevent problems form escalating.</p> <p>Improve customer satisfaction with ASB case handling and customer satisfaction overall.</p>	<p>Customers shared that new starter tenancy packs are either non-existent or inaccessible/confusing.</p> <p><i>"I was just told it would be passed on to whoever, to a different department, whereas it would have been better if I had been told exactly what they would do."</i></p>

<p><b>2. Customers to be able to raise ASB issues in a way that suits their needs, with clear updates throughout using their preferred method of communication</b></p>	<p>Customers are not always clear on how to raise ASB issues.</p> <p>Customers have to chase by phone or email and often don't get a prompt response.</p> <p>It's not easy for customers to get an update about the status of their ASB issue in a way that meets their needs.</p>	<p>Prevent call-backs and chase ups, improving the customer experience.</p> <p>Free up colleague time and improve efficiencies.</p>	<p><i>"I would expect Yorkshire Housing to keep in contact with you...I would also like them to start actually acting upon the reports as I have reported the problem on more than one occasion and I'm still waiting for something to be done."</i></p> <p><i>"We got told at every stage what would happen and what was expected...They kept us fully in the loop of every stage until she was evicted."</i></p> <p><i>"No one kept me up to date after my initial complaint, I heard absolutely nothing from when I reported it."</i></p>
<p><b>3. Understand the experience of vulnerable customers, those with additional needs and protected characteristics when using the ASB service; ensuring they're experiencing it in a way that meets their needs</b></p>	<p>Customers with vulnerabilities and/or protected characteristics don't always report the same level of service satisfaction with Yorkshire Housing services on the whole.</p> <p>Currently we don't collect customer satisfaction after an ASB case is closed down on the system.</p> <p>We're unable to fully understand the experiences of those customers with protected characteristics.</p>	<p>Customers with protected characteristics report the same levels of service satisfaction and we can be confident that our service is suitable for their needs.</p> <p>Disabled and vulnerable customers feel we understand their needs.</p>	<p>Customers discussed us giving ED&amp;I training for all colleagues who deal with ASB.</p> <p>Customers felt we weren't able to understand experiences of those customers with protected characteristics.</p>

<p><b>4. Co-design with Yorkshire Housing customers a set of service standards for the ASB service that will be monitored by customers</b></p>	<p>Customer expectations and how long it can take to resolve an ASB issue don't always align.</p> <p>We're not always clear if what deliver is in line with customer expectations.</p>	<p>Improve satisfaction and experience by ensuring customers understand how quickly ASB issues can be resolved and the challenges involved.</p> <p>Customers understand ASB timescales clearly, reducing chase-up call backs and emails into our customer experience centre.</p>	<p><i>"(*we were unhappy) because we weren't told what was going to happen, when it would happen or if it would happen."</i></p> <p><i>"I wasn't sure who to speak to or what department to get in touch with, and there was a few delays because of this at the start of the process."</i></p>
<p><b>5. Customers are given the opportunity to feed their views into the final outcome of an ASB case before it's closed down, in a method that suits their needs</b></p>	<p>Customers are not always clear on when ASB cases are closed causing confusion and a poor customer experience.</p> <p>Due to the complex nature of some ASB investigations it can be difficult to arrive at a satisfactory conclusion for the initial complainant.</p>	<p>Stop repeat calls into the call centre for the same ASB issue.</p> <p>Educate customers in a meaningful way that we can't always arrive at a satisfactory conclusion for all ASB investigations.</p>	<p><i>"This has been going on for a few years and before that I haven't been kept up to date."</i></p> <p>It's difficult to understand where changes in the service need to be made without collecting customer satisfaction data and the insight that brings.</p> <p>Many customers surveyed about their experience of the ASB service either didn't remember the initial report or needed reminding.</p>

<p><b>6. All customers are given the opportunity to feedback on their experience of using the ASB service, in a method that suits their needs</b></p>	<p>We don't capture all the positive feedback we receive from customers where the service has made difference to people's lives and communities.</p> <p>Currently we don't collect customer satisfaction data after an ASB issue is resolved or the case is closed down on the system. This means it's difficult to make continuous improvements to the service by hearing the customer voice.</p>	<p>Capture more positive feedback so customers can hear about the success we've had dealing with ASB issues.</p> <p>Act upon customer feedback, in real time to improve the customer experience when using the ASB service.</p>	<p><i>"Think about how we can capture customer feedback – particularly from disabled customers – to make sure we're giving them a good service and getting things right first time."</i></p> <p><i>"Customers must be contacted in their preferred method– that's how we'll improve communication."</i></p>
<p><b>7. Develop an effective and co-ordinated process to complex community-based ASB case management; ensuring customers are kept up to date in their preferred method of communication</b></p>	<p>For complex ASB cases spanning multiple properties, there is often a lack of coordinated communication to customers leading to multiple contacts on the same issue.</p> <p>It's not easy for customers to get an update about the status of their ASB issue in a way that meets their needs.</p>	<p>Improve customer experience when ASB issues affect multiple properties in a community.</p> <p>Customers are kept up to date about the status of their ASB issue.</p> <p>Prevent complaints and potential critical incidents and PR complaints.</p>	<p>This was discussed as a real challenge in the "meet our people" session. Colleagues and customers felt improvements in this area would significantly improve the customer experience.</p> <p>Customers felt it was important to have a named contact that was managing their ASB case.</p> <p><i>"I think there is no communication. When you make a complaint, Yorkshire Housing don't do anything. We end up getting left and by then the person has moved out."</i></p>

<p><b>8. Co-design with Yorkshire Housing customers a standalone policy and procedure for dealing with ASB noise nuisance issues</b></p>	<p>Noise nuisance is the biggest ASB issue for our customers, it can often be difficult to find a resolution and takes a lot of colleague time.</p> <p>The Housing Ombudsman’s recent report has set out a number of recommendations to help landlords tackle noise issues in a more effective way.</p>	<p>Improve how we handle noise nuisance cases and improve the customer experience.</p> <p>Align the service with the Housing Ombudsman’s recommendations in their “spotlight on noise” report.</p> <p>Reduce ASB complaints and cases referred.</p>	<p>In the “meet our people” session colleagues and customers felt we needed a renewed approach to dealing with noise issues that took the customer voice into account and dealt more effectively with some of the challenges in resolving issues.</p> <p>Scrutineers felt this would be a key piece of work to help customers understand what to expect from the service.</p>
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## Next steps

- Recommendations reviewed by the Customer Voice and Review Committee on April 6th 2023.
- Final approval from the Homes and Places Committee on April 17<sup>th</sup> 2023.
- Action plan developed.
- Recommendations will directly feed into the co-design of our future ASB service which will start in summer 2023.
- Recommendations will be monitored and progress tracked.
- Regular updates to the Customer Voice and Review Committee and the Homes and Places Committee.

## Glossary

To help you better understand this report, here’s some explanations of some key terms. If you’d like help understanding anything else please get in touch at

[customerengagement@yorkshirehousing.co.uk](mailto:customerengagement@yorkshirehousing.co.uk)

<p><b>Complaints Forum</b></p>	<p>A monthly forum made up of customers. They meet to discuss and review complaints cases and key complaints performance reports. They also make sure we’re meeting the Housing Ombudsman’s complaints handling code.</p>
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**Customer Voice and Review Committee (CVRC)**

Made up of 14 customers who meet monthly to discuss the current issues and topics that matter most to them. The Chair of the CVRC sits on our Homes and Places Committee, which links directly to the Yorkshire Housing Board. This means the group has the ability to influence meaningful change and shape how we do things.

**EDI**

Equality, diversity and inclusion.

**Homes and Places Committee (HPC)**

The core role of the Committee is to support the Yorkshire Housing Board in achieving Yorkshire Housing’s five key priorities in the Business Strategy, with a particular focus on Great Customer Experience and Homes and Places to be Proud of.

**Protected Characteristics**

As defined in the Equality Act (2010), protected characteristics protect people from discrimination. The protected characteristics are: age, sex, sexual orientation, gender, race, religion and disabilities.

# Appendix

## Appendix 1 – Scrutiny Scope

Title of Review	<b>Anti-Social Behaviour Scrutiny</b>
Scrutiny Team Members	<p>CVRC members (scrutineers)</p> <p>Stephen Mackenzie            Samina Begum            Kris Eastwood            Mary Bottomley            Jo Foster            Ray Marfell            Nasir Hussain</p>
Purpose of the review: what do we think the scrutiny will achieve?	<p>To identify strengths and weaknesses in our ASB service to inform three principles for service design – 1) communication, 2) witness support and 3) service standards.</p> <p><b>“What are the factors that make tenants satisfied with ASB service?”</b></p> <p><b>“Where are our weaknesses in our ASB service that make customers dissatisfied? ”</b></p>

<p>Expected timescale: include potential number of meetings/interviews</p>	<p><b>March 31<sup>st</sup> 2023 for final report</b></p> <ol style="list-style-type: none"> <li>1) Scrutineers will receive an ASB scrutiny pack on a Teams channel so engagement can stay as close to real time as possible.</li> <li>2) There are 3 sessions planned for the scrutiny <ul style="list-style-type: none"> <li>• (DEC 2022) Meet the team – scrutineers will meet with Emma Standing and Henna Khan to discuss some of the challenges and how we might tackle them through the recommendations.</li> <li>• (JAN 2023) Where are we now? An update session to review what was in the pack and what came out of the “meet the team”</li> </ul> </li> </ol>
<p>Outcomes of the review: what do we think the outcomes can be of the review? Link to Yorkshire Housing’s strategic objectives</p>	<p>A set of findings which will identify –</p> <p>“Strengths in our day to day ASB service, which lead to customers being satisfied with the service they get.”</p> <p>“Weaknesses in our day to day ASB service, which lead customers to be dissatisfied with the service they get. “</p> <p>A set of recommendations will shape the future road map for improvements to the ASB service, based on 3 main areas:</p> <ul style="list-style-type: none"> <li>• <b>Communication</b></li> <li>• <b>Witness support</b></li> <li>• <b>Service standards</b></li> </ul> <p>The outcomes of the scrutiny project will feed into organisational service improvements.</p> <p>The recommendations from the final report and progress against them will be the mechanism for holding Yorkshire Housing accountable for business actions after the scrutiny project.</p> <p>Strategies - Homes and places to be proud of Great customer experience</p>
<p>Why are we doing this now? What are the evidence of concerns which led to this/reason for this review being chosen?</p>	<p><b>Feedback from the Complaints Forum</b></p> <p>Started with repairs complaints and some ASB sub themes being picked up by the customer members of the Complaints Forum. As a result they reviewed a series of ASB complaints.</p>

	<p>After repairs, ASB is the second highest reason that complaints are referred to the Housing Ombudsman. The Complaints Forum picked up on some themes of poor communication/lack of clear expectation setting/lack of empathy in the ways customers are dealt with through ASB complaints.</p> <p>Not necessarily a new 'spike' in ASB complaints - but more the consistent referrals to the Housing Ombudsman and the themes coming through complaints.</p> <p>We are making some big changes to the organisation so this will be a really valuable time to scrutinise the service and ensure that the future service offer is aligned to customer needs and expectations. It also meets our aims of having homes and places to be proud of and great customer experience.</p>
What information will we look at? Think: KPIs, policies, procedures and other information. Why will it be helpful?	<p>Complaints Forum feedback</p> <p>Complaints data and insight</p> <p>ASB case management data</p> <p>Satisfaction (Explain, ICS, transactional surveys)</p> <p>Tenant satisfaction measures, perception survey questions pilot</p> <p>2 case studies highlighting success</p>
Good practice: who can we learn from in conducting this review?	Joe Suggitt to look at best practice and feedback.
Reaching out: How will we reach out for opinions from customers who have experienced this service? (or not and if so, why?)	A data gathering exercise planned with customers who've experienced the service to get direct feedback – around 800 cases closed between March 22 – March 23. Likely to be email surveys where we have email addresses.
Including staff: Which staff should be interviewed/observed and why? Give initial suggestions – this may change when KPI and other data is received.	ASB and Tenancy Enforcement. Discussions have already been had and colleagues identified.
Any site visits? Why/where?	<p><u>Spire Court, Lupset, Buckingham Court.</u></p> <p>Areas where we have high levels of ASB and have done some work to tackle them. We will look at Jan/Feb 2023 if scrutineers want this included in their approach. Update Note: Due to resourcing issues and</p>



	the challenges around co-ordinating site visits we were unable to complete any within the timeframe of the project.
Communications: What will you communicate relating to the review? When, how and to who?	<ul style="list-style-type: none"> <li>• Comms will initially be sent out to recruit “scrutineers”</li> <li>• Internal comms through Yammer and the Whippet once the project is up and running.</li> <li>• Further discussions with comms about promoting the project once it has being completed – Twitter and LinkedIn.</li> </ul>
Equality and diversity: How will you gather diverse views?	We have a diverse range of customers currently sitting on the CVRC and the Your Voice Matters group – if we identify any gaps once scrutineers have been recruited then efforts will be made to fill the gaps where possible.
Support officers: and the role you wish them to play?	Tenancy Engagement Officers – Joe Suggitt to communicate with officers as and when issues/questions arise. Joe Suggitt to check with Adam Greenwood if this will be suitable given workloads.
Risks: What are the risks from this review, and how will you mitigate them?	<p><b>Biggest risks</b> – No resource to deliver the project.</p> <ul style="list-style-type: none"> <li>• Allocate resource before the project starts</li> <li>• Book key dates for sessions and who’s attending</li> </ul> <p><b>Biggest risks</b> - Not keeping to scope</p> <ul style="list-style-type: none"> <li>• Engagement team support to keep project in scope</li> </ul> <p><b>Financial risks</b> – Budget constraints.</p> <ul style="list-style-type: none"> <li>• Recommendations to not be constrained by budget. Business project management and planning to ensure projects are within business budgets over 2 year period. The longer period allows for staged delivery.</li> </ul> <p><b>Financial risks</b> - Not carrying out this project will not embed the customer voice in service design. This may lead to increased complaints and potentially affect tenancy turnover and associated costs.</p> <ul style="list-style-type: none"> <li>• Project scope has been pre-approved and is in the business plan.</li> </ul> <p><b>Regulatory impact</b> - Not carrying out project would risk not aligning with consumer regulation and Social Housing White Paper in terms of customer voice to ensure outcomes/attendance tracked.</p> <ul style="list-style-type: none"> <li>• Project scope has been pre-approved and is in the business plan.</li> </ul>

	<p><b>Regulatory impact</b> - project outcome doesn't align with Tenant Satisfaction Measures/consumer regulations.</p> <ul style="list-style-type: none"> <li>• Review of alignment to these measures has happened before project start date.</li> </ul> <p><b>Technology</b> -technology recommendations don't get taken forward.</p> <ul style="list-style-type: none"> <li>• Recommendations to be fed into business design which includes technology reviews.</li> </ul> <p><b>People</b> – emotive subject may cause distress for scrutineers.</p> <ul style="list-style-type: none"> <li>• Highlight potential risks to customers – signpost to support services if required. Let scrutineers know that support is available through the team or Yorkshire Housing support.</li> <li>• Explain commissioned to carry out customer surveys.</li> </ul> <p><b>Spotlight on noise nuisance</b> – new report by the Housing Ombudsman on noise nuisance – risk of not aligning with the outcomes/recommendations.</p> <ul style="list-style-type: none"> <li>• Extra session had been added to ensure that this report has been reviewed.</li> </ul>
<p>What not to include: what areas to steer clear of and exclude from the review.</p>	<p>The outcome of individual ASB cases. Customers may want outcomes that are not possible or are not within the powers of Yorkshire Housing to implement. Cases have also been dealt with through the ASB process.</p> <p>Feedback and recommendations stay clear of individual case outcomes.</p> <p>Customer details on cases – anonymise where possible.</p> <p>Not to include any queries that would fall under general tenancy management queries.</p>
<p>Additional help : What support is required/offered?</p>	<p>Explain for customer surveys.</p>