

Title: New Neighbourhood Operating Model
Report of: In-depth Review Group
Status: Decision

1 PURPOSE

1.1 The purpose of this report is to present the findings of the Thirteen Customer In-depth Review Group on the customer experience of the new operating model within neighbourhoods.

1.2 This model was implemented in early summer 2017. It was based on reflections that had arisen from feedback from our customers, partners and board members, as well as colleagues through the HIVE survey and consultation meetings.

“We must ensure that we place neighbourhoods at the heart of decision making”

1.3 The in-depth review group was tasked to test that the new neighbourhood operating model is working for customers.

2 DETAILS

2.1 The in-depth review group considered the above and the initial actions taken are detailed as follows;

- Initial meetings were held between the stream lead, project lead and the Director of Neighbourhoods, where a draft project brief was introduced for consideration. The brief highlighted various strengths, weaknesses, opportunities, threats, aims and aspirations within the new neighbourhood operating model.
- A meeting was held with the full in-depth review group, where the group received a presentation by the Director of Neighbourhoods explaining how the new model works at present.

3 REVIEW

3.1 To complete this review, we;

- Familiarised ourselves with policies, procedures and the neighbourhood toolkit to identify areas the group needed to look at.
- Consulted with neighbourhood coordinators via an email survey and face to face discussions. This was to understand how well the new neighbourhood operating model is working for them and their customers. The feedback from this showed that overall the model is working well but it needs improvement and is taking longer than anticipated to embed. The full list of questions and the key findings can be found in **Appendix 1**.
- Consulted with a random selection of customers via post and email surveys. This reached a wide range of areas, including out of area properties, to ensure there was a fair representation. The purpose was to find out what customers knew about their neighbourhood coordinator. A total of 106 responses were received. It appears from this that some customers do not know who their neighbourhood coordinator is and/or haven't seen them out on the estate. A breakdown is included in **Appendix 2**. The full list of questions and the key findings can also be found in **Appendix 2**.
- Attended estate walkabouts in Middlesbrough, Stockton and Hartlepool alongside a neighbourhood coordinator to see how they operate on the estate.
- Held face to face discussions with neighbourhood service managers. We wanted to learn how the managers support their team, if they had enough resources to ensure the model is delivered effectively and any concerns or issues they face. The feedback we received was that they believe patches are too large, which become hard to manage if someone is on leave or off sick and the workload is excessive. The full list of questions and the key findings can be found in **Appendix 3**.
- Met with the Senior Tenancy Support Service Manager due to concerns raised during the review. A presentation was delivered informing us of the plans to improve the anti-social behaviour process along with the formation of the Triage Team. The presentation delivered to the group can be found in **Appendix 4**.

- Received further information on; hotspot areas, the pilot scheme in Hemlington and employment information for neighbourhood coordinators and neighbourhood support used for clarification while carrying out the project.

3.2 After completing all research and analysis, the group have found that, in theory, the current neighbourhood operating model is the best way forward. Feedback showed that the neighbourhood coordinators are dedicated to making the model work, they enjoy their job and team morale is high. They can see continuous improvements to the service delivered to customers. This is supported by comments made in the customer consultation. Customers are happy with the service they receive from their coordinator and they feel the appearance of their estate has improved. It was clear from neighbourhood walkabouts that coordinators have built trusting relationships with their customers and were approachable while out on patch.

The group would like to take this opportunity to thank all members of staff and customers who assisted in the completion of the review and this report.

4 RECOMMENDATIONS

The group found that although the model is working well, it is not operating to its full potential. For this to be achieved improvements are needed to deliver a full quality service. The group is recommending that the Board approves the following improvement actions.

Key Recommendations

- 4.1 Photographs of all coordinators to be shown on the website and in neighbourhood publications along with their contact details.
 - a. The feedback from customer consultation shows most customers are not aware of who their coordinator is. This will enable customers to easily recognise their coordinator when they are out on the estate and who to expect on the programmed visits.
- 4.2 A performance indicator to monitor programmed customer visits, once implemented, that will be carried out every 3 years by a neighbourhood coordinator. This will ensure every customer is visited.
- 4.3 Consider how the workload and role of neighbourhood coordinators can be made more efficient.

- a. From the consultation it seemed that some patches require more time to manage and have a higher workload than others. It is recommended that patch constraints are recognised and the use of floating support and new initiatives are encouraged to enable the coordinators to work more efficiently.
- 4.4 Coordinators to be provided with appropriate technology and software.
- a. Due to the organisational moves to agile working, the tablets are not suitable to be worked on for long periods of time. This will allow them to work more efficiently.
 - b. Paper documents to be made available digitally, where possible. This will allow documents to be completed onsite and reduce duplicated work.

Secondary Recommendations

- 4.5 More internal networking to improve communication between all coordinators and other departments.
- 4.6 Continue with agile working and flexible hours as they are proving successful in delivering the neighbourhood operating model.
- 4.7 Review the effectiveness of the new anti-social behaviour process in early 2021.
- 4.8 Keep neighbourhood coordinators on the same patch for as long as possible to ensure relationships and trust are built with their customers.

Appendices:

Appendix 1	Neighbourhood Coordinator Consultation
Appendix 2	Customer Consultation
Appendix 3	Neighbourhood Service Manager Consultation
Appendix 4	Anti-Social Behaviour Presentation

Appendix 1

Neighbourhood Coordinator Consultation

A survey was sent to 98 Neighbourhood Coordinators via the Neighbourhood Service Managers for completion. The group also spoke to a total of 12 Neighbourhood Coordinators in face to face discussions.

Survey Questions

27 responses received

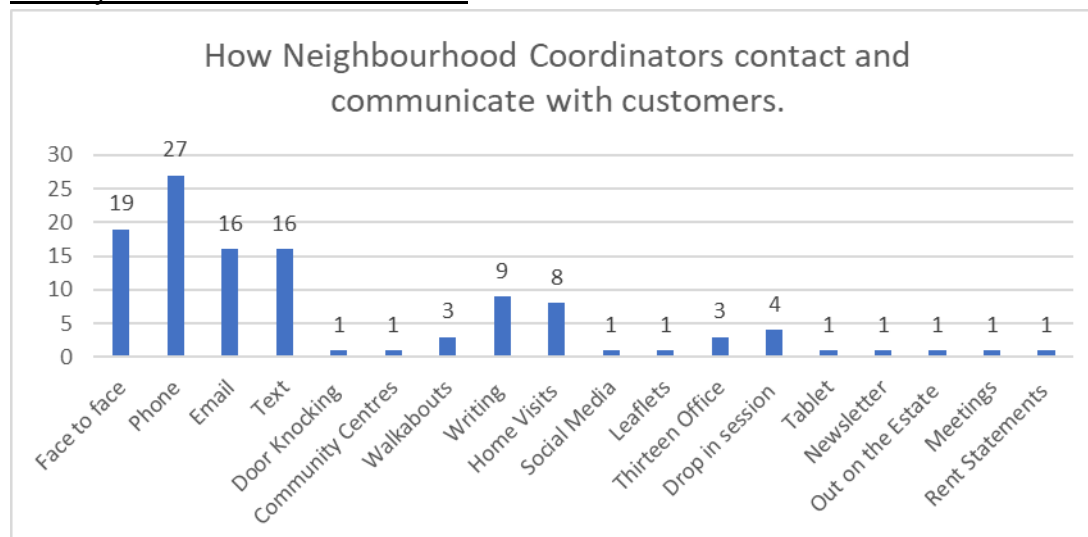
1. How do you contact and communicate with your customers?
2. What are your main areas of concern and do you come across any challenges?
3. How do you see the neighbourhoods service develop in the future alongside the new working model?
4. If you could make any changes or improvements to the service, what would they be?
5. Are there any obstacles or barriers that prevent you from completing your work successfully?
6. Any other comments?

Discussion Questions

12 Neighbourhood Coordinator Discussions

1. Do you think neighbourhoods are at the heart in the new operating model?
2. Do you feel you are delivering a quality service to all of your customers?
3. Are you fully supported by other departments in Thirteen and managers?
4. How is team morale?
5. Do you have the correct resources to carry out your role?
6. What are your priorities and how is your time management with these?

Survey & Discussion Comments



- Overall the model is working well but it needs improvements and it is taking longer than anticipated to embed
- Don't feel like they have the time to deliver a quality service to all customers. Customers are not receiving the same level of service.
- Workload is too much, feel overwhelmed.
- Estate management is getting left behind as the focus is on rents and voids
- There's a constant change in focus for the coordinators and the role and remit
- Tablets are not suitable for them to be agile working; they are too small and they have to carry too many accessories
- Don't have the correct resources to fulfil their role
- ASB is taking up too much of their working week, they are unsure what lies with them and they are not getting enough support around this
- Patch sizes are still too big
- Need to be based on the estates more
- Role shouldn't develop where they manage more of the voids process
- Departments need more awareness on what neighbourhood coordinators do, they don't see first-hand the impact their decisions have on the estates and customers
- Processes from other departments need to be quicker with less forms to complete
- Systems need to talk to each other
- Need more floating and support staff
- Bad communication with repairs
- Don't have time to make relationships with all customers, just those who have issues
- It's a reacting service to voids and rents
- They feel very overwhelmed
- Supported by their line managers
- Team morale is good but worried about the move to Hudson Quay
- In the office a lot of time doing admin work rather than out on patch, need more back office staff to support with admin

- Become more digital with less paperwork
- Have a good contact team that works well with Neighbourhoods
- Most enquiries lead back to coordinators, they also have to deliver bad news from other departments and enter properties other members of staff wont
- All working hard to meet targets to let properties and collect rent, but this is at a cost of other services
- The current workload only gives coordinators the time to contact tenants when there are concerns
- Neighbourhood teams are dedicated to making the model work
- Can see continuous improvements in the ways of working and for customers

Appendix 2 Customer Consultation

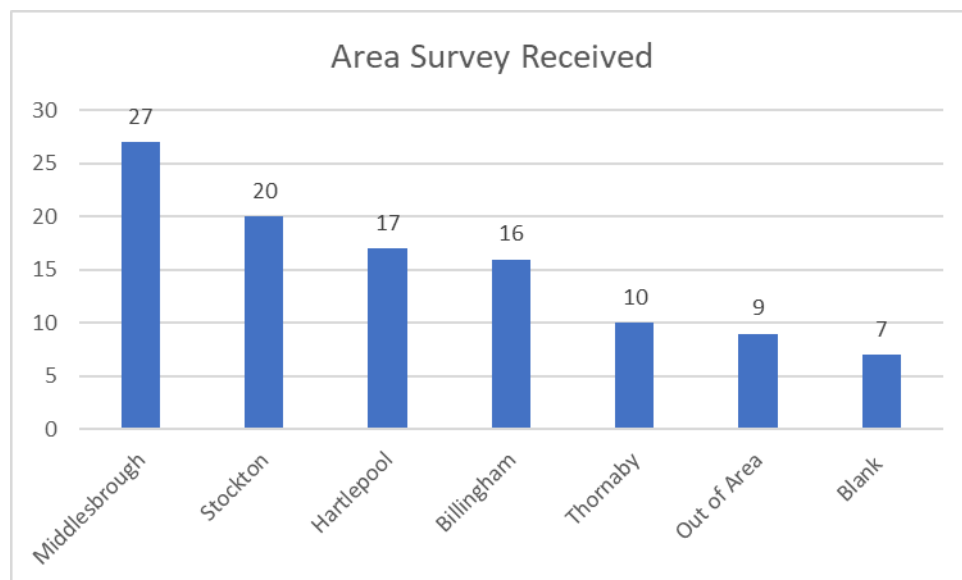
The group sent 960 surveys to a random selection of customers;
The group sent 360 of these via post and received 78 responses back, 600 via email and received 28 responses back.
A total of 106 responses were received.

Survey Questions

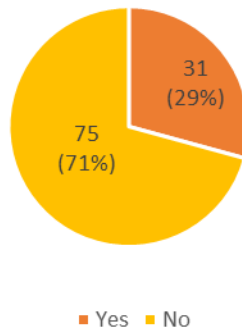
1. Which estate do you live on?
2. In the past 18 months have you had any contact with your Neighbourhood Coordinator? Y/N
3. If you answered YES what way did you communicate?
4. Do you know who your Neighbourhood Coordinator is? Y/N
5. Are Neighbourhood Coordinators visible on your estate? Y/N
6. If you answered YES, how often?
7. If you have had any contact with your Neighbourhood Coordinator in the last 12 months, were you happy with the service you received?
8. Do you think your area/estate has improved in the last 12 months? Y/N

Response Charts

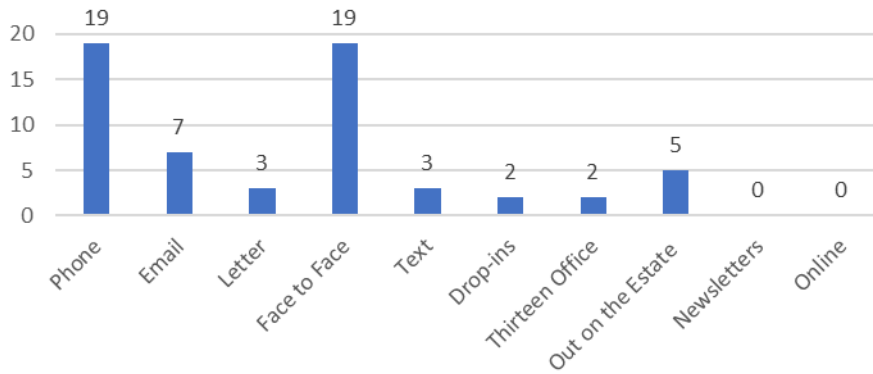
106 responses received



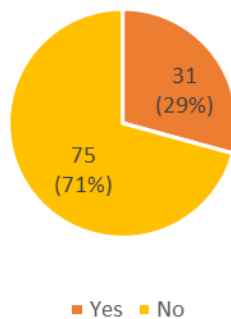
In the past 18 months have you had any contact with your Neighbourhood Coordinator?



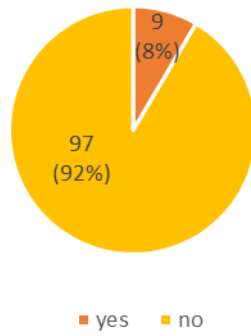
If you answered yes, what way did you communicate with your coordinator?



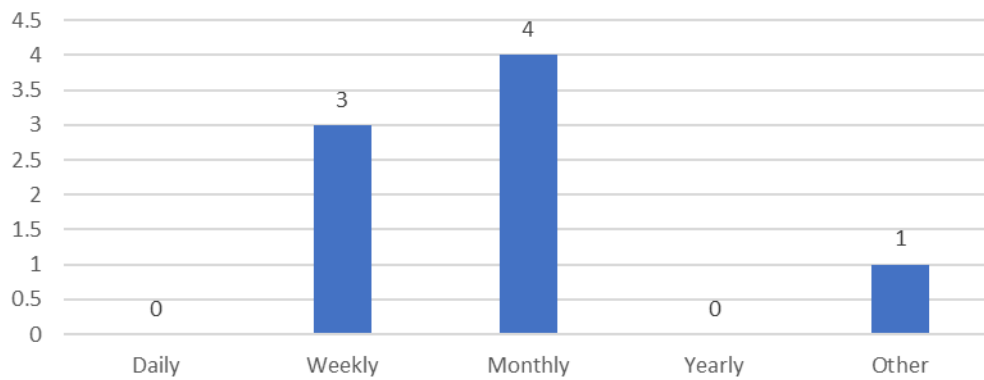
Do you know who your Neighbourhood Coordinator is?



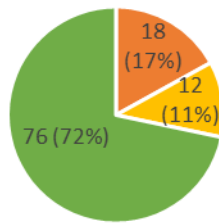
Are Neighbourhood Coordinators visible on your estate?



If you answered yes, how often?

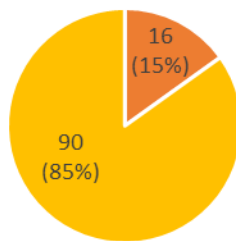


If you have had any contact with you Neighbourhood Coordinator in the last 12 months, were you happy with th service received?



■ yes ■ no ■ not applicable

Do you think your area/estate has improved in the last 12 months?



■ yes ■ no

Survey Comments

Comment	Number of comments made
• Issues regarding anti-social behaviour on the estate	21
• Unattractive estate appearance	13
• Estate has remained the same	7
• Don't know about Neighbourhood Coordinators or what they do	5
• Appearance of the estate has improved	5
• Very happy with the service received from the Neighbourhood Coordinator	4
• Thirteen road sweepers have made the estate a lot cleaner	3
• Area is good to live in	3
• Regular updates and better communication needed from Neighbourhood Coordinators and Thirteen Group	3
• Poor service received from Neighbourhood Coordinators	3
• Calls are not being returned	2
• Estate has got worse in the last 12 months	2
• Had no contact with the Neighbourhood Coordinator	2
• Compass system puts barriers in the way for moving	1
• Updates are not given when staff have done a visit	1
• Returning calls response times needs to be quicker	1
• Appointment booked in to meet with the	1
• Neighbourhood coordinator	1
• Not happy with Thirteen in general	1
• All services are up to standard.	1

Appendix 3

Neighbourhood Service Manager Consultation

Discussion Questions

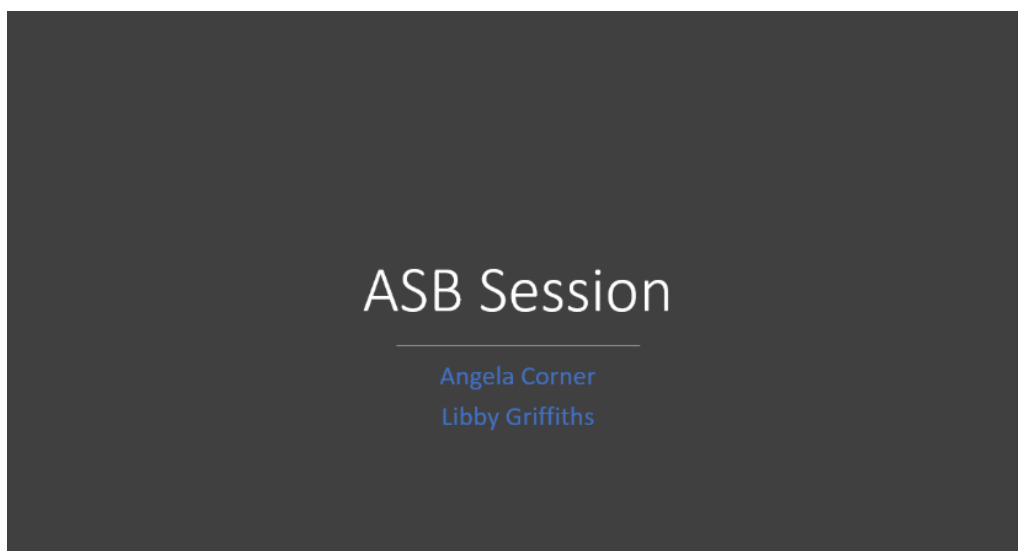
4 Neighbourhoods Service Manager Discussions

1. Do you think the new Neighbourhood Model is working?
2. How do you prioritise workload for your area and your coordinators?
3. Do you feel you have the correct number of staff and resources in your team to carry out all priorities and demands?
4. Do you have any concerns or issues?
5. Do you go out on patch?
6. How do you coordinate with other departments?

Survey & Discussion Comments

- The model is working, its right for both the company and customers but its still early days, it needs longer to embed.
- Patches are too large, they become hard to manage if someone is on leave or off sick.
- Need more support and clarity on anti-social behaviour. ASB needs improving
- Workload is too much for the Neighbourhood Coordinators, it leaves no time to reflect on what has been done and what needs to be done.
- Model is improving the Neighbourhood Coordinators decision making
- Voids, rents and ASB are taking over workload, no time to deliver other services within the role
- Performance figures for the service are good
- Tablets are not big enough for the coordinators to be working from them for long periods of time
- Need more floating staff and neighbourhood support
- There's increased pressure to the Neighbourhood Coordinator role
- Finding it difficult to recruit staff
- Strong relationships with other departments but the communication still isn't good
- No slowdown, reflection or planning time
- A lot of things come to neighbourhoods, team can't be responsible for everything that falls in a neighbourhood, don't have the capacity
- Void and repairs turnaround take too long
- Neighbourhood Service Managers can't go out on patch with the coordinators as much as they would like
- Need to communicate in different ways, not just via email

Appendix 4 Anti-social Behaviour Presentation



- Satisfaction Low all time low
- ASB cases reduced by 500 since 18/19 – not being captured correctly
- Losing valuable insight and intelligence on estates
- Staff unclear who should be doing what
- Customers being passed backwards and forwards
- Cases being referred to the wrong team
- Neighbourhoods reporting not enough time to deal with cases
- Not enough time to record the cases on Orchard as debt and voids are taking priority
- Case management needs to be standardised across all teams
- Supported and Bespoke teams are unclear what they need to do
- Not enough time to complete satisfaction surveys
- Customers not being kept up to date
- Categorisation of high and low ASB needs reviewing



The journey so far

- Review led by Chris Joynes and Angela Corner who oversees the project team of staff involved in delivering current service
- Representation from Neighbourhoods, Customer Support, Housing Support, Bespoke and Older persons schemes
- Timescales April to September 19
- Cocktail party to understand the issues carried out with staff and customers
- ASB process reviewed
- Resources reviewed
- System reviewed
- Training – Outstanding

ASB PROCESS

- Reviewed each step of current process
- Too many touches
- Customer passed around too many times due to initial assessment incorrect and ASB categorized incorrectly especially noise cases
- Noise complaints 80% of complaints in 2017/18 all low level at present – need to do differently
- Agreed to many steps - so reduced number of warning stages from 5 to 4 - speed up process - customers dealt with in timely manner
- Customer Consultation



Resources - Triage Team



Process EVERY ASB complaint for Thirteen Group



Assess and categorise case, complete risk assessment



Add CAS Case for complaints Open intelligence case and disseminate info to relevant teams



Takes first action in relation to noise

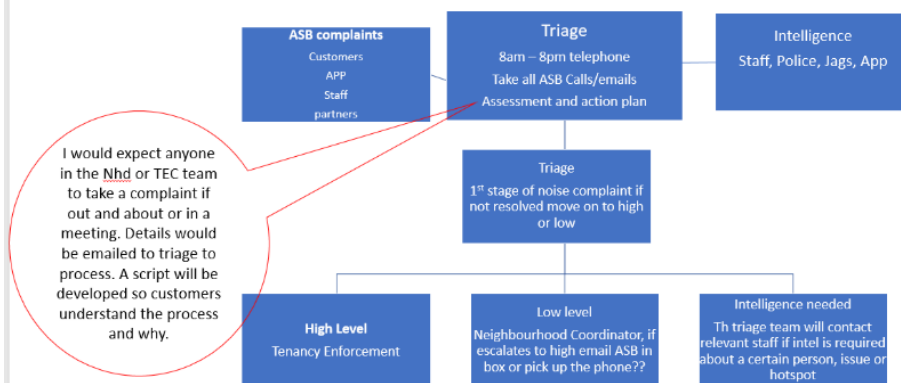


Satisfaction – reviewing voicemap



Spot check cases from all teams, pre audit inspections, training and accreditation

How do cases move through the organisation?



Low Level – Neighbourhood coordinators/Bespoke/Support	High level Tenancy Enforcement Team
Youth Nuisance e.g. ball games	Hate/ Mate crime
Noise – all noise previously went straight to NC's	Noise when linked to high level issues (New)
Missile Throwing - stones/snowballs	Possession with intent to supply
Quads/motorbikes - mainly police responsibility	Drug dealing/Cultivation
Communal area nuisance	Domestic violence
Cannabis use (not linked to dealing)	Prostitution / sex working
Animal nuisance	Grooming
	Threats of violence
	Actual violence
	Crack house
	Counterfeit/stolen goods
	Harassment/ Verbal Abuse
	Gang Nuisance
	Indecent images

High v's Low- who does what?

Grey areas – it won't always be black and white!



- When it is ASB and Rent?
- Noise – how are we certain it is high or low**
- What if it is Youth and Gang Nuisance

Roles and responsibilities



Angela's role – trends, data, external view, funding, support, what's new, best practice, attend strategic groups, influencing



Libby Griffiths - Providing support to both AC and RB. Specialist in ASB, lead for operational activities, processes, procedures, training and reviewing intelligence and working with NSMs and TECTL



Helen's role – lead on low level ASB work along AC to review, implement changes to how we work. Ensuring Neighbourhood teams are well briefed trained and supported and action plans actioned through the SNiMs.



NSM's and TECTL – to work collaboratively to ensure NC's and TECs are working together and inline with processes and procedures. Hold action plans for patches. Coordinates action days etc.



Triage role – first point of contact for ASB complaints** further detail later. Gathering intelligence



ASB specialist role, to investigate, to provide specialist casework and take enforcement action where appropriate. To attend jags and other relevant meetings where high level cases are being discussed



NC's Role. Low level ASB, eyes and ears. Knows the customers best. Gathers intelligence

Who attends what and why



North
TCB/OCG
Stockton and Hartlepool
5 hours long

South
OCG/TCG
Middlesbrough and
Redcar



Doing things differently

1. New way of dealing with gangs
2. Dealing with noise
3. Gathering and using intelligence
 - App
 - Crimestoppers
 - Centralised dashboard
4. Keeping in touch with our customers
5. Satisfaction
6. Influencing



Dealing with Gangs – joint approach Mapping and area action plans

- Looking at the facts
- Understanding the issues
- Ensuring work is picked up by the jag
- Agreeing on outcomes as a group
- Targeted interventions
 - Enforcement
 - Support – MA or employability
 - Intelligence gathering
 - Partnership work
 - [NSM Mapping to use JAGs](#)
- AC/NSM joint approach initially
- NSM holds the action plan
- This forms part of their wider action plan for patch
- Ensure info goes into JAGs where partnership approach

Noise



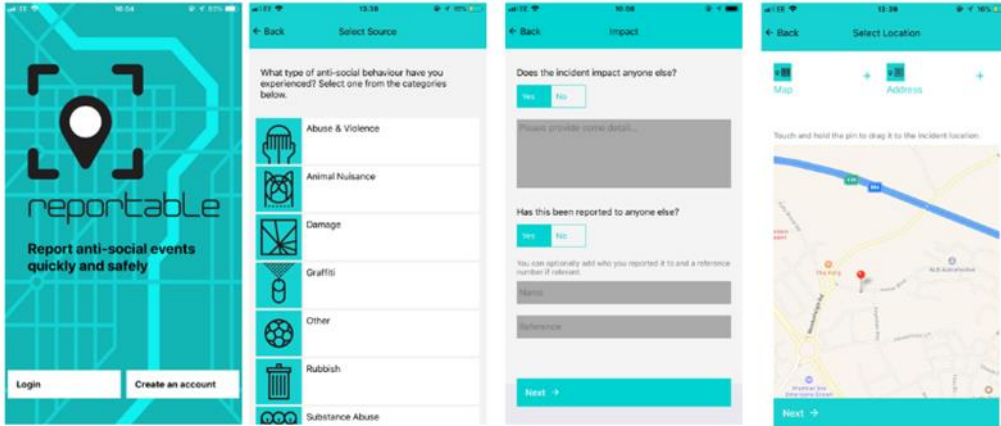
- High proportion of cases are noise
- 400 noise recordings not been listened to
- Customers need to know what is ASB and what is daily living noises
- Cases aren't dealt with quickly enough
 - This causes the case to escalate into a full blown neighbour dispute

Noise – what are we doing about it?

RESOLVE

- Agree and communicate what constitutes noise and ASB
- Triage dealing with first stage
- Noise Masterclass - Resolve
 - Developing a national framework
 - Reviewing policy and procedures
 - Learning from others
- Reviewing Neighbourhood agreements and ABCS to deal
- Sub group to review cases
- Review as we go

Intelligence - Reportable – app



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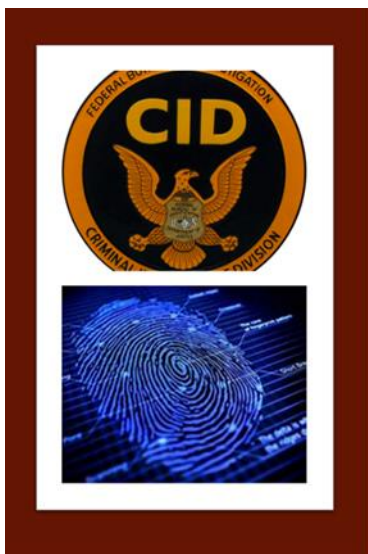
Intelligence

CrimeStopper

0800 555 111

100% anonymous. Always.

- 2 x areas in Middlesbrough
- Too scared to report
- Gangs threatening residents
- Promotion – door knocking, leaflets, bus stops, social media
- Report to determine if reporting has increased



CID - Central Intelligence Dashboard



Example 1



Voicescape

- Keeping customers updated
- Satisfaction Surveys



ASB influencing



Key Messages

One team	We need to improve	Consistent approach
Dealt with by fully trained, high level expertise etc.	Taking ownership	Everything captured
Vulnerability assessments done	We will learn from our customers	Noise will be done at the early stages and quicker process
Standardised letters in the system	The approach to the triage service up until 8.00.p.m.	We're not dealing with things quick enough

What's next?

