# ITEM B7

# ASB STEP CHANGE

Report of the Director of Derby Homes

## 1.    SUMMARY

This report explains that a project plan has been put in place which aims to deliver step change improvements in customer satisfaction with our Neighbourhood Safety service.

## 2.    RECOMMENDATION

For noting and to agree to receive future progress reports.

## 3.    MATTER FOR CONSIDERATION

3.1    Local and national surveys of the wishes of tenants put effective and speedy resolution of all forms of crime and antisocial behaviour as one of their most important priorities.

3.2    All Police and Local Authorities must work in partnership to tackle antisocial behaviour. This is because the causes and effects of antisocial behaviour are complex and are best resolved by a range of agencies working together.  Derby Homes contributes to a partnership approach, led by the Council, to tackle antisocial behaviour in Neighbourhoods as this affects the overall cohesion of communities where Council tenants live. Derby Homes, however, takes the lead on and coordinates action to deal with antisocial  behaviour either caused by, or directly affecting individual Council tenants or groups of tenants.

3.4    An action plan has been developed with the aim of improving customer satisfaction with Anti-Social Behaviour. To deliver this we will:

- Review our staffing structures and resources
- Ensure staff are always fully trained
- Improve our performance measuring, monitoring and reporting systems  both for antisocial behaviour and all other breaches of tenancy
- Ensure that positive messages about our work are publicised to increase public confidence
- Incoporate learning on good practice from elsewhere.

3.5    A copy of the action plan which forms part of a 'Project Initiation Document' is attached to this report. The PID(let) format has been adopted by Derby homes and the Council for all service reviews.

3.6    Derby Homes' approach to antisocial behaviour is to tackle 'low level' complaints at local office level. During 2012/13,  Housing Officers resolved  a total of 330 cases of antisocial behaviour. Of these 315 were minor neighbour disputes and

complaints that were resolved by intial letters, visits, mediation or by referral to other services. These are called 'primary interventions'. There were only 15 more serious cases that were resolved by legal action of which only 2 were evictions.

3.7 Derby Homes is member of 'Housemark' through which we compare statistics on housing services, including Anti Social Behaviour, with similar organisations.

3.8 During 2012/13, Housemark benchmarking statistics showed that across the country, the vast majority of antisocial behaviour cases were resolved by informal primary interventions carried out by housing and other staff as the following table shows.

| Main action responsible for resolving ASB | Number of cases | Proportion of total (%) |
|---|---|---|
| Perpetrator visit or interview | 5,033 | 29.3 |
| Warning letter | 3,640 | 21 |
| Other early intervention by housing management staff | 3,405 | 19.8 |
| Other early intervention; enforcement; or perpetrator supportive action/referral (not recorded elsewhere) | 1,751 | 10.2 |
| Early interventions by referrals to agencies other than the Police | 755 | 4.5 |
| Referral to police | 689 | 4.0 |
| Notice Seeking Possession | 462 | 2.7 |
| Referral to or provision of a family intervention project | 370 | 2.2 |
| Mediation | 347 | 2.0 |
| Management transfer of complainant or perpetrator | 229 | 1.3 |
| Other Legal action | 237 | 1.3 |
| Eviction | 148 | 0.9 |
| Surrender of property by a complainant | 126 | 0.7 |

3.9 This shows that for Derby Homes, and for the rest of the country, the vast majority of antisocial behaviour is dealt with and resolved by informal action rather than formal (legal) action. The challenge therefore is to ensure that this informal action is applied consistently and correctly across Derby Homes.

3.10 More serious cases are dealt with by a specialist team called the Neighbourhood Safety team (NST). The NST have a level of legal training and coordinate partnership responses in complex cases.

3.11 Since June 2012 Derby Homes have also employed our own Solicitor to further strengthern and support our work in this area. The NST report through to a Customer Services Manager who is responsible for overseeing changes to policy and procedure, performance monitoring and other strategic work

3.12 It is essential that our response to all types of antisocial behaviour is consistent and follows Derby Homes policies and procedures. Having a broad range of staff involved in the process presents challenges in ensuring consistency. One of the key roles of the NST is to train and monitor local housing office staff on antisocial behaviour work. One of the main aims of the action plan is to improve our performance measuring, monitoring and reporting systems both for Anti Social Behaviour and all other breaches of tenancy to ensure greater consistency and quality.

3.13 Housemark research for 2012/13 shows that there is a mixture of arrangements for managing antisocial behaviour as the following table shows.

| Type of ASB team | Under 5,000 units | 5,000-10,000 units | Over 10,000 units | Overall |
|---|---|---|---|---|
| Specialist ASB officers | 29 | 48 | 41 | 118 |
| Generic housing officers | 45 | 18 | 14 | 77 |
| Mixed | 9 | 6 | 10 | 25 |
| **Total** | **83** | **72** | **65** | **220** |

3.14 Derby Homes' current arrangements come into the 'mixed' category in that the majority of cases are dealt with by Housing Officers, but their work is overseen by a specialist team which also deals with serious cases. For organisations of similar size to Derby Homes, arrangements using just Housing Officers are less common. We will examine the advantages of establishing an entirely specialist service as part of the action plan attached to this report.

3.15 The review of staffing resources and structure will form part of a wider review of Housing Management.

The areas listed below have no implications directly arising from this report:

Financial and Business Plan                    Environmental
Personnel                                      Health & Safety
Equalities Impact Assessment                   Risk
Consultation                                   Policy Review
Legal and Confidentiality

| PROJECT INITIATION DOCUMENT (PIDlet) | | |
|---|---|---|
| | | |
| **Project Title:** | | **Ref No:** |
| To achieve step changes in customer satisfaction with anti-social behaviour, with a long term aspiration to achieve upper quartile performance. | | |
| **Senior Responsible Officer:** | Clare Mehrbani | |
| **Project Manager:** | Murray Chapman | |
| **Working with: (names of lead project team members)** | | |

| **DH and DCC** | **External Partners** |
|---|---|
| <ul><li>John Birch</li><li>Alison Booth</li><li>Amy Grainger-Matthews</li><li>David Chapman</li><li>Anthony Jones</li><li>Sarah Free</li><li>Tracy O'Connor</li><li>Pete Matthews</li><li>Lorraine Howe</li><li>Graeme Walton</li><li>Paula Solowij</li><li>Taranjit Lalria</li><li>DCC Legal</li><li>DCC Head of Neighbourhoods</li><li>DCC Neighbourhood Managers and Officers</li><li>DCC Environmental Health staff</li></ul> | <ul><li>Police</li><li>Adult Services</li><li>Children's Services</li><li>Probation Service</li></ul> |

| **Key Dependencies/Enablers:**<br>(Such as; Policies, Cabinet Agreement, Restructures, Asset Management, CRM, EDRMS, GIS, Management Information, other implementation of other projects/changes.) | **Key Dependency Dates:**<br>(When in the project plan is it likely to impact) |
|---|---|
| DH City Board | 24<sup>th</sup> October 2013 |
| | |

**Outcomes to be achieved: (objectives and intended benefits)**

- Re-launch Derby Homes Anti-Social Behaviour service with improved clarity of service, visibility, profile and customer outcomes.
- Achieve a clear distinction between how we define and deal with antisocial behaviour and general housing management
- Ensure cases are resolved at the earliest opportunity.
- Ensure cases are closed where there is no action to be taken.

- Ensure anonymous complaints are logged and investigated.

- Ensure that all cases are dealt with promptly and consistently by
- Reviewing the ASB procedure
- Introducing a centralised management and coordination system for ASB
- Improving performance and case management systems
- Reviewing legal resources within DH and DCC to ensure service is meeting the needs of customers.
- Ensuring that the team is well trained and supported
- Align Derby Homes ASB service with DCC Neighbourhood Management and take advantage of any opportunities that may arise to assist the Council and RSL's in cross tenure work
- Review the way customer satisfaction with ASB is measured, learning from peers as to best practice.

- **Products that will be developed/created: (deliverables)**

- Positive step change in customer satisfaction leading to upper quartile benchmarked performance
- Improved performance measuring, monitoring and reporting system for ASB, leading to greater transparency and accountability for the service
- Improved performance measuring, monitoring and reporting system for management of tenancy breaches leading to greater transparency and accountability for the service
- Enhanced reputation both locally and more widely for Derby Homes work on ASB
- Re-accreditation of ASB service, through Housemark

- **Timeline: (including intermediary milestones)**

- Systems and processes improvements, including relevant training, will be developed over 2013/14. We expect improved customer satisfaction to be gradual, aiming to achieve overall top quartile benchmarked performance and re-accreditation by March 2015.

- **Resources – current and required: (staff, expertise and cost)**

- Staff time
- IT project resources and possible IT budget
- Project Management
- Training resources – DH trainer(s) and training budget
- DCC legal – rechargeable
- Establishment of devolved ASB budget though redirection of existing estate improvement budgets
- Possible external consultancy around issues such as monitoring equipment

| Communications Plan: Key audiences | Key messages | How to reach them |
|---|---|---|
| DH staff | • Derby Homes puts effectively tackling ASB at the top of its agenda | Communications strategy to include working |
| DH tenants generally | | |
| DH ASB Service users | | |

| The wider Derby public | • Derby Homes is committed to working in partnership to effectively tackle ASB | with the local media to promote ASB work particularly success stories. Also through |
|---|---|---|
| Councillors | | |
| DH Boards and Board members | | |
| Key DH and DCC stakeholders e.g. Neighbourhood staff, Adult and Children's Services, Environmental Health | | • Meetings |
| Keys external stakeholders e.g. Police, Probation | | • Reports |
| | | • Email |
| | | • Letters |
| | | • DH news |
| | | • DH and DCC website |

| Key Activities/Milestones: | Lead by | By when |
|---|---|---|
| **Training related** | | |
| Put in place a training record for all NSO's. Some have a BTEC. Review whether all should have this | MC | 31/08/13 |
| Arrange training on personal safety / lone working | MC | 31/08/13 |
| Arrange training on current ASB tools / legal framework | MC | 31/08/13 |
| Arrange training on new tools and powers from 2014/15 and new legislation though the ASB, Crime and Policing bill | MC | 31/09/13 |
| Arrange training on Data protection | MC | 31/09/13 |
| Arrange specific training around Noise Nuisance | MC | 31/09/13 |
| Review general training resources | CM | 31/08/13 |
| Review role of trainer - JVS does some training but is not just a trainer | CM | 31/09/13 |
| Recruit second trainer | CM | 31/11/13 |
| Arrange training on for NSO's on case preparation, statement taking and section 9 statements | MC | 31/08/13 |
| Arrange training on for Senior Housing Officers on case preparation for serious CSM cases | MC | 31/09/13 |
| **Procedure** | | |
| Review current ASB procedure and associated procedures | CM/MC | 31/10/13 |
| Review procedures around use of Equipment - Noise monitoring and Cameras, RIPA and any necessary associated training | MC | 31/10/13 |
| Review what equipment we have, is it fit for purpose and are there adequate controls/budgets. | MC | 31/09/13 |

| | | |
|---|---|---|
| Ensure SLA and working arrangements for former Community Watch Patrol. Is fit for purpose | MC | 31/09/13 |
| Review how we carry out mediation | MC | 31/09/13 |
| Arrange training for NSO's to carry out low level mediation | MC | 31/09/13 |
| Procure an external provider to provide mediation for more complex cases on a case by case basis | MC | 31/12/13 |
| Review the use of ABC's | MC | 31/09/13 |
| Review the current witness support procedure – the witness support officer role and possible use of tenant(former victim) volunteers | MC | 31/03/14 |
| Review possible use of 'restorative justice' - use of former perpetrators | MC | 31/03/14 |
| **Links to Neighbourhood Management** | | |
| Meet with Head of Neighbourhoods to understand vision and delivery of ASB interventions by DCC | CM/ MC | 31/08/13 |
| Meet with Neighbourhood managers and arrange regular meetings with them | MC | 31/09/13 |
| Review links with Neighbourhood Management- who does what and how referral routes work | MC | 31/09/13 |
| Review the linkages between roles of NSO and Council Neighbourhood Officer | MC | 31/10/13 |
| Understand role of tasking meetings – attendance and outcomes etc. | MC | 31/09/13 |
| **Legal Issues** | | |
| Review Legal SLA - Is it still fit for purpose and if not renegotiate it. | CM/ MC | 31/10/13 |
| Check whether SLA is being managed and the requirements on both parties adhered to. | CM/ MC | 31/10/13 |
| Put in place regular SLA review meetings | CM/ MC | 31/10/13 |
| Review the Company Solicitor's role and position within the process. Taking lead on cases and presenting at Court. Investigate whether this could be achieved by partial repositioning within Council Legal service | CM | 31/11/13 |
| **Caseload** | | |
| Establish 'true' ASB caseload and 'true' CSM housing management caseload, ensuring that all cases are in the correct category. | MC | 31/08/13 |
| Review the HO/NSO numbers depending on workload indicators | CM/ MC | 31/11/13 |
| Put in place a procedure that all new serious CSM cases to be handled by Senior HO's after October 2013 linked to training | MC | 31/10/13 |
| Redistribute ASB cases among NSO's | MC | 31/09/13 |

| | | |
|---|---|---|
| Review NSO 'patches' – establish whether this needs to be geographic or on another basis | MC | 31/11/13 |
| Review how to make NSO's more mobile and interchangeable | MC | 31/12/13 |
| **Supervision arrangements** | | |
| Review job descriptions for NSO and Senior Housing Officer post | CM/ MC | 31/08/13 |
| Investigate the possibility of establishing a temporary or permanent supervisor post for ASB | CM/ MC | 31/08/13 |
| Put in place a system of 1:1 meetings for NSO's | MC | 31/08/13 |
| Put in place a more structured monthly team meeting | MC | 31/08/13 |
| **Performance Management** | | |
| Review current performance measuring, monitoring and reporting systems for ASB | CM/MC | 31/09/13 |
| Introduce a system of monthly performance updates and review to include numbers of live cases, closed resolved and not resolved cases, Injunctions, SPO's, NOSP's, NOPP's, ABC's being monitored and any noise monitoring equipment and cameras installed . Use Housemark to establish the required data set. | MC | 31/10/13 |
| Monthly team meeting to include high level case review with input from legal | MC | 31/09/13 |
| Replace 100% case monitoring with exception reporting and sampling system. Monitoring to be carried out by Supervisor | MC | 31/12/13 |
| Review performance measuring, monitoring and reporting systems for Housing Management | MC | 31/10/13 |
| Replace 100% case monitoring with exception reporting and sampling system. Monitoring to be carried out by Senior Housing Officer | CM/ MC | 31/12/13 |
| Review customer satisfaction collection methods in conjunction with the Performance team and introduce procedure for measuring and dealing with satisfaction at case closure. | MC | 31/11/13 |
| Produce monthly statistics on case closure numbers and reasons, showing satisfaction levels and any actions taken to resolve dissatisfaction and/or learn lessons | MC | 31/11/13 |
| Re-accreditation of ASB Service through Housemark | MC | 31/03/2015 |
| **Development** | | |
| Review the use of CRM - LAGAN in EC and DD | MC | 31/03/14 |
| Review self-serve options via DH and DCC websites | MC | 31/03/14 |
| Map partnership working | MC | 31/10/13 |
| Review partnership working around ASB - What do we do | MC | 31/11/13 |

| | | |
|---|---|---|
| and what value do we get out of it | | |
| Review DH membership of local / Regional and national benchmarking clubs – establish links with local and regional ASB services | MC | 31/12/13 |
| Establish ASB budget and procedures around its use | CM | 31/11/13 |
| Evaluate and review use of IT. Review whether ASB and CSM modules being used correctly in terms of updating stages so that exception reports will work | MC | 31/11/13 |
| Review the ASB and CSM case categories in Academy | MC | 31/10/13 |
| Establish if the ASB module in academy fit for purpose and if we are using it to its full potential. Establish how are other Academy users are using it through the Academy user group | MC | 31/12/13 |
| Investigate other Council IT systems that are being used for ASB and see if we could use them | MC | 31/12/13 |
| Work towards reaccreditation with Housmark – current accreditation expires November 2013 | MC | 31/03/15 |
| Review the use and availability of secure email accounts – Egress or GCSX | MC | 31/09/13 |
| **Marketing** | | |
| Meet with local media to discuss how we can promote our work on ASB | MC | 31/10/13 |
| Issue regular 'good news' press releases and establish process for inclusion in Derby Homes News, on Internet and Intranet. | MC | 31/10/13 |
| Investigate ways in which we might provide a service to others – both to DCC Neighbourhoods and other RSL's/ landlords | CM/ MC | 31/9/14 |
| Achieve upper quartile performance in satisfaction levels and publicise this | CM/ MC | 31/03/15 |
| **Key Risks:** | **Mitigated by:** | |
| Change of political will/ priorities at DCC could mean we lose direct management of ASB to a centralised DCC managed service | Improved performance and public perception of the service leading to support at member level for Derby Homes continuing to manage ASB | |
| Further budget pressures at DCC impacting on DH front line staffing budgets | This is unknown and cannot be managed | |

| | through this project |
|---|---|
| Academy system not being fit for purpose | A range of relatively inexpensive 'bolt on' systems for managing ASB are available in the marketplace. Also, we may be able to use DCC systems such as LAGAN |
| | |
| **Budgeted Savings** | Identify resource requirements at an early stage and work to overcome barriers |
| **Amount £k** | 2013/14 |

| **Staff Savings FTE's** | | | **Total** |
|---|---|---|---|
| | At this stage we cannot quantify staffing costs as part of this project involves working out the accurate 'split' between ASB and housing management casework. This may mean a redistribution of existing resources | | |
| | | | |