

## **CABINET MEMBER FOR NEIGHBOURHOODS**

**Venue: Town Hall, Moorgate  
Street, Rotherham.**

**Date: Monday, 5 January 2009**

**Time: 10.00 a.m.**

### **A G E N D A**

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.
2. To determine any item which the Chair is of the opinion should be considered as a matter of urgency.
3. Anti-Social Behaviour - Performance Management Framework (Pages 1 - 13)
4. Exclusion of the Press and Public  
The following item is likely to be considered in the absence of the press and public as being exempt under Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (information relating to the financial or business affairs of any person (including the Council)).
5. Investment review of Non Traditional Wimpey Myton properties at Rawmarsh (Pages 14 - 21)

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:-</b>	<b>Cabinet Member for Neighbourhoods</b>
<b>2.</b>	<b>Date:-</b>	<b>5<sup>th</sup> January 2009</b>
<b>3.</b>	<b>Title:-</b>	<b>Anti-Social Behaviour; Performance Management Framework</b>
<b>4.</b>	<b>Directorate:-</b>	<b>Neighbourhoods and Adult Services</b>

## **5. Summary**

Addressing anti-social is a critical priority for Rotherham MBC, South Yorkshire Police, 2010 Rotherham Ltd. and importantly, for members of the public across the Borough.

This report details the development of an Anti-Social Behaviour Performance Management framework to be shared by the Council and partners in accordance with the performance indicators contained within the *RESPECT Standard for Housing Management: A Performance Improvement Toolkit for Landlords*.

The Anti-Social Behaviour Performance Management framework will set out a method of delivering shared meaningful indicators that are both effective and demonstrate impact in accordance with national, local and public priorities across all tenures.

The Council and partners including South Yorkshire Police and 2010 Rotherham Ltd. are committed to putting in place Core and Optional Performance Indicators, and being able to report on them, by April 2009.

## **5. Recommendations**

**It is recommended that Cabinet Member for Neighbourhoods**

- **Welcomes the development of the joint Anti-Social Behaviour Performance framework**
- **Support the proposed joint Anti-Social Behaviour Performance Management Framework outlined in the report**
- **Requests a further report to be presented in May 2009 to indicate progress in delivery of the Joint Anti-Social Behaviour Performance Framework and presentation of current performance.**

## 7. Proposals and Details

### 7.1 Background

Tackling anti-social behaviour is a critical priority for Rotherham MBC, South Yorkshire Police, 2010 Rotherham Ltd. and importantly, for members of the public across the Borough. The strength of commitment to addressing anti-social behaviour and its importance to communities is demonstrated in amongst others:

- Community Strategy
- Local Area Agreement for Rotherham (LAA)
- Public Perceptions
- Safer Stronger Communities

Nationally, the Government has sought through the *RESPECT Standard for Housing Management: A Performance Improvement Toolkit for Landlords* to put into effect a method for social landlords to performance manage issues relating to anti-social behaviour. The Standard seeks to capture impact lead outcomes whilst addressing perceptions. The Respect Standard outlines the core components essential to delivering an effective response to anti-social behaviour and building stronger communities, such as accountability, leadership, giving greater resident empowerment, and supporting community efforts at tackling anti-social behaviour.

The Standard is built around six core commitments:

- **Accountability, leadership, and commitment:** landlords need to make a visible commitment to the community so that everyone is clear they take issues of anti-social behaviour and Respect seriously and will deliver what they say they will.
- **Empowering and reassuring residents:** landlords and the community need to work as one through involving residents and giving them input into decision making. Engagement and effective communications act to reassure and empower communities.
- **Prevention and early intervention:** landlords can play a key role in preventing anti-social behaviour from occurring. Where it does occur if problems are addressed quickly this often gets the best results.
- **Tailored services for residents and provision of support for victims and witnesses:** Success rests on people being prepared to report and then give support to agencies in taking action. Every case and every person deserves a robust, tailored and sensitive response.
- **Protecting communities through swift enforcement:** Government has provided landlords with the tools they need to tackle a whole range of anti-social behaviour. Landlords need to understand how tools work and be prepared to use them quickly to protect communities
- **Support to tackle the causes of anti-social behaviour:** provision of support can put an end to unacceptable behaviour by tackling underlying causes. This leads to sustainable outcomes and gets people's lives back on track.

The RESPECT Standard clearly lays out the expected Core and Optional Performance Indicators for all social landlords. Whilst the Standard is not mandatory it is difficult for social landlords to show a commitment to tackling anti-social behaviour without reference to the Standard: the framework is comprehensive and combines quantitative and qualitative measures.

### 7.2 Considerations

The Government will be encouraging residents to get engaged and hold their landlord to account. The Audit Commission, who carry out inspections of landlords, are also looking to strengthen their guidelines to landlords on what they expect a good landlord to be achieving in tackling anti-social behaviour. Consequently the RESPECT Standard will have a major impact on the capacity of 2010 Rotherham Ltd. to deliver against expectations to address anti-social behaviour. It is therefore essential that the Council ensures that the performance of 2010 Rotherham Ltd. complies with the Core and Optional Performance Indicators within the Standard and that this is monitored on a monthly basis.

Although the RESPECT Toolkit is designed specifically for social landlords; in Rotherham, partners are committed to applying this framework to cover all agencies that deal with anti-social behaviour.

The *RESPECT Standard for Housing Management: A Performance Improvement Toolkit for Landlords* will provide the key and lead to Rotherham's Anti-Social Behaviour Management framework including:

- The Housemark Anti-Social Behaviour Categories
- Core Performance Indicators
- Optional performance Indicators
- The five Measurement Methods Used In The Anti-Social Behaviour Performance Measurement System
- The Eight Anti-Social Behaviour Performance Measurement System Categories

The detail of the Housemark Anti-Social Behaviour categories and Core and Optional indicators is attached to this paper at Appendix 1. The utilisation of the PMF also allows for the joining of the Housemark benchmarking Club to allow for performance comparison across signed up social landlords.

The challenge to deliver an effective outcome and perception based performance management framework is clearly driven by amongst others:

- Neighbourhoods and Adult Services Priority Action Plan, Strategic Objective: 2.2, *'to Reduce the incidence and impact of anti-social behaviour in our communities from 48% to 43% by March 09, through the delivery of the RESPECT action plan'*.
- National Indicator 17 (NI17): 'Perceptions of Anti-Social Behaviour' has been adopted within the Local Area Agreement for Rotherham 2008/11 and will be baselined through the 2008 Place Survey currently being undertaken and reported early in 2009.

The national and local high priority of anti-social behaviour brings with it the expectation of a robust and effective response from all partners in tackling the issue.

Consequently if partners are serious about reducing the number of residents suffering from the impact of anti-social behaviour then it is essential that a shared Anti-Social Behaviour Performance Management framework (ASB PMF) is committed to and delivered. Critically the emphasis of the PMF must be to ensure that the framework enables a true assessment of the effectiveness of the partnership services from the customer's perspective and not merely a check of internal process and system implementation.

Clearly to enable this will require partnership commitment and shared customer service delivery standards against which clear expectations for the customer can be assessed. Importantly too there needs to be reconfirmation of the shared definition of ASB categories and consistent recording of incidents made by the public, thereby drawing together IT system capabilities covered by ANITE (2010), Authority (Community Protection) and Procad (Police).

### **7.3 Current Position**

#### **7.3.1 Baseline**

In terms of measuring impacts on anti-social behaviour each agency has Performance Management systems that are bespoke to each partner with a range of indicators that are not always comparable. The move towards using the RESPECT Standard as the template for a shared ASB PMF is a step away from the traditional unilateral measures into a holistic Performance Management framework.

The baseline for RESPECT Standard measures of perceptions will be informed by the results of the 'Place Survey' which will be published in February 2009. This baseline will be common to all partners tackling anti-social behaviour and will contribute to returns relating to National Indicator 17 (NI17): 'Perceptions of Anti-Social Behaviour' adopted within the Local Area Agreement for Rotherham 2008/11. To enable periodic checking of the public's perception of crime and ASB during the intervening two year period between Place Surveys the Safer Rotherham Partnership has introduced a joint survey joining the South Yorkshire Police's "Your Voice Count" surveys with other adhoc perception surveys. This provides for direction of travel monitoring and is reported as part of the SRP's performance management framework..

Baselines in respect of the remaining Core indicators will be established over the first year of reporting.

#### **7.3.2 2010 Rotherham Limited**

The RESPECT Standard is the model to be used in creating a performance management framework in order to establish and monitor the performance of 2010 Rotherham Ltd. There are twelve Core performance indicators of which 2010 Rotherham Ltd. can currently measure nine in part with three still under development. There is a commitment from 2010 Rotherham Ltd. to ensure business systems and processes are in place to measure all of the Core indicators by April 2009.

In addition there are twenty four Optional performance indicators which 2010 Rotherham Ltd. are not in a position to measure at this time. It is intended that these will be addressed once the Core indicators are fully in place.

The details of the Core performance indicators, and 2010 Rotherham Ltd.'s capacity to effectively measure the indicators is attached to this paper at Appendix 1. The performance information will be returned to the Safer Neighbourhood Manager on a monthly basis.

### **7.3.3 RMBC and South Yorkshire Police**

The RESPECT Standard will require some minor adaptation to fit the activities of RMBC's Community Protection Unit and South Yorkshire Police. Essentially this will only effect the Optional indicators, the Core indicators are generic and can be applied to any agency tackling anti-social behaviour.

The Community Protection Unit (Housing & Neighbourhood Services) are in a similar position to 2010 Rotherham Ltd. in that there are a number of the Core indicators that can be partially reported on. The Community Protection Unit is also able to report on a number of the Optional Indicators. The Community Protection Unit's capability to report in line with the Respect Standard is shown in Appendix 1.

South Yorkshire Police have a commitment to have shared safer neighbourhoods service standards with partners. Recently the National Policing Pledge, which is part of a radical programme of reform set out in the current Policing Green Paper published earlier in the year, sets out a clear standard of minimum service that the public can expect through a contract between individual police forces and their communities. The ten points of the Policing Pledge are shown in Appendix 2 and highlights that key standards include;

- at least 80% of their time visibly working in the neighbourhood
- respond to every message directed to the SNT within 24 hours
- answer 999 calls within 10 seconds
- provide, where required, a one hour response for non emergency calls where the customer is vulnerable or upset or the issue is a neighbourhood priority
- in other non emergency circumstances, if appropriate, visit with 48 hours via an an appointment suited to the customer

These service standards will need to be shared across partners and will set challenges to service providers. Currently the Police are reviewing the proposed ASB PMF to review its applicability, the key issue being to have one shared PMF across all front line ASB service providers.

In order to address public perceptions and to compliment low crime numbers and the LAA it is envisaged that the Council will examine methods of addressing the requirements of the Policing Pledge within its own enforcement functions.

## **7.4 Proposals**

7.4.1 It is proposed that:

- The RESPECT Standard will be the basis for all anti-social behaviour performance monitoring
- 2010 Rotherham Ltd. will feedback to the Council on a monthly basis in terms of their performance against the RESPECT Standard
- A shared Anti-Social Behaviour Performance Management framework will be introduced across partners
- All Core indicators will be reported upon by April 2009
- Partners will commit to introducing the Optional indicators and an agreed delivery plan will need to be planned as part of the 2009/10 Service Plan.
- Partners will share a commitment to contribute to the Policing Pledge

It is expected that the combination of the Anti-Social Behaviour Performance Management framework and the Policing Pledge will provide an overarching shared performance management framework that will give comprehensive information relating to all partners contribution to impacting on anti-social behaviour. These inter-related tools will compliment the drive to address public perceptions of anti-social behaviour within Rotherham.

It is further proposed that the performance reporting against the new PMF will be carried out on a quarterly basis by the SRP's RESPECT Priority Group, and in doing so, will enable integration with the wider Partnership Performance Management arrangements.

### **8. Finance**

Development of the framework will be currently contained within existing budgets.

There is likely to be financial pressure as a consequence of ensuring that the IT systems used by the Community Protection Unit and 2010 Rotherham Ltd. are fit for purpose.

It is likely that moves to ensure common sharing of the Policing Pledge may result in resource pressures and reprioritisation of response in the Community Protection Unit to ensure the shared service standard approach.

### **9. Risks and Uncertainties**

- Currently the IT database systems used by the Community Protection Unit and 2010 Rotherham Ltd. are not compatible. This creates issues in relation to anti-social behaviour actions which are undertaken by Community Protection Officers which are recorded on Anite, whereby performance reporting has to be extracted both from Flare and Anite. In order to ensure effective and consistent performance reporting the feasibility of recording all Community Protection Unit activity onto Flare will be examined.
- There is a risk that 2010 Rotherham Ltd. will be unable to meet the April 2009 target of reporting on all Core indicators without some adjustments to the methods of recording information.
- There is uncertainty as to the speed of the progress that 2010 Rotherham Ltd. will be able to make in the measurement of the optional indicators. This will have to

be determined with a target date once the Core indicators are in place. Sustainability of communities may be affected if anti-social behaviour/harassment is allowed to continue unchallenged.

- It is critical that the Anti-Social Behaviour Performance Management framework delivers positive action and support which is vital to improve public perceptions and for community cohesion to take place.
- This report highlights the relevant tools and powers and actions that can and will be used to provide support to communities to tackle anti-social behaviour. This requires fully trained staff with awareness to quickly implement action effectively. This will particularly need continued review and implementation by 2010 Rotherham Ltd.

### 10. Policy and Performance Agenda Implications

Alignment with Community Strategy and the Corporate plan is clear from Rotherham Safe. The Anti-Social Behaviour Performance Management framework is clearly an aspect of the Corporate Priority “Rotherham Safe”, where the cleaner, greener agenda is set out, emphasising a preventative approach.

The recently refreshed Community Strategy recognises that *“Maintaining the current overall low crime rate in Rotherham, as well as continuing to reduce anti-social behaviour and fear of crime remains a top concern for people”* is a strategic issue for Rotherham. In delivering the strategic priorities, the Local Area Agreement has embedded crime reduction targets for serious acquisitive and assault with injury crimes and also given emphasis to NI17 in reducing the perception of anti-social behaviour.

In addressing the **Rotherham Safe** priorities the Anti-Social Behaviour Performance Management framework contributes to delivering the following key strategic actions;

- Maintaining the current overall low crime rate in Rotherham, as well as in continuing to address people’s concerns about anti-social behavior and their fear of crime.
- Aiding the development of a sustainable housing stock.
- Increase satisfaction with local neighbourhoods.
- Making the connection between national and local strategies.
- Providing a link between regional, national and local organisations

In addition the Anti-Social Behaviour Performance Management framework will contribute to the **Rotherham Alive** by ensuring a place where people feel good, are healthy and active, **Rotherham Achieving** by helping raise the quality of life in the most deprived communities and **Rotherham Proud** by increasing the satisfaction in the local area as a place to live and putting pride in the hearts of our communities.

The Anti-Social Behaviour Performance Management framework has clear linkages to the seven outcomes of the Outcomes Framework for Social Care, and importantly includes:

- **Improved Quality of Life**, by supporting independence of people to live a fulfilled life.
- **Freedom from Discrimination or Harassment**, by supporting those who need social care having equal access to services without hindrance from discrimination or prejudice; people feel safe and are safeguarded from harm
- **Improved Health and Emotional Well-being**, by promoting and facilitating the health and emotional well-being of people who use the services.
- **Personal Dignity and Respect**, by providing confidential and secure services, which respects the individual and preserves people's dignity.

The Anti-Social Behaviour Performance Management framework will contribute to delivery of targets set out in the Neighbourhoods and Adult Services Priority Action Plan and the RESPECT action plan.

## 11. Background Papers and Consultation

- *RESPECT Standard for Housing Management: A Performance Improvement Toolkit for Landlords*
- Members of the Community Safety Unit and the Community Protection Manager,
- Neighbourhood and Adult Services, RMBC, have met with 2010 management in order to agree the proposed framework.
- South Yorkshire Police – Chief Inspector for Safer Neighbourhoods

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## Appendix 1: ANTI-SOCIAL BEHAVIOUR CATEGORIES & PERFORMANCE MANAGEMENT FRAMEWORK

- A. Noise
- B. Verbal abuse/harassment/intimidation/threatening behaviour
- C. Hate-related incidents (based on race, sexual orientation, gender, disability, religion, age, etc.)
- D. Vandalism and damage to property
- E. Pets and animal nuisance
- F. Nuisance from vehicles
- G. Drugs/substance misuse/drug dealing
- H. Alcohol-related
- I. Domestic abuse
- J. Physical violence (other than recorded at I above)
- K. Litter/rubbish/fly-tipping
- L. Garden nuisance
- M. Misuse of communal areas/public space or loitering
- N. Prostitution/sexual acts/kerb crawling
- O. Criminal behaviour/crime (other than recorded elsewhere in A to N)

<b>CORE INDICATORS</b>		
<b>RESPECT Standard Referenced Indicators</b>		<b>Current Reporting Capability</b>
<b><u>ASB profile</u></b>		
A1	Number of new ASB cases	Yes
A2	Number of live ASB cases	Yes
A3	Number of closed resolved ASB cases	Yes
A4	Number of closed unresolved ASB cases	Yes
A5	Number/percentage of closed resolved ASB cases for each main intervention that led to case resolution	Yes
A6	Number/percentage of closed resolved ASB cases where ASB reoccurs by the same perpetrator(s) within 12 months of case being resolved	Yes
<b><u>Early intervention and victim support</u></b>		
C1	Number of early intervention actions taken for each action type	No (2010) Yes (CPU)
<b><u>Enforcement and witness support</u></b>		
D1	Number of enforcement actions taken for each action type	Yes

<b><u>Supporting perpetrators to change behaviour</u></b>		
E1	Number of perpetrator supportive actions taken for each action type	No (2010) Yes (CPU)
<b><u>Cost of tackling ASB</u></b>		
F1	Cost of housing management staff tackling ASB per case	No
<b><u>Resident satisfaction</u></b>		
G1	Percentage of respondents satisfied with the way their ASB complaint was dealt with	Yes
G2	Percentage of respondents satisfied with the outcome of their ASB Complaint	Yes
<b>Optional indicators</b>		
RESPECT Standard Referenced Indicators		<b>Current Reporting Capability</b>
<b><u>ASB profile</u></b>		
A7	Average number of days taken to resolve ASB cases	No (2010) Yes (CPU)
A8	Number/percentage of closed resolved cases that involved assistance from external agencies	No
A9	Percentage of available Crime and Disorder Reduction Partnerships (CDRPs) represented on (housing associations only)	N/A
<b><u>Prevention</u></b>		
B1	Number/percentage of starter/introductory tenants perpetrating ASB	No
B2	Percentage of properties managed covered by Good Neighbour Agreements	No
B3	Percentage of properties managed covered by Neighbourhood Warden Schemes	No
<b><u>Early intervention and victim support</u></b>		
C1	Percentage of early intervention actions carried out with/by external Agencies	No
C2	Number of cases where the complainant has been provided with, or referred to, a specialist victim support service	No (2010) Yes (CPU)
<b><u>Enforcement and witness support</u></b>		
D2	Percentage of cases where enforcement action was carried out with/by external agencies	No (2010) Yes (CPU)
D3	Percentage of perpetrators evicted due to ASB	Yes
D4	Number of cases where complainant or witness has been provided with, or referred to, specialist witness support service	No (2010) Yes (CPU)

<b><u>Supporting perpetrators to change behaviour</u></b>		
E2	Percentage of cases where perpetrator supportive action was carried out with/by external agencies	No
<b><u>Cost of tackling ASB</u></b>		
F2	Cost of externally procured ASB legal services per case	No
F3	External non-legal costs of tackling ASB per case	No
F4	ASB related repair/clean up costs per case	Partial
<b><u>Resident satisfaction</u></b>		
G3	Percentage of respondents who found it easy to contact a member of staff to report a complaint about ASB	No (2010) Yes (CPU)
G4	Percentage of respondents who rated the time taken for them to be interviewed about their ASB complaint as 'good'	No (2010) Yes (CPU)
<b><u>Complainant Satisfaction Survey</u></b>		
G5	Percentage of respondents who found the member of staff dealing with their ASB complaint was always 'helpful'. This indicator can also be applied to 'courteous', 'sensitive', 'responsive' or 'knowledgeable'	Yes
G6	Percentage of respondents satisfied that they were kept informed about what was happening throughout their ASB case	No (2010) Yes (CPU)
G7	Percentage of respondents satisfied with the support given to them during their ASB case	No (2010) Yes (CPU)
G8	Percentage of respondents who have already made a complaint of ASB that would be likely to do so in the future	No (2010) Yes (CPU)
<b><u>Resident Perception Survey</u></b>		
G9	Percentage of respondents concerned about ASB in their local area	Place Survey
G10	Percentage of respondents who feel safe when outside in their local area during the day. This indicator can also be applied to safety at night.	Place Survey
G11	Percentage of respondents who believe that their local area has got better as a place to live over the last 12 months. This indicator can also be applied to measure whether the local area has 'got worse' as a place to live over the last 12 months	Place Survey

## Appendix 2: Policing Pledge

1. Always treat you fairly with dignity and respect, ensuring you have fair access to our services at a time that is reasonable and suitable for you.
2. Provide you with information so you know who your dedicated Neighbourhood policing team is, where they are based, how to contact them and how to work with them.
3. Ensure your neighbourhood policing team and other police patrols are visible and on your patch at times when they will be most effective, and when you tell us you most need them. We will ensure your team are not taken away from neighbourhood business more than is absolutely necessary. They will spend at least 80% of their time visibly working in your neighbourhood, tackling your priorities. Staff turnover will be minimised.
4. Respond to every message directed your Neighbourhood policing team within 24 hours, and, where necessary, provide a more detailed response as soon as we can.
5. Aim to answer 999 calls within 10 seconds, deploying to emergencies immediately giving an estimated time of arrival, getting to you safely, and as quickly as possible.
6. Answer all non emergency calls promptly. If attendance is needed, send a patrol giving you an estimated time of arrival, and:
  - a. If you are **vulnerable or upset** aim to be with you within 60 minutes.
  - b. If you are calling about an issue that we have agreed with your community will be a neighbourhood priority, and attendance is required, we will aim to be with you within 60 minutes.
  - c. Alternatively, if appropriate, we will make an appointment to see you at a time that fits in with your life and within 48 hours.
  - d. If agreed that attendance is not necessary we will give you advice, answer your questions and / or put you in touch with someone who can help.
7. Arrange regular public meetings to agree your priorities, at least once a month, giving you the chance to meet your local team with other members of your community. These will include opportunities such as surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements.
8. Provide monthly updates on progress, and on local crime and policing issues. This will include the provision of crime maps, information on specific crimes and what happened to those brought to justice, details of what action we and our partners are taking to make your neighbourhood safer and information on how your force is performing.

9. If you have been a victim of crime agree with you how often you would like to be kept informed of progress in your case and for how long. You have the right to be kept informed at least every month if you wish and for as long as is reasonable.
10. Acknowledge any dissatisfaction with the service you have received within 24 hours of reporting it to us. To help us fully resolve the matter, discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted