

Respect ASB Charter for Housing Gap Analysis

1. We demonstrate leadership and strategic commitment

(There is strong leadership, corporate commitment and accountability about preventing and tackling ASB. This is embedded throughout our business and across key partners)

Building Block	Evidence of compliance / gaps / action required
<p>1.1 Our values, aims and objectives are reinforced by our approach to ASB and this approach is subject to ongoing ratification, assessment and review by both us and our tenants.</p>	<p>There is top level leadership & support for tackling ASB, the objectives are shared by partner organisations (Community Strategy).</p> <p>Corporate Plan: Helping to create safe and healthy communities, improving the environment & ensuring care and protection are available to those who need it most</p> <p>N&AS Service Plan: Ensuring ASB and Crime is reduced and people feel safe where they live, People are able to live in decent affordable homes of their choice & vulnerable people are protected from abuse</p> <p>ASB Strategy & ASB Policy revised 2010</p> <p>The are allied/integrated policies e.g. Enviro Crime, Domestic Violence, Hate Crime, Allocations etc. The SNT Structure in Place including Strategic JAG, NAG and operational SNT has been in place since 2006.</p> <p>ASB Priority Group & ASB Housemark KPI's are reported & monitored monthly</p> <p>Respect Standards for Housing Management Reports have been provided to the Board/Sustainable Communities Committee since 2007/8 and Reported to the Rotherfed Board</p> <p>ASB Service Improvement Group and ASB Victim Focus groups are held to learn from the customers experience and drive performance.</p> <p>PACTS set local priorities which are reviewed often the following month</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> • Best practice suggests the ASB Policy & Strategy should be reviewed annually, it will require a full review once the governments ASB review and new tools and powers are announced. The current tool kit will be in force until 2013. • Sign up to the new ASB Charter and agree localised plan with the tenants.

	<ul style="list-style-type: none"> • Establish scrutiny mechanism and report quarterly performance, produce an annual report.
<p>1.2 Tackling ASB is a core strategic and operational business activity and we will ensure that we commit sufficient capacity and resources to tackle ASB effectively.</p>	<p>The restructure of N&AS will free Housing Champions from the generic role to concentrate on ASB & Tenancy & Estate Management duties. Incorporating the ASB Officers into the neighbourhood teams will improve access and closer working with the Housing Champions. Locality based teams multi agency teams will provide effective services through greater integration. The commitment to implementing CIVICA is a significant financial investment which will improve work flows and support for front line officers. The Pilot to extend the Out of Hours Noise service will improve accessibility and action on the number one type of ASB. Proposals to extend enforcement powers to front line Housing officers will significantly increase the number of front line capable of taking action such as serving abatement notices.</p> <p><u>Gaps/Actions</u></p> <ul style="list-style-type: none"> • Implementing CIVICA • Develop Tenancy & Estate Management Process to support front line staff & develop the IT to match the processes. This will either be done as part of the introduction of CIVICA or if the T&EM module has a low priority it will have to be developed on Northgate and migrated across. • Extension of the out of hours nuisance service as agreed by the ASB priority Group in October 2011 • Introduce the South Tyneside Model for enforcement
<p>1.3 We provide relevant training, capacity-building and support across all levels of the organisation (including staff, tenants, the governing body and relevant partners) that supports the delivery of a targeted action/service</p>	<p>Front line staff have received ASB training periodically from consultants, the ASB Team and Legal services, training on the core indicators core indicators and ASB function was last repeated in October/November 2010 and January 2011. Awareness sessions have also been provided to the ASB SIG and community volunteers in 2010/11. Training needs to be annual and ongoing</p> <p><u>Gaps/Action</u></p> <ul style="list-style-type: none"> • A modular programme of ASB training is required for the Housing Champions & CSA's

improvement plan for ASB.	<p>consisting.</p> <ul style="list-style-type: none"> • Members and those involved in governance & co-regulation will need capacity building training. • Eyes and Ears refresher training is required for partners especially the R&M Contractors. The training should be provided to resident groups as part of the localism agenda and commitment 5
1.4 We clearly communicate to all tenants that ASB will not be tolerated. Our staff and contractors are supported to identify and report incidents where they have been subject to or have observed ASB.	<p>The tenancy agreement includes a clause. The H&S strategy has be revised giving clear guidance on the support that will be given. A violence towards staff process has been developed on the Northgate.</p> <p>Gap /Action</p> <ul style="list-style-type: none"> • Posters are required in reception points and interview rooms
1.5 We proactively engage with relevant partners to support a joined-up approach to tackling the root causes of ASB and promoting positive behaviours.	<p>Strong SNT partnerships have existed in Rotherham since 2006. In 2008 Audit commission identified the SNT partnership as being strong and listed it as good practice. Front line staff refer cases to the supporting agencies such as the NH Trust and locality teams, FIP etc.</p>
1.6 We have performance management frameworks in place to report, monitor and review ASB performance. These include challenging performance targets and are also reflected in service plans at a team and individual level. Our ASB targets are subject to regular review and demonstrate year-on-year improvement.	<p>RMBC is a member of the Housemark ASB benchmarking club. Performance is measured and targets are set against the data. Recent outcomes include the revised satisfaction survey.</p> <p>Four Housemark indicators are reported monthly HM30 (number and type of cases) HM31 & HM32 satisfaction with case handling & outcome and HM33 the number of cases closed resolved and unresolved. The information is also circulated to Tara's.</p> <p>Core and voluntary Respect indicators are measured they were supplied quarterly to the Sustainable. Reports are still issued to Rotherfed.</p> <p>Reports identify the type, length of case, ASB by area, diversity type and satisfaction.</p> <p>Performance clinics /ASB reviews are held with the Area Managers. Performance is drilled down further in individual front line officers 1-2-1's PDR's and annual targets reflect the business plan and improvement plan Objectives. Targets are regularly reviewed.</p> <p>There are also a number of Local offer services standards that have been set with tenants, this includes times scales for responding to ASB. The number of LO's need reducing to be meaningful.</p>

	<p>The ASB Priority Action Group also reports performance on a suite KPI's to the JAG</p> <p>Gap/Action</p> <ul style="list-style-type: none"> • Review the LO's and reduce the number to a manageable number. • The length of time a case is open is a current weakness, it needs to become an internal indicator alongside 8 week reviews. Releasing HC's from generic duties should make this a reasonable internal management target.
<p>1.7 Information on our performance against ASB targets is readily available and shared across the organisation to drive continuous improvement. It is regularly reported to our senior management, our governing body, partner agencies and our tenants.</p>	<p>Performance on HM30-HM33 is reported monthly along with the LO indicators. HM30-33 is issued to AHP's & TARA's on a monthly basis. Quarterly reports were submitted to the Sustainable Communities Board.</p> <p>Gap /Action</p> <ul style="list-style-type: none"> • Quarterly performance to be reported to through an agreed scrutiny mechanism • Performance to be reported on the internet, intranet & at least annually in the Tenant News letter
<p>Commitment 2 We provide an accessible and accountable service (All our tenants can easily report ASB and access the service. Tenants are provided with useful and timely information and are actively encouraged to influence how we deliver the service)</p>	
<p>2.1 All of our tenants can easily access our ASB services.</p>	<p>There are multi-channels to access the service, usage of the channels is monitored on the HM30 report to identify emerging trends. Satisfaction with access is monitored and benchmarked it is currently on par with the 2009/10 top quartile performance. The introduction of the 0300 100 2010 contact centre has improved accessibility. ASB can be reported through the website. Usage by non-tenants indicates a wide level of awareness how and where ASB can be reported. aware that they can report Proactive estate programmes such as estate walkabouts and Tenancy Verification have increased access to the service. Mobile working has increased the time spent on the estates The ASB Officers provide an out of Hours service & the out of hours noise team is about to be</p>

	<p>expanded as a pilot. A tenancy sign up DVD is issued on sign up; this includes a section on ASB.</p> <p>Gap/Action</p> <ul style="list-style-type: none"> • Roll out of the multi-tenure 101 number • Assess the out of hours noise team pilot • Customer Contact manager to benchmark the use alternative channels to contact the service • Re-launch the eyes and ears and every contact counts programmes
<p>2.2 We collect information which helps us to understand local demographics and the overall profile of our tenants. We use this information to tailor how the service is delivered to individuals and to demonstrate equality in service provision.</p>	<p>The Checking our records programme means we now hold information on over 80% of customers. This continues to grow with the First Contact Team conducting telephone calls. It will grow further with the introduction of CIVICA with its in built CRM.</p> <p>The checking our records data defines how the service contacts the customer, although it is not as easy to extract or well used as it could be. The introduction of CIVICA will drive performance on this issue.</p> <p>Northgate extracts diversity data from the data base allowing both victims and perpetrators to be profiled. This has resulted in Diversity training programmes on issues such as mental health and Domestic Violence.</p> <p>Gap/Action</p> <ul style="list-style-type: none"> • Introduction of CIVICA & its CRM will allow improved access by automatically identifying the preferred means of access
<p>2.3 We provide clear information which sets out what the service is, how it is delivered and how it can be tailored to meet local needs. All information about our services can be made available in a variety of formats, and translated into relevant community languages on request.</p>	<p>The ASB Policy & Strategy has been published and is on the internet, ASB Customer Leaflets have been developed with customers. Translation services are available.</p> <p>Gap/Action</p> <ul style="list-style-type: none"> • Involve tenants in checking the website, published information to make sure it's easy to understand/use. • ASB leaflets will require refreshing although the cost of refreshing may dictate doing this after the government has completed its review.

<p>2.4 There is a range of ways for our tenants, including marginalised groups, to be involved in shaping the service. We do this routinely and systematically to support continued service improvements</p>	<p>The Key player data base is used to engage tenants and leaseholders in developing the service. The database identifies the subject areas residents wish to engage in and how they wish to participate . The ASB Service Improvement Group is a group of tenants who monitor performance and act as a focus group to develop ASB service. ASB customer focus groups are held with customers whose cases have recently been closed. The feedback is used to develop the service.</p> <p>Traditional TARAs exist on estates, supported by the Rotherfed umbrella Organisation. Two community of interest TARA's for the Deaf and residents from a BME back ground were established approximately 18months to two years ago.</p> <p>Area Housing panels monitor performance and are engaged in shaping services through the Golden 7 initiative.</p> <p>PACTs identify local priorities and hold the ST partners to account for tackling local ASB and crime issues.</p> <p>The local offer group acts in a monitoring role</p> <p>Gap/Action</p> <ul style="list-style-type: none"> • The existing models do not fit with the anticipated co-regulation model. A review of resident involvement and Area Housing Panels is currently being undertaken . The findings should be used to develop a robust scrutiny model.
<p>2.5 We publicise what we and our partners have done to tackle ASB in our communities - both our enforcement activity and the activities we do to prevent ASB occurring. Our approach balances the need to protect communities and build confidence that ASB will not be tolerated.</p>	<p>Crime and ASB cases are reported to the press this is designed to promote positive action, send a clear message and build confidence that RMBC will act . Round Your place is also used to feature cases and actions. Round your place is also used to take a “you said we did approach” .</p> <p>PACTs and Area Assembly meetings are presented with a monthly update on progress/ performance on community issues</p> <p>Gap/Action</p> <ul style="list-style-type: none"> • Improve the website to include the outline of cases by Area Assembly & present to both the PACTs and AA's along the lines of you said we did.
<p>2.6 We take seriously all complaints about the services we provide. This is demonstrated in our overall approach</p>	<p>All dissatisfied cases can be identified by type, location, diversity strand, investigating officer etc. Links to the case and satisfaction survey can identify what went wrong.</p> <p>There is a robust corporate complaints procedure and monitoring in place. However the current</p>

<p>to handling complaints which are regularly monitored against targets and contribute to the process of continual learning.</p>	<p>complaints database does not allow ASB cases to be easily extracted and analysed.</p> <p>Gap/Action</p> <ul style="list-style-type: none"> • Review the database to easily identify learning from lessons
<p>2.7 We regularly assess satisfaction with the ASB services and gather feedback on what we could do to improve them. We publicise survey results and customer feedback to our tenants.</p>	<p>Closed case satisfaction surveys are issued with a prepaid envelope, they are backed up with phone calls from the customer contact centre.</p> <p>An ASB Closed Case Customer Focus group is held with the victims of ASB and is used to identify the customers experience and improve the service.</p> <p>The ASB Service Improvement Group acts as a service improvement focus group.</p> <p>Housemark produce a STAR survey that can be used to replace the STATUS survey</p> <p>Gap/Action</p> <ul style="list-style-type: none"> • Consider sending Perpetrator surveys to closed RESOLVED cases to identify what made the difference • Consider using the STAR survey.
<p>2.8 We have mechanisms in place to allow our tenants to assess how we are performing. We provide our tenants with regular, robust and appropriate information in a format which has been agreed with them. Tenants are encouraged and empowered to hold us to account about the delivery and performance of our ASB services.</p>	<p>The ASB Service Improvement Group and volunteers have undergone a training programme on tools and powers, Respect Standard and performance indicators. The group has been effective in identifying improvements but is not representative of the tenants as a whole. Monthly performance is presented to the AHP's, Performance reports are presented to the ASB SIG and Rotherfed.</p> <p>PACT's are held in the SNT areas</p> <p>Gap/Action</p> <ul style="list-style-type: none"> • Develop a team of mystery shoppers to reality check ASB services • Develop training programme through Rotherfed • Widen range of engagement methods to include focus groups with communities of interest • Develop tenant scrutiny in line with the Localism Bill (The problem is it seems to change on a frequent basis!!) This could be achieved through the review of the AHP's or establishing Challenge Panels possibly based on the five TSA themes (Berneslai Homes), using the existing council scrutiny panels or Rotherfed.

Commitment 3 We take swift action to protect communities

(We take prompt, appropriate and decisive action to deal with ASB before it escalates. In doing so, we adopt a problem-solving approach and have regard to the full range of tools and legal powers available)

3.1 Our staff are fully aware of the range of tools and powers available to them and our partner organisations, and know how to use them appropriately in accordance with our published policies and procedures.

Training has been provided by the ASBU and Legal services on the tools available. However, the powers of audience were not delegated to the ALMO meaning all HC's will require refresher training if they are to take enforcement action beyond the service of a NSP. Procedures are in place for Demoted tenancies and extending Introductory Tenancies (ITs). Reports are in place to ensure that breaches by ITs are identified at the earliest opportunity and appropriate action taken. Reminder reports highlight all IT's reaching their anniversary 10 weeks before the anniversary date to ensure that appropriate action is taken where there is evidence of ASB . The reports are linked to the process to extend IT's on the intranet. Re-deploying the ASBO's to the neighbourhood teams and locality working will provide greater support to the housing champions. The CPU stats show a use of a wide range of ASB tools and powers.

Gap/Action

- Refresher training on enforcement action is required especially if the rights of audience are granted and if the South Tyneside model is adopted.
- Training will be required on the new tools and powers before they are implemented in 2013.

3.2 We apply consistent and robust processes for managing ASB cases.

There is an ASB process manual in place, although it will require a review to take into account the governments review of ASB. Processes need to be transferred to NIMBUS and made more accessible. All letters need to be reviewed to ensure a standard approach across the borough. Referrals made to the ASBO's have to meet a threshold test. There is a weakness in the way that cases referred to the ASBO are then transferred onto a new case number denying front line officers in the neighbourhood Team access to the case, this is a significant weakness. Processes are in place enabling fast tracking of legal action (e.g. pursuing interim injunctions at short notice), including breaches of existing orders.

	<p>The use of Action Plans and victim and witness support vulnerability matrix are central to good case management, it would drive performance if a more systematic way of monitoring their use and effectiveness can be introduced.</p> <p>Gap/Action</p> <ul style="list-style-type: none"> • Provide Improved scripts for the CSA's so that informed decision can be made at the earliest possible stage. • Review and transfer processes to NIMBUS • Northgate to be updated and ASBO's to use the same Northgate case number • Develop the IT to monitor use of action plans and vulnerability matrix • Introduce ASB case conferences where vulnerability is high. This could be part of the NAG. • Introduce 8 week case reviews where cases have not been closed or referred to the ASBOs • Introduce a community harm statement
<p>3.3 The actions that we take to tackle ASB are carefully considered and are proportionate to the effects of the behaviour on individuals, communities and the environment.</p>	<p>Eviction is the last resort. All cases requiring further action are referred to the CPU. Emphasis is placed on prevention and early intervention to resolve ASB. This can be demonstrated through the recorded actions which show the vast majority of actions taken are early intervention and prevention</p> <p>Gap/Action</p> <ul style="list-style-type: none"> • <u>Benchmark best practice and introduce a process/proforma to ensure compliance with the DDA</u>
<p>3.4 We have a proactive approach to gathering evidence and utilise a variety of available sources (i.e. multi-agency, non-housing management staff and contractors) to support action to tackle ASB.</p>	<p>Cameras are supplied to victims of ASB. All noise cases are referred onto FLARE and DAT recording equipment is used by the CPU where appropriate. The Out of hour's noise team is used to gather evidence and take action out of hours.</p> <p>Proactive programmes such as Tenancy Verification and Estate walkabouts identify ASB & tenancy breaches out on the estates. The Every Contact Counts partnership scheme is used to proactively identify ASB and vulnerability to ASB.</p> <p>Gap/Action</p> <ul style="list-style-type: none"> • Re-launch the Every Contact Counts Scheme • Provide Eyes and Ears training to contractors and partners
<p>3.5 We have strong working relationships locally and strategic links</p>	<p>There is strong evidence to support this building block including Community Strategy, corporate plan, N&AS Service Improvement Plan the SNT frame work. NAG hot spots, links to the Community</p>

<p>with partners (including local authority, police, and court services); we use these to investigate and tackle ASB.</p>	<p>Protection Unit use of the EPA, stat nuisance, joint visits, co-ordinated patrols, FIP, Safe guarding adult and children procedures etc. Strong SNT partnership arrangements mean that ASB cases are discussed and referred to appropriate agencies via the local SNTS (add SNT terms of ref)</p>
<p>3.6 We act swiftly when a perpetrator fails to engage with support provision and their behaviour does not improve.</p>	<p>Introductory tenancies are closely monitored. Cases with the ASBOs are only returned to the Neighbourhood Teams after considerable monitoring this is to ensure compliance, breaches of orders are immediately responded to. In terms of low level ASB, the current Northgate system is a weakness because it does not have built in prompts to take action , CIVCA will deliver this prompting action at each stage. Gap/Action</p> <ul style="list-style-type: none"> • Implement CIVICA
<p>3.7 We close cases appropriately, in a timely manner and, where possible, in consultation with the complainant.</p>	<p>The procedure for closing cases is centralised, neighbourhood teams close the case, resulting in a weekly closed case report which leads to the issuing of a case closed letter and satisfaction survey. The process requires all cases to be closed in consultation with the customer, this process is monitored by the satisfaction survey .Reports monitor the length of time cases are open and the action taken, managers cross tabulate reports and ensure cases are closed as soon as reasonably possible. Gap/Action</p> <ul style="list-style-type: none"> • Consider introducing a perpetrator survey to identify what actions resulted in a resolved case.
<p>Commitment 4 We adopt a supportive approach to working with victims and witnesses (Our approach to case working demonstrates a strong focus on identifying and minimising risk)</p>	
<p>4.1 Our management of ASB cases demonstrates a clear focus on protecting people from harm and on supporting victims and witnesses.</p>	<p>The ASB process management document emphasises the importance of protecting customers from harm. The ASB acknowledgement letter introduces the victim to the victim support service including a victim of Crime leaflet. Victim and witness support Vulnerability matrix are completed and used to form action plans, they are shared with SY Police/ SNT partners. Safe guarding Adult and Children Procedures are in place . The safer Homes Scheme provides target hardening service including sanctuary rooms to victims of Domestic Violence and harassment. Hate Crime and Domestic Violence Policies are in place cases are also referred centrally, MARAC cases conferences are held.</p>

	<p>Gap/Action</p> <ul style="list-style-type: none"> • Produce an “If it does not look right” procedure guide for visiting HC’s based on the Berneslai homes best practice example. • Embed the use of vulnerability matrix by introducing automated monitoring of their use and impact. • Investigate building the risk assessment into the earliest stage of the process i.e. the matrix being completed on receipt of the call at the Customer contact centre.
<p>4.2 We have appropriate measures in place to identify and respond to both the risk to and vulnerability of victims and witnesses, including repeat victimisation.</p>	<p>As above plus there is a local offer standard to contact witnesses and victims no less than once every fortnight to keep the customer informed of the progress of the case. Performance on the indicator is poor at approximately 60%. This in part is due to case input, and the system recording all Respect standard ASB in the same way e.g. Litter cases are included and the customers may not want to be contacted. It would be better to differentiate between types of reported ASB and for the system to prompt. CIVICA can prompt and should allow differentiation between cases.</p> <p>Gap/Action</p> <ul style="list-style-type: none"> • Implement CIVICA
<p>4.3 Our staff are aware of and know how to access the support that is available to assess the needs of victims and witnesses on a case-by-case basis, particularly where victims and witnesses are vulnerable.</p>	<p>There have been periodic training programmes by the FIP, Tenancy Support Officers and Safeguarding. A vulnerability programme was also developed in the spring of 2011. However there needs to be an ongoing programme of refresher training</p> <p>Gap/Action</p> <ul style="list-style-type: none"> • Deliver a refresher vulnerability/safeguarding training module for front line officers
<p>4.4 We agree action plans with complainants, update them regularly on the progress of their case and inform them directly of all key developments</p>	<p>Action plans are used. However monitoring of their use would be improved by automated reporting. CIVICA will prompt the use of action plans.</p> <p>Gap/Action</p> <ul style="list-style-type: none"> • Develop Northgate to monitor action plans & implement CIVICA
<p>4.5 We ensure that individuals attending court are supported and we</p>	<p>Protocols are in place with the courts, ASBO attend court with witnesses. Witnesses are allowed to visit the courts before the case to adjust. Witness transport can be arranged and support given in the</p>

liaise with the courts where necessary to minimise any distress and any associated risks.	form of letting the witness see what comments have been made about them before entering court and it being a shock . Gap/Action <ul style="list-style-type: none"> • Review witness protection procedures
Commitment 5 We encourage individual and community responsibility (We work with community groups and partners to promote tolerance and responsibility amongst our tenants and the wider community)	
5.1 We can provide evidence of our work with tenants, tenant groups and leaders, and partner organisations to promote tolerance, balancing individuals" liberties with their impact on others and the community (e.g. good neighbourhood agreements, tenants engaging in mediation, and restorative justice schemes).	Community Payback schemes have been used in the past but are underutilised at present. There was an extensive summer Reparation Schemes in 2011. There are Good neighbour Agreements at Birksholt , Chesterhill Avenue and Beeversleigh The Golden 7 Project, based on the seven diversity strands is being implemented by the 7 Area Housing Panels. The projects are helping to build tolerance and interaction between diversity strands. Community Clear ups are arranged through the AHP's AA's and partners. Neighbourhood Watch is promoted. Tenant groups have helped develop Local Letting policies. Gap/Action <ul style="list-style-type: none"> • Identify Community payback Schemes and develop with probation services. • Promote and support further GNA's
5.2 We encourage and facilitate community involvement among tenants, including how individuals can support other members of their community to help us and our partners tackle ASB issues.	As above Gap/Action <ul style="list-style-type: none"> • Encourage a discussion on what a good neighbour looks like and incorporate into the revised tenancy agreement and on the website. • Consider training tenant community representatives as mediators.
5.3 We take steps to find out about and effectively meet our tenants" expectations of our ASB service	Case Action Plans are included in the process but there is no convincing proof they are used in all reasonable circumstance. Case action plans are essential to good case management and meeting the customer's aspirations. Gap/Action <ul style="list-style-type: none"> • The implementation of CIVICA will prompt and drive performance.

<p>5.4 Where appropriate and safe, we encourage „self-help“ options to resolve more minor nuisance issues (e.g. encouraging complainants to talk to perpetrators, seeking to resolve the issue amicably and without recourse to the landlord).</p>	<p>This is not an option that front line staff always consider. The ASB SIG have given a tentative go ahead to develop this approach but a concerned that it is used in appropriate cases only.</p> <p>Gap/Action</p> <ul style="list-style-type: none"> • Discuss techniques for self resolution with the tenant . This will require training. • Use a problem solving approach where neighbours are having a disagreement rather than ASB being perpetrated. • First Contact officers to be honest with tenants about the need to resolve certain issues themselves and avoid engaging in behaviour which can only lead to conflict escalating. This should include not labelling all issues reported as ASB as ASB because this may raise expectations that intervention will take place when it may not be appropriate or necessary. • Introduce a call template and guidance note to support the above.
<p>Commitment 6. We have a clear focus on prevention and early intervention (The preventative measures we use are tailored towards the needs of our tenants and their families. We also provide, whether directly or via our partners, effective support to enable perpetrators to change their behaviour)</p>	
<p>6.1 Our policies for allocations and lettings contribute to preventing ASB and nuisance, and promoting neighbourhood sustainability.</p>	<p>Local lettings Policies have been in place for 5 years, they are reviewed annually. The Allocation policy was revised in July 2011, the policy strengthens local lettings and supports vulnerability and sustaining neighbourhood’s e.g. This would allow for vulnerable tenants to be blocked from applying for properties if the location may increase their vulnerability.</p> <p>When properties are let the tenant is advised about acceptable conduct and issued with a DVD identifying rights and responsibilities. A follow up Houseproud visit is made within 4 weeks to check compliance and assist with any new tenancy issues. A Speak up DVD was used in the past for vulnerable tenants with learning difficulties, this appears to have fallen out of use, probably because it was played on the DVD recorders in the interview rooms.</p> <p>All new tenancies are Introductory Tenancies. Reports are in place that monitor ASB by IT’s on a monthly basis and ten weeks prior to the anniversary of the IT to ensure that appropriate action is taken and IT’s engaging in ASB do not automatically become secure tenants. The Ten week report is linked to the Extension of Introductory Tenancy process to ensure that front line officers have the knowledge and capacity to successfully apply for an extension.</p> <p>Gap/Action:</p>

	<ul style="list-style-type: none"> Review the use of the Speak Up DVD and improved ways for vulnerable tenants to access the ASB service.
<p>6.2 Our tenancy agreements set out clearly what we mean by ASB, the standards of behaviour we expect of all tenants and the sanctions that we may apply to those who behave in an anti-social manner. We reinforce these key messages at tenancy sign-up and set them out in publicity that is available to our tenants.</p>	<p>The tenancy agreement was last reviewed in January 2010 it clearly sets out what constitutes a breach of ASB along with what sanctions are available. The sign up process including DVD reinforces what is expected of the customer. Best practice suggests that it should be reviewed annually, however pending legislation on tenancies and ASB means that would be prudent to wait for the changes to be made.</p> <p>Gap/Action:</p> <ul style="list-style-type: none"> Review the tenancy agreement and implement changes once new legislation has been published.
<p>6.3 We proactively engage with partners to address the causes of ASB and to reduce the opportunities for it (e.g. through the appropriate provision of services such as warden patrols, CCTV and/or other measures).</p>	<p>There is strong evidence to support this building block.</p> <p>The Decent Homes standard in Rotherham incorporated secure by design doors and windows. The initial programme involved consultation with the police and partners and followed the principal of section 17 of the CDA 1998. There is an ongoing high security communal door programme, and from 2011/12 a door renewal programme for individual flats, both programmes are prioritised. The various programmes have resulted in a significant drop in burglaries in council dwellings.</p> <p>The Safer Homes scheme provides target hardening for victims of Domestic violence and harassment. Dome Hawkes and other mobile CCTV is used by the Area Assemblies to detect and deter ASAB and Crime.</p> <p>Mediation services are provided through MERO. The Family Intervention Programme works with the most Challenging families. Referral processes are in place with partners to deal with issues such as drug and alcohol abuse and mental health issues.</p> <p>Pro-active interventions for young people include; Youth out reach work, the Crucial Crew, Ask Miss Dorothy , PYPPOs linked to schools, ASBOs attending schools and giving awareness raising sessions.</p> <p>The SNT family use intelligence to pro-actively target ASB hot spots and prolific offender's patrols by</p>

	<p>wardens, PCSOs and others are targeted in hotspot areas and to address individual ASB cases. Impact days are held targeting community priorities. Locality working means that appropriate professionals such as Probation officers are on hand to respond to cases. Referrals can be made to the FIP, and support agencies.</p>
<p>6.4 We work with our tenants and with partner agencies to identify ASB „hotspots“ and use the information to target resources.</p>	<p>There is strong evidence to support this building block. ASB host spots are targeted through the SNT framework. At a strategic level the JISA gives an overall view informing the JAG and SNAs. SNT partners refer ASB through to the SYP CIU which allows the service to map patterns of crime and ASB allowing intelligence driven intervention and preventative work. Based on this intelligence and community priorities from the PACT's the SNT's each have three geographical hot spots. Performance is fed back to the PACT's. The NAGs target prolific offenders based on partners and community intelligence.</p>
<p>6.5 We use a range of early intervention techniques to prevent ASB from escalating.</p>	<p>The vast majority of actions are classed as early intervention and prevention, the actions are monitored as part of the suite of Respect indicators. These include Warning letters, ABC's, mediation, Tenancy Verification Estate walkabouts, and partners applying Every Contact Counts. There is a protocol that guarantees youth intervention provision for all young people issued with an ABC.</p>
<p>6.6 We proactively engage with our tenants and with partner agencies to provide diversionary activities (e.g. facilities for young people) and to evaluate their impact.</p>	<p>The Resident Engagement Champions, Area assembly Teams, Area Housing Panels, Rotherfed and SNT partners all pro-actively engage with tenants to provide diversionary activities. This has included the provision of play facilities. The FAWKES project is a good example of pro-active multi-agency working and youth diversion. In addition see 6.3</p>
<p>6.7 Our staff are able to access services to provide support to vulnerable individuals</p>	<p>There are processes in place to refer vulnerable individuals to support service e.g. Alcohol and Drug abuse services and vulnerable persons garden scheme. Introductory tenancies and extending IT's are used to engage introductory tenants in support programmes. Staff have attended safeguarding training. Training was also provided by the Tenancy Support Officers before the service was closed and Supporting People referral manual issued to front line staff. It would however make sense to have refresher training.</p>

	<p>Gap/Action</p> <ul style="list-style-type: none"> • Provide modular vulnerability/safeguarding training to front line officers to both recognise and refer vulnerable customers to appropriate agencies
<p>Commitment 7. We ensure that a value for money approach is embedded in our service (We can demonstrate a strong focus in securing efficiency and effectiveness by balancing cost and quality)</p>	
<p>7.1 Value for money is understood and embedded in our work; it is part of our performance management framework, determines resource allocation and is widely communicated to staff who are encouraged to identify value for money opportunities. Resources are used effectively and efficiently.</p>	<p>Infoview provides a last effective action report from Northgate, this helps to identify what actions work. It is, however, crude and can be improved with the introduction of CIVICA. Reports identify work loads and investigating officer satisfaction and case resolution rates. Community payback and Reparation schemes are used to supplement the Estates service and deliver community priorities, but they can be developed further to work alongside the two R&M contractors. Consideration is also being given to the South Tyneside Model of enforcement, implementing this will significantly increase the number of front line staff with the power to take enforcement action.</p> <p>Gap/Action</p> <ul style="list-style-type: none"> • Include VFM in 1-2-1's and make sure staff understand how they are helping to deliver the councils VFM strategy • Re-launch the staff suggestion scheme to identify efficiency savings/VFM • Develop Community Payback programmes with the contractors • Review and where appropriate implement the South Tyneside Enforcement Model.
<p>7.2 We understand the cost of the ASB service, including elements such as staffing costs, responding to ASB incidents (e.g. criminal damage, graffiti, fly-tipping) and of making use of various ASB tools.</p>	<p>Staffing costs are known and formula to calculate has been agreed with Housemark. The cost will have to be revisited once the restructure has been completed. The general cost of phone calls, letters, mileage etc is known to the business but the cost of individual actions and processes are not. The implementation of CIVICA will help in part but there will need to be analysis of the cost of each processes e.g. the cost of an ABC, which will then need to be compared against what actions are known to be effective. Some partners, like the FIP have a nationally recognised breakdown of costs and can estimate the saving to the community of successful FIP intervention.</p>

	<p>Gap/Action:</p> <ul style="list-style-type: none"> • Review staffing costs once the restructure has been complete • Implement CIVICA • Benchmark processes for measuring cost and review processes and costs in line with best practice.
<p>7.3 We know how we are performing in delivering our ASB service, and how satisfied service users are. Costs, performance and satisfaction are benchmarked against comparative providers and demonstrate value for money.</p>	<p>Revised satisfaction surveys provide performance measures against the Respect core indicators and a number of discretionary indicators. This includes satisfaction by case handling, outcome, and type of ASB, area, officer and diversity strands. The performance is benchmarked through Housemark. There are cost figures but as described in 7.2 these are purely staffing costs. There is a need to establish a common process to measure cost</p> <p>Gap/Action: see 7.2</p>
<p>7.4 There is an evidence-based approach to budget-setting and this is linked to the annual service improvement plan.</p>	<p>The restructure is aligned to the Corporate Plan and N&AS Service Improvement Plan & the Customer contact Strategy. Reintegration of the ALMO is releasing approximately £1million per annum to customer priorities. Prior to integration the New Operating Model introduced Mobile increasing the amount of time the Champions are out on their patch.</p>
<p>7.5 We know whether we are getting value for money for procured services (e.g. mediation, support services, professional witness services) and we have, where appropriate, undertaken joint procurement and considered shared services.</p>	<p>AT present services are procured through RBT representing VFM. Mediation is delivered through MERO, the budget was reduced on the last review, and the number of cases appears relatively small compared to the number of cases that could potentially use the service. ASBOs act as professional witnesses.</p> <p>Gap/Action:</p> <ul style="list-style-type: none"> • Review the mediation service. • Consider training staff in mediation techniques
<p>7.6 Through tenant scrutiny arrangements, tenants are provided with appropriate information on comparative service costs, performance and satisfaction,</p>	<p>This is an area of weakness, although satisfaction rates exist, the information on cost and ability to compare is weak. The framework for tenant scrutiny is not as strong as envisaged by the TSA or Localism Bill.</p>

enabling evidence-based value for money judgements to be made. Consultation on changes to the service includes a cost-benefit analysis, so tenants can make informed value for money choices.

Gap/Action:

- As 7.2
- Introduce options for tenant scrutiny