

<b>SERVICES COMMITTEE</b>	
<b>Date of meeting</b>	<b>30<sup>th</sup> July 2008</b>
<b>Agenda item</b>	<b>6</b>
<b>Purpose</b>	<b>DECISION</b>
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## BEST VALUE REVIEW OF ANTI-SOCIAL BEHAVIOUR SERVICE

### PURPOSE OF REPORT

The purpose of this report is to:

- (i) Provide the Committee with a nine month Anti-Social Behaviour performance update for quarter's three and four 2007/08 and quarter one 2008/09.
- (ii) Report the outcome of the best value review of Co-op Homes' Anti-Social Behaviour Service and to agree the recommendations of the best value review.

### RECOMMENDATIONS

The Committee is asked to review our current performance, comment on any areas for improvement and to:

- (a) Agree to recommendations 5.1 to 5.9
- (b) Review recommendation 5.10

### IMPLICATIONS

### Report reference

<b>Environmental</b>	<b>None</b>	-
<b>Equalities Impact Assessment</b>	<b>Yes</b>	3.6
<b>Financial</b>	<b>Yes</b>	5.10
<b>Personnel</b>	<b>None</b>	-
<b>Policy</b>	<b>Yes</b>	5.4
<b>Sustainability</b>	<b>None</b>	-
<b>Stakeholder consultation required</b>	<b>No</b>	-

## Co-op Homes

### 1. INTRODUCTION

- 1.1 As part of the best value review programme for 2008/09, Co-op Homes has carried out over the first quarter a best value review of its' anti-social behaviour service.
- 1.2 Co-op Homes provides an anti-social behaviour service through its' housing management service for Co-op Homes and as a managing agent for the various co-op properties.
- 1.3 Co-op Homes is committed to providing an excellent standard of housing management in order to ensure that our customers are able to live safely in their homes. In providing an effective anti-social behaviour (ASB) service we should be achieving this through tenancy enforcement action, partnership working, achieving high levels of customer satisfaction, meeting the requirements of the government's 'Respect Standard for Housing Management' and 'Respect Action Plan', achieving an excellent service through self-assessment against the Audit Commission's key lines of enquiries (KLOEs) and meeting the Housing Corporation's requirements as part of the 08/04 circular 'Statutory Housing Management Guidance on Anti-social Behaviour Policies and Procedures' and the Anti-social Behaviour Act 2003.
- 1.4 A review of Co-op Homes' management of anti-social behaviour took place in July 2006 prior to the Audit Commission's January 2007 inspection of the company. Whilst the majority of the recommendations of the review have been put into practice, the service has evolved since the review. The Audit Commission are due to carry out another inspection which is likely to take place in 2009/10 and it is now appropriate to carry out a best value review in order to evaluate the current ASB service and implement any further recommendations prior to the next inspection.
- 1.5 The best value review model of the four C's has been used to evaluate the current ASB service:
- **Challenge** current service and alternative options in order to provide an excellent service
  - **Compare** our performance against other organisations using relevant key performance indicators
  - **Consult** with customers, stakeholder and service users on their views
  - **Compete** to demonstrate value for money and to provide an effective service

### 2. THE CURRENT ASB SERVICE

- 2.1 Co-op Homes' ASB service is managed through our housing management service which is based at three offices; our main office in Brentford which covers the London region, our office in Rowdell Drive, Reading which covers the West region and our office in Stowmarket which covers the East region. There are currently four Housing Officers responsible for the management of ASB, two of which are based in London and the remaining two at our regional offices.

The London based Housing Officers report to Co-op Homes' Housing Manager and the regional Housing Officers report to the Operations Manager. Our Housing Manager specializes in ASB management and both the Housing Manager and Operations Manager give support to the Housing Officers in providing an ASB service. The Operations Manager has overall responsibility for the service with the Housing Manager reporting directly to them.

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- 2.2 In 2006, medium and high level ASB cases were referred where appropriate to Richmond Housing Partnership's (RHP) ASB Team for management whilst Co-op Homes continued to manage all low level ASB cases. Cases were only referred to RHP where additional guidance and resources were required for complex cases. However, following resource issues within RHP's ASB team, Co-op Homes resumed management of any referred medium and high level ASB cases in January 2008.
- 2.3 Co-op Homes has a responsibility as a registered social landlord to provide an ASB service. The Anti-Social Behaviour Act 2003 defines ASB as conduct which is 'capable of causing nuisance or annoyance to any person and directly or indirectly relates to or affects the housing management functions of a relevant association'. The Housing Corporation also requires us to have:
- A statement of our policy on anti-social behaviour
  - A statement of our procedures on anti-social behaviour
  - A summary of the two statements
- 2.4 Co-op Homes produced an updated ASB Summary in August 2006, an ASB customer information leaflet at the end of 2007 and an ASB summary of policy and procedures in January 2007.

### 3 ASSESSMENT OF CURRENT ASB SERVICE

- 3.1 Co-op Homes has a relatively small number of ASB cases to manage. At the end of quarter four 2006/07, there were seven active cases. This increased to nine at the end of quarter four 2007/08 and there are currently thirteen active cases at the end of quarter one 2008/09. Out of the thirteen quarter one 2008/09 cases, eight are new cases.

The table below confirms the number of existing, new and closed cases from quarter four 2006/07 to quarter one 2008/09.

Period	Existing Cases	New Cases	Closed Cases	Total at end of Quarter
Q4 06/07	6	5	4	7
Q1 07/08	7	5	2	10
Q2 07/08	10	4	0	14
Q3 07/08	11	0	3	11
Q4 07/08	9	0	2	9
Q1 08/09	5	8	4	13

Low level ASB cases such as dumped rubbish, graffiti and items left in communal areas are also identified and addressed through our estate inspection programme.

- 3.2 Although there was previously a case for RHP's ASB Team to manage medium and high level ASB cases where appropriate, Co-op Homes now has an effective structure in place to manage and monitor all of its' own ASB cases. The Housing Manager is providing advice and training sessions for employees on ASB management and employees are nominated for training through RHP's training programme. Two employees are due to attend mediation training at the end of July 2008.

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The majority of ASB cases are for properties in the London area where we have the resources of two Housing Officers and a Housing Manager. The number of cases and the size of the company also do not warrant a specialist ASB team being set up.

Any future case management carried out by RHP will incur a charge for Co-op Homes. Co-op Homes has service level agreements in place for the services that RHP directly provides such as IT Support and Human Resources. It was agreed in 2007/08 that a service level agreement would be set up for any future ASB case management provided by RHP and based on the number of cases that we manage it is better value for money for Co-op Homes to continue with this. Furthermore, RHP is in the process of re-building its' ASB Team following a restructure and it would not be appropriate at this time to consider using their services.

Customers who have experienced ASB have also indicated they prefer the current arrangement with Co-op Homes managing their cases as they are able to address issues with their Housing Officers through estate and home visits, access our offices easily to discuss their case and combine their visit with other tenancy related issues.

However, Co-op Homes is happy to review the option of using RHP to manage cases in future if the Committee feels the service requires this input.

- 3.3 In order to ensure best practice and resources are shared within the Group, Co-op Homes is able to use RHP's ASB equipment such as their sound monitoring equipment. Co-op Homes also attends RHP's Respect Panel meetings which are held on a six weekly basis.

The Respect Panel meetings are used to review active high level ASB cases and to discuss current procedures, closed cases, issues that are affecting the service and continuous improvement of the service. The Panel has been developed to compliment the six key areas of the Respect Agenda:

- Accountability, leadership and commitment
- Empowering and reassuring residents
- Prevention and early intervention
- Tailored services for residents and provision of support for victims and witnesses
- Protecting communities through swift enforcement
- Support to tackle the causes of anti-social behaviour

### 3.4 Respect Agenda

Co-op Homes signed up to the Respect Agenda in 2007. We are committed to practicing and evidencing the six key areas of the agenda whilst balancing these against the size and needs of the company. Although we do not currently meet all areas of the standard, we are using the requirements of the standard as a benchmark to aim towards.

#### Accountability, leadership and commitment

Co-op Homes promotes its' commitment to managing ASB through its' website, information leaflets and through its' customer newsletter 'Word on the Street'. Our performance in managing ASB is also published on our website and in Word on the Street'.

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We work closely with local partners such as Hounslow Community Safety Partnership and recently assisted with funding and promoting an initiative run by the partnership to recognise and reward residents and groups who take a stand and tackle ASB and crime in their area.

We have a good working relationship with various local authorities, Police and their Safer Neighbourhood Teams where information sharing takes place. We are part of the London Borough's of Hounslow and Hillingdon's Information Sharing Protocols where we have a high percentage of permanent Co-op Homes' housing. A number of our ASB cases are based in the London Borough of Hammersmith and Fulham and we have built up a strong working relationship with the Local Authority ASB Team, the Police and their Safer Neighbourhood Team who have kept us updated on local ASB issues that have affected our customers and properties.

We have access to resources such as ASB training and seminars through RHP's HR Team and to the Home Office's 'Anti-social Behaviour Action Line' which provides support and advice in relation to implementing legislation, promoting good practice and managing ASB issues.

### Empowering and reassuring residents

This is an area that Co-op Homes is currently focusing upon to improve. We consult with customers on low level ASB issues through our estate inspection programme. We are also aiming to involve residents directly suffering from ASB more through the management of their case by consulting and agreeing ASB management action plans with them.

We are due to hold TMG meetings and a Customer Reference Panel at the end of July and in early August so we can increase customer involvement in setting priorities for managing ASB in their areas. We will also be using these meetings to obtain customer feedback on updated ASB information leaflets and policies which we will be introducing later during quarter two 2008/09.

Whilst there is not a separate budget for ASB management, customers living on estates have access to an Environmental Improvement Budget from which improvements can be partially or wholly funded depending upon the costs to upgrade the safety or appearance of their estates.

Through our work with various Safer Neighbourhood Teams we are able to reassure residents on the work that is being carried out to improve ASB in their areas.

### Prevention and early intervention

Early intervention is key in managing and reducing ASB issues and our revised procedure sets out clear timescales in responding to and managing ASB complaints.

Our tenancy agreements which were updated in 2007 also provide strong clauses on the responsibilities of our tenants and the action we will take if those clauses are broken.

Our approach to managing ASB is further emphasized through the tenancy sign-up interview, 2 month new tenant visits and our current tenancy verification programme. These visits also provide us with the opportunity to check our customers are not suffering from any unreported anti-social behaviour.

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### Tailored services for residents and provision of support for complainants and witnesses

Customers can report ASB to us by a variety of methods which include a dedicated e-mail address with a link on our website. Although we do not currently have an out of hours contact option for our customers, this is an area which we will look to develop with RHP.

The majority of employees have completed customer care training and are able to listen to customers, react appropriately in sensitive circumstances and ensure they obtain the relevant details when dealing with new cases of ASB. All housing management employees who are responsible for managing ASB are also aware of the various agencies we can work with to support victims.

Whilst we do not have an IT housing management package to support our management of ASB, our revised procedure provides clear guidelines to employees in providing support for complainants and witnesses. We have the option of obtaining services such as professional witnesses through RHP's Community Compliance Team.

We are developing our ASB toolkit for complainants to include items such as a disposable camera and a 'pay as you go' mobile phone for emergency use. We recently introduced a lone worker personal alarm system for employees and the option of extending this to ASB victims may also be considered in the next year.

### Protecting communities through swift enforcement

Our revised procedures support our approach to managing ASB in only pursuing legal action as a last resort (unless it is a high level case whose severity merits immediate use) and taking prompt action by other means.

However, our approach to managing ASB also makes it clear to customers that a successful result may mean going through many stages such as using injunctions, demoted tenancies etc in order to provide the perpetrator with the opportunity to change their behaviour. If this fails, we are then able to confidently seek possession and demonstrate we have provided the perpetrator with opportunities to resolve the issue.

We recently investigated the possibility of using a local authority Neighbourhood Warden Service where external officers patrol and monitor estates for ASB issues but the service would not have been cost effective to use.

### Support to tackle the causes of anti-social behaviour

The spread of Co-op Homes' properties over a wide geographical area has impacted upon our involvement in tackling ASB on a community based level. Whilst we have been involved with our main local authority, LB of Hounslow in ASB prevention initiatives, work with other local authorities has been limited.

One option to consider is the possibility of working more closely with RHP's Community Development Team on initiatives based in the London Borough of Hounslow where both organisations have housing stock.

## 3.5 Categories of Anti-Social Behaviour

We are in the process of implementing recommendations from the 'Respect improvement performance toolkit' and now report ASB categories using their

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recommended Housemark categories. The table below shows the number of cases for quarter three and four 2007/08 and quarter one 2008/09 using the revised categories. Issues such as fly-tipping and graffiti which have been picked up as part of our estate inspection programme will be included in our ASB category reporting in future:

<b>Categories of ASB - Housemark Definitions</b>	<b>Q3 07/08</b>	<b>Q4 07/08</b>	<b>Q1 08/09</b>
Noise	6	5	4
Verbal Abuse/Harassment/Intimidation/Threatening Behaviour	2	2	4
Hate-related incidents (race, gender etc)	0	0	2
Vandalism and damage to property	1	1	1
Pets and animal nuisance	0	0	1
Nuisance from vehicles	0	0	1
Drugs/substance misuse/drug dealing	0	0	1
Alcohol-related	0	0	1
Domestic abuse	0	0	0
Physical violence	1	1	2
Litter/rubbish/fly-tipping	0	0	0
Garden nuisance	1	1	0
Misuse of communal areas/public space or loitering	0	0	1
Prostitution/sexual acts/kerb crawling	0	0	0
Criminal behaviour/crime (not covered by above)	0	0	0
<b>Total</b> (*Includes cases where more than one category applies)	<b>11</b>	<b>10*</b>	<b>18*</b>

Noise nuisance continues to be the main type of ASB for our customers; there has also been an increase in the number of verbal abuse / harassment cases. Many of our noise nuisance cases originate from customers living in flats where inevitably noise carries and customer sensitivity to noise varies. A lot of our noise nuisance complaints also contain a verbal abuse and harassment element due to the actions of the complainant and perpetrator in dealing with noise nuisance.

In order to determine where we need to prioritise our resources for our anti-social behaviour service, we will be reporting upon the geographical location of the cases in future. The table below shows the location by local authority:

<b>Local Authority</b>	<b>Q3 07/08</b>	<b>Q4 07/08</b>	<b>Q1 08/09</b>
LB of Ealing	0%	0%	15%
LB of Hammersmith and Fulham	29%	37%	23%
LB of Hillingdon	14%	18%	8%
LB of Hounslow	29%	18%	54%
Slough	7%	0%	0%
Stevenage	14%	18%	0%
Thurrock	7%	9%	0%

The table indicates the largest problems are based in the London Borough's of Hammersmith and Fulham and Hounslow. This is where the majority of our noise nuisance and verbal abuse / harassment cases also originate from.

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As mentioned earlier, we have a good working relationship with our partners in these areas such as the Police, their Safer Neighbourhood Teams and the local authority Environmental Health Teams.

From carrying out analysis of our current and closed cases, it is evident there are cases that have been kept open or not closed promptly due to minor neighbour disputes where we legitimately are unable to take further action. In order to resolve this, we will be providing more in-house training on managing ASB cases.

Although Co-op Homes' reporting of ASB fulfils the recommended core reporting indicators, we need to expand upon this. However, as we only have a low volume of ASB cases, we need to balance this within the limitations of the service. We are aiming to introduce the following reporting indicators in the future:

- Number/percentage of closed unresolved cases (\* a closed resolved case is 'in the professional opinion of the landlord, the ASB reported by the complainant(s) is no longer a cause for concern')
- Number/percentage of closed resolved cases for each main intervention that led to case resolution
- Number/percentage of closed resolved ASB cases where ASB reoccurs by the same perpetrator(s) within 12 months of being resolved

We are considering breaking down the reporting for the geographical location of the ASB cases in order to identify if the ASB cases occur on particular estates. Due to the small numbers of cases involved, we already record this on an informal basis.

### 3.6 Equalities Impact Assessment

In addition to the above indicators, we also need to expand upon the information recorded for our perpetrators and complainants so we can build more detailed profiles. This will assist with identifying issues such as if BME (black and minority ethnic) complaints are high on a particular estate or if a particular age group is causing problems on an estate. This can help in managing the problem; for example, working with local BME support groups or promoting sports schemes in areas where young children are causing ASB problems during school holidays.

We currently report on ethnicity for both perpetrators and complainants. The tables below provide breakdowns for quarter's three and four 2007/08 and quarter one 2008/09:

Ethnic Origin	Perpetrator		
	Q3 07-08	Q4 07-08	Q1 08-09
African	0	0	0
Asian	1	1	1
Asian British Indian	0	0	0
Caribbean	1	0	0
Combination	0	0	0
Irish	0	0	0
White Irish	1	1	1
Other Black British	1	1	1
Other Mixed Background	0	0	1
Other White Background	0	0	1
S E Asian	0	0	0

\* Respect Standard for Housing Management: Performance Improvement Toolkit for Landlords

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White British	6	5	6
White Caribbean	0	0	0
Other	1	1	0
Not known	0	0	2
<b>Total</b>	<b>11</b>	<b>9</b>	<b>13</b>

Ethnic Origin	Complainant		
	Q3 07-08	Q4 07-08	Q1 08-09
African	0	0	0
Asian	0	0	0
Asian British Indian	0	0	0
Caribbean	0	0	0
Combination	0	0	0
Irish	0	0	0
White Irish	0	0	0
Other Black British	0	0	0
Other Mixed Background	1	0	1
Other White Background	1	1	3
S E Asian	0	0	0
White British	7	6	7
White Caribbean	0	0	0
Other	0	0	0
Not known	2	2	2
<b>Total</b>	<b>11</b>	<b>9</b>	<b>13</b>

The information we currently hold on our customers indicates that 57% consider themselves to be white British and 30% as black and minority ethnic. We do not hold information on 13% of our customers (this includes customers who have refused to provide information on their ethnicity).

White British customers make up the majority of our complainants and perpetrators which is in line with our customer make-up. The percentage level of White British and BME complainants and perpetrators has also remained fairly constant. We have had two cases of racial harassment over the past nine months, both of which were reported in quarter one 08/09 in the London Borough of Hounslow. Prompt action has been taken against the perpetrators involved in these cases.

Ethnic Group	Perpetrator		
	Q3 07-08	Q4 07-08	Q1 08-09
White British	54%	56%	47%
BME (All)	46%	44%	38%
Not known	0%	0%	15%
Ethnic Group	Complainant		
	Q3 07-08	Q4 07-08	Q1 08-09
White British	64%	67%	54%
BME (All)	18%	11%	31%
Not known	18%	22%	15%

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We are in the process of collating the results of a survey which was recently carried out to capture the varying needs of our customers. We will also be contacting customers who did not respond to the survey over the next couple of months in an attempt to collate more information.

The anticipated increase in the information we hold on our customers should assist in building up more detailed profiles of ASB complainants and perpetrators. In the future, we aim to include the following information for both parties where applicable:

- Age
- Gender
- Ethnicity
- Tenure type
- Tenancy type
- Physical disability
- Mental health condition
- Sexual orientation
- Religion
- Dependants
- Other household members
- Staff member (complainant only – zero tolerance taken towards perpetrators who abuse staff)
- ASB case perpetrator in previous 12 months
- ASB complaint made in previous 12 months

The improved profile information will also aid us in ensuring we provide support to our vulnerable customers. One of our closed cases in 2007/08 related to a perpetrator of ASB who experienced mental health problems. It was evident in this case the complainants did not comprehend the vulnerability of the perpetrator and the impact the perpetrator's mental health had upon the alleged ASB problems. The case had to be managed sensitively and we have now secured greater support for the perpetrator from the community mental health team. However, this case highlighted the issues that can be raised through trying to address the needs of individual customers against the needs and expectations of a neighbourhood as the complainants expressed dissatisfaction with the outcome of their complaint as we had not re-housed the perpetrator elsewhere.

In terms of promoting how Co-op Homes can manage ASB issues to our customers, we need to ensure we raise awareness on issues such as mental health and the Disability Discrimination Act. Training is available through RHP's HR Team and we are in the process of organising equality and diversity training and Scope disability awareness training for employees.

### 3.7 Customer Satisfaction and Consultation

Co-op Homes measures the majority of customer satisfaction for its' ASB service through customer surveys that are completed following the closure of a case and through our estate inspection programme where low level ASB issues are tackled. We have a very low return rate for our satisfaction questionnaires and have collated information for this review from our estate inspection customer feedback and feedback from customers through on-going management of cases and customer views provided on the closure of cases.

The main issue that arose from customers was a low level of satisfaction with the outcome of their original complaint. The customers who provided feedback often

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had unrealistic expectations on what we could do to resolve their issue. Customers expected us to refer cases to court for possession action when there was insufficient evidence to secure possession and the level of ASB did not warrant this level of enforcement. Customers also expected us to transfer perpetrators to alternative accommodation to resolve their complaint where there were no reasonable grounds to do so.

Although officers advise complainants of what we are able to do and what we are unable to do regarding their complaints and our literature supports this, we will be promoting the ASB service again this year in a future edition of 'Word on the Street' and will be updating and expanding our available literature for customers. We will also be working on increasing the number of customer responses we receive for satisfaction with the service.

An additional source for customer satisfaction will be the outcome of our tenant survey which is being carried out over the next couple of months. The survey is being carried out by an independent company to measure customer satisfaction and obtain customer feedback on how Co-op Homes can improve the services we provide. The results of the survey will be analysed and presented in to the Committee and Board with the key findings published in 'Word on the Street'.

We also use customer groups such as our regional TMGs and our customer reference panel to obtain feedback and suggestions for improving the service. Although we were unable to schedule meetings in time for this review, we have organised meetings at the end of July and early August during which our revised procedure and updated information leaflets will be reviewed and updated accordingly.

Our revised service standards which include ASB management were introduced in April 2008. The results for quarter one are below:

<b>Anti-social Behaviour Quarter 1 08/09</b>	<b>% In Target</b>	<b>% Out of target</b>	<b>Performance Rating</b>
Contact you within one working day upon receiving a high-level anti-social behaviour complaint	100%	0%	Met
Offer you an appointment to discuss the case within five working days of receipt of complaint	100%	0%	Met
Provide a personal interview if applicable within three-to-five working days	N/A	N/A	
Review your case at least once every ten working days and keep you informed	100%	0%	Met

The standards were produced following customer consultation and the new standards were developed with the aim of providing customers with clear guidelines on what they can expect from the ASB service.

### 3.8 Benchmarking Our Performance

In order to measure our performance against other registered social landlords (RSLs), we have used Housemark's ASB benchmarking package. The package is a recent addition to Housemark's benchmarking performance programme and organisations are still in the process of uploading data.

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Co-op Homes had eight new ASB cases for quarter one 2008/09. Thirty six RSLs have confirmed the number of their new cases to date and the average number of new cases for the quarter is 14. These RSLs range in size and due to Co-op Homes' size and the trend in the number of new cases, we would not anticipate a high level of new cases.

In terms of the percentage of ASB cases relating to category, we have compared our data to quarter four 2007/08 where more information was available. The table below shows the percentages using the Housemark definitions of different ASB categories:

<b>Categories of ASB - Housemark Definitions Q4 2007/08</b>	<b>CHS % of caseload -</b>	<b>No in sample</b>	<b>Sample % of caseload</b>
Noise	50%	117	44%
Verbal Abuse/Harassment/Intimidation/Threatening Behaviour	20%	117	27%
Hate-related incidents (race, gender etc)	0%	112	2%
Vandalism and damage to property	10%	116	8%
Pets and animal nuisance	0%	116	8%
Nuisance from vehicles	0%	115	3%
Drugs/substance misuse/drug dealing	0%	116	5%
Alcohol-related	0%	111	2%
Domestic abuse	0%	108	1%
Physical violence	10%	109	2%
Litter/rubbish/fly-tipping	0%	108	4%
Garden nuisance	10%	109	3%
Misuse of communal areas/public space or loitering	0%	107	7%
Prostitution/sexual acts/kerb crawling	0%	104	0%
Criminal behaviour/crime (not covered by above)	0%	112	3%

The majority of Co-op Homes ASB cases are related to noise nuisance which mirrors that of the sample of RSLs in the table; for quarter four 2007-08, 50% of Co-op Homes' cases were noise nuisance and 44% of the RSLs were noise nuisance. Verbal abuse, harassment, intimidation and threatening behaviour were the second highest types of ASB cases for both Co-op Homes and the RSLs.

Co-op Homes had nine active cases at the end of quarter four 2007/08. Out of those cases, one had a valid Notice of Seeking Possession and two had active Acceptable Behaviour Agreements (ABAs). The table below shows RSL cases for quarter four 2007/08 where prevention and enforcement action has been taken (these do not include the three above Co-op Homes cases where preventative and enforcement action has been taken as these actions pre-date quarter four):

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<b>ASB Prevention – Q4 07/08</b>	<b>No in sample</b>	<b>Average</b>	<b>CHS</b>
Starter Tenancy Extension	91	54	N/A
ABCs / ABAs	110	11	0
Mediation	107	29	0
Family / tenancy support	98	6	0
Multi-agency	97	13	1
Other Support	99	30	0
Parenting Agreement	98	0	0
<b>ASB Enforcement - Q4 07/08</b>	<b>No in sample</b>	<b>Average</b>	<b>CHS</b>
Notice served	106	36	0
Possession order	105	0	0
Undertaking	101	0	0
Demotion	103	0	0
Injunction	106	6	0
Parenting Order	99	0	0
ASBO	106	0	0
Eviction	104	0	0
Surrender	101	13	0
Other intervention	99	0	0

Whilst Co-op Homes has implemented very few of the above preventative and enforcement methods in comparison to the sample of RSLs for quarter four 2007/08, we have access to the majority of these methods and use them if required. Co-op Homes also actioned early intervention such as providing written warnings and interviewing the perpetrator face to face to manage the active cases during quarter four.

#### **4 AUDIT COMMISSION'S KLOE FOR TENANCY AND ESTATE MANAGEMENT (APPENDIX 1)**

- 4.1 The Key Lines of Enquiry (KLOEs) represent a framework of questions and statements to assess and measure the effectiveness and efficiency of a service. The KLOEs provide RSLs with criteria for self-assessment of their services and assist in identifying areas for improvement.
- 4.2 As part of the best value review of the anti-social behaviour service, we have extracted sections from the KLOE for tenancy and estate management which relate to anti-social behaviour. We have assessed ourselves against an excellent service and the traffic light system has been used to distinguish areas we can evidence with red indicating areas of immediate concern. The red and amber areas also indicate we are providing more of a fair than an excellent service. The self-assessment is attached in appendix one.
- 4.2 Areas where we have performed well include the information we provide to customers on our management of ASB (Tenant Handbook, revised tenancy agreements etc), sustaining tenancies through managing ASB without the need for eviction and working with supporting agencies such as the Police and their Safer Neighbourhood Teams.

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- 4.3 Areas where improvements are required are in relation to evidencing customer satisfaction, involving customers in shaping the service and through developing community development activities.
- 4.4 Recommendations from the KLOE self-assessment have also been picked up in the recommendations of the overall best value review.

### 5 RECOMMENDATIONS

The low volume and turnover of cases Co-op Homes' currently deals with has been taken into account with the recommendations.

The recommendations for 2008/09 are made on the basis they will strengthen the existing service and ensure we are reporting information in accordance with statutory guidelines:

- 5.1 Increase data held on our residents through collating results of Tenant Needs Survey, ongoing 2 month new tenant visits and our tenancy verification programme (Target for completion – Quarter 2 to 4).
- 5.2 Increase information reported as part of ASB Review to the Services Committee by implementing recommendations from the 'Respect improvement performance toolkit' (Target for completion – Quarter 4).
- 5.3 Introduce revised ASB procedure (appendix two) and provide training for employees on using the revised procedure (Target for completion – Quarter 2).
- 5.4 Produce updated versions of the following documents:
- ASB Policy
  - ASB Strategy
  - ASB Policy and Procedure Summary
  - ASB Information Leaflet
- (Target for completion – Quarter 2).
- 5.5 Introduce the following documents:
- Domestic Violence Policy (currently part of ASB policy)
  - Racial Harassment Policy (currently part of ASB policy)
  - ASB Equality and Diversity Statement (to be incorporated into ASB policy)
  - Co-op Homes Self-Help Guide for Customers
  - Racial Harassment Leaflet
- (Target for completion – Quarter 2).
- 5.6 Carry out reminder in-house training on the 'Respect Standard for Housing Management' (Target for completion – Quarter 2).
- 5.7 Develop ASB toolkit for victims of ASB with inclusion of items such as disposable cameras and 'pay as you go' phones (Target for completion – Quarter 3).
- 5.8 Retain management of ASB service under Co-op Homes.
- 5.9 Introduce 100% performance target for collating ASB satisfaction from customers following the closure of a case (Target for completion – Quarter 2)
- 5.10 In terms of taking the service forward, we should also be considering:

## **Co-op Homes**

- Creating an ASB budget in 2009/10 dedicated to working with RHP's Community Development Team in order to develop community initiatives to tackle ASB,
- Introducing RHP's IT housing management package, QI-x which contains a dedicated ASB management module,
- Setting up in conjunction with RHP an emergency out of hour's number for reporting ASB.

## **Appendices**

- Appendix 1 KLOE – Tenancy and Estate Management: Self Assessment  
Appendix 2 Anti-Social Behaviour Procedure

## Co-op Homes

### Appendix 1: Tenancy and Estate Management Key Lines of Enquiry – Co-op Homes Self Assessment against ASB KLOEs

Key: Green = Much evidence, Amber = Some Evidence, Red = Little or no evidence

KLOE QUESTIONS	EXCELLENT SERVICE	CO-OP HOMES	FURTHER ACTION REQUIRED TO MEET CRITERIA
<ul style="list-style-type: none"> <li>How does the organisation respond to the diversity of its community to ensure that all users, or potential users, have fair and equal access to tenancy and estate management services?</li> </ul>	<p>Has domestic violence and harassment policies in place that are flexible and have been arrived at with user groups. The policies are effectively implemented and regularly monitored and reviewed. Feedback shows that residents are aware of the organisation's stance against harassment and domestic violence.</p>	<p>Domestic violence and harassment included in overall policy for ASB. Domestic violence procedure in place. Policies are reviewed on a regular basis (three yearly or earlier if required). Current policy is to be reviewed as recommendation of BVR.</p>	<p>Introduction of separate policies for domestic violence and harassment.</p> <p>ASB management to be promoted in WOTS later in 2008 and updated leaflets to be produced to strengthen resident awareness of organisation's stance against harassment and domestic violence.</p>
<ul style="list-style-type: none"> <li>Has the organisation developed and promoted good quality, effective and appropriate tenancy management services, which help to ensure those tenancies are sustainable?</li> </ul>	<p>Updates the tenancy agreement, conditions of tenancy and the Tenants' Handbook to take account of changes in the law, regulatory requirements, and its own policy or procedures in a timely fashion. Changes are communicated to all staff and customers and are incorporated into relevant documentation and changes in practice are implemented accordingly.</p>	<p>Tenant's Handbook and updated tenancy agreements introduced in 2007. Changes introduced took account of changes in law etc and revised documents were communicated to all employees and customers.</p>	
	<p>Successfully applies policies and procedures which address the principles covered in all of the Respect</p>	<p>Policies and procedures are being reviewed as part of BVR recommendations to ensure they</p>	

## Co-op Homes

KLOE QUESTIONS	EXCELLENT SERVICE	CO-OP HOMES	FURTHER ACTION REQUIRED TO MEET CRITERIA
	Standard's core commitments, and can demonstrate how it maintains a balanced perspective when managing conflicting service objectives.	capture the principles covered in the Respect Standard's core commitments.	
	Acts positively to ensure its tenants understand the tenancy conditions, and how breaches will be dealt with, at the start of every new tenancy, and what to expect in return.	New tenants are advised of tenancy conditions during tenancy sign-up interview. All new tenants are provided with a copy of their tenancy agreement and Tenant's Handbook. 2 month new tenant visit and verification visits also completed where tenants are reminded of tenancy conditions.	
<ul style="list-style-type: none"> <li>• Does the organisation have a holistic approach to tackling ASB which places emphasis on prevention and changing behaviour as well as enforcement?</li> </ul>	Has a comprehensive, clear and accessible statement of policies and procedures on ASB which is reviewed regularly.	Comprehensive statement of policies published and is accessible on company website and in company offices. ASB procedures reviewed for BVR and are due to be reviewed by customers at focus meetings in July and August.	Current policy is to be reviewed as recommendation of BVR.
	Has a tenancy agreement which contains clear and comprehensive conditions relating to nuisance and ASB. Tenants understand the sanctions available where these are breached.	Updated tenancy agreements introduced in 2007 which contain clear and comprehensive conditions relating to nuisance and ASB. Customers are clearly advised of what action can be	

## Co-op Homes

KLOE QUESTIONS	EXCELLENT SERVICE	CO-OP HOMES	FURTHER ACTION REQUIRED TO MEET CRITERIA
		taken if they breach the terms of their tenancy.	
	Where appropriate, has evaluated the need for introductory or starter tenancy schemes for new residents in their local context. Can clearly demonstrate the effectiveness of its approach.	Introduction of starter tenancies reviewed in 2006/07 and decision made to not currently introduce these. Review of ASB cases indicated there are no current issues with new tenants during the first 12 months of their tenancy that would have merited action through extending probationary period or taking action to terminate their tenancies.	
	Uses the appropriate tools such as mediation, Acceptable Behaviour Contracts (ABCs) and Injunctions and can clearly demonstrate their effectiveness.	ABCs and injunction used in three cases during 2007/08. These were issued in conjunction with local authority ASB and Environmental Health Teams and were viewed as more effective tools for managing the ASB issues than the service of a NOSP.	

## Co-op Homes

KLOE QUESTIONS	EXCELLENT SERVICE	CO-OP HOMES	FURTHER ACTION REQUIRED TO MEET CRITERIA
	<p>Takes a proactive and innovative approach to prevent ASB through, for example, leading diversionary and community development activities, such as engaging young people in constructive and purposeful activity, security measures, Good Neighbour Agreements and local lettings policies.</p>	<p>Co-op Homes is unable to fully evidence this KLOE. Co-op Homes has assisted with other group lead initiatives such as LB of Hounslow Community Safety Partnership reward and recognition scheme and has promoted LB of Haringey's Summer Activities Strategy for young people.</p>	<p>There is the option to consider using RHP's Community Development Team where initiatives for RHP customers could be extended to CHS customers in the LB of Hounslow.</p>
	<p>Ensures, by means of well coordinated and effective publicity, that the wider community knows the successful outcomes of work to prevent ASB.</p>	<p>Minor ASB issues are managed and publicised to the involved estates. However, due to the small number of ASB cases, there has not been publicity on a grand scale.</p>	
<ul style="list-style-type: none"> <li>Have effective partnerships been formed at a local level with statutory and other appropriate agencies, council departments and other landlords on the sharing of information, and tackling ASB?</li> </ul>	<p>Records and monitors, in conjunction with partners, reports of ASB and other criminal activities at a local level; reviews strategies and policies in light of these to target resources at 'hotspots'.</p>	<p>Information is recorded for Co-op Homes and shared where appropriate with partners. Our current system does not support in depth analysis of ASB and strategic use of information is limited.</p>	<p>Consider introducing Group Housing Management IT System QI-x following the Audit Commission Inspection. QI-x includes an ASB management module which would support more in depth analysis of ASB.</p>
	<p>Demonstrates strong partnership working with other agencies (for example, youth offending and drug</p>	<p>Co-op Homes has signed up to 2 local authority Information</p>	<p>Continue to build upon relationships with partnering</p>

### Co-op Homes

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	<p>action teams, community wardens, the police and other landlords in preventing ASB), and has strong protocols for sharing information which they use effectively. If appropriate to its profile, is an active member of the strategic partnership (for example, the Crime and Disorder Reduction or the Community Safety Partnership).</p>	<p>Sharing Protocols and disclosures of information take place with the Police (in accordance with our Data Protection Policy). Work is also carried out with partners such as the Safer Neighbourhood Teams to monitor ASB in problem areas. Co-op Homes considered using LB of Hounslow's Neighbourhood Warden Service but the service would not have been cost effective to use.</p>	<p>agencies.</p>
	<p>Works with planning departments and/ or other social landlords to ensure that crime prevention is a key issue in designing estate improvements and new homes.</p>	<p>Development of new homes does not apply. Co-op Homes is currently reviewing a Police recommendation to install additional fencing at an estate where there are minor ASB issues in the communal areas. There is also an environmental improvement budget available for estates where small scale improvements can be made. Co-op Homes estates are relatively new and a lot the estates were designed in conjunction with other RSLs with crime prevention in mind.</p>	

## Co-op Homes

KLOE QUESTIONS	EXCELLENT SERVICE	CO-OP HOMES	FURTHER ACTION REQUIRED TO MEET CRITERIA
<ul style="list-style-type: none"> <li>Does the organisation provide appropriate and sufficient support to victims and witnesses of ASB?</li> </ul>	<p>Ensures that residents can easily report ASB and breaches of tenancy conditions, and has efficient and effective arrangements for dealing with them.</p>	<p>Residents can report ASB issues by phone, in writing, at our offices, by e-mail (dedicated e-mail address set up), at advice centres or to any officers on site visits.</p> <p>There are procedures in place for employees to log and manage ASB cases and these are reviewed by their line managers on a regular basis.</p>	
	<p>Ensures that telephone access arrangements link effectively with the single non-emergency number (where provided) and has consistently adopted the principles of the National Standard for Incident Recording in handling calls.</p>	<p>Single non-emergency number has not yet been introduced nationally.</p>	<p>Need to review when introduced nationally and work with RHP in setting up joint access.</p>
	<p>Always agrees appropriate action plans, with achievable but challenging deadlines, signed by officers and complainants.</p>	<p>Appropriate action plans agreed with realistic deadlines. Complainants are advised but have not been involved in signing action plans.</p>	<p>Need to ensure complainants are involved in and sign action plans in future where appropriate.</p>
	<p>Routinely informs complainants and witnesses about the progress of their case from the point of complaint to resolution.</p>	<p>Revised service standards introduced in April 2008 which state cases are reviewed at least once every ten working days and complainants are kept</p>	

## Co-op Homes

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		informed. Service standard performance is monitored.	
	<p>Uses a range of cost effective methods to gather evidence – for example professional witnesses, CCTV, video cameras, and noise monitoring equipment.</p>	<p>Co-op Homes has access to RHP equipment which includes sound monitoring equipment, personal and covert CCTV cameras and digital cameras to record evidence. RHP also has access to professional witnesses and Co-op Homes can access this service if required.</p>	
	<p>Supports victims either directly or in conjunction with specialist care and support agencies, including proactive work with courts on witness protection arrangements.</p>	<p>Victims are directed to support agencies when necessary. There have not been any cases to date where witness protection arrangements are required but Co-op Homes would use solicitors for ASB court representation who would also provide assistance in securing these arrangements.</p>	
	<p>Has strong evidence that its actions have resulted in increased satisfaction levels and less ASB.</p>	<p>Little evidence available to support this; poor response to customer satisfaction surveys. The outcome of the ASB cases to date does not evidence there</p>	<p>Need to focus upon improving response to customer satisfaction surveys and evidence that ASB management has resulted in less</p>

## Co-op Homes

KLOE QUESTIONS	EXCELLENT SERVICE	CO-OP HOMES	FURTHER ACTION REQUIRED TO MEET CRITERIA
		is less ASB on the relevant estates.	ASB.
	Has service users who report a high level of satisfaction with the way the organisation manages ASB, whether or not they are victims of ASB.	As above – low level of response from customers in indicating satisfaction levels and insufficient evidence to indicate overall customer satisfaction with management of service.	Need to focus upon collating customer satisfaction and evidencing customers overall satisfaction with management of ASB service. Customer satisfaction survey is due to be carried out over the next couple of months.
<ul style="list-style-type: none"> <li>Does the organisation provide appropriate and sufficient support to tackle the causes of ASB?</li> </ul>	Works proactively with all relevant stakeholders at the appropriate times to promote, support and sustain tenancies through complementary mechanisms like floating support, in order to minimise eviction.	Co-op Homes works with agencies such as CMHTs, Social Services, Environmental Health Teams, CAB, SNT etc to promote, support and sustain tenancies.	
	Fully supports perpetrators to amend their behaviour where this is a reasonable remedy to addressing the ASB concerned, linked to future enforcement action. Can demonstrate effective referral systems to multi-agency support in order to sustain positive behaviour changes – for example, intensive residential programmes.	There is a focus upon sustaining tenancies; support such as mediation or referrals to support agencies (CMHT etc) are considered where appropriate prior to taking tenancy enforcement action. Current actions include ABAs and injunctions; NOSP are served if	

### Co-op Homes

KLOE QUESTIONS	EXCELLENT SERVICE	CO-OP HOMES	FURTHER ACTION REQUIRED TO MEET CRITERIA
		these are not appropriate.	
<ul style="list-style-type: none"> <li>Does the organisation deal quickly, sensitively and appropriately with all incidents of nuisance, ASB and harassment, in accordance with published procedures and their legal remedies?</li> </ul>	<p>Demonstrates strong partnership working with other agencies (for example, youth offending and drug action teams, environmental health, the police and other landlords) in tackling ASB. Ensures the requirements of the DDA are met before taking enforcement action, for example in terms of vulnerability.</p>	<p>Co-op Homes has a good working relationship with many of its' key local authorities such as LB of Hounslow, Hillingdon and Hammersmith and Fulham and their SNTs. Scope disability awareness training is due to take place during 2008/09 to increase employee awareness of requirements of DDA and impact this has upon tenancy management.</p>	<p>Scope disability training is scheduled to take place in 2008/09.</p>
	<p>Promptly deals with offensive graffiti and vandalism committed with intent to harass, and publicises action it will take to remove graffiti as well as actions that will be taken against perpetrators.</p>	<p>Service standard in place to remove any offensive graffiti within 24 hours of notification. Action is taken against the perpetrators if known.</p>	<p>Better promotion of action that will be taken if perpetrators of offensive graffiti or vandalism are identified.</p>
	<p>Deals systematically with all cases of nuisance, ASB or harassment and unauthorised occupation.</p>	<p>Procedure in place and ASB management is monitored through 1-21s, case reviews etc on regular basis. Co-op Homes officer also attends RHP Respect Panel Meetings where high level cases can be</p>	

## Co-op Homes

KLOE QUESTIONS	EXCELLENT SERVICE	CO-OP HOMES	FURTHER ACTION REQUIRED TO MEET CRITERIA
		discussed.	
	Uses the full range of remedies as appropriate to address ASB, or other tenancy enforcement issues, including demoted tenancies, injunctions, ASB orders (ASBOs) and possession proceedings as a last resort to minimise eviction.	ABAs, mediation and injunctions used in preference to serving NOSP's and implementing tenancy action. Tenancy enforcement has been carried out with partners such as local authority ASB and Environmental Health Teams.	
	Has established robust case management and good working arrangements with local courts to deliver prompt and efficient processes for legal proceedings.	Good working relationship with local courts. Only one ASB cases has progressed to court with the issue of an injunction so area cannot be fully evidenced.	
	Manages the outcomes of ASB action so that breaches of orders are enforced quickly and appropriately, in discussion with complainants, by itself, its partners or the courts.	One case progressed to court to date where injunction was breached and action taken by Police in response to this. No other cases so area cannot be fully evidenced.	
	Ensures, by means of well coordinated and effective publicity, that the wider community knows	ASB management publicised in previous editions of 'Word on the Street' and information published on company website.	Future promotion of service and successful case outcomes to be included in 'Word on the Street', company website and estate

## Co-op Homes

KLOE QUESTIONS	EXCELLENT SERVICE	CO-OP HOMES	FURTHER ACTION REQUIRED TO MEET CRITERIA
	the successful outcomes of work against ASB.	Further work to be carried out to publicise service and positive outcomes to work where relevant.	circulars where relevant.