

Report of Director of Environment & Neighbourhoods

Report to Executive Board

Date: 7th March 2012

Subject: Report on Leeds Anti-Social Behaviour Team (LASBT)

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. Implementation of LASBT following a comprehensive multi-agency review.
2. Key performance outcomes during Quarters 1 to 3.
3. Future development of LASBT including noise nuisance integration.

Recommendations

4. Members are requested to:
 - Note the impact of the new Leeds Anti Social Behaviour Team since implementation.
 - Note the transfer of the domestic noise service to Safer Leeds.
 - Request Scrutiny to examine the development of the noise service in the new Municipal Year.

1 Purpose of this report

- 1.1 The purpose of this report is to inform the Executive Board of the work and progress made by Leeds Anti-social behaviour team since its implementation on 04/04/11.
- 1.2 The report will highlight how our collective response to ASB across Leeds has improved during 2011/12.

2 Background information

- 2.1 In January 2010, strategic managers from Leeds City Council, West Yorkshire Police, Leeds ALMOs/BITMO and partner agencies, recognising the sometimes disjointed approaches to ASB, agreed to conduct a comprehensive review of partner agency protocols and processes in place to respond to and tackle ASB in Leeds.
- 2.2 Under the guidance of a review governance board (*The Director of Environment & Neighbourhoods, West Yorkshire Police's Assistant Chief Constable, the Assistant Council's Chief Executive*), a multi-agency review team was established to identify any service delivery issues, prepare a business case for change and recommend any required changes.

3 Main Issues : LASBT Implementation

- 3.1 Consultation took place with both key stakeholders and frontline staff, the review team examined current processes, analysed ASB data, audited casework and undertook extensive research both locally and nationally.
- 3.2 Ten priority themes emerged that shaped both the direction of the review and provided the rationale for change. The response to each priority theme is shown below:

1. Adopting a Joined up approach

Leeds Anti-Social Behaviour Team (LASBT) created comprising staff drawn from across the partnership including former ASBU (LCC) staff, Housing (ALMO) staff, Victim Support, West Yorkshire Police ASB link officers and West Yorkshire Fire & Rescue Service Arson Task Force officers.

LASBT provides a cradle to grave, multi-disciplinary response to ASB with staff working to shared service standards that ensures consistency of delivery across the city.

2. Improving Communication

All LASBT cases are managed using a single case management system, (HubSolutions) Caseworks®.

LCC's corporate contact centre ASB call handling has been improved through the use of a more detailed script designed to capture more information at the outset.

3. Agreeing a **Definition of Anti-Social Behaviour**

LASBT has adopted a harm centred approach to ASB, consistent with current government thinking, where reported incidents are allocated to the most appropriate agency, recognising the distinction between tenancy issues, ASB and criminality.

4. **Engendering Community Ownership**

LASBT officers link in with a range of both professional and community meetings including area tasking, intervention panels and community forums to ensure community issues are recorded and responded to. Community groups have been consulted regarding the revised policy and procedure manual.

5. **Understanding the Causes of Anti-Social Behaviour**

LASBT's core performance team are helping team managers to better understand how ASB affects different communities through the provision of data and analytical reports that highlight emerging hotspots, trends and prevalence.

6. **Improving Information Sharing between partners**

West Yorkshire Police Researchers have improved the flow of information between WYP and LCC and has ensured WYP ASB link officers are more customer facing. Weekly reports identifying vulnerable victims are cross referenced against case management systems to ensure LASBT's response is proactive not reactive.

7. **Making the best use of Resources & Finance**

LASBT's three area based teams are co-located across premises at Landmark Court and Tribeca House whilst the performance 'Core' is based within Community Safety, reducing the services overall accommodation costs.

Further efficiencies have been made by training LASBT officers to complete court documentation prior to referral to Legal Services, with legal costs projected to come in at around £158k during 2011/2 compared to the 2010/11 figure of £195k.

8. **Developing better ASB Services & Products**

Service delivery is supported through regular management meetings and joint training with all staff continuing to make use of a full range of tools, powers and services to effectively tackle ASB.

LASBT works closely with Signpost to rehabilitate ASB offenders through Family Intervention Tenancies (FIT), Mediation Leeds to resolve disputes, Independent Living Teams to support tenants and a full spectrum of local projects to divert perpetrators from ASB.

9. **Coordinating approaches to Media Management**

A memorandum of understanding has been created to ensure agencies work jointly on major press stories.

10. **Building knowledge through better ASB Evaluation**

LASBT has a robust performance framework that provides managers and partners with a comprehensive overview of service actions and outcomes.

Regular case auditing, dip sampling and analysis of customer satisfaction surveys, are undertaken to identify and feedback to teams in relation to both best practice and areas for improvement.

3.3 Key Performance Outcomes

3.3.1 ASB Call/Enquiry Logs

3.3.2 During quarter 1-3 LASBT has received 2,572 anti-social behaviour enquiries, West Yorkshire Police (who have revised their ASB grading system) have received 26,694 during the year to date.

3.3.3 The response to customers making reporting incidents of ASB has improved continually throughout the year with 97.3% of customers contacted within 1 or 2 days during December 2011.

3.3.4 ASB Case data

3.3.5 LASBT have, during quarters 1-3, opened an average of 313 new cases per quarter, a significant increase on what was previously referred into the former ASBU.

New Cases Opened	Ave. per Quarter during 2010/11	2011/12 QTR 1	2011/12 QTR 2	2011/12 QTR 3	2011/12 QTR 4	YTD
ALMOs & ASBU	136 +119	-	-	-		765
LASBT		335	354	251		940
% of Cases attributed to ALMO tenants.		66.5%	67.2%	60.9%		65.3%
% of Cases attributed to Other tenures.		33.5%	32.8%	39.1%		34.7%

3.3.6 The table below shows the distribution of these new cases across the top 6 wards within each team area.

EAST Area	No.	SOUTH Area	No.	WEST Area	No.
Burm & Richmond Hill	108	Middleton Park	62	Armley	58
Killingbeck & Seacroft	100	Beeston & Holbeck	46	Kirkstall	48
Gipton & Harehills	92	City & Hunslet	40	Farnley & Wortley	32
Temple Newsam	40	Cr. Gates & Whinmoor	29	Bramley & Stanningley	31
Chapel Allerton	33	Morley South	19	Pudsey	24
Alwoodley	14	Garforth & Swillington	17	H Park & Woodhouse	23

3.3.7 Rowdy behaviour, Threats of or Actual violence, Verbal Abuse and Noise Nuisance were the most prevalent case types during quarters 1-3, The top six ASB types for each team area are shown in the table below.

EAST Area	No.	SOUTH Area	No.	WEST Area	No.
Rowdy Behaviour	63	Rowdy Behaviour	45	Verbal Abuse	58
Noise	56	Threats/Actual Violence	39	Threats/Actual Violence	55
Threats/Actual Violence	51	Verbal Abuse	33	Rowdy Behaviour	53
Verbal Abuse	44	Alcohol related	31	Noise	35
Misuse of Public Space	38	Noise	30	Drug/substance misuse/dealing	34
Drug/substance misuse/dealing	37	Drug/substance misuse/dealing	28	Alcohol related	22

- 3.3.8 Whilst our developing picture of ASB across Leeds is helping partners understand the scale and context of ASB problems, it is perhaps the response provided to customers and the positive feedback received from them that best demonstrate the impact of the new service.
- 3.3.9 Service standard data for quarters 1-3 show that 98.65% of customers were contacted and visited at the start of their case of which 70.18% were visited within 10 working days. 98.81% of victims have received regular case updates and 96.28% of perpetrators were contacted to ensure a balanced and impartial investigation followed.
- 3.3.10 Since April 2011 LASBT has closed 1088 cases during Quarters 1-3 of which 75% were resolved through actions that lead to an improvement of the situation or enforcement action to prevent further ASB. 21% of cases were closed where there was found to be insufficient evidence to prove ASB and approx 4% of cases were closed after allegations were withdrawn or complainants had relocated away from the area.
- 3.3.11 It is also worth noting that average case duration has reduced significantly under the new structure, falling from a pre-implementation (ASBU) figure of 241 days to a combined quarter 1-3 figure of **154.8** calendar days. Where cases were opened and closed since April 2011, the average case duration was **70.1** days.
- 3.3.12 Customer satisfaction Data
- 3.3.13 The introduction of a **4 week case survey** to monitor initial responses and early case stage satisfaction (collated from all new cases opened since LASBT implementation) shows the following results to date based on 420 surveys from 922 identified victims (*giving a survey response rate of 45.5%*).

No. of surveys completed	420
% of Victims happy with initial response time	93.8%
% of victims who reported having had the investigation process explained	95.5%
% Customers satisfied with Case Officer Investigation	93.6%
% of customers told when they would receive an update.	77.0%
Overall Satisfaction Rating	85.9%

3.3.14 347 of 1219 named victims linked to 1088 closed cases have also completed a LASBT 'Closed Case survey' in the year to date, (a 28.5% response rate).

		2010/11 ALMO Tenant Survey	2010/11 ASBU	2011/12 LASBT	Variation from previous best
KPI 1	% rating of customers/victims re: satisfaction with promptness of initial response	44.0%	71.9%	84.5%	+12.6%
KPI 2	% rating of customers/victims re: satisfaction with case officer investigation undertaken (Ability to deal with problem)	50.0%	65.7%	83.3%	+17.6%
KPI 3	% rating of customers/victims re: satisfaction that they were consulted and able to influence key decisions taken during the investigation.	N/A	N/A	81.4%	<i>New KPI</i>
KPI 4	% rating of Customers re: satisfaction with frequency of Case officer updates regarding progress of case.	47.0%	68.8%	82.3%	+13.5%
KPI 5	% rating of customers/victims re: satisfaction with the case outcome.	41.0%	60.2%	78.0%	+17.8%
KPI 6	% of customers/victims contacted prior to closing the case?	N/A	N/A	99.1%	<i>New KPI</i>
KPI 7	% rating of customers/victims re: satisfaction that their needs were considered and appropriate support provided.	47.0%	N/A	77.7%	+30.7%
KPI 8	Overall Satisfaction Rating (Scale 1-5)	50.0%	70.0%	80.7%	+10.7%

4.0 Noise Service

4.1 As shown in the tables at 3.3.7, noise nuisance represents a substantial proportion of complaints. To date, noise has been treated as a problem for Environmental Health, rather than as anti social behaviour. The expertise in Environmental Health has been directed at determining whether noise levels exceed statutory limits rather than resolving domestic noise disputes. In view of the scale of the problem and the wish to find better solutions for people experiencing domestic noise problems, some staff have now transferred to the Anti Social Behaviour Service. The Environmental Health Service will now concentrate on commercial and industrial noise issues, where statutory control is more relevant. Domestic noise will be treated as anti social behaviour, with a range of remedies available, rather than sole reliance on legislation. The transfer of staff into the Anti Social Behaviour Service, nevertheless, still provides the option for the Council to serve noise abatement notices if appropriate. The inclusion of the noise service within anti social behaviour should result in

improvements to responses to the public in this area. It is proposed that the Department reports progress to the relevant Scrutiny Board.

- 4.2 Safer Leeds is now also providing a night service for noise. Over the last number of years, there has been a skeleton service delivered by Environmental Health Officers, in receipt of overtime. Whilst often welcomed by those who the service reached, many calls were not capable of being responded to, and again the expertise of staff was not strictly relevant to the nature of the incidents. Noise calls are now responded to through the night time Security Service, who have achieved greater coverage. Safer Leeds is also working to ensure that local policing teams engage with dealing with this problem.

In view of these changes, it is proposed to amend the constitution to clarify that the Executive Member for Neighbourhoods, Housing and Regeneration has responsibility for domestic noise.

5 Corporate Considerations

5.1 Consultation and Engagement

- 5.1.1 Extensive consultation took place with project partners, key stakeholders including service users, affected staff, HR and Unions prior to full implementation. Further public consultation has taken place with tenant and resident representatives drawn from across the city prior to sign off of the revised ASB Policy & Procedure document.

5.2 Equality and Diversity / Cohesion and Integration

- 5.2.1 Full Equality Impact Assessments were undertaken in relation to both personal (staffing/Accommodation) and procedural changes prior to full implementation. Work is ongoing to ensure equality and diversity data sets are included within all performance reports and additional work is nearing completion to clarify Hate Crime reporting procedures (originally excluded from the ASB review)

5.3 Council policies and City Priorities

- 5.3.1 Effectively tackling and reducing Anti-Social Behaviour is a strategic objective within the one city priorities plan, the vision for Leeds and forms a key strand of the Safer Leeds Plan 2011-2015 that aspires to create safer and stronger communities.

5.4 Resources and value for money

- 5.4.1 Having facilitated a full restructure broadly within existing budgets, and secured where necessary minimal funding support from all project partners (to facilitate changes to ASB case management systems, relocate staff in shared accommodation and reallocate existing resources) the net outcome is a restructured service that it is hoped through more efficient joined up working will demonstrate significant value for money in the longer term.

5.5 Legal Implications, Access to Information and Call In

5.5.1 This report is subject to call in.

5.6 Risk Management

5.6.1 Partners will continue to assess and evaluate the outcomes of implemented changes to determine any risks to service delivery and additionally identify any opportunities for further developmental improvements.

6 Recommendations

6.1 Members are requested to:

- Note the impact of the new Leeds Anti Social Behaviour Team since implementation.
- Note the transfer of the domestic noise service to Safer Leeds.
- Request Scrutiny to examine the development of the noise service in the new Municipal Year.

7 Background documents ¹

7.1 None

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.