

Equality, Diversity, Cohesion and Integration Impact Assessment



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, cohesion and integration impact assessment.

This form:

- can be used to prompt discussion when carrying out your impact assessment
- should be completed either during the assessment process or following completion of the assessment
- should include a brief explanation where a section is not applicable

Directorate:	Service area:
Lead person: Harvinder Saimbhi	Contact number: 07981 272111
Date of the equality, diversity, cohesion and integration impact assessment: 15 th February 2019	

1. Title: Leeds Anti Social Behaviour Team Review
Is this a:
<input type="checkbox"/> Strategy /Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other
If other, please specify

2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Harvinder Saimbhi	Safer Leeds	Head of Service
Lisa Ramsden	Safer Leeds	ASB Service Delivery Manager
Paul Money	Safer Leeds	Chief Officer

3. Summary of strategy, policy, service or function that was assessed:

LASBT is part of Safer Leeds. It includes officers from Leeds City Council, West Yorkshire Police, Housing Leeds, Belle Isle Tenant Management Organisation, West Yorkshire Fire and Rescue Services, Youth Offending, and Victim Support.

There are currently three operational teams covering the South and City Centre, East North East, and West North West areas of Leeds. The team are supported by a performance and information team based at Merrion House.

The out-of-hours noise nuisance team is co-located within the LeedsWatch Service.

LASBT was designed to deal with behaviour that cannot be reasonably resolved through tenancy management or mediation. This includes, but is not limited to, those listed below:

- **Harm to individuals**
Harassment, threats of violence and/or intimidation, racist behaviour or language and verbal abuse.
- **Harm directed at communities**
Drug dealing and misuse, street drinking, prostitution, kerb crawling, aggressive begging, public drunkenness and disorder and persistent domestic noise nuisance.
- **Environmental harm**
Graffiti and vandalism/damage to public property.

The Anti-social behaviour, Crime and Policing Act 2014 uses two definitions of ASB depending upon whether the ASB is related to a housing function.

It is important to note that, in relation to housing, LASBT works across all tenures. Where anti-social behaviour has occurred in a housing context, LASBT will consider whether the conduct is capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises or whether the conduct is capable of causing housing-related nuisance or annoyance to any person.

Where anti-social behaviour occurs in a non-housing related context the test will be as to whether the behaviour has caused, or is likely to cause, harassment, alarm or distress to any person.

Drivers of Review

The nature of the issues facing LASBT has evolved since the service was established. There has been increased demand for the service, which is responding to a far greater number of complex cases and high risk incidents.

The volume of incoming referrals relating to noise nuisance, in particular, is significantly limiting the team's ability to deliver much needed work around prevention, intervention and community empowerment.

The breadth of issues being referred has also increased. Arguably the interpretation of many people outside of the service of what constitutes 'anti-social behaviour' has

expanded, with ASB becoming a 'catch all' for activity ranging from minor instances of noise nuisance to serious criminal activity.

Furthermore, an increasing number of those interacting with the service – both victims and perpetrators - are displaying complex support needs and vulnerabilities such as mental health issues. Those support needs often require specialist interventions, which LASBT is not best placed to deliver.

A variety of organisations including Nacro, Shelter and Centrepoin have demonstrated that ASB is often prevalent where there are wider risk factors such as living in a disadvantaged neighbourhood and/or poor housing, or in a family where there is conflict, social exclusion or poverty.

With this in mind, redefining the way in which LASBT operates offers the potential to complement wider ambitions around the Council's inclusive growth strategy, especially in the context of support for priority neighbourhoods and also work within children's services and adult social care to support vulnerable families.

4. Scope of the equality, diversity, cohesion and integration impact assessment
(complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)

4a. Strategy, policy or plan

(please tick the appropriate box below)

The vision and themes, objectives or outcomes	<input type="checkbox"/>
The vision and themes, objectives or outcomes and the supporting guidance	<input type="checkbox"/>
A specific section within the strategy, policy or plan	<input type="checkbox"/>

Please provide detail:

4b. Service, function, event

please tick the appropriate box below

The whole service (including service provision and employment)	<input checked="" type="checkbox"/>
A specific part of the service (including service provision or employment or a specific section of the service)	<input type="checkbox"/>
Procuring of a service (by contract or grant)	<input type="checkbox"/>

Please provide detail:

Areas for Priority Action

Triage of referrals: it is recommended that the service designs and implements a triage system for all incoming referrals so that cases can be appropriately prioritised.

That system should be based on clear Terms of Reference, which support the priorities of Safer Leeds as outlined in its Community Safety Strategy. It should be supported by a system of performance monitoring that reflects the fact that different responses are appropriate for different priorities of cases.

The identification and assessment of vulnerabilities must be embedded in that process from the first point of contact with service users. This will require standardised scripts to be revised and regular training to be provided for both LASBT officers and officers in the contact centre.

Where cases are assessed as not being ASB cases but a support need is identified customers will be signposted to appropriate, alternative services. For complex cases it may be appropriate to refer the case for consideration by a community MARAC.

It is crucial that strong partnerships are in place to enable officers to access support from colleagues in services such as mental health, youth offending, children's services adult social care and housing, as well as partners such as West Yorkshire Police.

Community MARACs: For complex and persistent cases it is recommended that the service establishes the use of community MARACs. This will promote early resolution of cases, joint decision making and more effective problem solving. This will enable officers to assess and manage risk more effectively for both perpetrators and victims.

Mediation: Early intervention has the potential to resolve more ASB cases before they escalate and become increasingly entrenched. Not only could this deliver improved outcomes for the individuals involved it also has the potential to reduce costly demands on public services created through having to resolve more complex cases once they have escalated.

It is therefore recommended that a mediation service is commissioned which has the flexibility to work in various localities and at times which suit the needs of those residents involved.

Noise: Over 60% of incoming referrals relate to noise nuisance. The existing resources cannot meet the demand and expectation of the service. The provision therefore needs to be revised, joining up day time and out-of-hours services more effectively and ideally delivering increasingly flexible coverage.

The use of technology – such as apps to record and report noise nuisance - should be explored.

In addition, a communication plan should be put in place to ensure that customers understand what actions they can take themselves, in the first instance, in order to try and resolve the situation they are concerned about.

Communication: External communications need to be revised in order to provide more clarity and advice to those seeking to use the service, particularly in the case of out-of-hours noise nuisance.

In order to manage customer expectations clear information about details such as anticipated response times should be accessible and, with the introduction of a triage system, customers should receive accurate information about how their case will be taken

forward.

Officers need to be empowered to challenge unrealistic expectations and to set out, if necessary, the limitations of tools available to them in some circumstances.

The consultation process has highlighted a gap in terms of social media presence. Advice is being sought from the communications team as to how instances of successful enforcement may be publicised, along with advice or information.

Location of the West Team: Currently officers based in the west of Leeds are in accommodation that does not fully meet the needs of the service. Work is on-going to identify a suitable alternative base, ideally co-located with other services in the same area of the city. Consultation with Trade Union representatives is taking place in relation to this proposal.

ASB Strategy: It is proposed that an Anti-Social Behaviour Strategy is developed for the city which sets out a strategic framework for activity moving forward. It is intended that this should be focused around the themes of prevention, intervention, enforcement, community empowerment and integrated intelligence.

This will inform the future allocation of capacity and resources and ensure that activity is reflective of the ambitions set out in both the Safer Leeds Community Safety Strategy and the Best Council Plan.

At the heart of the ASB strategy will be a recognition that a holistic, multi-agency approach to resolving the problems associated with ASB, has the potential to deliver longer term solutions for all involved.

5. Fact finding – what do we already know

Make a note here of all information you will be using to carry out this assessment. This could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback.

(priority should be given to equality, diversity, cohesion and integration related information)

In October 2009 the Home Secretary, Rt. Hon. Alan Johnson MP announced a package of practical measures to improve the collective response to ASB. This followed an incident elsewhere in the country where a subsequent report criticised the failures of both the local council and the police to share information and respond appropriately.

In January 2010 it was agreed that a comprehensive review would take place in Leeds of the local partner agency protocols and processes used to respond to, and tackle, Anti-Social Behaviour. This was completed using the nationally recognised QUEST methodology and under the guidance of a governance board representing senior leaders of partner agencies.

As a result of the recommendations of that review, a multi-agency unit – Leeds Anti-Social Behaviour Team (LASBT) – was established to deliver a specialist ASB service through locally based teams. Uniform service standard were also introduced to ensure consistency of delivery across all teams.

Due to the success of the team, the domestic noise and out-of-hours noise nuisance team

was transferred and integrated into LASBT in 2012.

The consultation process to date has underlined the strengths of the multi-agency approach to tackling ASB in Leeds, highlighting the positive impact of the service on communities and the value of the knowledge and skills of staff.

The consultation has reinforced the fact that anti-social behaviour cannot be tackled or prevented in isolation by one agency. In order to address the causes of ASB, a joined up, partnership approach is required. This will involve LCC colleagues in areas such as mental health, adult social care, children's services and housing, as well as external partners and residents.

The consultation process also revealed concerns about the sustainability of current LASBT arrangements, in the context of significantly increased and complex demand.

It was suggested that working practices should be revised to ensure decision making is based upon a thorough assessment of the severity of incoming cases. It is intended that a triage system is introduced to manage this process, and that the identification and assessment of risk is embedded within the system from the first point of contact.

It is recognised that the proposed programme of change within LASBT must be underpinned by staff training to ensure officers are confident using all tools available to them, and to empower them to provide robust advice, deliver successful early intervention and, where necessary, to challenge customer expectations.

**Are there any gaps in equality and diversity information
Please provide detail:**

N/A

Action required:

N/A

6. Wider involvement – have you involved groups of people who are most likely to be affected or interested

Yes

No

Please provide detail:

Consultation has been undertaken in way of established steering group with strategic membership from partners and elected members.

Following this themed workshops have been delivered to capture staff and partners view on changes required and allowed transparent feedback on below key themes:

- Noise
- Triage Process
- Police

- Communication

In addition to staff and partner input a session was run January 2019 with Leeds Tenants Federation to capture public and customer feedback on the review.

Consultation also undertaken with Citizens Panel to allow any feedback to be captured.

All sessions have had feedback collated to drive and changes that's made to the LASBT Service.

Action required:

N/A

7. Who may be affected by this activity?

please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

Equality characteristics

- | | | |
|--|--|--|
| <input checked="" type="checkbox"/> Age | <input checked="" type="checkbox"/> Carers | <input checked="" type="checkbox"/> Disability |
| <input checked="" type="checkbox"/> Gender reassignment | <input checked="" type="checkbox"/> Race | <input checked="" type="checkbox"/> Religion or Belief |
| <input checked="" type="checkbox"/> Sex (male or female) | <input checked="" type="checkbox"/> Sexual orientation | |
| <input checked="" type="checkbox"/> Other | | |

(Other can include – marriage and civil partnership, pregnancy and maternity, and those areas that impact on or relate to equality: tackling poverty and improving health and well-being)

Please specify:

Due to LASBT been a city wide cross tenure service it has the potential to impact on all the above characteristics. LASBT also is one of the lead agencies for the investigation of hate crime and hate incidents which again covers most characteristics.

Although the all equality characteristics are covered there will not be significant changes how customers access service or the level of service provided.

Stakeholders

- | | | | | | |
|-------------------------------------|----------------------|-------------------------------------|-----------|-------------------------------------|--------------|
| <input checked="" type="checkbox"/> | Services users | <input checked="" type="checkbox"/> | Employees | <input checked="" type="checkbox"/> | Trade Unions |
| <input checked="" type="checkbox"/> | Partners | <input checked="" type="checkbox"/> | Members | <input checked="" type="checkbox"/> | Suppliers |
| <input type="checkbox"/> | Other please specify | | | | |

Potential barriers.

- | | | | |
|-------------------------------------|---|-------------------------------------|-----------------------------------|
| <input type="checkbox"/> | Built environment | <input checked="" type="checkbox"/> | Location of premises and services |
| <input checked="" type="checkbox"/> | Information and communication | <input checked="" type="checkbox"/> | Customer care |
| <input type="checkbox"/> | Timing | <input type="checkbox"/> | Stereotypes and assumptions |
| <input checked="" type="checkbox"/> | Cost | <input checked="" type="checkbox"/> | Consultation and involvement |
| <input type="checkbox"/> | Financial exclusion | <input checked="" type="checkbox"/> | Employment and training |
| <input type="checkbox"/> | specific barriers to the strategy, policy, services or function | | |

Please specify

Information and communication.

Residents and stakeholders may not be aware of any potential changes to LASBT terms of reference, or changes to how to report antisocial behaviour in the city.

Action

Information to be provided to stakeholders and customers via website and other publications. Briefing notes also to be provided to elected members and partners to any changes to service provision.

Cost

There are cost implication to the council in way of changing existing publications used with partners and customers.

Action

Costs will be monitored and it is anticipated that the positive benefits to residents and visitors will easily justify expenditure.

Location of premises and services

Although LASBT offices are not public facing there could be potential impact on moving of

office premises. This could impact staff getting to new place of work or associated cost of expenses in way of mileage claims.

Action

Consultation with staff to allow any concerns to be raised and potential reasonable adjustments to be implemented. In addition to this costs to be monitored in way of expenses.

Customer Care

Changes to terms of reference could impact on customer's perception of the service.

Action

Clear communication with partners and customers should help manage expectations of the service.

Consultation and Involvement

Consultation has taken place with key stakeholders but once changes are implemented further review may be required for the service to ensure changes made are working and providing desired outcomes for service.

Action

Further review to be undertaken periodically after changes are implemented by steering group.

Employment and Training

Changes to service may lead to changes to policy and process. Any changes to policy or process will require a training program to staff and a briefing to partners.

Action

If changes are made training package to be developed and training implemented LASBT staff. In addition to this a clear communication briefing to partners and key stakeholders.

8. Positive and negative impact

Think about what you are assessing (scope), the fact finding information, the potential positive and negative impact on equality characteristics, stakeholders and the effect of the barriers

8a. Positive impact:

- People will feel safer across the city
- Community cohesion will increase as people feel safer in their neighbourhoods
- Coordinated response to ASB
- Clear expectations given to public on what the service can provide.

Action required:

N/A

8b. Negative impact:
<p>Language and literacy barriers - Those who first language is not English or who Cannot read will be unable to understand changes made to the service.</p> <p>ACTION: Any changes to correspondence or information we provide to stakeholders and customers to be provided in different languages on request</p> <p>.</p>
Action required:

9. Will this activity promote strong and positive relationships between the groups/communities identified?
<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Please provide detail: Any changes made to the LASBT service will strengthen existing partnerships, and clear terms of reference will provide clarity to communities on what the service can provide.</p>
Action required: Good news stories need to be communicated to wider public through appropriate media channels

10. Does this activity bring groups/communities into increased contact with each other? (e.g. in schools, neighbourhood, workplace)
<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>Please provide detail:</p>

Changes to the service will enhance existing arrangements.

Action required:

11. Could this activity be perceived as benefiting one group at the expense of another? (e.g. where your activity/decision is aimed at adults could it have an impact on children and young people)

Yes

No

Please provide detail:

Action required:

12. Equality, diversity, cohesion and integration action plan

(insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action)

Action	Timescale	Measure	Lead person
<p>Information and communication.</p> <p>Information to be provided to stakeholders and customers via website and other publications. Briefing notes also to be provided to elected members and partners to any changes to service provision.</p>	<p>Review Quarterly</p>	<p>Briefing notes to be reviewed for elected members and partners. Any changes required to be implemented to ensure that communications are clear and consistent.</p>	<p>ASB Service Delivery Manager</p> <p>Cllr update briefing prepared – 15th May 19</p>
<p>Location of premises and services</p> <p>Although LASBT offices are not public facing there could be potential impact on moving of office premises. This could impact staff getting to new place of work or associated cost of expenses in way of mileage claims.</p>	<p>Ongoing with any team effected</p>	<p>Consultation with staff to allow any concerns to be raised and potential reasonable adjustments to be implemented. In addition to this costs to be monitored in way of expenses</p>	<p>ASB Service Delivery Manager</p> <p>Awaiting update re Armley HUB – possibility of co-location with Housing at that site.</p> <p>Lead Officer: Lisa Thornton Asset Management Team</p>

Action	Timescale	Measure	Lead person
<p>Customer Care Changes to terms of reference could impact on customer's perception of the service.</p>	<p>Quarterly</p>	<p>Information available to customers to be reviewed on quarterly. Any changes required to be implemented to ensure that communications are clear and consistent.</p>	<p>ASB Service Delivery Manager</p> <p>Service Offer agreed by Steering Group. To be tabled at next Community Safety Champions meeting.</p> <p>Working with Communications Team and plan to be devised</p>
<p>Consultation and Involvement Consultation has taken place with key stakeholders but once changes are implemented further review may be required for the service to ensure changes made are working and providing desired outcomes for service.</p>	<p>Quarterly</p>	<p>Further review to be undertaken periodically after changes are implemented by steering group.</p>	<p>ASB Service Delivery Manager Steering Group.</p> <p>As above Communication Plan to cover this.</p>
<p>Employment and Training Changes to service may lead to changes to policy and process. Any changes to policy or process will require a training program to staff and a briefing to partners.</p>	<p>Annual</p>	<p>Annual review to take place on training and development needs of staff throughout the service to ensure any changes to policy or process are captured and delivered</p>	<p>Performance and information Manager</p> <p>This work is ongoing as review progresses.</p>

13. Governance, ownership and approval

State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment

Name	Job Title	Date
Harvinder Saimbhi	Head of Operational Delivery	15 th February 2019
Date impact assessment completed		15 th February 2019

14. Monitoring progress for equality, diversity, cohesion and integration actions (please tick)

- As part of Service Planning performance monitoring
- As part of Project monitoring
- Update report will be agreed and provided to the appropriate board
Please specify which board
- Other (please specify)

15. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality impact assessment should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality impact assessments that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached assessment was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent: