

**Report of the Director of Environment and Neighbourhoods**

**Report to North West (Inner) Area Committee**

**Date: 8<sup>th</sup> September 2011**

**Subject: Leeds Anti Social Behaviour Team**

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s):	Hyde Park & Woodhouse Headingley Kirkstall Weetwood	
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 type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

**Summary of main issues**

1. This report provides an overview of changes implemented following a fourteen month multi-agency review (Quest) into how LCC services and partner agencies within Leeds are responding to, and tackling anti-social behaviour.

**Recommendations**

2. Members are asked to note this report and offer comments

## 1 Purpose of this report

- 1.1 The purpose of this report is to inform the Inner North West Area Committee as how partner agencies across Leeds deal with reports of Anti-social behaviour (ASB) following the implementation of the new Leeds Anti-Social Behaviour Team (LASBT) formed in response to the Quest city wide ASB review.
- 1.2 The report will highlight the new structures in place and provide high level data to illustrate how ASB across the Inner North West area is being reported and responded to.

## 2 Background information

- 2.1 In January 2010 Leeds City Council, West Yorkshire Police and partner agencies including local housing providers, recognising the sometimes disjointed approaches to ASB, agreed to conduct a comprehensive review of partner agency protocols and processes currently in place to respond to and tackle ASB in Leeds.
- 2.2 Under the guidance of a review governance board (Neil Evans; *Director Environment & Neighbourhoods*, ACC Dave Evans; *West Yorkshire Police*, James Rogers; *Planning, Policy and Improvement* and John Clark; *CX Aire Valley Homes Ltd*), a multi-agency review team was established to identify any service delivery issues, prepare a business case for change and recommend any required changes.
- 2.3 The review was carried out using the nationally recognised Quest methodology developed by the Home Office in partnership with management consultants KPMG.

## 3 Main issues

- 3.1 Through the issue validation phase, during which 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, identifying 42 key issues.
- 3.2 These included concerns regarding the lack of intelligence sharing in relation to ASB, a lack of clarity around ASB definitions, varying service standards, unclear roles and responsibilities, the efficiency of initial contact processes and the lack of a joined up case management system. 37 issues, grouped into 10 priority themes, were approved by the reviews governance board for business case development and solution design.
  - Adopting a **Joined up approach**
  - Improving **Communication**
  - Agreeing a **Definition of Anti-Social Behaviour**
  - Engendering **Community Ownership**
  - Understanding the **Causes** of Anti-Social Behaviour
  - Improving **Information Sharing** between partners
  - Making the best use of **Resources & Finance**
  - Developing better **ASB Services & Products**
  - Coordinating approaches to **Media Management**
  - Building knowledge through better **ASB Evaluation**

### 3.3 A Joined Up Approach

Frontline service provision has been restructured (see appendix 1) bringing together staff from the current ASB Unit, Arms Length Management Organisations (ALMOs), West Yorkshire Police, West Yorkshire Fire Service and Victim Support, within 3 locally based, multi-agency teams who will deal with ASB within their respective area.

### 3.4 ASB Services & Products

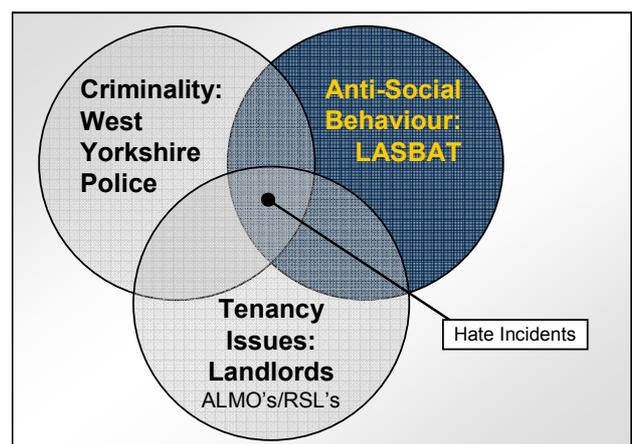
The partnership approach has been underpinned by re-written policies and procedures which seek to reduce unnecessary delays resulting from agency handovers and ensure incidents of ASB are dealt with by specialist ASB staff from cradle to grave. The revised procedures include significant improvements to the initial contact process that seek to identify vulnerabilities and safeguarding concerns at the earliest opportunity.

3.5 Further more the three operational teams are now working to new customer focused service standards designed to ensure victims of ASB receive an efficient and consistent response to ASB.

### 3.6 Definition of ASB

In line with current government thinking in relation to a harm centred approach to ASB, reported incidents will be allocated to the most appropriate agency, recognising the distinction between tenancy issues, ASB and criminality whilst retaining scope for joint approaches to overlapping issues.

It is an approach that recognises the valuable contribution frontline housing staff can make in dealing with low level issues to prevent escalation requiring LASBT involvement.



3.7 Matrix managed through Leeds ALMO's and Community Safety, operational teams remain accountable to the Director of Leeds City Councils Environment and Neighbourhoods directorate reporting to the Head of Anti-Social Behaviour.

### 3.8 ASB Evaluation

A core performance team working under the day to day guidance and direction of the Head of Anti-social Behaviour is responsible for all aspects of performance review, procedural development and ensuring consistency of service delivery. The Core team also collating and providing service data on a weekly, monthly and quarterly basis to inform senior managers and allow operational managers to performance manage delivery.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 Extensive consultation took place with project partners, key stakeholders including service users, affected staff, HR and Unions prior to full implementation. Further public consultation pending publication of the revised ASB Policy & procedure document is scheduled to take place during September with tenant and resident representatives drawn from across the city.

### **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 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 being undertaken to clarify Hate Crime reporting procedures (originally excluded from the ASB review).

### **4.3 Council Policies and City Priorities**

- 4.3.1 Effectively tackling Anti Social Behaviour is a strategic priority in the Safer Leeds Plan 2011-2015.

### **4.4 Resources and Value for Money**

- 4.4.1 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.

### **4.5 Legal Implications, Access to Information and Call In**

- 4.5.1 There are no legal implications or access to information issues. This report is not subject to call in.

### **4.6 Risk Management**

The reviews governance board 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. A full performance review, six months into implementation, has been scheduled to take place on 14/10/11.

## **5 Conclusions**

- 5.1 Given that comparison between data is difficult having made significant changes to both structure and procedure, and as a result of some cases being transferred between systems, it is difficult to draw too many detailed conclusions regarding the LASBT implementation and its impact on ASB casework, beyond the positive returns already being achieved through current customer satisfaction processes and anecdotal feedback from both service partners and service users.

**6. Recommendations**

5.2 Members are asked to note this report and offer comment.

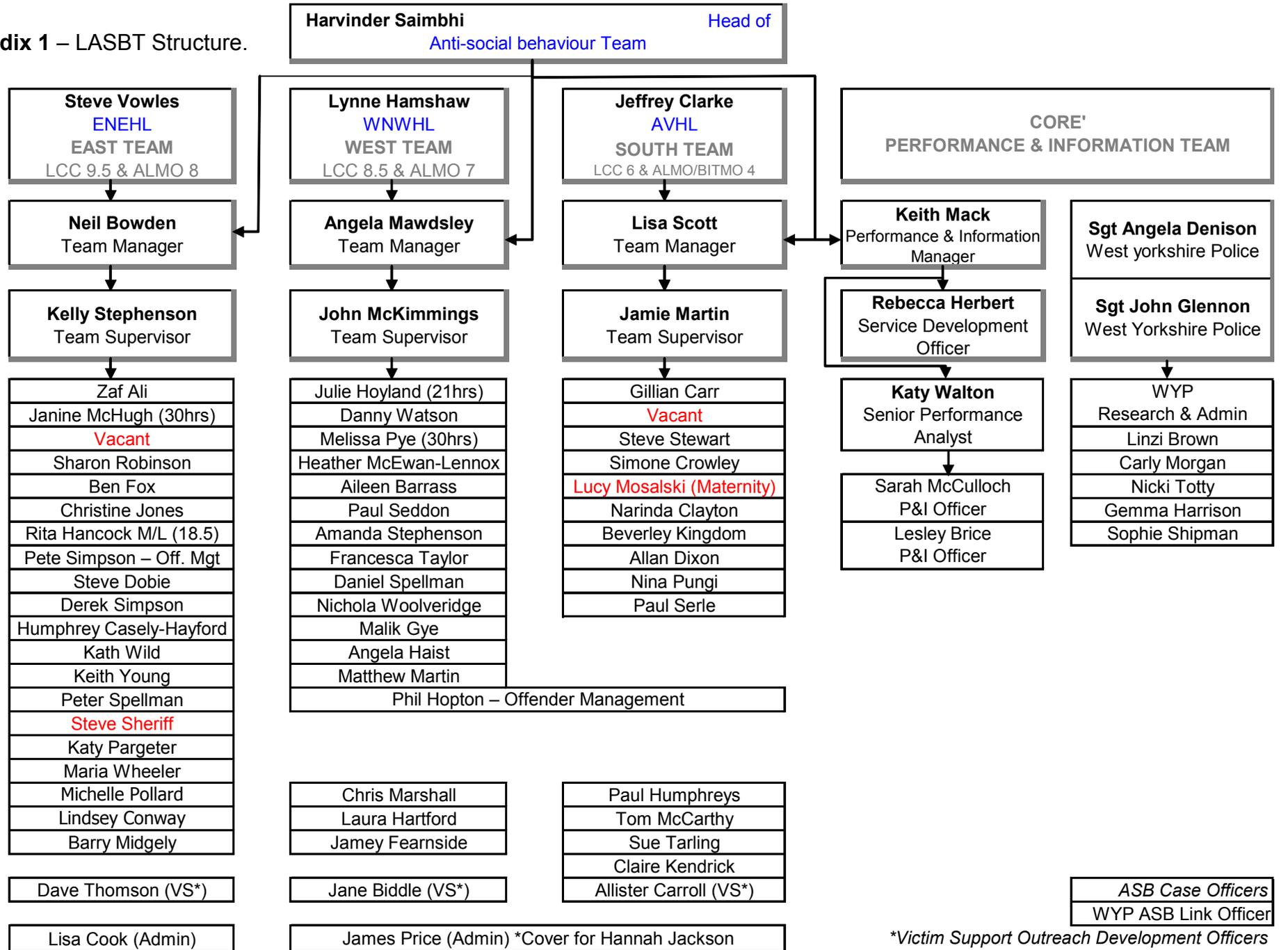
**7 Background documents**

Appendix 1 – LASBT Structure

Appendix 2 – Inner NW performance summary

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**Appendix 1 – LASBT Structure.**



\*Victim Support Outreach Development Officers

## Appendix 2 – Inner NW performance Summary.

### LASBT Performance Report (2010/11 – 2011/12 Comparative Analysis)

*\*By way of a health warning it is important to note that due to changes in the service structure, procedures and data collation methods, comparisons between 2011/12 data and 2010/11 data may require further explanation to avoid any misunderstanding*

#### ASB Enquiries Received By Ward Area

		Q1 2010-11	Q2 2010-11	Q3 2010-11	Q4 2010-11	Q1 2011-12	Q2* 2011-12
Hyde Park & Woodhouse	Housing ALMO	74	92	66	67		
	<b>ASBU/LASBT</b>	<b>7</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>42</b>	<b>29</b>
Headingley	Housing ALMO	2	8	3	2		
	<b>ASBU/LASBT</b>	<b>2</b>	<b>7</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>7</b>
Kirkstall	Housing ALMO	125	129	90	84		
	<b>ASBU/LASBT</b>	<b>11</b>	<b>8</b>	<b>4</b>	<b>7</b>	<b>66</b>	<b>49</b>
Weetwood	Housing ALMO	103	88	52	79		
	<b>ASBU/LASBT</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>6</b>	<b>27</b>	<b>26</b>

Analysis of Housing ALMO ASB Enquiry data shows that up to 28% of calls logged during 2010/11 were repeat calls. Since Implementation ASB calls are now allocated as a tenancy issue to ALMO or as an ASB issue to LASBT.

*\*Part Quarter data.*

#### ASB new cases opened by Ward Area

	Q1 2010-11	Q2 2010-11	Q3 2010-11	Q4 2010-11	Q1 2011-12	Q2* 2011-12
	<b>ASBU</b>				<b>LASBT</b>	
Hyde Park & Woodhouse	<b>2</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>72</b>	<b>6</b>
Headingley	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>
Kirkstall	<b>7</b>	<b>5</b>	<b>3</b>	<b>4</b>	<b>94</b>	<b>40</b>
Weetwood	<b>0</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>24</b>

A full review of Housing ALMO ASB Case data undertaken in December 2010 based on 289 active cases across WNW homes, showed that 45.3% of open cases should have been deemed tenancy issues, 7.2% related to criminal incidents that should have been reported to the police and 1.0% of cases had no issues warranting investigation.

*\*Part Quarter data.*

**Customer Satisfaction Data (Not broken down by Area)**

Customer satisfaction data was not collated as part of the 2010/11 weekly racetrack although all ALMO partners and ASBU have collated data independently prior to Quest implementation.

		2010/11 AVH Tenant Survey	2010/11 ENE Status Survey	2010/11 WNW Status Survey	2010/11 ASBU	2011/12 LASBT	<i>Variation from previous best</i>
<b>KPI1</b>	% rating of customers/victims re: satisfaction with promptness of initial response	39.0%	46.0%	46.0%	71.9%	81.5%	<b>+9.6%</b>
<b>KPI2</b>	% rating of customers/victims re: satisfaction with case officer investigation undertaken (Ability to deal with problem)	47.0%	57.0%	46.0%	65.7%	80.5%	<b>+14.8%</b>
<b>KPI3</b>	% rating of customers/victims re: satisfaction that they were consulted and able to influence key decisions taken during the investigation.	N/A	N/A	N/A	N/A	78.8%	<i>New KPI</i>
<b>KPI4</b>	% rating of Customers re: satisfaction with frequency of Case officer updates regarding progress of case.	39.0%	52.0%	49.0%	68.8%	80.5%	<b>+11.7%</b>
<b>KPI5</b>	% rating of customers/victims re: satisfaction with the case outcome.	36.0%	47.0%	41.0%	60.2%	77.0%	<b>+16.8%</b>
<b>KPI6</b>	% of customers/victims contacted prior to closing the case?				N/A	84.2%	<i>New KPI</i>
<b>KPI7</b>	% rating of customers/victims re: satisfaction that their needs were considered and appropriate support provided.	42.0%	51.0%	47.0%	N/A	77.2%	<b>+11.8%</b>
<b>KPI8</b>	Overall Satisfaction Rating (Scale 1-5)				<b>70.0%</b>	<b>79.2%</b>	<b>+9.2%</b>

**Customer comments;**

4 week early case stage surveys;

- 8343** Client really happy with service and thanked the service for a job well done  
**8493** Very good service  
**8512** Client really happy with case officer / she listens and understands and offers help  
**8535** Client is very happy and states service is working well  
**8706** Thanked the department, is happy that someone is now listening to her problems

Closed Case Surveys;

**8547** *I have been extremely relived that my case has been taken seriously by LASBT and has been acted upon appropriately . I do wish however that the information had been passed to LASBT earlier as this would have prevented me from going through the traumatic experience and the subsequent effects which have affected my studies a great deal*

**8556** *You could not have done more for me. I am one highly satisfied customer. Thank you for giving me peace of mind.*

**6997** *Id like to personally thank Amanda for all her help her professionalism, the swiftness she dealt with this was brilliant , fantastic work!*

**8519** *We would like to thank Francesca on doing an excellent job, she kept us informed at all stages of the case and was more than helpful in every way.*

**8765** *It's good that in this day and age that there are agencies such as yours, who are working for the positive good of all concerned, when in the past it's been fashionable to criticise organisations such as yours. I found Steve to be a very pleasant and concerned person and I would like to take this opportunity to thank him and yourselves for all of the good work that you have done on my behalf.*