



Scrutiny Team Report

Review of Anti-social behaviour

Management Response

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Title: Neighbourhood Services Manager

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1 Introduction:

This is the eighth Scrutiny team review, and is focused on our response to anti-social behavior; and covers a range of aspects including the customer-facing website, policy statements, the provision of information, and the development of a procedure from existing guidance.

2 Management response:

The neighbourhood team enjoys working with the Scrutiny team and welcome the review of how we address anti-social behaviour in our neighbourhoods. Neighbourhood managers met with members of the Scrutiny team and found the interviews both interesting and useful.

The neighbourhood services manager met with the scrutiny team once; this was to provide an overview of what anti-social behavior is, the types of issue that Selwood Housing face, the team's performance, and introduced the Neighbourhood team's anti-social behavior improvement action plan.

3 Findings and recommendations:

The findings of the group are very customer focused and the recommendations are welcomed.

Some of the recommendations made are being delivered by either other projects running across the organisation or by the Neighbourhood team from their work on the anti-social behavior improvement action plan.

4 Conclusion:

The Neighbourhood team has worked hard to address shortfalls that have been identified by customer feedback (via CSN), an internal audit and performance monitoring. As a result, some of the recommendations that have been made by this review have already been picked up by the anti-social behavior improvement action plan. There has been a lot of work carried out, and the Scrutiny team review is a welcome and timely reminder that there is a lot of good work carried out by the Neighbourhood team in respect of anti-social behavior and that the improvements being worked on will be of benefit to our customers and the victims of anti-social behavior.

From April this year, we started asking customers satisfaction questions at the point of their case being closed. There has been a lot of positive responses, but some feedback that will be used to inform further improvements.

The next 'phase' of improvements is to develop a thorough understanding of cost, and weave this into everyday service provision.

The leadership team would like to thank the scrutiny team for their work and the neighbourhood services manager will ensure that they are updated on the progress of the action plan.

5 Recommendations:

	Recommendation	Management response
1	We suggest that annual number of reported cases and comments on the trend up or down is published in the working together magazine and on-line on an ongoing basis.	<i>Expected completion date:</i> April 2018 <i>Coordinator:</i> Marc Robins <i>Response:</i> This information is currently made available in Selwood's annual report. These figures can be

		circulated wider, in <i>Working Together</i> and on the website at the end of the reporting period (ie financial year)
2	Examples of what might be ASB are given in the policy.	<p>ECD: February 2018**</p> <p>Coordinator: Richard Flavin / Marc Robins</p> <p>MR: The team currently has a policy and guidance documents. The guidance is being reviewed January 2018, with a view to a procedure being created. This policy revision will be considered if appropriate and in line with existing best practice and advice.</p> <p>**The completion date for the policy and procedure work has been pushed back by a month; the neighbourhood technical and support manager has had to prioritise a piece of work around covenants and conveying that information to new customers. This also impacts on the completion of recommendation 9.</p>
3	That some of the examples of what is not ASB explained in the policy is re-examined and removed.	<p>MR: This is addressed in response to recommendation 2. These example are provided to help manage customers' expectation at how issues may be managed.</p>
4	The reference to "other definitions" of ASB in the Policy is reviewed and removed.	<p>MR: This is addressed in response to recommendation 2.</p>
5	That clarification of what a "harm based	<p>MR: This is addressed in</p>

	approach" means is explained in the policy	response to recommendation 2. But there is a need to move away from the use of jargon.
6	That the policy confirms that all cases that are Selwood Housing responsibility are investigated including low level tenancy breaches	MR: This is addressed in response to recommendation 2. A policy needs to be focused. In this instance ASB is being looked at, behaviour that falls outside of the definition of ASB cannot be covered.
7	That two additions are made to the policy a) to commit Selwood to promote what was and wasn't acceptable behaviour on a regular basis. b) to commit to sharing performance information with tenants	MR: This is addressed in response to recommendations 2, 9, 10. The performance information is also covered elsewhere.
8	That the policy is reviewed annually rather than every three years	MR: All Selwood Group policies are reviewed every 3 years. Whilst this is an established principle that we will not be moving from, if there is an identified need for an amendment or revision it is made. This can be seen in the decision-making record at the end of the ASB policy (where there are 3 such amendments in 1 year).
9	We were advised that the procedure for ASB is built into the QL process. We would like to see a written procedure.	ECD: February 2018** Coordinator: Richard Flavin / Marc Robins MR: The team currently has a policy and guidance documents. The guidance is being reviewed January 2018, with a view to a procedure being created. This revision can be considered and made.

10	That a section the ASB guidance explains what preventive action takes place and that this is monitored.	<p>MR: This is addressed in response to recommendation 9.</p> <p>It is worth pointing out that monitoring preventative work is difficult.</p>
11	That a leaflet is available on-line to set out what tenants can expect from the service and who else can help, along with the tenants own responsibilities. This should be made available quickly	<p>ECD: December 2017</p> <p>Coordinator: Communications & Marketing / Marc Robins</p> <p>MR: An ASB leaflet has been used previously, but it was found to date very quickly. The information that had hitherto been in the leaflet is available on the customer facing website (as content in a page rather than a standalone leaflet)</p>
12	That the website search is reviewed to ensure ASB can be better found	<p>ECD: December 2017</p> <p>Coordinator: Communications & Marketing / Marc Robins</p> <p>MR: There is a recognition that the customer-facing website requires work. There is a project currently underway that is addressing issues such as this one, and the website will be moving to a new platform in December 2017.</p>
13	That performance information regarding ASB is made available on-line and in working together –see report for examples	<p>MR: This is addressed in response to recommendation 1.</p>
14	That case studies of actions taken are made available on-line – see report for examples	<p>ECD: April 2018</p> <p>Coordinator: Communications & Marketing</p>

		<p>/ Marc Robins</p> <p>MR: In November 2017, an ASB marketing plan was devised by C&M. The driver behind this is to encourage reporting of issues by customers, and address the perceived</p>
15	That "feedback quotes" from customers about how cases are managed (good and bad) are made available – see report for examples	MR: This is addressed in the response to recommendation 14
16	That some of the good work that is being done on some areas is more consistently applied to all cases.	<p>MR: Reports are managed on their merits; and best practice is applied in all instances. The report does not elaborate on instances where this has not happened.</p> <p>However, the training undertaken by the permanent members of the team and the development of a procedure should ensure further consistency.</p>
17	That all tenancy breaches as well as what is described as ASB issues are dealt with quickly and that Selwood nips things in the bud and is less "soft".	<p>MR: All reports of tenancy breaches or ASB are responded to and managed within strict timescales. All actions within a case are considered if appropriate or a reasonable response to the issue presenting.</p> <p>Furthermore, there is a perception issue around ASB not being addressed and whether it is Selwood's problem to deal with.</p>
18	That none ASB tenancy breaches are reported on by number and type.	MR: This is beyond the scope of the ASB review and management response.
19	That a new measure of average length of time a case is open is put in place.	ECD: April 2018

		<p>Coordinator: Marc Robins</p> <p>MR: The use of this performance indicator was widely used in the sector between 5 and 10 years ago. Reporting of average days declined in favour of proportion of cases resolved successfully. In the experience of some members of the Neighbourhoods team, average days as the sole performance driver creates a situation of premature closing and reopening of cases.</p> <p>This performance indicator can be introduced from April 2018, to coincide with the new reporting period but with the caveat that this is not a key driver.</p>
20	That tenants are asked how thing could be improved on the survey	<p>ECD: April 2018</p> <p>Coordinator: Marc Robins</p> <p>MR: The questions that are asked currently reflect the STAR survey. This is a set of questions used across the sector to measure satisfaction, benchmark performance against others, and assess trends over time. These questions need to be asked. At the start of the new reporting period, we will consider whether this additional question can be asked.</p> <p>It has been added to the ASB team action plan.</p>

21	We felt it might be useful to recorded the number of people involved in "one case" to better reflect the extent of the ASB problem.	MR: Our ICT system, QL, does have the function to link cases where there is a common perpetrator being reported by more than one person. This is used where appropriate in cases.
22	That a ASB telephone option is strongly considered and that the receiver of the call is fully trained in ASB call taking.	MR: To the best of the team's ability (cover, sickness, emergencies) there is a Neighbourhood Manager on 'duty' to cover such calls. The initial call handler in Customer support is not currently trained in ASB case management and is out of the scope of this review.
23	That all calls to Selwood Housing are recorded. If this is not possible on the existing system that this is done as part of an upgrade.	MR: This is beyond the scope of the ASB review and management response.
24	That face book chat is considered for some cases	MR: In terms of reporting an incident, customers are able to telephone, email, use the online reporting form or use social media. The best method of keeping a customer informed is agreed as a case develops. At present there are no plans to use Facebook chat: the colleague managing it is not an ASB specialist and there has been a recent example of its use creating unrealistic expectations in terms of timescales.