





View from Sivill House, Tower Hamlets

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**The Youth Ambassadors talk to the ASB Scrutiny Team members**

A copy of the full report is available on request from the Strategic Engagement Team by calling:



**Phone**

020 7364 5015

## Foreword

'In the summer of 2012, the first resident-led in-depth scrutiny exercise of a service run by Tower Hamlets Homes was undertaken.

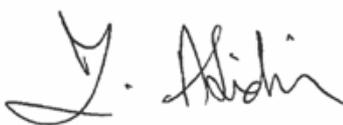
For the residents involved this was not a passive exercise. We determined that the Anti-Social Behaviour (ASB) Service was not delivering the quality of service that residents expected and paid for. The Residents' Panel decided that the potential detrimental impact this could have on residents' lives should not go unchallenged and so a special team was formed to find out what was going wrong, and what was needed to make the service one which we could all be proud. The resident members of the ASB Scrutiny Team were Jackie D'Arcy, Ian Campbell, and myself, Zoinul Abidin, as chair.

During the scrutiny process, Tower Hamlets Homes has been open and has made the best of efforts to meet our extensive requests for information and support. On behalf of the ASB Scrutiny Team I would like to thank the following for their tremendous support during the process: Trevor Kennett, ASB Project Manager; Musheda Begum, Project Officer (responsible for Mystery Shopping); and Irene Bannon, our independent advisor from Campbell Tickell who facilitated the scrutiny review and prepared this report.

We would also like to extend our thanks to all the residents who attended the focus groups, staff members of the ASB Team who came to our interviews, the many officers who came to the partnership working focus group and the staff of MHS Homes for the warm welcome and information provided on our best practice visit to them.

Our investigations confirmed that there are problems which prevent Tower Hamlets Homes from making best use of the resources it dedicates to the ASB Service. We acknowledge that some positive changes were made after the Audit Inspection in 2010, and following the temporary appointment of an ASB Project Manager, but the ASB Service still requires substantial improvement. However, we are confident that if the recommendations outlined in this report are followed, this service has excellent prospects for improvement.

We commend this report, and its findings, to the Board of Tower Hamlets Homes and urge them to not only listen to its residents but also act.'



**Zoinul Abidin**

Anti-Social Behaviour Scrutiny Team Chair

## Introduction

Tower Hamlets Homes is an Arms Length Management Organisation (ALMO) set up in 2008 as a not-for-profit company, whose sole purpose is to deliver high quality housing services for residents living in 22,000 London Borough of Tower Hamlets (LBTH) homes.

## The reasons for scrutinising the Anti-Social Behaviour Service

In August 2010, the Residents' Panel was established. In June 2011, it reviewed how it was operating, agreed a code of conduct, terms of reference and a work programme for the year ahead. As part of the work programme it was decided to thoroughly scrutinise the ASB Service. The key reasons for this decision were:

- The Audit Commission inspection, carried out in 2010, expressed concern that the ASB Service did not resolve cases quickly enough;
- In a series of Local Residents' Conferences, held in November 2011, residents expressed dissatisfaction with the service. In a survey carried out at the Local Residents' Conferences, 51% of residents said the service needed to improve; and
- Any failure of this service had the potential to leave residents at serious risk and/or have a major detrimental impact on the quality of their lives.

An ASB Scrutiny Team was formed to explore the reasons for resident dissatisfaction with the ASB Service and make recommendations on how the service should be improved. The key areas for scrutiny were:

- The structures and processes within the ASB Service;
- ASB policies and procedures;
- Partnership working with other agencies; and
- Whether, when compared with others, the service was delivering value for money.

This report sets out the findings of the ASB Scrutiny Team with recommendations on how the service can be improved.



**The ASB Scrutiny Team (left to right): Ian Campbell, Jackie D'Arcy and Zoinul Abidin**

## How the scrutiny was undertaken



**ASB Scrutiny Team members meet 'Partner' Organisations**

The ASB Scrutiny Team decided to take a methodical approach to their work. The principle followed was to look for evidence at all times and cross check that evidence, where possible, before reaching any conclusions and recommendations.

The process started with a review of how the ASB Service operated, following a customer journey from first contact to case closure. A review of current policies and procedures was then conducted. Various activities were then undertaken to establish whether the current policies and procedures were being put into practice and whether they were effective. These activities included: scrutinising data, interviewing staff, conducting a survey of residents, holding resident focus groups, and undertaking a mystery shopping exercise.

The Data Protection Act, and client confidentiality rules, meant we could not scrutinise individual case files. However, two residents gave their consent for their case files to be opened for the purposes of this investigation. These cases were used to examine the case management system, known as Flare, and determine whether Tower Hamlets Homes policies and procedures were being used. We looked for examples of external best practice to see if they had anything to offer Tower Hamlets Homes and went on a best practice visit to MHS Homes.

In order to establish the effectiveness of partnership working, a focus group with Tower Hamlets Homes key partners was held. Wherever possible, written notice of our information requests was given in advance of any meetings where the answers would be sought. At all times evidence was sought to establish if value for money was being achieved.

## Schedule of Events

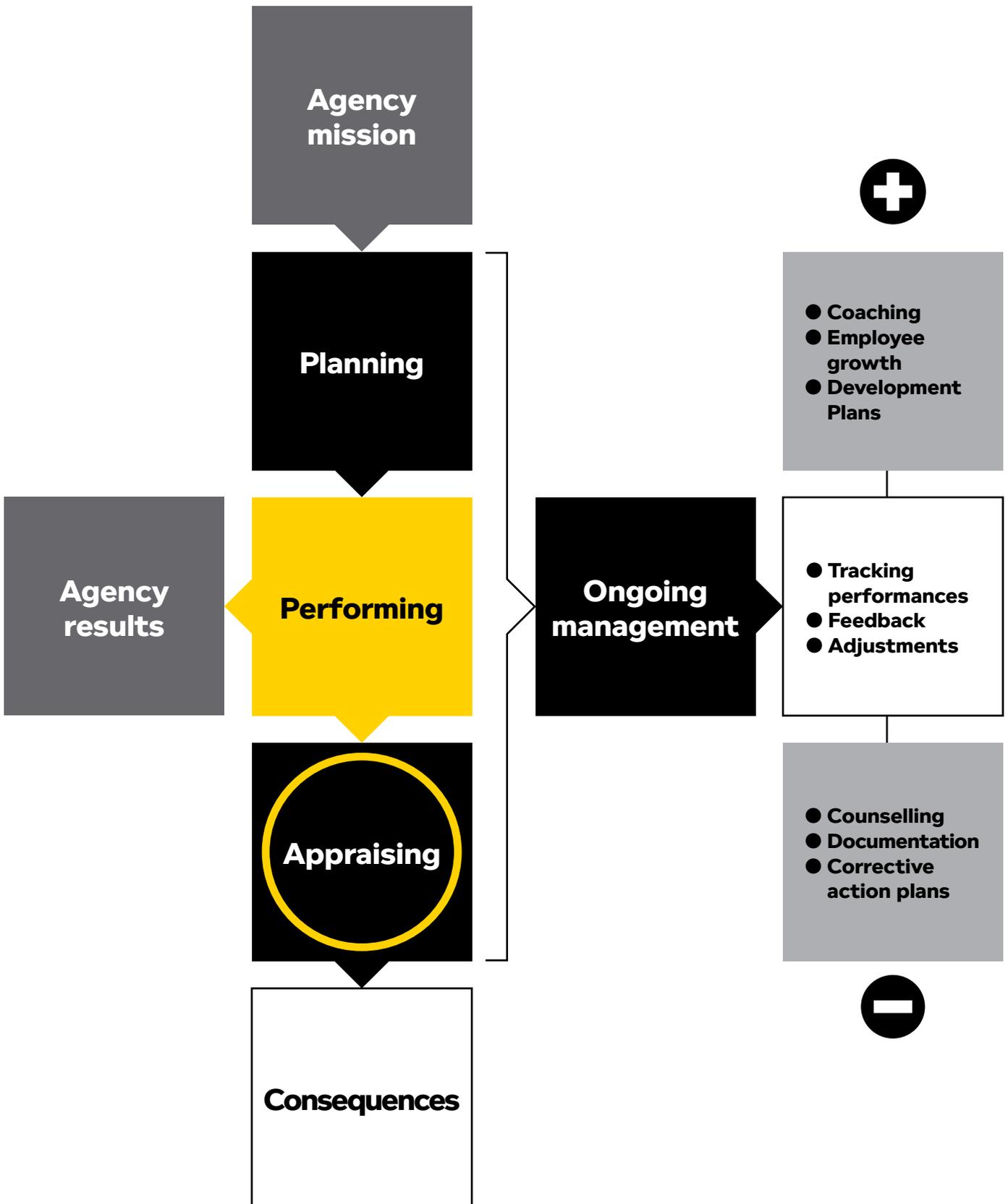
6 Mar	ASB Scrutiny Team meeting
16 Apr	ASB Scrutiny Team meeting
1 May	ASB Scrutiny Team meeting
24 May	1st round of Staff Interviews
13 Jun	ASB Scrutiny Team
26 Jun	1st Tenant Focus Group
3 Jul	Partners Focus Group
14 Jul	2nd Tenant Focus Groups
14 Jul	Youth Ambassadors Focus Group
10 Jul	2nd round of Staff Interviews
18 Jul	Visit to Central Communications Command 101
24 Jul	ASB Scrutiny Team meeting
1 Sep	Best practice visit – Medway Housing
11 Sep	ASB Scrutiny Team meeting
2 Oct	ASB Scrutiny Team sign off final reports

It is estimated that between preparing for and attending events each resident member of the ASB Scrutiny Team gave at least 10 full days of their time.

# 1

## Summary of Findings

- 1.1 The ASB Scrutiny Team carried out a methodical investigation into all aspects of the ASB Service including the ASB policies and procedures, case management system, performance data and financial data including value for money considerations. The ASB Scrutiny Team reviewed the ASB White Paper Putting Victims First, held resident focus groups, staff interviews, and a partners focus group. Mystery shopping and a survey of residents' views were undertaken together with a best practice visit to MHS Homes. We also visited the Communication Command Centre which handles all 101 and 999 calls from Tower Hamlets. Finally, diversity implications were considered. We summarise the findings of our investigations below.
- 1.2 Scrutiny of the ASB process**
- 1.2.1 The ASB Scrutiny Team members were not satisfied that the quality and the depth of advice given would be consistent across all methods of access to the ASB Service. Having too many access points was not helpful. The strategy of moving to one point of access was desirable but was not working.
- 1.2.2 The ASB Scrutiny Team members were not confident that every ASB complainant was receiving a face-to-face interview at the start of the process, and were concerned that ASB case management could become a desktop exercise driven by an automated process.
- 1.2.3 The ASB Scrutiny Team members could find no clear evidence of effective systems for case work management, regular case work reviews and provision for staff supervision and support.
- 1.2.4 On questioning, it became clear that there was no effective system in place to prioritise ASB cases.
- 1.3 Scrutiny of the ASB strategy, policies and procedures**
- 1.3.1 Some aspects of the strategy were not working, an example being customer access. Section 8 of the policy states 'from April 2011 Tower Hamlets Homes will be seeking to encourage all reports of ASB to be made through the Customer Service Team'. However, in May 2012 over nine access points were still available to residents to report an ASB case.
- 1.3.2 We discovered further evidence which showed that many other aspects of the strategy were not working. Despite the strategy requiring the following these were not being carried out:
- Developing an ASB apprenticeship scheme;
  - Service standards being developed with residents;
  - Monitoring of service standards; and
  - Use of position orders in ASB cases.
- 1.3.3 Evidence was provided which showed that some aspects of the strategy were in operation. For example:
- Requirements to publicise ASB initiatives;
  - Having domestic abuse champions; and
  - Some ASB Officers holding Level 3 BTEC in Neighbourhood Nuisance and ASB case work qualifications.
- 1.3.4 Overall, it was felt that there needed to be a thorough overhaul of existing policies, strategies and procedures to bring them in line with best practice. In addition, action was required to ensure that policies, strategies and procedures were followed.
- 1.4 Scrutiny of the Flare ASB case management system**
- 1.4.1 The team liked the way the system showed the pathway that a case was taking and was set against the schedule of planned activity. However, it was disappointing to note that the system was not proactive. For example if a planned action had not taken place it did not alert the case officer or case supervisor.
- 1.4.2 It was noted with concern that Flare did not produce a live case summary for case supervision or case review purposes.
- 1.4.3 It was noted with concern that if a perpetrator in an ASB case is aggressive



Improvements to the ASB management structure required

to a member of staff then legal action against the perpetrator may be taken outside of the ASB system. In this case the evidence of the aggression to the member of staff is lost to the ASB case.

- 1.4.4 Concerns about the quality of the service provided by the out of hours contractor, Vangent, were evident.

## 1.5 Scrutiny of ASB performance data

- 1.5.1 There were too many ASB categories leading to ambiguity in the records.

- 1.5.2 A Tower Hamlets Homes officer had the responsibility of obtaining residents' views on the service at the close of their case. Only 13% of possible surveys were completed. This was unacceptably low.

- 1.5.3 No record was kept of the outcomes achieved following the actions taken, whether positive or negative. Therefore, it was impossible for staff to learn lessons and judge the most cost effective options to use in the future.

## 1.6 Scrutiny of the ASB financial data – value for money considerations

- 1.6.1 It was very difficult to carry out a satisfactory value for money exercise as there was insufficient evidence to clearly relate outcomes achieved to investment made. We could find no evidence of an internal evaluation relating to the efficiency of the service being made.

- 1.6.2 The Anti-Social Behaviour Strategy 2010-2013 states that value for money reviews of external providers will be carried out on an annual basis. We could find no evidence that this was being done.

- 1.6.3 Tower Hamlets Homes belongs to the HouseMark ALMO Performance Improvement Benchmarking Club. The benchmarking report for 2010/11 provided evidence to show that Tower Hamlets Homes is achieving a poor performance compared to other ALMOs, despite being the 2nd highest spender on ASB services.

## 1.7 Residents' focus group and survey

- 1.7.1 It was of paramount importance to find out the views of residents who had used the ASB Service. To achieve this objective, 50 residents, who had active ASB cases, and 50 residents, whose ASB cases had recently



**The ASB Scrutiny Team reviewing Flare with the ASB Project Manager**

been closed, were invited to attend a focus group and/or complete a satisfaction survey.

- 1.7.2 The survey return rate was 18%. Whilst this was low, it compared well with Tower Hamlets Homes who achieved a 13% reply rate for their own ASB satisfaction surveys.

- 1.7.3 Residents found it easy to report an ASB case but very few used Tower Hamlets Homes preferred method of reporting. A high number reported the same complaint to many different places leading to a potential confusion and duplication of staff resources.

- 1.7.4 The response time to the initial complaint was exceedingly poor and there were high rates of dissatisfaction with the service and the outcomes achieved.

- 1.7.5 The survey results can be summarised as follows:

- 38% of residents waited over 12 days for Tower Hamlets Homes to respond to their initial complaint. A further 22% reported that Tower Hamlets Homes did not respond until they contacted them again.
- 38% felt the staff member dealing with their complaint was helpful while 60% felt the staff were occasionally or never helpful.
- More than half the residents felt that staff knowledge was poor.
- 61% were very dissatisfied with the support received from the staff and the way their case was dealt with.
- 80% were dissatisfied with the outcome of their case.
- Only 40% were invited to take part in the satisfaction survey at the completion of their case.

1.7.4 These findings were reflected in the focus group meetings and mystery shopping results.

## 1.8 Focus groups

1.8.1 The turnout to the focus groups was very low. There were three residents at the first and one at the second focus group. However, the quality of the information offered was high and gave a very valuable insight into the service.

1.8.2 There were many examples given of poor or even no service. A common problem reported was repeated failure of officers to return phone calls. A significant number of examples were given where poor maintenance and lack of communal repairs had led to a decline of an area.

1.8.3 Youths were often viewed as the potential or actual cause of ASB. However, one resident said that when they went and talked to the young people they were very responsive. They hung about because they had nowhere to go and this in itself caused problems.

1.8.4 It was clear that automated letters were being sent out to residents that were not appropriate. The underlying picture to emerge was one in which cases were being run by staff responding to computer generated alerts, rather than staff taking the initiative.

## 1.9 Youth Ambassadors Focus Group

1.9.1 The entire scrutiny team were deeply impressed with what the young people had to say and the way in which they expressed their points of view. They helped to put the debate about ASB and young people into



**Tower Hamlets Homes Youth Ambassadors**

context and brought a sense of realism and balance to the debate.

1.9.2 We were reminded that younger people living in the community also suffer from the problems caused by ASB but often, because of stereotyping, they are blamed for the problems. As younger people are more often out and about at night, ASB puts them at risk and therefore they have a strong desire to see neighbourhoods made safer for all.

1.9.3 The ambassadors believed that the poor perceptions of youths arise because many older people never meet or socialise with young people. If there were more opportunities for young and older people to meet and socialise this would help to break these barriers down.

1.9.4 A major problem is that there are very few places for young people to go and so, by default, they end up on the street and on the estates. Youth club provision is only for those under the age of 19 years. Most clubs close at around 8pm or 9pm. So youth clubs are perceived as being there for the very young and, in any event, close just when older youths would use them.

## 1.10 Staff interviews

1.10.1 The staff interviewed included ASB Officers, Neighbourhood Team Leaders, and Neighbourhood Area Managers.

1.10.2 There was no consistency in the number of cases officers had to manage and clearly some officers had unacceptably high case loads.

1.10.3 Some officers were employed with no previous ASB experience and had to learn 'on the job'. However, there was no evidence of specialist ASB in-service training.

1.10.4 Area Managers, with little or no experience in ASB matters have the responsibility for supervising Team Leaders. In turn, these Team Leaders, who themselves may have little experience in ASB matters, supervise ASB Officers. This supervision includes case work reviews. Not all ASB Officers have extensive ASB experience.

1.10.5 The evidence relating to case work supervision was very patchy and inconsistent.

1.10.6 Staff were aware of the recent implementation of a case work priority system but were not clear on which issues

fell into each of the categories or how escalation or de-escalation procedures operated. There was evidence that 'personal judgement' was relied on for the most part in deciding how a case should be prioritised and what to do.

- 1.10.7 There was evidence to show that ASB Officers were put at unnecessary risk. It was reported that these officers were used as process servers when serving injunctions. They were not given the support of Tower Hamlets Enforcement Officers (THEOs) or the police when serving these injunctions.
- 1.10.8 We could find no evidence of any internal quality control measures for determining which cases should be referred to outside agencies such as the Family Intervention Team.
- 1.10.9 The evidence shows that the current management structure is not fit for purpose.

### 1.11 Partners Focus Group

- 1.11.1 The successful resolution of complex ASB cases often relies on the co-operation and intervention of many other organisations. The ASB Scrutiny Team decided to hold a focus group meeting with these other 'partner' organisations to explore the effectiveness of their working relationships with Tower Hamlets Homes and to look for any areas which could be improved for the benefit of residents.
- 1.11.2 We met with representatives from: the Metropolitan Police, the LBTH Community Safe Team, the Hate Incident Panel, Tower Hamlets Enforcement Officers, the Youth Services including outreach workers and the Youth Offenders Service, Environment Health including noise and dog nuisance, and the Family Intervention Project.
- 1.11.3 One of the positive steps recently taken by the ASB Project Manager was to start regular meetings with partner organisations. This has yielded positive benefits and we were pleased to hear that Tower Hamlets Homes enjoyed a positive reputation amongst the partners at the meeting.
- 1.11.4 The police provided ASB data for 2011-2012. It was noted that there had been a 14.4% decrease in the amount of recorded ASB activity within the borough of Tower Hamlets. There was a correlation between



**The ASB Scrutiny Team interviewing staff**

- the end of the school day and an increase in reporting ASB problems. Reports to the ASB hotline had increased by 12%. During the year 37,705 ASB cases were handled.
  - 1.11.5 Tower Hamlets has the largest funding for police services in London. In the forthcoming round of cuts to the police service, this level of resource to Tower Hamlets will be in jeopardy.
  - 1.11.6 The partners felt there was growing evidence to show that the public were less tolerant of others but also less willing to take responsibility for dealing with community-type issues. They believed initiatives to develop community cohesion were vital.
  - 1.11.7 The Council's Youth Service should be the first point of call for ASB Officers dealing with youth problems. The Youth Service has detached response teams to send out to loitering youths, to nip problems in the bud and stop them escalating to more serious issues. Unfortunately, Tower Hamlets Homes has no referral arrangements with this service.
  - 1.11.8 The partners believe that Tower Hamlets Homes should use tenancy enforcement in a proactive way to deal with families who consistently cause a noise nuisance. This view is shared with Tower Hamlets Homes residents.
- ### 1.12 Mystery Shopping
- 1.12.1 The Resident Inspectors posing as customers carried out a series of telephone enquiries to test the ASB service standards, customer care, staff knowledge and how well information was provided on a range of enquiries.

### **1.12.2 Council ASB Hotline**

1.12.3 During May 2012, the Resident Inspectors made 10 telephone calls to the Council ASB Hotline with various ASB scenarios. Overall 45% of the Resident Inspectors were completely satisfied and 33% were partially satisfied with how their complaints were handled. 22% were not at all satisfied. Only 50% rated their overall experience as good.

### **1.12.4 Customer Services Tower Hamlets Homes**

1.12.5 67% of the Resident Inspectors did receive calls or letters from Tower Hamlets Homes Customer Services confirming the complaint details and the designated ASB Officer's contact details. In one case, a new complaint was added to the existing case because a letter was not sent to the Inspector from Customer Services.

1.12.6 Only 55% of the Inspectors were contacted by Tower Hamlets Homes Customer Services within 48 hours. In all six cases, the Inspectors were clear what the letters/phones stated.

### **1.12.7 Contacts by the ASB Officers (Tower Hamlets Homes)**

1.12.8 89% of the Inspectors said that they received letters or calls from the designated ASB Officer from the Neighborhood Housing Offices. Only 45% of the Resident Inspectors said that they were completely happy with how their complaints were handled by the ASB Officers. In only two cases, was the Inspector able to get through to the right person.

### **1.12.9 Tower Hamlets Homes website**

1.12.10 75% rated their overall experience as good.

### **1.13 Best Practice visit**

1.13.1 We decided to visit MHS Homes as they had achieved HouseMark accreditation for their ASB Service. We wanted to know if this was a cost effective way of improving, and sustaining, the delivery of an excellent ASB Service.

1.13.2 They handle around 750 ASB cases a year. Each case takes an average of 75-80 days to resolve [the average at Tower Hamlet Homes is 200 days]. They have systems in place to ensure quality and consistency of service. The target for tenants' satisfaction with the ASB Service received is 85% and 80% for the outcome achieved. Performance against

these targets is 90% of the service and 95% for the outcome achieved.

1.13.3 MHS Homes use the 'Re-Act' case management system. This is a 'live' web based system which is very interactive. It links cases, generates deadlines for actions, provided summary reports for casework supervision, provides audit path trails for monitoring, provides documentation for legal action, records the financial cost of each transaction for value for money reports. The member of staff interviewed reported that she had 100 open cases. She felt well able to manage this case load because she had the support of a good co-ordinator and an excellent case work management system.

1.13.4 It cost them £9,000 to achieve accreditation and did it work? A senior manager's view was a resounding yes. It had helped staff to see more clearly what needed to be done in each case; it provided a very helpful framework and ensured a consistency of service to all residents.

### **1.14 Diversity implications**

1.14.1 In order to meet this legal requirement Tower Hamlets Homes should record the diversity implications of its ASB work both for perpetrators and victims, analyse its implications, and take appropriate action.

1.14.2 It has not been possible to make any observations on the diversity implications of ASB because the necessary information has not been recorded. The ASB management system does not record diversity information on the perpetrators of ASB. The system only records some diversity information on the victims of ASB and even then the majority of the information is not collected.

### **1.15 The Scrutiny Review Process**

1.15.1 The assistance of the independent advisor proved to be an essential component to the effectiveness of this review. This person enabled the ASB Team members to take a fresh perspective when reviewing the service. Having access to an independent advisor meant that the Scrutiny Team were not solely reliant on Tower Hamlets Homes staff for information and therefore added weight and veracity to our recommendation. It is a credit to Tower Hamlets Homes that they had enough faith in their residents to support this approach.

- 2.1 After each of our scrutinising activities various recommendations for change were made. A number of these recommendations overlapped or were repeated. For ease of reference we have rationalised all our recommendations as shown below. We will be asking Tower Hamlets Homes for a formal response to these recommendations which we will publish. The Residents' Panel will be requesting that Tower Hamlets Homes provide a plan showing how they will implement the recommendations. Thereafter, the Residents' Panel will be monitoring the delivery of this plan.
- 2.2 ASB policies, procedures and processes**
- 2.2.1 Streamline and reduce access points to the service ensuring consistency of response to residents. Retain reporting via 101 and Tower Hamlets Homes Customer Services.
- 2.2.2 Ensure that all new cases first receive a phone call acknowledging their complaint and arranging an appointment for a face-to-face interview – this to be followed by a confirmation letter, and the interview within 4 days of the complaint being raised.
- 2.2.3 Officers should always visit the residents reporting an ASB problem so that they can gain a real understanding of the often complex issues and appreciate the local context.
- 2.2.4 Make more use of tenancy enforcement measures against the perpetrators of ASB. In 2011/12 there were 11 evictions relating to ASB. However, 10 of these cases covered removal of squatters and only 1 for ASB infringement.
- 2.2.5 Put a casework prioritisation system in place with an escalation and de-escalation procedure providing staff with written guidance.
- 2.2.6 Create a procedure for handling emergency cases in addition to the normal case management procedures.
- 2.2.7 Review the scripts used by Tower Hamlets Homes Customer Service Team, in partnership with ASB staff members, to ensure that basic information and advice is proactively given, quality information recorded, and residents are given clear information on the next step. This information should be included in the confirmation letter.
- 2.2.8 On estates bring back the 'No Ball Games' signs. In play grounds put up 'age appropriate' signage. This gives at least some authority to stop youths playing ball games in inappropriate places.
- 2.2.9 Seek HouseMark accreditation for the ASB Services by September 2013.
- 2.2.10 Improve the templates used for ASB contracts to make them more professional.
- 2.2.11 Stop photocopying the ASB contracts. Each one should be individually printed on high quality paper to give them better status.
- 2.3 Staffing**
- 2.3.1 Establish a permanent senior ASB Manager post. This officer to be responsible for:
- Providing monthly supervision and support session for all ASB staff where any questions of competency can be addressed;
  - Controlling a designated ASB budget and driving through transparent value for money improvements;
  - Controlling referrals to the Family Intervention Project, and other partners, to ensure that the neediest cases get priority attention.
  - Taking action to ensure weekly case work reviews are undertaken on all cases to check the quality of service and case progress.
  - Undertake joint staff 'learning reviews' where best practice can be shared and learning from 'mistakes' be encouraged.
- 2.3.2 Redistribute the ASB Officers according to the number of cases in each neighbourhood with a view to each officer handling an average of 35 cases.
- 2.3.3 Provide an annual ASB training programme to all ASB staff.

- 2.3.4 Consult staff on the suggestion that ASB staff regularly patrol their patch.
- 2.3.5 Use the services of professional 'process services' for serving injunctions.
- 2.3.6 Arrange for a member of staff to be available to answer telephone calls at all times or provide residents with the ability to leave a message.
- 2.3.7 The Residents' Panel present their findings to front line ASB staff and seek their support for implementing the recommendations.

## 2.4 The Flare case management system

- 2.4.1 Purchase a new case management system and ensure that the system chosen must provide all the same functions as the 'Re-Act' case management system.
- 2.4.2 Until recommendation 2.4.1 is achieved:
- 2.4.3 Review the operating system and ensure that it is able to highlight where a resident involved in an ASB case may be using more than one name and provide information on all the 'known' aliases.
- 2.4.4 Review the 'script' used by the recording officer to ensure that the basic information is repeated back to the reporter, to confirm accuracy, before entry into the system including the spelling of full names.
- 2.4.5 Develop Flare so that it will produce alerts to the case officer and supervisor when planned actions are not carried out.
- 2.4.6 Develop Flare to be able to produce live case summaries for case supervision or case review purposes.
- 2.4.7 Review case procedures to ensure that any aggression shown to staff, from an alleged perpetrator is recorded in such a way that it can be used as evidence in an ASB case.
- 2.4.8 Carry out a rigorous review on the quality of the services provided by the out-of-hours contractor, Vangent, including mystery shopping.

## 2.5 ASB data

- 2.5.1 Review the definitions for recording ASB incidents with a view to reducing the number of categories.
- 2.5.2 Outsource the resident satisfaction surveys, undertaken at the close of each ASB case. Kwest Research should be asked, amongst others, to tender for this work.
- 2.5.3 Review the data recording system to include capturing the outcomes achieved against the remedies used.



**Young residents taking part in a 'Bling-My-Hood' environmental improvement project**

## 2.6 Value for money

- 2.6.1 Implement a system to measure outcomes achieved against expenditure made.
- 2.6.2 Ensure the Anti-Social Behaviour Strategy 2010-2013 policy, relating to value for money reviews of external providers, is carried out.
- 2.6.3 Investigate the cost-effectiveness of having ASB case administrative assistants.
- 2.6.4 Take a more proactive and coordinated approach when using internal maintenance or repair budgets and or external resources from the Council or Police associated with designing out crime initiatives. Designate a percentage of the maintenance budget for priority ASB 'hot spots' use.
- 2.6.5 Give the ASB Service an annual 'ring-fenced' budget provision to purchase equipment and pay for a floating THEO dedicated to Tower Hamlets Homes.
- 2.6.6 Tower Hamlets Homes join the HouseMark ASB Benchmarking Club.

## 2.7 'Putting Victims First' White Paper

- 2.7.1 Object to the proposal to weaken civil remedies and replace them with police-led and criminal remedies.
- 2.7.2 Seek the retention of Anti-Social Behaviour Orders (ASBOs) on conviction, interim ASBOs, ASBOs on application and ASB injunctions.

## 2.8 Youth

- 2.8.1 Tower Hamlets Head of Youth and Community Learning Service take measures to extend the youth provision to cover youths up to the age of 21 years.
- 2.8.2 Tower Hamlets Head of Youth and

- Community Learning Service take measures to extend the use of youth clubs by having facilities for the under 16s before 8pm and the post 16s after 8pm, this to be done in consultation with the Youth Ambassadors.
- 2.8.3 Tower Hamlets Head of Youth and Community Learning Services review the current services provision for girls, in consultation with the Youth Ambassadors, with a view to improving them.
- 2.8.4 Tower Hamlets Corporate Director of Children, Schools and Families Services take measures to extend the openings hours of youth clubs to 11pm on Friday and Saturday nights starting with a pilot scheme in 1 club opening on a Saturday evening. The scheme should be developed in consultation with the Youth Ambassadors.
- 2.8.5 Tower Hamlets Director of Children's Services should be asked to ensure that secondary schools and youth clubs provide workshops to help young people face and tackle anger management and alcohol abuse issues and help prevent them from damaging their life chances.
- 2.8.6 Tower Hamlets Homes Residents' Panel offers 2 places to the Youth Ambassadors.
- 2.8.7 Tower Hamlets Homes together with Tower Hamlets Council provide funding to Youth Ambassadors to run projects aimed at breaking down the barriers between the generations.
- 2.8.8 Tower Hamlets Homes enters into a Service Level Agreement with the Youth Service so that their Rapid Response Unit deploys Youth Workers to ASB hot spots on the request of the Housing Management staff.
- 2.8.9 Tower Hamlets Homes develop, in consultation with the Youth Ambassadors, a system for recognising and rewarding the positive contributions made by young people.
- 2.9 Partner relationships**
- 2.9.1 It is anticipated that the police service currently employed by Tower Hamlets will be seriously reduced due to Government cuts. Tower Hamlets Homes should join with others to protect current provision whilst at the same time investigating and planning how to mitigate the cuts in the police service by buying in additional police time and/or increasing the use of THEOs.
- 2.9.2 Take up the offer of the Family Intervention Project to provide in-service training to Tower Hamlets Homes ASB staff.
- 2.9.3 Urgently put in place a referral system to the Youth Service, in particular the use of the detached response teams and investigate how a similar service can be provided for the over 19 year olds.
- 2.9.4 Investigate what can be done to reduce the numbers of repeated complaints about trivial matters and make residents more realistic about what they can expect from the public services.
- 2.9.5 Set up a service level agreement with Tower Hamlets Environment Health dog nuisance team to deliver a dog fouling patrol and clear up service.
- 2.10 Tower Hamlets Homes website**
- 2.10.1 Put ASB reporting information on the home page.
- 2.10.2 After completing the form there should be a page outlining what the next steps and actions would be.
- 2.10.3 Everything on all of the website, regarding ASB, should contain the link to report an ASB problem, as not everyone has the patience to keep looking for the form.
- 2.10.4 Provide an easy finding link for example: ASB TOWER HAMLETS HOMES-REPORT FORM, this would save a lot of time
- 2.11 Diversity**
- 2.11.1 That Tower Hamlets Homes starts to record the required diversity information for both the victims and perpetrators of ASB.
- 2.11.2 That the responsible officer provides an annual report, to the Tower Hamlets Homes Board and Residents' Panel, with an analysis of the diversity data, its implications and what actions, if required, are to be taken.
- 2.11.3 An Equality Impact Assessment, of the ASB Service, be carried out immediately and every 3 years thereafter.
- 2.12 Independent advice**
- 2.12.1 All future in-depth scrutiny reviews have access to an independent advisor.

# 3

## The hallmark of success



**The ASB Scrutiny Team paying a 'Best Practice' visit to MHS Homes**

### **ASB Scrutiny Team**

- Zoinul Abidin  
Residents' Panel Member
- Ian Campbell  
Residents' Panel Member
- Jackie D'Arcy  
Residents' Panel Member
- Irene Bannon  
Campbell Tickell  
(Residents' independent advisor)

- 3.1 In January 2014, the ASB Scrutiny Panel will reconvene to review the ASB Service to establish if the desired improvements have taken place.
- 3.2 The hallmarks of success that we will look for will include, but will not be limited to, the following:
- A new case management system is in place.
  - The average time to resolve ASB cases is no more than 40 days.
  - At least 55% of residents, whose case has been closed, complete the satisfaction survey.
  - Resident satisfaction with the ASB Service is at least 70%
  - Resident satisfaction with the outcome of their case is at least 65%
  - No ombudsman cases have been found in favour of the residents.
  - The ASB Service has achieved HouseMark accreditation.
  - The ASB Service has joined the HouseMark ASB Benchmarking Club and are in the upper quartile for costs and quality of service.



**Tower  
Hamlets  
Homes**

# **Anti-Social Behaviour Everybody's business**

**Final Summary Report October 2012**

If you would like further information, please contact: Tower Hamlets Homes,  
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