

TITLE OF REPORT: Anti-social Behaviour Review

Purpose of the Report

1. To seek the views of the Housing, Environment and Healthier Communities OSC on the progress of the Anti-social Behaviour (ASB) Review.

Background

2. A major review of ASB services in Gateshead is underway, commissioned by the Community Safety Board (CSB).
3. The impact of ASB is consistently evidenced in public consultation exercises, with action to tackle ASB being one of the top priorities for Gateshead residents.
4. Tackling ASB is a complex issue with expertise, responsibilities and powers shared between different agencies that take different approaches, use different definitions, thresholds, and with a variety of resources and priorities.
5. The CSB has tasked the review with ensuring that the ASB system;
 - Helps to achieve the Councils Thrive ambition;
 - Minimises harm from ASB, by taking action that solves the root cause of behaviour as quickly as possible.
 - Provides a consistently excellent approach to and level of service to all residents, irrespective of tenure, location or who is providing the service
 - Removes duplication and 'silo' working.
 - Improves efficiency and better use of resources.
 - Ensures effective and relevant information sharing.
 - Employs the best approach to resolving complex cases.
 - Ensures those suffering know what help is available and how to access it.
 - Is sustainable, avoids staff burnout and improves job satisfaction.
 - Is able to continue to improve.

6. Progress**6.1 The Goals of the ASB Review;**

- Goal 1 - To better understand together how we tackle ASB in Gateshead;

6.2 The first stage of the Review referred to as 'Check', included an examination of the current system from the user of the services point of view, and included expertise from the breadth of services connected with tackling ASB, and those involved in supporting victims and those connected with ASB. It included; understanding how the work happens, what matters to those we are trying to help, what is the demand on us and from whom, how capable is our system in responding to it, how does work flow through our system, what are the things that we do that help us to achieve our purpose, what are the things that are wasting time, and what is causing us to behave this way.

6.3 Findings

6.4 Check confirmed that the ASB system is not making the most of opportunities to prevent harm, change behaviour or reduce demand on services. Performance is being driven by a number of assumptions that are having a negative impact on the way the work is carried out, and on the outcomes being achieved;

- a. Within some parts of the system, 55% of the work does not contribute to the purpose of resolving the ASB and repeat victims/people connected with the ASB account for 50% of demand on services.
- b. Victims rate us at 4.9 out of 10/people connected with ASB reported they didn't have a voice
- c. Victims don't want us to just deal with the issue at hand, but to deal with the 'knock on effects', or things they think we should foresee.
- d. ASB was a symptom of an underlying issue such as, mental health (100% of cases reviewed), and substance misuse.
- e. 75% of people connected with ASB didn't feel that they were treated fairly and they and their lifestyle was judged.
- f. 92% were unemployed – in receipt of sickness benefit relating to mental health
- g. Both victims and people connected with ASB said; more speed, less formality, help us repair our relationships.
- h. Engagement with support dwindles with every hand off – some parts of the system include 7 hand offs.
- i. Staff don't feel equipped or well trained or able to access information and that the role lacks recognition by managers, with insufficient feedback, stress, and poor staff retention.
- j. The time it takes to resolve ASB varies widely across the system, with some parts of the system taking around 130 days on average to resolve an ASB case.

6.5 More information relating to the nature and scale of ASB demand in Gateshead, for the period 01 April 2019 to 31 March 2022 is included at Appendix 1.

- Goal 2 - To agree a shared purpose between services involved in tackling ASB, supporting victims and in helping perpetrators to change their behaviour;

6.6 The Check group, having examined closed cases and the accounts of victims and others contacted during the review proposed the following working purpose; '*Resolve anti-social behaviour and strengthen communities*'.

6.7 Using the purpose, the group was able to reflect on the way the current system responds to ASB, to identify the 'value work' (the things that resolve the ASB, or help people to cope or live alongside each other, or be less likely to be involved in ASB again) and to identify the activities that we do that don't help; the 'waste activities'. The group designed new 'principles of work' and a redesign on paper of a better way of working.

- Goal 3 - To set up and test new ways of working that achieve that purpose and make best use of resources;

6.8 In May 2022 service managers agreed that a sample of new real cases would be investigated using the redesigned method, to determine whether better outcomes can be achieved, by only doing the work that is of value. This redesign or 'test' phase commenced on 26 September 2022, with an expected duration of between 4 and 6 months. The test team would pick sufficient number and type of ASB demands that allow them to test the redesigned way of working. i.e. from different locations and from housing types, tenures and of different types such as community and housing related ASB, neighbour noise and waste management issues, taking demand slowly enough to learn what works, properly equipped and supported in the work, and with access to systems they need. The teams aim is to evaluate the impact of the redesigned method, confirm what 'roles' are necessary to carry out the work, and how the method can be applied at scale. The expertise assembled in the test team includes;

- a. Knowledge and experience of using the **Council's Tenancy Agreement**.
- b. Experience of using **Council tools and powers** and of tackling ASB associated with the private rented sector.
- c. **Dedicated mental health expertise**.
- d. Experience of using **Police** tools and powers.
- e. **Analytical Support**, to track progress against purpose, create and use new measures, and evaluate impact.
- f. Knowledge of **support services and third sector** to identify and pull in support for individuals affected.

6.9 Test Phase Progress

6.10 The team have investigated 40 reports of community and housing related ASB, caused by adults to date, pulling these from incoming reports to Housing Offices, to Police, to Private Sector Housing and to the Environmental Enforcement Team. 32 have already been resolved, with an average end to end time of around 20 days.

6.11 The flow of approximately two thirds of the cases through the value steps is fast, with the removal of unnecessary work and elimination of waiting times for the sharing of information allowing quick decisions and timely action. Cases that are less serious or complex are being resolved quickly to the satisfaction of the person making the report.

6.12 This is allowing the identification of, and time available to spend on the more **complex cases** with the following emerging learning;

- a. The presenting issue is rarely the only problem to solve, effort to uncover and resolve the root cause is making the ASB less likely to reoccur or the report to be made again.
- b. The assembled expertise is generally what is required, and the method has been applicable so far to every ASB type.
- c. The redesigned method identifies additional victims, or unmet need, that would without action have resulted in people feeling unsafe, giving up their tenancies, moving house or suffering ongoing harm.
- d. The method identifies additional people of concern, the full extent of their behaviour and connections between individuals that is preventing them changing, from accepting help and engaging successfully with services available, and triggers proactive action in respect of these. This should result in less harm and in due course less incoming reports of ASB to all services.
- e. Providing support to individuals and enforcement action in respect of their behaviour is working well together, at the same time.

6.13 Staff members using the method report feeling supported and are benefitting from solving problems together.

6.14 In certain cases the success of the method is limited by external factors. Service managers support is being sought to respond to these.

7. Timescales and Next Steps

- Goal 4 - From the learning, make informed decisions about permanently changing the way work is designed and managed

7.1 When each type of ASB demand has been tested, it will then be necessary to work out how to make the redesigned method everyday business, build capacity to implement the method, allow for continued learning and further improvement, and hardwire in the measures that will ensure the work continues to achieve the purpose.

7.2 A proposal about how this could be undertaken will be brought to the Community Safety Board in Spring 2023.

7.3 Further Work

7.4 The Review has focused to date on the ASB that results in the greatest number of reports and demand on services. This has centred around behaviour by adults that cause harassment, alarm or distress such as noise, threatening behaviour, neighbour disputes and poor waste management. Further work is required to investigate the extent, underlying causes, services and solutions to youth related and wider types of environmental anti-social behaviour. This will follow.

8. Recommendations

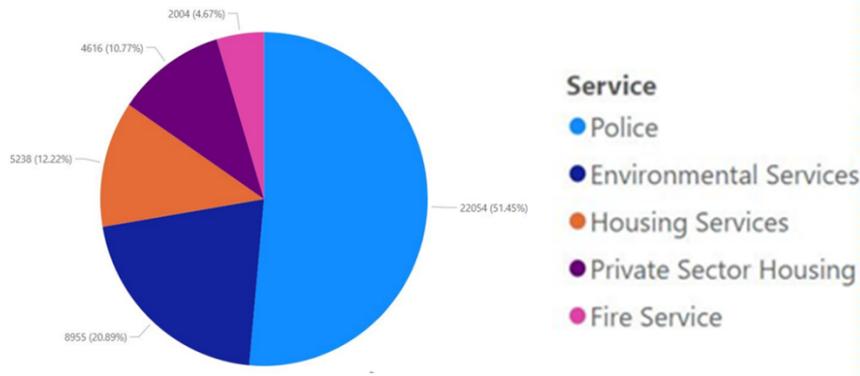
- 8.1 The Housing, Environment and Healthier Communities OSC is asked to:
- (i) Note the content of the report, and share any views relating to the progress of the review at the OSC meeting on 30 January 2023.

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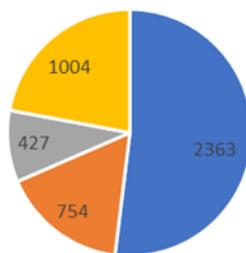
Appendix 1 - Gateshead ASB Data for the period 04 April 2019 – 31 March 2022

Reports of ASB by Receiving Service

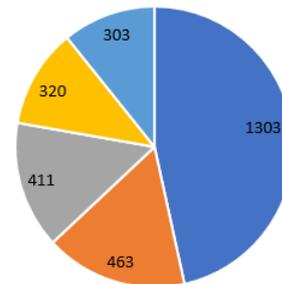


ASB Types and Frequency

Most Common Types of ASB - Private Sector Housing



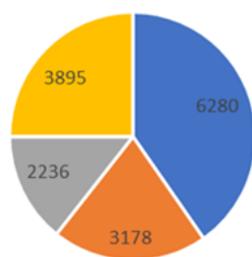
Most Common Types of ASB - Housing Services



■ Noise General ■ Other people-related ASB ■ Refuse-linked ■ Other nuisance

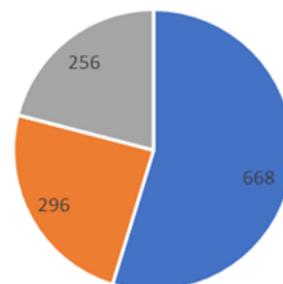
■ Noise - General ■ Domestic Abuse - Physical ■ Noise - Loud Music ■ Animal Nuisance ■ Harassment

Most Common Types of ASB - Police



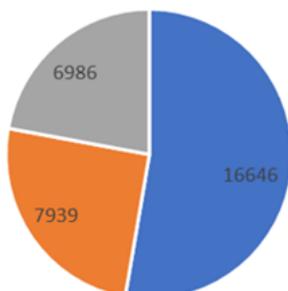
■ Rowdy/inconsiderate behaviour ■ Neighbour disputes/noise
■ Motorbikes ■ Youth-related

Most Common Types of ASB - Fire



■ Loose refuse (incl in garden) ■ Wheelie Bin ■ Grassland, pasture, grazing etc

Most Common Types of ASB - Street Scene

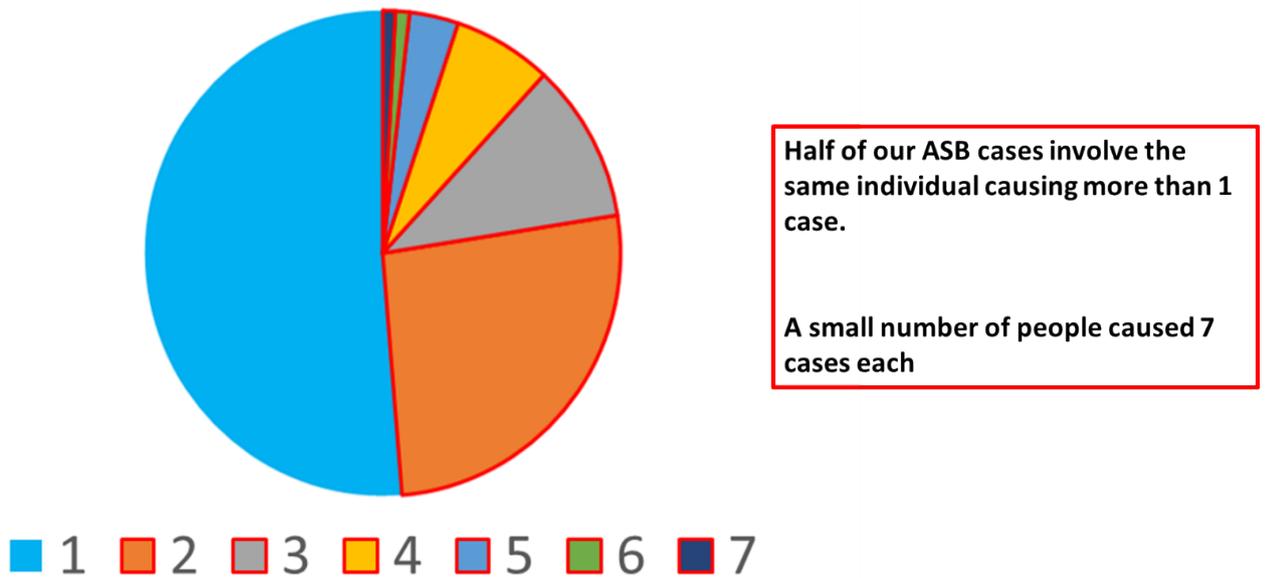


■ Other household ■ Black bags - household ■ Other

ASB Recurrence

The following analysis shows that we receive multiple complaints about the same person of concern/the same ASB. Repeated demand (i.e. people reporting things to us that we already know about but for some reason haven't managed to resolve, or people causing new ASB after cases about them have previously been investigated, resolved and closed) accounts for between 40% and 50% of demand into housing related reporting routes.

% of the total number of ASB cases involving the same concern in more than one case.

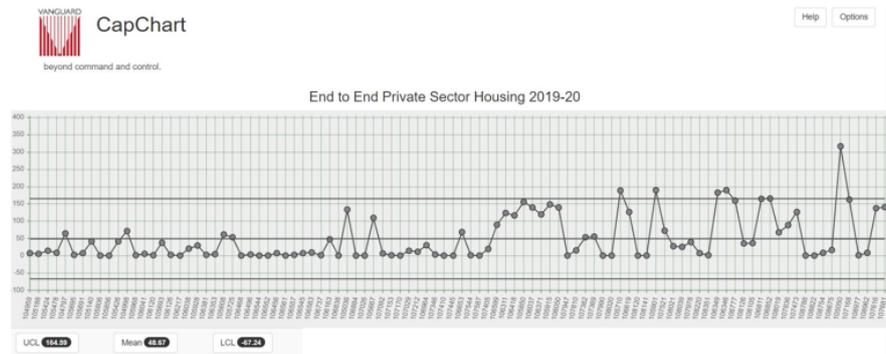


ASB – Time taken to resolve

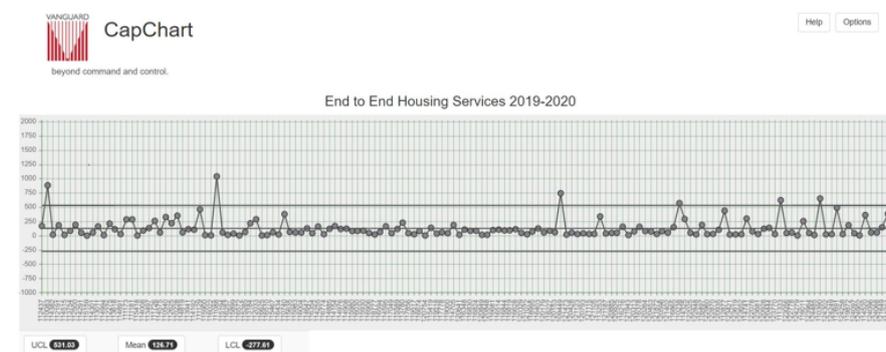
The following analysis sets out the ‘end time’ of receipt of an ASB report to resolution, this varies across the current system, and increased during COVID lockdown.

2019-20

Upper Control Limit: **164**
 Mean: **48**
 Lower Control Limit: **-67**

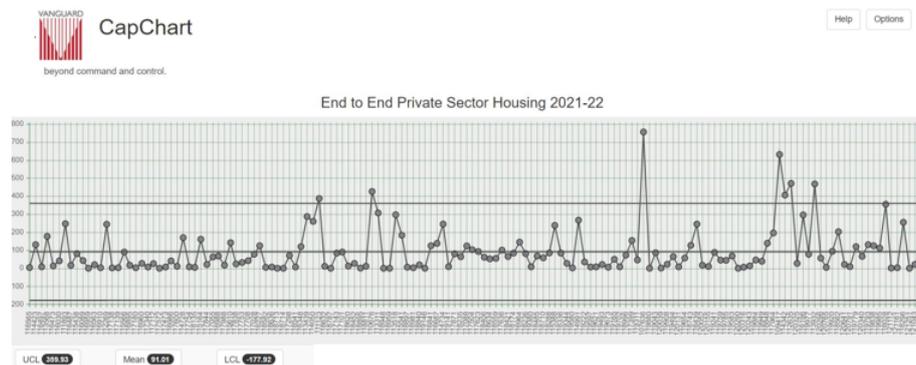


Upper Control Limit: **531**
 Mean: **126**
 Lower Control Limit: **-277**



2021-22

Upper Control Limit: **359**
 Mean: **91**
 Lower Control Limit: **-177**



Upper Control Limit: **578**
 Mean: **158**
 Lower Control Limit: **-262**

