



# The Anti-social Behaviour Action Team – our first year's work with social landlords

Review 2010/11



## Summary

This report reviews the work of the Anti-social Behaviour (ASB) Action Team during 2010/11, its first year of operation. It highlights the team's key achievements against the four objectives agreed at the start and how its work has translated into real improvements to the ASB services provided by the organisations the team worked with during the year.

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## Introduction

ASB, and the negative impact it has on neighbourhoods, continues to be a high priority for social landlords and the communities they serve. Landlords play an essential role in preventing and tackling ASB in areas where they manage and own stock, through the delivery of a balanced approach to intervention, prevention and enforcement action, as well as support for complainants and witnesses. Recognising this important role, the Department for Communities and Local Government (DCLG) funded an Anti-social Behaviour Action Team which was delivered in partnership with the Tenant Services Authority (TSA) and the Chartered Institute of Housing (CIH) in year one.

The team is made up of four advisors, each covering specific regions across England. They work directly with social landlords to identify and share good practice and innovative ways of tackling ASB across the housing sector. Advisors operate at a strategic level and offer support to social landlords to improve the ASB services they deliver to tenants and residents.

In its first year of operation, the team has provided support to more than 130 social landlords across England, with 30% of visits taking place in the North, 21% in London, 17% in the Midlands and Eastern regions, 21% in the South West and 10% in the South East. The team has worked with a diverse range of landlords: housing associations (64%); arms length management organisations (17%); and local authorities (17%). The stock size and structures of these landlords have been wide and varied ranging from smaller organisations through to landlords with between 20,000 and 50,000 homes. Approximately 7% of those organisations supported were part of a larger parent group with stock located across a number of regions.

## The role of the ASB Action Team

Although there has been significant improvement in the way social landlords tackle ASB over recent years, for many, developing a comprehensive ASB strategy and delivering ASB services that are responsive to both the demands of the local community and local partners continues to be a challenge.

The primary role of the ASB Action Team is to offer support and practical advice to those landlords who have identified areas of their ASB service delivery which require further improvement. Alongside this, the team's role is to gather:

- ASB information and documents which will be useful to other landlords
- examples of practice successfully adopted by social landlords to tackle and resolve instances of ASB
- up to date ASB news and developments in policy and practice
- to disseminate and share this information as widely as possible across the social housing sector.

The team carried out a baseline survey in May 2010 with all social landlords in England. This provided an opportunity to identify:

- which ASB activities were being delivered across the sector
- what work was being undertaken through effective partnership arrangements
- the main barriers to developing effective, long term solutions to ASB
- new and innovative practices and developments in relation to intervention and prevention, as well as effective use of legal tools
- those social landlords which required support and guidance from the ASB Action Team.

Almost 300 social landlords completed the baseline survey, the findings of which showed that:

- 42% felt that supporting victims and raising public confidence was an area that needed improving
- 80% of landlords had not undertaken a cost benefit analysis of their ASB services, and 62% felt that they would benefit from doing so
- 28% felt they could improve on their use of existing tools and powers
- 60% cited a lack of knowledge and understanding of other partners and 40% stated that they felt they were not recognised as key players within their Community Safety Partnerships
- 63% felt that they would benefit from advice and support to improve the way they identify vulnerability and to improve support to witnesses.

The ASB advisors used these findings to shape the way in which they worked with landlords and to focus on providing practice examples to meet the specific needs identified by the survey.

The advice and support offered to landlords is varied and tailored to the needs of the individual landlords. Acting as a critical friend, providing challenge and support to landlords, the ASB advisors have:

- carried out desktop reviews of ASB documents including strategies, policies and procedures
- gathered practice examples and useful ASB information

- met individual social landlords to examine the way in which they deliver ASB services supported by a Service Improvement Plan (SIP) developed by an ASB advisor following each meeting
- networked at seminars and conferences and responded to discussion threads on the CIH ASB practice network and on-line forums hosted by HouseMark and the Social Landlords Crime and Nuisance Group (SLCNG).

To ensure there is a consistent approach to this work, ASB advisors use a framework which covers the key areas of effective ASB service delivery.

- strategic commitment and performance management
- casework management
- supporting complainants and assessing risk and vulnerability
- partnership working
- tenant and resident involvement
- use of intervention, prevention, and enforcement
- value for money
- training and resources.

A key role of the ASB advisors is to ask probing and challenging questions in relation to these key themes in order to identify where there are gaps and weaknesses in service delivery and how they can be addressed.

Providing bespoke SIPs, based on the issues discussed during meetings, is a key element of the ASB advisors' work as it gives landlords a firm basis and focus for service improvement activity. SIPs include practical steps to support improvement, practice examples and contact details for other landlords to encourage them to communicate and exchange ideas and practices so that they can learn from each other. Following this, the ASB advisors continue to support and work with landlords including reviewing how the SIP is enabling them to make the changes needed to improve service delivery.

*'An excellent service provided by a very knowledgeable and competent advisor. The visits and action plan will be of great use in providing independent support to me in proposals for, and implementation of, ASB service improvements across our organisation.'*

*'The SIP is helping us develop our service and shows us where we need to target resources.'*

*'The SIP itself was most useful as it helped us focus on what needs to be done. We can now use this document over the next 6 months to improve our service.'*

## Landlord feedback

Recognising the importance of feedback from the organisations it has worked with, the ASB Action Team undertook two surveys with landlords to assess their satisfaction with the team's approach and also the impact of the team's involvement.

- Electronic post-visit surveys<sup>1</sup> were used to capture the level of satisfaction with the service provided by ASB advisors. This included the quality of information provided and the support and guidance offered to enable landlords make the changes that had been identified.
- Review meetings and in-depth telephone surveys were carried out with 40 organisations to assess their progress in implementing the advisors' recommendations and the resulting impact on their ASB service delivery.

## How the ASB Action Team has delivered on its objectives

At the start of the first year, the following key objectives were developed:

1. To support the sharing and dissemination of good and innovative practice amongst Registered Providers in tackling ASB.
2. To work with providers to improve performance across the sector and build landlords' confidence to tackle ASB in communities efficiently and effectively with key partners, whilst involving residents to shape local priorities. Raise awareness of value for money principles to support providers to make best use of their resources to tackle ASB.
3. To develop and promote the public profile and reputation of the team, and establish confidence in the work of the ASB Action Team.
4. To influence the national policy and practice agendas through the development and maintenance of respected relationships with national bodies and other key stakeholders in this arena.

The following section shows how the team has delivered against each objective.

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<sup>1</sup> Results of the post-visit surveys attached at Appendix 1

## **Objective 1: To support the sharing and dissemination of good and innovative practice amongst Registered Providers in tackling ASB.**

The team undertook a comprehensive range of activities to support this objective including:

- Speaking with and visiting those social landlords who were recognised within the sector as leaders in the field of ASB service delivery and gathering information from them on how they developed and delivered various aspects of their ASB services.
- Developing effective working relationships with the SLCNG, HouseMark, ASB Actionline, the Home Office, DCLG, and Regional Landlords' Forums enabling the ASB Action Team to keep abreast of new and innovative approaches to tackling ASB.
- Speaking at ASB seminars, conferences and other housing events to promote effective approaches to tackling and resolving incidents of ASB, pointing delegates towards tried and tested methods that were proving to be effective.
- Through the programme of visits to social landlords, ASB advisors highlighted appropriate examples of other landlords' processes and practices which the landlord could adapt and adopt to improve and add value to their own ASB service delivery.
- Encouraging landlords to communicate more with each other by providing contact details to facilitate the exchange of ideas and information.
- Integrating practice examples within the SIPs provided to social landlords.
- Developing a free to access online practice network for all ASB practitioners. The network holds a growing library of practice examples across all ASB activity, as well as facilitating online discussions between practitioners enabling them to share ideas, barriers, and solutions to specific ASB issues.

### **Key successes achieved against objective 1 include:**

- In a telephone survey of landlords, 56% said that they had made contact with other organisations and social landlords and, as a result, had shared practice examples and other useful tips and information which they felt they had benefited from.
- Over 130 examples of good practice or innovative projects have been collated by the team and shared via individual SIPs, the ASB practice network and presentations and speaking engagements. To date the advisors have spoken at 30 regional or national events (as of Dec 2010).
- The ASB practice network currently has 75 participants.<sup>2</sup>
- The team has helped landlords to source information on a range of issues including:
  - assessing the vulnerability of witnesses
  - supporting witnesses and complainants
  - developing customer satisfaction surveys
  - collating practice examples of ASB strategies, policies and procedures
  - using evidence gathering equipment.

*'The recommendation that has had the biggest impact is the advice to change the way we look at grading cases and focus more on the harm and impact, not just type of ASB.'*

- All the organisations which have worked with the team have confirmed that they have adopted some of the good practice recommended by their advisor, or else are preparing to implement changes based on the team's SIP recommendations.

**Objective 2: To work with providers to improve performance across the sector and build landlords' confidence to tackle ASB in communities efficiently and effectively with key partners, whilst involving residents to shape local priorities. Raise awareness of value for money principles to support providers to make best use of their resources to tackle ASB.**

The team has supported this objective through:

- general consultancy support to identify the current position, highlight service strengths and weaknesses and develop improvement action plans
- in-depth consultancy to support the implementation of SIP recommendations
- provision of tailored advice on value for money principles and the cost implications of ASB activities
- promotion of and support to develop partnership working
- supporting the development of local agendas and priorities in relation to ASB in partnership with local residents.

**Key successes against objective 2 include:**

- All survey respondents confirmed that they had made changes to improve their performance as a result of information provided by the ASB Advisors. This included adopting good practice recommended by their advisor and implementing changes in line with SIP recommendations. Feedback showed that, of improvements they identified:
  - 17% related to improving support for witnesses and perpetrators
  - 28% related to improving casework management
  - 21% related to improving strategic commitment and performance management
  - 11% related to incorporating value for money principles in costing out service delivery

*'We are more aware of providing VFM services and now staff are more focused and taking actions at the right time. We look at offering mediation at an earlier stage and we have a better understanding of closing cases more efficiently. All these impact on VFM in the long run.'*

*'Following the recommendation from the advisor we have now developed an in house mediation service ...this will provide a better VFM service.'*

*'Improving how we do our casework will obviously impact on how long cases take to be resolved, we should make cost savings just by being smarter at what we do.'*

- 17% related to improving the way in which landlords involve tenants and residents
- 6% related to improving the way in which landlords work with partners and share information.



### **Objective 3: To develop and promote the public profile and reputation of the team, and establish confidence in the work of the ASB Action Team.**

The team undertook a wide range of activities to support this objective including:

- Carrying out the baseline survey referred to earlier in this report. This helped to build a comprehensive picture of how landlords were dealing with ASB, identified common trends, highlighted barriers and gathered good practice examples.
- Speaking/networking engagements to highlight the work of team and promote services including:
  - attending regional CIH events to promote the team and the scope of the project
  - attending HouseMark local improvement club meetings and delivering promotional presentations
  - securing opportunities to deliver presentations, seminars and workshops at national events, including the SLCNG conference, the HouseMark ASB Benchmarking conference, the Capita ASB conference and the National Tenants Conference
  - press articles and features in the housing media and the CIH weekly ezine for members
  - taking part in Q & A advice sessions for *The Guardian*
  - developing the CIH website and an interactive ASB Practice Hub to promote the team's work but also to give advice and highlight good practice.

#### **Key successes against objective 3 include:**

- The raising of the team's profile through the baseline survey. Not only did the survey shape the team's objectives but, importantly, it generated almost 200 referrals. The publication of the findings and the statement of intent from the team to work with landlords on the areas of concern raised within the survey also enhanced the credibility of the team within the sector. The majority of requests for further contact resulted in a meeting with an advisor and the development of a SIP.
- The team has maintained a high profile within the sector and continued invitations to speak at regional and national events demonstrate the team's knowledge and advice on ASB issues are valued and trusted.
- Promotion through attending events and maintaining a media presence, as detailed above, has further enhanced the team's reputation and generated further approaches from landlords.

**Objective 4: To influence the national policy and practice agendas through the development and maintenance of respected relationships with national bodies and other key stakeholders in this arena**

Activities which the team undertook to support this objective included:

- building and maintaining links with national bodies and other key stakeholders in this area including the SLCNG, the Home Office and DCLG
- using the SLCNG's global request to members to gather feedback and disseminate information
- identifying and raising awareness about the barriers experienced by the housing sector at a national level and proposing solutions
- Maintaining an awareness of national policy changes and interpreting their practical implications for the sector to support practitioners and social landlords in driving service improvement.

**Key successes against objective 4 include:**

- developing and maintaining positive, productive relationships with the Home Office and the DCLG including updating them on sector themes and trends
- shaping the development and roll out of the Risk Assessment Matrix

*'We recognise that assessing vulnerability was a weakness within the service but did not have a plan of how to resolve this; the use of the Risk Assessment Matrix will now address this.'*

- developing and promoting the key principles of effective case management
- enhanced ability and scope to inform landlords about national policy and practice and, in return, to feedback issues of importance to them at a national level.

*'It is good to have somebody who can come in and tell us about new initiatives, new ideas, government announcements and so on as ASB is changing all the time so would definitely welcome a further visit in the future.'*

## The impact of work with individual landlords

The nature of the project means that the full extent of its impact will not be seen in the short term. However, feedback from the organisations the team has worked with, gained through telephone and on-line surveys and follow-up reviews, shows that there has already been a significant impact on their working practices. See Appendix 2 'Impact Evaluation - Landlords' survey of implemented recommendations'.

Landlords have confirmed that working with ASB Advisors, accessing information provided in the SIP, and implementing some of the advisors' recommendations, resulted in the introduction of new and improved processes and practices within those organisations that were surveyed. Survey findings included:

- 35% of organisations stated that they were now investing in better quality training
- 73% stated they were using a Risk Assessment Matrix to measure the risk of harm to complainants, as well as identify the support needs of the more vulnerable witnesses
- 60% had adopted new processes to ensure that there is a better, more effective communication strategy with their complainants and witnesses
- 35% had introduced formal planned processes to better support witnesses
- 33% stated that they had made improvements in their work with partners
- 50% had developed more effective ways in which to capture the views of tenants and residents who have used the service to measure their satisfaction
- 25% had improved the way in which they communicate with their tenants and residents
- 63% had reviewed or were in the process of reviewing their ASB policies and procedures
- 28% stated that they had started to put mechanisms in place which would enable them to capture information relating to costs of ASB activities, interventions and casework generally.

*'Casework is improving and this has been noticed whilst having case reviews. We envisage big improvements in services to tenants but it is far too early to see this now.'*

*'...at the last meeting of the ASB working group, they reported seeing a positive change in the way in which the organisation was managing ASB cases.'*

Appendix 3 provides a sample of the types of recommendations that might be included within an organisation's service improvement plan.

## Conclusion

During the first 12 months, the ASB Action Team has established itself within the sector as a credible and useful resource. The advisors' pragmatic approach has enabled organisations to identify realistic and achievable targets to effect sustainable changes to the delivery of their ASB services. Survey and other feedback suggest that landlords are making good progress in implementing these recommendations and improving their services.

The team is well placed to advise and support social landlords during a time of some uncertainty with the change in the national ASB agenda. The team has facilitated the exchange of information between landlords and key government departments and has sought to capture the mood amongst landlords towards key proposals and plans.

The team undertook a significant number of visits to organisations and has captured many examples of interesting and innovative work, as well as identifying common issues facing landlords and making recommendations.

In addition, the advisors shared these findings with a wide audience, through speaking engagements and presentations and by establishing and maintaining the ASB practice hub.

Overall, there is strong evidence that the ASB Action Team has had a positive impact on the work of organisations in developing effective services to prevent and tackle ASB. Feedback shows that organisations who have engaged with the ASB Action Team have found the service extremely beneficial and have gained additional knowledge and understanding of what other organisations are delivering across the sector. The ASB Action Team aims to build on this success and the positive engagement it has received from the sector, and will continue to support and guide organisations across the country to further improve their ASB services.

## Appendix 1: ASB satisfaction survey results

Survey responses were received from the following organisations:

Cornwall Council Landlord Services	Helena Partnerships
United Housing Association	Adactus Housing Group 2010 Rotherham Ltd
Cottsway Housing Association	Great Places Housing Group
Knowsley Housing Trust	Swindon Borough Council
Four Housing Group (Three Rivers and Berwick Borough )	Accent Peerless
City South Manchester Housing Trust	Merlin Housing Society
Boston Mayflower Ltd	Shepway District Council
Solon Southwest Housing Association	Synergy Housing
Harvest Housing Group	Sanctuary Shaftesbury
Spectrum Housing Group	CityWest Homes
Raglan Housing Association	Lambeth Living
Cosmopolitan Housing Association	Selby District Council
Weaver Vale Housing Trust	Durham County Council
Newark and Sherwood Homes	Cheltenham Borough Homes
Bournemouth Borough Council Housing Landlord Services	Trans-Pennine Housing (Pennine Housing 2000)
Homes in Sedgemoor	Dale and Valley Homes
Keniston Housing Association	Parkway Green Housing Trust
Sarsen Housing Association	

### 1. How satisfied are you with the communication you have had with the ASB advisor?

Very Satisfied	31	86%
Satisfied	5	14%
Not Satisfied	0	0%

<b>Total</b>	<b>36</b>	<b>100%</b>
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### 2. How satisfied are you with the information and guidance they provided?

Very Satisfied	35	97%
Satisfied	1	3%
Not Satisfied	0	0%

<b>Total</b>	<b>36</b>	<b>100%</b>
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### 3. Has the Service Improvement Plan provided by the ASB Advisor (tick all applicable):

Added value to your organisation's ASB services	18	50%
Detailed appropriate areas of development	34	94%
Incorporated useful practice examples and further information	23	64%

### 4. Overall, how satisfied are you with the way in which the ASB advisor has worked with your organisation?

Very Satisfied	32	89%
Satisfied	4	11%
Not Satisfied	0	0%

<b>Total</b>	<b>36</b>	<b>100%</b>
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### 5. Specific comments about the service provided by the ASB Action Team

- Found the discussions very useful and the close working relationship good. The identified work will improve our service delivery.
- Excellent way for us to move forward on ASB.
- (The advisor) was very helpful and we have an ASB Group with residents coming up shortly so we will present the findings to the group and implement the improvement plan.
- We have only received the improvement plan in the last few days and have not had chance to study it in detail or to evaluate it, but first impressions are that it will be helpful and will supplement the service improvement work we are already doing.
- The service improvement plan is helping us develop our service and shows where we need to target resources – great help.
- Useful good practice information received after initial meeting, agreed improvement plan was relevant and addressed the key issues.
- The information and support provided by (the Advisor) was extremely useful at a time when the organisation was rewriting its ASB policy and procedures. The ASB service improvement plan is also a valuable document.
- We are in the early stages of utilising the information we have received from (the Advisor) so therefore I am not able to provide a full and accurate response regarding added value.
- I and my colleagues have found working with (the Advisor) very informative & enjoyable. (The organisation) is currently working on the Service Improvement Plan formulated by (the Advisor). Through this two way process (the Advisor) has been able to share some excellent examples of best practice that he has collected on his travels & (we) have been able to share our good practice in reciprocation so he can help out and advise other organisations too. (We are) due to meet with him again in early November 2010 to discuss progress against the SIP. We are looking forward to that meeting to share the progress we have made so far in improving service delivery.

- (The Advisor) provided a really useful service improvement plan and items of best practice which are currently being adapted to fit in with the organisation's service improvement plan for this area.
- Very supportive attitude, non judgemental and knowledgeable in the service area
- We have recently received our report and are working towards including the suggestions into our procedure.
- A very helpful plan especially in the run up to inspection many thanks.
- The review carried out with (the Advisor) was excellent. It just took a while between my initial email and the actual visit, but I guess it's difficult to get round all of us. But it was very useful, and I have started to put in place his recommendations.
- (The Advisor) gave some valuable recommendations and examples of good practice which we can implement to improve our service. We will hopefully be seeing her again in the future to update her.
- It was very helpful to meet with (the Advisor) as we had just set up our ASB team. She helped me to plan the improvements that I felt were necessary for our service to develop.
- The information on the Victim and witness support vulnerability matrix was particularly useful.
- I was very grateful that (the Advisor) was able to assist in the review of the ASB Policies and Procedures. She was very thorough. She also reviewed the completed document, prior to the policies and procedures being implemented.
- Identified need for a ASB Strategy, human rights assessment form and a risk assessment matrix.
- We haven't had a chance to give it a detailed look and decide where we go from here but it will be invaluable info when we can do that. We were aware that we were weak at dealing with ASB and this will help us better our policies and procedures. A great service, especially as it was free!
- I have found the ASB Advisor very approachable and helpful. We are a newly formed specialised ASB team and having his input has been a valued & positive experience.
- (The Advisor) was very interested in our work and quickly grasped areas on which we can improve. We are taking these forward with a view to getting the service accredited by HouseMark.
- (The Advisor) provided me with more guidance and support than I thought possible. Her input has been invaluable and has enabled me to speed through the review process and develop high the basis for a high quality ASB Service.
- The team have provided case note guidance which we have incorporated into our process and made us aware of cost analysis which we are implementing.
- We have found the visit and subsequent action plan useful.
- Extremely useful feedback, most helpful to use when preparing our new Policy.
- We took some of the good practice and areas suggested for development and this has improved our service, which is shown in our recent success with being awarded the HouseMark ASB Accreditation. Thanks!
- An excellent service provided by a very knowledgeable and competent advisor. The visits and action plan will be of great use in providing independent support to me in proposals for, and implementation of, ASB service improvements across our organisation.

## Appendix 2

### Impact Evaluation: Landlord survey of implemented recommendations

The key areas in where organisations stated that they have either implemented change or are developing the implementation of new processes following the support of the ASB Action Team are set out below. The percentage figure relates to a proportion (40) of the landlords that the team worked with.

#### ASB Service Area

<b>Strategic commitment and performance management</b>	
Developing a new ASB strategy	13%
Review of ASB policies and procedures	63%
Provision of regular ASB reports to Board	18%
Investment in appropriate, good quality training	35%
Investment in effective IT systems fit for purpose	33%
Benchmarking through HouseMark	3%
Clarity of roles, responsibilities, and accountability	30%
<b>Effective case management</b>	
Effective communication with witnesses	60%
Regular case reviews with supervisors	58%
Effective action planning with witnesses	50%
Effective management performance framework for casework	38%
Implementation of justification exercise for Human Rights and DDA	23%
Appropriate categorisation and prioritisation of cases	28%
<b>Effective support for witnesses and perpetrators</b>	
Measuring vulnerability and assessing risk of further harm	73%
Regular, planned witness support	35%
Swift action in emergencies	10%
24 hour reporting line or responsive service	8%
Out of hours support provision	3%
<b>Partnership working and data sharing</b>	
Improve relationships with Mental Health, and Children's Services	33%
Develop closer links with schools	10%
Develop effective data sharing protocol	10%
Map out key partners and agencies	5%
Improve relationship with YOS	3%
Develop partnership logs	3%



### Tenant and resident involvement

Develop effective ways to measure customer satisfaction	50%
Effective media strategy to inform public of actions	33%
Contacting dissatisfied customers quickly	28%
Promoting ASB services to residents	25%
Developing tenant panels and focus groups	23%
Improving customer profiling	5%

### Value for money

Collecting information around costs of activities and ASB casework	28%
Improving the quality of casework to improve value for money	20%
Effective use of 'buy in' service, e.g. mediation	15%
Reducing legal costs by developing staff to do DIY injunctions	13%
Regular reviews of Service Level Agreements	8%

## Appendix 3: Sample service improvement plan recommendations

Identified area for development	Action point	Intended outcomes
Strategic commitment	1. Review current policies and procedures, involving staff and tenants	Reviewing the current policy and procedures will ensure that they are up to date and relevant. Involving staff and tenants in this process is essential to ensure that they are fit for purpose and easily understood.
	2. Communicate to residents that ASB will not be tolerated – website, sign ups, leaflets etc	Publicising that ASB will not be tolerated sends a clear message to residents. It is important to actively promote this message rather than simply write about it.
	3. Develop an ASB Strategy by working in partnership with staff, tenants and partners	Developing an ASB strategy will enable the RP to establish what the issues are, and how they plan to address them. A strategy should not just be about the end product as the process of involving tenants, staff and partner RPs is a valuable exercise. An ASB strategy should include issues such as common ASB trends, resources, hot spots, value for money, prevention, support for victims and future plans etc.
	4. Consider the Respect Standard when further details are released from Government	Signing up to the Respect Standard shows a commitment to communities that the RP is working hard to address ASB. The guiding principles detail how to be most effective in combating ASB.
Benchmarking and performance management	1. Performance Officer to develop an ASB performance matrix	Recording performance of the RP and individuals is essential in order to develop services further. This can identify strengths within the RP and also highlight areas where training may be required.
	2. Benchmark through HouseMark	Benchmarking with other RPs through HouseMark will enable the RP to establish how they are doing in relation to peer RPs.
	3. Housing Manager to attend relevant Board meetings	The housing manager attending board meetings will give them a flavour about what the RP is doing to combat ASB. It is a useful way of providing the anecdotal information as well as hearing about performance statistics.
	4. Provide feedback to staff on performance	Providing feedback to housing officers at team meetings is important to give confidence and identify training and development needs. →

Identified area for development	Action point	Intended outcomes
	5. Continue to seek and procure/implement a new ASB IT system	The RP requires an IT system in order to record performance and case management information. An IT system will provide statistical information in a consistent and methodical way. This will enable the RP to prioritise and monitor performance.
	6. Explore possibilities to jointly procure an IT system through the 'Joint Procurement Club'	Exploring ways to jointly procure an IT system will save money and help build partner relationships.
Case management	1. Develop Action Plan templates for ASB cases	Developing action plan templates is a good way to provide a consistent approach to deal with ASB. However, it is important to recognise that all ASB cases are different.
	2. Ensure that action plans are agreed and sent to complainants at the start of a case	Agreeing action plans with complainants ensures that the complainant knows what to expect. This details clearly what the RP will do and what is expected of the complainant.
	3. Implement Human Rights Form for cases needing enforcement action	Implementing the Human Rights Form will act as a 'safety net' before decisions are made with regards to enforcement. This is a way to reflect on the case and appraise all different options before taking enforcement action. This will also enable the Housing Officer to obtain authorisation with Notices etc.
	4. Housing Manager to carry out regular case spot checks to ensure regular contact with complainant	Carrying out regular spot checks of cases will encourage staff to keep cases up to date and adhere to policy.
	5. Carry out regular one to one reviews with housing officers to ensure effective case management i.e. swift, appropriate case closure etc	Highlighting when cases can be closed at regular case review meetings will encourage staff to be robust in decision making where cases can be closed. This will ultimately create an efficient case management process.
	6. Ensure a more consistent approach in closing cases appropriately and in agreement with the complainant	Closing cases efficiently and in agreement with the complainant is important. Keeping cases open for long periods of time when not needed takes up valuable time that could be spent on serious cases and also raises expectations that action may be taken, when this may not be the case.
	7. Seek examples of IT systems within other RPs	Seeking other IT systems will enable the RP to decide on what system best suits them and will provide the RP with examples of how effective an ASB IT System can be.