CRIME AND DISORDER COMMITTEE – 22 JUNE 2011

A meeting of the Crime and Disorder Scrutiny Committee will be held at 5.30pm on Wednesday 22 June 2011 in Committee Room 1, Town Hall, Rugby.

Councillor Michael Stokes
Chairman of Crime and Disorder Committee

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Minutes
   To confirm the minutes of the meeting held on 19 January 2011
   To confirm the minutes of the Annual Meeting of Council held on 19 May 2011

2. Apologies
   To receive apologies for absence from the meeting

3. Declarations of Interest
   To receive declarations of:

   (a) personal interests as defined by the Council’s Code of Conduct for Councillors;

   (b) prejudicial interests as defined by the Council’s Code of Conduct for Councillors; and

   (c) notice under Section 106 Local Government Finance Act 1992 – non-payment of Community Charge or Council Tax.

   Note: Members are reminded that they should declare the existence and nature of their personal interests at the commencement of the meeting (or as soon as the interest becomes apparent). If that interest is a prejudicial interest the Member must withdraw from the room unless one of the exceptions applies.

   Membership of Warwickshire County Council or any Parish Council is classed as a personal interest under the Code of Conduct. A Member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a declaration.
4. **Question Time**

Notice of questions from the public should be delivered in writing to the Democratic and Scrutiny Services, Town Hall, Evreux Way, Rugby, CV21 2RR or by email to scrutiny@rugby.gov.uk by 10:00am on the working day before the meeting.

5. **Call Ins**

To receive any Call Ins from Cabinet

6. **Review of the Housing Anti-Social Behaviour Policy**

7. **Crime and Disorder Partnership Report**

8. **Report of Safe and Clean Priority Action Group Chairman – presentation from Head of Environmental Services**

9. **Impact of reduced capacity following the Comprehensive Spending Review – draft one page strategy**

10. **Work Programme – Members are asked to suggest items for the next meeting**

*Any additional papers for this meeting can be accessed via the website.*

**Membership of the Committee:**

Councillors Stokes (Chairman), Mrs Parker, Mrs Peach, Sandison, Shera, Mrs Walton and Miss Watts

*If you have any general queries with regard to this agenda please contact Veronika Beckova, Democratic and Scrutiny Services Officer (01788 533 522 or email veronika.beckova@rugby.gov.uk). Any specific queries concerning reports should be directed to the listed contact officer.*

*If you wish to attend the meeting and have any special requirements for access please contact the Democratic and Scrutiny Services Officer named above.*
**AGENDA MANAGEMENT SHEET**

**Name of Meeting**  
Crime and Disorder Committee

**Date of Meeting**  
22 June 2011

**Report Title**  
Review of the Housing Anti-Social Behaviour Policy

**Ward Relevance**  
All

**Contact Officer**  
Paul Ansell, Tel: (01788) 533591

**Summary**  
On 28 September 2010, the committee agreed the one page strategy for the review of the Housing Anti-Social Behaviour Policy. The committee is asked to consider the task group’s findings and recommendations prior to submitting them to Cabinet and the Overview and Scrutiny Management Board.

**Financial Implications**  
There are no financial implications arising from this report.

**Risk Management Implications**  
There are no risk management implications arising from this report.

**Environmental Implications**  
There are no environmental implications arising from this report.

**Legal Implications**  
There are no legal implications arising from this report.

**Equality and Diversity**  
No new or existing policy or procedure has been recommended.
Review of the Housing Services Anti-Social Behaviour Policy

Summary
On 28 September 2010, the committee agreed the one page strategy for the review of the Housing Anti-Social Behaviour Policy.

The committee is asked to consider the task group’s findings and recommendations prior to submitting them to Cabinet and the Overview and Scrutiny Management Board.

1. OBJECTIVES

Cabinet approved a new Housing Services Anti-Social Behaviour Policy in February 2009. Prior to this, the draft of the policy had been the subject of wide consultation of officers, members, partners and tenants’ and residents’ associations. The policy gave an undertaking that the policy would be reviewed annually to ensure that any changes in best practice and legislation were incorporated. The purpose of the overview and scrutiny review was to carry this out.

The objectives and desired outcomes or the review were defined by the one page strategy agreed by the Crime and Disorder Committee on 28 September 2010, which sought the following outcomes:

- Identification of improvements made as a result of the new policy [ie the February 2009 policy] are identified
- Highlighting of any weaknesses or problems with the new policy
- Recommendations to Cabinet of appropriate changes and improvements to the policy and procedures

The task group did not start its work till January 2011 owing to the responsible scrutiny officer’s long-term sickness absence. By then, the Housing Service had made the following routine changes:

1. Highlighting the powers that the Anti-Social Behaviour Act 2003 gives to landlords of social housing to deal with nuisance and annoyance and the use of housing accommodation for unlawful purposes.

2. Incorporation of changes in legislation, and in particular the updating and consolidation of equalities legislation into the Equality Act 2010.

3. Omission of long quotations from the tenancy agreement to back up statements about the responsibility of tenants and leaseholders and about the protection of staff.
4. A new short section about the protection of vulnerable people through the Vulnerable Persons Policy.

5. Mention of a visit to introductory tenants six months after the beginning of their tenancies, in addition to the settling in visit after four weeks.

6. Addition of complaints about children playing outside, including ball games, to the list of examples of behaviour that would not be classed as anti-social behaviour if reported.

A draft of the revised policy containing these changes had also by then been given to the Tenant Readers’ Panel for comment.

The task group used this amended draft as its starting point for the review, rather than undoing the work that had already been done. It was recognised that the task group’s job essentially amounted to checking that the policy had been working well and was compliant with recognised standards. The review would therefore be relatively ‘light touch’ and it would not be necessary to present its report in the usual full review report format.

2. MEMBERSHIP

The task group consisted of Cllrs Tom Mahoney (Chairman), David Cranham, Bill Lewis, Noreen New, Maggie O’Rourke, Ramesh Srivastava and Rachel Watts.

3. METHODOLOGY

The task group sought evidence of the effectiveness and achievements of the policy from four different sources:

1. An introductory presentation

2. Case studies of the policy in action

3. Feedback from the Tenant Readers’ Panel

4. Assessment of the policy against the Respect Standard.

4. INTRODUCTORY PRESENTATION

The task group received a presentation by Emma Rolfe, Estates Management Team Leader. From this, the group gathered the following evidence:

- The number of anti-social behaviour (ASB) cases in Rugby borough is low and has reduced in each of the last three years. Approximately three complaints of anti-social behaviour are received each week, peaking in the school holidays. Surveys of tenants have not revealed a high level of concern about anti-social behaviour.
The council operates a victim-centred approach to ASB cases, based on both the complainant’s and alleged perpetrator’s perception, with each case being managed on the basis of each party’s expectations.

Cases are classified into three categories: minor, serious and very serious, with the treatment of each category having its own service standard.

As part of each investigation, vulnerability assessments are carried out.

Voluntary rather than legal remedies are sought if possible. These include Acceptable Behaviour Contracts and Parental Contract Agreements.

Other actions included recharging the cost of repairing damage to the offender, demotion of tenancy status from secure to introductory, possession action and criminal anti-social behaviour orders.

The action plan in the Housing Anti-Social Behaviour Strategy provided concrete evidence for performance in tackling anti-social behaviour in accordance with the policy.

The task group raised the issue of the removal of no ball games signs on the grounds that such signs were unenforceable. Following this, a paragraph has been added to the draft policy (attached at Appendix 1) saying that children playing ball games is not considered anti-social behaviour unless they are engaged in more serious nuisance such as verbal abuse or criminal damage. Where problems are identified, the council will address the situation using positive diversionary activities to encourage young people to recognise the impact of their actions and to play elsewhere.

5. CASE STUDIES

Having developed an understanding of the scale and nature of ASB, the task group considered five case studies of anti-social behaviour: one minor, two serious, and two very serious. A point was made of not only selecting reviews that had resulted in satisfactory outcomes. It was recognised that even the most robust of policies would not solve all problems to the satisfaction of all parties.

<table>
<thead>
<tr>
<th>Subject matter</th>
<th>Action</th>
<th>Comments</th>
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</thead>
<tbody>
<tr>
<td>Breeding working dogs in unsuitable conditions (minor)</td>
<td>Involved RSPCA. Joint home visit with dog warden. Agreed remedial actions with tenant.</td>
<td>Q. Should dog breeding be prohibited under tenancy conditions? A. Better to encourage positive pet ownership and give guidance to tenants.</td>
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<tr>
<td>Subject matter</td>
<td>Action</td>
<td>Comments</td>
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<td>Racial abuse (very serious)</td>
<td>Alerted by police to possible case of racial abuse against tenant. Warwickshire Race Equality Partnership representative visited tenant. Turned out that complainant suffering from mental illness that had not been diagnosed or treated. Sectioned and offered support. Case closed.</td>
<td>Example of how the apparent victim may not actually be a victim of ASB. Also example of good inter-agency working.</td>
</tr>
<tr>
<td>Noise nuisance (serious, escalated to very serious)</td>
<td>Tenant with history of drug use and mental illness repeatedly complained about noise nuisance. Neighbours complained about the tenant. Liaison with police. Relocation to high rise flat where also caused disruption. Threatened employee on home visit. Court proceedings, culminating in injunction.</td>
<td>Example of how, after the measures in the policy have been followed, it is sometimes necessary to take legal action to enforce improvement of behaviour and to preserve the safety of residents and employees.</td>
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The task group learned from the case studies that working with other agencies has been well embedded by the policy and is working well.

6. FEEDBACK FROM TENANT READERS’ PANEL

The general view expressed by questionnaire responses from the Tenant Readers’ Panel was that the document was easy to read and understand. However, only five panel members had responded to the consultation on the policy, and it was therefore impossible to draw reliable conclusions.

7. ASSESSMENT OF THE POLICY AGAINST THE RESPECT STANDARD

The Respect Standard is a Department of Communities and Local Government document which sets out the components that would be expected to be present in an effective response to anti-social behaviour. The task group used a checklist of these components to assess how well the ASB policy, together with the Housing Anti-Social Behaviour Strategy, measure up against the checklist. This checklist is attached at Appendix 2.
8. CONCLUSIONS

The task group considered that, subject to several minor adjustments that are included in the version of the policy attached at Appendix 1, the draft Housing Anti-Social Behaviour Policy is a robust document and has been working well. The task group noted in particular the almost automatic involvement of other agencies in dealing with ASB cases and this was clearly proving beneficial.

The task group had general concerns regarding funding cuts to key services which could have implications for anti-social behaviour case procedures.

9. PORTFOLIO HOLDER’S COMMENTS

Upon being consulted on the draft of this report, Cllr Leigh Hunt, portfolio holder for Sustainable Inclusive Communities said:

“All of our residents should have a right to peaceful enjoyment of their homes and when the behaviour of others disrupts that then it is right that Rugby Borough Council should have a clear policy that sets out what action might be taken. Of course, any intervention must be proportionate and appropriate to the circumstances and it is good that the policy is regularly updated to reflect current legislation and best practice – and to reflect learning from previous experience. I would like to thank the Task and Finish Group for investigating this matter and for their positive feedback.”

10. RECOMMENDATIONS

The task group makes the following recommendations to Cabinet:

1. The revised Housing Services Anti-Social Behaviour Policy [as attached at Appendix 1] be approved

2. If any reductions in funding (for example in community policing) have a significant impact on the services on which the policy relies, the policy be reviewed again immediately
Name of Meeting: Crime and Disorder Committee
Date of Meeting: 22 June 2011
Subject Matter: Review of the Housing Anti-Social Behaviour Policy

**LIST OF BACKGROUND PAPERS**

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<thead>
<tr>
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<th>Date</th>
<th>Description of Document</th>
<th>Officer’s Reference</th>
<th>File Reference</th>
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Rugby Borough Council

Housing Services

Anti Social Behaviour Policy
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1. **Introduction**

Rugby Borough Council (RBC) Housing Services recognise that by providing a strong housing management service a real difference can be made to the quality of lives of local residents. We aim to work within the framework of our Anti Social Behaviour Strategy for 2010-2013.

2. **Definition of Anti-Social Behaviour**

Rugby Borough Council uses the following definition of anti-social behaviour based on the Crime and Disorder Act 1998.

*‘Behaviour which causes or is likely to cause harassment, alarm or distress to one or more people who are not in the same household as the perpetrator’*

The Anti Social Behaviour Act 2003 clarifies further for landlords of social-housing, giving us power to challenge any person on our estates that is causing nuisance and annoyance:

*‘any conduct which is capable of causing nuisance and annoyance to any person and which directly or indirectly relates to the housing management functions of a relevant landlord’*

The Act also allows us to more effectively manage our properties by giving us authority to tackle the behaviour of those living and visiting those living in our homes – tenant or not:

*‘Any conduct which consists or involves using or threatening to use housing accommodation owned or managed by a relevant landlord for an unlawful purpose’*

We recognise that failure to effectively tackle anti social behaviour could:

- Substantially affect the lives of those individuals who are living with nuisance or anti social behaviour;
- Impact on the local environment and culture of an area which in turn could damage our ability to develop sustainable communities.

3. **Key Objectives**

We will thoroughly investigate all complaints of anti social behaviour and neighbour nuisance. We will do this by:

1. Taking appropriate and proportionate action against those perpetrators of nuisance or anti social behaviour whether it is being caused by them, their visitors and/or their family.

2. Providing as much support as possible to complainants and/or witnesses of anti social behaviour. We will also support any perpetrator of anti social behaviour who is
vulnerable by referring them to specialist support agencies, recognising that it is possible to change poor behaviour to the point where it becomes acceptable.

3. Recognising that prevention is better than cure. By adopting a multi-agency approach in tackling anti social behaviour, encouraging the use of an independent mediation service and promoting early intervention, we aim to resolve the majority of anti social behaviour complaints through voluntary means.

4. We will closely monitor the quality of the service that we provide by sending all complainants a customer satisfaction survey when their case is closed.

The term ‘anti social behaviour’ includes a wide variety of behaviour that can blight the quality of community life. However, we do not classify as anti social behaviour everything that is reported to us. For example:

- People mowing their lawns
- People vacuuming
- People walking across a wooden floor whilst wearing shoes
- People using washing machines
- Children falling out with each other
- Cooking smells
- Noise of a child playing in their own home
- Children playing outside
- Children playing ball games

We do not fit ‘no ball games’ signs as they are not enforceable. Children playing ball games is not considered anti-social behaviour unless they are engaged in more serious nuisance such as verbal abuse or criminal damage. Where problems are identified we will address the situation using positive diversionary activities to encourage young people to recognise the impact of their actions and to play elsewhere.

The above examples are illustrations only and are not exhaustive. They are everyday living noises or minor lifestyle differences rather than anti social behaviour. They will not be routinely investigated as anti social behaviour under the terms of this policy. However, in exceptional circumstances we should be contacted for clarification and further advice.

Although people who live in houses and flats can expect to hear a certain amount of noise from their neighbours, they are not expected to endure unreasonable levels of noise nuisance. Anyone in any doubt should contact us for advice and assistance.

5. Rugby Borough Council will take positive and decisive action to deal with cases of behaviour that are detrimental to our residents’ right to the “peaceful enjoyment of their homes”. Rugby is clear in its aims that anti social behaviour and harassment are unacceptable and that effective and early action will be taken in tackling these. This action will involve a range of preventative, management and legal measures.

It is important that the Council employs a comprehensive range of both legal and management tools in seeking to combat or resolve nuisance and anti social behaviour.

The Council will address complaints of anti social behaviour by:
• Investigating all alleged incidents including same for anonymous and uncorroborated incidents.
• Working in partnership with residents, the Police, Community Safety Wardens and specialist support Services.
• Taking reasonable and proportionate action against perpetrator(s).

4. **How to Report an Incident of Anti Social Behaviour**

If our tenants and residents are suffering from any kind of anti social behaviour they should be encouraged to report the problem as soon as possible.

Complaints can be made in the following ways:

• Telephone our contact centre on 01788 533533
• Write to us at: Rugby Borough Council, Town Hall, Rugby. CV21 2RR
• Email us at: contactcentre@rugby.gov.uk
• Go online at: www.rugby.gov.uk
• Contact the Community Safety Wardens on: 0800 096 8800 (3pm – 11pm 7 days a week)
• Via a third party such as the Police.

5. **The Responsibility of Complainants**

When we receive a report of anti social behaviour or neighbour nuisance we will, as part of our investigation, always try to contact the complainant to find out as much information as we can.

It is important therefore that all complainants recognise the importance of working with us to resolve their complaint. They should do this by responding to our calls and/or letters, collecting information on the nuisance and to be available for pre-arranged meetings or home visits.

Failure to do so may lead to the case being closed due to lack of contact with the complainant.

If a case warrants it, we may request that complainants and/or witnesses provide us with a statement and attend court. It is important therefore that all complainants understand that this may be a course of action pursued as a means of resolving the nuisance.

All complainants have a responsibility not to make malicious complaints about their neighbours, visitors or anyone engaged in lawful activity around their property. We take malicious complaining very seriously and will take action against anyone found to be doing so.
Anonymous complaints will be accepted and recorded. Staff will endeavour to use discretion and judgement in deciding whether anonymous information warrants further investigation.

6. **The Responsibility of the Wider Community**

Although all reports of nuisance and anti social behaviour will be thoroughly investigated, the wider community has a responsibility to not engage in nuisance and anti social behaviour and to report it where seen.

7. **The Responsibility of Tenants and Leaseholders**

Tenants and leaseholders are responsible for abiding by the terms and conditions of their tenancy or lease agreement. Copies of these are issued to the tenant or leaseholder at the start of their tenancy/lease. Further copies can be requested from the housing team.

8. **Working in Partnership**

Partnership working is crucial if we are to prevent anti social behaviour and tackle it quickly and effectively.

Our partner agencies include (although this list is not exhaustive):

- Police
- Victim Support
- Community Safety Partnership
- Floating Support Services
- Social Care
- Probation Service
- Youth Justice Service
- Positive Futures
- Environmental Services
- Community Safety Wardens
- Warwickshire Race Equality Partnership
- Mediation and Community Support
- Other Support Services

The following are not partner agencies but specific arrangements have been made with them for consultation and information sharing as necessary:

- Crown Prosecution Service
- Warwickshire Magistrates Court Service
- Coventry County Court

Together with our partner agencies, we have also signed up to the Warwickshire Information Sharing Protocol that enables us all to share appropriate and relevant
information when dealing with cases of anti-social behaviour. All information is shared in line with the protocol and within the terms of the Data Protection Act 1998 and the Crime and Disorder Act 1998.

We attend and contribute to the Community Safety Partnership (CSP), Rugby Tasking and Co-ordination Group and Rugby ASB Tactical Group, which are multi-agency forums aimed at strategically planning and targeting resources more appropriately in tackling anti social behaviour across the Borough.

The various strategic and tactical groups aim to reduce the barriers between agencies to ensure anti social behaviour is tackled effectively across the whole of the Borough. We will therefore exchange information regarding names, addresses, dates of birth of alleged perpetrators and details of nuisance at these meetings and agree the most appropriate way forward.

We will also keep appropriate groups updated on any actions that we are taking.

9. Housing Services - Our Approach to Tackling ASB

We will work with the Environmental Protection Team and Community Safety Wardens in cases where both complainant and alleged perpetrator are an owner-occupier or a private tenant within our housing estates.

We will always seek to resolve a complaint at the lowest possible level. It is recognised that in most instances of minor dispute this will involve the complainant being advised to raise the issue tactfully with the individual concerned. In most instances this can resolve matters without escalation.

We will not move complainants or perpetrators as a means of resolving nuisance or anti social behaviour (except in exceptional circumstances); we will deal with the nuisance.

We want to create a climate where people feel confident in coming forward with information. All action will be agreed with complainants, prior to any action being taken and we will provide complainants with a regular update on the progress of their case at least every two weeks. This will commence from the point of complaint and continue until resolution and beyond if appropriate.

When a case reaches the court hearing stage, in addition to witness statements, we may use noise recording equipment, CCTV and/or professional witnesses where a situation warrants it.

We will work closely with our partner agencies to try and prevent nuisance and anti social behaviour from occurring.

We will, where possible, make environmental improvements, such as improving lighting and removing graffiti where necessary.
10. **Support for Vulnerable Tenants**

In recognising the importance of supporting vulnerable tenants, we will refer anyone who we know or who we suspect has a vulnerability to a specialist support service, providing that the individual is willing to receive this support. This is regardless of whether they are the alleged perpetrator or the complainant.

When a complaint of anti social behaviour is made against someone who we know or suspect is vulnerable, we will try to change or modify their behaviour by linking in with the support services. However, we will also make it clear that any failure to engage with this service may lead to legal action being taken against them to enforce their tenancy conditions.

11. **Witness Support**

When we are preparing to take action against someone for anti social behaviour, we understand that it may be a frightening and distressing time for some of our witnesses. We will therefore do all that we can to make this process as easy as possible.

Where there is a real threat of violence or an attempt on the life of a witness giving evidence, we would deal with cases like this under the Homelessness legislation.

If a threat of violence has been made against a witness giving evidence, but it is not considered life threatening, the case will be considered as a special needs re-housing case in line with our allocation policy document.

Where a threat is received by a witness who is giving evidence we will help to secure your property (this will include advice from the Police and Victim Support).

Steps that we can take to help secure a property can include fitting:

- Additional window locks
- Movement sensitive lighting
- Letterbox covers
- Smoke alarms
- Installation of a CCTV camera
- Environmental work around the property
- 24-hour panic alarm

12. **Witnesses in Court**

Where witnesses are required to give evidence in court we will provide a full explanation of what people should expect and offer a pre-court visit in advance of the hearing (where possible).

Witnesses can expect to receive the following support throughout court hearings:
- Transport to and from the court;
- A separate waiting room for our witnesses (where possible);
- An escort during the hearing (this will usually be the officer who has been managing the case);
- Compensation for loss of earnings;
- Refreshments and lunch through the hearing.

In all cases that have been resolved following a court hearing, officers will continue to support witnesses for a period of time afterwards. The length of time required will vary for each case and it will be agreed with witnesses on an individual basis.

Witnesses who give evidence can receive advice from the Victim Support who runs the Witness Service in every criminal court in England and Wales to give information and support to the witness and their families in court.

13. **Hate Crimes and Incidents (Racist Harassment, Homophobia, Sexual Harassment, etc)**

Complaints of this nature are classified as very serious.

As with a racist incident, we define a hate crime or incident as an incident that is perceived to be such by the victim or any other person. Examples of a hate crime or incident could be because of someone’s religion, gender, sexuality, mental health, learning or physical disability or cultural difference. Having HIV or AIDS is also defined similarly.

Where a racist or hate crime incident has been reported to us, we cannot take any enforcement action without evidence.

All complainants and witnesses in these cases will be dealt with in a sensitive, supportive and understanding way and we will provide supportive measures as described in the Witness Support and Witnesses in Court sections of this policy.

We will also offer to refer complainants and witnesses to an appropriate support agency who will be able to provide them with additional support, such as the Warwickshire Race Equalities Partnership (WREP), Community Protection Team and Warwickshire Police Hate Crime Help Line: 0845 129 2221.

If the property where the victim/witness lives has been the subject of vandalism or graffiti we will deal with this as a matter of urgency. Our target for removing abusive, racist or homophobic graffiti is 24 hours.

14. **Closing Cases**

We will close cases where the situation has been resolved and the complainant is happy for us to do so.
In certain circumstances we will close cases even if the complainant does not want us to. If we are satisfied that we have done everything we can, that is reasonable and proportionate to resolve the complaint. We will record the reasons for closing cases and advise people about what they can do next. We will not assume that a situation has improved if we have not heard from the complainant in a while. We will try and make contact with them before passing a case for closure. We will do this by writing to them, telephoning and/or conducting a home visit. Only when all these have failed will a case be passed for closure on the grounds of no contact. We will also close a case where the complainant has failed to respond to our requests for information.

15. **Performance Monitoring**

We closely monitor the quality of the service that we provide by carrying out customer satisfaction surveys when we close cases. We will randomly review 10% cases that have been passed for closure to check that the complainant is happy for us to do so.

Levels of customer satisfaction will be monitored. Any customer satisfaction survey indicating a negative response will be followed up by the Team Leader within 28 days of receipt. The Team Leader will talk to both the complainant and the officer who managed the case to establish whether everything that could have been done to resolve the complaint has been.

The Team Leader will confirm the outcome of the review in writing to the complainant advising them whether the case will be reopened for further investigation or not.

16. **Links to Other Policies**

This policy does not work in isolation. Other RBC policies that support or influence this policy include:

**Allocations**

Where we have evicted a tenant/s for anti social behaviour, we will try to sensitively re-let the subsequent vacant property, understanding that the surrounding community have probably experienced significant anti-social behaviour and neighbour nuisance.

It is recognised that we cannot offer any guarantees that a new tenant would not cause problems.

Perpetrators of anti social behaviour who have had a court order awarded against them for anti social behaviour may be given a reduced priority for housing. As a minimum, this will apply to all perpetrators who have been given an Anti Social Behaviour Order (ASBO), an Anti Social Behaviour Injunction (ASBI), a Suspended or Postponed Possession Order, a Possession Order or a Demoted Tenancy.

The majority of people who are offered a property with RBC will be introductory tenants for their first year. They will have less security of tenure and rights than a secure tenant. We
will clearly explain the terms of the introductory tenancy agreement to all new tenants when they sign their introductory tenancy agreement, drawing particular attention to the clauses surrounding neighbour nuisance and anti social behaviour. If incidents of anti social behaviour occur during their first year, the action to take possession of the property through the County Court can be taken more quickly. After a year their tenancy automatically becomes secure.

All new tenants will receive a settling in visit within four weeks of their new tenancy start date. The purpose of this visit will be to check that they have settled in to their new home and raise any problems that may have come to light in the first four weeks, such as nuisance and antisocial behaviour. Introductory tenants are also visited again after the first six months of their tenancy to review their tenancy conditions.

**Homelessness**

Where legal action is being taken against a tenant for anti social behaviour, which may result in them becoming homeless, we will conduct a joint visit with an officer from our Housing Options Team.

Where anti social behaviour is being investigated and either the complainant or the alleged perpetrator makes a homeless application, we will share all our information with the Housing Options Team so that they can make a decision on someone’s eligibility for assistance under homelessness legislation.

**Domestic Abuse**

Where a complaint is received regarding neighbour nuisance or anti social behaviour, we will deal with it as outlined within this policy. However, where we suspect that the cause of the nuisance is domestic abuse, we will refer to our Domestic Abuse Policy.

**Vulnerable Persons**

Where a complaint is received regarding neighbour nuisance or anti social behaviour, we will deal with it as outlined within this policy. However, where we suspect that the perpetrator of the nuisance is vulnerable, we will refer to our Vulnerable Persons Policy.

**Race Equality Scheme**

RBC is committed to ensuring that race equality is part of everything we do. The Council is committed to upholding four key principles through which we aim to;

- Achieve improvement for all but with the fastest improvement for the most deprived;
- Ensure equality of opportunity for all;
- Be a customer focused organisation;
- Take into account the needs of future generations in our planning.

In respect of race equality, RBC has sought to promote the above objectives and principles of the Equality Standard for Local Government.
17. **Confidentiality and Data Protection**

We respect the rights of our customers to confidentiality and will always request their permission before sharing any information they give us with others.

We will comply fully with the requirements of any new or existing relevant legislation, such as the Data Protection Act 1998.

18. **Publicising Success**

Publicity is essential if local communities are to support us when tackling anti-social behaviour. Where applicable, we will publicise successful results of both legal and voluntary actions that we have taken in the Tenant Times newsletter and at times, the local media.

When we obtain an Anti Social Behaviour Order (ASBO) or Anti Social Behaviour Injunction (ASBI) in Court we will produce information for all relevant parties in line with RBC’s publicity protocol. This will include details of the name and age of the perpetrator, together with a list of the prohibitions and the expiry date of the Order. It will also contain details of who to contact should the Order be breached.

This information can only be published providing the Court Judge has not imposed any reporting restrictions on the case being heard.

We will also, from time to time, publish a statistical summary showing the numbers of cases, actions, resolutions and court results to our tenants and partner agencies through a variety of means (e.g., Community Safety Partnership meetings, Rugby and District Tenants Association meetings, Tenants Times newsletter).

19. **Protection of Staff**

We will not tolerate any threats of abusive behaviour towards our staff. We will take strong action if this condition is breached including legal action which could result in an injunction, possession proceedings or both.

20. **Staff Training**

Tackling anti social behaviour effectively requires knowledgeable and well-trained staff. We will ensure that all staff dealing with anti social behaviour clearly understand and deliver our policy.

21. **Legal Framework**

We are required to be conversant with and take account of legislation relating to management of local authority housing and anti social behaviour. Housing Teams are required to have an understanding of legislation relevant to the tasks they are performing.
and a commitment to its implementation. We shall be aware of all proposals to amend new legislation, which have a bearing on the services they deliver.

Examples of legislation that Housing Teams need to be aware of include:

The Crime and Disorder Act 1998

The Crime and Disorder Act came into force in September 1998. It places a duty on local authorities and the police to form a partnership and develop with key partners to tackle crime and disorder.

RBC Housing Services fully supports the use of Acceptable Behaviour Contracts (ABC’s) as a method of preventing young people entering the justice system.

Under Section 17 there is a duty for each authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area. Under this Act RBC can apply for an Anti Social Behaviour Order (ASBO) as a means for combating serious anti social behaviour.

Human Rights Act 1998

Under this Act a victim is suffering an abuse of one of the human rights will be entitled to complain to a court of law in the United Kingdom and seek compensation.

Key rights that are significant for RBC are:

1. Prohibition of discrimination;
2. Respect for private and family life;
3. Right to a fair and public hearing.

Homelessness Act 2002

The Homelessness Act places a duty on the Council and its statutory partners to work together to prevent homelessness and to help to sustain vulnerable people, in particular, in their tenancies. Where a household’s tenancy is put at risk as a result of anti social behaviour carried out by a tenant or someone in their household or a visitor, then demonstrable steps must be taken to show that all other options have been pursued before a Possession Order is sought.

Housing Teams will be responsible for ensuring that colleagues in the Housing Options Team are kept informed not only of cases where court action is being planned but also of the preventative steps that are being pursued. This level of co-operation is required if the Council is to successfully defend any future decision not to offer alternative accommodation either through Part 7 (Homelessness) application or an application to join the housing register from a previous tenant evicted for anti social behaviour.

Data Protection Act 1998

All personal data processed by RBC must be:
1. Obtained and processed fairly and lawfully;
2. Kept accurate and up to date;
3. Held for no longer than is necessary;
4. Subject to appropriate security measures.

**Housing Act 1985 and 1996**

The Housing Act provides a sanction on perpetrators of nuisance and anti social behaviour whether they are tenants or other persons who are affecting those lawfully in the area of the housing authority. Eviction for harassment and anti social behaviour can be achieved under two different grounds in schedule 2 of the 1985 Act: Ground 1 covers breaches of tenancy agreement and Ground 2 is specifically for nuisance or annoyance and/or certain convictions.

The Housing Act 1996 Section 144 amends the Housing Act 1985 Ground 2 and extends the scope so local authorities can give evidence of behaviour that justifies repossessing a tenancy. The Housing Act gives social landlords more powers against anti social tenants by strengthening the grounds for possession to include:

1. Behaviour likely to cause nuisance (which enables professional witnesses to be used)
2. Anti social behaviour in the locality of the tenant’s property
3. Anti social behaviour of visitors to the property
4. Conviction for an arrestable offence in the vicinity of the property

**Environmental Protection Act 1990 and the Statutory Nuisance Act 1993**

Under these acts if the Councils Environmental Protection Team considers that a noise amounts to a statutory nuisance they can serve an abatement notice. If the nuisance continues without reasonable excuse, the noisemaker can be prosecuted in the Magistrate’s Court and if convicted, can be fined up to £5000, with a further £500 for each day on which the nuisance continues. Environmental Protection Officers can obtain a warrant from the Magistrate’s Court and can seize equipment. Housing Services will take appropriate action on a council tenant if a noise abatement notice is served by the RBC Environmental Protection Team, this may include a Notice Seeking Possession or Notice of Demotion being served.

**The Anti-Social Behaviour Act 2003**

The housing provisions of the Act came into force on 30th June 2004, it introduced the following:

1. Section 12
   A requirement for social landlords to publish policies and procedures on how they deal with anti social behaviour by 30th December 2004.

2. Housing Injunctions
   These enable social landlords to apply to the court for housing injunctions to prevent behaviour capable of causing nuisance and annoyance which indirectly or directly affects their housing management functions. This will make its easier to exclude perpetrators from

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**Rugby Borough Council Housing Services**

Approved By: Cabinet 2 February 2009
Author: ER/MN/MF reviewed December 2010
the areas where they have been causing trouble; wider categories of people can be protected; and a power of arrest or an exclusion order will be available where there has been anti social behaviour but no violence or threat of violence; this could include emotional or psychological harm.

3. Sections 14 and 15 Demotion Orders
If a tenant behaves anti socially or allows a member of their household or visitors to do so, using the sections 14 and 15, a social landlord can apply to the court for a demotion order ending the tenant’s existing tenancy and replacing it with a less secure demoted tenancy. This removes the tenant’s Right to buy and security of tenure for at least a year. At the end of the year if the landlord has been satisfied by the tenant’s conduct of the tenancy it reverts back to a secure tenancy. If there are continuing problems, a social landlord can extend this period by following a set of prescribed procedures.

4. Section 16
Requires courts to give particular consideration to the impact of anti social behaviour on victims, witnesses and the wider community in all nuisance-related housing possession cases.

ASBOs that can be brought on the back of possession proceedings against people who are not the tenant but reside with him or her.

Clean Neighbourhoods and Environment Act 2005
The powers of this Act are designed to help local authorities deal quickly and effectively with those who litter, fly-tip and otherwise deface and damage the local environment. The measures in the Act support local authorities and their partners to create cleaner, safer and greener neighbourhoods.

Equality Act 2010
The Equality Act 2010 came into force on 1 October 2010. The Act harmonises and, in some cases, extends existing discrimination law covering the ‘protected characteristics’ of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Act brings the protected characteristics within one piece of legislation, and also makes changes to the law.

22. Complaints and Compliments
If you are pleased or dissatisfied with a service, complaints and compliments can be made directly to the team concerned, or you can:

- Telephone our contact centre on 01788 533533;
- Write to us at: Rugby Borough Council, Town Hall, Rugby. CV21 2RR;
- Email us at: contactcentre@rugby.gov.uk
- Go online at: www.rugby.gov.uk
23. Monitoring and Review of the Policy

We will review this policy every year to ensure that any changes in best practice and Government legislation are incorporated.

We will ensure that our service is accessible to all and where customers have any particular needs or requirements we will do all we can to help. Examples of this are:

- All documentation is available in appropriate languages and formats upon requests (e.g., large font, audiotapes)
- All complainants and alleged perpetrators have access to an interpreter where applicable.

An Equality Impact Assessment on this policy was undertaken in April 2011 and will be reviewed in March 2014.
<table>
<thead>
<tr>
<th>Commitment 1</th>
<th>Accountability, Leadership and commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action</td>
<td>Self Assessment notes/evidence</td>
</tr>
<tr>
<td>Demonstrate commitment to tackle anti social behaviour and creating a culture of respect.</td>
<td>New strategy, action plan, policy and procedures in place. Refresher training for housing staff to be undertaken in May/June 2011.</td>
</tr>
<tr>
<td>Backing up commitment by aligning capacity and resources and providing value for money</td>
<td>ASB strategy action plan, policy and procedures and refresher training for staff. Task group observed that value for money is difficult to demonstrate in relation to ASB.</td>
</tr>
<tr>
<td>Assignment of responsibility so that everyone delivering services is clear about their role and what is expected of them.</td>
<td>ASB procedures in place and staff trained May 2009. Procedures being reviewed and refresher training for housing staff to be undertaken in May/June 2011.</td>
</tr>
<tr>
<td>Seeking out best practice and adopting new approaches</td>
<td>CIH ASB Action Team visited RBC in November 2010 and discussed our approaches to ASB. As part of the strategy action plan we will continue to maintain working links with them.</td>
</tr>
<tr>
<td>Delivery of outcomes defined by measurable local targets (e.g. year on year increases in resident satisfaction by estate or neighbourhood as measured by regular surveys)</td>
<td>Local Offers approved by Cabinet February 2011 following wider consultation with residents.</td>
</tr>
<tr>
<td>Continually reviewing performance to inform improvement planning and engaging residents and partners in this process.</td>
<td>Local Offers approved by Cabinet February 2011. Measures will be monitored via service review groups.</td>
</tr>
<tr>
<td>Commitment to robust policies of zero tolerance towards abuse of staff, resident representatives and voluntary workers in delivering their functions.</td>
<td>Tenancy conditions reviewed, updated and implemented 28 July 2010 following wider consultation and Cabinet approval.</td>
</tr>
</tbody>
</table>
Working with partner agencies at strategic and operational levels (for example the neighbourhood police, neighbourhood management, other landlords including the private rented sector, social services and schools)

- Employing service delivery protocols where appropriate.
- Active and effective participation on local partnerships, including Crime and Disorder Reduction Partnerships, where feasible and neighbourhood level structures where they operate (e.g. regeneration partnerships and neighbourhood management)
- Information Sharing
  Making the appropriate links between strategy on anti-social behaviour and respect other strategies, including homelessness, supporting people, gypsy and travellers, community cohesion and diversity.

Community Safety Partnership (previously Crime and Disorder partnership). Task and coordination group, ASB tactical group. Police, other PCSO’s, RSL’s, youth offending, enhanced support network, Community Safety Wardens.

- Information sharing protocol – Warwickshire wide
- Warwickshire ASB strategy and Partnership Plan.
- Homelessness forum
- ASB strategy and action plan.
- ASB policy and procedures.

### Commitment 2

**Empowering and reassuring residents**

<table>
<thead>
<tr>
<th>Action</th>
<th>Self Assessment</th>
<th>In Place</th>
<th>For action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Involving residents, including young people, in setting local priorities as part of broader resident participation.</td>
<td>Tenant Involvement Strategy and action plan, which is looking at how to engage younger people. RBC has links with a youth worker and has a Children’s champion. RBC has a Play strategy. The task group observed that it was difficult to engage younger people, though the community safety wardens had good links with them.</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Delivering regular, meaningful and accessible feed-back sessions on issues of local concern involving partner agencies where appropriate (e.g. Face the People Session)</td>
<td>Rugby Safer Neighbourhood Teams have 4 Locality Panels, which include Officers from the Council, the Police, and members of the public are invited.</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Engaging residents in developing and agreeing local standards of conduct (e.g. through Good Neighbour Agreements).</td>
<td>Local Offers approved by Cabinet February 2011 following wide consultation with residents.</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Facilitating community led audits’ of anti-social behaviour hotspots and environmental problems (e.g. estate walkabouts to identify graffiti and fly-tipping)</td>
<td>RBC has a programme of estate walkabouts which tenants and others are invited to attend. Looking at a Tenant Inspectors project to review estate walkabout feedback for the year and focus on inspecting poorer rated areas to see if there is any action that can be taken to improve them. Community safety partnerships and Tasking Group also give information from Police and others about hotspots.</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Providing residents with regular updates of actions you and your partner organisations have undertaken to tackle ASB (both positive activities and use of enforcement action) and how they might be involved in delivering solutions (e.g. leaflet drops)</td>
<td>ASB strategy action plan. ASB policy and procedures. Successes and improvements reported via Tenant Times newsletter.</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Publicise use of enforcement tools (generally or specific uses where appropriate) so that the community is reassured and is aware of any terms so that they can help report suspected breaches.</td>
<td>ASB strategy action plane ASB policy and procedures. Successes and improvements reported via Tenant Times newsletter.</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Tailoring services to take into account of diversity so that no one is unduly excluded through barriers to involvement, information and advice.</td>
<td>All new policies and procedures are Equality Impact Assessed and RBC is committed to ensuring that no-one is excluded from receiving information and advice.</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Rewarding positive 'community minded' behaviour (e.g. sponsoring activities for young people who contribute to the community or who successfully address their behaviour and celebrating residents who are prepared to ‘take a stand’ and give support to action to tackle ASB)</td>
<td>ASB strategy action plan. RBC has a Positive Futures programme which runs diversionary activities for young people. Many young people involved in ASB had enrolled on Positive Futures.</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Working with partner agencies and the local media to promote action/successes in tackling ASB. Where appropriate this could involve a multi-agency communications strategy.</td>
<td>ASB strategy action plan. The new ASB policy includes a section about publicising ASB cases, actions and successes. Work with and support wider community safety interventions via the Community Safety Partnership. Successes and improvements reported via Tenant Times newsletter.</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Making links between respect and broader area-based work on community capacity building and community cohesion (e.g. facilitating projects to foster inter-generational understanding or community wide mediation to resolve local issues that generate tensions within a neighbourhood.)</td>
<td>ASB strategy action plan. Community Safety Partnership – attendance at multi agency meetings. Early intervention and joint working with Warwickshire Race Equality Partnership, Warwickshire County Council Gypsy and Traveller Officers, Warwickshire Police Community Cohesion Unit.</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Work independently or with partner agencies to engage young people in constructive and purposeful activities (e.g. volunteering, community clean ups, sports and the arts and activities during school holidays)</td>
<td>Overslade Residents Association has a great emphasis on working with young residents. RBC has a SMART programme of activities for children during school holidays. Positive Futures runs diversionary activities for young people.</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

### Commitment 3
Prevention and Early Intervention

| Ensure that tenancy agreements and leases meeting Office of Fair Training (OFT) guidelines and contain clear prohibitions on anti social conduct – linked where appropriate with Good Neighbourhood Agreements. | Tenancy conditions reviewed, updated and implemented 28 July 2010 following wider consultation and Cabinet approval. New conditions comply with the OFT guidelines and do have clear clauses regarding anti social conduct. | ✓ |
| Running user-friendly sign up meetings for new residents to include a clear explanation of your policies on ASB, how problems will be addressed, what you expect of the resident and what they can expect of you in return. | Sign ups are carried out on a one to one basis with tenants and staff members. Four weeks after new tenants move in, a settling in visit also takes place to reiterate key bits of information and to discuss any concerns that the new tenant may have. Introductory review visits are carried out 6 months into the tenancy. | ✓ |
| Undertaking full assessments of any potential problems that may require tenancy support when entering into new tenancy agreements. | All new introductory tenants are offered floating support when they take up a new tenancy with RBC. | ✓ |
| Regularly reviewing allocations and lettings policies (including Choice Based Schemes) to ensure issues of respect and ASB are fully reflected – e.g. sensitive lettings to avoid potentially problematic situations. | RBC runs a choice based lettings scheme. ASB policy and procedures. | ✓ |
| Adopting introductory or starter tenancy schemes for new residents where appropriate. | All new tenants of RBC are signed up on an Introductory Tenancy. | ✓ |
| Designing out ASB through environmental gating schemes and improvements (e.g. security lighting) | Work with and support wider community safety interventions via the Community Safety Partnership. | ✓ ✓ |
| Deploying robust screening processes to determine whether mediation is appropriate at the earliest possible opportunity. Where it is – making appropriate referrals. | Partnership working with Mediation and Community Support (MACS) an independent mediation service. Formal referral and case review arrangements in place. Mediation service is free of charge. | ✓ |
| Providing clear warnings backed up by evidence of past action taken against perpetrators of ASB. | PC based case management system. | ✓ |
| Using early intervention tools like ABC’s and Parenting contracts if available linked to provision of support where appropriate. | RBC has used ABC’s in partnership with the Police. Injunctions have also been used in cases. | ✓ |
| Taking swift action on environmental damage (e.g. rapid removal of graffiti and clearance of fly tipping) to give a strong signal that action will be taken. | RBC removes all abusive and racist graffiti within 24 hours and all other graffiti as soon as possible. Fly tipping on housing land is moved by property maintenance and RBC will take action where perpetrator known. | ✓ |
| Sharing of information when making/accepting nominations to identify any issues with past behaviour and establishing support needs. | Proposed mutual exchanges landlords are asked via the tenancy report of any details of ASB. | ✓ |
| Providing evidence to partner agencies and working with them to identify ASB hotspots and areas where incidents appear to be emerging and contributing to the delivery of tailored strategies to address these problems. | Tasking and Coordination group identify hotspots where Police and other agencies attend. | ✓ |
| Working with partner agencies to provide a visible presence in hotspots (e.g. community support offices/police and warden patrols) | RBC has community wardens who work closely with CCTV camera monitoring and housing officers. There is a concierge service at the multi storey flats, Skiddaw and Pettiver crescent low rise flats. | ✓ |
Working closely with warden schemes where available including sponsoring schemes where appropriate. | RBC has community safety wardens. | ✓ |

**Commitment 4**
Tailored services for residents and provision of support for victims and witnesses

| Making sure reporting is easy by offering a variety of reporting methods (i.e. telephone hotlines, emails and reporting centres). This should be open to all (i.e. using jargon free plain English) an pay regard to diversity (i.e. translation of material, sensitivity in reporting hate crime) | Tenants can report ASB by telephoning their local housing officer or the customer service centre, visiting the local office, their Estate Officer or their Warden. The website also gives basic information along with a contact email address for reporting incidents of ASB. RBC uses language line and Typetalk. Leaflets etc are available in different languages and formats on request. RBC community safety wardens have a reporting line and patrol between 3pm and 11pm 7 days a week. | ✓ |

| Ensuring the first point of contact is helpful, courteous and sensitive to the stress reporting incidents of ASB often involves. | ASB strategy action plan – to look at perception and satisfaction surveys. | ✓ ✓ |

| Making sure all staff are clear about what procedures should be followed when they have received a complaint. | ASB policy and procedures. Regular staff refresher training. | ✓ ✓ |

| Delivering to achievable but challenging deadlines for each key stage of the process and agreeing appropriate action with the complainant. On occasions where deadlines cannot be met explanations should be give as soon as possible. | ASB policy and procedures. | ✓ |

| Providing complainants with regular updates of progress of their case from the point of complaint to resolution and beyond, including the outcomes of any court hearings. | ASB policy and procedures. | ✓ |

| Minimise burdens on complainants in collecting evidence (eg short focused use of diary sheets rather than prolonged use with no clear outcome) | ASB policy and procedures. Use of evidence sheets limited to 2 weeks in most cases. | ✓ |
Where attendance at court is required, full explanations of the procedures and pre-visits to court should be offered in advance and support offered throughout, including escort to court and mentoring.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Support Provided</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrying out full assessments of the support needs of individuals who report ASB or agree to provide evidence/act as witnesses.</td>
<td>Reference to witness support is in policy and procedures. Referrals to victim support to take place. Vulnerability assessments to be incorporated into existing procedures.</td>
<td>✓✓</td>
</tr>
<tr>
<td>Systematically supporting victims either directly or in conjunction with specialist care and support agencies (e.g. witness support services and networks)</td>
<td>As above</td>
<td>✓✓</td>
</tr>
<tr>
<td>Prompt deployment of reassurance measures where appropriate including regular patrols and (housing officer, wardens, police etc) visits, provision of personal alarms and CCTV systems.</td>
<td>This is referred to in ASB policy. Work with and support wider community safety interventions via the Community Safety Partnership.</td>
<td>✓</td>
</tr>
<tr>
<td>Focus on ‘target hardening’ – e.g. (fire proof letter boxes and wide angle spy holes) liaising with crime prevention services as necessary.</td>
<td>As above.</td>
<td>✓</td>
</tr>
<tr>
<td>Liaison with Court services to minimise the stresses of hearing (e.g. secure holding areas)</td>
<td>Policy states that a private room where possible will be available. Procedures for staff give them more guidance.</td>
<td>✓</td>
</tr>
</tbody>
</table>

### Commitment 5

**Protecting Communities through swift enforcement**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Support Provided</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensuring staff are fully aware of the range of tools available and can identify how each will be used either along or in line with broader policies and procedures. This should include use of introductory/starter tenancies, ABCs, ASBOs, Injunctions, Parenting Contracts/Orders, Demotion, Right to Buy measures and possession action.</td>
<td>ASB policy and procedures. Regular staff training. The task group discussed the policy on the retention of personal data and minutes of meetings detailing anti-social behaviour cases. <em>It was noted that storage and retention of information was a council-wide issue which the Communications Team was currently dealing with.</em></td>
<td>✓✓</td>
</tr>
<tr>
<td>Ensure staff are providing with training on how the tools operate and what demands in terms of evidence gathering and consultation with other agencies.</td>
<td>As above.</td>
<td>✓✓</td>
</tr>
<tr>
<td>Having clear procedures in place to minimise the use of eviction, wherever possible (though it will sometimes be necessary), through use of other tools to tackle ASB in situ (e.g. injunctions)</td>
<td>ASB policy and procedures. Promoting the use of early intervention and voluntary measures to resolve asb.</td>
<td>✓</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Ensuring robust case management procedures are in place which enable fast tracking of legal action where required (eg systems which facilitate pursuing interim injunctions at short notice and enforcement of breaches.)</td>
<td>PC based case management system.</td>
<td>✓</td>
</tr>
<tr>
<td>Proactive gathering of evidence of ASB from a wide variety of sources.</td>
<td>Policy and procedures refer to partnership working. Community safety partnership meetings provide a wide variety on information from agencies in borough.</td>
<td>✓</td>
</tr>
<tr>
<td>Commitment to visibly upholding standards of behaviour in public space and challenging those who do not wherever possible.</td>
<td>Business Improvement District (BID) patrol the town centre and operate CCTV. Community safety wardens. PCSO:s, safer neighbourhood teams etc</td>
<td>✓</td>
</tr>
<tr>
<td>Monitor use and outcomes of tools to feed into broader reviews of performance and improvement planning.</td>
<td>ASB strategy action plan. Local Offers.</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>Develop strong working relationships and strategic links with partners including the local authority, police and court service (e.g. through court user groups or court ASB co-coordinators where available)</td>
<td>There is a Court Users Group which legal services at RBC attend. Operational and Strategic meetings with the Police and other agencies occur monthly. RBC has an ASB Co-ordinator</td>
<td>✓</td>
</tr>
<tr>
<td>Joint asking of enforcement/evidence gathering from multi-agency staff.</td>
<td>As above – Community Safety Partnership.</td>
<td>✓</td>
</tr>
<tr>
<td>Have robust procedures in place to seek enforcement of breaches as quickly as possible through strong links to ensure proactive action backed up by the police and courts.</td>
<td>ASB policy and procedures.</td>
<td>✓</td>
</tr>
</tbody>
</table>

**Commitment 6**
Support to tackle the causes of anti-social behaviour

<table>
<thead>
<tr>
<th>Ensure staff are fully aware of the range of support provision available and are able to identify how each approach should be used as a core component of case management.</th>
<th>The policy, procedure and training encompass this.</th>
<th>✓</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure staff have a clear understanding of how support provision should be linked with triggers (e.g. early intervention measures of use of enforcement action such as demotion)</td>
<td>As above</td>
<td>✓</td>
</tr>
</tbody>
</table>
Appendix 2

<table>
<thead>
<tr>
<th>Ensure policies and procedures state clearly how support provision will be provided or accessed and the triggers/process by which support needs will be identified.</th>
<th>The new policy and procedures include support provision.</th>
<th>✓</th>
</tr>
</thead>
<tbody>
<tr>
<td>A clear focus on delivering support and challenge solutions (ie linking support with enforcement at an early stage) rather than crisis-based interventions where problems have escalated.</td>
<td>All new tenants offered floating support. Housing staff make referrals to other agencies such as drug, alcohol and mental health agencies. ABC’s, demotion notices and injunctions are also used.</td>
<td>✓</td>
</tr>
<tr>
<td>Making it clear to residents that enforcement action may be considered where suitable offers of support are refused and their behaviour does not improve.</td>
<td>ASB policy and procedures</td>
<td>✓</td>
</tr>
<tr>
<td>Clear policies and procedures on dealing with vulnerable residents (e.g. mental health issues and drug and alcohol problems)</td>
<td>Vulnerability assessments.</td>
<td>✓</td>
</tr>
<tr>
<td>Following assessment (involving multi-agency case conferencing where appropriate) deployment of ‘floating support’ designed to work with residents in stopping ASB and where possible, maintaining a tenancy.</td>
<td>Floating support in place and other referrals to specialist agencies, such as drugs, alcohol and mental health.</td>
<td>✓</td>
</tr>
<tr>
<td>Where available and appropriate, referrals to Family Intervention Programmes for residents with complex support needs who are causing ASB in the community.</td>
<td>Community Safety Partnership is involved in the introduction of a FIP scheme in Rugby.</td>
<td>✓</td>
</tr>
<tr>
<td>Negotiate with local Supporting People teams in order to build on existing floating and residential housing related support schemes to ensure that the appropriate support is available for those residents/families with complex needs. Where no support currently exists explore possible opportunities for Supporting People to fund new support projects.</td>
<td>Deepmore House offers supported accommodation for young people and offers floating support. Bromford HA and Orbit HA offer floating support. Warwickshire Drug and Alcohol and floating support. Community Alcohol Service.</td>
<td>✓</td>
</tr>
</tbody>
</table>
**AGENDA MANAGEMENT SHEET**

<table>
<thead>
<tr>
<th><strong>Name of Meeting</strong></th>
<th>Crime and Disorder Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Date of Meeting</strong></td>
<td>22 June 2011</td>
</tr>
<tr>
<td><strong>Report Title</strong></td>
<td>Crime and Disorder Partnership Report</td>
</tr>
<tr>
<td><strong>Ward Relevance</strong></td>
<td>All</td>
</tr>
<tr>
<td><strong>Contact Officer</strong></td>
<td>Keith Newell, Tel: (01788) 533547</td>
</tr>
</tbody>
</table>

**Summary**

This paper reports on the following:
- Year end performance 2010/11
- Update of 2011/12 priorities
- Partnership Plan 2011/14

The Crime and Disorder Partnership Manager will be present to answer questions and provide further information.

**Financial Implications**

There are no financial implications arising from this report.

**Risk Management Implications**

There are no risk management implications arising from this report.

**Environmental Implications**

There are no environmental implications arising from this report.

**Legal Implications**

There are no legal implications arising from this report.

**Equality and Diversity**

No new or existing policy or procedure has been recommended.
Summary
This paper reports on the following:
- Year end performance 2010/11
- Update of 2011/12 priorities
- Partnership Plan 2011/14

The Crime and Disorder Partnership Manager will be present to answer questions and provide further information.

1. YEAR END PERFORMANCE 2010/11

The performance report for 2010/11 is attached at Appendix 1.

2. UPDATE OF 2011/12 PRIORITIES

In January 2011, the CSP Board received a comprehensive Strategic Assessment which detailed and analysed the levels and patterns of the following across Rugby in the last year:

- Crime – Violent and Acquisitive
- Disorder including anti-social behaviour
- Community Cohesion
- Road Safety data
- Drugs & Alcohol
- Business Crime
- Organised Crime Groups and Street gangs

After close examination of all those issues followed by a robust debate around the key issues and challenges facing the Partnership, the Board selected the following priorities for 2011/12:

- Most Serious Violent Crime
- Acquisitive Crime (Domestic Burglary)
- Anti-Social Behaviour – personal cases
- Road Safety
Critical Cross Cutting themes identified are:

- Substance Misuse
- Alcohol Abuse
- Offender Management

**Targets**

In view of reduced budgets across all partner agencies, the CSP Board has decided that to manage those priority issues within last year’s limits is a realistic target.

3. **PARTNERSHIP PLAN 2011/14**

The partnership plan for 2011/14 is attached at Appendix 2.
Name of Meeting: Crime and Disorder Committee
Date of Meeting: 22 June 2011
Subject Matter: Crime and Disorder Partnership Report

LIST OF BACKGROUND PAPERS

There are no background papers relating to this item.
### Appendix 1

#### LAA Indicators - Actual Monthly Performance against 2010/11 Targets

<table>
<thead>
<tr>
<th>National Indicators</th>
<th>2009/10 Actual</th>
<th>2010/11 Target</th>
<th>2010/11 Actual</th>
<th>Actual Total to date</th>
<th>Residual Target</th>
<th>YE Performance vs YE 09/10</th>
<th>YE Performance vs Target</th>
<th>RAG</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NI 15 - Most Serious Violence</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rugby Borough</td>
<td>80</td>
<td>To Reduce</td>
<td>3 3 3 7 10 4 7 9 6 3 6 4</td>
<td>65</td>
<td>14</td>
<td>-18.8%</td>
<td>G</td>
<td>-17.7%</td>
</tr>
<tr>
<td>Serious Violence (includes ABH)</td>
<td>38</td>
<td>To Reduce</td>
<td>2 1 1 7 5 4 2 4 3 1 3 3</td>
<td>36</td>
<td>1</td>
<td>-5.3%</td>
<td>G</td>
<td>-2.7%</td>
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<tr>
<td>Rugby Borough</td>
<td>590</td>
<td>To Reduce</td>
<td>30 46 46 46 54 50 35 43 34 24 46</td>
<td>492</td>
<td>97</td>
<td>-16.6%</td>
<td>G</td>
<td>-16.5%</td>
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<tr>
<td>Serious Violence (includes ABH)</td>
<td>335</td>
<td>To Reduce</td>
<td>15 27 28 27 30 29 16 27 19 26 16 27</td>
<td>287</td>
<td>47</td>
<td>-14.3%</td>
<td>G</td>
<td>-14.1%</td>
</tr>
<tr>
<td><strong>NI 16 - Serious Aquisitive Crime</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Domestic Burglary</td>
<td>1,245</td>
<td>To Reduce</td>
<td>93 78 110 101 92 94 74 105 89 132 97 115</td>
<td>1,180</td>
<td>64</td>
<td>-5.2%</td>
<td>G</td>
<td>-5.1%</td>
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<tr>
<td>Theft From Vehicle</td>
<td>382</td>
<td>To Reduce</td>
<td>27 22 28 16 32 35 33 37 40 35 36 36</td>
<td>377</td>
<td>4</td>
<td>-1.3%</td>
<td>A</td>
<td>-1.0%</td>
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<tr>
<td>Serious Violence (includes ABH)</td>
<td>140</td>
<td>To Reduce</td>
<td>10 9 11 5 16 18 13 10 16 14 9 11</td>
<td>142</td>
<td>-3</td>
<td>+1.4%</td>
<td>A</td>
<td>+2.2%</td>
</tr>
<tr>
<td>Domestic Burglary</td>
<td>570</td>
<td>To Reduce</td>
<td>43 43 57 61 43 38 22 44 31 60 39 40</td>
<td>521</td>
<td>48</td>
<td>-8.6%</td>
<td>G</td>
<td>-8.4%</td>
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<tr>
<td>Serious Violence (includes ABH)</td>
<td>153</td>
<td>To Reduce</td>
<td>9 11 18 16 14 12 7 17 13 20 15 21</td>
<td>173</td>
<td>-</td>
<td>+13.1%</td>
<td>R</td>
<td>+13.8%</td>
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<tr>
<td><strong>NI 47 - People Killed or Seriously Injured in Road Traffic Accidents</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic Abuse</td>
<td>TBC</td>
<td>N/A</td>
<td>8 8 3 2 4 7 5 7 3</td>
<td>TBC TBC TBC</td>
<td>47</td>
<td>-</td>
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</tr>
<tr>
<td><strong>NI 32 - No. of High Risk Repeats through MARACs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic Abuse</td>
<td>20.0%</td>
<td>N/A</td>
<td>20.0% 12.5% 0.0% 22.2% 20.0% 42.9% 14.3% 16.7% 20.0% 40.0% 26.7% TBC</td>
<td>26.4%</td>
<td>-</td>
<td></td>
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</table>

#### Local Indicators - Actual Monthly Performance against 2009/10 Targets

<table>
<thead>
<tr>
<th>Local Indicators</th>
<th>Assumptions - Rowdy/Nuisance</th>
<th>2009/10 Actual</th>
<th>2010/11 Target</th>
<th>2010/11 Actual</th>
<th>Actual Total to date</th>
<th>Residual Target</th>
<th>YE Performance vs YE 09/10</th>
<th>YE Performance vs Target</th>
<th>RAG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anti-Social Behaviour Incidents - Rowdy/Nuisance</td>
<td>Rugby Borough</td>
<td>2,914</td>
<td>To Reduce</td>
<td>242 231 260 291 253 204 205 199 195 173 196 218</td>
<td>2,667</td>
<td>246</td>
<td>-8.5%</td>
<td>G</td>
<td>-8.4%</td>
</tr>
<tr>
<td>Serious Violence (includes ABH)</td>
<td>Rugby Police Priority Area (PPA)</td>
<td>1,576</td>
<td>To Reduce</td>
<td>139 123 102 153 139 109 103 87 115 91 97 128</td>
<td>1,386</td>
<td>189</td>
<td>-12.1%</td>
<td>G</td>
<td>-12.0%</td>
</tr>
</tbody>
</table>
LAA Indicators - Actual Monthly Performance against 2010/11 Targets - Rate Per 1000 Population

<table>
<thead>
<tr>
<th>National Indicators</th>
<th>2009/10 Actual</th>
<th>2010/11 Target</th>
<th>2010/11 Actuals - Rate Per 1000 Population</th>
<th>2010/11 Actual Rate To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Apr</td>
<td>May</td>
</tr>
<tr>
<td>NI 15 - Serious Violent Crime</td>
<td>0.87</td>
<td>0.86</td>
<td>0.03</td>
<td>0.03</td>
</tr>
<tr>
<td>NI 16 - Serious Acquisitive Crime</td>
<td>13.58</td>
<td>13.57</td>
<td>1.00</td>
<td>0.84</td>
</tr>
</tbody>
</table>

Figures in blue illustrate the levels required in order to achieve the target, adjusted for seasonal variations and actual figures this year to date.

The final column indicates current status. Green indicates on course to achieve target, Amber indicates currently off target but realistic chance of improving performance, Red indicates significantly off target. Projected year total is based on current performance to date and predicted trends throughout remainder of year.
What is the Rugby Community Safety Partnership?
Partnership Structure
Priorities & Objectives
Partnership Standards
How did we do 2008 - 2010
WHAT IS THE RUGBY COMMUNITY SAFETY PARTNERSHIP?

It is the strategic partnership that has a statutory responsibility for reducing crime, disorder, antisocial behaviour and substance misuse across Rugby.

Membership is a powerful alliance drawn from statutory and voluntary agencies, together with representatives from business and community groups.

By working together we tackle crime and the underlying causes of crime. We adopt a rigorous problem solving approach that has a strategic focus but that listens and responds to local people and communities.

We are not complacent and we need to maintain and, in some instances, improve our methods of engagement and participation.

WHAT IS OUR AIM?

We have a combined aim to make Rugby the safest town in England and we want people to be safe and feel safe.

WHAT IS THE PARTNERSHIP PLAN?

The plan sets out the priorities, structures and the delivery framework for the period 2011 – 2014.

HOW DO WE DECIDE ON OUR PRIORITIES?

Each year our strategic Assessment process examines the levels of reported crime, disorder, anti-social behaviour, substance misuse and other incidents as well as information from our partners. The second critical element is what the public tell us about their experiences and perceptions.

A rigorous analysis of that assessment has been used to help select the priorities which will be reviewed annually.
Partnership Standards

To support the ongoing development, improvement and performance of the Partnership we have developed “business practice standards”. They are intended to summarise the core elements of how we approach our work and provide a way for us to check if we are delivering effectively or if there are areas where we need to improve.

These standards are as follows:

1. **EMPOWERED AN EFFECTIVE LEADERSHIP**

   This standard is about ensuring the right people are involved with appropriate governance structures in place to provide strategic leadership. This group oversees the delivery of the Partnership Plan.

2. **INTELLIGENCE-LED BUSINESS PROCESSES**

   This standard is about information sharing arrangements and ensures that we undertake an annual strategic assessment to enable the selection of appropriate local priorities.

3. **EFFECTIVE AND RESPONSIVE DELIVERY STRUCTURES**

   This standard covers the need for effective structures at all levels of the partnership and helps us to ensure they are fit for purpose.

4. **ENGAGED COMMUNITIES**

   This standard reminds us of the need to engage with communities about the selection of local priorities, how the public can be involved as part of the delivery process, and informing them on outcomes.

5. **VISIBLE AND CONSTRUCTIVE ACCOUNTABILITY**

   This standard requires us to be accessible, transparent and accountable to the community. We take all reasonable steps to ensure that the public are aware of the priorities and Partnership Plan by mandatory attendance at all Community Forum meetings, and publicising the Partnership website.

6. **APPROPRIATE SKILLS AND KNOWLEDGE**

   This standard ensures that all those involved in the Partnership have the capacity and the capability at the right level to successfully deliver our priorities. This focuses our minds around clarity and understanding amongst all partners about the purpose and aims of the Partnership. This is about skills development and fitness for purpose.

The use of these standards gives the Partnership the discipline that it needs to manage the risks around all of the dependencies that could significantly adversely affect our performance. Our effectiveness is overseen by the Board and the Scrutiny Committee.
Priority Action Groups
Operational, timely and themed specific detailed action plans

Partnership Structure

Partnership Board (strategic)
- Overview and Scrutiny to review performance
- Priority Action Group Chairs to coordinate operations

Priority Places where we try to narrow the gaps

Priority Action Groups

Safe and Clean
- Anti Social behaviour
- Road Safety
- Public open spaces
- Tasking and Coordination

Safer Futures
- Young people
- Early Intervention
- Prevention/diversion
- Offender Management
- PPO Scheme
- High harm causers
- Futures Unlocked
- Drug and Alcohol Treatment
- Family Intervention Project

Violent & Acquisitive Crime
- Violent Crime
- Domestic Abuse
- Licensing
- Acquisitive Crime reduction Project

Community engagement and Development

Informed
Information Push and Branding

Consulted
To identify local Priorities, feedback and evaluation

Involved
Developing solutions, involved and delivery
Priorities for the Community Safety Partnership

Our objectives

1. Violent Crime
   - To contain the levels of Serious Violent Crime
   - To reduce the levels of Domestic Abuse, especially repeat offending
   - To support victims of Anti Social Behaviour

2. Anti Social Behaviour
   - To tackle local concerns around Anti Social Behaviour
   - To reduce the levels of repeat offending by those who commit anti social behaviour
   - To resource pathways out of offending.

3. Acquisitive Crime
   - To contain the levels of domestic Burglary
   - To reduce the rates of adult and young people re-offending
   - To control the levels of offending rates from Prolific Offenders

4. Offender Management
   - To contain the levels of domestic Burglary
   - To reduce the levels of repeat offending by those who commit Acquisitive Crime
   - To resource the continued development of cycle safety

5. Road Safety
   - To contain the levels of domestic Burglary
   - To reduce the risks of becoming a victim of violent crime
   - To involve the local people in the use of Community Speed watch campaigns
How we did do 2008-2010

1-Rugby Borough Total Recorded Crime  2008 - 2010

Source: Warwickshire Police, Crime Information System  12 month rolling trend chart

2-Rugby Borough Serious Violent Crime  2008 – 2010

Source: Warwickshire Police, Crime Information System  12 month rolling trend chart
3-Rugby Borough Violent crime  2008 – 2010

Source: Warwickshire Police, Crime Information System  12 month rolling trend chart

4-Rugby Borough Serious Acquisitive Crime  2008 – 2010
(includes Domestic Burglary, Vehicle Crime & Robbery)

Source: Warwickshire Police, Crime Information System  12 month rolling trend chart
5-Rugby Borough Rowdy/Nuisance Anti-Social Behaviour Incidents 2008 - 2010

Source: Warwickshire Police, STORM Incident System

6-Rugby Borough Road Casualties – Killed and Seriously Injured 2008 - 2010

Source: Casualty Reduction Partnership, Warwickshire County Council

How to contact us

Write to us at Community Safety Partnership Manager, Rugby town Hall, Evreux Way, Rugby CV21 4RR

Email the partnership communitiesafety@Rugby.gov.uk

Visit the partnership website www.rugby.gov.uk/communitysafety

12 month rolling trend chart
**AGENDA MANAGEMENT SHEET**

<table>
<thead>
<tr>
<th><strong>Name of Meeting</strong></th>
<th>Crime and Disorder Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Date of Meeting</strong></td>
<td>22 June 2011</td>
</tr>
<tr>
<td><strong>Report Title</strong></td>
<td>Impact of reduced capacity following the Comprehensive Spending Review – draft one page strategy</td>
</tr>
<tr>
<td><strong>Ward Relevance</strong></td>
<td>All</td>
</tr>
<tr>
<td><strong>Contact Officer</strong></td>
<td>Debbie Dawson, Tel: 01788 533592</td>
</tr>
</tbody>
</table>

**Summary**
The Committee is asked to approve the one page strategy for the review, making any amendments considered necessary. The Committee is also asked to confirm the membership of the task group.

**Financial Implications**
The Committee should consider the potential resource implications of their programme of work, which will be funded from an overall budget of approximately £1000 in 2011/12.

**Risk Management Implications**
There are no risk management implications arising from this report.

**Environmental Implications**
There are no environmental implications arising from this report.

**Legal Implications**
There are no legal implications arising from this report.

**Equality and Diversity**
No new or existing policy or procedure has been recommended.
Public Report to the Crime and Disorder Committee

22 June 2011

Impact of reduced capacity following the Comprehensive Spending Review – draft one page strategy

Summary
The Committee is asked to approve the one page strategy for the review, making any amendments considered necessary. The Committee is also asked to confirm the membership of the task group.

1. BACKGROUND

At the overview and scrutiny work programme workshop on 28 February 2011, members considered a proposal for a review on the impact of reduced capacity following the Comprehensive Spending Review. The workshop recommended that this review should be included in the work programme for 2011/12.

The Overview and Scrutiny Management Board considered the recommendations from the workshop at their meeting on 21 March 2011. The Board agreed that this review should be included in the work programme, with a focus on looking forward constructively to inform the development of the 2012/13 budget. The Board decided that the Crime and Disorder Committee should carry out this review as there were particularly pertinent issues around reduced capacity in all partner organisations relating to community safety. An aspect of the review proposal concerning the well-being of staff was removed, to be dealt with as part of a separate review overseen by the Corporate Performance Committee.

2. ONE PAGE STRATEGY

A draft one page strategy is appended for consideration by the Committee. This has been drafted in consultation with the Executive Directors and the Head of Resources.

The Committee is asked to approve the one page strategy, making any amendments considered necessary, prior to the invitation of members to serve on the task group
3. TASK GROUP MEMBERSHIP

The scrutiny team invited councillors to put their names forward to be part of the new task groups that are about to begin work. The following have expressed an interest in being part of this task group:

Cllr Helen Walton
Cllr Tom Mahoney
Cllr Rachel Watts
Cllr Graham Francis
Cllr Ish Mistry
Cllr Ramesh Srivastava
Cllr Maggie O’Rourke

The Council’s Overview and Scrutiny Handbook states that task groups should ideally be made up of an odd number of councillors, and have between five and nine members. The Committee is asked to approve the nominations for this task group, or to decide whether any further members should be sought.

The aim would be for the group to commence work as soon as possible in July so that it is possible to complete the review in time to inform the 2012/13 budget-setting process.
Name of Meeting: Crime and Disorder Committee

Date of Meeting: 22 June 2011

Subject Matter: Impact of reduced capacity following the Comprehensive Spending Review

LIST OF BACKGROUND PAPERS

<table>
<thead>
<tr>
<th>Document No.</th>
<th>Date</th>
<th>Description of Document</th>
<th>Officer’s Reference</th>
<th>File Reference</th>
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<td>1.</td>
<td>21 March 2011</td>
<td>OSMB agenda item 7 – Scrutiny Work Programme</td>
<td></td>
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IMPACT OF REDUCED CAPACITY FOLLOWING THE COMPREHENSIVE SPENDING REVIEW

ONE-PAGE STRATEGY

What is the broad topic area?
How the council is responding to the challenging financial context in which it is now operating.

What is the specific topic area?
How the Council manages reduced capacity and obtains best value for money in the current challenging economic climate.

Key themes include:

- How the council can work with partners and stakeholders to maximise resources and minimise the impact of cumulative service cuts by different agencies on local communities
- How the council needs to adapt its working practices and service delivery models to meet the challenge of reduced resources and reduced staffing capacity within teams
- How the council engages local communities in decisions about service priorities and informs local residents about the financial pressures and choices to be made

The review has been allocated to the Crime and Disorder Committee as there are pertinent issues around reduced capacity in all partner organisations relating to community safety.

What is the ‘unreasonable’ ambition of the review?
Despite reduced capacity across the Council and other local public bodies, services remain largely unaffected as partners work together with local stakeholders to identify gaps and minimise impact. Local people understand and feel able to influence decisions about service changes. Teams within the Council deliver high quality services, focused on a clear purpose, defined in customer terms and council services make measurable improvements.

How well do we perform at the moment?
This is not a review of the Government’s spending strategy, nor would there be much value in picking over decisions already taken and identifying past mistakes.

The review will establish and consider:

- The financial context in which the council is operating – cost pressures, financial outlook
- What do we know (from research) about emerging socio-economic challenges and how are we using this information to plan for the future?
- What do we know about the policy direction of the coalition government and its implications for the council’s services?
- What are the key principles / approaches we are following in relation to cost reduction proposals? (Potential consideration of social return on investment measurement mechanisms?)
- How do the Corporate Strategy, Community Strategy and Regeneration Strategy inform budget decisions?
- Are we exploring the scope for increasing our income, and by what criteria are decisions about this, and about shared services, being taken?
- Are there any areas where performance is threatened by reduced resources? How is this being managed? Is there a clear view about any areas where we are content to see reduced performance?
- How is the systems thinking approach being disseminated and embedded across the organisation? How are we adapting our working practices, and do we have robust ways of measuring the impact of this new approach?
- What support can (or should) we provide to local community groups to build their capacity to fill gaps in services?
- How effective are existing partnership arrangements in maximising the combined contributions and resources of different agencies and identifying gaps in services as a result of reduced resources?
- How are we communicating with staff and local residents about the financial pressures and engaging local communities in decisions about service priorities?

Who shall we consult about the current service and about how we can improve it?
LSP Chairman (and other partner representatives?)
RBC Executive Directors
Head of Resources
Head of Business Transformation and Change Officer
Warwickshire CAVA
Representatives of county-wide partnerships for Children, Community Safety and Health and Well-being?

What other help do we need?
Youth services or community safety as a case study?
Learning from other councils on ways of encouraging public engagement with decisions about service reductions
Outcomes of Warwickshire County Council report on the impact on localities (to be reported to WCC Overview and Scrutiny Board).

How long should it take?
3-4 months

What will be the outcome?
The review should result in positive recommendations to Cabinet that will deliver improvements in the way the council operates and works with partners, to benefit the council and the local community. With further budget cuts to come in 2012/13, the review recommendations should inform the next budget-setting process if they are to deliver tangible benefits.