



RESPECT

STANDARD FOR HOUSING MANAGEMENT

A PERFORMANCE IMPROVEMENT
TOOLKIT FOR LANDLORDS



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September 2007

Product Code: 07 HC 04778

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SECTION ONE

INTRODUCTION

- 1.1 This Toolkit is for service heads, anti-social behaviour managers and others seeking to develop performance measures to help develop and improve their anti-social behaviour services.
- 1.2 We have also published a summary setting out the main messages of this Toolkit. The summary, which highlights the key issues for Chief Executives and Directors, is available on our web site:

www.communities.gov.uk

or from our publications centre (see imprint details in this document for address).

The Respect Standard for Housing Management

- 1.3 The Respect Agenda is a cross-government strategy tackling anti-social behaviour (ASB) and its causes. Perceptions of ASB are more common amongst those in the most disadvantaged communities, which are often characterised by higher levels of social housing. To reflect this, the Respect Standard for Housing Management (the Standard) was developed for social housing landlords (landlords) to assist them in tackling ASB in their areas of operation. The Standard forms a key part of the Government's Respect initiative.
- 1.4 The Standard is built on established good practice by landlords and their partners in delivering an effective response to ASB. It aims to embed a culture of respect in housing management activities through a balanced approach involving prevention, early intervention, enforcement

and support, thereby giving residents confidence that ASB will be tackled.

- 1.5** The Standard, which is voluntary for landlords to adopt, is built around six core commitments and a series of building blocks, which work together to enable landlords to deliver an effective response to ASB.

RESPECT STANDARD CORE COMMITMENTS

1. Accountability, leadership and commitment
2. Empowering and reassuring residents
3. Prevention and early intervention
4. Tailored services for residents and provision of support for victims and witnesses
5. Protecting communities through swift enforcement
6. Support to tackle the causes of anti-social behaviour.

- 1.6** Landlords are encouraged to sign up to the Standard, thereby making a public pledge to deliver effective ASB services. However, they should undertake a self-assessment to consider whether the level of service they provide meets the core commitments of the Standard. They should only sign up if they are confident they meet the Standard. Where a landlord does not currently meet the requirements of the Standard, it can be used as a benchmark to aim towards.

- 1.7** Some landlords may be carrying out activities that do not precisely match the building blocks under each commitment in the Standard but which are still achieving positive outcomes. Equally, all of the building blocks will not be relevant to all areas but signatory landlords should be able to demonstrate that they have considered whether they are appropriate and, if not, demonstrate what other approaches they have adopted to deliver against the six core commitments.

- 1.8** The Audit Commission's *Key Line of Enquiry on Tenancy and Estate Management* (KLoE 6) was revised to reflect the key themes of the Standard. It has been used in inspections since February 2007. In inspecting landlords who have signed up to the Standard, the

Audit Commission will identify gaps and strengths in their service. In some cases, the Audit Commission may say that it considers that the organisation does not comply with the Standard. This should be used as a trigger to improve the areas identified and will not affect the landlord's status as a signatory to the Standard. Conversely, if an organisation does carry out most of the activities contained within the Standard, or is doing other things which get results, but has not signed up, the Audit Commission will encourage it to do so.

The Performance Improvement Toolkit for the Respect Standard for Housing Management

- 1.9** The Government, when launching the Standard, acknowledged the complexity involved in measuring the impact of landlord ASB services and made a commitment to develop a toolkit to help support landlords in measuring the effectiveness of their actions to tackle ASB.
- 1.10** The difficulty in measuring success in relation to tackling ASB is in part due to the wide range of activities which are involved in carrying out prevention, early intervention, enforcement and support actions. It is important that any assessment tool covers the full range of activities used to tackle ASB. It should ideally aim to measure the outcomes of activities (eg impact on resident perception of ASB) in addition to the relatively simple output measures (eg number of Anti-Social Behaviour Orders obtained). However, it can be difficult to identify outcomes and link them to specific activities or actions.
- 1.11** As a result, there is currently considerable variation in the approach that landlords take in monitoring the effectiveness of their ASB services. It is recognised that the availability and quality of local information on ASB, particularly the use of performance measures, needs to be improved and that a wide-ranging approach to measuring and recording landlords' actions and successes in tackling ASB is needed.
- 1.12** This *Performance Improvement Toolkit* for the Respect Standard for Housing Management (the Toolkit) is designed to enable social landlords to develop a sound evidence base from which to plan the development and improvement of their ASB services.

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- 1.13** Put simply, landlords need reliable data to understand the nature and extent of the ASB in their communities in order to target their limited resources where they are needed most. Landlords can then begin to assess how successfully they are tackling ASB. If they do not know how well they are performing, they cannot identify the areas of their ASB service that need to be improved.
- 1.14** The Toolkit is a starting point in developing effective performance measures on tackling ASB. The measures included in this Toolkit will need to be developed in the future to ensure that they continue to meet the needs of landlords in measuring the effectiveness of their ASB service.
- 1.15** Like the Standard, the Toolkit is non-regulatory and it has been designed to be flexible and non-prescriptive. The intention is that landlords will adapt the Toolkit by selecting particular indicators to suit their local situation and priorities.

The Toolkit helps landlords:

- Measure their activity and performance through a set of locally defined indicators linked to the demands of the Respect Standard. The Toolkit includes 12 **core** indicators enabling landlords to gain an accurate picture of their ASB service. A further 24 **optional** indicators allow landlords to tailor the measures to their own particular circumstances.
- Gather robust management and performance data and, crucially, to use that information to drive performance improvement.
- Benchmark performance with local partners and to seek out and adopt good practice of others, with a view to achieving real service improvement.
- Ensure residents are engaged at all stages of the process, thereby providing a genuine opportunity for residents to influence the services delivered by their landlords and other local agencies.

Robust performance information on ASB has four main purposes:

- **Providing intelligence** – accurate information on ASB is essential if landlords are to provide proactive and effective ASB services. The Toolkit enables landlords to build up an ‘intelligence’ base of information about the ASB that takes place in their community. For example, the Toolkit will enable landlords to:
 - identify the early warning signs and ASB ‘hotspots’ through the collection of area based data;
 - measure the volume of ASB: by specific behaviours that are a problem locally and by the characteristics of perpetrators and complainants.
- **Informing actions** – it informs the implementation of initiatives and targeting of resources to tackle identified problems. For example, targeting resources at reducing ASB in ‘hotspots’ by particular types of perpetrators and identifying the support needs of complainants to ensure that tailored support services can be provided.
- **Evaluating progress** – it provides a monitoring and assessment tool to begin to determine the impact of initiatives and actions taken to tackle ASB, enabling individual organisations and partnerships to adapt their responses in an informed way.
- **Promoting accountability** – it demonstrates to residents, local communities and regulators how successful the landlord is at tackling ASB and provides them with the information needed to hold the landlord to account.

Who is the Toolkit for?

1.16 The Toolkit, whilst available to any social landlord, has been developed to assist those landlords:

- who have signed up to the Standard, or intend to do so, confident that their services already meet the Standard’s demands; and
- landlords that know they have more to do in this area and who intend to use the Standard as a benchmark in order to improve their services.

- 1.17** The Toolkit is applicable to all social landlords throughout England – local authorities, Arms Length Management Organisations (ALMOs) and Registered Social Landlords (referred to as housing associations) – small or large. The non-prescriptive, options-based approach, ensures that the Toolkit caters for both organisations with well-developed ASB services and sophisticated monitoring systems and those just starting to develop an evidence base for improving their services.
- 1.18** While the Toolkit is designed for use by stock managing social landlords, local authorities may wish to adapt it for use in measuring their performance in tackling ASB as part of their broader community safety role.

How has the Toolkit been developed?

- 1.19** The Project Team combined HouseMark’s expertise in performance measurement, improvement planning and survey design; the Social Landlords Crime and Nuisance Group’s experience in developing methods of tackling ASB; and specialist academic input on ASB and performance management.
- 1.20** The Toolkit has been developed in close consultation with ASB practitioners and key national agencies. Specific attention has been paid to ensuring that it reflects the needs of practitioners, that it draws on existing good practice within the social housing sector, and that the sector as a whole has been engaged throughout the process.
- 1.21** Over 100 social landlords responded to a consultation exercise and provided examples of ASB performance indicators and other good practice information which was used to inform the development of this Toolkit. HouseMark also contributed valuable information and experience from the development of the only cross-sector ASB Benchmarking Service which was developed in consultation with HouseMark members and the Social Landlords Crime and Nuisance Group.
- 1.22** Fifty-four landlords provided copies of their ASB satisfaction surveys which enabled the *Complainant Satisfaction Survey* (Appendix D) to be developed and based on existing social landlord good practice. A panel of 28 ASB practitioners, drawn from local authorities, ALMOs

and housing associations were involved in providing feedback on the indicators and guidance included in this Toolkit at key stages of its development.

- 1.23** A steering group of key stakeholders were responsible for overseeing the development of the Toolkit and included representatives from:
- Communities and Local Government
 - Audit Commission
 - Respect Taskforce
 - Housing Corporation.
- 1.24** In addition, a panel of key national agencies was consulted at key stages to ensure that their views were considered in the development of this Toolkit. Representatives of the panel were drawn from:
- National Housing Federation (NHF)
 - Chartered Institute of Housing (CIH)
 - National Federation of ALMOs (NFA)
 - Association of Retained Council Housing (ARCH)
 - Tenant Participation Advisory Service (TPAS).
- 1.25** Further information on the project team, agencies and organisations consulted can be found in the Acknowledgements section.

SECTION TWO

HOW TO USE THE TOOLKIT

2.1 In this section we summarise how landlords should use the Toolkit within their organisation. The Toolkit is a flexible resource that is divided into two main parts.

- **Part A** describes the ASB Performance Measurement System and includes a menu of core and optional performance indicators. It describes the data collection requirements of the Toolkit and is aimed primarily at ASB practitioners within social landlord organisations.
- High quality performance information is only the starting point for achieving excellence in service delivery. **Part B** assists landlords to develop their ASB Performance Measurement System within the broader context of an effective Performance Improvement Framework. It should be considered carefully by both operational and strategic managers.

The two parts to the Toolkit have been separated for purposes of clarity and simplification and in recognition that different staff within landlord organisations are likely to have responsibility for developing the ASB System and embedding it within a broader Performance Improvement Framework. However, both parts are essential for effective implementation and need to be considered alongside each other – they are not sequential.

2.2 Parts A and B of the Toolkit are supported by resources included in Appendices A to I. The appendices include:

- a glossary of key terms (Appendix A)

- guidance on how to interpret the data (Appendix B)
- guidance on identifying the most effective interventions (Appendix C)
- recommended surveys and guidance (Appendices D-F)
- a summary of the core and optional indicators (Appendix G)
- suggestions for further analysis (Appendix H)
- pointers to sources of good practice on ASB (Appendix I).

Initial questions to consider prior to implementation

2.3 Landlords will need to resource the collection, interpretation and use of data recommended in the Toolkit. The following questions should be considered by all landlords implementing the Toolkit and evidence should be retained to demonstrate that consideration to residents and regulators:

1. Have residents been involved in the decision to implement the Toolkit?
2. Have you considered engaging other landlords in your areas of operation to promote a consistent approach to implementing the Toolkit and sharing information?
3. Where you wish to benchmark performance with other local landlords, has the potential for developing a common system for collecting information been explored?
4. Has the suitability and effectiveness of your existing IT system for recording and extracting the data collected been considered? Where appropriate, has investment in a bespoke ASB IT system or adapted housing management IT system been considered?
5. Have the resource implications of implementing the indicators been considered? Issues include but are not limited to: the time to put in place new data collection processes, time to collect data, cost of investing in IT systems, cost and time to train staff.

Using Part A: Anti-Social Behaviour Performance Measurement System

Definitions

- 2.4** Definitions of common terms used have been included in the Glossary of Key Terms in Appendix A. Landlords should ensure that they refer to the Glossary to clarify their understanding of terms throughout this Toolkit, particularly in respect to the ASB Performance Measurement System.

DEFINITION OF ANTI-SOCIAL BEHAVIOUR

The Anti Social Behaviour Act 2003 defines ASB for the purpose of seeking an injunction as: *'conduct which is capable of causing a nuisance or annoyance to any person and which directly or indirectly relates to or affects the housing management duties of a relevant landlord'* (S.13(3) (1)). This definition is wide enough to encompass most landlords' understanding of anti-social behaviour.

Performance measurement categories¹

- 2.5** The ASB Performance Measurement System is comprised of eight categories:
1. Corporate commitment, accountability and resident empowerment
 2. Anti-social behaviour profile
 3. Prevention
 4. Early intervention and victim support
 5. Enforcement and witness support
 6. Supporting perpetrators to change behaviour

¹ Figure 5 on page 32 provides a summary of how the performance improvement categories map across to the Respect Standard commitments.

7. Costs of tackling ASB
8. Resident satisfaction.

2.6 Each performance measurement category contains:

- rationale for collecting information in the category
- recommended core indicators (where appropriate)
- suggested optional indicators
- self-assessment questions (where appropriate); and
- suggestions for further analysis of data.

2.7 Category 1 (corporate commitment, accountability and resident empowerment) does not include core or optional indicators as the section is not suitable for quantitative measurement. Each of the other seven categories are dependant on corporate commitment, accountability and resident empowerment as a pre-requisite to drive service improvements. Self-assessment questions have been included and landlords should consider the questions carefully and ensure that they are reviewed on a regular basis.

2.8 Category 8 (resident satisfaction) includes core and optional indicators derived from two survey types:

- Complainant Satisfaction Survey (Appendix D)
- Resident Perception Survey (Appendix E).

2.9 Appendix F includes guidance to assist landlords in administering the surveys and maximising response rates.

Core indicators

2.10 Landlords should implement each of the 12 core indicators in accordance with the guidance included in Section Five. This is the minimum recommended approach that landlords should take in order to gain an accurate picture of the:

- volume and types of ASB in their areas of operation

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- actions taken to tackle ASB; and
- impact of actions taken to prevent and tackle ASB.

Optional indicators

2.11 Landlords may choose whether to implement any, some, or all of the optional indicators. Optional indicators add value to the core indicators by providing landlords with assistance to build up a more in-depth picture of the outcome of actions taken to tackle ASB. However, optional indicators will not be appropriate for some organisations to use. Landlords should consider the following issues before implementing optional indicators:

- organisational size and resources
- stage of development of the landlord's ASB services
- level of involvement in local partnerships; and
- capability of IT case management and monitoring systems.

2.12 In deciding whether to invest resources in collecting optional indicators organisations will need to weigh the cost of collection against the benefits the information will bring. The costs and benefits of the chosen set of indicators should be regularly reviewed.

Self-assessment questions

2.13 In the corporate commitment, accountability and resident empowerment category, self-assessment questions have been included. They will help landlords to establish their strengths and weaknesses in an area without appropriate indicators.

2.14 Landlords should consider the issues raised and retain evidence of that consideration to demonstrate to residents, regulators and other stakeholders that the issues have been appropriately explored. Responses should also be reviewed on a regular basis to ensure that decisions reached remain relevant as the ASB service develops.

Ways of analysing data

- 2.15** Data can be analysed in a number of ways depending on the type of indicator being used. Landlords can choose to ‘break down’ the indicators included in Section Five into further indicators if they wish (see paragraph 4.6 for further guidance on the ways in which the indicators can be broken down for further analysis). Even if landlords do not intend to carry out this further tier of analysis, it is vital that certain key information is collected, as it is required to deliver effective ASB services (see ‘Case recording information’ in paragraph 3.2 for further guidance).
- 2.16** The interpretation of performance information is discussed in more detail in Part B of the Toolkit (see paragraphs 6.1 to 6.60) and Appendix B, which considers the importance of analysing data trends over time, comparing performance with other landlords and viewing data in the context of all other available relevant information.

Using Part B: Using data to manage performance and improve services

- 2.17** The collection of data on ASB is only the start of the process. It is essential that landlords use the data intelligently to assist in managing their performance and driving service improvements.
- 2.18** Part B places the ASB Performance Measurement System into a broader Performance Improvement Framework. This is essential to ensure that the ASB measures are embedded within an organisation by reflecting organisational priorities. Systems should also be put in place for analysing, reporting and acting on performance information as well as involving residents throughout the performance measurement and improvement process.

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2.19 Part B discusses seven key stages in ensuring that the organisation is using information effectively to manage ASB performance and to drive improvements in the ASB service. The seven stages are:

1. Setting strategic aims and objectives
2. Developing and selecting performance measures
3. Setting performance standards and targets
4. Collecting and presenting results
5. Evaluating performance
6. Acting on the information
7. Improving the framework.

2.20 As stated above, the two parts of the Toolkit should not be viewed sequentially and will need to be considered in parallel. Effective working will be required between those staff with a strategic responsibility and those with responsibility for delivering the ASB service.

PART A

ANTI-SOCIAL BEHAVIOUR PERFORMANCE MEASUREMENT SYSTEM

SECTION THREE

GETTING STARTED

3.1 This section considers the information that landlords will need to collect and the issues that should be considered in order to create an accurate picture of the outcomes of actions taken to tackle ASB. The areas explored in this section are:

- case recording information
- effective ASB IT systems.

Case recording information

3.2 Landlords will record a variety of information on each ASB case they manage. This section emphasises the importance of recording information on ASB cases in the following areas (although landlords may choose to add others):

- geographical area of ASB
- categories of ASB
- complainant and perpetrator profiles
- survey respondent profile.

3.3 The information outlined above can be used by landlords to provide further analysis of the performance information collected (see Section 5), thereby enabling landlords to gain a better understanding of the ASB they are dealing with and how they might tackle it effectively.

Landlords should collect the information specified below – it is key information required to inform the delivery of a landlord’s ASB service.

Geographical area of anti-social behaviour

3.4 It is essential to record ASB data by geographical area, to enable ASB hotspots to be identified and resources to be targeted where they are needed most. Recording ASB by area will also enable landlords to identify early warning signs of an imminent problem, so allowing ASB to be pre-empted and tackled quickly.

3.5 Landlords should record ASB cases at the most local level possible. This enables a more accurate targeting of resources, as well as making it easier for landlords to identify the outcomes of actions taken to tackle ASB.

FIGURE 1: SUGGESTED GEOGRAPHICAL ANALYSIS OF DATA

Level	Essential or recommended	Local authority/ ALMO	Housing association
1	Essential	Ward	Local authority
			Area or ward
2	Recommended	Ward and estate/sub area	Local authority
			Area or ward
			Estate or sub-area
3	Recommended	Ward, estate/sub area and postcode	Local authority
			Area or ward
			Estate or sub-area
			Postcode

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- 3.6** Level 1 is the minimum level at which ASB data should be recorded in order to start building an accurate picture of ASB by area. Levels 2 and 3 enable a more precise breakdown, by estate/sub-area and postcode respectively, allowing landlords to build up a more localised picture of ASB.
- 3.7** Landlords should determine which geographical unit of measurement is most appropriate for their needs. For example, breaking down ASB data by estate will only be appropriate for landlords with stock on housing estates, whereas breaking down ASB data by sub-area will be more appropriate if stock is more widely dispersed. The ideal approach is to link ASB cases to a postcode or postcodes as this will enable an accurate picture of ASB by location to be identified and resources to tackle ASB targeted more effectively as a result.

Categories of anti-social behaviour

- 3.8** It is essential to record the incidence of ASB by type, in order to build up an accurate picture of ASB experienced in the landlord's areas of operation. Landlords are recommended to use the HouseMark ASB categories (see Figure 2). The HouseMark categories were developed in close consultation with landlords to ensure that they reflect the reality of ASB reported.

FIGURE 2: HOUSEMARK ANTI-SOCIAL BEHAVIOUR CATEGORIES

- A. Noise
- B. Verbal abuse/harassment/intimidation/threatening behaviour
- C. Hate-related incidents (based on race, sexual orientation, gender, disability, religion, age, etc.)
- D. Vandalism and damage to property
- E. Pets and animal nuisance
- F. Nuisance from vehicles
- G. Drugs/substance misuse/drug dealing
- H. Alcohol-related
- I. Domestic abuse
- J. Physical violence (other than recorded at I above)
- K. Litter/rubbish/fly-tipping
- L. Garden nuisance
- M. Misuse of communal areas/public space or loitering
- N. Prostitution/sexual acts/kerb crawling
- O. Criminal behaviour/crime (other than recorded elsewhere in A to N)

- 3.9** Landlords should record every category of ASB reported by a complainant in each case. This will mean that multiple categories of ASB may need to be recorded for an individual case (for example, one ASB case may involve noise (A); vandalism and damage to property (D); and domestic abuse (I). This approach is essential to ensure that an accurate picture of ASB is built up.
- 3.10** Data on ASB by category and geographical area will enable landlords to target resources where they are needed most. Use of the HouseMark ASB categories will also develop greater consistency in measuring types of ASB throughout the sector.
- 3.11** Landlords may choose to break each category of ASB into sub-categories to reflect local issues more specifically. Figure 3 provides an example of how the categories can be broken down in this way.

FIGURE 3: EXAMPLE BREAKDOWN OF HOUSEMARK ANTI-SOCIAL BEHAVIOUR CATEGORIES



3.12 Dividing categories of ASB into sub-types will also enable landlords to align their recording systems with agencies such as the police. For example, the police use 'The National Standard for Incident Recording'² and many of its categories can be mapped across to the housing-specific HouseMark ASB categories.

Complainant and perpetrator profile

3.13 Information about complainants and perpetrators is essential to identify trends in their characteristics. This is information that can be used to assist in proactively targeting resources, for example:

- **Tackling ASB by perpetrator type** – the perpetrator profile may highlight that ASB is being carried out by young people aged between 10-14 years in a particular postcode area. This information could be used to target positive activities in that sub area to reduce ASB by that specific target group.

² *The National Standard for Incident Recording*, Home Office, 2006.

- **Providing tailored support to complainants** – the complainant profile may highlight that a particular minority ethnic group is more likely to be an ASB complainant on a particular estate. Resources could be targeted at investigating why this is the case and providing tailored support to meet their particular needs.

3.14 Landlords should collect the following information about complainants and perpetrators wherever possible:

- Age
- Gender
- Ethnicity
- Tenure (eg social housing tenant; private rented tenant; owner occupier; leaseholder; other)
- Occupancy/tenancy type (eg assured, secure; starter; introductory; demoted; assured shorthold; owner occupier; leaseholder)
- Physical disability (type of physical disability)
- Mental health condition (type of mental health condition)
- Sexual orientation
- Religion
- Dependants (children or/and adults)
- Other household members
- Staff member (yes/no – complainant only)³
- ASB cases perpetrated in previous 12 months
- ASB complaints made in previous 12 months.

3.15 The collection of complainant and perpetrator profile information will also assist landlords in equality and diversity⁴ requirements and maintain accurate and up to date information about their residents for use by the whole organisation. Landlords should also ensure that data protection issues are considered as required.

³ The Respect Standard states that landlords should adopt a zero tolerance approach to physical and verbal abuse of staff. Landlords should record cases of physical or verbal abuse of staff in the same manner as they would record a similar incident reported by a resident complainant.

⁴ See Audit Commission Key Line of Enquiry 31 on Diversity.

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3.16 Anti-social behaviour complainants can be perpetrators of ASB as well as victims. Similarly, ASB perpetrators can also be complainants. This can be a common occurrence and can be identified in each ASB case. Landlords may choose to monitor such cases, and investigate further, where this is identified as a particular issue.

Respondent profile

3.17 Performance measurement Category 8 (resident satisfaction) includes two surveys – a Complainant Satisfaction Survey and a broader Resident Perception Survey. The results of both surveys can be analysed by the demographic profiles of the respondents.

3.18 Landlords should have collected complainant profile information when a case was opened. That profile information can be used to analyse the Complainant Satisfaction Survey responses received as each response will be coded back to a specific complainant.

3.19 The Resident Perception Survey may be sent directly to residents based on information held on the landlord's housing management system. In these circumstances, responses can be analysed in the same way as the Complainant Satisfaction Survey, as the responses can be coded back to information the landlord already holds about the respondent.

3.20 Alternatively, landlords may choose not to send the Perception Survey to residents directly. For example, they may choose to distribute the Perception Survey via a newsletter. In these circumstances it will be necessary to collect some demographic information about the respondents to enable the responses received to be analysed (as they cannot be coded back to a specific resident). The information recommended for collection in the Perception Survey includes:

- Age
- Postcode
- Ethnicity.

3.21 See paragraphs 5.86 to 5.103 and Appendices D, E and F for further information on the Complainant Satisfaction Survey and the Resident Perception Survey.

Effective anti-social behaviour IT systems

3.22 Landlords need effective systems to:

- record reports of anti-social behaviour and actions taken in response to such reports
- manage responses to individual incidents
- analyse the extent, nature and distribution of anti-social behaviour
- assess the effectiveness of different types of intervention
- share intelligence with other local service providers and Crime and Disorder Reduction Partnerships (CDRPs)
- account for their performance to the wider community.

3.23 Landlords should ensure that their systems are secure, adequately tested, and user friendly. A database that is difficult to use is unlikely to be kept up to date by busy practitioners.

3.24 If existing data recording systems are lacking or inadequate then not only will individual customers receive a poor service, but the organisation will be unable to manage and improve its ASB service effectively.

3.25 A number of approaches are possible. These can briefly be summarised as follows.

Adapting an existing business system

3.26 Most suppliers of housing management systems now provide facilities for recording and reporting on ASB cases. The advantage of this approach is that case histories will be linked to other tenancy records, staff will already be familiar with the system and costs may be less than some stand-alone systems. On the other hand, these systems may not offer the same degree of flexibility and functionality as a stand-alone system.

- 3.27** Customer relationship management (CRM) systems are being utilised by some organisations to record ASB data.

Using specialist anti-social behaviour software

- 3.28** A wide range of specialist software is available – some systems were designed specifically for social landlords while others have been adapted from products initially developed for the police or other regulatory or enforcement bodies, such as environmental health, trading standards or building control. A HouseMark survey in May 2007⁵ identified ten specialist products. Frequently developed by, or in close partnership with social landlords, specialist software may be more closely attuned to the needs of ASB practitioners.
- 3.29** However, there can be disadvantages to a separate ASB database, unless it is linked into the landlord's housing management system. Landlords need to consider how, for example, a housing officer dealing with a transfer request or a report of a broken window will be alerted to any ongoing ASB case and how the ASB practitioner will be notified of relevant routine information picked up by other staff.

Developing an in-house database or spreadsheet recording system

- 3.30** Many organisations maintain their ASB records in spreadsheets or PC databases. In the HouseMark survey referred to above, over 40 per cent of respondents said they used this type of system. In-house solutions have the advantage of flexibility and can be quick and inexpensive to develop, but may not integrate with housing management systems and may lack more sophisticated features such as workflow and mapping facilities.

⁵ Source: *Landlords use of IT systems to manage ASB*, HouseMark, May 2007

Integrating multi-agency IT systems

- 3.31** The Audit Commission⁶ has highlighted the need for precise and detailed data about ASB at neighbourhood (sub-ward) level, underpinned by good multi-agency reporting systems. Development of an integrated area-wide ASB information system, co-ordinated by the local authority, CDRP or a consortium of landlords, would enable consistent recording and investigation of ASB across the area, the identification of hotspots and better targeting of resources.
- 3.32** However, even if an integrated system were developed, landlords operating across a number of areas would need their own systems, capable of sharing data in line with any local protocols that have been established. Landlords should complement their own ASB data with information available from partner agencies such as the police, Youth Offending Teams and other landlords to ensure that an accurate picture of ASB is built up from a variety of sources.

Evaluating the options

- 3.33** Before selecting a new system, landlords should investigate the capabilities of their existing software systems, including those used elsewhere within their organisation. For instance, a council housing department may find that their environmental health colleagues have already invested in a system that can be adapted to meet their requirements.

Configuring the system

- 3.34** Once a system is selected, it is important to work with the supplier to ensure that it is configured appropriately to encourage accurate recording (eg making key data fields mandatory, incorporating automatic checks for data acceptability and consistency) and that standard reports are specified and validated to ensure that the information they are providing is accurate and reliable.

6 *Neighbourhood crime and anti-social behaviour*, Audit Commission, 2006

SECTION FOUR

OVERVIEW OF THE ANTI-SOCIAL BEHAVIOUR PERFORMANCE MEASUREMENT SYSTEM

- 4.1** This section summarises the method adopted in developing the ASB Performance Measurement System and includes an overview of:
- the eight performance measurement categories and the basis for their inclusion
 - the performance measurement methods included in each category
 - the structure of the performance measurement categories.

Performance measurement categories

- 4.2** The ASB Performance Measurement System (the ASB System) is built around eight categories of performance measurement linked to the Respect Standard for Housing Management. Figure 4 summarises the categories that have been developed to provide a system of measuring the main areas of landlord activity and performance in tackling ASB.

FIGURE 4: THE EIGHT ANTI-SOCIAL BEHAVIOUR PERFORMANCE MEASUREMENT SYSTEM CATEGORIES



- 1. Corporate commitment, accountability and resident empowerment**
A commitment by the landlord to tackling ASB effectively at all levels of the organisation and a demonstrable commitment to effective engagement with residents.
- 2. Anti-social behaviour profile**
Essential intelligence information needed by landlords to tackle ASB effectively.
- 3. Prevention**
Actions to reduce and prevent ASB in local communities.
- 4. Early intervention and victim support**
Non-statutory actions taken by a landlord and/or external agencies against perpetrators of ASB and actions to support victims of ASB.
- 5. Enforcement and witness support**
Legal actions taken by a landlord and/or external agencies against perpetrators of ASB and actions taken to support witnesses.
- 6. Supporting perpetrators to change behaviour**
Actions taken by a landlord and/or external agencies to support perpetrators of ASB in changing their behaviour.
- 7. Costs of tackling anti-social behaviour**
Measures the main costs of tackling ASB.
- 8. Resident satisfaction**
Measures complainant satisfaction with the ASB service provided by the landlord and broader resident perceptions of ASB in local communities.

4.3 The eight categories are directly related to the six commitments in the Respect Standard for Housing Management, as illustrated in Figure 5.

FIGURE 5: MAPPING ANTI-SOCIAL BEHAVIOUR PERFORMANCE MEASUREMENT SYSTEM CATEGORIES TO THE COMMITMENTS IN THE RESPECT STANDARD FOR HOUSING MANAGEMENT

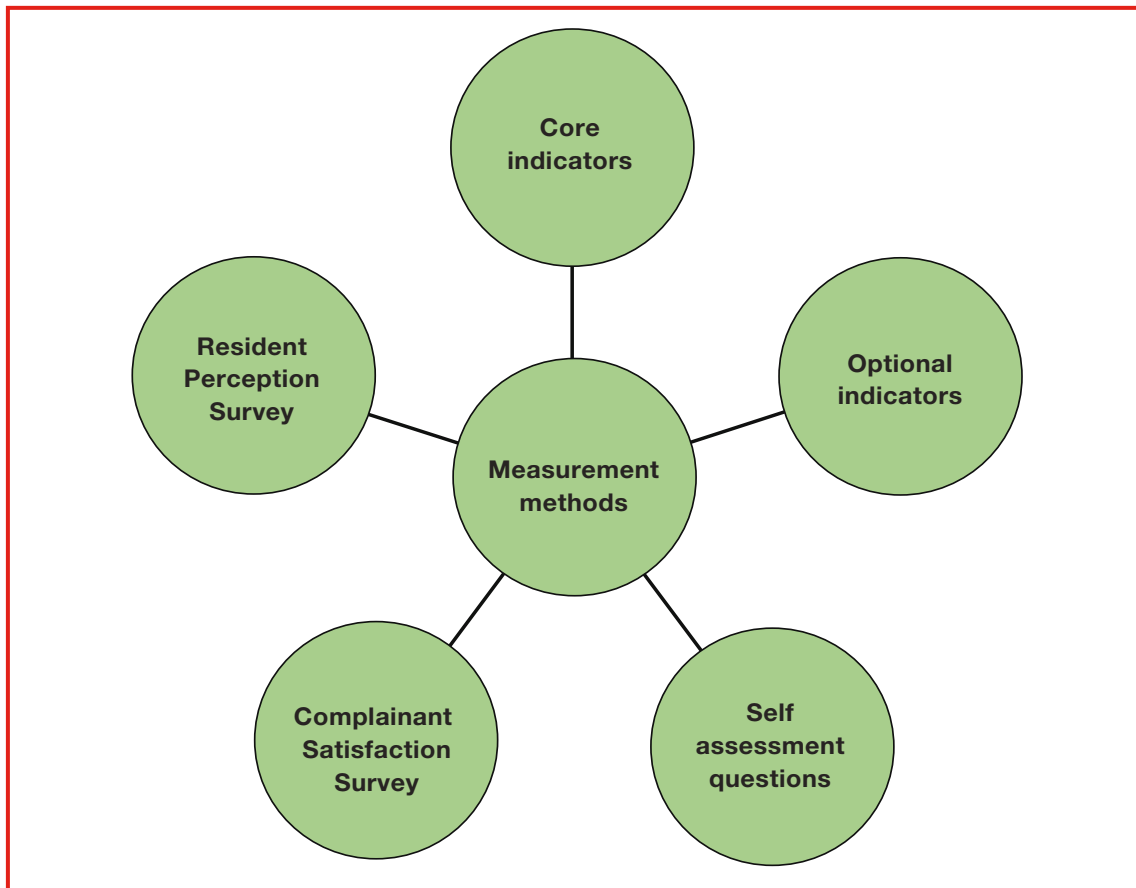
ASB Performance Measurement System category		Commitment in Respect Standard	
1	Corporate commitment, accountability and resident empowerment	1	Accountability, leadership and commitment
		2	Empowering and reassuring residents
2	ASB profile	1	Accountability, leadership and commitment
3	Prevention	2	Empowering and reassuring residents
		3	Prevention and early intervention
4	Early intervention and victim support	3	Prevention and early intervention
		4	Tailored services for residents and provision of support for victims and witnesses
5	Enforcement and witness support	4	Tailored services for residents and provision of support for victims and witnesses
		5	Protecting communities through swift enforcement
6	Supporting perpetrators to change behaviour	6	Support to tackle the causes of ASB
7	Costs of tackling ASB	1	Accountability, leadership and commitment
8	Resident satisfaction	1	Accountability, leadership and commitment

4.4 Effective partnership working is essential if landlords are to tackle ASB effectively. All eight performance measurement categories include indicators which measure engagement with external agencies.

Measurement methods

4.5 Each of the eight performance measurement categories includes a variety of different measurement methods. The methods used are shown in Figure 6 and a description of each is outlined below.

FIGURE 6: THE FIVE MEASUREMENT METHODS USED IN THE ANTI-SOCIAL BEHAVIOUR PERFORMANCE MEASUREMENT SYSTEM



Core indicators

Indicators that all landlords using the Toolkit should implement in order to build a picture of the effectiveness of actions taken to prevent and tackle ASB.

Optional indicators

Indicators that landlords using the Toolkit may choose to implement to add value to the core indicators. Optional indicators provide a more in-depth picture of the impact of actions taken to prevent and tackle ASB.

Self-assessment questions

Focused questions for landlords to consider when implementing the system.

Complainant Satisfaction Survey

A recommended survey that landlords can use to measure satisfaction with the service provided and the outcome of each case.

Resident Perception Survey

A recommended annual perception survey that landlords can use to build up a picture of ASB concerns of residents and the broader community over time.

Structure of performance measurement categories

4.6 Section 5 describes each of the eight performance measurement categories in turn. Each category includes the following guidance:

Description of each category

The aim and purpose of the category is explained.

Reason why the information should be measured

The benefits of collecting the information.

Summary of core and optional indicators

A summary diagram to illustrate the core and optional indicators included in the category, to enable landlords to quickly identify the types of data to be collected.

Table of core and optional indicators

Core and optional indicators are presented in separate tables with supporting information to explain the rationale for the use of each indicator. An example table is outlined in Figure 7 below and is followed by an explanation of terms used.

FIGURE 7: EXAMPLE CORE INDICATOR TABLE

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
A1	Number of new ASB cases.	Number of ASB cases opened in the period where the complainant and/or the alleged perpetrator is a resident of the landlord.	To enable a broad picture of the volume of ASB to be identified.	Quarterly	Category of ASB Geographical area Complainant and perpetrator profile

Indicator reference

Unique indicator reference to identify each indicator included in this Toolkit.

Indicator reference

Unique indicator reference to identify each indicator included in this Toolkit.

Title

Summary title of each indicator.

Definition

Clear definition of the indicator with formula describing how it should be calculated where appropriate.

Why collect?

The benefits to landlords of collecting the information required for the indicator.

Frequency

Data for the majority of indicators should be collected quarterly. Some are recommended to be reported on an annual basis. Landlords can report any of the indicators more often if they wish. Some of the measures require a 'snapshot' of the current position at the end of each period (eg Indicator A2: 'Number of live ASB cases' identifies a 'snapshot' of the landlord's current caseload at the end of each quarter).

Further analysis of data

The table of core and optional indicators includes a column that indicates the main ways in which landlords can analyse data further. Each core and optional indicator sets out the measures as they apply at the highest level to the whole organisation. All of the measures can be broken down to create further additional measures. These additional 'layers' of information can be used to enable the landlord to fully understand the nature of the ASB being experienced and to inform action to address it.

Landlords should decide if they wish to analyse individual indicators in the ways suggested in the tables of core and optional indicators, depending upon their own situation and priorities. The suggested ways in which data can be analysed, together with example indicators and results, are provided in Appendix H. This is not an exhaustive list and landlords may choose to analyse the data in whatever ways they wish.

SECTION FIVE

ASB PERFORMANCE MEASUREMENT CATEGORIES

1. Corporate commitment, accountability and resident empowerment

What is corporate commitment?

- 5.1** Corporate commitment is about the extent to which the organisation is working 'as a whole', to provide effective, and improving, ASB services, so delivering improved outcomes for residents. A corporate culture that supports improvement, with widespread councillor, board member and senior manager commitment, is essential to ensure that landlords respond effectively to the requirements of the Respect Standard.

What is accountability?

- 5.2** Accountability is the principle by which landlords take responsibility for their actions and performance and may be required to explain them to others, eg residents and other stakeholders. Accountability also requires individual staff and managers to be clear about their role, what is expected of them and to take responsibility for their own performance.

What is resident empowerment?

- 5.3** Resident empowerment enables residents and service users to hold the organisation to account over poor performance. In empowering residents, landlords should encourage their full engagement. For example, through agreeing priorities and performance targets, receiving meaningful feedback on performance and providing input into improvement planning.

- 5.4** Corporate commitment, accountability and resident empowerment are firmly established within the Respect Standard for Housing Management, forming the basis of the first two Commitments within the Standard.

Why collect information on corporate commitment, accountability and resident empowerment?

- 5.5** These are essential pre-requisites for improvement in any service and will assist landlords to ensure:
- a ‘joined-up’ approach, with the landlord’s strategic approach to ASB clearly linked, and complementary, to other relevant strategies
 - the required resources are made available
 - leadership is provided in implementing new ways of working – this will be particularly key in ensuring that an effective multi-agency approach is developed
 - staff know what is required of them, feel encouraged and supported, within a ‘can-do’ culture which encourages innovation
 - clarity across the organisation, in terms of priorities for action
 - any barriers to change, such as lack of skills, are addressed
 - residents have confidence that landlords will deliver what they say they will, and will feel encouraged to get involved.
- 5.6** A lack of corporate commitment and accountability may result in:
- a lack of coherence with the landlord’s other plans and strategies
 - a political or management reluctance to release resources
 - undeveloped or failing partnerships with other organisations
 - staff feeling unsupported and de-motivated
 - competing demands within the organisation taking precedence
 - any improvements not being sustained
 - scepticism by residents regarding whether the landlord is serious about dealing with ASB, or about empowering residents, leading to reluctance to get involved.

Self-assessment questions

- 5.7** The issues explored in this section are not suited to traditional quantitative measurement, and for this reason, core and optional indicators have not been included. The following self-assessment questions are designed to challenge landlords to seriously consider whether they have the sound corporate ‘engine’ in place to drive good services and work effectively with residents, partners and other stakeholders, to improve services and meet planned outcomes.
- 5.8** Landlords should consider what evidence they have to support positive responses to the self-assessment questions. In doing this, it might be helpful to think what evidence they could provide to residents, staff or regulators. Where the answer is negative, this is a trigger for landlords to consider what action is required.
- 5.9** The self-assessment questions are grouped under the following headings:
- **Strategic framework** – to help landlords assess whether they have in place all the key strategic aspects required to tackle ASB effectively.
 - **Supporting service delivery** – to assist in assessing whether staff are adequately supported in dealing with ASB and how effective the landlord’s partnerships are likely to be.
 - **Performance management and improving services** – to help landlords ensure that arrangements are in place to use performance data to inform decisions and lead to improved outcomes.
 - **Accountability to, and empowering, residents** – to help landlords assess whether they are genuinely accountable to their residents and other stakeholders and whether they do all they can to facilitate resident engagement.

Strategic framework

1. Has your approach to tackling ASB and your response to the Respect Agenda and Standard been considered by the relevant Board/Cabinet/Committee?

SECTION FIVE ASB PERFORMANCE MEASUREMENT CATEGORIES

2. Do you have clear and challenging objectives for preventing and tackling ASB?
3. Are your objectives based on a shared understanding with other partner organisations of local needs?
4. Have you agreed clear priorities within your objectives, in consultation with residents, staff and other stakeholders?
5. Is there a robust strategy in place to deliver your priorities? Are there clear links between action plans and ASB strategic priorities? Are there clear and agreed targets for improvement?
6. Has your ASB Strategy been reviewed in the last 12 months? Did this involve discussion at corporate management team/senior management team?
7. Are existing resources such as money, time, staff, expertise etc., sufficient to achieve your objectives, sustain performance and promote improvement?
8. Is there a 'joined-up' approach in terms of your ASB strategy and other strategic responsibilities (eg for promoting equality and diversity, community cohesion, Supporting People, homelessness).
9. Have councillors/board members and staff throughout the organisation been briefed on the Respect Agenda and Standard and what it means for them?

Supporting service delivery

10. Has there been adequate training for managers and staff responsible for delivering ASB services on the Respect Agenda and Standard, your ASB strategy, and policies and procedures?
11. Is there clear accountability and decision making to support service delivery and continuous improvement?
12. Are councillors/board members and senior managers involved in key local partnerships to ensure an effective multi-agency approach?

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13. At an operational level, are staff working with external agencies to provide an integrated and seamless service? Are there service delivery and information sharing protocols/procedures in place to aid partnership working?
14. Where these are in place, does your organisation know how well local authorities and their partners are performing in meeting the mandatory outcome to build respect in communities and reduce anti-social behaviour in Local Area Agreements?

Performance management and improving services

15. Is performance on tackling ASB regularly reported to the Board/Cabinet/Committee?
16. Is knowledge about performance used to drive continuous improvement?
17. Do you work with other landlords to compare and evaluate processes, costs and outcomes?
18. Do you actively seek out and learn from good practice and adapt this as appropriate within your own organisation?
19. Are your financial systems able to accurately record the costs of tackling ASB?
20. Are decisions made on robust assessments of cost effectiveness/value for money?

Accountability to, and empowering, residents

21. Have you made residents and the local community aware of the Respect Standard for Housing Management? If you have signed up to the Respect Standard, have you informed residents and the local community about this and made them aware of the specific commitments you have made?
22. Do you understand the concerns of your residents about ASB?
23. Have residents been genuinely involved in setting service standards and performance targets?

SECTION FIVE ASB PERFORMANCE MEASUREMENT CATEGORIES

24. Are there processes in place to facilitate resident involvement in the review of your performance on ASB? Is performance information provided in such a way as to facilitate the active involvement of residents?
25. Do you provide information to enable residents to compare your performance with that of other landlords?
26. Are residents able to have a meaningful input into improvement planning? Have you consulted them on different solutions/approaches?
27. Do your efforts to engage residents ensure that nobody is excluded through language or other barriers?
28. Do you undertake capacity building for residents so they are better able to participate?
29. Have Community Calls for Action been triggered by local communities? If they have, what action did you take as a result?
30. Have Face the People sessions been held in response to issues raised by local communities? If they have, what action did you take as a result?

2. Anti-social behaviour profile

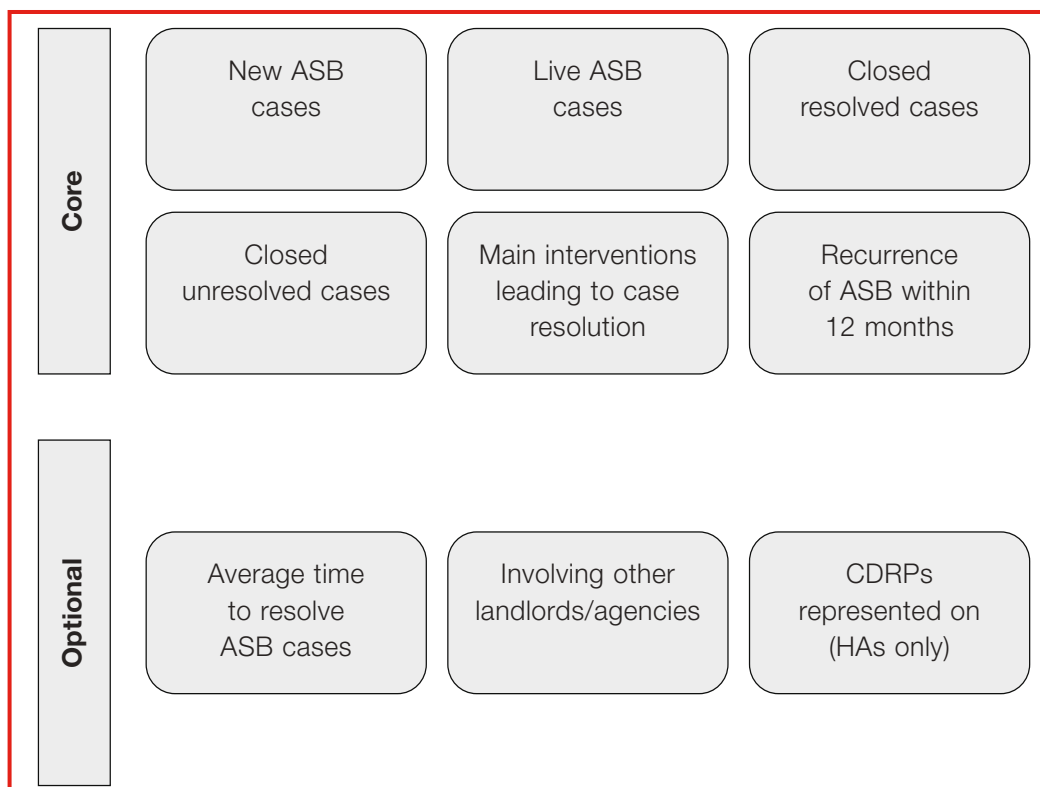
What is an anti-social behaviour profile?

5.10 An anti-social behaviour profile (ASB profile) is a collection of measures which provide landlords with basic but fundamental information on their ASB service.

5.11 The areas that the ASB profile indicators measure include:

- volume and category of ASB cases
- number of cases successfully resolved
- number of cases successfully resolved by intervention that had the most impact in resolving each case
- sustainability of successfully resolved ASB cases
- average time taken to resolve ASB cases
- engagement with agencies in tackling ASB.

FIGURE 8: SUMMARY OF CORE AND OPTIONAL INDICATORS FROM THE ANTI-SOCIAL BEHAVIOUR PROFILE



Why collect anti-social behaviour profile information?

5.12 The ASB profile indicators will enable landlords to:

- identify trends in the volume and nature of ASB cases they are dealing with
- gain an early warning of trends, ASB hotspots and pattern of perpetrators, enabling resources to be targeted where most needed
- monitor trends in the volume of resolved and unresolved cases, to improve outcomes
- monitor staff work load
- gain an insight into the effectiveness of the various building blocks set out in the Standard, and of any additional local initiatives by recording and analysing the single intervention that, in the opinion of the landlord, was most effective in securing a positive outcome in resolved cases
- assess the sustainability of actions taken to tackle ASB by monitoring the number of resolved ASB cases where ASB re-occurs by the same perpetrator(s) within 12 months of a case being resolved
- monitor the level and effectiveness of engagement with other agencies in tackling ASB.

Core indicators

5.13 Landlords should implement each of the core indicators included in Figure 9 and refer to the Glossary of Key Terms in Appendix A for further guidance on terms used. Appendix B provides some illustrative examples of what the data emerging from each indicator might mean.

FIGURE 9: CORE ASB PROFILE INDICATORS

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
A1	Number of new ASB cases.	Number of ASB cases opened in the period where the complainant and/or the alleged perpetrator is a resident of the landlord.	To enable a broad picture of the volume of ASB to be identified.	Quarterly	Category of ASB Geographical area Complainant and perpetrator profile
A2	Number of live ASB cases.	Number of ASB cases without an end date on the last day of the period (including cases brought forward from a previous period).	To identify the current number of live cases and staff caseload.	Quarterly	Category of ASB Geographical area Complainant and perpetrator profile
A3	Number of closed resolved cases.	Number of cases closed in the period where (in the opinion of the landlord) ASB reported is no longer a cause of concern.	To provide key data on the landlord's performance in tackling ASB cases effectively.	Quarterly	Category of ASB Geographical area Main intervention that led to case being resolved Complainant and perpetrator profile

SECTION FIVE ASB PERFORMANCE MEASUREMENT CATEGORIES

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
A4	Number of closed unresolved cases.	Number of cases closed in the period where ASB may still be ongoing but the landlord legitimately cannot take further action.	To monitor trends in the number of closed resolved and closed unresolved cases.	Quarterly	<p>Category of ASB</p> <p>Geographical area</p> <p>Complainant and perpetrator profile</p>
A5	Number/percentage of closed resolved cases for each main intervention that led to case resolution.	<p>Number of closed resolved cases, for each category of main intervention that led to each case being resolved, at the end of each period.</p> <p>To calculate the percentage the figure for each action should be divided by the total number of 'main interventions' in the period and multiplied by 100.</p> <p>(See Appendix C for example of how to record this information).</p>	To give an indication of the effectiveness of interventions taken by the landlord and external agencies to tackle ASB.	Quarterly	<p>Geographical area</p> <p>Complainant and perpetrator profile</p>

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
A6	Number/ percentage of closed resolved ASB cases where ASB re-occurs by the same perpetrator (s) within 12 months of case being resolved.	<p>Number of closed resolved cases in the period where the perpetrator was involved in a previous resolved ASB case, closed in the preceding 12 month period.</p> <p>To calculate the percentage this figure should be divided by the 'number of resolved ASB cases' with known perpetrator and multiplied by 100.</p>	To give a clear indication of the longer term sustainability of actions taken to tackle ASB.	Quarterly	<p>Category of ASB</p> <p>Geographical area</p> <p>Perpetrator profile</p>

Resolved anti-social behaviour cases

5.14 In some circumstances it is easy for landlords to identify when an ASB case has been successfully resolved. For example, when a perpetrator has been evicted or has abandoned their property – the source of the ASB has left. However, it may not be as clear in other cases as ASB doesn't always begin and then come to an obvious end point. Landlords should therefore be pragmatic when classifying a case as resolved. One suggested approach is to classify ASB cases as resolved when:

Resolved anti-social behaviour case

In the professional opinion of the landlord, the ASB reported by the complainant(s) is 'no longer a cause for concern'.

- 5.15** This approach recognises that ASB may not always have a definite end point but can reduce significantly to a point that does not require further intervention from the landlord or other external agencies. For example, a case involving two neighbours may have received several interventions from the landlord and other agencies that have resolved certain ASB issues but the underlying clash of lifestyles and personalities between the two neighbours may always remain.
- 5.16** Where possible, landlords should agree with complainants that a case has been successfully resolved. However, it is important to recognise that some complainants may have unrealistic expectations of the landlord and the ASB service provided. This can lead to complainants considering their case to be resolved only when the perpetrator has been evicted. While eviction is appropriate in a minority of cases, it remains a last resort and ASB cases are most likely to be resolved by early intervention by housing management staff⁷. Landlords have a key role to play in managing complainants' expectations of what is a realistic outcome in each case (eg remind complainants at an early stage that eviction is a last resort and unlikely in most cases). Broader work on building tolerance in communities and encouraging complainants to use self help options, where appropriate, is key.
- 5.17** A Complainant Satisfaction Survey is referred to in paragraph 5.85 (resident satisfaction) and a copy reproduced in Appendix D. The Survey recognises the mis-match between providing an effective ASB service with the unrealistic expectations of some complainants. For that reason, the Complainant Satisfaction Survey measures satisfaction with the handling of cases separately from the outcome of ASB cases.

⁷ Source: HouseMark ASB Benchmarking Service – quarter 3 and quarter 4 data 2006/2007.

Unresolved anti-social behaviour cases

- 5.18** Landlords sometimes close ASB cases when ASB is still ongoing but the circumstances of the case do not make further action possible. For example, this could include circumstances where:
- in certain cases the complainant makes no further contact with the landlord or information reasonably requested by the landlord is not provided
 - no further action is taken at the complainant's request.
- 5.19** It is important to separate 'resolved' cases from 'unresolved' cases to ensure that the data reported is accurate.
- 5.20** In some cases, ASB may be reported but evidence of ASB is not found following investigation. These cases are neither resolved nor unresolved ASB cases and should not be included in the data collected in Indicators A3 and A4 in Figure 9. Landlords may choose to monitor the number of such cases where this is identified as a particular issue.

Measuring the impact of interventions to tackle anti-social behaviour

- 5.21** Indicators C1 (early intervention and victim support – see paragraph 5.54), D1 (enforcement and witness support – see paragraph 5.63) and E1 (supporting perpetrators to change behaviour – see paragraph 5.70) measure the number of actions taken by landlords and external agencies to tackle ASB by the type of action taken. Indicator A5 measures the one main intervention from all of the actions taken in each ASB case that had the most impact in bringing the case to a successful conclusion. Refer to Appendix C for further guidance on how to record this information.

Optional indicators

- 5.22** Landlords should consider implementing the optional indicators included in Figure 10 and refer to the Glossary of Key Terms in Appendix A for further guidance on terms used. Appendix B provides

some illustrative examples of what the data emerging from each indicator might mean.

FIGURE 10: OPTIONAL ANTI-SOCIAL BEHAVIOUR PROFILE INDICATORS

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
A7	Average number of days taken to resolve ASB cases.	<p>The time in calendar days⁸ from the date when the case is opened, up to and including, the date when the case is closed.</p> <p>Average number of days = a divided by b. Where: a = sum total of all live case time; b = total number of closed resolved cases.</p>	To give a clear indication of the average time taken to resolve ASB cases.	Quarterly	Category of ASB
					Geographical area
A8	Number/percentage of closed resolved cases that involved assistance from external agencies.	<p>Number of closed resolved cases in the period where services of an external agency or agencies were used.</p> <p>To calculate the percentage this figure should be divided by the 'number of resolved ASB cases' and multiplied by 100.</p>	To give a clear indication of the effectiveness of partnership working.	Quarterly	Category of ASB
					Geographical area
					External agency type

8 A7 measures calendar days, as opposed to working days. Calendar days are a more meaningful measure from the complainant's view point.

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Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
A9	Percentage of available Crime and Disorder Reduction Partnerships (CDRPs) represented ² on (housing associations only).	Total number of CDRPs that the HA is represented on, divided by the total number of CDRPs operating where the landlord manages stock, multiplied by 100.	To measure engagement with CDRPs in all local authority areas in which the landlord manages stock.	Annually	Local authority area

Police and Justice Act 2006

5.23 The Police and Justice Act 2006 includes some new duties on Crime and Disorder Reduction Partnerships (CDRPs). These will be introduced in 2007 and include:

- Introduction of a duty on housing associations to co-operate with CDRPs
- Broadening the crime reduction requirement to include anti-social behaviour, substance misuse and behaviour that adversely affects the environment
- Placing a duty on responsible authorities and probation committees to share information for the purposes of reducing crime and disorder
- Introduction of National Standards for CDRPs.

5.24 Landlords should ensure that they are aware of the forthcoming changes to the operation of CDRPs. Further information is available from the Home Office website www.homeoffice.gov.uk

⁹ This can include consortium arrangements (ie the housing association need not be directly represented on the CDRP). Where resources are limited, housing associations should prioritise involvement with CDRPs where they have the most housing stock and ASB is most prevalent.

3. Prevention

What is prevention?

5.25 Prevention of ASB is a very broad and multi-faceted area. Most landlords will undertake a variety of prevention focused activities and projects to reduce and prevent ASB in local communities. In order to achieve this aim, landlords need to ensure that residents are effectively engaged – this includes perpetrators, potential perpetrators, their families and other residents as well as complainants.

5.26 The wide range of ASB prevention activities undertaken by landlords may include, but is not limited to:

- temporarily refusing to house known perpetrators of ASB
- pre-tenancy action (eg undertaking vulnerability assessments at sign-up to ensure adequate tenancy support is in place from the start, use of starter/introductory tenancies, reinforcing the organisation's ASB policy at sign-up)
- promoting community cohesion (eg through holding community events, promotion of positive diversity messages)
- rewarding community-minded behaviour
- undertaking community-based initiatives such as Good Neighbour Agreements and Neighbourhood Warden Schemes
- providing positive and developmental activities (eg sports coaching for young people)
- undertaking crime prevention initiatives and target hardening
- taking action on individual estates (eg resident-led audits of environmental problems, improvements to lighting/garden maintenance)
- publicising activities in relation to ASB and success in resolving cases
- managing the expectations of residents by being clear that eviction is rare and a last resort
- empowering residents to use self-help options to resolve low level ASB issues where appropriate.

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- 5.27** Landlords have a key role to play in working with residents and the wider community to encourage responsible behaviour and tolerant citizens. This can include promoting tolerance and diffusing situations where activities are misconstrued as anti-social behaviour (eg children playing in parks adjacent to residential properties).
- 5.28** Three of the main approaches to ASB prevention are discussed in more detail in this section of the Toolkit:
- community-based initiatives, such as Good Neighbour Agreements and Neighbourhood Warden Schemes
 - deterrent based initiatives, such as starter and introductory tenancies
 - project-based activities, such as youth projects.
- 5.29** The examples selected are intended to be illustrative. Landlords should aim to measure all aspects of prevention activity they undertake in order to gain an accurate picture of the impact of initiatives. Some activities will not be appropriate to quantitative measurement and landlords will need to consider how the impact of prevention activities may be assessed more qualitatively, taking account of all available information.

Good Neighbour Agreements and Neighbourhood Warden Schemes

- 5.30** Prime examples of community-based action that landlords may take with residents, to prevent and reduce ASB, are:

Good Neighbour Agreements – which seek to involve residents in agreeing common standards of behaviour; and

Neighbourhood Warden Schemes – which aim to prevent ASB by providing a visible presence in communities and building up positive relationships with residents.

Both initiatives have an overall aim of reducing and preventing ASB and engendering a mutual sense of respect within the community. Optional measures B2 and B3 in Figure 12 can be used by landlords to measure the proportion of their residents that are within the remit of

Good Neighbour Agreements and Neighbourhood Warden Schemes respectively. This is useful information that landlords can use to analyse ASB trends in areas covered by such schemes, compared to trends in those areas that are not.

Starter/introductory tenancies

- 5.31** Starter and introductory tenancies were introduced to act as a deterrent to tenants perpetrating anti-social behaviour. Introductory/starter tenants are essentially on probation, do not have as many rights as secure or assured tenants and the landlord can evict them more easily during the probationary period. Paragraphs 3.13 to 3.16 recommend that all landlords collect information on the tenure type of perpetrators committing ASB. The optional indicator B1 in Figure 12 can be used by landlords to specifically measure the proportion of starter or introductory tenants that have perpetrated ASB in order to gauge their impact in acting as an ASB deterrent.
- 5.32** Central to the success of starter/introductory tenancies in preventing ASB is ensuring that residents understand the limited security of tenure of their tenancy. This will require housing officers and/or allocations and lettings staff to explain this clearly to new starter/introductory tenants.

Project-based prevention initiatives

- 5.33** An ASB prevention project is a specific initiative that may be delivered to reduce or prevent ASB in response to an identified need, such as, particular type(s) of ASB perpetrated by a particular group in a specific local area. Many landlords run prevention projects themselves or in partnership with other landlords and agencies.
- 5.34** Landlords will frequently have limited resources for prevention projects and it is essential that these are targeted where they are most needed. Landlords using the Toolkit should use ASB profile information on the number or percentage of new ASB cases by area and perpetrator profile to identify early warning signs of ASB and ASB hotspots to target resources effectively. The more geographically local the ASB information landlords collect (eg by postcode), the more precisely prevention

projects can be targeted. The use of ASB profile information will enable landlords to identify ASB hot spots and the potential perpetrator target group.

5.35 Landlords should complement their own ASB intelligence information with information available from other agencies in local areas. Information available from agencies may relate to ASB perpetrated or general demographic information about the local community (eg number, age and postcode of young people in the local community from local schools or education departments). Agencies that should be consulted can include but are not limited to:

- Other social landlords
- Police
- Youth Offending Teams
- Social services
- Schools and education authorities.

5.36 Good demographic information on the whole household (not just the tenant) is useful when targeting prevention projects. This information is often collected when a tenancy is first granted. The complainant and perpetrator profile recommends that landlords collect details of other members of the complainant's and perpetrator's household in order to ensure that accurate information on the residents and their household is maintained.

Measuring the impact of prevention projects

5.37 It can be difficult for landlords to measure the outcome or impact of projects in preventing or reducing ASB in local areas. This is due to the complexity of identifying the effect other external factors may have had on the outcomes of such projects. Prevention projects therefore do not lend themselves to being measured through conventional performance indicators. A more qualitative approach to understanding the impact of prevention projects is needed in order for landlords to begin to gain an insight into their effectiveness.

- 5.38** This will involve an assessment that includes:
- the views of the specific perpetrator target group, where appropriate, on the value of the project and its impact on them
 - the views of local residents on the impact of the project and the effect on the type of behaviour previously complained about
 - trends in the number and nature of complaints of ASB in the area before, during and after the project
 - cost – depending on the nature of the project this could include staff time only or might include an assessment of staff, capital and revenue costs. The cost of the project can be used with other measures to gain a picture of value for money (VFM) and can also be used as a benchmark for identifying the cost of future similar projects.
- 5.39** In attempting to assess the outcome of a prevention project, landlords must be alert to other issues that may have influenced the outcomes, in particular, prevention projects carried out by other agencies in the local area.
- 5.40** The tangible outcomes of all prevention projects should be communicated to the local community. Communicating positive information about prevention projects may impact directly on the results of Resident Perception Survey landlords may choose to carry out in local areas – eg by resulting in a reduction in perceived levels of ASB following ‘positive’ projects. The Resident Perception Survey included in Appendix E measures:
- perceived levels of ASB in local areas
 - awareness of landlord actions and projects to tackle ASB
 - perceived impact of the projects in tackling ASB.

Optional indicators

- 5.41** The areas that the prevention indicators measure include:
- proportion of residents covered by Good Neighbour Agreements and Neighbourhood Warden Schemes
 - proportion of starter/introductory tenants that have perpetrated ASB.

FIGURE 11: SUMMARY OF OPTIONAL INDICATORS FOR ANTI-SOCIAL BEHAVIOUR PREVENTION



Why collect prevention information?

- 5.42** The prevention indicators will enable landlords to:
- monitor the number of ASB perpetrators with starter/introductory tenancies to gauge their impact in acting as an ASB deterrent
 - measure the proportion of residents that are covered by Good Neighbour Agreements and Neighbourhood Warden Schemes to use in analysing ASB trends in areas covered by such schemes with those that are not.

Optional indicators

- 5.43** Landlords should consider implementing the optional indicators included in Figure 12 and refer to the Glossary of Key Terms in Appendix A for further guidance on terms used. Appendix B provides some illustrative examples of what the data emerging from each indicator might mean.

FIGURE 12: OPTIONAL PREVENTION INDICATORS

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
B1	Number/percentage of starter/introductory tenants perpetrating ASB.	<p>Number of known perpetrators of live ASB cases where tenure type is a starter/introductory tenancy.</p> <p>To calculate the percentage, divide this number by the total number of starter/introductory tenancies on the last day of the period.</p>	To identify the effectiveness of starter/introductory tenancies as a preventative measure to compare against perpetrators in other occupancy/tenancy types.	Quarterly	<p>Category of ASB</p> <p>Geographical area</p> <p>Complainant and perpetrator profile</p>
B2	Percentage of properties managed covered by Good Neighbour Agreements.	Number of properties managed within areas covered by Good Neighbour Agreements divided by the total stock managed by the landlord.	To measure the percentage of stock covered by Good Neighbour Agreements for use in comparing trends in the volume of ASB cases in areas that are not covered by Good Neighbour Agreements.	Quarterly	Geographical area

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Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
B3	Percentage of properties managed covered by a Neighbourhood Warden Scheme.	Number of properties managed within areas covered by Neighbourhood Warden Scheme divided by the total stock managed by the landlord.	To measure the percentage of stock covered by Neighbourhood Warden Schemes for use in comparing trends in the volume of ASB cases in areas that are not covered by Neighbourhood Warden Schemes.	Annually	Geographical area

4. Early intervention and victim support

What is early intervention?

- 5.44** Early intervention is non-statutory action taken by landlords and other agencies to tackle ASB at an early stage in order to prevent it escalating to a more serious level. Early intervention action can be used alongside other interventions such as enforcement action (see paragraph 5.58) and actions to support perpetrators to change their behaviour (see paragraph 5.67). Figure 13 below outlines some examples of early intervention actions (not an exhaustive list).
- 5.45** Landlords should use whichever early intervention action or combination of action types they feel appropriate to the circumstances of each case, whilst ensuring that actions taken:
- meet regulatory requirements
 - are based on the latest good practice approaches (see Appendix I for sources of good practice information).
- 5.46** In order to be in a position to make an informed decision about the most suitable early intervention action to take, landlords should ensure that their staff are fully aware of the types of early intervention tools available and the circumstances in which they should be used.

FIGURE 13: EXAMPLE EARLY INTERVENTION ACTIONS

- A. Early intervention by housing management staff, such as:
 - Advice and assistance provided to complainant (eg self-help options)
 - Interview with perpetrator (telephone or face to face)
 - Verbal warning
 - Written warning
- B. Acceptable Behaviour Contract or Agreement (ABC or ABA)
- C. Referral to, or provision of, mediation service
- D. Referral to multi agency group or panel
- E. Referral to police
- F. Referral to Youth Offending Team
- G. Parenting agreement or contract
- H. Referral to, or provision of, drug or alcohol support service
- I. Transfer of complainant or perpetrator

Surrender of property by perpetrator

5.47 In some cases the perpetrator may surrender their property by returning the keys or abandoning the property without providing the correct notice to their landlord. While surrender of a property is not an action to tackle ASB in itself, landlords should keep a record of the number of perpetrators that surrender their properties, as it is often a response to other actions taken by the landlord or external agencies.

Surrender of property by complainant

5.48 Complainants may also surrender their property in response to ASB perpetrated against them. Landlords should keep a record of the number of complainants that surrender their property as it could indicate ineffective action by the landlord or other agencies to tackle the ASB reported.

Transfer of complainant or perpetrator

5.49 In some cases, landlords transfer the complainant or perpetrator to a different property, managed by themselves or another landlord, in order to resolve the ASB case. Landlords need to balance the suitability of transfer to resolve a case with the possibility of moving the problem elsewhere. However, in some circumstances transfer of a complainant or perpetrator is the most appropriate course of action. By measuring the number of transfers that have taken place, landlords can monitor trends and take further action if transfers increase over time, to ensure that they were the most appropriate course of action.

What is victim support?

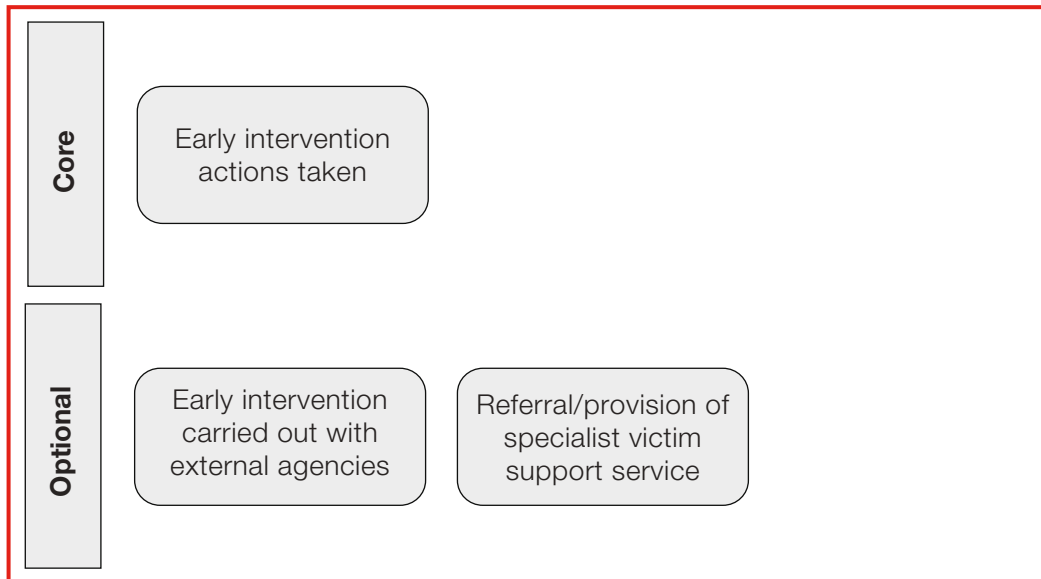
5.50 Support for victims of ASB involves assistance to help them to cope with the impact that ASB is having on their lives. Landlords often provide support for victims as part of their core housing management service. The Complainant Satisfaction Survey measures satisfaction with the support provided by the landlord during an ASB case (see paragraph 5.87 and Appendices D and F).

5.51 Landlords also refer victims to specialist victim support services in appropriate cases. The optional indicator C3 (see Figure 17) measures the number of cases where victims have been provided with, or referred to, specialist victim support services.

5.52 The areas that the early intervention and victim support indicators measure include:

- number of early intervention actions taken by type
- engagement with other agencies in tackling ASB
- number of cases where specialist victim support was provided by the landlord, or a referral was made to an external agency.

FIGURE 14: SUMMARY OF CORE AND OPTIONAL INDICATORS FOR EARLY INTERVENTION AND VICTIM SUPPORT



Why collect early intervention and victim support information?

- 5.53** The early intervention and victim support indicators will enable landlords to:
- identify trends in the number and type of early intervention action taken
 - monitor the level and effectiveness of engagement with other landlords and agencies in tackling ASB
 - monitor trends in the number of cases where specialist support services have been provided by the landlord or external agencies.

Core indicators

- 5.54** Landlords should implement each of the core indicators included in Figure 15 and refer to the Glossary of Key Terms in Appendix A for further guidance on terms used. Appendix B provides some illustrative examples of what the data emerging from each indicator might mean.

FIGURE 15: CORE EARLY INTERVENTION INDICATORS

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
C1	Number of early intervention actions taken for each action type.	Total number of early intervention actions taken for each early intervention type (see Figure 16 for example of how to record by actions taken)	To measure the effectiveness of non-statutory actions in tackling ASB to compare to the number of enforcement actions taken.	Quarterly	Geographical area Complainant and perpetrator profile

FIGURE 16: EXAMPLE APPROACH TO RECORDING THE NUMBER OF EARLY INTERVENTION ACTIONS TAKEN BY TYPE OF ACTION

Type of early intervention action	Number
A. Early intervention by housing management staff ¹⁰	67
B. Acceptable Behaviour Contract or Agreement (ABC or ABA)	7
C. Referral to, or provision of, mediation service	22
D. Referral to multi agency group or panel	12
E. Referral to police	4
F. Referral to Youth Offending Team	7
G. Parenting agreement or contract	9
H. Referral to, or provision of, drug or alcohol support service	0
I. Transfer of complainant or perpetrator	3
Total early intervention actions taken in period	131

Optional indicators

5.55 Landlords should consider implementing the optional indicators included in Figure 17 and refer to the Glossary of Key Terms in Appendix A for further guidance on terms used. Appendix B provides some illustrative examples of what the data emerging from each indicator might mean.

¹⁰ Landlords can choose to breakdown early intervention by housing management staff into sub-types, as outlined in Figure 13, if they wish.

FIGURE 17: OPTIONAL EARLY INTERVENTION AND VICTIM SUPPORT INDICATORS

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
C2	Percentage of early intervention actions carried out by/with external agencies.	Number of early intervention actions taken where services were provided by/with an external	To measure engagement with other agencies in carrying out early intervention action.	Quarterly	External agency type
					Geographical area
					Type of early intervention action taken
C3	Number of cases where the complainant has been provided with, or referred to, a specialist victim support service.	Number of cases where a complainant was provided with, or referred to specialist victim support service within a period. Only one provision of, or referral to victim support should be counted regardless of the number of referrals made in each individual case.	To measure the use of specialist victim support services.	Quarterly	External agency type
					Geographical area
					Type of early intervention action taken

5. Enforcement and witness support

What is enforcement?

- 5.56** Enforcement action is legal action taken by landlords and other agencies to tackle ASB. Enforcement action can be used alongside other interventions such as early intervention action (see paragraph 5.58) and actions to support perpetrators to change their behaviour (see paragraph 5.67). Figure 18 below outlines some examples of enforcement actions (not an exhaustive list).
- 5.57** Landlords should use whichever enforcement action or combination of action types they feel appropriate to the circumstances of each case whilst ensuring that actions taken:
- meet regulatory requirements
 - are based on the latest good practice approaches (see Appendix I for sources of good practice information).
- 5.58** In order to be in a position to make an informed decision about the most suitable enforcement action to take, landlords should ensure that their staff are fully aware of the types of enforcement tools available and the circumstances in which they should be used.

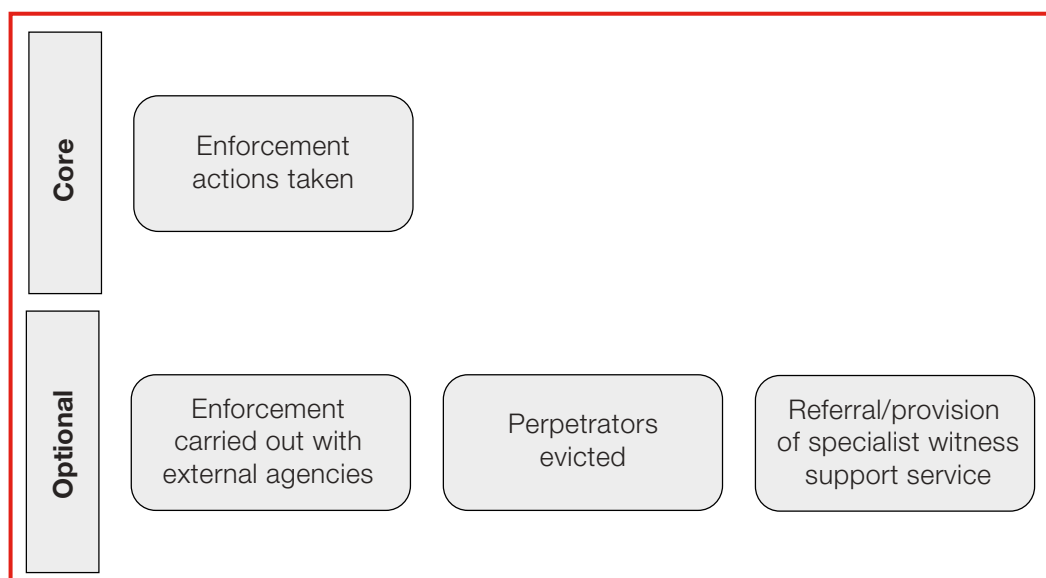
FIGURE 18: EXAMPLE ENFORCEMENT ACTIONS

- A. Notice Seeking Possession
- B. Possession Order (optional to breakdown by order type – ie suspended or outright)
- C. Demotion Order
- D. Forfeiture of lease
- E. Undertaking to the court
- F. Injunction (optional to breakdown by power of arrest)
- G. Parenting Order
- H. Anti-Social Behaviour Order
- I. Eviction
- J. Dispersal Order
- K. Individual Support Order
- L. Extension of starter/introductory tenancy

What is witness support?

- 5.59** Many witnesses are worried about going to court, regardless of whether or not they were the victim of ASB. Landlords may provide support direct, or refer witnesses to specialist witness support services, where appropriate. Witness support can provide invaluable assistance to witnesses to support them through what can be a very stressful experience of giving evidence in court.
- 5.60** The optional indicator D4 (see Figure 22) measures the number of cases where witnesses have been provided with, or referred to, specialist witness support services.
- 5.61** The areas that the enforcement and witness support indicators measure include:
- number of enforcement actions taken by type
 - engagement with other agencies in tackling ASB
 - number of perpetrators evicted
 - number of cases where specialist witness support was provided by the landlord, or a referral was made to an external agency.

FIGURE 19: SUMMARY OF CORE AND OPTIONAL INDICATORS FOR ENFORCEMENT AND WITNESS SUPPORT



Why collect information on enforcement and witness support?

- 5.62 The enforcement indicators will enable landlords to:
- identify trends in the number and type of enforcement actions taken
 - monitor trends in the proportion of perpetrators evicted to ensure that eviction is used as a last resort
 - monitor the level and effectiveness of engagement with other landlords and agencies in tackling ASB
 - monitor trends in the number of cases where specialist witness support services have been provided by the landlord or external agencies.

Core indicators

5.63 Landlords should implement each of the core indicators included in Figure 20 and refer to the Glossary of Key Terms in Appendix A for further guidance on terms used. Appendix B provides some illustrative examples of what the data emerging from each indicator might mean.

FIGURE 20: CORE ENFORCEMENT INDICATORS

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
D1	Number of enforcement actions taken for each action type.	Total number of enforcement actions for each enforcement type (see Figure 21 for example of how to record by actions taken).	To measure the effectiveness of legal actions in tackling ASB to compare to the number of early intervention actions taken.	Quarterly	Category of ASB Geographical area Complainant and perpetrator profile

FIGURE 21: EXAMPLE APPROACH TO RECORDING THE NUMBER OF ENFORCEMENT ACTIONS TAKEN BY TYPE OF ACTION

Type of enforcement action	Number
A. Notice Seeking Possession	23
B. Possession Order (optional to breakdown by order type – suspended or outright)	5
C. Demotion Order	2
D. Forfeiture of lease	1
E. Undertaking to the court	12
F. Injunction (optional to breakdown by power of arrest)	16
G. Parenting Order	4
H. Anti-Social Behaviour Order	7
I. Eviction	4
J. Dispersal Order	0
K. Individual Support Order	0
L. Extension of starter/introductory tenancy	15
M. Right to Buy Suspension Order	0
Total enforcement actions taken in period	89

Optional indicators

5.64 Landlords should consider implementing the optional indicators included in Figure 22 and refer to the Glossary of Key Terms in Appendix A for further guidance on terms used. Appendix B provides some illustrative examples of what the data emerging from each indicator might mean.

FIGURE 22: OPTIONAL ENFORCEMENT AND WITNESS SUPPORT INDICATORS

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data			
D2	Percentage of cases where enforcement action was carried out by/with external agencies.	Number of enforcement actions taken where services were provided by/with an external agency divided by the total number of enforcement actions taken in the period, multiplied by 100.	To measure engagement with other agencies in carrying out enforcement action.	Quarterly	<table border="1"> <tr> <td>External agency type</td> </tr> <tr> <td>Geographical area</td> </tr> <tr> <td>Type of enforcement action taken</td> </tr> </table>	External agency type	Geographical area	Type of enforcement action taken
External agency type								
Geographical area								
Type of enforcement action taken								
D3	Percentage of perpetrators evicted due to ASB.	Number of cases resolved in a period where the perpetrator was evicted and ASB grounds were included in the possession order, divided by the number of cases resolved in the period.	To measure the use and extent of perpetrator eviction as a means of resolving ASB cases.	Quarterly	<table border="1"> <tr> <td>Category of ASB</td> </tr> <tr> <td>Geographical area</td> </tr> <tr> <td>Perpetrator profile</td> </tr> </table>	Category of ASB	Geographical area	Perpetrator profile
Category of ASB								
Geographical area								
Perpetrator profile								

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Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
D4	Number of cases where complainant or witness has been provided with, or referred to, specialist witness support service.	<p>Number of cases where a complainant or witness was provided with, or referred to, specialist witness support service within a period.</p> <p>Only one provision of, or referral to, witness support should be counted regardless of the number of referrals made in each individual case.</p>	To measure the use of specialist witness support services.	Quarterly	<p>External agency type</p> <p>Geographical area</p> <p>Type of enforcement action taken</p>

6. Supporting perpetrators to change behaviour

What does ‘supporting perpetrators to change behaviour’ mean?

- 5.65** Supporting perpetrators to change behaviour refers to actions taken by the landlord, or external agencies, to tackle the underlying causes of ASB. Perpetrator supportive actions can be used alongside other interventions such as early intervention action (see paragraph 5.58) and enforcement action (see paragraph 5.67). Figure 23 outlines some examples of perpetrator supportive actions (not an exhaustive list).
- 5.66** Landlords should use whichever perpetrator supportive action or combination of action types they feel is appropriate to the circumstances of each case whilst ensuring that actions taken:
- meet regulatory requirements
 - are based on the latest good practice approaches (see Appendix I for sources of good practice information).
- 5.67** In order to be in a position to make an informed decision about the most suitable action to take, landlords should ensure that their staff are fully aware of the types of perpetrator support tools available, and the circumstances in which they should be used.

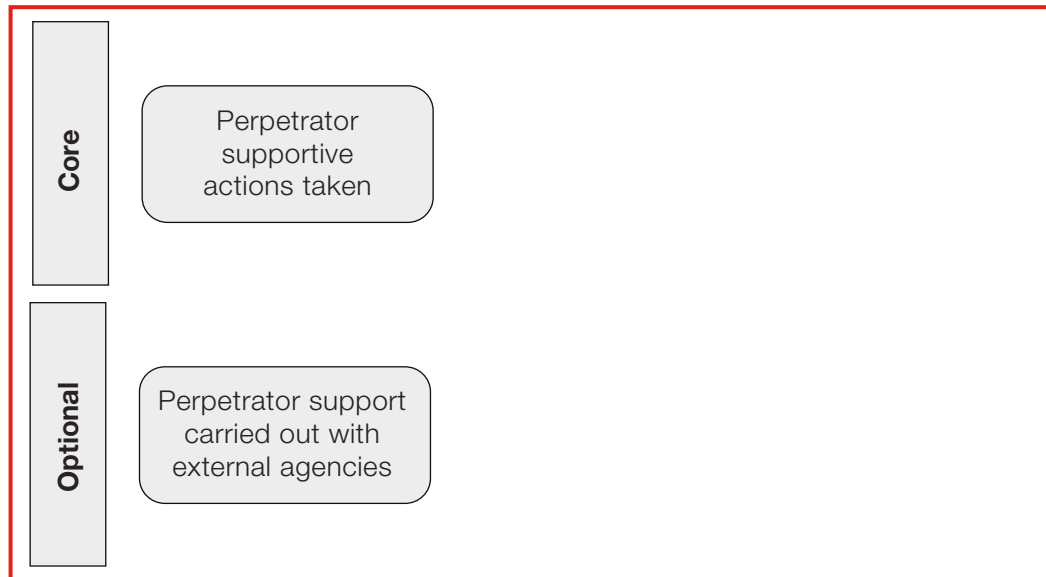
FIGURE 23: EXAMPLE PERPETRATOR SUPPORTIVE ACTIONS

Referral to, or provision of:

- A. Family Intervention Project
- B. Floating tenancy support service
- C. Parenting programme
- D. Referral to, or provision of, drug or alcohol support services
- E. Referral to, or provision of, mental health/community care services

- 5.68** The areas that the perpetrator support indicators measure include:
- number of perpetrator supportive actions taken by type
 - engagement with other agencies in tackling ASB.

FIGURE 24: SUMMARY OF CORE AND OPTIONAL INDICATORS FOR SUPPORTING PERPETRATORS TO CHANGE BEHAVIOUR



Why collect information on support to tackle the causes of anti-social behaviour?

- 5.69** The perpetrator support indicators will enable landlords to:
- identify trends in the number and type of perpetrator supportive actions taken
 - monitor the level and effectiveness of engagement with other landlords and agencies in tackling ASB.

Core indicators

- 5.70** Landlords should implement the Core indicators included in Figure 25 and refer to the Glossary of Key Terms in Appendix A for further guidance on terms used. Appendix B provides some illustrative examples of what the data emerging from each indicator might mean.

FIGURE 25: CORE PERPETRATOR SUPPORT INDICATORS

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
E1	Number of perpetrator supportive actions taken for each action type.	Total number of perpetrator supportive actions for each action type (see Figure 26 for example of how to record by actions taken).	To measure the use of perpetrator supportive actions designed to change behaviour.	Quarterly	Geographical area Perpetrator profile

FIGURE 26: EXAMPLE APPROACH TO RECORDING THE NUMBER OF PERPETRATOR SUPPORTIVE ACTIONS TAKEN BY TYPE OF ACTION

Type of perpetrator supportive action	Number
A. Family Intervention Project	4
B. Floating tenancy support service	14
C. Parenting programme	8
D. Referral to, or provision of, drug or alcohol support services	15
E. Referral to, or provision of, mental health/community care services	23
Total perpetrator supportive actions taken in period	64

Optional indicators

5.71 Landlords should consider implementing the optional indicators included in Figure 27 and refer to the Glossary of Key Terms in Appendix A for further guidance on terms used. Appendix B provides some illustrative examples of what the data emerging from each indicator might mean.

FIGURE 27: OPTIONAL PERPETRATOR SUPPORT INDICATORS

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
E2	Percentage of cases where perpetrator supportive action was carried out with/by external agencies.	Number of perpetrator supportive actions taken where services were provided with/by an external agency divided by the total number of perpetrator supportive actions in the period, multiplied by 100.	To measure engagement with other social landlords and agencies in providing perpetrator support designed to change behaviour.	Quarterly	External agency type Geographical area Type of perpetrator support action taken

7. Costs of tackling anti-social behaviour

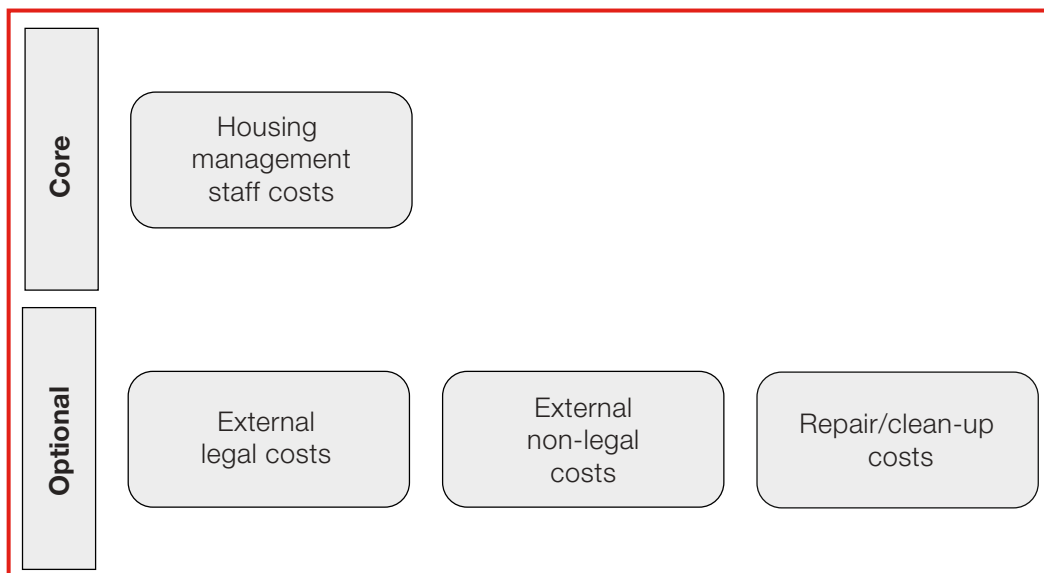
What are the costs of tackling anti-social behaviour?

5.72 There are many costs associated with tackling ASB. Here we include the main financial costs associated with an ASB service. Landlords should ensure that the appropriate ASB, finance, human resources, repairs and maintenance and estate management staff work together to enable data to be collected accurately. The indicators included in Figure 29 and Figure 31 are not intended to be exhaustive and landlords can measure the costs of other aspects of their ASB service.

5.73 The areas that the costs of tackling ASB indicators measure include:

- housing management staff costs
- externally procured legal service costs
- repair/clean-up costs
- external non-legal costs related to ASB.

FIGURE 28: SUMMARY OF CORE AND OPTIONAL INDICATORS FOR THE COST OF TACKLING ANTI-SOCIAL BEHAVIOUR



Why collect information on costs of tackling anti-social behaviour?

5.74 The measurement of the financial costs of tackling ASB is essential for landlords to monitor if they are to keep control of their often limited financial resources. Effective measurement of costs, along with other indicators, will also enable landlords to build up a picture of the cost effectiveness and value for money of the ASB service provided (see paragraph 6.14 for further guidance on value for money). However, it is acknowledged that average or higher than average costs might be perfectly acceptable if they lead to good performance in tackling ASB.

5.75 These ASB indicators will enable landlords to identify and monitor the:

- cost of housing management staff
- cost of externally procured ASB legal services
- cost of externally procured non-legal services such as mediation, and specialist victim and witness support services
- repair and clean-up costs associated with ASB.

Core indicators

5.76 Landlords should implement the core indicator included in Figure 29 and refer to the Glossary of Key Terms in Appendix A for further guidance on terms used. Appendix B provides some illustrative examples of what the data emerging from each indicator might mean.

FIGURE 29: CORE COST OF TACKLING ANTI-SOCIAL BEHAVIOUR INDICATORS

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
F1	Cost of housing management staff tackling ASB per case	Cost of housing management staff engaged in tackling ASB divided by the total number of new ASB cases opened during the period (see 'Calculating housing management staff costs' below for further guidance).	To gain an accurate picture of housing management staff expenditure on tackling ASB.	Annually	n/a

Calculating housing management staff costs

- 5.77** Housing management staff are the main staff resource involved in delivering ASB services their costs include:
- the salary costs of specialist ASB staff and generic housing management staff
 - on-costs (such as employer's national insurance and pension contributions, leased car costs and car allowances relating to the staff member, and other benefits/allowances)
 - staff time apportioned where appropriate.
- 5.78** Indicator F1 measures the direct cost of housing management employees only. For simplicity, costs do not include a share of the landlord's corporate overhead costs (which might include indirect employees or non-salary costs such as IT, office space etc.).

Apportioned staff time

- 5.79** It is necessary to use a method of ‘apportionment’ to calculate the cost of staff that do not spend all of their time working on ASB.
- 5.80** Landlords can apportion staff time by using any recognised method of calculation they wish. In most cases, time apportionment can be done by estimating the time spent on delivering the ASB service, in consultation with the staff concerned. Apportioning employee time should be a simple process. It can be approached in terms of a typical week – 20 per cent of time represents one day. If you consider that more accurate estimates might be necessary, further analysis should be undertaken using techniques such as a limited sample time recording exercise.
- 5.81** However, whichever method is used should ensure that costs are apportioned in a just and equitable way. Inaccurate apportionment of staff time will impact on the reliability of the data and present a skewed picture of organisational staff costs of tackling ASB. It is good practice to retain evidence to demonstrate the method of apportionment used.
- 5.82** Housing management staff costs should be reported on an annual basis as a minimum. Landlords will need to ensure that systems are put in place to apportion time on an ongoing basis throughout the year.
- 5.83** A basic approach to apportioning staff time has been outlined below which landlords can adopt by using the table included in Figure 30 and the guidance notes that follow. Landlords should ensure that the appropriate ASB, finance and human resources staff work together to enable data to be collected accurately.

FIGURE 30: EXAMPLE APPORTIONED STAFF TIME EXERCISE

A	B	C	D	E
Staff member name	Department	Annual salary cost including on-costs	Apportioned staff time dealing with ASB	Total annual ASB staff cost
Dave	ASB	£30,000	100%	£30,000
Jane	Housing management	£30,000	50%	£15,000
John	ASB	£25,000	100%	£25,000
Jo	ASB project	£20,000	20%	£4,000
F TOTAL HOUSING MANAGEMENT STAFF COST				£74,000

Guidance notes

- List the names of all housing management staff involved in the delivery of the ASB service in column A
- State the department the staff member works in in column B (if appropriate)
- State the total annual salary cost of each employee, including on-costs in column C
- A recognised method should be used to identify the approximate time each employee spends on tackling ASB as a percentage of the total working time that they are available. The percentage figure reached should be recorded in column D (Note: remember that 20 per cent of staff time equates to one day per week)
- To calculate the cost of each staff member's time spent tackling ASB multiply the figure in column C by the figure in column D, divide by 100 and enter the final sum in column E
- Add each of the figures in column E together to reach the total housing management staff cost in row F.
- Identify the total number of new ASB cases opened during the year from indicator A1
- Divide the total housing management staff cost (see row F) by the total number of new ASB cases opened during the year to calculate the cost of housing management staff tackling ASB per case

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- Example: 567 new ASB cases per year; Total annual cost of housing management staff = £74,000. £74,000 divided by 567 = £131 (cost of housing management staff per case).

Optional indicators

5.84 Landlords should consider implementing the optional indicators included in Figure 31 and refer to the Glossary of Key Terms in Appendix A for further guidance on terms used. Appendix B provides some illustrative examples of what the data emerging from each indicator might mean.

FIGURE 31: OPTIONAL COST OF TACKLING ASB INDICATORS

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
F2	Cost of externally procured ASB legal services per case.	Cost of externally procured ASB legal services divided by the total number of ASB cases in the period ¹¹ .	To gain an accurate picture of expenditure on external ASB legal services.	Annually	n/a
F3	External non-legal costs of tackling ASB per case.	External non-legal costs of tackling ASB not measured elsewhere (including external service costs such as mediation, witness/victim support services), divided by the total number of ASB cases in the period.	To gain an accurate picture of expenditure on non-legal costs of tackling ASB.	Annually	Type of non-legal cost

¹¹ ALMOs that have a service level agreement with their parent local authority for the provision of legal services can include the ASB-related legal costs in indicator F2 by calculating the proportion of the service level agreement cost spent on providing ASB legal services.

SECTION FIVE ASB PERFORMANCE MEASUREMENT CATEGORIES

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
F4	ASB related repair/clean up costs per case. ¹²	Costs of repair/clean up costs not measured elsewhere (including staff/contractor costs, removal of abandoned cars, graffiti removal, fly-tipping/rubbish removal from communal areas) divided by the total number of ASB cases in the period.	To gain an accurate picture of expenditure on repair/clean up costs associated with tackling ASB.	Annually	Type of repair/clean up cost

¹² Responsibility for repair/clean up costs associated with ASB may lie with estate management services, as opposed to ASB or housing management departments. Staff from all relevant departments (eg estate management, repairs and maintenance and housing management), will need to work closely to set up systems in order to collect this information.

8. Resident satisfaction

5.85 This section of the Toolkit looks at two specific types of surveys which could be undertaken by landlords: a Complainant Satisfaction Survey and a Resident Perception Survey. These are explained further below.

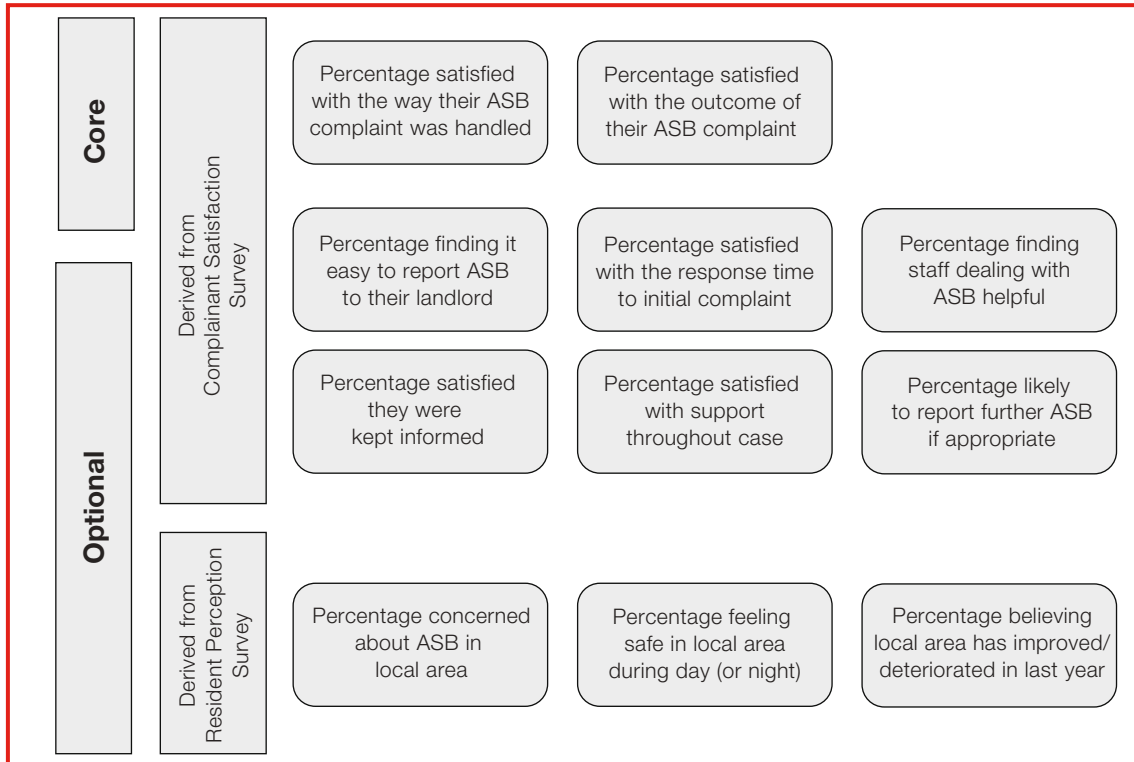
What is the Complainant Satisfaction Survey?

5.86 This survey can be used with residents who have made a complaint about ASB to their landlord. It explores their experiences when contacting their landlord, and how their ASB complaint was dealt with, as well as attitudes towards their landlord's ASB services in general. The survey should help landlords to understand residents' views about what happens when they make a complaint, in order to improve services.

What is the Resident Perception Survey?

5.87 This survey looks at the perceptions and attitudes of residents (tenants and leaseholders) towards ASB and safety in their area generally. There are optional questions about residents' awareness of ASB projects undertaken by the landlord and the impact of those projects in tackling ASB. The Perception Survey also asks respondents that have been affected by ASB and have not reported it to their landlord to indicate why.

FIGURE 32: SUMMARY OF CORE AND OPTIONAL INDICATORS FOR RESIDENT SATISFACTION



Using the surveys

5.88 The Complainant Satisfaction Survey is contained in Appendix D. It has been designed to be answered by all complainants after their case has been closed (as either resolved or unresolved). Landlords can determine a suitable time interval between case closure and sending out the questionnaire, but should keep this time interval fairly short to ensure the details of the case handling are still fresh in the complainant’s memory.

5.89 The Resident Perception Survey is contained in Appendix E. It can be applied to estates, neighbourhoods or postcode areas, either by a single landlord or in partnership with other landlords.

5.90 Appendix F provides guidance on:

- the different types of survey and their advantages and disadvantages
- how to conduct the surveys

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- how landlords can boost the response rates
- statistical reliability and sample size.

5.91 Both the Complainant Satisfaction and Resident Perception Surveys were developed with the help of a panel of ASB practitioners consulted throughout the development of this Toolkit. A total of 54 examples of complainant surveys were received from landlords and used to inform the development of the complainant survey. Other relevant questionnaires have been reviewed for both surveys, including STATUS, the British Crime Survey, the Local Government User Satisfaction Survey and the Housing Corporation's ASB survey.

Why carry out these surveys?

5.92 When social housing landlords are developing and monitoring their ASB services, it is important that they find out about residents' experiences and attitudes. Undertaking these surveys provides feedback in a comprehensive and consistent way, which will help landlords improve and prioritise changes to their ASB and housing services.

5.93 It is only possible to identify fully how effective ASB services are by using feedback from complainants through a survey such as the one contained in this Toolkit. The perceptions survey provides an opportunity to gain feedback from the broader resident population on:

- the extent of ASB they have experienced
- their awareness of ASB projects and actions in their area
- the impact of these projects and actions.

5.94 Additionally, the questions contained in the two surveys form the basis for core and optional indicators (see Figures 33, 34 and 35).

Fitting in with other landlord research

5.95 As these ASB surveys cover just one aspect of residents' lives and a specific aspect of a landlord's housing service, they need to fit in with each landlord's wider strategy for surveying their residents.

5.96 In particular, all social housing landlords are required to complete a STATUS survey at least every three years. STATUS was developed by the National Housing Federation (NHF), and it is currently being reviewed (the new version is due to be ready for landlords to use from April 2008). STATUS uses a standardised research method and set of questions, which includes collecting demographic data as well as some questions about ASB. It provides statistically reliable data for Communities and Local Government's Best Value Performance Indicators (BVPIs) for local authorities and ALMOs, or the Housing Corporation's Performance Indicators (PIs) for housing associations. The surveys included in this Toolkit can be used on an on-going basis to complement the data collected through the more formal STATUS survey.

Limitations of the Complainant Satisfaction and Resident Perception Surveys

5.97 Most quantitative research is based on undertaking surveys, which collect data either from everyone involved (a census) or a representative sample of respondents, using a structured questionnaire. Quantitative surveys can therefore provide findings which are statistically robust and reliable, within a specified range of error, in the form of 'hard data', – ie percentages giving particular responses. They allow for comparisons to be made – both trends over time and benchmarking between organisations.

5.98 The Toolkit recommends the use of quantitative surveys as the most appropriate research methods. However, as the samples for these surveys may not be random and representative and the sample sizes are likely to be relatively small, it may not be possible to produce statistically reliable results. The findings should then be considered as indicative only. Landlords need to be clear about any limitations of the research, and to take this into account when analysing and reporting the findings. Nevertheless, the research outlined here will be valuable for providing feedback on the experiences and attitudes of both ASB complainants and the broader resident population.

5.99 Further information on statistical reliability and sample sizes can be found in Appendix F: F4.

Core indicators

5.100 Landlords should implement each of the core indicators included in Figure 33. These core indicators are obtained from the Complainant Satisfaction Survey. Landlords should refer to the Glossary of Key Terms in Appendix A for further guidance on terms used. Appendix B provides some illustrative examples of what the data emerging from each indicator might mean.

FIGURE 33: CORE SATISFACTION INDICATORS FROM THE COMPLAINANT SATISFACTION SURVEY

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
G1	Percentage of respondents satisfied with the way their ASB complaint was dealt with.	Percentage of respondents to the Complainant Satisfaction Survey who stated they were very or fairly satisfied with the way their ASB complaint was dealt with.	To provide a snapshot of complainant satisfaction with how their recent ASB complaint was dealt with (as opposed to the <i>outcome</i> of the case, for which see G2).	Annually/ Quarterly	Category of ASB
					Geographical area
					Complainant profile
G2	Percentage of respondents satisfied with the outcome of their ASB complaint.	Percentage of respondents to the Complainant Satisfaction Survey who stated they were very or fairly satisfied with the outcome of their complaint.	To provide a snapshot of complainant satisfaction with the outcome of their recent ASB complaint (as opposed to the <i>handling of a case</i> , for which see G1).	Annually / Quarterly	Category of ASB
					Geographical area
					Complainant profile

Optional indicators

5.101 Landlords can choose to implement some or all of the optional indicators included in Figure 34 and Figure 35, obtained from the Complainant Satisfaction Survey and the Resident Perception Survey respectively. Landlords should refer to the Glossary of Key Terms in Appendix A for further guidance on terms used. Appendix B provides some illustrative examples of what the data emerging from each indicator might mean.

5.102 Landlords should choose which indicators they want to report on regularly, but can supplement these with others from the list on a one-off basis. For example, if they wish to explore particular issues around the handling of cases, indicators could be selected from G3 to G8.

FIGURE 34: OPTIONAL SATISFACTION INDICATORS FROM THE COMPLAINANT SATISFACTION SURVEY

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
G3	Percentage of respondents who found it easy to contact a member of staff to report a complaint about ASB.	Percentage of respondents to the Complainant Satisfaction Survey who stated they found it very or fairly easy to contact a member of staff to report a complaint about ASB.	To monitor the accessibility of the ASB service and the ease with which complainants were able to report a recent ASB complaint.	Annually/ Quarterly	Category of ASB Geographical area Complainant profile

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Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
G4	Percentage of respondents who rated the time taken for them to be interviewed (either in person or over phone) about their ASB complaint as 'good'.	Percentage of respondents to the Complainant Satisfaction Survey who rated the time taken to be interviewed about their complaint as 'good'.	To provide a snapshot of complainant satisfaction with the time taken for them to be interviewed about their recent ASB complaint.	Annually/ Quarterly	Category of ASB
					Geographical area
					Complainant profile
G5	Percentage of respondents who found the member of staff dealing with their ASB complaint was always helpful. This indicator can also be applied to 'courteous', 'sensitive', 'responsive' and 'knowledgeable'.	Percentage of respondents to the Complainant Satisfaction Survey who found the member of staff dealing with their complaint was always helpful.	To monitor various customer care aspects (helpful, courteous, sensitive, responsive, knowledgeable) about how a complainants recent ASB complaint was dealt with.	Annually/ Quarterly	Category of ASB
					Geographical area
					Complainant profile

SECTION FIVE ASB PERFORMANCE MEASUREMENT CATEGORIES

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
G6	Percentage of respondents satisfied that they were kept informed about what was happening throughout their ASB case.	Percentage of respondents to the Complainant Satisfaction Survey who stated they were very or fairly satisfied that they had been kept informed about what was happening throughout their case.	To provide a snapshot of complainant satisfaction with how they were kept informed about what was happening throughout their recent ASB case.	Annually/ Quarterly	Category of ASB
					Geographical area
					Complainant profile
G7	Percentage of respondents satisfied with support given to them during an ASB case.	Percentage of respondents to the Complainant Satisfaction Survey who stated they were very or fairly satisfied with support given to them during their case.	To provide a snapshot of complainant satisfaction with support given to them during their recent ASB case.	Annually/ Quarterly	Category of ASB
					Geographical area
					Complainant profile
G8	Percentage of respondents who have already made a complaint of ASB that would be likely to do so in the future.	Percentage of respondents to the Complainant Satisfaction Survey who stated they would be very or fairly likely to report ASB in the future.	To monitor the likelihood of complainants who have recently reported an ASB complaint, to report a further complaint in the future.	Annually/ Quarterly	Category of ASB
					Geographical area
					Complainant profile

FIGURE 35: OPTIONAL PERCEPTION INDICATORS FROM THE RESIDENT PERCEPTION SURVEY

Indicator reference	Title	Definition	Why collect?	Frequency	Further analysis of data
G9	Percentage of respondents concerned about ASB in their local area.	Percentage of respondents to the Resident Perception Survey who stated they were very or fairly concerned about ASB in their local area.	To monitor residents' general concern about ASB in their local area.	Annual	Geographical area Respondent profile
G10	Percentage of respondents who feel safe when outside in their local area during the day. This indicator can also be applied to safety at night.	Percentage of respondents to the Resident Perception Survey who stated they felt very or fairly safe in their local area during the day (or at night).	To monitor residents' feelings about safety in their local area during the day and at night.	Annual	Geographical area Respondent profile
G11	Percentage of respondents who believe that their local area has got better as a place to live over the last 12 months. This indicator can be amended to measure whether the local area has 'got worse' as a place to live over the last 12 months.	Percentage of respondents to the Resident Perception Survey who stated their area had become 'much better' or 'a little better' in the last 12 months.	To monitor residents' general perception of any improvement in their local area as a place to live in the last 12 months.	Annual	Geographical area Respondent profile

PART B

USING DATA TO MANAGE PERFORMANCE AND IMPROVE SERVICES

SECTION SIX

PERFORMANCE IMPROVEMENT FRAMEWORK

Overview

- 6.1** Putting effective performance measurement into place involves more than producing a set of high quality measures. Performance information will be flawed if not built on a sound Performance Improvement Framework.

- 6.2** It is essential that performance measurement does not become an end in itself. Effective performance measurement is a critical element of the organisation's approach to performance management and therefore a vital tool with which to understand, develop and improve the service.

- 6.3** Part B of this Toolkit sets out an approach to developing and refining a Performance Improvement Framework, summarised in Figure 36. The performance measures must be set in the context of the strategic objectives of the organisation, performance analysed against set targets, the results acted upon and the system itself evaluated. An overview of each step in the sequence is described in turn in paragraphs 6.7 to 6.60.

FIGURE 36: OVERVIEW OF A PERFORMANCE IMPROVEMENT FRAMEWORK



The importance of resident involvement

6.4 Fundamental to the Respect Standard is the aim of improving the quality of life for residents. In signing up to the Standard, landlords are making a visible commitment to residents who will expect their landlord to deliver services in line with the Standard. Residents should play a vital role in evaluating the performance of their landlord and holding them to account.

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- 6.5** In order to maintain the focus on residents, it is essential that their views are incorporated throughout the performance measurement and improvement process and particularly at the following stages:
- identifying the service priorities that underpin the organisation's aims and objectives
 - selecting indicators that reflect these priorities
 - setting service standards and targets against the selected indicators
 - evaluating the performance of their landlord and influencing service improvement.
- 6.6** The value that resident involvement can bring at each key stage is discussed in greater detail in the relevant sections below. Involving residents in performance measurement will also bring several more general advantages. It will:
- improve resident understanding of ASB issues and encourage tolerance of different lifestyles
 - provide valuable insights into the values and expectations of residents and may provide a reality check for any assumptions made by the landlord
 - bring fresh ideas and approaches
 - promote increased trust between landlord and residents and provide reassurance for residents.

1. Setting strategic aims and objectives

- 6.7** Essentially, performance measurement is about assessing the extent to which the organisation is achieving its strategic aims and objectives. It requires the translation of aims and objectives into a set of specific measures, allowing individuals and teams to:
- take ownership and responsibility for their performance
 - measure their performance and progress
 - be held to account for performance
 - take remedial or improvement action.
- 6.8** Figure 37 shows how high level objectives and aims may be cascaded down through the organisation as actions with associated and meaningful performance measures. Essentially, this is about asking what needs to be done in order to achieve the strategic aims and objectives and then selecting the right measures to judge progress and manage performance. It mirrors what should happen in the business planning process across all housing activities. Performance information is critical to effective business planning and performance management.

FIGURE 37: EXAMPLE APPROACH TO TRANSLATING HIGH LEVEL OBJECTIVES INTO PERFORMANCE MEASURES

Core objective	Activity	Measures
To reduce incidences of ASB	Provide support to tackle the causes of ASB	<ul style="list-style-type: none"> ■ Number of perpetrator supportive actions taken for each action type (see indicator E1). ■ Number/percentage of closed resolved cases for each main intervention that led to case resolution (see indicator A5).
	Engage with external agencies in provision of support designed to improve behaviour.	Percentage of cases where supportive action was carried out with/by external agencies (see indicator E2).

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- 6.9** The landlord's aims and objectives with regard to ASB have a significant impact on the organisation's overall objectives, particularly in terms of creating the kind of stable and cohesive communities people want to live in.
- 6.10** If the financial cost of tackling ASB was not an issue, measurement could be restricted to the delivery of the service outcomes the landlord wished to achieve for its residents (ie the effectiveness of the organisation in terms of meeting its objectives). In reality, organisations have to work within the constraints imposed by limited resources. It is therefore important that measures of economy and efficiency are also considered to develop a complete picture of performance and value for money (VFM) and to provide the basis for improvement action (see paragraph 6.3).

2. Developing and selecting performance measures

6.11 Performance measurement can be a resource intensive activity. The list of things that can be measured is extensive. As outlined above, focusing on organisational priorities will save much effort, and maximise the return in terms of usefulness to the organisation.

What makes a good performance measure?

6.12 The menu of indicators proposed within this Toolkit has been developed using accepted criteria which good performance measures should meet. A performance measure should be:

- **Relevant** to what the organisation is aiming to achieve.
- **Well-defined** – with a clear, unambiguous definition so that data will be collected consistently, and the measure is easy to understand and use.
- **Attributable** – the activity measured must relate to something the organisation is able to influence, and it should be clear where accountability lies.
- **Timely** – producing data regularly enough to track progress, and quickly enough for the data to still be useful.
- **Reliable** – accurate enough for its intended use and responsive to change.
- **Comparable** with either past periods or other organisations. Indicators need to be relatively stable and, whilst not set in stone, effort should be made to ensure that changes to definitions are relatively infrequent.
- **Verifiable** – with clear documentation behind it, so that the processes which produce the measure can be validated.
- Able to avoid **perverse incentives** (ie those which encourage behaviour to meet a target but not to improve the service).

Balance of performance measures

- 6.13** It is important that the selected performance measures are balanced: providing a picture of what and how the organisation is doing, reflecting the main areas of activity and including outcomes and the service user's perspective.
- 6.14** This means selecting measures which explore the economy, efficiency and effectiveness (the three Es) of the service. Selecting the right mix of measures in this way allows cost and performance to be considered 'in the round,' facilitating VFM judgements and the identification of improvement action.

FIGURE 38: THE THREE E'S: ECONOMY, EFFICIENCY AND EFFECTIVENESS

Economy is about what you pay in order to provide the service (eg staff costs, legal costs). Optimising economy is about keeping costs down or paying the best possible price for a service or product of a given quality.

Efficiency is about the relationship between input and output. In a service context, input generally relates to staff time and effort, whilst the output is the service itself. Optimising efficiency is about obtaining the best possible output for the least input, ie the best possible service with the resources available. In other words, it is about maximising productivity, and is achieved, essentially, by having trained and knowledgeable staff working with excellent processes and systems. Service outputs may be expressed in terms of:

- quantity – eg reducing the number of incidents of ASB, increasing the number of places on positive activity schemes;
- quality – eg the way in which ASB cases are handled as determined by managerial quality assurance criteria or customer satisfaction.

There are very few services that can be fairly represented by a single output measure and so it is important to aim for a balanced basket of measures which accurately reflect key facets of the service.

Effectiveness relates to achieving desired outcomes. Optimising effectiveness is about obtaining the best possible outcome from outputs. In other words, this is about producing the right service outputs – there is no point having a highly efficient service if the outputs are the wrong ones. For example, you might have an excellent system for dealing with fly-tipping and estate cleanliness, but that may be of little comfort to residents if their primary concern is drug dealing and associated crime.

A useful way to remember this is that effectiveness is about doing the right things whilst efficiency is about doing things right.

Ultimately, outcomes are what matter to the customer and should map across to the organisation's high level objectives, eg *'safe and sustainable neighbourhoods where people wish to live'*.

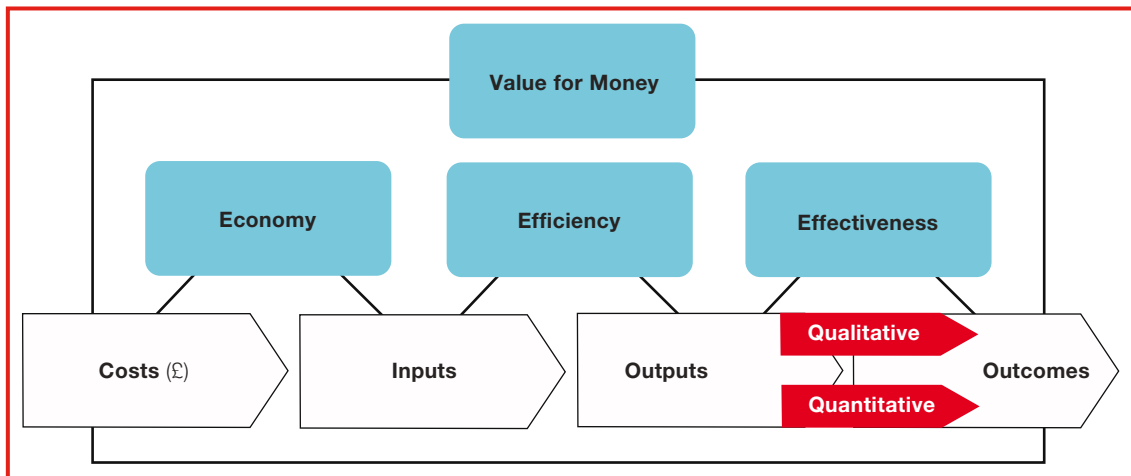
Measuring outcomes can be problematic.

- They may take a long time to come to fruition and are influenced significantly by perception, which itself has a time lag (eg although the incidence of ASB may have reduced substantially, residents' negative perceptions of the area may still be rooted in the past). Perception may also be influenced by external factors beyond the scope of the service being judged (eg over representation of ASB in the media that may not reflect the reality of ASB in local areas).
- Similarly, many different services and external variables may impact on a single outcome making it difficult for a specific service to legitimately take all the credit. In this case, it should be accepted that performance on that outcome is a joint effort with a number of players working together (eg through Local Strategic Partnerships, Crime and Disorder Reduction Partnerships (CDRPs) and other local forums involving landlords and other agencies).

Value for Money (VFM) is about bringing these three components together. An organisation which delivers VFM may be seen as producing a range of quantitative and qualitative outputs which collectively deliver the desired outcome for the best possible cost. There is no easy way to make a VFM judgement – it is about considering all the information available, including benchmarking data, resident feedback and self-assessment (eg against the Audit Commission KLoE VFM criteria), and making a qualitative and defensible judgement. At its heart is an understanding of the relationship between cost and performance.

- 6.15** Figure 39 illustrates that to achieve VFM, the organisation has to work on the whole system to ensure the optimum relationship of cost, inputs, outputs and outcomes.

FIGURE 39: VFM AS A SYSTEM¹³



Users of performance information

6.16 In selecting and developing measures, it is essential to consider who will use the performance information and how and why it will be used. It is important to recognise that users may have different perspectives and differing information needs. Consulting users of the information will help gauge their requirements. A useful question to ask them to consider is ‘what do they need to know to make sure services improve?’ The main users of performance information on ASB and the range of their perspectives are summarised in Figure 40.

¹³ Source: *Value for Money within Housing – Supplementary Guidance Note*, Audit Commission, 2005

FIGURE 40: USERS OF PERFORMANCE INFORMATION

User/stakeholder	Perspectives and information requirements
Service users (ie residents and the local community)	In order to be able to hold the organisation to account, service users need to know what service standards to expect, and how the organisation is performing against performance targets.
Service providers (ie staff delivering the ASB service)	Staff members need to know how effectively they are performing. This will assist them to make judgements about handling individual cases. They need to know how their actions impact on the performance measures and ultimately on achievement of the organisation's objectives.
Service managers	Managers need information to manage their service or team. They need to track performance against ASB action plans and targets, and to benchmark performance against others. Ideally they should be able to pre-empt downward trends before they impact on services. Information must not only reflect what is going on but also provide a basis for decision-making. Performance information is also a powerful tool that can be used to empower staff by recognising achievement as well as identifying and addressing areas for improvement.
Senior managers/ executive	Senior managers need a strategic overview of performance in order to know that the overall allocation of effort and resources to tackle ASB is achieving the organisation's objectives.
Local councillors and board/committee members	Councillors and board members need a strategic overview of organisational performance in order to be confident that ASB targets are being met, potential problems are being identified and addressed and that the organisation's reputation is protected.
Partner organisations – including local authorities, other landlords, police, CDRPs, voluntary and community groups	Partner organisations need to share information to gain a clearer picture of ASB locally, in order to prioritise actions and to gauge their success. In addition, local landlords may choose to benchmark performance.
Regulators (eg Audit Commission, Housing Corporation)	Regulators need to ensure organisations are viable, well-managed, delivering policy objectives, worthy of further investment and are working towards continuous improvement.
Government departments and politicians	Politicians need information to support monitoring of achievement against national targets.

Involving residents

6.17 It is important that residents are involved in the selection of performance measures. This ensures:

- An understanding of resident priorities for the service area – what is most important to them and what needs to improve. This starts the process of shaping services around resident needs
- An understanding of the components of a successful service from the perspective of the resident (eg timeliness, confidentiality, effective use of remedies, being kept informed of progress, etc.) facilitating the development of appropriate output and outcome measures which may serve as a proxy for the ‘customer experience’
- Ownership of the measures – this is critical if residents are to be involved in monitoring performance and holding the landlord to account.

3. Setting performance standards and targets

- 6.18** Performance measures quantify an organisation's progress. The next stage in the process involves setting performance standards and targets against the measures developed:
- standards describe an agreed level of performance, often expressed as the minimum level of performance that will be maintained
 - targets set a specific performance goal, essentially challenging the organisation to improve. Ideally, performance targets should be SMART (specific, measurable, achievable, relevant and timed).
- 6.19** Standards and targets establish intended levels of performance and may be represented by a specific point or threshold on one or a number of measures.
- 6.20** Typically, targets are set by an organisation as part of its approach to performance management. They should reflect the way that service improvements can be achieved. For example, incremental changes may be possible as a result of small improvements to the way a service is managed. A step change in performance may be achievable through changing the service delivery process.
- 6.21** It is important to build ownership of the target, requiring the involvement of all relevant players:
- Managers and staff involved in delivering the target – this also helps staff understand how they contribute to achieving organisational objectives, providing a clear relationship between their job and organisational performance. This is often referred to as the 'golden thread'.
 - Senior managers, Board, Cabinet and Committees:
 - ensuring the target is sufficiently challenging
 - taking responsibility for the performance of the organisation.
 - Residents, where the target has a strong association with service outputs

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- Partners, where performance impacts on their service or where the target is shared. In the latter case, it is good practice to agree what contribution each partner makes toward achieving the target.

6.22 While the above points may be made for performance standards too, clearly standards have a strong service output dimension so the involvement of residents is key.

Involving residents

6.23 Residents should be engaged in setting targets and standards as part of the continuum of involvement around shaping customer-focused services. This is about agreeing what levels of performance are wanted and using the measures developed to 'set the bar' for organisational performance.

6.24 Paragraphs 6.11 to 6.17 on 'developing and selecting performance measures' show how the process of service shaping is started by identifying priorities and the components of a successful service. Setting standards is inextricably linked to this, as the resource implications associated with differing service levels dictates what is possible both within the ASB service and other services. As all landlords have finite resources, this is about having a mature debate with residents about choice within the financial constraints of the organisation. Being honest with residents will enable landlords to manage their expectations. This is key to setting realistic performance standards and targets. In practice this may mean that if residents want a high service level another activity may have to be scaled down, performed to a modest standard, or not done at all.

6.25 Engaging residents in this way builds ownership of the use of organisational resources, ie resources are marshalled in a way that reflects customer priorities and expectations.

4. Collecting and presenting results

6.26 This section considers the need to gather and report performance information intelligently, in a way that is beneficial and accessible to the user so that they may evaluate performance and determine an appropriate course of action. It first considers the importance of ensuring that information is sufficiently accurate for its intended use.

Ensuring data quality

6.27 All users of performance information must have confidence that the information represents what it claims to represent. Good quality data is the essential ingredient for reliable performance information.

6.28 Risks in failing to identify and address weaknesses in data quality include:

- provision of misleading data
- flawed decision-making
- waste of resources
- failure to improve services
- failure to recognise and reward good performance.

6.29 The Audit Commission identifies six key characteristics of good data, as outlined in Figure 41 below.

FIGURE 41: SIX KEY CHARACTERISTICS OF GOOD DATA¹⁴

Accuracy	Data should be sufficiently accurate for its intended purposes. The need for accuracy must be balanced with the importance of the uses for the data, and the costs and effort of collection. For example, it may be appropriate to accept some degree of inaccuracy where timeliness is important. Where compromises have to be made on accuracy, the resulting limitations of the data should be made clear to its users. Data should be captured once only, although it may have multiple uses. Accuracy is most likely to be secured if data is captured as close to the point of activity as possible.
Validity	Data should be recorded and used in compliance with relevant requirements, including the correct application of any rules or definitions. This will ensure consistency between periods and with similar organisations. Where proxy data is used to compensate for an absence of actual data, organisations must consider how well this data is able to satisfy the intended purpose.
Reliability	Data should reflect stable and consistent data collection processes across collection points and over time, whether using manual or computer-based systems, or a combination. Managers and stakeholders should be confident that progress toward performance targets reflects real changes rather than variations in data collection approaches or methods.
Timeliness	Data should be captured as quickly as possible after the event or activity and must be available for the intended use within a reasonable time period. Data must be available quickly and frequently enough to support information needs and to influence the appropriate level of service or management decisions.
Relevance	Data captured should be relevant to the purposes for which it is used. This entails periodic review of requirements to reflect changing needs.
Completeness	Data requirements should be clearly specified based on the information needs of the organisation and data collection processes must be matched to these requirements. Monitoring missing, incomplete, or invalid records can provide an indication of data quality and can also point to problems.

¹⁴ Adapted from 'Improving Information to Support Decision Making: Standards for Better Quality Data', Audit Commission, March 2007.

- 6.30** Producing data that is fit for purpose should be an integral part of the landlord's management systems. This will require:
- reinforcement by senior managers of the value of data quality
 - clear allocation of overall responsibility for data quality – staff must be held accountable for accurate data
 - up to date policies and procedures, which are widely communicated, describing how data should be collected, recorded and reported, including ensuring that definitions and formulae are in place
 - staff to be properly trained, with ready access to support (eg reference guides or on-line help)
 - processes for the regular quality assurance (QA) – checking data quality
 - clear systems which aim to 'get it right first time', avoiding the need for manual intervention where possible
 - a clear set of quality requirements to be applied where data is to be shared between partners (eg through data sharing protocols or service level agreements)
 - active use of the data in the decision-making process (ie rather than producing it as a secondary administrative requirement).

Validating performance information

- 6.31** As well as implementing reliable arrangements to support accurate data, landlords should ensure that they are subject to independent scrutiny – whether internal or external.
- 6.32** Validation can play an important role in:
- assuring the executive team, board members and councillors that the controls over the collection and analysis of data are operating effectively and that data is reliable
 - helping to identify areas for strengthening landlord's systems and improving the quality of performance data

- demonstrating to residents and other stakeholders that the performance recorded against targets is reliable and fairly presented.

6.33 The extent of any validation exercise, and whether landlords choose external or internal validation, should reflect the importance of the measures concerned and an assessment of the risk involved in misrepresenting the data. Clearly, using an external third party may bring greater objectivity but will also bring associated cost. For landlords that select internal validation, there are two main approaches:

- verification by the internal auditor – likely to be particularly valuable in relation to process indicators
- self-certification – in which the landlord confirms it has met a set of quality requirements.

6.34 Validation generally focuses on the systems in place to manage the collection, manipulation and reporting of performance data, rather than the accuracy of the actual data reported. It considers whether those systems are capable of, and likely to, generate accurate, reliable and timely performance information. Clearly, testing all of the actual data reported would be impractical and expensive. The validation approach does not, however, replace the need to ‘quality assure’ data on a snapshot basis, as mentioned above.

Reporting performance information

6.35 Performance indicators will form the basis of reporting – both internally, as a key management tool, and externally to residents, regulators, partner organisations and other stakeholders.

6.36 As already highlighted, different stakeholders will need to receive different types of reports, with the information focused to their particular requirements.

6.37 In communicating performance information effectively, the following good practice principles apply:

- information should be reported frequently enough to allow changes to be tracked

- information should be presented in a clear and accessible way, targeted to the user (see below), and where possible in a format the user has previously agreed
- sufficient analysis should be provided to enable the user to evaluate the significance of any underlying factors affecting the reported performance, (eg contextual information to show the broader environment or specific events that have influenced performance). At the same time, it is important to avoid an ‘excuse culture’
- the performance measure should be explained and where performance measures have been changed or updated, commentary should assist the user to follow trends in performance
- sufficient information should be provided to enable the user to evaluate the quality and/or limitations of the data (eg source of data, survey methodologies, validation arrangements)
- users should be advised where to get further information if they need it. Landlords should be looking to encourage an increase in awareness and interest, as well as a demand for performance information.

6.38 It should be noted there will be necessary overlap between the stages of reporting and evaluating performance information. Some preliminary analysis will clearly be required prior to reporting performance information to some users. For example, information may need to be evaluated at service manager level in order to explain a dip in performance, before senior managers, boards or residents are invited to express their view.

6.39 The following are examples of formats which may be appropriate for different users. Landlords may need to explore different ways of presenting information:

- Residents will require clear, accessible information which avoids jargon and technical terms (or explains these clearly). Imaginative use of graphics may be appropriate to help users to understand more complex data and to illustrate performance over time or in comparison to others

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- For staff, trend information will be important. Breaking down performance by area team may foster positive internal competition and facilitate learning from better performing teams
- Service managers may require 'traffic-light reporting' to show underachievement or where a target is at risk of not being met. Data comparing performance with other landlords will also be vital
- Exception reporting (ie where measures are only reported if performance differs from an expected standard), may be most suitable for councillors, board members and senior managers
- Regulators will be interested in details of performance against national performance indicators and comparison with the performance of peer organisations.

5. Evaluating performance

- 6.40** Simply reporting performance information cannot explain success or failure and it is important to keep an open mind about what an indicator may be showing. Performance indicators are frequently described as ‘can openers’, meaning their purpose is to highlight areas that may require further investigation. A thoughtful assessment of the data, made in the wider context of all available information (see below), will help ensure that a balanced judgement on the underlying reasons for performance is made.
- 6.41** It is essential that all users of the information share the same understanding and expectations of what a performance indicator can be used for in order to avoid misunderstandings and misuse (eg snap judgements, inappropriate comparisons or poorly founded criticism).

Understanding the data

- 6.42** Diagnosis is the key to investigating performance data and understanding why positive and negative trends have occurred. Key questions to ask will include:
- Where has success been achieved?
 - Where have problems occurred?
 - How serious is a problem? Is it within the range of expected variation? How long has it existed? How significant is it to the organisation? Is it worsening or improving?
 - Is it an organisation-wide problem, or is performance distorted by a particular area, team or individual?
 - What is the root of the problem? – Capacity of staff? Poor processes? Inadequate IT?
 - Is further investigation required to identify causes and possible solutions?
 - What can be learnt from successes? – Are they due to more effective management? Better trained or motivated staff? Are successful areas better resourced?

The wider context

- 6.43** It is important to consider performance data within a wider framework, including in relation to professional judgement, and in the context of other sources of information, for example:
- direct observation of service delivery
 - outcomes of inspection
 - self-assessment against agreed criteria (eg Audit Commission KLoE 6, the qualitative elements of this Toolkit)
 - mystery shopping exercises
 - information on complaints.
- 6.44** A key element in considering performance data 'in the round' is to obtain the customer perspective. Category 8 in the ASB Performance Measurement System specifically assists landlords to survey residents and the wider community in order to:
- gauge the satisfaction levels of residents who have made a specific complaint of ASB to their landlord; and
 - measure the perceptions and views more generally of residents and the wider community on ASB in their area.
- 6.45** Analysing and reporting this survey information in conjunction with the 'internally generated' data will help ensure a balanced interpretation of performance.

Trend analysis

- 6.46** Trend analysis is a valuable tool for helping organisations to evaluate their performance. It is the process of identifying a pattern or trend in the information, generally over time (also referred to as time series analysis). Trend analysis is commonly used to predict service improvements and achievement against targets or to predict deterioration in performance so that prompt remedial action can be taken. Performance trends need to be compared to performance standards and targets, so providing information on the direction of travel towards improved performance.

- 6.47** However, before deciding whether a trend exists, it is important to consider:
- the recording period required to establish a trend (eg to avoid distortion due to seasonal variation)
 - whether variances are significant – managers need to establish acceptable variations (known as tolerances) in performance
 - whether variances are actually due to changes in performance and not, for example, due to changes in the definition of performance measures or the way in which data is being collected.

Peer comparison or benchmarking

- 6.48** Comparing performance with similar organisations is a further useful tool for assisting landlords to understand their own level of performance. When carried out effectively, benchmarking can help landlords to:
- understand how peer organisations are performing, facilitating an understanding of prevailing standards in the sector
 - understand their own strengths and weaknesses as a basis for improvement action
 - identify the better performing landlords and learn from them
 - set realistic and challenging targets, to facilitate their own continuous improvement
 - consult with residents and other stakeholders, by showing the organisation's performance in the context of other landlords
 - make a value for money judgement; and
 - be held to account for performance.

Measuring local performance with partners

- 6.49** Landlords using the Toolkit will be able, if they so wish, to benchmark performance with their partner landlords operating within the local authority area, (ie the local authority or/and ALMO and housing associations).
- 6.50** The need for co-operation and effective linkages between local landlords should not be underestimated if benchmarking is to be productive. Landlords need to be sufficiently confident in, and trusting of, each other to share information openly, especially that relating to poor performance. All landlords need to be confident that data is being compared on a 'like for like' basis, and the definitions provided within the Toolkit will help facilitate this (Note: it will be necessary to change indicators measuring 'total number of' to 'number per thousand properties managed' in order to facilitate useful comparison).
- 6.51** For landlords wishing to compare activity on core aspects of their ASB service on a regional and national geographical basis, HouseMark has developed an ASB Benchmarking Service. The service comprises a suite of eight activity measures, against which landlords collect and input data quarterly (annually in respect of resident satisfaction measures). Users are assisted to interpret their results, through on-line guidance, contextual information and through support available from HouseMark staff. Users of the service also have access to a dedicated website and discussion forum and receive an annual report identifying key trends.

Involving residents in evaluating performance data

- 6.52** Involving residents in evaluating data is important and goes far beyond publishing performance data in the annual performance report. It involves consulting residents in a variety of appropriate ways, inviting their views and asking them to challenge the interpretation of information provided by staff and managers.

6.53 Most landlords will have outlined in their Tenant Compact or Resident Involvement Statement, their arrangements for involving and consulting residents. Possible methods of involving residents in the process may include: consulting established residents' groups, focus groups, local neighbourhood forums, public meetings, conference events, surveys, written consultation and e-consultation. Landlords will also need to pay particular attention to engaging hard to reach groups.

Examples of what data could mean

6.54 Appendix B (interpreting data matrix) provides some illustrative examples of what the data emerging in each category might mean. It is not intended to be a comprehensive analysis, but rather to provide some possible explanations, with the purpose of encouraging landlords to use the data intelligently to reach conclusions and/or to investigate issues raised further.

6. Acting on the information

- 6.55** The key purpose of measuring and evaluating performance is to inform business decisions, leading to improvements in performance. With an understanding of their areas of weakness, each landlord can focus their initiatives and resources on the areas most in need of improvement.
- 6.56** It is therefore imperative that performance information is used and acted upon. This may involve:
- Communicating performance to residents and other stakeholders (see paragraph 6.35 to 6.39), who may use the information to hold the organisation to account and seek assurance that poor performance will be addressed
 - Further investigation into causes of poor performance and consideration of a range of possible solutions, including pros and cons, costs and benefits
 - Motivating and encouraging individual and team performance:
 - celebrating, rewarding and publicising success
 - acknowledging poorer performance and setting out how it is to be improved.
 - Identifying performance issues with specific individuals. Training and support may then be given to improve individual performance and monitored via one-to-ones and performance development appraisals. Persistent poor performance may need to be addressed through capability/disciplinary procedures
 - Identifying specific problems with service delivery processes (eg undertaking process improvement work to identify where the service could become leaner and more cost effective). Teams may then work together to improve the process, from minor tweaking to fundamental change (eg re-engineering the service). Good practice approaches should be explored, evaluated and adapted
 - Identifying whether a full service review may be required to revisit the purpose of the service, what is wanted and who is best placed to deliver it

- Reviewing performance standards and targets, taking into account any planned changes to the service.

Making it happen

6.57 Having considered a range of potential improvement and/or remedial actions, a decision must be made about the way forward. Whatever the decision, an action plan is required that:

- Sets out clearly what action is to be taken (ie the solutions and mechanisms for change) and the anticipated benefits
- Names an appropriate manager who is responsible for taking it forward. The selection of the 'change manager' is key – they must be sufficiently skilled, motivated to the task, have a customer focus, be given the necessary authority and be capable of managing resistance/staff morale. Their progress in implementing the change or improvement must be monitored as part of their own performance targets
- Explains how residents will continue to be involved
- Is adequately resourced
- Has realistic targets, milestones and timescales
- Is underpinned by a project implementation plan if necessary.

Areas to consider to ensure that real and sustainable improvements are achieved

- Are the service priorities clear? Is there a 'vision' for the service? Is it clear what improvement will look like?
- Have staff been consulted on how the service can be improved? Are they clear about what improvements are needed? Are they committed to achieving improvement?
- Does the person responsible for implementing the improvement have sufficient authority to do so? Are they able to negotiate the support/resources needed to effect improvement?

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- Are effective project management and risk management processes in place to ensure that improvement activities happen?
- Is the organisation working constructively with other services/ external agencies where the changes cross organisational boundaries?
- Are planned actions followed up to ensure they have led to improvement?

7. Improving the Framework

- 6.58** The Performance Improvement Framework needs to be evaluated periodically to ensure that it remains fit for purpose, ie that it is measuring what needs to be measured, and that it is cost effective, both in the way performance is measured and in the way that the information is used.
- 6.59** Performance indicators need to be reviewed to ensure they are effective (ie not flawed) and that they are up to date. It is important, however, that a balance is struck between re-specifying measures (eg to take account of changing priorities) and leaving the measure unchanged in order to be able to track performance over time, or with other organisations, on a consistent basis.
- 6.60** A useful summary of the main principles of an effective performance framework is provided by the FABRIC¹⁵ guidance. When reviewing the framework it will be useful to assess whether it remains:

Focused on the organisation's aims and objectives?

Appropriate to, and useful for, the stakeholders using it?

Balanced, giving a picture of what the organisation is doing, reflecting the main areas of activity and including outcomes and the user's perspective?

Robust, in order to withstand change?

Integrated into the organisation, as part of the business planning and management processes?

Cost effective, balancing the benefits of the information against the costs?

¹⁵ Source: *Choosing the Right Fabric: A Framework for Performance Information*, HM Treasury, the Cabinet Office, the National Audit Office, Audit Commission and Office for National Statistics, 2001

APPENDICES

- A Glossary of key terms
 - B Interpreting data matrix
 - C Recording the main intervention that led to case resolution
 - D Complainant Satisfaction Survey
 - E Resident Perception Survey
 - F Guidance on anti-social behaviour surveys
 - G List of core and optional performance measures
 - H An example of further analysis of indicators
 - I Good practice sources
- Acknowledgements

APPENDIX A

GLOSSARY OF KEY TERMS

ASB case: an incident or incidents reported to the landlord where the landlord believes ASB has occurred and should be investigated.

Several complaints may be received about the same alleged perpetrator(s) or issue(s). For example, several people complain about noise nuisance caused by the same household. These instances should be recorded as one case. Some cases may have multiple issues (eg noise, domestic violence, pets). These should also be recorded as one case.

A new incident or report about an individual, group or household previously recorded should not be counted as a 'new case' unless the previous case has been closed.

ASB Performance Measurement System: a set of performance measures and the processes for producing the information it requires.

British Crime Survey (BCS): a survey that measures the amount of crime in England and Wales. This includes crimes which may not have been reported to the police, or recorded by them. It also provides data on attitudes to crime, victimisation and the Criminal Justice System. It thus provides an important alternative to police recorded crime statistics. Without the BCS the Government would have no information on these unreported crimes. The BCS also helps identify those most at risk of different types of crime. This is used in designing and informing crime prevention programmes.

Cost effectiveness: (see value for money).

Crime and Disorder Reduction Partnerships (CDRPs): every local area in England has to have a CDRP, also known as Community Safety Partnerships

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in Wales, as prescribed by Section 5 of the Crime and Disorder Act 1998 (as amended by the Police Reform Act 2002). The CDRP is tasked with addressing issues of crime and disorder in a local area. The Police and Justice Act 2006 has introduced changes to the working practices of CDRPs which will come into force in summer 2007, and include:

- Broadening the crime reduction requirement to include anti-social behaviour, substance misuse and behaviour that adversely affects the environment
- Placing a duty on responsible authorities and probation committees to share information for the purposes of reducing crime and disorder
- Introduction of a duty on housing associations to co-operate with CDRPs
- Introduction of National Standards for CDRPs.

Landlords should ensure that they are aware of the forthcoming changes to the operation of CDRPs. Further information is available from the Home Office website at:

www.homeoffice.gov.uk

Data quality: data quality can be defined as 'fitness for purpose'. Six characteristics used to describe the quality of data are: accuracy, validity, reliability, timeliness, relevance, and completeness.

Early intervention: non-statutory action taken by landlords and other agencies to tackle ASB primarily at an early stage in order to prevent ASB escalating to a more serious level. Early intervention action can also be used alongside other interventions such as enforcement action and actions to support perpetrators to change their behaviour. Examples of early intervention actions include:

- Early intervention by housing management staff, such as:
 - Advice and assistance provided to complainant (eg self-help options)
 - Interview with perpetrator (telephone or face to face)
 - Verbal warning
 - Written warning

- Acceptable Behaviour Contact or Agreement (ABCs or ABAs)
- Referral to, or provision of, mediation service
- Referral to multi agency group or panel
- Referral to police
- Referral to Youth Offending Team
- Parenting agreement or contract
- Referral to, or provision of, drug or alcohol support service
- Transfer of complainant or perpetrator.

Enforcement action: legal action taken by landlords and other agencies to tackle ASB. Enforcement action can also be used alongside other interventions such as early intervention action and actions to support perpetrators to change their behaviour. Examples of enforcement actions include:

- Notice Seeking Possession
- Possession Order (optional to breakdown by order type – ie suspended or outright)
- Demotion Order
- Forfeiture of lease
- Undertaking to the court
- Injunction (optional to breakdown by power of arrest)
- Parenting Order
- Anti-Social Behaviour Order
- Eviction
- Dispersal Order
- Individual Support Order
- Extension of starter/introductory tenancy.

External Agencies: public, voluntary or private sector organisations involved in tackling ASB through prevention, early intervention or enforcement.

Examples of external agencies include:

- Other landlords
- Police
- Youth Offending Teams
- Schools and education authorities.

Good Neighbour Agreement (GNA): usually voluntary agreements between landlords and their tenants but can also be used by other agencies and organisations, for example, Crime and Disorder Reduction Partnerships and local residents. They exist to back up clauses in tenancy agreements and to highlight what is expected of tenants as good neighbours. Other names for GNAs include:

- Community Pledge
- Community Promise
- Community Statement of Acceptable Resident Behaviour
- Estate Agreement
- Good Community Code
- Good Neighbour Declaration
- Mediated Community Agreement
- Neighbourhood Agreement
- Residents' Charter
- Tenant Charter
- Tenant Code.

Harmonisation: in the housing management context, harmonisation primarily relates to surveys of residents. Harmonisation is a cross-governmental programme of work looking into standardising inputs (ie concepts, definitions, design, fieldwork and processing practices) and outputs (ie the way results are released). It was set up to try and alleviate problems statisticians have had cross referencing different types of surveys. Further information on

harmonisation is available from the Office for National Statistics (ONS) website at:

www.statistics.gov.uk

Information sharing protocol: agreements which clarify the process and types of information that may be shared between various parties.

Input: the resources used by a landlord to investigate and resolve a case of ASB. Resources include inputs such as labour, IT systems, and physical assets.

Introductory tenancy: a one-year trial council tenancy introduced as a tool to tackle ASB. Introductory tenants have most of the same rights as a secure council tenant but they can be evicted much more easily.

Live ASB case: open ASB cases without an end (closed) date on last day of a measurement period.

Local Government User Satisfaction Survey (LGUSS): a three yearly survey conducted by local authorities on all aspects of service delivery. This allows local authorities to set baselines and targets for, in this case, ASB outcomes. It is then used to assess performance against those outcomes.

Main intervention taken: process through which landlords make a professional judgement about which one intervention, from all of the interventions taken, had the most impact in bringing each case to a successful conclusion. The **one** action selected in each case can be drawn from early intervention **or** enforcement **or** perpetrator supportive actions. In some cases it will be easy to identify, as only one action may have been taken, or the case was resolved when the perpetrator was evicted. In other cases, where several interventions took place, it may be more difficult to identify the one intervention that had the most impact in resolving the case. See Appendix C for examples of how to identify the main intervention taken.

Neighbourhood Warden Scheme: schemes that aim to promote community safety, improve the quality of life for local people and contribute to a reduction in ASB/crime and the fear of ASB/crime. Wardens can 'fast track' local service delivery and instigate local initiatives, provide a semi-official presence and act as professional witnesses in ASB proceedings.

New ASB case: cases with a reported (start) date within the measurement period.

Outcome: the impacts or consequences, for a community, complainant or perpetrator, of the actions of the landlord (or other agency) in tackling ASB. Outcomes are normally what an organisation is trying to achieve (eg reduction in ASB cases; increase in complainant satisfaction; reduction in perception of ASB in local areas, etc.).

Output: the deliverable items produced by the landlord or other agency when dealing with an ASB case. This can often be expressed in quantities (eg number of Anti-Social Behaviour Orders issued, number of warning letters sent, etc.).

Performance Improvement Framework: the Framework that the ASB Performance Measurement System sits within. The Framework comprises of seven key aspects:

1. Setting strategic aims and objectives
2. Developing and selecting performance measures
3. Setting performance standards and targets
4. Collecting and presenting results
5. Evaluating performance
6. Acting on the information
7. Improving the Framework.

Performance indicator: a measure of how well a service is performing against its objectives. It can be used interchangeably with the term 'performance measure'.

Performance standard: the minimum acceptable level of performance, or the level of performance that is generally accepted.

Performance target: a specific level of performance the organisation is aiming to achieve. This may be measured internally by managers or externally by auditing organisations.

Perpetrator supportive action: interventions specifically targeted at perpetrators which are designed to help them to change their behaviour – normally in the form of a provision of a service by the landlord, or by a specialist agency. Examples of perpetrator supportive actions are:

- Family Intervention Project
- Floating tenancy support service
- Parenting programme
- Referral to, or provision of, drug or alcohol support services
- Referral to, or provision of, mental health/community care services.

Prevention: specific activities taken by landlords, and other agencies, to help stop ASB from happening. Examples of prevention activities include:

- Temporarily refusing to house known perpetrators of ASB
- Pre-tenancy action (eg undertaking vulnerability assessments at sign-up to ensure adequate tenancy support is in place from the start, use of starter/introductory tenancies, reinforcing the organisation's ASB policy at sign-up)
- Promoting community cohesion (eg through holding community events, promotion of positive diversity messages)
- Rewarding community-minded behaviour
- Undertaking community-based initiatives such as Good Neighbour Agreements and Neighbourhood Warden Schemes
- Providing positive and developmental activities (eg sports coaching for young people)
- Undertaking crime prevention initiatives and target hardening
- Taking action on individual estates (eg resident-led audits of environmental problems, improvements to lighting/garden maintenance)
- Publicising activities in relation to ASB and success in resolving cases
- Managing the expectations of residents by being clear that eviction is rare and a last resort

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- Empowering residents to use self-help options to resolve low level ASB issues where appropriate.

Prevention project: a specific initiative that may be delivered to reduce or prevent ASB in response to an identified need, such as, particular type(s) of ASB perpetrated by a particular group in a specific local area. Many landlords run prevention projects themselves or in partnership with other landlords and agencies (eg a community football project during the summer months to engage young people and prevent ASB).

Resolved ASB cases: in some circumstances it is easy for landlords to identify when an ASB case has been successfully resolved. For example, when a perpetrator has been evicted or has abandoned their property – the source of the ASB has left. However, it may not be as clear in other cases as ASB doesn't always begin and then come to an obvious end point. Landlords should therefore be pragmatic when classifying a case as resolved. One suggested approach is to classify ASB cases as resolved when:

Resolved ASB case

In the professional opinion of the landlord, the ASB reported by the complainant(s) is 'no longer a cause for concern'.

This approach recognises that ASB may not always have a definite end point but can reduce significantly to a point that does not require further intervention from the landlord or other external agencies. For example, a case involving two neighbours may have received several interventions from the landlord and other agencies that have resolved certain ASB issues but the underlying clash of lifestyles and personalities between the two neighbours may always remain.

Where possible, landlords should agree with complainants that a case has been successfully resolved. However, it is important to recognise that some complainants may have unrealistic expectations of the landlord and the ASB service provided. This can lead to complainants considering their case to be resolved only when the perpetrator has been evicted. While eviction is appropriate in a minority of cases, it remains a last resort and ASB cases are most likely to be resolved by early intervention by housing management staff.

Landlords have a key role to play in managing complainants' expectations of what is a realistic outcome in each case (eg remind complainants at an early stage that eviction is a last resort and unlikely in most cases). Broader work on building tolerance in communities and encouraging complainants to use self help options, where appropriate, is key.

Starter tenancy: a one-year trial housing association tenancy introduced as a tool to tackle ASB. Starter tenants have fewer rights than normal (assured) housing association tenants and can be evicted more easily.

STATUS survey: a survey conducted by landlords at least every three years. It is a standardised set of questions and statistical methodology developed by the National Housing Federation (NHF). The survey currently contains some questions relating to anti-social behaviour in the resident's neighbourhood. The survey is currently being reviewed and the new version is due to be ready for landlords to use from April 2008.

Unresolved ASB case: landlords sometimes close ASB cases when ASB is still ongoing but the circumstances of the case do not make further action possible. For example, this could include circumstances where:

- In certain cases the complainant makes no further contact with the landlord or information reasonably requested by the landlord is not provided
- No further action is taken at the complainant's request.

It is important to separate 'resolved' cases from 'unresolved' cases to ensure that the data collected is accurate.

Validation: a process used to determine whether the arrangements in place to manage the collection and reporting of data are likely to produce accurate and complete data.

Value for money (VFM) or cost effectiveness: the relationship between the resources consumed and the outcomes achieved. An organisation which delivers VFM may be seen as producing a range of quantitative and qualitative outputs which collectively deliver the desired outcome for the best possible cost. There is no easy way to make a VFM judgement – it is about considering all the information available, including benchmarking data, resident feedback and self-assessment (eg against the Audit Commission

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KLoE VFM criteria), and making a qualitative and defensible judgement. At its heart is an understanding of the relationship between cost and performance.

Victim support: specialist support provided by a landlord or other agency to help victims of ASB to cope with the impact that ASB is having on their lives.

APPENDIX B

INTERPRETING DATA MATRIX

Appendix B provides some illustrative examples of what the data emerging in each performance measurement category might mean. It is not intended to be a comprehensive analysis, but rather an aid to provide some possible explanations, with the purpose of encouraging landlords to use the data intelligently to reach conclusions and/or to investigate issues raised further.

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>ASB Profile</p> <p>Core A1:</p> <p>Number of new ASB cases</p>	<ul style="list-style-type: none"> - success by the landlord in tackling ASB generally - particular success by the landlord in tackling a specific ASB problem or hotspot - a low/decreasing number of ASB cases might also reflect a lack of confidence amongst local residents that their complaint will be taken seriously. 	<ul style="list-style-type: none"> - an increase in ASB generally - emergence of a particular ASB issue or hotspot - an increasing number of ASB cases might also be illustrative of an increased awareness of, and/or confidence in, the ASB service by residents. 	<p>What type of ASB cases are experiencing a rise/fall?</p> <p>Is the geographical area relevant?</p> <p>Are there trends in relation to the complainant/perpetrator profile?</p> <p>What has been the experience of other partner organisations?</p> <p>What are the views of front-line staff?</p> <p>What are residents' perceptions?</p>	<p>Consider targeting resources to deal with emerging ASB hotspot(s)</p>

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Core A2: Number of live ASB cases</p>	<ul style="list-style-type: none"> - a fall in the number of new reports of ASB - success by the landlord in resolving cases - a higher number of cases being closed without being resolved - effective preventative actions 	<ul style="list-style-type: none"> - a rise in the number of new reports of ASB - fewer cases being closed, with or without resolution (ie cases taking longer to close) - ineffective preventative actions 	<p>What can be identified from a breakdown by Category of ASB?</p> <p>What does analysis by resolved or unresolved ASB cases show?</p> <p>Have prevention projects and interventions been targeted effectively? Do they have realistic aims and objectives?</p>	<p>Review staffing capacity if trend continues</p>
<p>Core A3: Number of closed resolved ASB cases</p>	<ul style="list-style-type: none"> - an increase in the type of cases where the landlord cannot legitimately take further action - reduced numbers of ASB cases leading to fewer to resolve 	<p>A rise may indicate success in resolving cases</p>	<p>What category of ASB cases are being closed without resolution?</p> <p>What does analysis by area office show?</p> <p>Is there any link to the 'main intervention' taken'? (see indicator A5)</p> <p>Is there good practice that can be learnt, either from within the organisation, or from other landlords?</p>	<p>Investigate the availability of all possible sources of external expertise/support in types of cases where the landlord cannot legitimately take further action</p>

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Core A4: Number of closed unresolved ASB cases</p>	<p>A fall may indicate success in resolving cases</p>	<p>A rise may indicate an increase in the type of cases where the landlord cannot legitimately take further action</p>	<p>What category of ASB cases are being closed without resolution? What does analysis by area office show? Is there any link to the 'main action taken' in terms of cases that have been successfully resolved? Is there good practice that can be learnt, either from within the organisation, or from other landlords?</p>	<p>Investigate availability of all possible sources of external expertise/support in types of cases where the landlord can legitimately take no further action</p>

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Core A5: Number/percentage of closed resolved cases for each main intervention that led to case resolution</p>	<ul style="list-style-type: none"> – the specific intervention (eg eviction) and type of action (eg enforcement) is not proving effective at resolving ASB – the specific intervention and type of action is effective in certain case types 	<ul style="list-style-type: none"> – the specific intervention (eg mediation) and type of action (eg early intervention) is proving effective at resolving ASB <p>Note: It will generally not be possible for landlords to identify a direct causal link between one particular action taken and the resolution of the ASB, because it is likely several actions will have been taken.</p>	<p>What other information may help in the assessment of the effectiveness of early intervention actions? eg:</p> <p>What has been the experience of external agencies?</p> <p>What are the views of front-line staff?</p> <p>What are residents' perceptions?</p> <p>Has the improvement been sustainable?</p> <p>What is the longer term trend in relation to re-offending?</p>	<p>Use data to identify which actions have the most impact on tackling particular types of ASB</p> <p>Ensure that staff are aware of the most effective actions to take when tackling different types of ASB</p>

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Core A6:</p> <p>Number/percentage of closed resolved ASB cases where ASB re-occurs by the same perpetrator(s) within 12 months of case being resolved</p>	<p>– a large/increasing number of cases where the action taken was effective, resulting in a sustainable resolution</p>	<p>– a large/increasing number of cases where the action taken did not result in a sustainable resolution</p> <p>– that some cases are being prematurely classified as closed resolved.</p>	<p>Are there any trends in relation to category of ASB and/or perpetrator profile?</p> <p>Is there any link to 'Main action taken' in terms of cases where there has been a sustainable resolution?</p>	<p>Examine feasibility of undertaking follow-up work in relation to certain types of ASB/perpetrators, even where cases are considered to be resolved.</p>

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Optional A7: Average number of days taken to resolve ASB cases</p>	<ul style="list-style-type: none"> - more effective action by the landlord, either internally and/or in partnership with external agencies - an increase in the number of straightforward cases - a fall in the number of new cases overall, so increasing staff capacity 	<ul style="list-style-type: none"> - internal inefficiencies on the part of the landlord - poor linkages with external agencies, causing delays - an increase in the complexity of cases - delays in the court process - an increase in the number of new cases overall, reducing staff capacity. 	<p>Where are 'delays' occurring, eg internally and/or in relation to external agencies or the court process?</p> <p>What types of cases are taking longest to resolve?</p> <p>Is there a link with A1 (number of new cases)?</p>	<p>Undertake an internal process improvement exercise to streamline procedure.</p> <p>Review referral/information sharing protocols with partners</p> <p>Consider the need for specialist staff or additional training</p> <p>Work with court user groups to minimise delays in the court process – provide evidence of court delays where applicable</p> <p>Be more proactive in fostering partnerships</p> <p>Review the capacity of staff. Does the organisation have the required in-house knowledge/expertise? Are partnerships in place with organisations that could provide expertise?</p> <p>Is there a case for increasing staff resources on a temporary basis?</p>

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Optional A8:</p> <p>Number/percentage of closed resolved cases that involved assistance from external agencies</p>	<ul style="list-style-type: none"> - the landlord is at an early stage of partnership working - established partnerships are failing - staff are not equipped to access external support - a large/increasing number of ASB complaints received which the landlord considers are within its sole remit to resolve (eg persistent but low level complaints concerning parking arrangements) 	<ul style="list-style-type: none"> - the landlord is at a more developed stage of partnership working, with effective partnerships in place - a large/increasing number of ASB complaints received which are suited to a multi-agency approach 	<p>What is the picture by geographical area?</p> <p>What does analysis by category of ASB show?</p>	<p>Landlord may need to:</p> <ul style="list-style-type: none"> - take a more proactive approach to fostering new partnerships - better equip staff to access external support - be more proactive in breaking down barriers between existing partners

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
Optional A9: Percentage of available CDRPs represented on (housing associations only)	<ul style="list-style-type: none"> - the HA has not been effective at a senior level at engaging/negotiating with the local authority - staff at an operational level have not been proactive in maintaining representation on CDRPs 	<ul style="list-style-type: none"> - the HA has been effective at a senior level at engaging/negotiating with the local authority - staff at an operational level have been proactive in maintaining representation on CDRPs 	<p>Is there good practice that can be learnt, either from within the organisation, or from other landlords?</p>	<p>Undertake a review of the situation in all relevant local authority areas. Develop an action plan, prioritising key LA areas to target</p>

Category and core and optional Indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Prevention</p>				
<p>Optional B1: Number/percentage of starter/introductory tenants perpetrating ASB</p>	<ul style="list-style-type: none"> - the use of starter/introductory tenancies is having a deterrent effect on possible perpetrators of ASB 	<ul style="list-style-type: none"> - the use of starter/introductory tenancies is not having a deterrent effect on possible perpetrators of ASB 	<p>How does the percentage compare to all other tenure and tenancy types perpetrating ASB?</p> <p>Are there effective procedures in place to inform starter/introductory tenants of their reduced security of tenure at sign up and throughout their tenancy?</p>	<p>May need to target additional preventative action at a particular group of perpetrators.</p> <p>Review tenancy sign-up procedures to ensure that starter/introductory tenants are aware of their limited security of tenure</p>
<p>Optional B2: Percentage of properties managed by covered by Good Neighbour Agreements (GNAs)</p>	<ul style="list-style-type: none"> - the landlord has not been effective at engaging with residents in this respect - all or parts of the area managed by the landlord are not appropriate to Good Neighbour Agreements (eg not a deprived area/experiences low level ASB only) 	<ul style="list-style-type: none"> - a high/increasing percentage might suggest the landlord has been effective at engaging with residents in this respect 	<p>What is the picture by geographical area?</p> <p>Is there a link to the GNA coverage and the number of new ASB cases? (eg has the number of ASB cases decreased in areas with a GNA?)</p> <p>Is there good practice that can be learnt, either from within the organisation, or from other landlords?</p>	<p>Consider using Good Neighbour Agreements if not already utilised</p>

Category and core and optional Indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Optional B3: Percentage of properties managed by a Neighbourhood Warden Scheme</p>	<ul style="list-style-type: none"> - all or parts of the area managed by the landlord are not appropriate to Neighbourhood Warden Schemes (eg not a deprived area/ experiences low level ASB only) - the landlord has not been successful in obtaining funding to establish Neighbourhood Warden Scheme(s) - the landlord has not been effective in engaging partners to support such schemes 	<ul style="list-style-type: none"> - the landlord has been successful in obtaining funding to establish Neighbourhood Warden Scheme(s) - the landlord has been effective in engaging partners to support such schemes 	<p>What is the picture by geographical area?</p> <p>Is there good practice that can be learnt, either from within the organisation or, from other landlords?</p>	<p>Consider using Neighbourhood Warden Schemes if not already utilised</p>

Category and core and optional Indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
Early Intervention and victim support				
Core C1: Number of early intervention actions taken for each action type	<p>The landlord:</p> <ul style="list-style-type: none"> - is not geared to take early intervention actions - takes only a limited range of early intervention actions - takes few but appropriate early intervention actions where required 	<p>The landlord is geared to:</p> <ul style="list-style-type: none"> - respond promptly to ASB - to take a wide range of early intervention actions 	<p>Is there good practice that can be learnt, either from within the organisation, or from other landlords?</p>	<p>Ensure that all available actions are considered and used where appropriate</p>
Optional C2: Percentage of early intervention actions carried out with/by external agencies	<ul style="list-style-type: none"> - the landlord is at an early stage of partnership working - staff are not equipped to access external support - established partnerships are failing - the landlord legitimately takes the majority of early intervention action themselves 	<ul style="list-style-type: none"> - the landlord is at a more developed stage of partnership working, with effective partnerships in place. 	<p>What is the picture by area?</p>	<p>Landlord may need to:</p> <ul style="list-style-type: none"> - take a more proactive approach to fostering new partnerships - better equip staff to access external support - be more proactive in breaking down barriers between existing partners

Category and core and optional Indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Optional C3:</p> <p>Number of cases where the complainant has been provided with, or referred to, specialist victim support service</p>	<ul style="list-style-type: none"> - the landlord is not proactive in arranging support for victims of ASB - an increase in cases of low level ASB (where referral to victim support may not be appropriate) - a high/increasing number of refusals by complainants to be referred to victim support 	<ul style="list-style-type: none"> - the landlord is proactive in arranging support for victims of ASB - an increase in more serious ASB cases (where referral to victim support is more likely to be appropriate) - an increase in cases where the complainant is vulnerable 	<p>What does analysis by area, category of ASB, and complainant and perpetrator profile reveal?</p> <p>How satisfied are complainants with the level of support they have received? (see G8)</p>	<p>Consider piloting/expanding arrangements in place for victim support eg for particular complainants/particular types of ASB</p>

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Enforcement action and witness support</p> <p>Core D1: Number of enforcement actions taken for each action type</p>	<p>The landlord:</p> <ul style="list-style-type: none"> - is not geared to take legal action where necessary to tackle ASB - takes only a limited range of enforcement actions - takes few but appropriate enforcement actions where required <p>Note: A low/decreasing number of enforcement actions may also indicate the landlord is being more effective at resolving ASB at the early intervention stage before having to resort to legal action</p>	<p>The landlord is geared to:</p> <ul style="list-style-type: none"> - take legal action where necessary to tackle ASB - take a wide range of enforcement action according to the circumstances of the case <p>Note: A high number of enforcement actions may also indicate the landlord is quick to take legal action before exploring other means of tackling the ASB</p>	<p>Is there good practice that can be learnt, either from within the organisation, or from other landlords?</p>	<p>Ensure that all available actions are considered and used where appropriate, retaining eviction as the last resort</p>

Category and core and optional Indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Optional D2:</p> <p>Percentage of cases where enforcement action was carried out with/by external agencies</p>	<ul style="list-style-type: none"> - the landlord is at an early stage of partnership working - staff are not equipped to access external support - established partnerships are failing - the landlord legitimately takes the majority of enforcement action themselves 	<ul style="list-style-type: none"> - the landlord is at a more developed stage of partnership working, with effective partnerships in place 	<p>What is the picture by geographical area?</p>	<p>Landlord may need to:</p> <ul style="list-style-type: none"> - take a more proactive approach to fostering new partnerships - better equip staff to access external support - be more proactive in breaking down barriers between existing partners.
<p>Optional D3 :</p> <p>Percentage of perpetrators evicted due to ASB</p>	<ul style="list-style-type: none"> - the landlord is effective at resolving ASB without using the last resort action of eviction 	<ul style="list-style-type: none"> - the landlord is not effective at resolving ASB through other means and is resorting to evicting perpetrators. <p>Note: A high/increasing percentage may also be due to the landlord tackling an extremely serious ASB problem (eg drug dealing from several of its properties)</p>	<p>What does analysis by category of ASB and perpetrator profile show?</p> <p>Is there evidence (both internal and from other landlords) that evicted perpetrators have re-offended?</p>	<p>Where the percentage is increasing:</p> <ul style="list-style-type: none"> - undertake review of process for authorising eviction - undertake objective review of recent evictions to determine appropriate use

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Optional D4:</p> <p>Number of cases where the witness has been provided with, or referred to, specialist witness support service</p>	<ul style="list-style-type: none"> – the landlord is failing to arrange support for witnesses in ASB cases – an increase in cases of low level ASB (where referral to witness support may not be appropriate) 	<ul style="list-style-type: none"> – the landlord is proactive in arranging support for witnesses in ASB cases – an increase in more serious ASB cases (where referral to witness support is more likely to be appropriate) 	<p>What does analysis by area, category of ASB, and perpetrator profile reveal?</p> <p>Is there any information/ feedback from witnesses indicating how useful they have found support? (this may be picked up in the complainant survey – see indicator G8)</p>	<p>Consider piloting/expanding arrangements in place for referral to witness support eg for particular types of ASB</p>

Category and core and optional Indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Support to tackle the causes of ASB</p>	<p>Core E1:</p> <p>Number of perpetrator supportive actions taken for each action type</p> <p>A low number of cases referred, for example, to floating support, might indicate:</p> <ul style="list-style-type: none"> – the landlord is not proactive in arranging support services – the landlord is at an early stage of developing tenancy support services – the causes of ASB typically experienced by the landlord are unlikely to be addressed by provision of floating support (eg low level vandalism by children or serious crime) 	<p>A high number of cases referred to floating support, for example, might indicate:</p> <ul style="list-style-type: none"> – the landlord is proactive about arranging support services – a well-established floating support service – the causes of ASB typically experienced by the landlord are those likely to benefit from the provision of tenancy support (eg noise caused by a perpetrator with mental health problems, frequent complaints of low level ASB by a vulnerable elderly tenant). 	<p>Is there good practice that can be learnt, either from within the organisation, or from other landlords?</p> <p>What information can be gleaned from looking at category of ASB, perpetrator profile, and complainant profile?</p>	<p>Ensure that all available actions are considered and used where appropriate</p>

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Optional E2: Percentage of cases where supportive action was carried out with/by external agencies</p>	<ul style="list-style-type: none"> - the landlord is at an early stage of partnership working - staff are not aware of, or are not utilising, referral arrangements in place - established partnerships are failing - the landlord legitimately delivers the majority of perpetrator supportive action themselves 	<ul style="list-style-type: none"> - the landlord is at a more developed stage of partnership working, with effective partnerships in place 	<p>What is the picture by geographical area?</p>	<p>Landlord may need to:</p> <ul style="list-style-type: none"> - take a more proactive approach to fostering new partnerships - ensure staff are fully equipped to access services carried out by external agencies - be more proactive in breaking down barriers between existing partners.

Category and core and optional Indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
Costs of tackling ASB				
Core F1: Cost of housing management staff tackling ASB per case	<ul style="list-style-type: none"> - inefficiencies in the service - an increase in the volume of new ASB cases <p>Note: Higher costs may also reflect new approaches within the organisation to ASB carrying associated costs (eg increased specialisation, targeted action)</p>	<ul style="list-style-type: none"> - efficiency gains in the service - a decrease in the number of new cases <p>Note: Lower costs may also reflect a lack of investment in the ASB service</p>	<p>How do costs compare with other landlords?</p> <p>Is there a link with A1 (number of new cases)?</p> <p>Do longer term trends show payback from increased investment?</p>	<p>Where costs appear unacceptably high, undertake a review of arrangements for delivering the service</p>
Optional F2: Cost of externally procured ASB legal services per case	<ul style="list-style-type: none"> - landlord is obtaining poor VFM - an increase in the complexity/seriousness of ASB cases 	<ul style="list-style-type: none"> - landlord is obtaining a VFM service - a decrease in the complexity/seriousness of ASB cases 	<p>How do costs compare with other providers?</p> <p>What does analysis by type of case show?</p>	<p>Where further investigations suggest the landlord is not obtaining VFM, undertake a review of procurement arrangements.</p>

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Optional F3: External non-legal costs of tackling ASB per case</p>	<ul style="list-style-type: none"> - reflect that the landlord is obtaining poor VFM - reflect that the landlord is working more proactively with other external agencies eg in the provision of mediation or victim/witness support. 	<ul style="list-style-type: none"> - reflect that the landlord is obtaining a VFM service - reflect that the landlord is not working in partnership with other external agencies 	<p>How do costs compare with other providers?</p> <p>Do longer term trends show payback from increased investment?</p>	<p>Where further investigations suggest the landlord is not obtaining VFM, undertake a review of partnership/funding arrangements</p>
<p>Optional F4: ASB related repair/clean up costs per case</p>	<ul style="list-style-type: none"> - landlord is obtaining poor VFM - an increase in the category of ASB requiring these services 	<ul style="list-style-type: none"> - landlord is obtaining VFM service - a decrease in the category of ASB requiring these services 	<p>How do costs compare with other providers?</p> <p>What does analysis by type of case show?</p>	<p>Where further investigations suggest the landlord is not obtaining VFM, undertake a review of procurement arrangements</p> <p>Consider robust recharging policy</p>

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
Resident satisfaction: Complainant Satisfaction Survey				
Core G1: Percentage of respondents satisfied with the way their ASB complaint was dealt with	<ul style="list-style-type: none"> - poor customer service - poor communication of service standards / unrealistic expectations of residents 	<ul style="list-style-type: none"> - customer-orientated service - effective communication of the standard of service tenants may expect 	<p>Are there differences by local area office? Or by category of ASB?</p> <p>Are certain types of complainant likely to be more/less satisfied?</p> <p>What additional information is available eg findings of mystery shopping exercises</p> <p>How do findings compare with other providers?</p> <p>Is there good practice that can be learnt, from either within the organisation, or from other landlords?</p>	<p>Undertake a skills audit of existing staff delivering the service. Consider training needs eg in terms of customer focus and dealing with particular types of ASB.</p> <p>Consider establishing a dedicated ASB team</p> <p>May need to target support to certain types of complainant</p> <p>Consider ways of increasing resident engagement in setting service standards</p>

Category and core and optional Indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Core G2:</p> <p>Percentage of respondents satisfied with the outcome of their ASB complaint</p>	<ul style="list-style-type: none"> - an ineffective ASB service - unrealistic expectations of residents - intolerance on behalf of complainants 	<ul style="list-style-type: none"> - an effective ASB service - realistic expectations of residents - tolerance on behalf of complainants 	<p>Are there differences by local area office? Or by category of ASB?</p> <p>Are certain types of complainant likely to be more/less satisfied?</p> <p>What does analysis by whether resolved or not show?</p> <p>How do findings compare with other providers?</p> <p>Is there good practice that can be learnt, either from within the organisation or from other landlords?</p>	<p>Consider whether additional expertise is needed (either in-house or sourced externally) for tackling particular types of ASB?</p> <p>Consider ways of increasing resident engagement in setting service standards</p> <p>Consider projects designed to increase the tolerance of residents and manage their expectations</p>

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Optional G3: Percentage of respondents who found it easy to contact a member of staff to report a complaint about ASB</p>	<p>– a poorly publicised and/or inaccessible service</p>	<p>– a well-publicised and accessible service</p>	<p>What can you identify by looking at the complainant profile? Are there differences by local area office? Is there good practice that can be learnt, either from within the organisation, or from other landlords?</p>	<p>May need to review publicity and accessibility of the service for particular groups of residents Note: May also need to consider whether the survey respondents are representative of complainants as a whole. (Those complainants who may be less likely to complete a survey form, perhaps because of vulnerability or language issues, may have found it more difficult to access the ASB service) The landlord may need to consider additional ways of gaining feedback from some residents</p>

Category and core and optional Indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Optional G4: Percentage of respondents who rated the time taken for them to be interviewed about their ASB complaint as 'good'</p>	<ul style="list-style-type: none"> - slow response by the landlord to complaints of ASB/inefficient processes - unrealistic expectations of residents 	<ul style="list-style-type: none"> - prompt response to complaints/efficient processes - realistic expectations of residents 	<p>Are internal targets being met in terms of time taken to interview complainant?</p> <p>Are there differences by local area office?</p>	<p>Where evidence of delays, undertake internal process review to streamline procedures</p> <p>Consider ways of increasing resident engagement in setting service standards</p>
<p>Optional G5: Percentage of respondents who found the officer dealing with their ASB complaint was always:</p> <ul style="list-style-type: none"> - helpful - courteous - sensitive - responsive or knowledgeable 	<ul style="list-style-type: none"> - poor customer service skills amongst front-line staff 	<ul style="list-style-type: none"> - strong customer service skills amongst front-line staff 	<p>Are there differences by local area office? And by category of ASB?</p> <p>What additional information is available? eg findings of mystery shopping exercises</p> <p>Is there good practice that can be learnt, either from within the organisation, or from other landlords?</p>	<p>Undertake skills audit of existing staff delivering the service</p> <p>Consider training needs in terms of customer focus and dealing with particular types of ASB</p> <p>Consider establishing a dedicated ASB team</p> <p>Consider introducing mystery shopping as additional check</p>

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Optional G6: Percentage of respondents satisfied that they were kept informed about what was happening throughout their ASB case</p>	<ul style="list-style-type: none"> - poor customer service skills amongst front-line staff - lack of adherence to service standards/procedures by front-line staff 	<ul style="list-style-type: none"> - strong customer service skills amongst front-line staff - adherence to service/standards procedures by front-line staff 	<p>Are there differences by local area office?</p> <p>Are internal standards being met in this regard?</p>	<p>Refresher guidance for staff on service standards</p> <p>Consider implementing QA checks on percentage of ASB case records</p>
<p>Optional G7: Percentage of respondents satisfied with support given to them during their ASB case</p>	<ul style="list-style-type: none"> - poor service by front-line staff - the landlord is not proactive in arranging support for victims of ASB - the support being provided is not effective from the complainant's viewpoint 	<ul style="list-style-type: none"> - good service by front-line staff - the landlord is proactive in arranging support for victims of ASB - the support provided is effective from the complainant's viewpoint 	<p>What can you learn by looking at complainant profile?</p> <p>Are there differences by local area office? And by category of ASB?</p> <p>Is there good practice that can be learnt, either from within the organisation, or from other landlords?</p>	<p>May need to target support to certain types of complainant</p>

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Optional G8: Percentage of respondents who have already made a complaint of ASB that would be willing to do so in the future</p>	<p>– dissatisfaction amongst complainants in terms of their experience of going through the ASB complaints process</p>	<p>– satisfaction amongst complainants in terms of their experience of going through the ASB complaints process</p>	<p>What can you identify by looking at the complainant profile? Or by categories of ASB? What does analysis by resolved or unresolved cases show?</p>	<p>May need to target support to certain types of complainant</p>

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Resident satisfaction: Resident Perception Survey</p> <p>Optional G9: Percentage of respondents concerned about ASB in their local area</p>	<ul style="list-style-type: none"> - a decrease in ASB in their area generally or a decrease in particular type(s) of ASB - a reduction in publicity about ASB either locally or nationally - increased confidence in the ability of the landlord/other bodies to tackle ASB effectively - congruence between landlord and resident priorities in terms of tackling ASB 	<ul style="list-style-type: none"> - an increase in ASB in their area generally or an increase in particular type(s) of ASB - an increase in publicity in relation to ASB locally or nationally - a lack of confidence in the ability of the landlord/other bodies to tackle ASB effectively - a mis-match between landlord and resident priorities in terms of tackling ASB - particular concerns expressed by one or more complainant group (eg elderly residents). <p>Note: There may be a time delay before improvements in tackling ASB are reflected in resident perceptions.</p>	<p>Are there differences by local area?</p> <p>Is there a link with number of new cases/types of ASB?</p> <p>What has been the experience of external agencies?</p> <p>What are the views of front-line staff?</p> <p>What do you know about resident priorities?</p> <p>What does analysis by resident profile show?</p>	<p>Publicise ASB initiatives, actions and successes widely, especially positive activities that have successfully changed perpetrators behaviour (eg Family Intervention Project, positive activity projects for young people etc.)</p> <p>Consider ways of increasing resident input into prioritising ASB action</p>

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Optional G10:</p> <p>Percentage of respondents who feel safe when outside in their local area during the day.</p> <p>This indicator can also be applied to safety at night</p>	<ul style="list-style-type: none"> - an increase in ASB in their area generally or an increase in particular type(s) of ASB - an increase in publicity in relation to ASB locally or nationally - a lack of confidence in the ability of the landlord/other bodies to tackle ASB effectively - a mis-match between landlord and resident priorities in terms of tackling ASB - particular concerns expressed by one or more complainant group (eg elderly residents) 	<ul style="list-style-type: none"> - a decrease in ASB in their area generally or a decrease in particular type(s) of ASB - a reduction in publicity about ASB either locally or nationally - increased confidence in the ability of the landlord/other bodies to tackle ASB effectively - congruence between landlord and resident priorities in terms of tackling ASB 	<p>Are there differences by local area?</p> <p>Is there a link with the number of new cases/types of ASB?</p> <p>What has been the experience of external agencies?</p> <p>What are the views of front-line staff?</p> <p>What do you know about resident priorities?</p> <p>What does analysis by resident profile show?</p>	<p>Publicise ASB initiatives, actions and successes widely especially positive activities that have successfully changed perpetrator's behaviour (eg Family Intervention Project, positive activity projects for young people, etc.)</p> <p>Consider ways of increasing resident input into prioritising ASB action</p>

Category and core and optional indicators	Interpreting a low number/percentage (or decreasing trend)	Interpreting a high number/percentage (or increasing trend)	Examples of further enquiry and/or additional analysis	Examples of possible improvement action
<p>Optional G11:</p> <p>Percentage of respondents who believe that their local area has got better as a place to live over the last 12 months.</p> <p>This indicator can also be applied to measure whether the local area has ‘got worse’ as a place to live over the last 12 months</p>	<ul style="list-style-type: none"> - a decrease in ASB in their area generally or a decrease in particular type(s) of ASB - a reduction in publicity about ASB either locally or nationally - increased confidence in the ability of the landlord/other bodies to tackle ASB effectively - increasing satisfaction with other services provided by the landlord (eg property maintenance) - success of wider regeneration/community development initiatives - congruence between landlord and resident priorities in terms of tackling ASB 	<ul style="list-style-type: none"> - an increase in ASB in their area generally or an increase in particular type(s) of ASB - an increase in publicity in relation to ASB locally or nationally - a lack of confidence in the ability of the landlord/other bodies to tackle ASB effectively - dissatisfaction with other aspects of the landlords service (eg property maintenance) - a mis-match between landlord and resident priorities in terms of tackling ASB - particular concerns expressed by one or more complainant group (eg elderly residents) 	<p>Are there differences by local area?</p> <p>What does analysis by resident profile show?</p> <p>What other issues/initiatives may have had an influence in the local area? (eg wider regeneration scheme/ community development initiatives)</p>	<p>Publicise ASB initiatives, actions and successes widely, especially positive activities that have successfully changed perpetrator’s behaviour (eg Family Intervention Project, positive activity projects for young people etc.)</p> <p>Consider ways of increasing resident input into prioritising ASB action</p>

APPENDIX C

RECORDING THE MAIN INTERVENTION THAT LED TO CASE RESOLUTION

The Toolkit divides actions that landlords can take **in response to** ASB reported by complainants into three areas:

1. Early intervention (and witness support)
2. Enforcement (and victim support)
3. Supporting perpetrators to change behaviour

Indicator A5 requires landlords to make a professional judgement about which one intervention from all of the interventions taken, had the most impact in bringing each case to a successful conclusion¹⁶. The **one** action selected in each case can be drawn from early intervention **or** enforcement **or** perpetrator supportive actions. In some cases it will be easy to identify, as only one action may have been taken, or the case was resolved when the perpetrator was evicted. In other cases, where several interventions took place, it may be more difficult to identify the one intervention that had the most impact in resolving the case.

The three examples in this appendix illustrate the approach landlords should take in identifying the one main intervention in successfully resolved ASB cases.

¹⁶ See paragraph 5.20 for further guidance on how landlords categorise a case as successfully resolved.

Example 1

Case 1 was successfully resolved and the following interventions were taken by the landlord over the course of the case:

- Early intervention by housing management staff (including advice to the complainant on self-help options, an interview with the perpetrator, and verbal or written warning letter).
- Early intervention by housing management staff will take place in every ASB case and will often be the only action taken on an ASB case before it is successfully resolved.¹⁷ In these circumstances, 'early intervention by housing management staff' should be recorded as the one main action that had the most impact in bringing the case to a successful conclusion.

Example 2

Case 2 was successfully resolved and the following interventions were taken by the landlord and external agencies over the course of the case:

- Early intervention by housing management staff
- Notice Seeking Possession
- Possession Order
- Eviction.

In cases that have had multiple actions taken that ended in the eviction of the perpetrator, 'eviction' should be recorded as the one main action that had the most impact in bringing the case to a successful conclusion.

Example 3

Case 3 was successfully resolved and the following actions were taken by the landlord and external agencies over the course of the case:

- Early intervention by housing management staff

¹⁷ Early data from HouseMark's ASB Benchmarking Service has identified that over 90 per cent of ASB cases are resolved by early intervention by housing management staff.

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- Referral to mediation service
- Notice Seeking Possession
- Provision of a floating support service.

When the case was closed, the landlord considered the actions taken including any feedback received from the complainant, perpetrator and external agencies that delivered the mediation service. Taking everything into account, the landlord came to a **professional judgement** that the provision of a floating support service **had the most impact** in bringing the case to a successful conclusion. 'Provision of a floating support service' should therefore be recorded as the one main action that had the most impact in bringing the case to a successful conclusion.

Surrender of property by perpetrator

In some cases the perpetrator may surrender their property by returning the keys or abandoning the property without providing the correct notice to their landlord. While it is not an action to tackle ASB in itself, landlords should keep a record of the number of perpetrators who surrender their properties as it is often a response to other actions taken by the landlord or external agencies. In these circumstances, landlords should identify the one intervention that had the most impact on resolving the case before the property was surrendered.

Transfer of complainant or perpetrator

In some cases, landlords transfer the complainant or perpetrator to a different property, managed by themselves or another landlord, in order to resolve the ASB case. Landlords need to balance the suitability of transfer to resolve a case with the possibility of moving the problem elsewhere. However, in some circumstances transfer of a complainant or perpetrator is the most appropriate course of action. By measuring the number of transfers that have taken place, landlords can monitor trends and take further action if transfers increase over time, to ensure that they were the most appropriate course of action.

APPENDIX D

COMPLAINANT SATISFACTION SURVEY

Tenant Reference: XXXXX

Case Reference: XXXXXX

Dear

Anti-Social Behaviour Service Questionnaire

It is important for us to know whether or not the anti-social behaviour service we provide meets the needs of our customers. To help us understand this, and improve our service, we would be grateful if you would complete this questionnaire.

How to complete the questionnaire

- The questionnaire should be completed by the person to whom the covering letter is addressed.
- The questions relate to the anti-social behaviour case outlined in the covering letter. If you have made further complaints about anti-social behaviour more recently, please ensure that your answers to the questionnaire relate to the specific case outlined in the covering letter.
- Please read the instructions for answering each question carefully. Most ask you to tick **one** box only.
- Please check that you have answered all the questions.

- Please return the questionnaire in the envelope provided.

Questionnaire

About the help and advice you received

1. At the beginning, how easy or difficult was it to contact a member of staff to report your complaint? (tick **one** box from the list below)
 - Very easy
 - Fairly easy
 - Neither easy nor difficult
 - Fairly difficult
 - Very difficult

2. How would you rate how quickly you were interviewed about your complaint (either in person or over the phone)? (tick **one** option from the list below)
 - Good
 - Fair
 - Poor
 - Don't know

3. How would you describe the member of staff dealing with your complaint? (circle **one** answer for **each** option below)
 - Helpful (always, usually, occasionally, never)
 - Courteous (always, usually, occasionally, never)
 - Sensitive (always, usually, occasionally, never)
 - Responsive (always, usually, occasionally, never)
 - Knowledgeable (always, usually, occasionally, never)

4. How satisfied were you that you were kept up to date with what was happening throughout your case? (tick **one** option from the list below)

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

5. How satisfied were you with support given to you by our staff during your case? (tick **one** box from the list below)

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Overall satisfaction

6. Taking everything into account, how satisfied or dissatisfied are you with the way your anti-social behaviour complaint was dealt with? (tick **one** box from the list below)

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

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7. Taking everything into account, how satisfied or dissatisfied are you with the outcome of your anti-social behaviour complaint? (tick **one** box from the list below)

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

8. How willing would you be to report anti-social behaviour to us in the future? (tick **one** box from the list below)

- Very willing
- Fairly willing
- Neither willing nor reluctant
- Fairly reluctant
- Very reluctant

Any other comments?

9. Please use this space to write any further comments you feel may help us improve our service.

APPENDIX E

RESIDENT PERCEPTION SURVEY

Reference: XXXXX

Dear

Your experience of anti-social behaviour in your area

It is important for us to find out about the extent of anti-social behaviour in your area and whether the actions we are taking are making any difference. To help us understand this, and improve our service, we would be grateful if you could complete this questionnaire.

Completing the questionnaire

- The questionnaire should be completed by the person named above
- Please read the instructions for answering each question carefully. Most ask you to tick **one** box only.
- Please check that you have answered all the questions.
- Please return the questionnaire in the envelope provided.

Questionnaire

1. To what extent are you concerned about anti-social behaviour in your local area? (tick **one** box from the list below)
- Very concerned
 - Fairly concerned
 - Slightly concerned
 - Not at all concerned
 - No opinion
2. How do you feel when outside in your local area during the day? (tick **one** box from the list below)
- Very safe
 - Fairly safe
 - Neither safe nor unsafe
 - Fairly unsafe
 - Very unsafe
3. How do you feel when outside in your local area after dark? (tick **one** box from the list below)
- Very safe
 - Fairly safe
 - Neither safe nor unsafe
 - Fairly unsafe
 - Very unsafe
4. As a place to live would you say your local area has got better or worse over the last 12 months? (tick **one** box from the list below)
- Much better
 - A little better
 - About the same

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■ A little worse

■ Much worse

5. In your local area, how much of a problem are the following issues?
(circle **one** answer for **each** option below)

Rubbish or litter	A very big problem	A fairly big problem	Not a very big problem	Not a problem at all	It happens but is not a problem
Noisy neighbours	A very big problem	A fairly big problem	Not a very big problem	Not a problem at all	It happens but is not a problem
Pets and animals	A very big problem	A fairly big problem	Not a very big problem	Not a problem at all	It happens but is not a problem
People not taking responsibility for their children	A very big problem	A fairly big problem	Not a very big problem	Not a problem at all	It happens but is not a problem
People not treating other people with respect and consideration	A very big problem	A fairly big problem	Not a very big problem	Not a problem at all	It happens but is not a problem
Drunk or rowdy behaviour	A very big problem	A fairly big problem	Not a very big problem	Not a problem at all	It happens but is not a problem
Abandoned or burnt out vehicles	A very big problem	A fairly big problem	Not a very big problem	Not a problem at all	It happens but is not a problem
Vandalism or graffiti	A very big problem	A fairly big problem	Not a very big problem	Not a problem at all	It happens but is not a problem
Drug use or dealing	A very big problem	A fairly big problem	Not a very big problem	Not a problem at all	It happens but is not a problem
Other crime	A very big problem	A fairly big problem	Not a very big problem	Not a problem at all	It happens but is not a problem

6a. If you have been affected by anti-social behaviour, did you report it to your landlord? (tick **one** box from the list below)

- I've been affected by anti-social behaviour but **didn't** report it to my landlord
- I've been affected by anti-social behaviour and **did** report it to my landlord
- I haven't been affected by anti-social behaviour

6b. If you have been affected by anti-social behaviour and did not report it to your landlord, please indicate why below:

7a. Are you aware of these projects set up in your local area?¹⁸
(tick **one** answer for **each** option below)

[Example only]

- Youth Club Yes No
- Neighbourhood Warden Scheme Yes No

7b. Do you think these projects are reducing anti-social behaviour in your local area? (circle **one** answer for **each** option below)

[Example only]

- Youth Club (A lot, a little, not much, not at all)
- Neighbourhood Warden Scheme (A lot, a little, not much, not at all)

¹⁸ Projects may be set up by the landlord, or in partnership with other landlords and external agencies, in the local area.

APPENDIX F

GUIDANCE ON ANTI-SOCIAL BEHAVIOUR QUESTIONNAIRES

F1. Types of survey

This appendix looks at the various types of methods which could be used for the two surveys from Appendices D and E – the Complainant Satisfaction Survey and the Resident Perception Survey.

It is likely that most landlords will consider undertaking postal self-completion surveys as the most cost effective and easiest to administer (although telephone may be a possible option for complainants – see later in the appendix). The surveys in Appendices D and E are therefore in self-completion format, and would need amending for use with other survey methods.

Landlords can choose to combine more than one method in a survey (eg postal self-completion, supplemented by personal interviews with respondents who have not returned a completed questionnaire).

Postal self-completion

Postal self-completion surveys are generally considered the most cost-effective and easiest to administer. A large number of questionnaires can be despatched to a wide range of geographically dispersed residents, either to everyone in a particular group (such as complainants), to all, or a sample of residents.

Wherever feasible, landlords should monitor the returns, using the unique reference number (see page 172), and a reminder (eg an amended letter, plus another questionnaire and envelope – should be despatched to anyone who has not returned their questionnaire). Generally, reminders increase

response rates for postal surveys by around two-thirds (ie over 40 per cent of total responses come from the reminder). In addition, freepost or reply-paid envelopes for returning completed questionnaires should always be included in both the initial and reminder mail-outs.

However, postal self-completion surveys do have methodological weakness. In particular, they are likely to provide an unrepresentative, self-selecting sample of respondents; response rates can be relatively low (probably under 40 per cent), especially in more deprived areas, and respondents also need to be literate in English (or other languages if translations are available). There tend to be relatively high proportions of 'blanks' and inconsistent answers, requiring data 'cleaning', which can make it harder to interpret, analyse and present the findings.

Personal interviewing

This covers both face-to-face and telephone interviewing, with interviews completed either by the landlord's own staff or an outside organisation's (such as a research agency or university). Assuming the former, the interviewers could either complete the postal questionnaire with the respondent, or use a suitably amended version. It is important to take into account who is conducting the interviews – ideally, it should not be any staff that the respondent knows. It is also helpful if respondents can be assured that the interview will be treated as confidential with all their answers remaining anonymous. In addition, the interviewers will need to be given full instructions, with training/briefing, in order to ensure that all interviews are properly and consistently completed.

Face-to-face

These interviews could be conducted in the landlord's office or at the resident's home. Assuming that the interviewers are all properly trained and briefed, it is generally considered a more robust method than the others outlined so far. It is possible to control who is interviewed, and to monitor fieldwork to obtain higher response rates (perhaps after several calls at the same address, which may entail an extended fieldwork period). The interview itself is fully structured, and can use a complex questionnaire including open-ended questions. However, it does require that the landlord has access to the

relevant skills and expertise, as well as a commitment to what may be a more time-consuming and expensive option.

Telephone

This was the method used for the Housing Corporation's ASB survey, and may be a viable option for landlords with access to a telephone call-centre. It enables a wide range of geographically dispersed residents to be contacted relatively quickly, and can achieve high response rates. Again, it is possible to control who is interviewed, and a complex questionnaire can be used, including open-ended questions. However, it does assume that the landlord has a comprehensive and up-to-date database of residents' telephone numbers. This may be the case for complainants, as the numbers are likely to have been collected and used recently, but less so for residents generally. Landlords may tend to have the numbers mainly for those who have reported repairs. In addition, the proportion of bad/ineligible numbers tends to be relatively high at around 25 per cent.

Online

As computer ownership and access increases more and more, an online self-completion survey method becomes a more viable option. Recent surveys amongst housing association tenants indicate that around a third of them currently have access to a computer at home or at work. An on-line self-completion survey will have the same potential response problems as for other self-completion surveys (see postal self completion above).

Other methods

For research with residents generally, landlords could use other existing communication methods with their residents; for example, including the self-completion questionnaire in resident newsletters, leaving questionnaires in reception areas and at residents' events, or as part of any other consultation exercises as well as focus groups. However, landlords should be aware that similar problems may occur as those associated with other self-completion surveys (see postal self-completion above).

F2. The surveys

Complainant Satisfaction Survey

The Complainant Satisfaction Survey questionnaire has been designed to identify complainant satisfaction with the way their complaint was dealt with and the outcome of their complaint. It has been designed to provide a comprehensive assessment of the whole process using the minimum number of questions. Landlords are strongly encouraged not to add extra questions nor amend the existing ones.

It is essential to separate satisfaction with the handling of ASB complaints from the outcome of ASB complaints due to difficulties surrounding the expectations of some complainants. For example, an ASB case may have been successfully resolved in that the ASB has stopped or reduced to a level that is 'no longer a cause for concern'. However, despite the successful outcome, the complainant may have wanted the perpetrator to have been evicted. This may then lead to lower levels of satisfaction with the outcome of the case but higher levels of satisfaction with the handling of the complaint.

Everyone who has contacted their landlord with an ASB complaint should be sent a questionnaire shortly after the complaint has been closed as resolved or unresolved. Therefore, in order to mail-out the questionnaires, it assumes that the landlord has a database containing the records for all complaints, which needs to include not only the complainant's full address, but also their name which should be used for addressing the covering letter.

In addition to including a unique reference number, each complainant questionnaire should also refer to the specific ASB complaint covered – eg '*Noise from neighbours, reported 1 September 2007*'. This should help to ensure that the named complainant completes the questionnaire about that specific ASB complaint (for personal interviewing surveys – face to face or telephone – the interviewer needs to check that they are speaking to the named complainant about that specific ASB complaint.)

The questionnaire also provides space at the end for '*Any other comments?*' where residents can write-in anything else they want to bring to their landlord's attention. Hopefully these will relate to ASB, although inevitably some will be about other aspects of the housing services. These comments

can then be listed and grouped into themes which may help landlords to improve and prioritise changes to their ASB and housing services. For personal interviewing surveys the first question asked could be open-ended about the ASB complaint. This enables the complainant to 'let off steam' at the beginning about particular aspects and issues which may otherwise 'bubble up' throughout interview.

Resident Perception Survey

Landlords may also want to look at the perceptions and attitudes of residents (tenants and leaseholders) more generally. The Resident Perception Survey in Appendix E has been developed based on questions from the British Crime Survey, the Local Government User Satisfaction Survey, the Housing Corporation's ASB Survey and examples from individual landlords. Question 5 asks residents to prioritise the increase of various types of anti-social behaviour. The list of types is based on similar questions contained in these other surveys. As they currently do not work to a harmonised list, we have amalgamated the types into our own list which can be mapped to the other surveys and the HouseMark anti-social behaviour categories. We have focused our list on types of behaviour and not included assumptions about who might be perpetrating the behaviour (eg we do not include 'teenagers hanging around on the streets').

Landlords have more flexibility with this questionnaire to adapt its length to meet their needs. However, landlords should always include questions 1 to 4 if they want to report on the optional indicators. Landlords can omit or edit questions 5 to 7. In particular, landlords should adapt question 7 to include only projects which operate in the area they are surveying (youth club and Neighbourhood Warden Scheme are included just as examples of projects which landlords and/or external agencies may have in place).

Landlords may add demographic questions to this questionnaire if they are unable to link individual questionnaire responses to their existing records of demographic data or if these records are incomplete. See the following section on 'linking survey data to landlord records' for guidance on which demographic questions should be added and in what circumstances.

Landlords can take advantage of existing communication methods with their residents to carry out the Resident Perception Survey. For example,

the questions can be included in residents' newsletters, questionnaires available in reception areas, at residents' events, or as part of door-to-door consultation exercises.

Letter to respondents

In addition to the questionnaire, the landlord must explain the purpose of the research and its importance in helping to improve ASB and housing services. This could either be in the form of a letter printed separately or from the front page of the questionnaire as shown in the survey examples in Appendices D and E.

The letter or front page could also explicitly refer to confidentiality and anonymity with a sentence such as *'We would like to assure you that all your answers will be treated in the strictest confidence and used for research purposes only – it will not be possible for any individual name, address or household to be identified when we report our findings.'*

Landlords must ensure that their internal and external reports derived from the survey findings do not identify individual addresses or households. Without this assurance of anonymity, residents may choose not to participate in surveys and research. In addition, the letter could refer to any incentive, such as a prize draw, that is being offered.

Instructions

All self-completion questionnaires should start with explicit instructions about *'How to complete the questionnaire'*, as shown in Appendices D and E. Relevant instructions should also be repeated as necessary at each question.

Unique reference number

Again as noted above, it is important that each self-completion questionnaire sent out contains a unique reference number for monitoring returns and dispatching reminders. It would also be needed for notifying prize draw winner/s.

Linking survey data to landlord records

The unique reference number can be used to link data from completed questionnaires back to other information held by landlords on their own records.

For the Complainant Satisfaction Survey, the linked data should include information collected by the landlord when each case was opened (see 'case recording information' in paragraph 3.2).

For the Resident Perception Survey, the linked data will be what is held about that resident on the landlord's general IT systems, such as tenure (tenant/ leaseholder), property type and size etc. These records may also contain other demographic data – such as age, gender and ethnicity – although the information may not be comprehensive, consistent and/or up-to-date. If this is the case, the landlord should include some basic demographics questions on the Resident Perception Survey. As a minimum they should collect the following information from respondents:

- Age
- Ethnicity. Landlords can copy the most up to date list of categories from the latest version of the STATUS survey
- Postcode. The first half of the postcode and the first digit of the second half can be used to identify an area for reporting purposes. It will only be necessary to collect the postcode if the questionnaire is not being sent to individual addresses, for example when the questionnaire is part of a page in a newsletter. Otherwise, the unique reference number can be used to link each individual questionnaire to the address to which it was posted.

It is important to have at least some limited demographic data when analysing the survey findings in order to indicate any differences between sub-groups – eg by area, property and household types, etc. However, questionnaires should generally contain more attitudinal questions than demographic ones.

Question codes and scales

Most of the questions used are based on standard sets of codes – generally a five-point scale with a mid-point (eg very satisfied, fairly satisfied, neither

satisfied nor dissatisfied, fairly dissatisfied, very dissatisfied). Sometimes an additional neutral code is also included at the end (eg no opinion/don't know/can't remember).

F3. Reminder and response rates

If the questionnaire has been addressed to individual residents, it is important to monitor the returned questionnaires, using the unique reference number. A reminder in the form of an amended letter, plus another questionnaire and envelope, should then be despatched to anyone who has not returned their questionnaire. Generally, reminders increase response rates for postal surveys by around two-thirds – ie around 40 per cent of total responses come from the reminder. The reminder should be sent approximately three weeks after the initial despatch, with the final cut-off for returned questionnaires three weeks later – ie fieldwork will take around six weeks.

In addition to sending a reminder, there may be other ways to help maximise response rates:

- **Briefing staff** – so they can respond to, and/or pass on, any queries.
- **Publicity** – using other available communications, such as newsletters and posters.
- **Coordinating with other research** – avoid contacting the same residents.
- **Use simple and standardised questionnaires** – see Complainant Satisfaction Survey and Resident Perception Survey in Appendices D and E.
- **Translations/interpreters** – landlords should provide translations for households where English is not the first language.
- **Prize draw and other incentives** – typically prize draws range from £50 to £200, with winner(s) randomly selected from among those returning a completed questionnaire. Other incentives could be a pen sent out with the initial mail-out, or an energy-saving light bulb sent to all respondents.

F4. Statistical reliability and sample sizes

Statistical reliability is only true of samples which can be assumed to be representative of the population – and this may not apply to postal self-completion surveys, with their known biases and misrepresentations. However, assuming that it is possible to test the sample for representativeness against the whole population – for example, in terms of an independent variable such as area and/or property type – and to weight the data if necessary, then it may be feasible to assume statistical reliability, which is the basis for this section.

In general, where samples are being drawn from relatively large populations (say, at least 1,000), a minimum sample or sub-sample size of around 100 should provide statistically reliable results of up to, say, ± 10 percentage points. For instance, if 50 per cent of respondents give a particular answer, the true answer for the whole population would be within the range 40 per cent to 60 per cent, and is more likely to be closer to the centre than the extremes. Increasing the sample size improves the statistical reliability of the findings, as well as allowing for more sub-group analysis which is of particular interest – such as by area, age and/or ethnicity.

This Toolkit recommends carrying out quantitative surveys. However, the samples may not be random or representative and the sample sizes are likely to be relatively small. This means the findings may not be statistically reliable, which landlords should make clear when reporting the findings. Nevertheless, the indicative findings obtained from these surveys are still worth collecting and reporting.

Complainant Satisfaction Survey

As noted above, it is assumed that the Complainant Satisfaction Survey would be based on a census, shortly after the landlord considers that the complaint process has been completed (whether the case has been closed as resolved or unresolved), and while it is still fresh in the complainant's memory. This could mean either sending an individual questionnaire a few days after each case is closed, or batches of questionnaires sent periodically – eg monthly. In any case, the landlord also needs to decide the time period(s) for analysing the data and presenting the findings – for example, on a monthly rolling programme and/or periodically every quarter or annually. Using a census

survey also means that the total number of completed questionnaires returned represents the overall sample size, which determines the statistical reliability of the findings. The sample size increases if a longer time period covered by the analysis is used, which correspondingly improves statistical reliability.

Resident Perception Survey

The Resident Perception Survey could be carried out regularly – say, every year – or at different times of the year in different geographical areas. It is possible to base it on a random, representative sample selected by the landlord from their tenancy database(s).

Assuming a total response rate of around a third, in order to provide a minimum sample or sub-sample size of at least 100 completed questionnaires for +10 per cent statistical reliability, the initial mail-out would be around 300, with 60 returned. The reminder would then be sent to around 240 non-responders, with 40 returns – ie a total despatch of 540 would provide 100 completed questionnaires. On this basis a mail-out to 1,000 residents, would provide around 300 returns, which should allow for some analysis by sub-groups of at least 100.

Analysis of returns

The results of the Complainant Satisfaction Survey returns can be broken down using the information that has already been collected when the complaint was first made, including:

- Category of ASB
- Geographical area
- Complainant profile, including age and ethnicity.

The results of the Resident Perception Survey returns can be broken down using the minimum demographic information collected during the survey process (see ‘linking survey data to landlord records’ page 173), or where possible using more extensive demographic data held on the landlord’s IT systems, as long as the landlord is confident it is up to date and accurate.

APPENDIX G

LIST OF CORE AND OPTIONAL PERFORMANCE MEASURES

Core indicators

ASB profile

- A1 Number of new ASB cases
- A2 Number of live ASB cases
- A3 Number of closed resolved ASB cases
- A4 Number of closed unresolved ASB cases
- A5 Number/percentage of closed resolved ASB cases for each main intervention that led to case resolution
- A6 Number/percentage of closed resolved ASB cases where ASB re-occurs by the same perpetrator(s) within 12 months of case being resolved

Early intervention and victim support

- C1 Number of early intervention actions taken for each action type

Enforcement and witness support

- D1 Number of enforcement actions taken for each action type

Supporting perpetrators to change behaviour

E1 Number of perpetrator supportive actions taken for each action type

Cost of tackling ASB

F1 Cost of housing management staff tackling ASB per case

Resident satisfaction

G1 Percentage of respondents satisfied with the way their ASB complaint was dealt with

G2 Percentage of respondents satisfied with the outcome of their ASB complaint

Optional indicators

ASB Profile

A7 Average number of days taken to resolve ASB cases

A8 Number/percentage of closed resolved cases that involved assistance from external agencies

A9 Percentage of available Crime and Disorder Reduction Partnerships (CDRPs) represented on (housing associations only)

Prevention

B1 Number/percentage of starter/introductory tenants perpetrating ASB

B2 Percentage of properties managed covered by Good Neighbour Agreements

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B3 Percentage of properties managed covered by Neighbourhood Warden Schemes

Early intervention and victim support

C2 Percentage of early intervention actions carried out with/by external agencies

C3 Number of cases where the complainant has been provided with, or referred to, a specialist victim support service

Enforcement and witness support

D2 Percentage of cases where enforcement action was carried out with/by external agencies

D3 Percentage of perpetrators evicted due to ASB

D4 Number of cases where complainant or witness has been provided with, or referred to, specialist witness support service

Supporting perpetrators to change behaviour

E2 Percentage of cases where perpetrator supportive action was carried out with/by external agencies

Cost of tackling ASB

F2 Cost of externally procured ASB legal services per case

F3 External non-legal costs of tackling ASB per case

F4 ASB related repair/clean up costs per case

Resident satisfaction

Complainant Satisfaction Survey

- G3 Percentage of respondents who found it easy to contact a member of staff to report a complaint about ASB
- G4 Percentage of respondents who rated the time taken for them to be interviewed about their ASB complaint as 'good'
- G5 Percentage of respondents who found the member of staff dealing with their ASB complaint was always 'helpful'. This indicator can also be applied to 'courteous', 'sensitive', 'responsive' or 'knowledgeable'
- G6 Percentage of respondents satisfied that they were kept informed about what was happening throughout their ASB case
- G7 Percentage of respondents satisfied with the support given to them during their ASB case
- G8 Percentage of respondents who have already made a complaint of ASB that would be likely to do so in the future

Resident Perception Survey

- G9 Percentage of respondents concerned about ASB in their local area
- G10 Percentage of respondents who feel safe when outside in their local area during the day. This indicator can also be applied to safety at night.
- G11 Percentage of respondents who believe that their local area has got better as a place to live over the last 12 months. This indicator can also be applied to measure whether the local area has 'got worse' as a place to live over the last 12 months

APPENDIX H

AN EXAMPLE OF FURTHER ANALYSIS OF INDICATORS

Variable	Example indicator	Number of cases	Indicator reference
Category of ASB	Number of new ASB cases by category of ASB:		A1
	■ Noise	34	
	■ Verbal abuse/ harassment/ intimidation/ threatening behaviour	22	
	■ Hate related incidents	0	
Geographical area	Number of live ASB cases by local authority and area:		A2
	■ Local Authority 1, Area A	46	
	■ Local Authority 1, Area B	2	
	■ Local Authority 2, Area A	23	
Complainant profile (age)	Number of live cases by age of complainant:		A2
	■ Under 18	2	
	■ 18-25	26	
	■ 26-34	0	
	■ 35-44	35	
	■ 45-54	16	
	■ 55-64	56	
	■ 65+	23	

APPENDIX H AN EXAMPLE OF FURTHER ANALYSIS OF INDICATORS

Variable	Example indicator	Number of cases	Indicator reference
Perpetrator profile (occupation/tenancy type)	Number of live ASB cases by occupation/tenancy type of perpetrator(s):		A2
	■ Owner occupier	25	
	■ Leaseholder	12	
	■ Assured	32	
	■ Secure	15	
	■ Starter/introductory	4	
Type of action taken	Percentage of early intervention actions carried out with/by external agencies by type of action:		C3
	■ Referral to, or provision of, mediation service	19	
		3	
	■ Referral to multi-agency group or panel	4	
	■ Referral to police	7	
	■ Parenting agreement or contract		
Interventions that led to case being resolved	Number/percentage of closed resolved cases by main intervention that led to case being resolved:		A5
	■ Early intervention by housing management staff	68	
		19	
	■ Referral to, or provision of, mediation service	3	
	■ Referral to multi-agency group or panel	8	
	■ Notice Seeking Possession	4	
	■ Eviction	5	
	■ Referral to, or provision of, Family Intervention Project	9	
	■ Referral to, or provision of, floating support service		

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Variable	Example indicator	Number of cases	Indicator reference
External agency type	<p>Number/percentage of closed resolved cases that involved assistance from an external agency by agency type:</p> <ul style="list-style-type: none"> ■ Housing association ■ Local authority housing department ■ Social services ■ Police 	<p>34</p> <p>42</p> <p>12</p> <p>15</p>	A8
Type of non-legal cost	<p>External non-legal costs of tackling ASB for each type of non-legal cost per ASB case:</p> <ul style="list-style-type: none"> ■ Mediation¹⁹ ■ Specialist victim support ■ Surveillance 	<p>£2.50</p> <p>£1.25</p> <p>£0.50</p>	F3
Local authority area	<p>Available CDRPs represented on by local authority area (housing associations only):</p> <ul style="list-style-type: none"> ■ Local Authority 1, Area A ■ Local Authority 1, Area B ■ Local Authority 2, Area A 	<p>Yes</p> <p>No²⁰</p> <p>Yes</p>	A9
Resident profile (eg age)	<p>Percentage of respondents concerned about anti-social behaviour in their local area, by age:</p> <ul style="list-style-type: none"> ■ Under 18 ■ 18-25 ■ 26-34 ■ 35-44 ■ 45-54 ■ 55-64 ■ 65+ 	<p>18</p> <p>42</p> <p>8</p> <p>22</p> <p>34</p> <p>34</p> <p>28</p>	G9

19 Example: the total cost of external mediation services divided by the total number of new ASB cases in the period (see paragraph 5.84 for more information).

20 State reason.

APPENDIX I

GOOD PRACTICE SOURCES

Online sources of good practice information on ASB include the websites listed below.

Organisation	Notes
Audit Commission www.audit-commission.gov.uk	Positive practice is identified and showcased in reports, eg <i>'Neighbourhood crime and anti-social behaviour – making places safer through improved local working'</i> at www.audit-commission.gov.uk/neighbourhoodcrime Accompanying the report was a guide for local agencies on creating neighbourhood profiles for management of crime and anti-social behaviour.
Chartered Institute of Housing www.cih.org	Publications and resources for practitioners on anti-social behaviour, eg <i>'Tackling anti-social behaviour: action frameworks'</i> , March 2006, available to purchase from CIH online.
Cleaner Safer Greener Communities www.cleanersafergreener.gov.uk	The Residential Area section of the website has sub-sections on litter, household waste, abandoned vehicles, neighbourhood crime and includes practice examples
Communities and Local Government www.communities.gov.uk	Publications and resources for practitioners on anti-social behaviour and housing: www.communities.gov.uk/index.asp?id=1152990
Crime Reduction www.crimereduction.gov.uk	Home Office managed website useful for its mini-sites on topics that overlap with ASB, eg CCTV, criminal damage, neighbourhood watch, and partnerships (CDRPs). Also see the Toolkits and Ideas Exchange (in the Initiatives section).

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Organisation	Notes
<p>ENCAMS www.encams.org</p>	<p>Website includes a range of Knowledge Banks providing help and advice on a range of local environmental quality issues such as nuisance and abandoned vehicles, fly-tipping, graffiti, and control of dogs:</p> <p>www.encams.org/advice/main2.asp?pageid=91</p>
<p>European Urban Knowledge Network www.eukn.org/eukn</p>	<p>The E-Library has a section on security and crime prevention and on Tackling crime, with research, policy and case studies.</p>
<p>Every Child Matters www.everychildmatters.gov.uk</p>	<p>The resources and practice database provides guidance, research, emerging practice, case studies, tools and examples that impact on the well-being of children and young people:</p> <p>www.everychildmatters.gov.uk/resources-and-practice</p>
<p>HouseMark www.housemark.co.uk</p>	<p>For members, HouseMark's on-line Knowledge Base includes positive practice examples identified by the Housing Inspectorate, validated case studies, and selected practice examples. Through the Forum you can share good practice, learn from others and discuss new approaches/ideas.</p>
<p>Housing Corporation www.housingcorp.gov.uk</p>	<p>As regulator, the Housing Corporation produces reports and guidance on the Respect Agenda and in dealing with ASB, eg <i>'Good Practice Note – Promoting Respect: Tackling anti-social behaviour through partnership working'</i>:</p> <p>www.housingcorp.gov.uk/server/show/ConWebDoc.10621</p>
<p>IDeA – Beacon Scheme www.idea.gov.uk</p>	<p>'Preventing and tackling anti-social behaviour' is a theme the Beacon Scheme in 2007/08. Case studies produced by the beacon authorities will be published through the year:</p> <p>www.beacons.idea.gov.uk</p>
<p>renewal.net www.renewal.net</p>	<p>The on-line guide to what works in neighbourhood renewal includes case studies, guidance and useful links in its housing and environment> managing the neighbourhood> anti-social behaviour section.</p>

Organisation	Notes
<p>Respect www.respect.gov.uk</p>	<p>The Respect Handbook identifies the key principles that underpin the programme. The ASB Practitioner’s area of the website (click on Work in Community) includes a document library of key reference documents and guidance. Sharing your experience pages include case studies and transcripts of on-line discussions between experts and ASB practitioners.</p>
<p>Shelter www.shelter.org.uk</p>	<p>The Housing policy and practice section of Shelter’s website includes information on trail-blazing projects from around the UK and details of their outcomes. The key publications page allows you to browse policy documents, briefings and consultation responses: england.shelter.org.uk/policy/policy-825.cfm</p>
<p>Social Landlords Crime and Nuisance Group www.slcn.org.uk</p>	<p>For members, the website (currently under review) will include examples of good practice.</p>
<p>Tackling Drugs Changing Lives www.drugs.gov.uk</p>	<p>The Drug strategy>Communities>Guidance section includes housing-focused toolkits to help address drug related anti-social behaviour.</p>
<p>Youth Justice Board www.yjb.gov.uk</p>	<p>See the Practitioner area of the website, especially the Improving Practice section and the Directory of Emerging Practice.</p>

ACKNOWLEDGMENTS

Project team

Steve Osborne (project manager and lead consultant)

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John Wickenden

Steve Smedley

Rod Webb

Liz Kenny

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Peter Jackson

Advice and support was received from Caroline Hunter and Judy Nixon

Advice on the Performance Indicators was received from Professor Alan Murie, Steve Rogers, Philip Whiteman and Bruce Walker from the University of Birmingham.

Editorial support was provided by Alan Dearling.

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Maureen Davis, Maggie Fennell and Emily Baker	Derby Homes
Mary Larbie	Ealing Homes
Michael Cowie and Joanne Carraher	Gentoo Group
Rebecca Escott-New	London Borough of Lambeth
Tess Ash and John Hudson	Manchester City Council
Meechele Bowes	Metropolitan Housing Trust
Julie Davidson	Newark and Sherwood Homes
Alistair Courtney	Northern ASB Good Practice Forum
John Baldwin	Notting Hill Housing Trust
Steve Adams	Places for People Group
Susan Kane and John Drury	Plymouth City Council
Jonathan Walton	Rochdale Boroughwide Housing
Isabel Jekyll	Rockingham Forest Housing Association
Thalia Ali	SHAARP
Nathan Robinson and Helen Simpson	Sheffield Homes
Clive Wathen	Signpost Housing Group
Sue Barton	Testway Housing

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Brindha Nathan and Gayle Gibson	Association of Retained Council Housing
Debbie Larner and Joanne Kent-Smith	Chartered Institute of Housing
Su Gomer	National Federation of ALMOs
Pella Foster	National Housing Federation
Jayne Barber	Tenant Participation Advisory Service

The authors would like to thank the following organisations for providing information during the consultation phase of the project:

Accent Peerless, Adur District Council, Affinity Sutton, Arches Housing, Ascham Homes, Aspire Housing, Barnsley Metropolitan Borough Council and Bernesai Homes, Birmingham City Council, Blyth Valley Housing, Bolton at Home, Boston Mayflower, Bournemouth Borough Council, Brent Housing Partnership, Bristol City Council, Bromford Housing Group, Bury Metropolitan Borough Council and Six Town Housing, Calico Housing, Canterbury City Council, Carrick Housing, CDS Housing, Charter Housing, Cheltenham Borough Homes, CityWest Homes, Cross Keys Homes, Dane Housing, Derwent Living, Dominion Housing Group, Drum Housing Association, Dudley Metropolitan Borough Council, Ealing Homes, Five Piers Housing Association, Gateshead Housing, Genesis Housing Group, Gentoo Group, Gloucester City Homes, Golden Gates Housing, Granta Housing Society, Great Places Housing Group, Greenvale Homes, Halton Housing Trust, Haringey Council and Haringey Homes, Hermitage Housing Association, High Weald Housing Association, Hillingdon Homes, Homes in Havering, Housing Hartlepool, Islington and Shoreditch Housing Association, Joseph Rowntree Housing Trust, Leeds East Homes, Leeds Federated Housing Association, Leeds South Homes, London Borough of Lambeth, Maidstone Housing Trust, Manchester City Council, Metropolitan Housing Trust,

ACKNOWLEDGMENTS

Midsummer Housing Association, Moat Housing Group, New Prospect Housing, Newark and Sherwood Homes, North West Leicestershire District Council, Northwards Housing, Notting Hill Housing Group, Places for People, Poplar HARCA, Raglan Housing Association, Richmond upon Thames Churches Housing Trust, Riverside Group, Riviera Housing Trust, Rockingham Forest Housing Association, Salvation Army Housing Association, Saxon Weald Housing Association, Severnside Housing, Sheffield Homes, Signpost Housing Group, Sovereign Housing Association, Stadium Housing Association, Stockport Homes, Teign Housing Group, Three Rivers Housing Group, Thurrock Council, Trent & Dove Housing, Tristar Homes, Twynham Housing Association, Vale Housing Association, Vale of Aylesbury Housing Trust, Wakefield and District Housing, Wales & West Housing Association, Walsall Housing Group, Weaver Vale Housing Trust, Wellingborough Borough Council, West Kent Housing Association, Western Challenge Housing Association, Westlea Housing Association, Weymouth and Portland Housing, Whitefriars Housing Group, Wolverhampton Homes, Wycombe District Council, Wyre Forest Community Housing.