

2009 - 2010 Service Excellence Plan

Anti Social Behaviour Team

1. Continuous Improvement

Objective: Achieving service excellence and development of community safety strategies					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
Produce annual report of achievement of unit	Present annual report to senior management and BHP board	CL	Annually	<ul style="list-style-type: none"> . Continuing process. Report submitted to Service Delivery Sub-Committee on 21st January 2009. 	M/L
Community Safety Strategy and action plans to be produced	Published on internet, circulated to residents	CL	Completed	<ul style="list-style-type: none"> Strategy approved and posted on intranet. 	H/L
Secure an effective mediation service	Establish a Mediation services in accordance with best value principles	BR	On going 2008	<ul style="list-style-type: none"> In addition to Brent Mediation Service, referrals ongoing to BHP's in-house service. 	H/L
Produce Respect Guide for residents	Document produced and sent out as mail shot	CL	Completed	<ul style="list-style-type: none"> pack produced and mailed out to all tenants and leaseholders 	H/H
Carry out an incident mapping exercise using GIS	Cases plotted and mapped onto GIS. Analysis	BR/CL/ JL	March 2008 & ongoing.	<ul style="list-style-type: none"> Analysis completed and new system developed within FLARE 	H/M

Objective: Achieving service excellence and development of community safety strategies					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
Carry out effective complaint analysis	Analysis to be done monthly within Team meetings and with Director	CL/JL/BR	On going	<ul style="list-style-type: none"> Analyse complaints made against service provision, Implement corrective and preventative action to systems, processes and procedures 	H/L
Develop internet/intranet	All unit information on intranet/internet is develop	CL/JL/BR	ongoing	<ul style="list-style-type: none"> Continuously updated. New ASB procedure and ASB strategy updated onto internet. 	M/L
Review effectiveness of a lawyer based within ASB Team	review arrangements, ensure value for money and develop this project if necessary	CL	March 2008	<ul style="list-style-type: none"> This was suggested in resources report that went to DMG. DMG decided not to proceed on this. 	M/H
Establish training for the ASB Team	Training on new ASB powers, legislation and database	BR	Ongoing	<ul style="list-style-type: none"> ABSO Training Procedure Walk through FLARE ASB database 	H/M

Objective: Provision of comprehensive casework resolution service for complex or persistent anti-social behaviour, nuisance, harassment or neighbour relations					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
Revise Referral Process	Meeting to be set up with area unit team managers to agree criteria for new referral processes	BR/JL	Completed.	<ul style="list-style-type: none"> Revised referral process agreed and implemented. 	M/L
Customer Satisfaction Surveys	Case is closure, ASBO's notify admin officer to carry out telephone survey. Survey completed	BR/TT/ BK	Ongoing	<ul style="list-style-type: none"> Quarterly reports for Division meetings, AHBs and Board 	M/L
Trend Analysis reports	Quarterly reports produced and submitted for inclusion on Area Housing Board Agenda	BR/CL/ JL	On going	<ul style="list-style-type: none"> Quarterly reports completed for AHB meetings 	M/L
Establish Witness Support Programme	Meetings to be set up with Perry Singh, Police and Victim Support to develop project	BR/CL/ JL	Completed	<ul style="list-style-type: none"> Scheme now launched and leaflets sent out to all tenants and leaseholders 	H/M
Implement FLARE IT package for case recording and producing PI's	Flare system purchased. Implementation and training to be completed	CL/BR/ JL	Completed	<ul style="list-style-type: none"> User group set up, training & implementation mainly completed. Running reports training completed for Managers. Data now loaded and using system 	H/M

Objective: Provision of comprehensive casework resolution service for complex or persistent anti-social behaviour, nuisance, harassment or neighbour relations					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
Benchmarking	To ensure continuous improvement, carry out benchmarking with other landlords/RSL's	BR/CL/ MM/JC/ JL	On going	<ul style="list-style-type: none"> The ASB unit and warden Service participate with a range of benchmarking arenas in the borough and with other organisations, learning & adopting best practice 	M/L
Develop preventative work through educating young people and tenants on expected standards of behaviour	Visits to schools carried out. Open days held, literature produced to target youths. Further work to be established with Neighbourhood Services Team	CL/JL/ BR/MM/ JC	On going	<ul style="list-style-type: none"> Participation in Youth Festivals and Open Day already achieved. Tree planting and school visits completed. Further event to be organised by summer 2009 	M/L
Arrange witness statement & PACE training for all ASB officers	Training to be carried out and officers to utilise knowledge then competency in this area increased	BR	Ongoing to be completed by May 2009	<ul style="list-style-type: none"> Further training arranged with new Contractor to be delivered. 	M/L
Develop a youth strategy through partnership working on estates	Discuss with Neighbourhood Services. Set up focus group. Diversionary activities established	BR/CL/ MM/JC	May 2009	<ul style="list-style-type: none"> Report on strategy to be produced 	M/M

Objective: Provision of comprehensive casework resolution service for complex or persistent anti-social behaviour, nuisance, harassment or neighbour relations					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
Arrange for further RIPA training and ensure that system is set up to monitor applications, renewals and cancellations	Staff comply with RIPA and are fully trained and competent in this area	BR	On going	<ul style="list-style-type: none"> • Training Implemented. • Further sessions to be planned to cover new starters 	H/M
Design additional publicity for service users	leaflet designed for to give details of what happens if you are a witness and also, what happens if case is referred to ASB team	CL/BR	Ongoing	<ul style="list-style-type: none"> • Additional leaflets completed including 'Respect – guide to tenants'. • Leaflets sent out to all tenants and leaseholders • Leaflets included in New Tenants starter pack. 	M/h

3. Diversity

Objective: Policy and procedural development work in the area of racial harassment & hate crime					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
Current Hate crime/ Racial Harassment procedure	Review current procedure and train all front line staff.	BR	On going	<ul style="list-style-type: none"> • Completed and Hate Crime Panel launched & chaired by BR, now absorbed into BASBAG 	H/L

Objective: Policy and procedural development work in the area of racial harassment & hate crime					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
Training on all aspect of on dealing with Hate crime	Set up training programme for BHP staff and board members on the following	CL/BR	Ongoing Next major sessions to be delivered by May 2009	Deliver training for BHP staff and board members on the following How to do casework (ASB staff) Victim perceptions & supported needs (ASB Staff) Human Rights Act 1998 Range of legal tools Taking reports by community organisations	H/L
Implement new racial Harassment procedure	Procedure implemented, staff training carried out	BR	August 2007 ongoing	Completed Regular reviews	H/I
Develop forward strategy	New action plan drawn up detailing next areas of work to be carried out	CL/BR	Completed	completed	H/M
Develop Victim Support Pack	Pack completed and in use	CL/JL/BR	ongoing	Regular reviews	M/H
Publicity to raise awareness	Materials produced: Internet/leaflets/posters	All	On going	Ongoing process, mail shots completed, Hate Crime Support Pack distributed	H/H
Outreach work with schools and youth groups.	Currently addressed through Youth Panel and Youth Inclusion Project	JL/BR	On going	Ongoing through various projects	M/M

Objective: Policy and procedural development work in the area of racial harassment & hate crime					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
Establish monitoring system to capture P.I. Develop local P.I. and produce IT system for monitoring	Common monitoring systems and classification for RH cases agreed and implemented	CL	On going	<ul style="list-style-type: none"> • New indicators introduced through LAA guidelines • Awaiting clarification from the centre 	H/L
Carry out survey of customer views of racial harassment services.	Sample identified and survey carried out to assist with evaluation of project and forward strategy	CL	Completed	<ul style="list-style-type: none"> • Report underway to look at under-reporting 	M/L
Develop strategy to address under reporting	As per above, analysis carried out, research undertaken and report to be completed	CL	February 2008	Report now completed and placed on intranet.	M/M

Key for personnel

Abbreviation (initials)	Post Holder (name or title)
CL	Christian Longdon – Head of ASB & Warden Services
JL	Jane Lambert – Warden Service Manager
BR	Barbara Rowe – Anti Social Behaviour Manager
MM	Mary Miller – ASB Officer
JC	Janet Coote (Williams)– ASB Officer
TT	Tracey Twoney – ASB Support Officer now replaced by Shelomi Campbell