

Gloucester City Homes



Anti-Social Behaviour Strategy



Contacting us

How to contact us
Customer Services Team
Gloucester City Homes
Railway House
Gloucester
GL1 1DG

Customer Services Line: 0800 408 2000 (Freephone)
Or 01452 424344
Text: 0778 148 2656
Fax: 01452 833101
Minicom: 01452 396161
Email: customer.services@gloscityhomes.co.uk
Website: www.gloscityhomes.co.uk
GCHTV on the Looking Local service on Sky, Virgin
Media mobile phone and Nintendo Wii

You can also contact us using our online reporting forms.

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Getting our information in other formats

If you would like any part of this document explained, translated or provided in another format such as large print, audio or Braille, please contact our Customer Services Team on 0800 408 2000.

Bengali

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Chinese

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Gujarati

જો તમને આ દસ્તાવેજ બીજી ભાષા અથવા રચનામાં જોઈતો હોય, અથવા જો તમને ઈન્ટરપ્રિટરની સેવાઓ જોઈતી હોય તો, કૃપા કરી અમારી સંપર્ક સાધો.

Polish

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Urdu

یہ دستاویز اگر آپ کو کسی دیگر زبان یا دیگر شکل میں درکار ہو، یا اگر آپ کو ترجمان کی خدمات چاہئیں تو برائے مہربانی ہم سے رابطہ کیجئے۔

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STATUS	REFERENCE
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<p>Important Notice: Printed paper copies of this procedure are uncontrolled. The current version of this procedure is available on the Intranet</p>	

Documentation Master Sheet
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1 ABOUT GLOUCESTER CITY HOMES

Gloucester City Homes (GCH) manages and provides housing services for our 4,900 tenants and leaseholders in the City. Since the company was launched in December 2005, we have continually improved your services by working with our customers to meet their priorities, service standards and targets, and taking into account their views through active involvement and feedback.

Since October 2007, we have delivered significant investment into our customers' homes, making excellent progress to meet the Government's Decent Homes Target. We are pleased to report that as at the end of March 2010, 81% of our stock is decent and we will be working hard to approach 90% decency in 2010. At the same time, we have achieved consistently high levels of tenant satisfaction in carrying out those improvements, often exceeding 98% through the excellent work of Lovell, our improvement partner.

In October 2010 Gloucester City Homes received a 3* rating excellent service from the Audit Commission inspection in October 2010, which confirmed Gloucester City Homes as an organisation of excellence and highlighted several areas of national best practice which included the delivery of anti-social behaviour services.

Our Board, management and our teams look forward to working with you to improve your homes and services and make your communities better places to live.

Another key commitment is to develop a highly effective relationship with the Tenant Services Authority who became the regulator for all housing providers in April 2010. We provided our first report in October 2010 setting out how we will deliver the 6 new TSA standards through our services offered to our tenants. It also included local offers where our tenants want us to exceed the TSA standards.

Our vision is to take the company forward by expanding our management services; play a major role in the future regeneration of the housing stock and seek to develop new affordable housing in partnership with the Council.

2 INTRODUCTION

This document outlines the Anti-Social Behaviour (ASB) Strategy that will be delivered by Gloucester City Homes over the next 3 years 2010-13 within a local, county and national context.

This strategy has been developed in line with the Anti-Social Behaviour Act 2003 & The Crime & Disorder Act 1998 (as amended), which defines anti-social behaviour as:

“acting in an anti-social manner that caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household as the perpetrator”.

At GCH we recognise that by providing a strong housing management service a real difference can be made to the quality of lives of local residents. We want people to feel safe and confident in their homes and in their communities.

GCH aims to ensure that tenants and leaseholders live peacefully within their own homes and communities. We recognise that failure to tackle anti-social behaviour effectively could substantially blight the quality of life for those people living with anti-social behaviour or noise nuisance, and can also damage our ability to develop sustainable communities.

3 THE AIM OF THE ANTI-SOCIAL BEHAVIOUR STRATEGY

We recognise that ASB, where it exists within communities, can substantially blight the lives of tenants, leaseholders and the community and prevent them from living peacefully in their own homes.

As a strategic partner in the City of Gloucester, GCH has a key role to play driving the Respect Housing standard forward and tackling ASB effectively. In partnership with other agencies such as the Gloucestershire Police, Family Intervention Project, Youth Offending Service and Gloucester City Council we work holistically to resolve ASB at the cause and prevent it from reoccurring in our communities.

The aim of this strategy is to:

- Reduce the number of incidents of anti-social behaviour in our own housing stock and the private sector through our specialist ASB teams
- Work in partnership with other agencies and Safer Gloucester to provide sustainable solutions to anti-social behaviour
- Take swift and effective measures to resolve anti-social behaviour through both non-legal and legal remedies
- Provide excellent witness and victim support to people providing evidence for anti-social behaviour cases through our dedicated witness support ASB Officer
- Work with perpetrators of anti-social behaviour to modify and improve behaviour to prevent repeat incidents and address historical issues
- Work in partnership to educate young people on the effects of anti-social behaviour for themselves and the communities they live in.

4 OUR VISION

The vision of Gloucester City Homes for the ASB service is:

“We are committed to preventing anti-social behaviour, but where it does occur, we will work in partnership to tackle it effectively and robustly, recognising that failure to do so can have a devastating effect on our communities”.

5 ABOUT GLOUCESTER

The City of Gloucester has high proportions of children and people of parenting age (up to 45 years), with relatively small numbers of older people. 7.5% of Gloucester residents (at 2001 Census) were of Black or Minority Ethnic origin, compared to 2.3% across the South-West region and 2.9% in Gloucestershire.

ONS population projections suggest that the population of Gloucester is growing slowly, and that the population is ‘ageing’, with numbers of children and ‘parents’ falling.

In terms of official measures of deprivation (Indices of Multiple Deprivation 2007) Gloucester City is ranked at 118 out of 352 Local Authority Areas in England, which places it within the more deprived half of areas in England.

The Indices of Deprivation 2007 has identified 7 super output areas in Gloucestershire that appear in the national top 10% of those most deprived across all areas of deprivation, five of these are in Gloucester and in areas of the city where our tenants live:- Podsmead, Matson & Robinswood, Westgate (2), Kingsholm and Wotton. An area of Podsmead ranks the highest of those in Gloucestershire. Barton and Tredworth also ranks in the top 10 most deprived in Gloucestershire

National top 10% for high levels of crime and disorder includes areas of: Westgate, Matson & Robinswood, Podsmead, Barton and Tredworth, and Moreland.

6 TACKLING ANTI-SOCIAL BEHAVIOUR IN GLOUCESTERSHIRE

The County of Gloucestershire contains 6 Community Safety Partnerships (CSP's), these are supported by the Gloucestershire Safer Stronger Community Partnership. Each partnership has its own unique identity, and work is specifically tailored to the make-up of its respective communities and problems.

GCH feed into the priorities set by Gloucester CSP and is a member of the strategic board. A Citywide strategic action plan for tackling anti-social behaviour is set annually by the CSP and is monitored through several thematic groups including, Neighbourhood Partnership Board, the County and City Anti-Social Behaviour Steering Groups and the Total Place Project Board.

During the last 12 months the police have recorded, on average, 95 incidents of anti-social behaviour per day across Gloucestershire, almost 4 per hour or one incident every 15 minutes. Gloucester City Homes have had a total of 403 cases of ASB reported to us over the last 12 months.

Gloucestershire Strategic Assessment for 2009 has identified ASB as a key priority for Gloucester; it features as a considerably high concern for residents. Over half of Gloucestershire's residents who took part in the 2009 Perceptions of Crime Survey identified "Parents not being made to take responsibility for the behaviour of their children", "People not treating other people with respect and consideration" and "Teenagers hanging around the streets" as problems in their neighbourhoods.

The most reported incidents of ASB in Gloucestershire during 2009 were rowdy or inconsiderate behaviour and the number of overall ASB incidents in Gloucester has increased in the last 12 months.

7 TACKLING ASB IN GLOUCESTER

Tackling anti-social behaviour is a top priority at Gloucester City Homes and is consistently a key priority. Gloucester City Homes has two specialist Anti-Social Behaviour Teams whose roles are to resolve anti-social behaviour on GCH's housing estates and within the private sector with support from the Neighbourhood Services Team and by working closely with the Police and Gloucester City Council's CSP.

GCH classify anti-social behaviour into two categories serious and minor. The specialist Anti-Social Behaviour Teams deal with complaints of serious anti-social behaviour, minor cases of anti-social behaviour are referred to our Neighbourhood Services Team for GCH residents and Gloucester City Council's Neighbourhood Management Team for private residents.

1. Gloucester City Homes ASB Team

From April 2010 to March 2011 the GCH ASB team dealt with 379 cases of serious (for example drug dealing) or very serious cases of ASB (for example violence). This was a reduction of 6% from the previous year.

We met 100% of our first contact and action plan key performance indicators in line with our current service standards.

The ASB Team carried out a number of interventions both legal and non-legal to resolve ASB effectively,

2. Private Sector ASB Team

GCH in partnership with Gloucestershire Constabulary and Gloucester City Council (GCC) have taken on the management function for anti-social behaviour cross tenure Citywide. A multi-agency team has been set up to tackle ASB where it exists in private tenancies, owner-occupiers and public places.

The team is called Project Solace and has been live since April 2010.

The team have been commissioned to tackle serious and very serious categories of ASB for the residents across Gloucester, immaterial of their household tenure. The team have adopted the same service standards as the GCH ASB team and performance will be reported to various forums including the ASB Steering Group.

From the outset the Private ASB team have been encouraged to have a problem solving approach to tackling ASB and to recognise that the key to increasing public confidence and providing sustainable solutions to the problem will be greatly enhanced with partnership working.

This has been developed through the Neighbourhood Management structure and the wider partnership now includes many Council departments, Police, Fire and Rescue Service, Health and a number of community and voluntary organisations.

8 OUR COMMITMENT TO RESOLVING ASB

GCH shows a consistent commitment to ASB at both a strategic and operational level. ASB features regularly at board level, within corporate business plans, team project plans and key performance indicators. There is a culture of continuous service improvement with considerable time and effort dedicated to I.T. support, staff training and multi agency working.

This level of accountability is consistent throughout the ASB teams with clear policies for dealing with ASB and staff are well trained to effectively deliver their role. There is a holistic approach to solving ASB with all the available tools utilised. Staff are engaged with partners at a local level and full use is made of the local ASB Steering Group. The ASB Steering Group is designed to ensure that a consistent and joined up approach is taken to resolving ASB within the City.

The ASB team are also encouraged to seek and replicate good practice locally, regionally and nationally. This is achieved through membership of various forums and organisations such as the Social Landlords Crime and Nuisance Group, HouseMark and the Regional ASB forum.

The Respect Housing Management Standard – The National Perspective

To demonstrate our commitment to the wider community and that we will do everything that is reasonably possible to tackle anti-social behaviour and deliver a high quality service, we have signed up to the Government's **RESPECT** housing standard.

We will deliver our vision and the **RESPECT** standards through our housing management role and broader involvement with communities and partners.

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

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

The **RESPECT** housing standard has identified the following as core responsibilities which will form the basis of our **Key Objectives**.

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

9 DELIVERING ASB SERVICES

GCH have set clear objectives for resolving ASB in line with the Governments Respect Housing Standard, these have been developed in consultation with tenants, leaseholders, residents and stakeholders and have taken on board strategic aims set by the County ASB Group, City ASB Steering Group and the CSP strategic ASB action plan.

These objectives will be recorded, measured and delivered through a performance framework that has a process of ongoing consultation with residents, tenants and partners and aims for a process of continual service improvement. The objectives will be delivered over a 3-year period and will be reviewed annually.

1. Accountability, leadership and commitment

GCH have established a Residents Steering Group which is a resident's panel made up of tenants, leaseholders, community members and young people who meet on a regular basis and are utilised as a 'critical friend' to the GCH ASB teams. They are knowledgeable in the subject area of ASB; receive regular performance reports and review and comment upon new policies and literature.

As part of our role within the County ASB Group and the Safer Stronger Communities Partnership GCH publicise the ASB policy and service standards through the media, website and information literature and are accountable for dealing with ASB effectively.

ASB features regularly on performance reports to the GCH Board, Customer Forum and Service and Operations.

Objectives 2011/2012

- Fully embed the anti-social behaviour policy and ensure customers are provided with access to the policy.
- Further develop links with all agencies that serve different parts of the community and develop memorandums of understanding in partnership to deliver effective joint services.
- Work in partnership with Gloucester Safer Stronger Communities Partnership to deliver the Strategic Assessment
- Further develop existing service level agreements with partner organisations and monitor existing one's ensuring value for money.
- Take forward customer views on perceptions of GCH and our service standards, getting their opinions about what we do now, identify improvements and implement them. Publish revised Service Standards annually.
- Publicise and promote good work undertaken by the ASB Teams to increase public confidence

Ambitions for 2011/ 13

- To continue with objectives for 2011/2012
- To continue to monitor the service and refine it according to customer feedback and aspirations.

2. Empowering and reassuring residents

GCH actively encourage and embrace tenant and resident involvement in all aspects of the organisation. Through our Get Involved Resident's Charter and active tenant and residents groups we continually involve tenants in shaping our services.

We hold yearly Focus Groups to review service delivery and the service standards for all of the services GCH provide. This year 100% of our customers said that they rated the ASB service as very good or good and 100% said that the service had improved in the last 12 months.

The ASB Teams work with the community to provide reassurance where ASB has been reported or there is a fear of crime and carry out a number of reassurance initiatives such as:

- Meet the people events
- Joint street surgeries with the Safer Communities Police Teams
- Multi-agency walkabouts
- Publications
- Crime prevention events

Customer satisfaction surveys are a valuable tool when assessing the quality of a service that has been provided. A customer survey is sent to all complainants of ASB to review their levels of satisfaction with the GCH service. This includes questions directly relating to the handling of a case and satisfaction with the actual outcome. Whilst it is notoriously difficult to provide satisfaction in all cases of ASB performance targets are in place and these are reviewed annually.

Perception surveys are also a valuable tool for measuring customer views of their community and gaining a view of their perceived levels of local problems such as ASB. As reported in the introduction, ASB always features highly as a concern to residents. Within the Local Area Agreement (LAA) the Police and Council will conduct an annual place survey to measure how well we deal with crime and anti social behaviour

Objectives 2011/2012

- Continue to develop customer involvement with the ASB Residents Steering Group to ensure residents views are fully represented in the delivery of the service
- Provide updates to tenants and residents groups on ASB statistics for their area and what we are doing to improve it through improved communications and media campaigns
- Work in partnership with other agencies to improve community confidence in reporting ASB
- Support the Police Confidence Campaign to reduce repeat victims of ASB
- In partnership with Neighbourhood Services deliver 12 Meet the People Events to provide customers with an opportunity to feedback on their local area.
- Work in partnership with other Registered Social Landlords to implement estate security improvements and initiatives to support the community.

Ambitions for 2011/ 13

- To continue with objectives for 2011/2012
- To continue to monitor the service and refine it according to customer feedback and customer aspirations.

3. Prevention

As a responsible landlord GCH recognises that prevention of ASB is key to sustainable and safe neighbourhoods. It therefore undertakes a variety of prevention focused activities to reduce and prevent ASB in local communities. These activities include the following;

- Strengthening the community through positive engagement in panels, meetings and local forums
- Working closely with local councillors, residents, Police, Neighbourhood Management and partners to address local concerns and emerging threats
- By providing good Estate Management and a swift response to the removal of graffiti, litter, fly tipping etc
- By supporting local youth projects and interacting with young people
- Promoting community cohesion through local events and the engagement of residents through the Resident Involvement Team
- By supporting community pride days to raise pride within the community and designing out crime

- Encouraging good neighbour agreements in hotspot areas or where minor asb has occurred
- Working closely with GCC to prevent re-housing perpetrators of ASB
- Work with the Neighbourhood Services Team to monitor introductory tenancies effectively
- Having clear policies on ASB that manage residents and partners expectations that eviction is a last resort.
- Having clear policies on what is – and isn't ASB – and providing guidance to residents to help solve their own low level ASB where appropriate
- Developing the technical support available to tackle ASB, including making best use of, and developing GCH's CCTV facilities.
- Putting in place swift action plans for tackling ASB in hotspot areas at the earliest opportunity.
- Carrying out multi-agency prevention initiatives such as Crime Prevention Days, diversionary activities and fun days

Objectives 2011/2012

- Maximise the use of Good Neighbour Agreements and other voluntary agreements to encourage community involvement and provide sustainable solutions
- To develop the use of the SARA (Scanning, Analysis, Response, Assessment) model of theory in order to measure the effectiveness of ASB preventative solutions
- To develop and increase links with local partnership forums in order to influence the commissioning and deployment of preventative resources
- To work holistically with Total Place to provide intensive family support to chaotic and resource hungry families to reduce anti-social behaviour
- To develop advice cards on low level ASB to encourage residents to resolve minor dispute amicably
- To work in partnership with Gloucestershire Police to continually work with young people to prevent incidents of ASB
- To continue to develop action plans for hotspot areas and ensure all partner agencies are accountable
- Work with the Safer Schools Partnership to educate young people on the effects of ASB for themselves and their communities.

Ambitions for 2011/ 13

- To continue with objectives for 2011/2012
- To continue to monitor the service and refine it according to customer feedback and customer aspirations

4. Early Intervention

GCH recognise that early intervention could prevent ASB from escalating and becoming a more serious problem; therefore we are actively involved in carrying out early intervention projects such as young people's awareness events, diversionary activities and youth engagement.

We have also carried out interventions with local schools such as holding awareness workshops, sponsoring and launching RESPECT handbooks and launching junior warden schemes.

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. This action could be as simple as advice to a complainant offering advice or guidance or a telephone call to a perpetrator to modify their behaviour. At a more formal level it could involve other agencies and consist of interventions such as:

- Acceptable Behaviour Contracts (ABC'S)
- Parenting Agreements
- Parenting Contracts
- Mediation services
- Good Neighbour Agreements
- Specialised victim support
- Case conferencing and multi-agency solutions such as Youth Offending programmes and family intervention project
- Referral to support services such as substance misuse or mental health
- Referral to specialised housing support through supporting people

These interventions are provided in consultation, and with the co-operation, of the perpetrator and (where appropriate) their family.

Objectives 2011/2012

- Deliver 2 young people's awareness events to raise awareness of the consequences of ASB and other issues facing young people
- Continue to develop initiatives with the Safer Schools Partnership to work with young people through delivering workshops in Citizenship classes
- To ensure that all appropriate and available preventative tools are utilised before enforcement action is considered through a twin track approach.
- To extend the network of current partners to ensure that all available solutions and remedies are being explored and that there is not a duplication of resources
- To train staff on the use of Restorative Justice practices to provide effective early intervention to resolve neighbour disputes
- To publicise good practise and success to encourage more resident participation

Ambitions for 2011/ 13

- To continue with objectives for 2011/2012
- To continue to monitor the service and refine it according to customer feedback and customer aspirations

5. Tailored services for residents and provision of support for victims and witnesses

GCH understands that taking action against perpetrators of anti-social behaviour can be a frightening experience, and that being a witness in an anti-social behaviour case can be daunting. In order to ensure that a successful outcome is achieved in Court it is essential for witnesses to be prepared to be involved.

In many cases without the help of complainants continually reporting anti-social behaviour to us, action could not be taken. Therefore we will do everything we can to ensure that witnesses feel supported throughout the process and continually supported after if necessary.

In partnership with residents who have been witnesses in ASB cases we have developed the following:

- Witness Support Groups for residents who have experienced severe asb and where there is a court case pending
- Reassurance packs – these contain low level security devices such as panic alarms, safe cans and window alarms

- Offering target hardening measures such as door bars and additional locks
- Referrals to the Sanctuary Scheme (where appropriate)
- Pre-court visits
- Annual witness recognition event

Witness support is an area that is continually being improved as we recognise the importance of supporting victims and witnesses of ASB. The ASB Team are continually trained and updated on best practise for supporting witnesses.

Objectives 2011/2012

- Develop a witness support network provided by residents who have been through an ASB court case
- Improve current provisions for supporting witness after court cases have been concluded
- Develop a witness and victim support Charter in partnership with our residents steering group
- Carry out regular surveys and ensure customer feedback to improve future services
- Work with partner agencies such as victim support to improve support to witnesses and victims of ASB
- Improve court experiences through development of a dedicated witness support officer.
- Encourage a multi-agency approach to supporting witnesses and victims of ASB.
- Develop the witness support officer role within the team to provide specialist support throughout the victims involvement with the ASB team
- Hold crime prevention and witness support groups for victims of ASB as and when required.

Ambitions for 2011/ 13

- To continue with objectives for 2011/2012
- To continue to monitor the service and refine it according to customer feedback and customer aspirations

6. Protecting communities through swift enforcement

Enforcement action is usually the last resort in tackling ASB and will only be used when it is proportionate and appropriate in the circumstances. It can also be used alongside other interventions to modify perpetrators behaviour. Examples of the enforcement actions available to landlords are as follows:

- Notice seeking Possession
- Possession Order
- Demotion Order
- Undertaking to the Court
- Injunction (including ex parte)
- Parenting Order
- Anti-Social Behaviour Order
- Eviction
- Dispersal Order
- Individual Support Order

Some enforcement action can be taken by GCH independently; others require partnership support or involvement.

All enforcement action is carried out in consultation with GCH senior management team and where appropriate multi-agency partners.

Objectives 2010/2011

- To further develop partnership working to explore all opportunities presented by available legislation and Government policy.
- To explore all available legal options when attempting to modify ASB, particularly in private or owner occupied properties.
- To keep up to date with new legislation and case law to ensure that we are providing the best possible service
- To engage with partners locally, regionally and nationally to ensure that we are keeping updated of best practise and new developments.
- To ensure that staff are well briefed and regularly trained in all aspects of ASB
- To ensure that they provide the best possible service.
- To make full use of professional services, technical support, anonymous statements and impact statements to support enforcement action.
- To develop and encourage witnesses to become involved in witness forums and supporting each other to increase confidence across the City.

Ambitions for 2011/ 13

- To continue with objectives for 2011/2012
- To continue to monitor the service and refine it according to customer feedback and customer aspirations

7. Support to tackle causes of anti-social behaviour

GCH work in partnership to address the causes of ASB and will work with perpetrators to modify their behaviour (where appropriate) and will provide long term sustainable solutions required to tackle ASB.

Perpetrators can themselves be vulnerable if the root causes of their behaviour are as a result of issues affecting their life and are perceived as beyond their immediate control. This could be cases such as;

- First time tenancies/independent living,
- Disruptive family circumstances
- Behavioural issues affected by substance misuse or alcohol.
- Untreated medical issues

In most cases supportive interventions will always be considered. These could include referral to, or provision of, any of the following;

- Family intervention projects
- Parenting support programmes or courses
- Floating tenancy support
- Referral to support services such as drugs or alcohol
- Referral to support services offering practical advice for debts and other money related issues
- Referral to other care or health agencies such as social care or mental health
- Referral to voluntary or Faith organisations

Objectives 2011/2012

- To further develop links with partner organisations that can provide support to perpetrators and develop memorandums of understanding with clear commitments from both agencies
- To support and develop the work of the Gloucester ASB Steering Group process to ensure that all available support is provided

- To ensure all staff are fully briefed on all available provision across the City
- To develop the use of perpetrator awareness sessions.
- Hold regular reviews with perpetrators of ASB to ensure that preventative actions are working and improving behaviour
- To work with the community to reintegrate perpetrators of ASB (where appropriate)
- Develop links with the Total Place Project and other support services
- Identify any safeguarding concerns and report them to the relevant agency

Ambitions for 2011/ 13

- To continue with objectives for 2011/2012
- To continue to monitor the service and refine it according to customer feedback and customer aspirations

10 PARTNERSHIP WORKING

Partnership working is essential for us to prevent and resolve anti-social behaviour quickly and effectively. GCH recognise that this is fundamental to providing an holistic approach to tackling anti-social behaviour and its causes.

Our Partners include:

- Police
- Environmental Health
- Health Services
- Children and Young People's Department
- Youth Offending Service
- Community Safety Partnership
- Support Services
- Mental Health Services
(This list is not exhaustive.)

As part of our commitment to Partnership working GCH attends and contributes to the Anti-Social Behaviour Steering Group, Community Safety Board and Neighbourhood Management Panel, all of which are multi-agency forums aimed at strategically planning and allocating the appropriate resources to resolve anti-social behaviour within Gloucester.

With our Partner Agencies we are signed up to an information sharing protocol, which enables us to share appropriate and relevant information with each other in line with the Data Protection Act 1998 and the Crime and Disorder Act 1998.

11 LINKS WITH OTHER STRATEGIES

The ASB Strategy is developed in line with other strategies including:

- The County ASB Strategy
- The CSP Strategic Action Plan
- Community Cohesion Strategy
- Neighbourhood Management Strategy

