



**Scrutiny Report - Salix Homes' approach to supporting
customers during an Anti-Social Behaviour Case**

May 2022

1. Scope

| | |
|------------------------------|---|
| Subject | Salix Homes' approach to supporting customers during an Anti-Social Behaviour Case |
| Commissioned by | Salix Homes Customer Committee (SHCC) |
| Panel | To be sourced from Salix Homes Scrutiny Pool (between 3 and 6 members) |
| Aims / objectives/ outcomes | <p>The purpose of this review is to:</p> <ul style="list-style-type: none"> • Understand and review Salix Homes' approach to supporting customers during an Anti-Social Behaviour Case (ASB) (including complex cases) • Understand and review how Salix Homes communicates to customers the support offered during an Anti-Social Behaviour case • Understand and review the collaboration between the Anti-social behaviour team and tenancy sustainment team |
| Areas out of scope | <ul style="list-style-type: none"> • Specific cases (confidentiality) • Confidential information with partners/agencies • Legal services information • Management move requests |
| Key service area involvement | <ul style="list-style-type: none"> • Communities Directorate |
| Links to corporate plan | <p>Scrutiny supports the corporate plan: Our Business: Viable, efficient, and well governed. Ensure a strong and influential customer voice through our new customer engagement arrangements.</p> <p>This scope supports: Our Services: Supporting people and places to achieve their potential: Develop a plan to prioritise and tailor support to our most vulnerable customers.</p> |
| Indicators of success | <ul style="list-style-type: none"> • Percentage attendance; scrutiny panel – [Target: 100%] • Number of recommendations made – [Target: 6] • Percentage of high to low level suggestions – [Target: 50%/50%] • Number of recommendations implemented – [Target: 80%] • Satisfaction of the process from Scrutiny Panel: <ol style="list-style-type: none"> 1. On a scale of 1-5 how much do you think that Salix Homes has listened to your views? 2. On a scale of 1-5 how much do you think that Salix Homes has acted on your views? 3. On a scale of 1-5 rating, would you recommend being involved with Salix Homes to your neighbours? |
| Timescale | See workplan |
| Resource commitments | Proposed cost: £1,000, excluding staff time. |
| Report Author | Jeanette Green, Customer Engagement Manager |

2. Methodology

The panel approached the gathering of evidence to inform their review and final analysis in several ways.

2.1 Review of relevant documentation in relation to Salix Homes Anti-Social Behaviour (ASB) service, customer to landlord, and landlord to customer relationship (**Appendix 1**)

- Scrutineers received a presentation on the ASB service from the service manager
- Salix Homes ASB, Hate Crime and Domestic Violence Policy and Procedure
- Salix Homes Customer Feedback and Complaints Policy and Procedure
- Salix Homes Safeguarding Policy and Procedure
- Salix Homes Customer Service Strategy
- Link sent for Salix Homes Customer Charter 'Our Promise'
- Link sent for Salix Homes Corporate Plan
- Crime and Policing Act 2014
- Salix Homes ASB Victim and Perpetrator Risk Assessments
- Salix Homes ASB Action Plan
- Salix Homes Working in Partnership Policy
- ASB Incident Diary

2.2 Review of relevant documentation in relation to Salix Homes' Tenancy Sustainment Team (TST) service, customer to landlord, and landlord to customer relationship (**Appendix 2**)

- Salford Multi-Agency Risk-Assessment Conference (MARAC) referral form
- Tenancy sustainment referral form
- Tenancy sustainment process Map
- Tenancy sustainment support plan
- Tenancy sustainment customer action plan

2.3 Analysis of current performance data (**Appendix 3**)

- Key Performance Indicators –
 - % Of ASB cases closed as resolved
 - % Of repeat ASB perpetrators
 - % Of tenants satisfied with the outcome of their ASB complaint
 - % Of legal actions that resulted in a successful outcome
 - Average cost per resolved case
 - Average days to resolve a case

2.4 Satisfaction

- ASB Satisfaction

2.5 Complaints

- Complaints Performance
- Member of Parliament (MP) Enquiries

2.6 Demonstrations/Presentation

- MySalix Portal
- Customer Relations Management (CRM) System
- ASB Case Management

2.7 Reviewed the relevant sections of Salix Homes website

2.8 Tested the ASB online reporting system 'MySalix'

2.9 Interviews with the following officers: **(Appendix 4 & 5)**

- Warren Carlon, Service Director
- Claire Taylor, Community Safety Manager
- Helen Byrne, Tenancy Sustainment Manager
- Lorrain Butler, Customer Service / First Response Manager

2.10 Focus Group with following officers: **(Appendix 6)**

- Tenancy Sustainment Officer
- ASB Officer
- Community Safety Officer
- Estate Management Officer

2.11 Focus Groups/Interviews with customers: **(Appendix 7)**

- Eight customers who had been either a victim of ASB or a perpetrator of ASB over the past 6 months were contacted and invited to join a focus group. Customers were offered an incentive of a £25 voucher. **We had a response rate of 12%**

2.12 Customer Survey **(Appendix 8)**

- Using CX Feedback, thirty-five customers who had raised a complaint over the past 12 months were sent surveys, **We had a response rate of 12%**

2.13 Customer Questionnaire **(Appendix 9)**

- One hundred and eighteen questionnaires were sent to the wider scrutiny pool, Community Connectors, and our three subgroups. **We had response rate of 6%**, which is a poor response rate and not a representative sample.

3. Introduction

- 3.1 Following Build Back Better (BBB) in May 2021, Salix Homes restructured their Communities Directive service. Shifting from a generic neighbourhood management approach to a more specialised role based on customer needs. As part of the restructure, the ASB Team and Community Safety Teams merged to offer a more efficient and effective specialist Community Safety service.
- 3.2 In addition to the Community Safety merged service, we saw the development of a new Tenancy Sustainment Team who will offer intensive support to Salix Homes most vulnerable customers to assist them to sustain their tenancies.
- 3.2 In January 2021, Salix Homes Customer Committee commissioned a piece of scrutiny on Salix Homes Approach to Supporting customers through an ASB Case. A group of four scrutineers were selected from Salix Homes' wider scrutiny pool.
- 3.3 The purpose of this review is to:
 - Understand and review Salix Homes approach to supporting customers during an Anti-Social Behaviour Case (including complex cases)
 - Understand and review how Salix Homes communicates to customers the support offered during an Anti-Social Behaviour
 - Understand and review the collaboration between the Anti-social behaviour team and tenancy sustainment team

4. Findings - Understand and review Salix Homes approach to supporting customers during an Anti-Social Behaviour Case (including complex cases).

4.1 Definition of ASB

Salix Homes uses the following definitions of ASB, as outlined in the Anti-Social Behaviour Crime and Policing Act 2014:

- Conduct that has caused, or is likely to cause, harassment, alarm, or distress to any person
- Conduct capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises
- Conduct capable of causing housing-related nuisance or annoyance to any person

4.2 Overview

Salix Homes communicates that it has a zero tolerance ASB, Hate Crime and Domestic Violence policy and procedure in place which offers customers multi-channel touchpoints 24 hours a day, 365 days a year to report ASB issues which include:

- In person at their office, via a pre-arranged appointment
- In person during the Community Walkabouts
- In writing
- By telephone through the 24-hour freephone reporting service
- Online through the web site
- Using the customer on-line account 'My Salix' Portal
- Through the 24-hour concierge service (high-rise apartments)
- Via a third party – e.g., a Police Officer or an advocate

4.2.1 First Response / Out of Hours

Should a customer experience ASB outside of office hours, they still have access to report incidents. All out of hour's reports are managed by the 'First Response' team who will take the initial report, triage the complaint to establish the level of risk to a customer and ensure any initial support is offered. This is done by asking the following questions:

1. Is there a threat to life?
2. Are you a victim of hate crime?
3. Is this a verbal or physical threat?

Following the triage assessment, Officers will establish the appropriate level of risk and support needed and will review appropriate action to take, i.e. that may involve early intervention such as visiting the property (High Rise only) to address the issue reported, dependent on the situation.

It has been found that approx. 80% of ASB cases can be resolved by early intervention methods.

Every ASB complaint is instantly logged on Salix's ASB management system, which initiates the ASB workflow, enabling Officers to capture the ASB details and all actions taken.

Following the assessment, should the incident relate to threats of violence, physical violence or possible hate crime, First Response will advise the customer to call Greater Manchester Police (GMP) on 999; if the customer refuses to report this to GMP, First Response will call GMP themselves, although as Salix Homes would be a third-party witness, no action may be taken; hence why Salix Homes will always encourage the customer to call GMP.

4.2.2 Customer Service Centre

Should a customer reports ASB during office hours by ringing the contact centre the customer service advisor will follow the ASB process by firstly triaging the risk level of the incident being reported. This is done by asking the following questions:

1. Is there a threat to life?
2. Are you a victim of hate crime?
3. Is this a verbal or physical threat?

As with the out of hours team, following the assessment, should the customer service advisor feel the incident relates to threats of violence, physical violence, or hate crime, they will advise the customer to call Greater Manchester Police (GMP) on 999; they will then report the incident directly to the ASB duty officer.

If the report is not assessed as high risk and the customer has digital access the advisor will direct the customer to the MySalix online portal. They will be advised on the benefits of using the portal i.e., able to report and update ASB information 24 hours a day, 365 days a year, being able to track open cases and communicate directly with their ASB Officer directly.

If the customer has not registered for MySalix the advisor will support them to register and report their complaint, which then helps free up the telephone lines for more vulnerable customer who may be digitally excluded.

4.2.3 Internal Reporting / Recording Systems

Salix Homes Customer Relationship Management System (CRM) is the IT software systems used by Salix Homes to record and monitor the management of ASB cases. CRM has been designed and built to reflect their ASB, Hate Crime and Domestic Abuse Policy and Procedure.

Once a case has been set up and assigned to an Officer, the system will automatically generate a workflow specific to the nature of the case reported. Each workflow has a timescale, linked to service standards and the performance management framework.

The scrutiny panel were given a demonstration of the CRM system and ASB case workflow, they expressed how impressed they were with the system and how customer information was stored in one place, vulnerabilities were able to be highlighted for all employees which helped ensure the right assistance was being offered to the customer.

4.2.4 ASB, Hate Crime and Domestic Violence Policy

The overriding priority within the policy is to protect people from harm and to provide appropriate and timely support for victims and witnesses of ASB.

Salix Homes ASB, Hate Crime and Domestic Abuse policy sets out a framework for how Salix Homes will endeavour to reduce, and prevent ASB. The policy sets out that it has a victim centred approach when responding to ASB complaints.

The policy highlights specific staff behaviours customers can expect when reporting an ASB, Hate Crime, harassment, racial abuse, and domestic abuse case, such as:

- Swift action will be taken to protect people and communities
- Every case will be taken seriously
- Each investigation will be carried out in a confidential and sensitive manner
- Staff will listen to customers and be empathetic
- Customers will be treated fairly and with respect
- Customers will be advised of appropriate actions that can be taken to support them and their ASB case
- Customers will be kept fully informed at all stages during their ASB case

Following review of the current ASB, Hate Crime and Domestic Abuse Policy the scrutiny panel found that it was due to be reviewed in October 2020, however, did recognise that over the past 2 years there had been a competing priorities and challenges for Salix Homes.

Therefore, the current policy needs to be reviewed considering new regulations and service structures, in addition the new policy should include information on customer dissatisfaction and how they can request an independent review of how their ASB case has been managed. i.e., Community Trigger.

4.2.5 ASB, Hate Crime and Domestic Abuse Procedure

The scrutiny panel recognised that the current procedure assisted Officers to support victims and witnesses of ASB in a fair and consistent way, ensuring compliance with all appropriate legislation and regulatory requirements.

The procedure clearly adopted a victim centred approach to tackling ASB, it outlines what is assessed as High Risk ASB (Category A Cases) and Low Risk ASB (Category B Cases).

| Category A Cases (Urgent) | Category B Cases |
|---------------------------------------|-----------------------|
| Violence or threats of violence | All other ASB reports |
| Serious hate incidents or hate crimes | |
| Serious domestic violence and abuse | |

Figure 1 ASB Risk Category

The ASB process has also been outlined in a user-friendly flowchart which consists of clear actions and timescales that ensures their ASB policy and procedure are adhered to, and service standards were being met.

The procedure on ASB includes:

- How to report an incident of ASB
- What is assessed as ASB?
- The principles of good ASB case management
- What support can be offered in relation to gathering evidence to support the case and victim
- A vulnerability risk assessment will be conducted with both the victim and alleged perpetrator to identify the level of risk and appropriate support needed
- The responsibilities of Salix and responsibilities of the customer
- Communication methods and timescales to be agreed between the Officer and customer
- Early intervention methods to tackle ASB i.e., CCTV, Patrols, Tenancy Warning, Mediation
- Preventative mechanisms such as, Awareness Raising, Letter Drops, Multi-Agency Initiatives, Customer Walkabouts and Surgeries
- Partnership working, where we may make referrals to internal or external support teams such as Tenancy Sustainment, Mental Health, Drug & Alcohol & Living Well
- What tools and legal powers are available

The procedure also identifies risks should the ASB process not be adhered to and what measures have been put in place to mitigate such risk. (Example below)

| Risks | |
|---|--|
| Risk | Mitigating Factors |
| Failure to provide adequate support to vulnerable tenants and other customers leads to them being placed at significant risk of harm. | <ul style="list-style-type: none"> • ASB, Hate Crime and Domestic Abuse Policy • Vulnerability Risk Assessments • Customer Relation Management (CRM) procedures • Staff training |
| Failure to tackle ASB, Hate Crime and Domestic Abuse effectively leads to Salix Homes' neighbourhoods' and properties becoming less desirable places to live. | <ul style="list-style-type: none"> • ASB, hate Crime and Domestic Abuse Policy • CRM procedures • Neighbourhood Officers • Community Safety Officers • Legal Service Level Agreement (SLA) • Effective partnership working |

Figure 2 ASB Risk & Mitigation

Following a review of the ASB, Hate Crime and Domestic Abuse Procedure the scrutiny panel found that it was due to be reviewed in October 2020, however, did recognise that over the past 2 years there had been completing priorities and challenges for Salix Homes.

Therefore, the current procedure needs to be reviewed considering new regulations and service structures.

4.2.6 Support

Salix Homes' ASB, Hate Crime and Domestic Abuse Policy and supporting documents, processes and speaking to both Officers and Customers it is evident that there are clear stages indicated to ensure that victims, witnesses, and perpetrators of ASB are offered the appropriate level of support throughout the case.

At the outset of all ASB complaints an assessment is conducted to measure the impact that the ASB is having on the victim, to inform the most appropriate response including prioritisation of the case, level of risk and identification of the most appropriate support needs.

Salix uses all tools and powers available to effectively tackle the perpetrators of ASB. They also recognise throughout that they cannot always resolve ASB on their own and may need to work collaboratively with partnering agencies.

There may also be individual cases of a more serious and threatening nature where immediate action may be required, i.e., an emergency management move. However, where possible the Officer will consider other support, such as:

- Out of hours welfare check calls
- Referral to support agencies including - Victim Support/Youth Inclusion Support Panel (YISP)/Youth Offending Services (YOS)/Drug and Alcohol Team (DAAT)/Mental Health Services
- Access to our 24-hour freephone First Response Team, providing out of hours support
- Help with transport and childcare costs associated with any court attendance
- Access to target hardening measures such as additional locks, personal alarms, security lighting, fire safe letterboxes, CCTV etc.

Within Salix Homes' policy and procedure, the following areas of support are highlighted.

- Access to our witness mentoring and support programme
- A referral to Salford's witness outreach team, a free, confidential, and independent community-based project run by Salford City Council
- A referral to the national Victim Support and Witness Service, a confidential, free of charge service, which is independent of the police and courts.
- Pre-court support and familiarisation visits

However, following feedback from Officers and Customers these may be areas that need reviewing, raising awareness, as Officers and Customers were not aware of these supporting options.

4.2.7 Staff / Training

Upon interviewing Officers and reviewing customer feedback it was evident that one of Salix Homes' biggest strengths is their staff. Officers came across as knowledgeable, experienced, passionate, empathetic, transparent, committed and willing to go above and beyond to support and help customers health, wellbeing, and safety.

Officers were open to discussing issues with heavy workloads and frustrations around some internal communications and working models. The difficulties of working with some external

partner agencies, they felt, may at times prevented them from offering the right support to their most vulnerable customers.

Officers felt that at times they were managing complex cases, where at times they they did not have the relevant skills, knowledge, and experience to deal with effectively.

The scrutiny panel highlighted that Salix Homes did have an intensive induction process for new starters and a continuous training programme for employees. However, the panel felt that both the Community Safety and the Tenancy Sustainment Teams lacked a formally structured training programme for new employees and/or Officers in a new services role.

Some new starters expressed they had not received any formal training from joining Salix Homes or their new team and had picked up their own cases to manage only two to three weeks into their new role.

However, it was fully acknowledged that delivering the full training programme during the past few years has been difficult due to COVID 19, and most employees working from home.

The scrutiny panel did acknowledge the benefits of 'hands on training' and training gained by 'shadowing' colleagues. It was felt that without such hybrid training, limitations to Officers knowledge could put them, customers, and Salix Homes at risk.

4.2.8 Managing expectations

Creating a sense of community in neighbourhoods is key to establishing sustainable and cohesive neighbourhoods. The scrutiny panel acknowledges that Salix works closely with tenants, community groups and external partners to promote tolerance and responsibility.

The scrutiny panel felt that more needed to be done in relation to communicating with customers what is ASB and what simply comes down to different lifestyles. Praise was given for Salix Homes after the panel conducted research and established that managing ASB is not a legal requirement for Social Housing, and there are in fact, some Housing Associations that do not manage ASB, or only manage high-risk ASB.

Officers advised that upon opening an ASB case, they should clearly indicate what realistic actions can be taken regarding the alleged ASB, therefore, managing expectation from the outset.

However, some Officers did not like to have those difficult conversations and may be raising customers' expectations by advising they would 'investigate' their report as ASB.

4.2.9 Partnership Working

After reviewing Salix Homes' policies, procedures, and interviewing Officers, it is very clear that Salix takes a proactive role in managing ASB, although they do recognise that they cannot tackle this issue alone. They do acknowledge the importance of collaborating with partner agencies to ensure a joined-up approach, using the strengths and powers available to each partner.

Officers showed excellent knowledge and experience of partnership working, but also highlighted the importance of involving external partners when required, to help resolve issues before they escalate e.g., by referring someone for additional support or tackling an issue together by pooling ideas and resources.

Officers play a full and active part in the established partnership structures present in Central Salford; this includes: (this list is not exhaustive)

- CSP - Community Safety Partnership
- PDG - Partnership Delivery Group
- CSRT - Community Safety Referrals Team
- LPDG - Local Partnership Delivery Group
- Multi Agency Risk Assessment Conference
- The Bridge Partnership
- Youth Offending Team
- Greater Manchester Police
- Health Service

However, one of the biggest frustrations for Officers who are working to support the most vulnerable customers was the difficulties of working with some specialist agencies such as the Mental Health Teams and working around General Data Protection Regulations (GDPR)

4.1.10 Performance and Customer feedback

It is recognised that customer feedback is an opportunity to improve services, although Salix attempts to get things right first time, it is important to acknowledge this is not always the case. It is important to listen to customers, correct and learn from mistakes.

Over the past 12 months there have been five MP enquiries and eighteen formal complaints in relation to ASB, of the eighteen formal complaints three were partially upheld. The common theme being around dissatisfaction with communication.

It is important to also recognise and share customer compliments, and promote the good work being carried out by Officers, this may offer reassurance and confidence to potential silent victims of ASB.

Once an ASB case is resolved or closed, the customer will automatically receive a customer satisfaction survey through Salix Internal Customer Excellence (CX Feedback) online tool. Salix Homes Customer Committee have recently reviewed all customer satisfaction surveys to ensure they align with the new Customer Charter 'Our Promise'.

| | COMMUNITY SAFETY | Customer Charter | Promise |
|---|--|------------------|---|
| 1 | Did you find it easy to report your complaint? | Communication | We will give you clear and accessible information, on time, on the issues that matter to you. This includes important information about your home and your local community, how we are working to sort out problems, and how we are run and performing. |
| 2 | Were your views listened to and acted upon? | Voice | We will ask for and value your views to help guide the decisions we make. We will make sure that you feel listened to on the issues that matter to you and that you can speak freely. |
| 3 | Were you treated fairly and respectfully? | Respect | We will treat all our customers with respect. Our relationship with you will be based on trust, honesty, and transparency. |

| | | | |
|---|--|--------------|---|
| 4 | Were you satisfied with the support provided during your case? | Our Services | We will provide housing services to you that are efficient, consistent, and easy to access, however you choose to contact us. |
| 5 | Were you satisfied with the way your anti-social behaviour complaint was dealt with? | Our Services | We will provide housing services to you that are efficient, consistent, and easy to access, however you choose to contact us. |
| 6 | Were you satisfied with the outcome of your anti-social behaviour complaint? | Resolution | We will make sure you have a simple and accessible way of raising issues, making complaints, and putting things right. We will give you advice and support if things go wrong. |
| 7 | Please take this opportunity to expand on any of the answers you have given. [Free text field] | Voice | We will ask for and value your views to help guide the decisions we make. We will make sure that you feel listened to on the issues that matter to you and that you can speak freely. |

It has been recognised that performance is currently lower than it has been previously, it is believed that this is due to recently changing the method of how we conduct our ASB customer satisfaction surveys.

The service has shifted away from telephone satisfaction survey to a more transactional survey using our online customer survey tool CX feedback.

We were informed that the service lead is currently reviewing a hybrid option for capturing customer satisfaction. This will include a blended approach to transactional surveys which will include online, and for customers who have not responded, also by telephone to capture those who are unwilling or unable to engage digitally, or those who maybe technologically excluded.

The overall satisfaction Performance Indicator is reported to Salix Homes Customer Committee and Board

Figure 3 Customer Satisfaction Survey

| Indicator | Freq | 20-21 Figures | 19-20 Housemark Top Quartile | 21-22 Target | 21-22 Figures | Short Term Trend | Status |
|--|------|---------------|------------------------------|--------------|---------------|------------------|--------|
| % Of customers satisfied with the outcome of their ASB complaint | M | 100% | 98.52% | 95% | 67% | ↑ | ● |

Figure 4 ASB Performance

Within the policy and procedure there are a set of Key Performance Indicators (KPIs)

- % Of ASB cases closed as resolved
- % Of repeat ASB perpetrators
- % Of tenants satisfied with the outcome of their ASB complaint
- % Of legal actions that resulted in a successful outcome
- Average cost per resolved case
- Average days to resolve a case

However, we found that the above indicators set out in the procedure are not measured at present there is only one Key Performance Indicator (KPI) measured which is below:

- % Of customers satisfied with the outcome of their ASB complaint

We would therefore recommend a review of current performance measures and align with the new Policy and Procedure.

4.2 Strengths

- Salix Homes Customer Relationship Management System (CRM) which has been designed and built to reflect their Anti-Social Behaviour, Hate Crime and Domestic Abuse Policy and Procedure
- Staff who are knowledgeable, experienced, passionate, and committed to proactively tackling ASB and offering the appropriate support to customers
- Customers have access to ASB support 24 hours a day, 356 days a year by utilising First Response who act as early interventions to resolve any ASB issues
- Services are accessible to all, Salix offers a range of support mechanisms including translation services, braille translation and text service
- Salix Homes have built strong partner relations and works collaboratively as an aid to tackle ASB or neighbourhood issues
- A designated officer to support customers through their cases

4.3 Areas of improvement

- Review all customer correspondence and ensure that they are firstly written in plain English, easy to understand, particularly if English is not their first language
- Produce a video highlighting:
 - The complexities of noise nuisance when living in high-rise properties
 - The important elements of a high-rise block regarding building safety, fire etc.
 - Advise about items that are not suitable for bin chutes, and not leaving items in communal areas etc.
- Review perpetrator risk assessment following feedback from Officer
- Ensure Salix Homes follow up the non-return of satisfaction questionnaires and use the new hybrid approach of both transactional and telephone surveys
- Introduce Coffee with the Service Managers over live chat so customers can ask questions that are important to them. Advertise this on notice boards in blocks,
- Review the electronic diary sheets; there are several typing errors
- Salix Homes has a very diverse customer base where English may not their first language, there needs to be alternative options available for completing incident diaries
- Promote Housemark Accreditation, this may offer customers confidence in how their ASB case will be managed
- Introduce a rigorous training matrix for all new staff to Salix Homes and for colleagues that move departments to ensure there is consistency within the service areas and the organisation
- Provide victim support for customers who are attending court, and offer reassurance and guidance

4.4 Recommendations

- Review of current performance measures and align with new Policy and Procedure
- Produce a booklet with clear information/guidance about how to approach your neighbours to resolve minor disputes, which places the onus on the customer and not Salix Homes
- Create a Customer ASB handbook, which could be included in tenancy sign up packs. Include Salix Homes' ASB process/flowchart and support and realistic outcomes that can be offered to customers, especially those who may have to attend court

5. Findings – Understand and Review how Salix Homes communicates to customers the support offered during an Anti-Social Behaviour

5.1 Overview

Salix homes has a wide range of mechanisms in place for communicating to customers what their ASB process is and informing them how they can report incidents of ASB.

This ranges from their Tenancy Agreements, Website, MySalix Online Portal, ASB Publications and general customer communications such as:

- Annual Limelight magazine
- MySalix online portal marketing campaigns
- Social media marketing campaign
- Nudge campaigns to promote online services

5.1.1 Tenant Sign Up Process

At a customer's sign up all new customers are taken through their tenancy agreement, within the Tenancy Agreement there is a section on both Salix Homes and Customers responsibilities in relation to ASB.

However, the scrutineers recognised that the tenancy sign up process is quite intensive with a lot of information to take on board, therefore there was some concern around the customer taking in all the information and understanding how they could report ASB and the consequences of causing ASB.

5.1.2 Tenancy Agreement

The scrutiny panel felt that the current Assured Tenancy Agreement (Starter Tenancy Agreement) lacked clarity in relation to how to report ASB, the consequences of causing ASB and what is classed

as ASB. It was felt that the tenancy agreement had no clear definition between what is an act of Criminality or an act of Nuisance.

5.1.3 Website

The scrutiny panel found Salix Homes website quite outdated and difficult to manoeuvre, it was difficult to find information regarding how to report ASB. However, the website contains 'Report an Issue' which then had a link that took customers to the MySalix Portal which did contain information around ASB.

The scrutiny panel felt the criteria of ASB lacked clarity on what was assessed as ASB, and what should be assessed as Criminality, and reported as such to the Police.

In relation to accessibility, the scrutineers advised that they found it difficult to find support to translate information should English not be your first language. Although at the top corner of the website page there is an option to click on a link to "signvideo" which then allows you to contact Salix Homes.

5.1.4 MySalix

MySalix gives customers the ability to raise ASB complaints 24 hours a day, 365 days a year. They can access via desktop, mobile, or tablet. The scrutiny panel felt the portal to be user friendly and does allow the opportunity to track any open, and historical ASB cases effectively.

However, scrutineers highlighted that although MySalix advises customers that they can pay their rent, check their balance, report repairs and check reporting history, it does not identify immediately where you can report ASB clearly enough.

Scrutineers carried out consultation with other engaged customers and established that although they were had digital access, they were unaware of the MySalix Portal reporting tool.

5.1.5 Salix Homes Vehicles

Salix Homes has a fleet of branded vehicles, although not directly linked to reporting ASB complaints they do advertise 'My Salix' and 0800 218 2000 freephone number.

5.1.6 Leaflet

Salix Homes currently has an ASB information leaflet that provides advice to customers; however, the panel felt this was quite outdated and did not represent the current service structure and does not currently include details regarding MySalix.

5.1.7 Week of Actions/ Target Hardening Event

Salix Homes has a strong track record of working with partner agencies such as GMP and Salford City Council to tackle ASB hot spot areas across their estates, they carry out joint 'Weeks of Action' which aims to have higher partnership visibility, and can consider target hardening and additional support measures for customers.

5.2 Strengths

- Although Salix Homes website does feel quite out of date it does have some excellent applications to support those most vulnerable, such as a link to "signvideo" which supports our hearing-impaired customers
- When you access Salix Homes website it has an application link "hotjar" which allows customers to leave instant feedback

- Customers can report ASB issues 24 hours a day, 365 days a year by using MySalix, or calling the 0800 freephone number to report this to the Call Centre or First Response (from 7pm)
- Salix Homes clearly recognises the importance of building strong external partnerships especially with GMP and demonstrates these vital relations when addressing community safety issues

5.3 Areas for Improvement

- It is understood that previously Officers took an active part in ensuring that all new tenants were supported when they commenced their tenancy. This was done by attending group sign up presentations, where the negative consequences of committing ASB was explained and being a good neighbour was encouraged. The scrutiny panel have highlighted this as an area of improvement that should be reconsidered. However, they recognise that this may be resource intensive, but can see real benefits for Salix Homes and customers in the longer term
- Introduce more Face-to-Face Surgeries and Community Walkabouts, which would allow customers a further easy way to report any issues
- Promote our House Mark ASB Accreditation on our website, MySalix, on social media and Life in Salford. This would provide customers with more confidence to speak up about ASB issues if they can see that Salix Homes have been previously accredited for their service
- Review ASB publications and ensure that they meet regulatory requirements and reflect the new service structure
- Carry out a MySalix 'nudge campaign' to publicise the new and improved MySalix digital portal, which makes it even easier for customers to manage their tenancy.

5.4 Recommendations

- Full review of Salix Homes website, specifically around ASB. Ensuring that the page is clear, informative, updated, etc. user friendly and interactive (e.g., assemble a group of tenants to carry out a review of the website).
- Report performance to customers monthly i.e., Report how many cases of ASB have been reported and how many cases were resolved. Include pictorial symbols wherever possible to support customers whose first language may not be English.

6. Findings - Understand and review the collaboration between the Anti-social behaviour team and Tenancy Sustainment Service

6.1 Overview

Salix Homes have clearly recognised the need to offer additional support to their most vulnerable customers following Build Back Better. The introduction of the new Tenancy Sustainment Team sets out their commitment to becoming an anchor in the community, being on hand to offer advice and support to customers to improve their health, wellbeing and to help manage and sustain their tenancies.

6.1.1 Cross Service Collaborative Working

Although the Tenancy Sustainment team is still in its infancy, it is vital that both teams build a strong working relationship at both officer and manager level.

Following initial discussions with Officers and Managers from across the two service areas, the scrutiny panel highlighted that it was evident that there were good working relations at a Manager's level. However, there was a concern raised regarding the intercommunication with the front-line i.e., Officers' level and how effective is information sharing?

Following reviews and conversations with Officers it became obvious that there were some colleagues working more in silo than others? However, the scrutiny panel felt that this was not reflective of the all the teams as there is evidence of good working relations, such as Officers attending joint visits for more complex cases etc.

6.1.2 Referral Process

To strengthen the cross-service teams and ensure that vulnerable customers were referred to the Tenancy Sustainment Team for further support. The Managers have produced a referral process

which will allow all colleagues to identify and refer those who may be a victim of ASB or at risk of possible tenancy enforcement action.

Some Officers spoken to were unclear on the referral process and others were using different, and now superseded referral methods. Which included

- Email direct to the Tenancy Sustainment Inbox
- Email sent direct to Manager

The scrutiny panel highlighted that there was a potential risk of vulnerable customers referrals being missed, and not acted upon quickly enough if there were no clearly signposted routes for referring into the new team.

6.2 Strengths

- Salix Homes' newly created Tenancy Sustainment Service provides a person-centred tailored approach to supporting the most vulnerable customers who might be victims, or possibly perpetrators of ASB, including support for complex cases
- The Tenancy Sustainment Team publication leaflet is concise, clear and user friendly. It clearly outlines the support that can be offered to customers and prompts them to get in touch for advice when required
- The team is designed to offer vulnerable customers a designated Officer to offer individually tailored advice and support; this will help build stronger relations and trust with customers










6.3 Improvements





- The Working in Partnership Policy needs reviewing and updating
- Develop a training matrix for current and new Officers
- Deliver awareness sessions for other service areas within Salix Homes, especially the Community Safety team to ensure that all Officers are aware of the referral process.

6.4 Recommendations

- Eradicate silo working, introduce more close working, as cross-service communication will be fundamental to providing integrated support to customers during their ASB case
- Review current referral process and ensure that there is a clear and efficient route for all internal and external partners
- Review the possibility of Tenancy Sustainment cases being captured within our internal CRM systems, which would offer consistency and ensure relevant data was stored in lines with GDPR

Appendix 1: All requested Anti-Social Behaviour documentation sent to the scrutiny panel for reading






| | | |
|---|---|---|
| <p>ASB, Hate Crime and Domestic Abuse Policy</p>  <p>ASB, Hate Crime & Domestic Violence Po</p> | <p>ASB, Hate Crime and Domestic Abuse Procedure</p>  <p>ASB Hate Crime and Domestic Abuse Proce</p> | <p>Working in Partnership Policy</p>  <p>working in partnership policy finz</p> |
| <p>Customer Feedback & Complaints Policy</p>  <p>Customer Feedback and Complaints Policy</p> | <p>Customer Feedback & Complaints Policy</p>  <p>Customer Feedback and Complaints Proce</p> | <p>ASB MP Complaints</p>  <p>ASB MP letters.msg</p> |
| <p>Safeguarding Policy</p>  <p>Safeguarding Policy-sent 29.03.22.d</p> | <p>Crime and Policing Act 2014</p>  <p>Crime & Policing Act 2014-sent 29.03.22.pc</p> | <p>ASB Presentation to Scrutiny Panel</p>  <p>Scrutiny Training Presentation Feb 22.p</p> |

| | | |
|---|--|--|
| <p>ASB Victim Electronic Incident Diary Sheets</p>  <p>Diary sheets ELECTRONIC.docx</p> | <p>Victim and Perpetrators Risk Assessments</p>   <p>Sent - ASB Perpetrator Risk Asse:</p> <p>Sent - ASB Victim Risk Assessment use-:</p> | <p>ASB Process Flowchart</p>  <p>Salix Homes ASB Process Flowchart.doc</p> |
|---|--|--|

Salix Homes Corporate Plan - <http://publications.salixhomes.co.uk/our-plan/welcome/>

Salix Homes Customer Charter <https://www.salixhomes.co.uk/news/our-promise-you>

Appendix 2 - All requested tenancy sustainability documentation sent to the scrutiny panel for reading

| | | |
|---|---|--|
| <p>Tenancy Sustainment Team Process Map</p>  <p>Tenancy sustainment team v3-sent 29.03.22</p> | <p>Tenancy Sustainment Publication Leaflet</p>  <p>TS process map-sent 29.03.22.docx</p> | <p>Tenancy Sustainment Referral Form</p>  <p>Tenancy Sustainment Referral Allocations-si</p> |
| <p>Tenancy Sustainment Customer Action Plan</p>  <p>TSS Customer Action Plan-sent 29.03.22.do</p> | <p>Partnership Referral Form 'MARAC'</p>  <p>Salford Referral form and 24 point DASH RI</p> | |

Appendix 3 – Performance Measures

- % Of ASB cases closed as resolved
- % Of repeat ASB perpetrators
- % Of tenants satisfied with the outcome of their ASB complaint
- % Of legal actions that resulted in a successful outcome
- Average cost per resolved case
- Average days to resolve a case

Appendix 4 - Interviews with the following officers

Focus Group Questions for the Service Director of Communities, Community Safety Manager and Tenancy Sustainment & Partnership Development Manager

1. ASB is quite a specialist service area, what training is provided to new members of staff.
2. How was this adapted during Covid?
3. Tenancy Sustainment was set up following Build Back Better, what training was put in place for the team?
4. As a new Tenancy Sustainment Team, how do you ensure you work collaboratively with the ASB team and visa-versa?
5. How do people make a referral into the Tenancy Sustainment Team?
6. How do we advise customers of how they can report ASB to Salix Homes?
7. How do customers know what support Salix Homes offer if they are either a victim or perpetrator of ASB?
8. How do you ensure that the right level of support is given to individual customers?
9. How do officers manage complex cases and how are these different to general ASB cases?
10. What control measures are in place to ensure that each case is managed in lines with your policies?
11. What range of target hardening measures can be used to protect vulnerable customers and allow them to remain in their homes?
12. How easy is it for officers to request target hardening measures and what process is in place?
13. Have you informed customers that they can request an ASB case review 'Community Trigger'?

14. How would a customer know that they can ask for an ASB case review 'Community Trigger,' do Salix promote this at all?
15. How many Civil Injunctions have you attained over the past 12 months?
16. How many Positive Requirement have been requested as part of those Civil Injunctions?
17. Satisfaction response rates are low. Why do you feel customers not returning their surveys?
18. How do you promote your legal actions taken to customers?
19. Salix states they work with the Police and Local Authority to support a joined-up approach to tackling the root causes of ASB.
20. How does this directly impact both victims and perpetrators of ASB?
21. In your ASB policy you state you adopt a victim centred approach to tackling ASB. What does this mean to a customer?
22. Within the new Social Housing White Paper there is a big emphasis on not only ensuring your home is safe but that your neighbourhood is a safe place to live.
23. How do Salix envisage addressing this?
24. How many customers report their ASB through the new MySalix Portal?
25. What do you think are Salix strengths in relation to supporting customers through an ASB Case?
26. How do you think we could improve the support offered to customers?
27. Some organisations have introduced keyword for customers to use who are experiencing and reporting DV, is this something that you would consider?

Appendix 5:

Focus Group Questions for the Customer Service Manager, in relation to First Response service

1. What training was, and is provided to First Response Officers in relation to ASB?
2. Often First Response Officers are the first point of contact for customers if out of hours. What training do officers get in relation to taking a statement / recording an incident?
3. What support can First Response offer to customers in relation to
Cat A cases – DV, Hate Crime, Emergency ASB
Cat B cases – General ASB
4. When conducting an initial assessment what are the circumstances where a First Response Officer would contact other partners?
5. How do customers know how they can report ASB to Salix Homes?
6. Do First Response explain to the customer making the complaint about the ASB that some things such as noise from children or cleaning in the day is not assessed as ASB?
7. How do First Response manage a customer's expectations?
8. What do you think are Salix strengths in relation to supporting customers through an ASB Case?
9. How do you think we could improve the support offered to customers?

Appendix 6:

Officer's Focus Group - Questions

1. What training was and is provided to you in relation to
 - ASB
 - Case Management
 - CRM system
 - Tenancy Sustainment
2. As a new Tenancy Sustainment Team, how do you ensure you work collaboratively with the ASB team and visa-versa?
3. How do customers know how they can report ASB to Salix Homes?
4. What is the difference between the below and what different support can be offered?
 - Category A Case
 - Category B Case
 - Complex Case
5. How do we offer support to both victims and perpetrators of?
 - ASB
 - Domestic Abuse
 - Hate Crime
6. What different support can be offered by the Tenancy Sustainment Team?
7. How can Salix Homes support and encourage tenants to report ASB to us in the future?
8. How do customers know what support Salix Homes offer if they are either a victim or perpetrator of ASB?

9. Do we explain to the customer making the complaint about the ASB that some things such as noise from children or cleaning in the day is not assessed as ASB?
10. How do you manage a customer's expectations?
11. How do you ensure that the right level of support is given to individual customers?
12. How often do you review Risk Assessments?
13. When an action plan is produced how do you ensure the customer agrees with the actions?
14. How often is an action plan reviewed and updated?
15. How often do you communicate with the customer throughout the case?
16. Do you promote "Restorative Justice and/or Mediation" to resolve neighbour disputes and have you used it?
17. What range of target hardening measures can be used to protect vulnerable customers and allow them to remain in their homes?
18. When taking legal action against a tenant how often do, we request 'Positive Requirements' be included in the legal sanction?
19. When would you work with external partners to support an ASB case, and what partners would you work with?
20. What do you think are Salix strengths in relation to supporting customers through an ASB Case?
21. How do you think we could improve the support offered to customers?

Appendix 7 – Customer Focus group

Eight letters were sent to customers who had been a victim of anti-social behaviour, or a perpetrator of ASB in the last six months. No customers volunteered to attend this Focus Group.

Questions asked:

1. How easy was it to report your Anti-Social Behaviour (ASB) complaint?
2. Do you feel your complaint was listened to?
3. Did the officer carry out a risk assessment with you?
4. Was an action plan agreed between you and your ASB officer?
5. Did your ASB officer advise what support could be offered throughout your case?
6. Did your ASB officer keep in regular contact with you?
7. Did you receive a Satisfaction Survey once your case had been closed/resolved?
8. What do you feel works well in relation to how Salix Homes manages and communicates ASB?
9. How do you think Salix Homes could improve their ASB service?

Appendix 8: CX Surveys were sent to thirty-five customers

1. Did you find it easy to report your ASB complaint – Yes No
2. Did your ASB officer carry out a Risk Assessment with you – Yes No
3. Was an action plan agreed between you and your ASB officer – Yes No
4. Were you advised of what support could be offered to you – Yes No
5. Did you receive a Satisfaction Survey once your case was closed - Yes No
6. Would you report further ASB complaints in the future - Yes No
7. If you have answered no to any of the above, please leave a comment

Appendix 9 - Salix Homes Customer Voice Questionnaire, which was sent out to 118 customers consisting of the wider scrutiny pool and the community connectors

1. How easy was it to report your Anti-Social Behaviour (ASB) complaint?
2. Do you feel your complaint was listened to?
3. Did the officer carry out a risk assessment with you?
4. Was an action plan agreed between you and your ASB officer?
5. Did your ASB officer advise what support could be offered throughout your case?
6. Did your ASB officer keep in regular contact with you?
7. Did you receive a Satisfaction Survey once your case had been closed/resolved?
8. What do you feel works well in relation to how Salix Homes manages and communicates ASB?
9. How do you think Salix Homes could improve their ASB service?

