

## Housemark ASB Accreditation self-assessment findings and suggested actions

This review has been undertaken primarily against the Housemark ASB Accreditation framework. However, the scope of the assessment, including the self-assessment review, validation interviews, case file review and engagement with involved residents, also reflects the expectations set out in the Regulator of Social Housing’s Consumer Standards and Code of Practice, particularly in relation to safety, fairness, engagement, accountability and continuous service improvement.

The purpose of this report is not to make a regulatory judgement, but to provide BCHS with an objective, evidence-based view of current practice, identifying both strengths and areas where further development is required. In doing so, the findings and recommendations are intended to support BCHS in strengthening assurance, improving customer experience and demonstrating a clear and structured approach to service improvement.

The evidence gathered shows that BCHS has taken important steps to strengthen its ASB service, including leadership focus, policy development and investment in training. However, the validation work and case reviews also demonstrate that these changes are not yet consistently embedded in operational practice or experienced by residents. The recommendations within this report are designed to support BCHS in closing this gap between intent and delivery, strengthening operational consistency, governance assurance and resident confidence.

Taken together, this report provides BCHS with a clear and structured basis for developing and implementing a service improvement plan, and demonstrates a proactive and transparent approach to understanding current performance and driving continuous improvement, consistent with the expectations of both the Housemark ASB Accreditation framework and the Regulator’s Consumer Standards.

	ASB Accreditation Commitment and Building Block	Level	Findings	Recommendations
1.	We provide an accessible and accountable service			
1.1	All our tenants can easily access our ASB service. We treat tenants (and others who may contact us to report ASB) with fairness and respect and listen to what they are saying to us.	In place, but needs improvement	<p>BCHS provides clear and accessible information about ASB on its website, including what constitutes ASB, how to report it, and what tenants can expect from the service. This information is available and easy to find for tenants who are digitally engaged.</p> <p>In addition, BCHS offers a range of reporting routes for people affected by ASB. This includes by telephone, face-to-face, via estate-based engagement and targeted drop-in sessions. These approaches help reach tenants who may be less confident reporting ASB online.</p> <p>Beyond the website, the ASB offer is less consistently visible. Access relies heavily on time-bound activity (such as action days or surgeries), rather than a small number of clear, repeatable messages about how and when to report ASB. This may contribute to low confidence in the service, reflected in low ASB satisfaction scores. BCHS is looking to counter this by providing more information at sign-up.</p> <p>There is a disconnect between the ASB service described in policy and published information, and the experience reflected in Tenant Satisfaction Measures and case review evidence. The TSMs also suggest that residents do not consistently feel treated with fairness and respect. In 2024-25 BCHS reported 16.7 ASB cases per 1,000 homes. This is significantly low and indicates either under-reporting or that residents are not confident to report ASB.</p> <p>Discussions with senior operational leadership indicate that this position reflects historic informal handling of ASB and variable confidence in recording and escalation, rather than an absence of policy or intent.</p> <p>Case review and staff discussions indicate that while policy expectations are clear, the lived experience of residents has not consistently reflected an accessible, predictable service. Inconsistent recording, variable follow-up and limited evidence of mutually agreed closure weaken confidence in the service and may contribute to under-reporting.</p>	<ol style="list-style-type: none"> <li>Develop and publish a simple “How we handle ASB” service standard, setting out: <ul style="list-style-type: none"> <li>What happens when you report</li> <li>When you will be contacted</li> <li>How risk will be assessed</li> <li>How often you will receive updates</li> <li>How closure is agreed</li> </ul> This should be short, plain English, and used consistently by officers. </li> <li>Ensure the “How we handle ASB” service standard is included in the sign-up pack.</li> <li>Introduce a mandatory “first contact checklist” for all ASB cases, to ensure: <ul style="list-style-type: none"> <li>Issue recorded in resident’s own words</li> <li>Risk assessed</li> <li>Contact preference agreed</li> <li>Next steps confirmed in writing</li> </ul> </li> <li>Monitor ASB reporting rates by patch and compare against tenancy density and complaints data to identify potential under-reporting hotspots.</li> <li>Include ASB reporting confidence questions in tenant engagement activity (e.g. “Would you feel confident reporting ASB?”) and track this as an improvement measure.</li> </ol>

1.2	We collect information which helps us to understand local demographics and the overall profile of our tenants. We use this information to tailor how the service is delivered to individuals and to demonstrate equality in service provision..	In place, but needs improvement	<p>BCHS makes use of local intelligence and partnership information to respond to specific ASB risks. This includes joint work with the police and other agencies to tackle issues such as cuckooing.</p> <p>This approach works well where issues escalate or become highly visible. It is less clear, however, how BCHS builds an overall picture of who is experiencing ASB, who is reporting it, and who may be living with ASB but not coming forward. Activity appears to be driven primarily by known problem areas rather than a wider understanding of patterns across the tenant population.</p> <p>Operational leadership described a reliance on professional judgement, patch knowledge and partner intelligence to identify risk, which can be effective locally but does not yet provide a consistent, organisation-wide understanding of ASB demand.</p> <p>BCHS also note that hotspots are identified using complaints and ASB data. However, both recorded complaints and reported ASB incidents are significantly below national averages. This suggests the service is more responsive to those who report persistently, rather than shaped by a full picture of need.</p> <p>There is limited evidence demonstrating how equality of access and outcomes is assessed or assured within the ASB service.</p> <p>Interviews with officers confirm that understanding of vulnerability and risk is often rooted in local knowledge and professional judgement rather than consistently recorded demographic data. While this can be effective in individual cases, it limits organisational oversight and consistency.</p> <p>Taken together, this limits assurance that the ASB offer is shaped equally around prevention, early intervention and confidence-building, as well as enforcement. This position is beginning to change through the Knowing Our Tenants work, but this insight is not yet embedded into ASB performance monitoring or service design.</p>	<p>6. Embed demographic data into ASB performance reporting by:</p> <ul style="list-style-type: none"> <li>- Adding protected characteristic fields into ASB case audits</li> <li>- Reviewing ASB reporting and satisfaction by age, ethnicity, disability and tenure type (where data exists).</li> </ul> <p>7. Introduce a quarterly "ASB equality review" where a sample of cases is reviewed to test:</p> <ul style="list-style-type: none"> <li>- Whether vulnerability was identified early</li> <li>- Whether reasonable adjustments were offered</li> <li>- Whether outcomes differ by demographic group.</li> </ul> <p>8. Align the Knowing Our Tenants work with ASB specifically by:</p> <ul style="list-style-type: none"> <li>- Identifying 2-3 priority risk cohorts (e.g. older residents in flatted blocks, young single males at risk of exploitation)</li> <li>- Creating targeted prevention or communication interventions for those groups.</li> </ul> <p>9. Develop a plan to improve data completeness in tenancy records, prioritising fields that support ASB risk identification.</p>
1.3	We provide clear information which sets out what the service is, how it is delivered and how it can be tailored to meet local needs. All information about our services can be made available in a variety of formats and translated into relevant community languages on request.	In place, but needs improvement	<p>BCHS sets out its ASB service clearly on the website, including what constitutes ASB, how cases are assessed, and what tenants can expect from the service. For tenants who are digitally engaged and confident in English, this provides a clear explanation of the service offer.</p> <p>The ASB policy reinforces this approach, with accessibility support offered primarily when requested or when need is identified, rather than being routinely built into the service offer.</p> <p>Interpretation support, including Language Line, is available. However, access to this support relies on tenants first navigating the Council's telephone system in English and successfully reaching a staff member who can then arrange interpretation. There is limited evidence that this support is proactively advertised or explained in advance, meaning tenants who need language support may not know it is available or how to access it.</p> <p>Beyond the website, information about the ASB service is communicated less consistently. What tenants are told about the service, and how clearly it is explained, can vary depending on how they first make contact. This risks creating different levels of understanding and confidence in the service, particularly for tenants with additional communication needs.</p>	<p>10. Review and standardise ASB template letters to ensure they:</p> <ul style="list-style-type: none"> <li>- Clearly explain decisions and rationale</li> <li>- Set out next steps</li> <li>- Confirm review/appeal routes where relevant</li> <li>- Avoid jargon and overly legalistic language.</li> </ul> <p>11. Proactively advertise interpretation and accessibility support on the ASB webpage, sign-up pack and standard ASB acknowledgement letters.</p> <p>12. Introduce a short communication quality audit as part of case review:</p> <ul style="list-style-type: none"> <li>- Are decisions clearly explained?</li> <li>- Is tone respectful?</li> <li>- Is vulnerability acknowledged?</li> </ul> <p>13. Update and republish the Reasonable Adjustments Policy, and ensure it is referenced explicitly within ASB case management guidance.</p>

			<p>Case reviews indicate that written communication to residents does not always clearly explain what action will be taken, what will not be taken, and why. This can undermine the clarity otherwise provided by policy and website information.</p> <p>In the context of low ASB satisfaction, these barriers may contribute to some residents choosing not to report issues at all, rather than reflecting low levels of ASB.</p>	
1.4	There is a range of ways for our tenants, including marginalised/hard-to-reach groups, to be involved in shaping the service. We do this routinely and systematically to support continued service improvements.	In place, but needs improvement	<p>BCHS engages directly with tenants through walkabouts, action days, estate-based activity and informal conversations with residents affected by ASB. The Townside Estate Action Day provides a strong example of this in practice, with issues raised by tenants logged, actions allocated, and tangible outcomes delivered on the day and shortly afterwards.</p> <p>This approach adds clear value at a local level. It enables staff to respond quickly, supports vulnerable residents, and helps build trust through visibility and practical action. Feedback captured during the day shows that residents value regular contact with familiar housing staff and feel listened to when issues are addressed promptly.</p> <p>However, action days can unintentionally exclude some groups. Residents who work during the day may be unable to attend, and the wider enforcement focus of some events may deter others who have a genuine need for support but fear criticism (for example in relation to garden condition). There is an opportunity for BCHS to consider how these events can be made more inclusive, for example through an equality impact assessment and clearer messaging about their purpose.</p> <p>A review of BCHS social media also highlights minor frustrations from residents who have not benefited from similar activity in their area. This creates a risk that some tenants feel overlooked, or perceive a two-tier approach to engagement and enforcement.</p> <p>What is less clear is how learning from action days is used beyond the immediate estate, or how feedback is communicated back to residents. While actions are recorded locally, there is limited evidence showing how themes are brought together, tested against ASB case data, complaints or Tenant Satisfaction Measures, and used to influence wider service priorities.</p> <p>As a result, tenant involvement appears strongest at neighbourhood level, but less developed as a mechanism for shaping the ASB service more broadly. Strengthening how insight from action days is collated, analysed and fed into service planning would improve assurance that local engagement leads to lasting, service-wide improvement.</p> <p>Interviews with involved residents indicate that while there is commitment and willingness to challenge, there is limited structure, clarity of purpose and feedback loop to demonstrate how challenge results in change. This risks frustration and disengagement.</p> <p>A further positive is BCHS' use of a tenant scrutiny panel, commissioned last year to review the ASB service. This included a focus on tenant feedback and reasonable adjustments, and provides a stronger route for structured challenge and learning at a service-wide level.</p>	<p>14. Agree a clear purpose and remit for ASB scrutiny within the Tenant Voice Forum, including:</p> <ul style="list-style-type: none"> <li>- What they can influence</li> <li>- What they cannot</li> <li>- How decisions will be fed back.</li> </ul> <p>15. Introduce a simple "You said / We did" tracker for ASB-related engagement activity, published quarterly.</p> <p>16. Develop an annual ASB engagement plan, ensuring:</p> <ul style="list-style-type: none"> <li>- Geographic spread across estates</li> <li>- Alternative engagement routes for working tenants</li> <li>- Targeted inclusion of under-represented groups.</li> </ul> <p>17. Collate themes from action days and engagement activity and formally report them alongside ASB performance data, rather than as standalone activity.</p>
1.5	We publicise what we and our partners have done to tackle ASB in our communities – both our enforcement	In place, but needs improvement	<p>Communication appears to be issue-led and reactive. There is limited evidence of a simple, consistent narrative that reassures tenants about what the ASB service does day to day, how success is measured, or what "good" looks like from a tenant perspective.</p>	<p>18. Develop a light-touch ASB communications plan, including:</p> <ul style="list-style-type: none"> <li>- Quarterly anonymised case studies</li> </ul>

	activity and the activities we do to prevent ASB occurring. Our approach balances the need to protect communities and build confidence that ASB will not be tolerated.		<p>Case review evidence suggests that while proportionate decisions are being made in some cases, the rationale for action (or inaction) is not always visible beyond the individual complainant. This contributes to a wider perception that little enforcement occurs.</p> <p>This does not require extensive ASB-focused communications, but could be strengthened through light-touch, regular messaging — for example short updates on “you said, we did”, clearer case studies, information on noticeboards, or consistent reassurance within wider housing communications. Without this, positive activity risks going unseen by the wider tenant base.</p>	<ul style="list-style-type: none"> <li>- Clear examples of early intervention and enforcement</li> <li>- Balanced messaging about support and sanctions.</li> </ul> <p>19. Publish an annual ASB summary setting out:</p> <ul style="list-style-type: none"> <li>- Number of cases</li> <li>- Types of action taken</li> <li>- Examples of prevention activity</li> <li>- Lessons learned.</li> </ul> <p>This should be reviewed by HAB and members and published.</p> <p>20. Ensure that where enforcement action is taken (within legal constraints), outcomes are communicated appropriately to affected residents.</p> <p>21. Link ASB communications to wider housing messaging to reinforce consistent standards of behaviour across BCHS.</p>
1.6	We take seriously all complaints about our ASB service. This is demonstrated in our overall approach to handling complaints which are regularly monitored against targets and contribute to the process of continual learning.	In place, but needs improvement	<p>ASB complaints and performance are reported through established governance routes, including leadership teams, portfolio meetings and tenant forums. There is clear evidence that ASB complaints, Ombudsman findings and tenant feedback have driven reflection, training and changes in practice.</p> <p>The briefing to the Portfolio Holder demonstrates a structured ASB action plan, with clear themes covering prevention, enforcement, partnership working, policy review, tenant voice and performance improvement. This includes planned refresher training, improved ASB logging in the Contact Centre, revised policies, targeted partnership work on cuckooing, and renewed focus on prevention and awareness campaigns.</p> <p>Recorded levels of ASB dissatisfaction and complaints remain very low relative to tenant satisfaction scores, raising concern that learning is drawn primarily from the experiences of those who escalate issues, rather than the full range of lived experience.</p> <p>While ASB performance is reported through established governance routes, there is limited evidence that these discussions consistently translate into measurable changes in frontline practice. Case reviews indicate that some of the same themes – contact, recording and agreed closure – continue despite governance visibility.</p> <p>Validation and case review evidence suggests the gap is not a lack of governance or plans, but follow-through into day-to-day practice. The same issues reappear across officers and across time, which points to grip, assurance and accountability rather than knowledge.</p> <p>While BCHS has introduced mandatory training for staff on complaint logging, vulnerability and victim support, there remains a risk that under-reporting limits the organisation’s ability to fully understand and respond to ASB at scale. Strengthening confidence to report ASB, alongside existing governance and action planning, would improve assurance that learning reflects tenant experience more consistently.</p>	<p>22. Introduce a simple quarterly ASB governance dashboard that includes not just volume of cases but quality indicators (e.g. % cases with completed risk assessment within 48 hours, % with agreed action plan, % with documented agreed closure)</p> <p>23. Create a single ASB “quality assurance check” that is completed on a rolling sample of cases each month (e.g. 10 cases), signed off by a named manager, and reported through the same governance route as the action plan. Focus the QA on: risk assessment completed on time, action plan in place, updates evidenced, closure agreed and recorded.</p> <p>24. Add two or three “quality measures” to the governance pack (not just volumes). For example: % cases with risk assessment within 2 working days; % cases with a written action plan shared; % cases with documented update within agreed timescales; % cases closed with resident agreement recorded.</p> <p>25. Make the ASB action plan actions “owned” (named lead + due date + RAG) and require evidence of completion (not just “completed”, but “how we know it’s now happening consistently”).</p>
1.7	We regularly assess satisfaction with the ASB services and gather feedback on what we could do to improve them. We	Not in place	BCHS publishes TSM data and has recently reintroduced ASB-specific surveys. There is a clear intention to use feedback to improve the service.	<p>26. Introduce a simple end-of-case feedback step (text/email/phone) for every closed ASB case, with 3–5 questions max and one free-text box. Add a</p>

	publicise survey results and customer feedback to our tenants.		At present, feedback mechanisms are still bedding in, and the ASB satisfaction score remains significantly below the national average. There is not yet a consistent feedback loop that shows: feedback gathered, themes analysed, actions agreed, and 'you said / we did' reported back to tenants. Without that loop, satisfaction data remains something you report, rather than something that is actively driving day-to-day change.	<p>"dissatisfied but not a formal complaint" category and make sure it's captured and reviewed so you're learning from dissatisfaction before it escalates. Keep it light so it actually happens.</p> <p>27. Report ASB feedback monthly (even if response rates are low at first) and publish a quarterly "You said / We did" ASB update that tenants can see.</p>
1.8	We provide our tenants with regular, robust and appropriate information in a format which has been agreed with them.	In place, but needs improvement	<p>BCHS makes reference to providing information in formats that meet individual needs, primarily through its Reasonable Adjustments Policy. The live policy is currently out of date, having been due for review in October 2025.</p> <p>The evidence provided for this criterion focuses more on policy intent than on how this works in day-to-day ASB case management. There is limited evidence showing that contact arrangements, preferred formats or update frequency are routinely agreed with tenants at the outset of ASB cases and then consistently followed. This has been tested through validation activity and case review. The consistent issue is not policy intent but whether contact expectations are agreed early, recorded clearly, and then reliably delivered.</p> <p>Given the low satisfaction with ASB handling, this is an important area to strengthen, as regular and predictable updates are often central to tenants' confidence in how ASB is being managed. Where updates are inconsistent or not evidenced, residents are left chasing, second-guessing what's happening, and losing confidence even when work is being done behind the scenes.</p>	<p>28. Make "contact agreement" mandatory at the start of every ASB case: preferred channel, update frequency, and what counts as a 'key update'. Record it in the case file and confirm it back to the resident in writing.</p> <p>29. Introduce a simple "update log" expectation: every update is recorded (even if it's 'no change, but here's what we're doing next'). Managers should spot-check this in supervision/case reviews.</p> <p>30. Refresh and re-issue the Reasonable Adjustments Policy (and any linked guidance) and then translate it into a practical ASB checklist so it's not just a policy document.</p>
1.9	Our resident engagement/influencing structures provide a real and credible mechanism by which tenants can challenge us and hold us to account about the delivery and performance of our ASB service.	In place, but needs improvement	<p>BCHS has established governance arrangements for ASB, including reporting to Leadership Team and the Housing Advisory Board (HAB). ASB performance information and assurance papers are presented to HAB, providing senior visibility of activity, risks and emerging issues.</p> <p>However, while evidence confirms that information is shared with HAB, there is limited evidence at this stage of the challenge provided, the questions asked, or how Board-level oversight has directly influenced ASB practice or outcomes. Operational leadership acknowledged that governance focus has historically centred on assurance and visibility, with more outcome-focused challenge and scrutiny still developing.</p> <p>BCHS has commissioned a tenant scrutiny group to review the ASB service. Early feedback from this work highlights important themes relating to lived experience, including perceptions that issues are not resolved, concerns about not being believed, and frustration with the consistency and effectiveness of responses. Validation discussions with involved residents also suggest the current involvement model relies heavily on a small number of committed individuals, without enough structure, support or clarity about what influence looks like in practice. This increases the risk of frustration, mistrust, and involvement becoming more about venting than shaping services.</p> <p>The ASB policy itself was reviewed earlier in 2025. In parallel, an ASB action plan has been developed in response to resident feedback, internal learning and regulatory findings. This provides a clear opportunity to demonstrate how governance and scrutiny are shaping service improvement. Senior operational leadership described this as an emerging area of</p>	<p>31. Require Housing Advisory Board to record challenge questions and actions in minutes, creating a visible audit trail of oversight and response.</p> <p>32. Align the ASB action plan formally to governance reporting, with RAG status and named accountable leads.</p> <p>33. Agree (and publish) a simple involvement "operating model" for ASB scrutiny: purpose, membership, chairing, how agenda items are set, what evidence is reviewed, what decisions/actions come out, and how BCHS reports back.</p> <p>34. Put in place a clear feedback loop from scrutiny to action: a single tracker that shows what was raised, what was agreed, who owns it, and when tenants will see the change.</p> <p>35. Support the involved residents properly: basic training/induction on what they're there to do, what's realistic, and how to hold to account constructively;</p>

		<p>strength, with clearer lines of accountability and follow-through still being established. This limits assurance that senior leaders and governance bodies have full visibility of operational effectiveness, risk exposure and service quality.</p> <p>Strengthening how scrutiny findings and action plan progress are reported, challenged and fed back to tenants would improve assurance that ASB governance is not only robust internally, but also meaningful and credible from a resident perspective.</p>	<p>plus a named BCHS officer responsible for making sure actions don't drift.</p>
--	--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------

	ASB Accreditation Commitment and Building Blocks	Level	Findings	Recommendations
2.	We adopt a supportive approach to working with vulnerable tenants, reporters, subject of report and witness			
2.1	Our management of ASB cases demonstrates a clear focus on protecting people from harm and on supporting vulnerable tenants, reporters, and witnesses.	In place, but needs improvement	<p>BCHS has a clear framework in place for managing ASB risk. A risk assessment should be completed for all ASB victims, with an action plan created for each case. The templates themselves are well designed and reflect a focus on victim safety and harm prevention. ASB case review evidence indicates that risk assessments are not always completed at the outset of the case, are not consistently refreshed where cases escalate, and are sometimes treated as a formality rather than an active tool for managing harm.</p> <p>Case reviews demonstrate that risk assessments are not consistently used to inform the prioritisation of action, which limits assurance that cases involving higher risk or vulnerability receive an appropriately proactive and protective response.</p> <p>Training for staff on ASB and vulnerability was delivered in October 2025. While this demonstrates recognition of the importance of safeguarding and victim support, there is currently limited evidence on how the impact of this training has been assessed, whether learning has been embedded into practice, or whether this forms part of an ongoing training programme rather than a one-off intervention.</p> <p>Alongside the ASB Policy, BCHS operates a Safeguarding Policy, which was reviewed by the Tenant Voice Forum in 2025. This provides an additional layer of assurance and demonstrates alignment between ASB management and wider safeguarding responsibilities.</p> <p>The framework for protecting people from harm exists. The gap is not design, but consistent operational application and management assurance. Validation and case review evidence suggests that risk assessments and action plans are not yet reliably driving case direction, contact frequency or escalation decisions.</p>	<p>36. Make completion of risk assessment within 2 working days mandatory and system-enforced (case cannot progress without it being completed and manager-visible).</p> <p>37. Introduce a "risk refresh trigger" – mandatory review of risk assessment at:  – 4 weeks,  – any escalation in behaviour,  – or any expression of fear/distress by the resident.</p> <p>38. Require managers to review risk scoring as part of monthly QA sampling, specifically checking:  – is the score justified by evidence?  – does the action plan align to the risk level?</p> <p>39. Build risk scoring compliance into supervision – officers should bring one live case to supervision monthly to discuss harm, not just activity.</p>
2.2	We have appropriate measures in place to identify and respond to both the risk to and vulnerability of reporters and witnesses, including repeat victimisation.	In place, but needs improvement	<p>BCHS has a strong framework in place to identify and respond to risk and vulnerability in ASB cases. Risk assessments are completed at the start of each case and reviewed where cases escalate. Action plans are developed, and residents may be asked to complete diary sheets where issues are ongoing rather than one-off. These measures provide a solid basis for identifying repeat victimisation and managing harm.</p>	<p>40. Create a simple "repeat victim flag" on the system – automatic alert if:  – same household reports 2+ ASB cases in 12 months.</p> <p>41. Produce a quarterly repeat victim report to managers.</p>

			<p>Validation interviews and case review evidence confirm that repeat victimisation is not yet systematically tracked or monitored at service level.</p> <p>There is evidence of wider safeguarding integration. BCHS operates as a hate crime reporting centre, has clear links with MARAC and domestic abuse pathways, and uses management transfers and target hardening where risk is high. Regular engagement with the police, including bi-weekly meetings to review high-risk cases, further strengthens this approach.</p> <p>The ASB Policy sets out clear expectations for prioritisation, with high-risk cases escalated and lower-risk cases acknowledged within five working days. However, where risk assessments are completed towards the end of this window, there is a risk that vulnerabilities may not be identified as early as intended.</p> <p>The BCHS website also clearly sets out a wide range of legal and non-legal tools available to address ASB. While this helps set expectations for residents, it is less clear how consistently these tools are used in practice or how outcomes are experienced by those affected. Low reported ASB volumes, alongside low satisfaction scores, suggest there may be residents experiencing ASB who are not coming forward or are disengaging early.</p> <p>Overall, the right measures are in place and appear well-designed. The key test is consistency and speed. Case review evidence suggests that while risk tools exist, they are not always applied early enough to shape case strategy, and there is limited documented evidence of proactive monitoring of repeat victimisation beyond individual officer awareness.</p>	<p>42. Introduce a vulnerability prompt checklist embedded in the case system, not just a policy reference.</p> <p>43. Set a target for % of cases where risk assessment completed within 48 hours (and report this monthly).</p>
2.3	Our staff are aware of and know how to access the support that is available to assess the needs of reporters and witnesses on a case-by-case basis, particularly where reporters and witnesses are vulnerable.	In place, but needs improvement	<p>BCHS has a broad range of policies, partnerships and support routes that staff can draw on when assessing the needs of reporters and witnesses. This includes tenancy support services, safeguarding pathways, and signposting to external agencies, alongside links with the Bury Safeguarding Partnership. There is some evidence of case reviews where cases are complex or escalating.</p> <p>BCHS provides staff with access to briefings and awareness sessions from partner organisations, including Adult Social Care, hate crime services and ageing well networks. These sessions support staff understanding of vulnerability and the wider support available beyond the ASB service.</p> <p>Operational leadership described staff awareness of support routes as being strongest where officers are experienced, embedded in patch-based working, or closely connected to partner agencies. This provides effective support in many cases, but relies heavily on individual knowledge rather than consistently embedded systems.</p> <p>What is less clear from the evidence is how this knowledge is embedded and sustained across the workforce. There is limited assurance on how new starters are equipped to navigate this landscape, how learning from briefings is captured, or how staff confidence is refreshed over time.</p> <p>The support offer is there. The challenge is not access to services, but consistent application and confidence. Validation discussions suggest capability varies across officers, and there is limited structured assurance that all staff know when and how to escalate for specialist support.</p>	<p>44. Develop a one-page "ASB support map" for officers</p> <ul style="list-style-type: none"> <li>- clear routes for:</li> <li>- safeguarding</li> <li>- domestic abuse</li> <li>- hate crime</li> <li>- mental health</li> <li>- tenancy support</li> </ul> <p><del>45. Introduce a short annual ASB capability refresher session (mandatory, not optional).</del></p> <p>46. Add a supervision question template: "What support options have you considered in this case?"</p> <p>47. Track attendance at vulnerability/ASB training and link to individual performance reviews.</p>

2.4	We ensure that individuals attending court are supported and we liaise with the courts where necessary to minimise any distress and any associated risks	Not in place	<p>BCHS advises that no ASB cases have progressed to court requiring residents to attend as witnesses. As a result, this criterion cannot be tested directly at this stage. BCHS has indicated that, should this arise in future, witnesses would be supported, including practical measures such as transport to court.</p> <p>The absence of recent court-based ASB cases is notable. While this could indicate effective early resolution, it sits uncomfortably alongside low reported ASB volumes and low satisfaction with the ASB service. Taken together, this raises a risk that serious cases are not progressing to formal enforcement, rather than being resolved informally and effectively. Case review evidence suggests that a number of cases close at “no evidence” or early intervention stage without a clearly documented escalation pathway. This raises a question not just about court attendance, but about overall enforcement readiness and confidence.</p> <p>There is limited evidence that staff are currently equipped for managing court-based ASB cases, including supporting witnesses, liaising with courts, or managing associated risks and distress. No guidance or practice notes have been provided to demonstrate how this would work in practice.</p> <p>This represents a gap in readiness rather than intent. Strengthening guidance and staff confidence in managing potential court cases would improve assurance that BCHS could act decisively and safely should enforcement action become necessary.</p>	<p>48. Develop a short “ASB enforcement pathway” document:</p> <ul style="list-style-type: none"> <li>– When do we escalate?</li> <li>– What evidence threshold?</li> <li>– Who signs off?</li> </ul> <p>49. Produce a simple court readiness guide for officers covering:</p> <ul style="list-style-type: none"> <li>– witness care,</li> <li>– statement preparation,</li> <li>– court liaison,</li> <li>– post-hearing communication.</li> </ul> <p>50. Identify a named “ASB escalation lead” within the team for legal progression cases.</p> <p>51. Run one mock case workshop annually to build confidence in progressing to legal action.</p>
-----	----------------------------------------------------------------------------------------------------------------------------------------------------------	--------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

	ASB Accreditation Commitment and Building Block	Level	Findings	Recommendations
3.	We have a clear focus on prevention and early intervention			
3.1	Our policy and procedures for allocations and lettings contribute to preventing ASB and nuisance and promoting neighbourhood sustainability.	In place and effective	<p>BCHS has a clear and credible approach to using allocations and lettings to prevent ASB and stabilise neighbourhoods. The Allocations and Lettings Policy explicitly recognises the role of housing management decisions in reducing risk, and this is supported by practical tools such as sensitive lets, direct lets and management transfers.</p> <p>The examples provided demonstrate that this is not just policy intent. BCHS has used sensitive lettings in response to known ASB and criminality, including pausing certain types of lets in areas affected by cuckooing and organised crime. This shows a proactive and intelligence-led approach, rather than one that waits for problems to escalate.</p> <p>There is also evidence of effective partnership working with GMP and the Council’s ASB team, supported by agreed terms of reference and shared objectives. Taken together, this provides good assurance that allocations and lettings are being used deliberately to prevent ASB and promote neighbourhood sustainability.</p> <p>However, while preventative measures such as sensitive lets are clearly understood and applied at a strategic level, there is limited evidence that the same preventative mindset consistently carries through into day-to-day tenancy sustainment. Case reviews show that early warning signs, vulnerability indicators, and emerging tenancy risks are not always recognised or acted upon at an early stage. This limits the preventative value of allocations decisions once tenancies have commenced.</p>	<p>52. Introduce a formal “tenancy risk review” at 3, 6 and 12 months for all sensitive lets and management transfers, recorded on the housing system.</p> <p>53. Require Housing Officers to document tenancy sustainment contact at least twice in the first six months of sensitive lets, including checks on neighbour relations and emerging risks.</p> <p>54. Develop a simple Sensitive Lets Outcomes Log, reviewed quarterly by Neighbourhood Managers, to assess whether sensitive lets are achieving their intended preventative outcomes.</p>
3.2	Our tenancy agreements set out clearly what we mean by ASB, the standards of behaviour we expect of all tenants and	In place, but needs improvement	The tenancy agreement sets out clear expectations of tenant behaviour and provides a straightforward definition of ASB, nuisance and annoyance. It is publicly available, written	55. Introduce a short “neighbourhood expectations conversation” as a mandatory part of tenancy sign-up, with confirmation recorded on the housing system.

	<p>the sanctions that we may apply to those who behave in an anti-social manner. We reinforce these key messages at tenancy sign-up and set them out in publicity that is available to our tenants.</p>		<p>in clear language and makes explicit reference to sanctions, including enforcement action and eviction where necessary.</p> <p>This provides a strong contractual basis for early intervention and enforcement. In this context tenants could be left in no doubt about what is expected of them and the consequences of breaching those expectations. While the agreement itself is clear, there is limited evidence at this stage about how these messages are reinforced in practice at tenancy sign-up or early in the tenancy.</p> <p>Understanding how consistently expectations are explained, checked and reinforced was tested through validation interviews and case review. Evidence indicates that while expectations are clear in principle, they are not consistently reinforced during tenancy sustainment or when early concerns emerge.</p> <p>While the tenancy agreement clearly sets out behavioural expectations, there is limited evidence that these expectations are consistently reinforced in a meaningful way at tenancy sign-up or during tenancy sustainment. Staff interviews and case reviews suggest that expectations are often understood in principle but are not routinely revisited when early concerns emerge. This reduces the preventative value of the tenancy agreement as a live behavioural framework rather than a one-off document</p>	<p>56. Introduce a standardised early warning intervention process, where tenancy expectations are formally reinforced when early ASB reports or neighbour concerns emerge.</p> <p>57. Update the tenant welcome booklet to include practical examples of acceptable and unacceptable behaviour, and how BCHS will respond.</p>
3.3	<p>We proactively engage with partners to address the causes of ASB and to reduce the opportunities for it (e.g. through the appropriate provision of services such as warden patrols, CCTV and/or other measures)</p>	<p>In place, but needs improvement</p>	<p>BCHS demonstrates strong and well-established partnership working to address the causes of ASB. This includes regular engagement with the police, active participation in community safety and safeguarding boards, and joint working with the Council's ASB and environmental health teams.</p> <p>Operational leadership describes partnership working as one of the service's key strengths, with regular engagement with police, environmental health and safeguarding partners forming part of routine ASB management, not just response to acute risk.</p> <p>The examples provided show that partnership activity has led to tangible outcomes, such as environmental changes, targeted enforcement and the use of CCTV in response to organised criminal activity. This suggests BCHS is willing to use a range of tools where appropriate, rather than relying solely on tenancy enforcement.</p> <p>What is less clear from the evidence provided is how consistently preventative measures such as CCTV, environmental design changes or targeted services are deployed across neighbourhoods, and how decisions are made about when to use them. Further assurance is needed on how partnership intelligence translates into early, preventative action at a wider scale.</p> <p>While partnership working is well developed in response to serious and high-risk ASB, further assurance is needed on how this approach is applied to more routine or lower-level issues.</p> <p>While partnership structures are well established, case reviews show inconsistent evidence that partnership tools and interventions are used proactively to prevent escalation. Referrals to partner agencies, use of mediation, and coordinated interventions are not consistently evidenced in case records, particularly in the early stages of cases. This suggests partnership working is strongest at strategic and high-risk levels, but less embedded as a routine preventative tool in day-to-day case management.</p>	<p>58. Introduce a mandatory "prevention checklist" for all ASB cases open longer than 4 weeks, requiring officers to confirm whether mediation, partner referrals, or support interventions have been considered.</p> <p>59. Introduce quarterly multi-agency hotspot reviews using combined ASB, tenancy, and environmental data.</p> <p>60. Require Neighbourhood Managers to review and evidence use of early intervention tools as part of routine case supervision.</p>

3.4	We work with our tenants and with partner agencies to identify ASB 'hotspots' and use the information to target resources.	In place, but needs improvement	<p>BCHS is able to demonstrate targeted work in response to known ASB hotspots, particularly in relation to cuckooing and organised criminal activity. The evidence provided shows strong partnership working with the police and other agencies, alongside practical interventions designed to disrupt criminal behaviour and protect residents.</p> <p>This work appears effective where the risk is acute and well understood. However, the evidence is weighted towards a specific type of ASB. It is less clear how BCHS identifies and responds to more common or lower-level ASB hotspots, such as noise, neighbour disputes or environmental nuisance, across the wider housing stock. This is particularly relevant as noise issues seems to be a high priority for complainants.</p> <p>Further assurance is needed on how hotspot identification works at a broader level, how data is used to prioritise resources beyond the most serious cases, and how this intelligence informs preventative action.</p> <p>Hotspot identification currently appears driven primarily by visible or escalated issues, such as cuckooing or criminal activity, rather than a systematic analysis of all ASB patterns. Case reviews and staff interviews indicate that low-level but persistent ASB is less likely to be identified as part of hotspot analysis. This limits BCHS's ability to intervene early and prevent escalation, and contributes to a reactive rather than preventative service model.</p>	<p>61. Introduce a monthly ASB hotspot report identifying:</p> <ul style="list-style-type: none"> <li>- repeat locations</li> <li>- repeat complainants</li> <li>- repeat perpetrators</li> <li>- cases open longer than 8 weeks</li> </ul> <p>62. Require Neighbourhood Managers to develop targeted intervention plans for hotspot areas, including preventative engagement and visible presence.</p> <p>63. Align hotspot analysis with estate walkabouts and action days, ensuring proactive deployment rather than reactive scheduling.</p>
3.5	We use a range of early intervention techniques to prevent ASB from escalating.	In place, but needs improvement	<p>BCHS uses a range of early intervention techniques intended to prevent ASB from escalating. This includes staff training such as <i>Eyes Wide Open</i>, engagement with partners, property-based interventions (for example fencing, inspections and carpet provision to reduce everyday living noise), and the offer of mediation where appropriate.</p> <p>BCHS has also developed a Good Neighbourhood Management Policy, although this remains in draft and is not yet live. While the tools and approaches described are appropriate, it is not yet clear how consistently they are applied in practice or how their impact is measured over time.</p> <p>While BCHS has access to a wide range of early intervention tools, case reviews show that these are not consistently applied at the earliest stages of cases. Risk assessments, action plans, and preventative interventions are often delayed, incomplete, or absent altogether. In several cases, the service response appeared reactive to escalation rather than preventative. This significantly reduces the effectiveness of early intervention and increases the likelihood of cases becoming entrenched.</p> <p>Staff interviews confirmed that officers understand the importance of early intervention and have received training. However, there is inconsistent translation of this training into operational practice. This reinforces the need for stronger management oversight and clearer operational expectations to ensure early intervention tools are applied consistently.</p> <p>Overall, BCHS can evidence a broad toolkit for early intervention. The challenge is not the absence of tools, but the consistency and confidence with which they are applied across officers and cases. This remains uneven. Validation interviews and case review evidence confirm that early intervention tools are not yet applied consistently at the earliest stages of cases.</p>	<p>64. Introduce a mandatory Early Intervention Review at day 10 for all open ASB cases, requiring officers to evidence preventative actions taken.</p> <p>65. Require completion of risk assessment and action plan within 5 working days, with system prompts and management escalation if not completed.</p> <p>66. Introduce monthly manager-led case audits focusing specifically on early intervention compliance.</p> <p>67. Create a simple Early Intervention Toolkit checklist embedded into the housing system to guide officers.</p>

3.6	We proactively engage with our tenants and with partner agencies to provide diversionary activities (e.g. facilities for young people) and to evaluate their impact.	In place, but needs improvement	<p>BCHS recognises that this area is not yet fully developed. Some limited activity is taking place through support to community groups and small-scale funding, including youth-focused initiatives, but this appears ad hoc rather than part of a clear preventative strategy.</p> <p>There is currently limited evidence of planned diversionary activity linked specifically to ASB prevention, or of any evaluation of impact. This is an area of opportunity, particularly given the potential role of early engagement in building confidence, reducing nuisance behaviour and strengthening neighbourhood cohesion.</p> <p>While BCHS supports some community-based initiatives and engagement activities, there is no structured diversionary programme specifically linked to preventing ASB or reducing risk among known cohorts. Activities appear opportunistic rather than strategically planned, and there is no evidence of evaluation to assess their impact on ASB prevention or community confidence.</p>	<p>68. Develop a targeted diversionary engagement plan focused on known hotspot locations and vulnerable cohorts.</p> <p>69. Work with community safety partners to identify opportunities for preventative engagement, particularly in areas with repeat ASB.</p> <p>70. Track and evaluate diversionary interventions, linking them to ASB case trends and hotspot analysis.</p> <p>71. Nominate a Neighbourhood Manager to oversee preventative engagement strategy and monitor impact.</p>
3.7	Our staff and contractors are encouraged and supported to identify and report incidents where they have been subject to or have observed ASB.	In place, but needs improvement	<p>BCHS has taken positive steps to encourage staff and partners to identify and report concerns, including through the "Eyes Wide Open" approach and wider safeguarding messaging. This reflects an awareness that ASB is often observed by staff before it is formally reported by residents.</p> <p>However, the current emphasis of this work is weighted towards damp, mould and safeguarding, with ASB playing a secondary role. While this does not undermine the intent, it raises questions about how confident staff and contractors are in recognising and escalating ASB specifically.</p> <p>While training initiatives such as Eyes Wide Open have increased awareness, case reviews and staff interviews suggest inconsistent identification and escalation of ASB concerns in practice. Early warning signs are not always recognised or formally recorded, and opportunities for early intervention are sometimes missed. This limits the preventative impact of staff awareness initiatives.</p> <p>Operational leadership also highlighted the value of stable, patch-based working and long-standing officer knowledge of residents, which supports informal identification of ASB risks, but does not remove the need for consistent formal recording.</p> <p>Case reviews showed staff were inconsistently reporting ASB concerns. There was no evidence in relation to contractors.</p> <p>Staff interviews confirm willingness to identify and report ASB concerns, but confidence and consistency vary across teams. This reinforces the need for clearer operational expectations and stronger management oversight.</p>	<p>72. A brand new structured ASB service improvement plan should be developed with defined actions, ownership, timescales and success measures, supported by regular senior leadership and governance oversight.</p> <p>73. Introduce a simple ASB Concern Reporting function within the housing system to allow all staff and contractors to record concerns easily.</p> <p>74. Require ASB awareness training as part of new starter induction and annual refresher cycles.</p> <p>75. Introduce manager-led review of ASB concerns raised by staff and contractors to ensure appropriate follow-up.</p> <p>76. Include ASB identification responsibilities explicitly in Housing Officer and contractor role expectations.</p>

ASB Accreditation Commitment and Building Block	Level	Findings	Recommendations
-------------------------------------------------	-------	----------	-----------------

4. We encourage individual and community responsibility (we work with community groups and partners to promote tolerance and responsibility amongst our tenants and the wider community)				
4.1	We use a variety of ways to clearly communicate to all tenants that ASB will not be tolerated.	In place, but needs improvement	<p>BCHS is clear in its tenancy agreement and ASB policy that anti-social behaviour will not be tolerated, and this message is reinforced directly with individuals through warnings and case management activity. Where enforcement action has been taken, BCHS state that outcomes have been communicated to residents to provide reassurance.</p> <p>Beyond individual cases, the wider communication of this message is less visible. There is limited evidence of consistent, public-facing messaging about ASB expectations through routine channels such as social media, newsletters or estate communications. A review of BCHS social media and online content shows little proactive content reinforcing standards of behaviour or demonstrating how ASB is tackled. This creates a gap between what BCHS does in practice and what the wider tenant base sees. Without regular, visible messaging, tenants may be less confident that ASB is taken seriously, particularly in neighbourhoods where issues persist.</p> <p>Case reviews and resident feedback indicate that while BCHS communicates expectations clearly at tenancy sign-up and through formal documents, residents' confidence in enforcement is shaped more by their experience of follow-through than by written standards. Where cases remain open for long periods without clear resolution, or where communication reduces over time, the message that ASB will not be tolerated is weakened in practice.</p>	<p>77. Introduce a visible enforcement framework that explains what action residents can expect at each stage of an ASB case. This should include indicative timelines, escalation routes, and examples of when tools such as warnings, mediation, or legal action are used.</p> <p>78. Publish anonymised case outcome summaries twice per year showing how ASB cases have been resolved, including early intervention, enforcement and partnership outcomes. This builds confidence without relying on individual publicity.</p> <p>79. Ensure tenancy sign-up includes a structured ASB conversation, not just document issuance. This should be recorded on the housing system, confirming that expectations, reporting routes, and support options were explained and understood.</p>
4.2	We can provide evidence of our work with tenants, tenant groups and leaders, and partner organisations to promote tolerance, balancing individuals' liberties with their impact on others and the community (e.g. good neighbourhood agreements, tenants engaging in mediation, and restorative justice schemes).	In place, but needs improvement	<p>There is evidence that BCHS seeks to balance enforcement with tolerance and resolution. The service offers mediation, works with tenant groups in sheltered and extra care schemes, and has used non-legal interventions to reduce conflict between neighbours.</p> <p>This approach aligns with good practice and is reflected positively in at least one Housing Ombudsman determination, where the landlord's use of mediation and community-based solutions was upheld.</p> <p>Resident engagement currently relies on a small number of involved residents, and while their input has led to operational changes, their influence remains limited in scale. Feedback from involved residents and staff interviews indicates that engagement is not yet embedded as a consistent mechanism for shaping neighbourhood expectations or resolving tensions at an early stage.</p> <p>At present, much of this activity appears to be case-specific rather than embedded through a consistent framework. A Good Neighbourhood Policy is in draft but not yet live, and there is limited evidence showing how tenants are routinely engaged in restorative or community-based approaches outside individual cases.</p> <p>While BCHS has demonstrated examples of effective practice, further assurance is needed on how consistently these approaches are used, how tenants are supported to participate, and how learning from both positive and negative Ombudsman findings is captured. Validation interviews and case reviews confirm that mediation and community-based approaches are not yet consistently embedded or applied early enough to maximise preventative impact.</p>	<p>80. Establish a structured early resolution model, where mediation and restorative approaches are actively offered within the first four weeks of neighbour disputes, rather than later in the case lifecycle.</p> <p>81. Track and monitor mediation referrals, acceptance rates, and outcomes. This will allow BCHS to understand whether early resolution tools are being used consistently and effectively.</p> <p>82. Expand involvement beyond the existing Tenant Voice Forum by introducing targeted, time-limited resident focus groups around specific neighbourhood issues, rather than relying solely on standing forums.</p>
4.3	We encourage and facilitate community involvement among tenants, including how individuals can support other members of their community to help us and our partners tackle ASB issues.	In place, but needs improvement	<p>BCHS actively engages with tenants and community groups through tenant and resident associations, PACT meetings, estate-based activity and targeted engagement sessions. Examples such as work at Top of the Fields and Chesham Fold demonstrate how tenant concerns have shaped joint action with partners, including police and community safety teams.</p>	<p>83. Introduce targeted post-case feedback calls for all closed ASB cases. This will ensure resident experience directly informs service improvement.</p>

			<p>These examples show strong local engagement, particularly where motivated residents or groups are present. BCHS also supports community-led activity through clean-ups, social events and advice on accessing grants, helping tenants play an active role in improving their neighbourhoods.</p> <p>What is less clear is how BCHS ensures this opportunity is available consistently across all communities, including areas without active tenant groups or confident community representatives. There is limited evidence showing how insight from community engagement is systematically captured, shared and used to shape ASB priorities more widely. Furthermore, there is a disconnect between this activity and the ASB-related Tenant Satisfaction Measures.</p> <p>Current involvement arrangements rely heavily on a small number of committed individuals. While their contribution is valued, this creates risk that involvement does not reflect the wider tenant population. There is limited evidence that BCHS routinely captures feedback from residents who are not already engaged, including those who may have experienced ASB but have disengaged from formal processes.</p>	<p>84. Develop a structured involvement pathway, allowing residents to move from case-specific feedback to wider service involvement if they wish. This creates a broader and more representative engagement base.</p> <p>85. Provide Housing Officers with clear guidance on identifying and signposting residents who may be suitable for involvement opportunities, particularly those who have constructive insight into service improvement.</p>
4.4	Where appropriate and safe, we encourage 'self-help' options to resolve more minor nuisance issues (e.g. encouraging complainants to talk to perpetrators, seeking to resolve the issue amicably and without recourse to the landlord)	In place, but needs improvement	<p>BCHS promotes early, informal resolution of low-level neighbour issues, including encouraging tenants to speak directly to one another where appropriate. This approach is reflected in online guidance and aligns with good practice for resolving minor nuisance without escalation.</p> <p>However, there is limited evidence showing how decisions are made about when self-help is appropriate and safe. It is not clear whether a risk assessment is routinely undertaken before this advice is given, how vulnerability is considered, or how outcomes are monitored to ensure issues do not escalate.</p> <p>Case reviews indicate that while early resolution approaches are encouraged, the rationale for recommending self-help is not always clearly documented, and risk assessments are not consistently recorded prior to advising residents to approach neighbours directly. This creates risk that residents may be encouraged to resolve issues without sufficient consideration of vulnerability or escalation risk.</p> <p>Given wider findings around vulnerability, confidence in reporting and low satisfaction with ASB handling, this is an area where clearer guidance and stronger assurance would help. Validation interviews and case reviews confirm that self-help approaches are not consistently supported by documented risk assessment or structured decision-making.</p>	<p>86. Require a documented risk assessment before recommending any self-help approach. This should explicitly confirm the resident's safety and willingness to engage.</p> <p>87. Introduce a standard early intervention checklist to ensure Housing Officers consider mediation, support, and proportionality before escalating or recommending self-help.</p> <p>88. Monitor outcomes of early intervention approaches to ensure they reduce escalation rather than delay formal intervention.</p>

	ASB Accreditation Commitment and Building Block	Level	Findings	Recommendations
5.	<b>We take swift action to protect communities</b>			
5.1	Our staff are fully aware of the range of tools and powers available to them and our partner organisations and know how to use them appropriately in	In place, but needs improvement	BCHS has delivered a range of training sessions linked to ASB practice, including awareness of available tools, internal processes, partner working and complaint-related learning. This shows an intention to equip staff with the right knowledge and to respond to issues identified through complaints and Ombudsman findings.	89. Develop a simple escalation checklist to be completed at key points in every ASB case (e.g. at 4 weeks, 8

	accordance with our published policies and procedures.		<p>What is less clear is how consistently this knowledge is embedded across the service, particularly for new starters or staff who have not attended specific sessions. There is also limited evidence at this stage of how confident staff are in progressing cases beyond early intervention, including escalation to formal or legal action where appropriate. This will be explored further during validation through staff discussions and case file review.</p> <p>Operational leadership described enforcement as a conscious and proportionate choice, rather than an absence of capability, with confidence in escalation varying across the team</p> <p>However, ASB case reviews indicate that the use of these tools is inconsistent in practice. While staff are aware of available interventions, cases are often managed through informal engagement without clear escalation pathways, documented consideration of formal tools, or evidence of structured decision-making where early intervention has not resolved the issue. This creates a risk that the full range of available powers is not being used confidently or consistently to protect residents and resolve cases.</p>	<p>weeks, and before closure), requiring officers and managers to document:</p> <ul style="list-style-type: none"> <li>- what interventions have been used</li> <li>- what additional tools have been considered</li> <li>- why escalation is or is not appropriate</li> </ul> <p>90. Establish a monthly ASB case review panel chaired by a manager or Head of Service to review open cases over defined thresholds (e.g. open longer than 6 weeks or risk-rated medium/high). The panel should focus on:</p> <ul style="list-style-type: none"> <li>- escalation options</li> <li>- proportionality</li> <li>- consistency of approach</li> </ul>
5.2	We apply consistent and robust processes for managing ASB cases.	Not in place	<p>BCHS has a clear ASB policy and describes regular training and case reviews to support consistent practice. Draft and recently developed processes (including CCTV, lone working and zero tolerance) indicate that learning from complaints and Ombudsman cases is shaping how the service operates.</p> <p>However, ASB case reviews found that core elements of case management, including risk assessments, action plans, regular contact and documented progression, were frequently missing, incomplete or not applied at the required stage of the case. In several cases, there was limited evidence of structured case planning, and closures were not always supported by documented rationale or resident agreement. This indicates that published processes are not yet embedded in operational practice.</p>	<p>91. Define minimum standards for all ASB cases, including:</p> <ul style="list-style-type: none"> <li>- risk assessment within 2 working days</li> <li>- action plan agreed within 5 working days</li> <li>- minimum contact frequency based on risk level</li> <li>- documented closure rationale and resident agreement</li> </ul> <p>92. Require manager sign-off before closure until such time that senior management is confident that there is consistent compliance.</p> <p>93. Introduce monthly file audits, reviewing a sample of cases against defined standards. Report results to:</p> <ul style="list-style-type: none"> <li>- Neighbourhood Managers</li> <li>- Housing Leadership Team</li> <li>- Housing Advisory Board</li> </ul>
5.3	The actions that we take to tackle ASB are carefully considered and are proportionate to the effects of the behaviour on individuals, communities and the environment.	In place, but needs improvement	<p>BCHS outlines that all ASB cases are managed through an action plan and risk assessment, with actions tailored to the impact of behaviour on victims, communities and alleged perpetrators. The ASB policy supports a proportionate approach, balancing enforcement with support and early resolution where possible.</p> <p>Examples provided by BCBS demonstrate thoughtful case-by-case decision making, including consideration of vulnerability, support needs and alternative housing options. Housing Ombudsman determinations cited by BCBS also indicate instances where this balanced approach has been judged appropriate.</p> <p>However, case reviews show limited evidence of documented decision-making explaining why particular interventions were chosen, escalated or discontinued. While staff appear</p>	<p>94. Require officers to record structured decision summaries at key points:</p> <ul style="list-style-type: none"> <li>- after initial investigation</li> <li>- when escalation is considered</li> <li>- prior to closure</li> </ul> <p>These should explain:</p> <ul style="list-style-type: none"> <li>- what options were considered</li> <li>- why specific actions were chosen</li> <li>- why closure is appropriate</li> </ul> <p>95. Deliver further practical workshops using real BCBS case examples to strengthen escalation confidence,</p>

			<p>to exercise professional judgement, this judgement is not consistently recorded, reducing assurance that actions are proportionate, transparent and defensible.</p> <p>The low ASB satisfaction scores and very low reporting levels, raise concern that proportionate decision-making is not consistently felt or understood by residents.</p>	<p>proportionality assessment and defensible decision-making</p>
5.4	We agree action plans with complainants, update them regularly on the progress of their case and inform them directly of all key developments.	Not in place	<p>BCHS acknowledges that agreeing action plans and maintaining regular contact has been an area for improvement. There is evidence that this has been recognised internally, with training delivered and monitoring built into case reviews.</p> <p>This honest reflection is welcome. However, the gap between intended practice and tenant experience remains a concern, particularly in light of previous maladministration findings and low ASB satisfaction.</p> <p>ASB case reviews found that action plans were often absent, incomplete, or not visibly agreed with residents. There was limited evidence of regular structured updates, and case records did not consistently demonstrate that residents were kept informed of progress or involved in decisions about case closure. This reinforces wider feedback from residents and staff that communication remains inconsistent and is not yet embedded as a core case management discipline.</p>	<p>96. Require officers to agree and record contact expectations at case opening, including preferred communication method, frequency of updates, escalation contacts.</p> <p>97. Configure the housing management system to trigger alerts when action plans are overdue, reviews are due, and residents have not been contacted within agreed timeframes</p>
5.5	We have a proactive approach to gathering evidence and utilise a variety of available sources (i.e. multi-agency, non-housing management staff and contractors) to support action to tackle ASB.	In place, but needs improvement	<p>BCHS demonstrates strong multi-agency working, including regular engagement with police, safeguarding teams, environmental health and internal council services. Walkabouts, clean-up days and joint operations show a visible and practical approach to evidence gathering and neighbourhood safety.</p> <p>That said, this activity appears unevenly distributed across estates, with some residents expressing frustration that their areas have not received similar attention. There is limited evidence of a clear, transparent framework for prioritising estates or inviting resident nominations. Strengthening this would help reassure communities that action is fair, planned and responsive, rather than perceived as selective.</p> <p>Operational leadership recognised the reputational risk of uneven visibility across neighbourhoods and the need to be clearer with residents about how and why resources are targeted.</p> <p>Case reviews indicate that evidence gathering is often reactive and dependent on resident reporting rather than proactively driven by structured investigation plans. The use of diary sheets, partner intelligence, and other formal evidence sources was inconsistent, and case records did not always demonstrate a clear investigative strategy. This limits the ability to escalate cases effectively or demonstrate robust enforcement decision-making</p>	<p>98. Require officers to document an investigation plan setting out evidence required, partner engagement needed, and timelines.</p> <p>99. Formalise regular operational meetings with police and partners to review active cases and share intelligence. Ensure outcomes are recorded in case files.</p>

	ASB Accreditation Commitment and Building Block	Level	Findings	Recommendations
6.	We have in place robust performance monitoring, management and reporting			
6.1	We have performance management frameworks in place to report, monitor and review ASB performance.	In place, but needs improvement	<p>BCHS has a performance framework in place for ASB, with regular reporting to leadership teams, the portfolio holder and the Housing Advisory Board. ASB case volumes and TSM data are included in monthly and quarterly reporting, and there is evidence of ongoing case review activity with enforcement officers.</p> <p>However, the way performance is presented is largely descriptive rather than diagnostic. Measures focus on case numbers rather than timeliness, case age, compliance with</p>	<p>100. Introduce a single integrated ASB performance and assurance framework, reported quarterly to senior leadership and governance. This should combine operational quality measures, resident satisfaction, case audit findings, repeat victimisation data, hotspot analysis, and service learning. The framework should</p>

			<p>agreed processes, or customer experience. The public-facing scorecard, while transparent, offers limited context and does little to explain what the data means for tenants or how performance is improving over time. Given low ASB satisfaction, there is scope to strengthen how performance information is used to drive improvement rather than simply report activity.</p> <p>Validation work and case file reviews indicate that performance reporting has not yet translated into consistent operational control or reliable assurance of case management quality. Core case management requirements, including risk assessments, action plans and structured contact, were frequently absent or incomplete. This suggests that while performance information is available at a strategic level, it is not yet providing sufficient assurance about the quality, consistency and effectiveness of frontline case management.</p>	<p>identify trends, highlight risks, and assign clear ownership for improvement actions, ensuring governance oversight translates into measurable operational improvement.</p> <p>101. Introduce quarterly dip sampling of ASB cases by senior managers to test quality, not just quantity. Findings should be reported to the Housing Leadership Team and HAB.</p>
6.2	We use data from the Tenant Satisfaction Measures and other feedback and survey tools to inform how we improve our ASB service.	In place, but needs improvement	<p>BCHS makes reference to using TSMs, environmental surveys and estate-based feedback to inform service improvements. Local initiatives, such as action days and targeted funding, show that feedback can translate into practical change at neighbourhood level.</p> <p>However, there is limited evidence that Tenant Satisfaction Measures and other feedback are routinely analysed alongside operational case data to identify root causes or target service improvement. While feedback is collected, its use appears episodic rather than forming part of a structured and ongoing improvement cycle.</p> <p>There is limited assurance that learning from TSMs is systematically feeding into the ASB action plan, service standards or performance targets. This is an area that would benefit from clearer line-of-sight between feedback, decisions and outcomes.</p>	102. Ensure the ASB improvement plan is explicitly linked to TSM improvement targets, rather than operating as a standalone document.
6.3	We use data on tenant demographics to give us a more nuanced reading of high-level data. This enables us to make evidence-based decisions in developing and improving our ASB service.	Not in place	<p>BCHS is open that this area is not yet fully in place. The <i>Knowing Our Tenants</i> report provides a strong and honest baseline, clearly setting out gaps in data quality and the risks this presents.</p> <p>While there are examples of demographic insight being used in specific contexts (such as targeted responses to cuckooing), this is not yet embedded in ASB performance monitoring or service design. The report shows intent and direction of travel, but at present there is limited evidence that demographic data is routinely informing ASB prevention, intervention or evaluation. This is a realistic position, but it remains a gap against the criterion.</p> <p>The <i>Knowing Your Tenants</i> work provides an important foundation, but this information is not yet routinely used to shape ASB prevention activity, identify under-reporting, or target communication and engagement with groups less likely to report ASB.</p>	<p>103. Use existing tenant data to identify schemes or demographics with unusually low reporting and areas with repeat incidents</p> <p>Neighbourhood teams should use this to proactively engage those areas, rather than relying solely on reactive reporting.</p> <p>104. Include demographic analysis in quarterly ASB insight reports.</p>
6.4	We set challenging performance targets, and these are reflected in service plans at a team and individual level. Our ASB targets are subject to regular review and demonstrate year-on-year improvement.	Not in place	<p>BCHS has an ASB action plan in place, revised in response to Ombudsman findings and internal review. The plan is detailed and shows a genuine attempt to address cultural, procedural and capability issues within the service.</p> <p>That said, the evidence provided does not demonstrate a clear set of challenging ASB performance targets linked to outcomes for tenants. Reporting focuses more on delivery of actions than on whether those actions are improving timeliness, consistency or customer confidence. There is limited evidence of year-on-year improvement being tracked through defined ASB KPIs, particularly in light of low satisfaction scores. This suggests that the plan is sound, but the performance framework around it is still developing.</p>	<p>105. Introduce clear operational service standards, including:</p> <ul style="list-style-type: none"> <li>- risk assessment completed within defined timeframe</li> <li>- action plan agreed and recorded in all cases</li> <li>- resident contact frequency defined and monitored</li> <li>- supervisory review at defined intervals</li> </ul> <p>These should be embedded into staff supervision and performance conversations.</p>

			While an ASB action plan is in place, there is limited evidence that clear, measurable service performance targets have been established or routinely monitored at team or individual level. This limits assurance that expectations are consistently understood, measured and reinforced across the service.	106. Include ASB service standards within team plans and individual objectives for Housing Officers and managers.
6.5	Information on our performance against ASB targets is readily available and shared across the organisation to drive continuous improvement. It is regularly reported to our senior management, our governing body, partner agencies and our tenants.	In place, but needs improvement	<p>ASB performance information is shared internally and with senior governance structures, and case studies are used to illustrate progress and good practice. This supports visibility at senior level and demonstrates engagement with oversight arrangements.</p> <p>However, the information shared is not yet strong enough to support challenge or assurance at scale. Reporting tends to highlight activity and individual successes rather than patterns, risks or areas of underperformance. There is also limited evidence that ASB performance information is routinely shared with tenants in a way that builds confidence or explains how feedback has led to change. Strengthening the narrative around “what this means” and “what is improving” would support transparency and trust.</p> <p>While performance information is shared with senior leaders and governance bodies, there is limited evidence that residents receive clear, accessible information about ASB performance, service improvements or lessons learned. This limits opportunities to rebuild trust and demonstrate accountability.</p>	<p>107. Introduce a simple quarterly resident-facing update on ASB, including number of cases handled, improvements introduced, actions taken to address hotspots and “you said, we did” examples. This should be shared through newsletters, website and tenant engagement channels.</p> <p>108. Ensure Tenant Voice Forum receives simplified, accessible performance summaries that allow meaningful scrutiny.</p>

	ASB Accreditation Commitment and Building Block	Level	Findings	Recommendations
<b>7. We ensure that a value for money approach is embedded in our service</b>				
7.1	Value for money is understood and embedded in our work; it is part of our performance management framework, determines resource allocation and is widely communicated to staff who are encouraged to identify value for money opportunities. Resources are used effectively and efficiently.	Not in place	<p>Given the current gaps in operational consistency, performance assurance and outcome tracking identified elsewhere in this review, BCHS is not yet in a position to demonstrate value for money in a structured or evidence-based way.</p> <p>There is currently no structured understanding of value for money within the ASB service. While BCHS applies basic procurement controls (such as seeking multiple quotes for external works and using internal staff where possible), this is transactional rather than strategic.</p> <p>Value for money is not embedded within performance management, service planning or decision-making for ASB. Staff are not routinely encouraged or supported to identify value for money opportunities linked to outcomes. As a result, resources may be used reasonably, but not demonstrably efficiently.</p> <p>Case review evidence reinforces this gap. There is limited evidence that individual case outcomes, patterns of repeat victimisation, or recurring themes are routinely analysed and fed back into service improvement. Validation discussions with operational leadership confirm that while reporting capability has improved recently, the service is still developing its ability to use ASB data proactively to understand trends, identify learning, and drive preventative or operational change. This limits BCHS’s ability to demonstrate that experience is consistently translated into measurable service improvement.</p>	<p>109. Produce a short quarterly “ASB service learning summary” for internal circulation, highlighting:</p> <ul style="list-style-type: none"> <li>- key themes from case reviews</li> <li>- examples of good practice</li> <li>- specific areas requiring improvement</li> </ul> <p>110. Require Neighbourhood Managers to evidence how learning from case audits has been applied in practice, for example through supervision notes, team briefings or revised operational guidance.</p>
7.2	We understand the cost of the ASB service, including elements such as staffing costs, responding to ASB incidents (e.g. criminal damage, graffiti,	Not in place	BCHS has limited visibility of the true cost of delivering the ASB service. While some individual costs (such as target hardening) are understood, there is no overall picture of staffing costs, incident-related expenditure, enforcement activity or preventative interventions.	111. Assign responsibility for maintaining ASB performance intelligence to a named manager, ensuring benchmarking, trend analysis and performance

	fly-tipping) and of making use of various ASB tools.		<p>Without this information, BCHS cannot assess cost drivers, understand where resources are being absorbed, or identify opportunities to reduce cost through earlier or alternative interventions.</p> <p>Validation discussions with operational leadership confirm that the service does not yet have sufficient oversight of its own performance data to confidently identify patterns, trends or comparative performance. Leadership described reliance on partner intelligence, case-level insight and anecdotal experience rather than structured benchmarking or performance analysis. This reinforces the need for stronger performance intelligence to support strategic decision-making and service improvement.</p>	<p>interpretation are embedded as routine management activity.</p> <p>112. Incorporate benchmarking results into Housing Advisory Board reporting, ensuring external comparison informs governance scrutiny.</p>
7.3	We know how we are performing in delivering our ASB service, and how satisfied service users are. Costs, performance and satisfaction are benchmarked against comparative providers and demonstrate value for money.	Not in place	<p>BCHS tracks ASB performance and satisfaction through TSMs and has begun introducing transactional surveys. However, this data is not yet mature enough to support meaningful analysis or benchmarking of value for money.</p> <p>While BCHS understands how it compares to other providers in terms of performance and satisfaction, there is no link between this data and the cost of delivering the service. As a result, BCHS cannot currently demonstrate whether its ASB service represents good value for money.</p> <p>Operational leadership confirmed that while the service can demonstrate impact through individual case examples, there is limited visibility of the overall cost of delivering the ASB service or the relationship between resources deployed and outcomes achieved. This limits the organisation's ability to assess value for money, make evidence-based resource decisions, or demonstrate the wider impact of the service beyond individual case resolution</p>	<p>113. Develop a simple ASB resource and activity profile, capturing the number of staff managing ASB, approximate caseload per officer, number of active cases and number of cases escalated to enforcement. (This does not require full cost modelling but provides a baseline understanding).</p> <p>114. Introduce an annual ASB service effectiveness review, combining performance data, resident satisfaction data, case audit findings, staffing and workload information. Use this review to inform service planning and resourcing decisions.</p> <p>115. Require Neighbourhood Managers to report quarterly on caseload distribution and complexity, enabling earlier identification of workload or capability risks.</p>
7.4	There is an evidence-based approach to budget setting, and this is linked to the annual service improvement plan.	Not in place	<p>ASB costs are not tracked or budgeted for as a discrete service area. Staffing and expenditure are considered at a broader neighbourhood level, which limits transparency and accountability for ASB-specific spend.</p> <p>Although BCHS is seeking to manage costs reactively (for example, by reducing clearance and removal costs), there is no clear evidence that budget setting is informed by ASB demand, risk or improvement priorities. This weakens the link between the ASB action plan and financial planning.</p> <p>Case review evidence highlights that while individual cases are managed to conclusion, there is limited evidence of systematic evaluation of outcomes beyond case closure. There is no consistent mechanism to assess whether interventions have resolved behaviour, improved resident confidence, or prevented recurrence. This reinforces the need for BCHS to move beyond activity-based reporting and develop clearer measures of service effectiveness and impact.</p>	<p>116. Introduce a small set of ASB outcome measures, for example:</p> <ul style="list-style-type: none"> <li>- percentage of cases where behaviour stopped or reduced</li> <li>- percentage of cases where resident agreed closure</li> <li>- percentage of repeat cases involving the same perpetrator</li> </ul> <p>Track these quarterly.</p> <p>117. Introduce a follow-up contact with residents three months after case closure for a small sample of cases, to assess whether issues have genuinely been resolved.</p> <p>118. Use case outcome summaries as part of governance reporting, ensuring oversight focuses on effectiveness, not just volume.</p>
7.5	We know whether we are getting value for money for procured services (e.g. mediation, support services, professional witness services) and we have, where appropriate, done joint	Not in place	<p>BCHS uses external services such as mediation, but there is limited evidence that the value or impact of these services is routinely reviewed. Procurement decisions appear historic rather than actively managed.</p>	<p>119. Develop a simple ASB outcomes framework that categorises case closure outcomes (e.g. resolved through early intervention, partner action, enforcement, resident disengagement, insufficient evidence). This will allow BCHS to move beyond</p>

	procurement and considered shared services.		<p>Without regular review, BCHS cannot be confident that procured services remain cost-effective, appropriately scoped or aligned with current ASB needs. There is also limited evidence of joint procurement or shared service exploration in this area.</p> <p>Case reviews and validation discussions reinforce this gap. While officers and managers are able to describe activity and individual case work, there is limited evidence of systematic analysis of workload, case duration, escalation rates, or outcomes. This makes it difficult to demonstrate whether resources are being deployed effectively, whether interventions are reducing harm over time, or whether recent investment in training and structural change is delivering measurable improvement.</p>	<p>volume reporting and understand whether interventions are achieving meaningful resolution.</p> <p>120. Undertake a six-month retrospective review of closed ASB cases to identify patterns in duration, escalation, and resolution. This will provide a baseline against which future improvement can be measured and will help identify structural barriers to timely resolution.</p> <p>121. Ensure Neighbourhood Managers routinely review caseload distribution across officers and teams, identifying where workload, confidence, or capability gaps may be contributing to delayed progression or inconsistent handling.</p>
7.6	Through tenant scrutiny arrangements, tenants are provided with appropriate information on comparative service costs, performance and satisfaction, enabling evidence-based value for money judgements to be made. Consultation on changes to the service includes a cost-benefit analysis, so tenants can make informed value for money choices.	Not in place	<p>Tenants are involved in scrutinising ASB performance through the Tenant Voice Forum and Housing Advisory Board. However, scrutiny does not currently extend to cost, comparative value or trade-offs between spend and outcomes.</p> <p>Tenants are therefore not provided with sufficient information to make informed value for money judgements or to influence decisions about service change based on cost and benefit. This represents a gap in meaningful tenant involvement in value for money discussions.</p> <p>Operational leadership acknowledged that reporting capability is relatively new, and that historic informal case management limited visibility of service performance. While reporting is improving, there is not yet a consistent framework linking operational activity, resident experience, and service outcomes. This limits BCHS's ability to demonstrate sustained improvement, identify underperformance early, or provide assurance to senior leadership and residents that the service is delivering effective and consistent outcomes.</p>	<p>122. Introduce a formal quarterly ASB performance review meeting chaired by the Head of Service, focused specifically on performance trends, risks, and improvement actions. This should go beyond reporting and include challenge, root cause analysis, and agreed corrective actions.</p> <p>123. Develop a small set of strategic ASB performance indicators focused on effectiveness, not just activity. This should include average time to resolution, repeat victimisation rates, escalation rates, and resident satisfaction following case closure.</p> <p>124. Introduce structured performance objectives for Neighbourhood Managers and officers linked to ASB case quality, timeliness, and resident communication, ensuring that expectations are clear and performance is actively managed.</p> <p>125. Provide senior leadership and elected members with an annual ASB effectiveness report that explains not only activity levels but also what has improved, what remains challenging, and what action is being taken. This will strengthen accountability and build confidence in the service's trajectory.</p>