



**ASB Improvement Action Plan
March 2026**

This action plan sets out the priority improvements arising from Housemark’s independent review of the Housing Services Anti-Social Behaviour (ASB) function. The recommendations from the review have been grouped into clear thematic areas, cross-referenced, and RAG-rated to ensure a structured and transparent approach to delivering change.

The plan aligns these actions with wider organisational learning, including outcomes from complaints, Tenant Satisfaction Measures (TSMs), and tenant voice activity. This ensures that our improvement work reflects the experiences of our tenants and strengthens the quality, consistency, and accountability of the ASB service.

Our aim is to deliver a responsive, victim-centred ASB service that meets regulatory expectations, builds confidence in our communities, and supports safe, thriving neighbourhoods. This action plan provides a clear framework for how we will achieve this and how progress will be monitored.

RAG Key:

- **Red – High priority / critical gap**
- **Amber – Medium priority / needs improvement**
- **Green – Low priority / already underway / incremental**

1. We provide an accessible and accountable service

1.1 – Accessibility, fairness, respect

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Develop and publish a simple “ How we handle ASB ” service standard, with clear steps,	End of Q1	Hayley Harle	Include – <ul style="list-style-type: none">• What happens when you report

	timelines, risk assessment, updates and closure explanation for our tenants. (1.1)			<ul style="list-style-type: none"> • When you will be contacted • How risk will be assessed • How often you will receive updates • How closure is agreed <p>This should be short, plain English, and used consistently by officers. Ensure the “How we handle ASB” service standard is included in the sign-up pack.</p>
●	Introduce mandatory first-contact checklist for tenants : issue to tenant in tenant’s words, risk assessed, contact preference, written confirmation. (1.1)	End of Q1	Hayle Harle	
●	Include service standard in sign-up pack . (1.1)	End of Q2	Holly Hudson	Handbook with tenant voice to review. Once complete to include.
●	Monitor ASB reporting rates by patch to identify under-reporting. (1.1) Measure the impact of monitoring from Q4 25/26 to Q1 26/27 to see if any impact and what other actions we may need to consider.	July 2026	Kimberley Partridge	Monitor ASB reporting rates by patch and compare against tenancy density and complaints data to identify potential under-reporting hotspots. Weekly reviews ongoing to identify and anomalies in data. To report on figures in quarterly ASB report. First report will cover Q1.
●	Add confidence-to-report questions to tenant engagement surveys. (e.g. “Would you feel confident reporting ASB?”) and	April 2026	Jon Lomax	Phone surveys started February 2026. Need to adjust to include “would you report ASB again if needed in the future?” Need to amend tenancy visit to include <i>Do you ever see or experience things around here that feel like anti-social</i>

	track this as an improvement measure. (1.1)	End of Q2	Yaz Poxton	<p><i>behaviour?</i></p> <p>If something was going on here, would you feel able to report it to us?</p> <p>How confident do you feel about reporting anti-social behaviour?</p> <p>What would make you hesitate about reporting something, if anything?</p> <p>Do you know how you'd report ASB if you needed to?</p>
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1.2 – Using demographic data

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Embed protected characteristic fields in ASB case audits. (1.2)	End of Q1	Yaz Poxton	<p>To meet Equality act duties and allow us to use to identify can vulnerabilities and to use to assess whether ASB responses, timescales, outcomes, or enforcement actions differ by protected group</p> <p>Evidence that decisions are proportionate and non-discriminatory, show you have “<i>due regard</i>” using real operational data, not assumptions</p>
●	Review ASB reporting & satisfaction by demographic groups. (1.2)	July 2026	Kimberley Partridge	Include in Q1 report - satisfaction and ASB cases by age, ethnicity, disability and tenure type (where data exists).
●	Quarterly ASB equality review: vulnerability identification, adjustments, differing outcomes. (1.2)	July 2026	Kimberley Partridge	<p>Form part of ASB quarterly report. Need to sample of cases is reviewed to test:</p> <ul style="list-style-type: none"> • Whether vulnerability was identified early • Whether reasonable adjustments were offered • Whether outcomes differ by demographic group.

				If not include the learning and what actions are needed to address any concerns
●	Align “Knowing Our Tenants” with ASB—identify 2–3 priority cohorts & develop targeted interventions. (1.2)	July 2026	Kimberley Partridge	<p>Learning and actions to include in quarterly report</p> <ul style="list-style-type: none"> Identifying 2–3 priority risk cohorts (e.g. older residents in flatted blocks, young single males at risk of exploitation) Creating targeted prevention or communication interventions for those groups.
●	Improve data completeness in tenancy records. (1.2)	Q4	Holly Hudson	<p>Plan to improve data completeness in tenancy records, prioritising fields that support ASB risk identification.</p> <ul style="list-style-type: none"> Spot checks after completion of tenancy visit and signups to ensure data is being uploaded. Managers to report on % complete. Ensure fields are included in QL upgrade <ul style="list-style-type: none"> Can we include prompted questions in workflows Clear of expectations with team – consider a checklist of fields that need to be complete. Target of fields complete is 80% and above. <p>What “Good” Looks Like</p> <ul style="list-style-type: none"> 80% and above fields complete ASB cases opened with known household makeup Vulnerabilities visible before enforcement decisions Fewer emergency escalations Stronger evidence for proportionality Improved tenant trust and satisfaction <p>KPIs to track:</p>

				<ul style="list-style-type: none"> • % completeness of fields complete • Number of ASB cases with: <ul style="list-style-type: none"> ○ Unknown vulnerabilities ○ Missing household members ○ Reduction in repeat ASB linked to “unknown risk”
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1.3 – Clear communication and accessibility

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Standardise ASB template letters — decisions, next steps, review routes, plain English.	End of Q2	Alison Wharton	Review and standardise ASB template letters and ensure they are imbedded within the new QL to ensure they: <ul style="list-style-type: none"> • Clearly explain decisions and rationale • Set out next steps • Confirm review/appeal routes where relevant • Avoid jargon and overly legalistic language.
●	Proactively promote interpretation & accessibility support on webpage, sign-up, and letters.	End of Q1 End of Q2	Hayley Harle Holly Hudson	To review in line with point 1.1 “how we handle ASB” Include in welcome pack and sign up.
●	Add a communication quality audit to case review.	End of Q1	Yaz Poxton	Include in 1.2 “Embed protected characteristic fields in ASB case audits.” Introduce a short communication quality audit as part of case review: <ul style="list-style-type: none"> • Are decisions clearly explained? • Is tone respectful? • Is vulnerability acknowledged?

●	Refresh Reasonable Adjustments Policy and embed in ASB processes.	End of Q2 End of Q2	Claire Rogan Yaz Poxton	Update and republish the Reasonable Adjustments Policy, Ensure it is referenced explicitly within ASB case management guidance and refreshed ASB policy.

1.4 – Tenant involvement in shaping the service

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Define the remit & influence of ASB scrutiny within Tenant Voice Forum.	End of Q3	Claire Rogan	Agree a clear purpose and remit for ASB scrutiny within the Tenant Voice Forum, including: <ul style="list-style-type: none"> • What they can influence • What they cannot • How decisions will be fed back.
●	Publish quarterly “ You said / We did ” tracker.	End of Q2	Jon Lomax	Publish ASB-related engagement activity, published quarterly. Also include action in 1.7 Publish quarterly “You said / We did” ASB feedback update.
●	Annual ASB engagement plan covering geography, working residents & under-represented groups.	End of Q2	Kimberley Partridge	Develop an annual ASB engagement plan, ensuring: <ul style="list-style-type: none"> • Geographic spread across estates • Alternative engagement routes for working tenants • Targeted inclusion of under-represented groups. <p>Include action 1.5 Develop light-touch ASB comms plan: anonymised case studies, examples of enforcement & prevention. (1.5)</p>

●	Collate themes from all engagement and report alongside ASB performance.	End of Q2	Kimberley Partridge	To include in quarterly ASB report.
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1.5 – Publicising action on ASB

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Develop light-touch ASB comms plan: anonymised case studies, examples of enforcement & prevention.	End of Q2	Kimberley Partridge	<p>Develop a light-touch ASB communications plan, including:</p> <ul style="list-style-type: none"> • Quarterly anonymised case studies • Clear examples of early intervention and enforcement • Balanced messaging about support and sanctions. <p>Include in action 1.4 Annual ASB engagement plan covering geography, working residents & under-represented groups.</p>
●	Publish an annual ASB summary (cases, actions, learning).	End of June	Kimberley Partridge	<p>Publish an annual ASB summary setting out:</p> <ul style="list-style-type: none"> • Number of cases • Types of action taken • Examples of prevention activity • Lessons learned. • This should be reviewed by HAB and members and published. <p>To include in June HAB report and then April 2027</p>
●	Ensure enforcement outcomes are communicated back to affected residents	When action is taken	Kimberley Partridge	To be done when enforcement action is taken

	within legal limits.			
●	Integrate ASB messages into wider housing comms.	End of Q2	Kimberley Partridge	To include in “Develop light-touch ASB comms plan: anonymised case studies, examples of enforcement & prevention”

1.6 – Complaints driving learning

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Create quarterly ASB governance dashboard including quality metrics (risk assessment timeliness, action plans, closure with consent).	End of Q1	Michael Conroy	Weekly checks being undertaken and monthly reports are being provided. Need to expand current checks to include closure reasons and timescales action plans and risk assessments complete.
●	Introduce monthly ASB quality assurance check (sample reviews).	End of Q1	Michael Conroy	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 dashboard. Focus the risk assessment completed on time, action plan in place, updates evidenced, closure agreed and recorded. Michael to produce a audit checklist Enforcement Offices to oversee audits whilst we recruit for ASB manager
●	Add quality measures (not volume-only) to governance	End of Q1	Michael Conroy	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

	reports.			<p>action plan shared; % cases with documented update within agreed timescales; % cases closed with resident agreement recorded.</p> <p>Michael to lead on producing the report to enable Head of Service to produce the report.</p>
●	Action plan must have clear ownership, due dates, evidence of completion.	Complete	Kimberley Partridge	Amended Action plan to reflect recommendation.

1.7 – Satisfaction measurement

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Introduce end-of-case feedback (text/email/phone).	End of Q1	Jon Lomax	<p>Introduced February. Need to include recommendation in 1.1</p> <p><i>Add confidence-to-report questions to tenant engagement surveys. (e.g. “Would you feel confident reporting ASB?”) and track this as an improvement measure.</i></p>
●	Publish quarterly “You said / We did” ASB feedback update.	End of Q2	Jon Lomax	<p>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> <p>Include action 1.4 Publish quarterly “You said / We did” tracker.</p>

1.8 – Clear, agreed communication formats

RAG	Consolidated Actions	Deadline	Personal	Update
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			Responsible	
●	Make contact agreement mandatory at case start (preferred channel, frequency, key update triggers). (1.8)	End of Q1	Michael Conroy	In place within our action plan. Need to review action plan to include fields to make it easier to complete and document acts a prompt. Monitoring monthly to ensure each case has a
●	Introduce update logs in all cases, subject to managerial spot-checks. (1.8)	End of Q1	Kimberley Partridge	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 monthly case reviews.

1.9 – Stronger scrutiny and accountability

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Require HAB minutes to record challenge and follow-up actions.	End of Q2	Claire Rogan	Taking ASB update to HAB in June. Need to discuss how we work with the group to ensure they are able to challenge the data.
●	Align ASB action plan to governance reporting with RAG and ownership.	Complete	Kimberley Partridge	Same action as 1.6. Added RAG and ownership to action plan and have included ASB in forward plan at HLT and HAB
●	Publish an ASB scrutiny operating model (purpose, evidence, actions).	End of Q3	Dawn Woodruff	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.

●	Create a scrutiny feedback loop with a live tracker.	End of Q3	Dawn Woodruff	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.
●	Provide induction/training and assign an officer to support tenant scrutineers.	End of Q3	Dawn Woodruff	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; plus a named BCHS officer responsible for making sure actions don't drift.

2. We adopt a supportive approach for vulnerable people

2.1 – Protecting people from harm

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Mandatory risk assessment within 2 working days , system-enforced.	End of Q1	Yaz Poxton Michael Conroy	Make completion of risk assessment within 2 working days mandatory and system-enforced (case cannot progress without it being completed and manager-visible). To include in case audit template and report produced monthly.
●	Introduce risk refresh triggers at 4 weeks, escalation, or new fear/distress.	End of Q1	Yaz Poxton	Include in the above action. Will report on monthly and within quarterly report on case compliance.
●	Managers review risk scoring as part of QA.	End of Q1	Michael Conroy	Require managers to review risk scoring as part of monthly audit sampling, specifically checking: – is the score justified by evidence? – does the action plan align to the risk level? Include in actions included in 1.6

●	Monthly supervision includes live case risk discussion.	End of Q1	Kimberley Partridge	Build risk scoring compliance into supervision – officers should bring one live case to supervision monthly to discuss harm, not just activity. To include and recorded in 121 notes
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2.2 – Identifying repeat victimisation

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Create repeat victim flag (2+ reports in 12 months).	End of Q4	Yaz Poxton	Include in QL upgrade
●	Quarterly repeat-victim report to managers.	End of Q2	Yaz Poxton	Consider if manual logging is possible whilst we wait for QL upgrade
●	Add vulnerability prompt checklist in case system.	End of Q4	Yaz Poxton	Include in QL upgrade
●	Set & report KPI on risk assessment completion within 48 hours.	End of Q1	Michael Conroy	Already set in Officers PDRs Michael to lead on producing the report Managers to include in action 2.1. Head of Service to report on this within quarterly reporting.

2.3 – Staff access to support routes

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Develop one-page ASB support map for Officers (safeguarding, DA, hate crime, mental health, tenancy support).	End of Q2	Hayley Harle	Hayley is already working on process map for Hate Crime. Will provide briefing to staff once these are complete.
●	Introduce annual ASB capability refresher.	End of Q3	Yaz Poxton	Complete October 2025 next session due October 2026.
●	Add supervision question: “What support options have been considered?”	End of Q1	Kimberley Partridge	To include in case reviews mentioned in action 2.2 Managers to include in 121s
●	Track training attendance and link to performance.	End of Q3	Yaz Poxton	Mop up and 121 sessions provided to those who missed the training in October 2025. Next session due October 2026.

2.4 – Court readiness

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Develop ASB enforcement pathway	End of Q1	Kimberley	One in place. To review and brief the team.

	(thresholds, sign-off, evidence). (2.4)		Partridge	
●	Create court readiness guide for officers (witness care, statements, liaison).	End of Q4	Hayley Harle	
●	Identify ASB escalation lead (already in place – Enforcement Officers). (2.4)	Complete	Kimberley Partridge	In place with patch-based Enforcement Officers
●	Hold annual mock legal case workshop.	End of Q4	Kimberley Partridge	

3. We have a clear focus on prevention and early intervention

3.1 – Allocations/lettings preventing ASB

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Formal tenancy risk reviews at 3, 6 and 12 months for sensitive lets.	End of Q3	Holly Hudson	Ensure at least 2 x intro tenancy visits are carried out including management transfers and any other sensitive lets, recorded on the housing system.
●	Record two tenancy sustainment visits in	End of	Holly Hudson	Ensure at least 2 x intro tenancy visits are complete and include checks on neighbour relations

	first 6 months.	Q3		and emerging risks on sensitive lets or in areas of high level ASB or criminality.
●	Create Sensitive Lets Outcomes Log for quarterly review.	End of Q3	Holly Hudson	Purpose to assess whether sensitive lets are achieving their intended preventative outcomes.

3.2 – Behaviour expectations & tenancy agreements

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Introduce mandatory neighbourhood expectations conversation at sign-up.	End of Q2	Holly Hudson	To include in sign up checklist and tenant handbook
●	Standardised early-warning intervention for early concerns. (3.2)	End of Q3	Jon Lomax	Introduce a standardised early warning intervention process, where tenancy expectations are formally reinforced when early ASB reports or neighbour concerns emerge.
●	Update tenant welcome booklet with behaviour guidance & ASB response.	End of Q2	Holly Hudson	In progress. Currently being reviewed by tenant voice.

3.3 – Partnership working to reduce ASB

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Introduce mandatory prevention checklist for cases open >4 weeks.	End of Q2	Jon Lomax	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.
●	Quarterly multi-agency hotspot reviews.	End of Q2	Yaz Poxton	Monthly meetings with GMP and Public Service reform meetings. Need to add standard agenda item.
●	Managers to evidence early intervention tools in case audits.	End of Q1	Michael Conroy	Form part of case reviews carried by Enforcement Officers. To develop checklist to cover what’s required as part of a case review. Also included in action 1.6

3.4 – Hotspot identification

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Quarterly hotspot report: repeat locations, complainants, perpetrators & cases open longer than 8 weeks.	End of Q1	Kimberley Partridge	To develop quarterly report to include hotspot report. Next report due to HAB in June 2026.
●	Targeted intervention plans for hotspot areas.	End of Q1	Kimberley Partridge	We have 2 in progress for Redvales and Radcliffe. Recommendations on what areas to focus on will be outlined in the quarterly report as we will be led by the

				data.
●	Align hotspot data with walkabouts & action days. (3.4)	End of Q1	Kimberley Partridge	<p>This are currently led on HO/ILO feedback. During February and March 2026, we have complete targeted events in Radcliffe (clean up led by volunteers and support by Housing and the wider council) a Walkabout in Redvales following increase in ASB and criminality. Also conducted a walkabout in Prestwich following Complaints regarding ASB and fly tipping</p> <p>I will include in quarterly report areas of activity and areas of focus moving forward</p>

3.5 – Use of early intervention

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Introduce mandatory Early Intervention Review at day 10.	End of Q1 End of Q4	Michael Conroy Yaz Poxton	<p>Include in case review checklist and enforcement to carry out case reviews. Lead on producing report to allow managers to raise in 121. Action linked with 1.6 and 3.3</p> <p>Managers to raise in 121s</p> <p>To review fields in QL with upgrade.</p>
●	Mandatory risk assessment + action plan within 5 days (align with 2-day RA requirement).	End of Q1	Michael Conroy	<p>Include in case review checklist and enforcement to carry out case reviews. Lead on producing report to allow managers to raise in 121</p> <p>Managers to raise in 121s</p>

●	Monthly case audits focused on early intervention compliance.	End of QL	Michael Conroy	Include in case review checklist and enforcement to carry out case reviews. Lead on producing report to allow managers to raise in 121
●	Add Early Intervention Toolkit checklist to system.	End of Q2 End of Q4	Jon Lomaz Yaz Poxton	To include in prevention checklist action 3.3 To review with QL upgrade.

3.6 – Diversionary activity

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Develop targeted diversionary engagement plan for hotspots/vulnerable cohorts.	End of Q4	Claire Rogan	
●	Work with partners to identify opportunities and evidence activity.	End of Q4	Kimberley Partridge	Work with community safety partners to identify opportunities for preventative engagement, particularly in areas with repeat ASB. To include in quarterly reporting.
●	Track & evaluate diversionary initiatives.	End of Q4	Kimberley Partridge	Linking them to ASB case trends and hotspot analysis. To include in quarterly reporting.
●	Assign manager to lead	End of	Kimberley Partridge	ASB Manager once appointed

preventative engagement. (3.6)	Q4		
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3.7 – Staff/contractor reporting

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Develop new ASB service improvement plan with defined ownership, timescales & measures.	End of Q1	Kimberley Partridge	Developed action plan with clear ownership. Quarterly reporting to be developed for HLT and HAB
●	Add ASB Concern Reporting tool for internal & contractor use. (3.7)	End of Q3	Dawn Woodruff	QL alerts in place. To review policy and process and provide refresher training
●	Annual ASB awareness induction + refresher.	End of Q3	Dawn Woodruff	
●	Manager review of ASB concerns to ensure follow-up.	End of Q3	Kimberley Partridge	Introduce manager-led review of ASB concerns raised by staff and contractors to ensure appropriate follow-up.
●	Add ASB identification to role expectations.	End of Q3	Kimberley Partridge	Include ASB identification responsibilities explicitly in Housing Officer and contractor role expectations. To include in zero tolerance training to contractors

4. We encourage individual & community responsibility

4.1 – Communicating zero tolerance

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Publish visible enforcement framework with escalation steps.	End of Q2	Hayle Harle	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. To include action 1.1
●	Publish anonymised case outcomes twice per year.	End of Q4	Yaz Poxton	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.
●	Structured ASB conversation at tenancy sign-up.	End of Q3	Holly Hudson	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. Include actions from 3.2

4.2 – Promoting tolerance & mediation

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Establish early resolution model offering mediation within 4 weeks.	End of Q1	Michael Conroy	Include in audit checklist To include a tick box in action plan to Officers can ensure its offered.
●	Track mediation referrals, outcomes, acceptance rates.	End of Q1	Jon Lomax	Report monthly in a report.

●	Use time-limited resident focus groups for neighbourhood issues.	End of Q4	Kimberley Partridge	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.
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4.3 – Community involvement

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Post-case feedback calls for all closed ASB cases.	End of Q1	Jon Lomax	In place from February 2026. Need to review questions and include in quarterly reporting
●	Create involvement pathway from case feedback → service involvement.	End of Q4	Alison Wharton	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.
●	HO guidance on identifying residents for involvement opportunities.	End of Q4	Alison Wharton	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.

4.4 – Self-help for minor nuisance

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Require documented risk	Q2	Jon Lomax	Require a documented risk assessment before recommending any self-help approach.

	assessment before advising self-help.			This should explicitly confirm the resident's safety and willingness to engage.
●	Add early intervention checklist before recommending self-help.	Q1	Michael Conroy	To include in early intervention checklist
●	Monitor outcomes to ensure self-help does not delay escalation.	Q1	Michael Conroy	To include in case review checklist

5. We take swift action to protect communities

5.1 – Staff understanding of tools & escalation

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Develop escalation checklist at 4 weeks, 8 weeks & pre-closure. (5.1)	End of Q2 End of Q4	Jon Lomax Yaz Poxton	Develop a simple escalation checklist to be completed at key points in every ASB case (e.g. at 4 weeks, 8 weeks, and before closure), requiring officers and managers to document: what interventions have been used what additional tools have been considered why escalation is or is not appropriate to be considered in QL upgrade

●	Monthly ASB case review panel for medium/high-risk/open >6 week cases. (5.1)	End of Q2	Kimberley Partridge	<p>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"> • escalation options • proportionality • consistency of approach
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5.2 – Consistent & robust case management

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Define minimum standards: 2-day RA, 5-day action plan, risk-based contact, closure with agreement.	End of Q1 End of Q1	Michael Conroy Kimberley Partridge	To be include is audit check list and reported on monthly Compliance to reported on within quarterly reporting to provide assurance to HAB and HLT cases are being managed effectively
●	Manager sign-off for closures until compliance improves	End of Q1	Kimberley Partridge	All closed cases to be passed to managers from HO for sign off until such time that senior management is confident that there is consistent compliance.
●	Monthly file audits reported to managers, HLT & HAB.	End of Q1	Kimberley Partridge	Checklist to be complete and audit carried out by Enforcement Officers with oversight of Managers To be reported on within quarterly reporting to provide assurance to HAB and HLT cases are being managed effectively

5.3 – Proportional, well-documented decisions

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Require structured decision summaries at key points.	End of Q2	Yaz Poxton	<p>Require officers to record structured decision summaries at key points:</p> <ul style="list-style-type: none"> • after initial investigation • when escalation is considered • prior to closure <p>These should explain:</p> <ul style="list-style-type: none"> • what options were considered • why specific actions were chosen • why closure is appropriate <p>to include as case notes within the case and reviewed during audits and case closure</p> <p>Need to brief team on change in case management</p>
●	Deliver practical case-based workshops on escalation & defensible decisions. (5.3)	End of Q3	Yaz Poxton	Deliver further practical workshops using real BCHS case examples to strengthen escalation confidence, proportionality assessment and defensible decision-making

5.4 – Agreed action plans & updates

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Mandatory contact agreement at	End of	Michael	Duplicate of 1.8 but critical

	start of case	Q1	Conroy	
●	Configure system alerts for overdue actions, missed reviews or missed contact updates.	End of Q4	Yaz Poxton	To form part of QL upgrade

5.5 – Proactive evidence gathering

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Officers must document investigation plan (evidence, partners, timelines).	End of Q2	Yaz Poxton	To form part of new ways of working briefing to the team. Include action from 5.3
●	Formalise regular operational meetings with police	End of Q2	Yaz Poxton	Monthly meeting in place Review how we document meeting needs to reviewing
●	Ensure outcomes logged in case file.	End of Q2	Yaz Poxton	To form part of new ways of working briefing to the team. Include action from 5.3

6. We have robust performance monitoring & reporting

6.1 – Performance framework

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Create integrated ASB performance & assurance framework combining quality, satisfaction, repeat victims, hotspots, learning.	End of Q2	Kimberley Partridge	Produce a flow chart to demonstrated integrated ASB performance and assurance framework includes quarterly reporting to HLT and HAB, monthly audits. The framework should identify trends, highlight risks, and assign clear ownership for improvement actions, ensuring governance oversight translates into measurable operational improvement.
●	Quarterly dip sampling by senior management.	End of Q2	Kimberley Partridge	Findings should be reported quarterly to the Housing Leadership Team and HAB.

6.2 – Using feedback to improve service

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Link ASB action plan to TSM targets.	Complete	Kimberley Partridge	This action plan is to drive satisfaction and will include reviews of the TSM and learning from this data

6.3 – Using demographic insight

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
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●	Identify low-reporting groups/schemes to target proactive engagement.	End of Q1	Kimberley Partridge	Use existing tenant data to identify schemes or demographics with unusually low reporting and areas with repeat incidents Neighbourhood teams should use this to proactively engage those areas, rather than relying solely on reactive reporting. Include in quarterly reporting, learning and actions moving forward
●	Include demographic analysis in quarterly ASB insight reports. (6.3)	End of Q1	Kimberley Partridge	Include in quarterly reporting, learning and actions moving forward

6.4 – Setting challenging ASB targets

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Introduce measurable service standards (RA, action plans, contact frequency, supervision).	End of Q1	Michael Conroy	Monthly check in place. Checklist to be complete to support completing audits
●	Embed standards into staff objectives.	End of Q3	Yaz Poxton	In place but will brief team on new ways of working recommended in this action plan

6.5 – Transparent performance reporting

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Quarterly resident-facing ASB update with “you said / we did”.	End of Q4	Dawn Woodruff	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.
●	Provide simplified performance summaries to Tenant Voice Forum.	End of Q1	Kimberley Partridge	Quarterly reports will be provided to HAB

7. We ensure value for money is embedded

7.1 – Embedding VFM

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Quarterly internal ASB service learning summary (themes, good practice, improvement needs). (7.1)	End of Q2	Kimberley Partridge	Produce a short quarterly “ASB service learning summary” for internal circulation, highlighting: <ul style="list-style-type: none"> • key themes from case reviews • examples of good practice • specific areas requiring improvement
●	Managers must evidence how	End of	Yaz Poxton	Require Neighbourhood Managers to evidence how learning from case audits has been applied in practice, for example through

	audit learning is applied.	Q2		supervision notes, team briefings or revised operational guidance.
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7.2 – Understanding service cost

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Assign a manager responsible for ASB performance intelligence & benchmarking. (7.2)	End of Q4	Kimberley Partridge	Currently recruiting to ASB Manager
●	Include benchmarking in HAB reporting.	End of Q3	Kimberley Partridge	

7.3 – Benchmarking cost, performance & satisfaction

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Create ASB resource & activity profile (staffing, caseload, activity).	End of Q2	Kimberley Partridge	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).

				In place for HO currently working on oversight of Enforcement Officers
●	Annual ASB service effectiveness review.	End of Q4	Kimberley Partridge	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.
●	Quarterly caseload distribution reporting.	End of Q1	Yaz Poxton	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. Monthly reviews of workload in place. Consider how we record this

7.4 – Budget & service improvement link

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Introduce ASB outcome measures (behaviour stopped, agreed closure, repeat perpetrators).	End of Q2	Kimberley Partridge	Introduce a small set of ASB outcome measures, for example: percentage of cases where behaviour stopped or reduced percentage of cases where resident agreed closure percentage of repeat cases involving the same perpetrator Track these quarterly. To add into KPIs
●	Follow-up sample residents 3	End of	Jon Lomax	Introduce a follow-up contact with residents three months after case closure for a small sample of cases, to assess whether issues have

	months after closure.	Q2		genuinely been resolved.
●	Use outcome summaries in governance reporting	End of Q2	Kimberley Partridge	Use case outcome summaries as part of governance reporting, ensuring oversight focuses on effectiveness, not just volume. Include in quarterly report to HAB and HLT

7.5 – VFM of procured services

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
●	Develop ASB outcomes framework for closure categories. (7.5)	End of Q3	Kimberley Partridge	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 volume reporting and understand whether interventions are achieving meaningful resolution
		End of Q1	Michael Conroy	To include in case closure audits
		End of Q4	Yaz Poxton	To include in QL upgrade

7.6 – Tenant scrutiny of VFM

RAG	Consolidated Actions	Deadline	Personal Responsible	Update
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●	Quarterly ASB performance review chaired by Head of Service. (7.6)	End of Q2	Kimberley Partridge	<p>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>Quarterly reporting to be provided to HLT and HAB</p>
●	Introduce strategic ASB KPIs (resolution time, repeat victimisation, escalation, satisfaction). (7.6)	End of Q3	Kimberley Partridge	<p>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>
●	Performance objectives for managers/officers linked to ASB quality.	End of Q3	Kimberley Partridge	<p>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>
●	Publish annual ASB effectiveness report for leadership & tenants.	End of Q4	Kimberley Partridge	<p>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> <p>Lind with action 7.3.</p>