

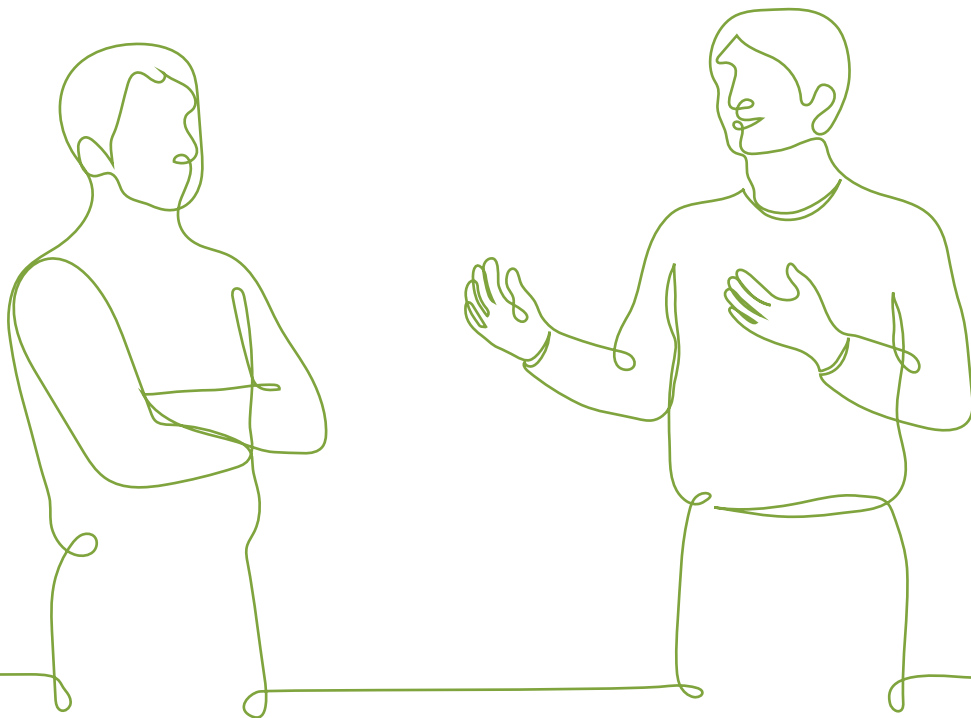


Broadacres

# Anti-Social Behaviour Strategy

2025 - 2028

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## VERSION CONTROL AND DOCUMENT GOVERNANCE

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## Introduction

Broadacres is an ambitious organisation and has been through a structural and cultural transformation from a customer service organisation to a customer experience-based organisation and our vision is to be the best rural housing association in the country.

We understand the importance of working in close partnership with a wide variety of agencies to deliver a joined-up response to the challenge of Anti-Social Behaviour (ASB) within our communities which helps us to deliver the objectives set out within our 5 year Corporate Strategy which are to create:

- Great homes to live in;
- Great customer experiences; and
- Great places to live.

Our vision for this strategy is to inform and drive activity to prevent and resolve ASB as early as possible, using proportionate enforcement measures where preventative interventions have failed.

This strategy outlines Broadacres strategic intent regarding preventing and tackling ASB in North Yorkshire and the surrounding areas, and sets out how Broadacres, in conjunction with other partnership agencies, will deliver ASB services.

At the centre of our ASB Strategy are the priorities and values of Broadacres which are:

- To deliver great customer experiences.
- Delivering services so customers feel safe and secure.
- Having great communities to live in and being an active community partner of choice.
- Being victim focused, having a priority to safeguard and build confidence in neighbourhoods.
- Communicating to customers and delivering services with passion, empathy and respect.

We aim to make sure that the communities in which we work are secure and peaceful places to live. Our customers have a right to live their lives in their own way, but we will take action if their behaviour affects the quality of life of other people in the area or causes damage to our homes.

Our ASB Strategy sees tackling this behaviour as a whole organisation responsibility and our corporate stance is that we will not tolerate such behaviour. We require our people in all parts of the organisation to take responsibility in their day-to-day work for the safety and wellbeing of our customers and of service providers in and around our homes.

This strategy has been updated to reflect the feedback from the UK Customer Satisfaction Index (UKCSI) survey and Tenant Satisfaction Measures (TSMs), and our desire to improve our response to any problems reported to us by our customers.

The strategy is underpinned by six key priority areas:

## Priority 1 - Supporting our vulnerable customers

We will have an in-depth understanding of the most vulnerable customers in our homes, and we will look to work with services and community-based partnerships, such as community safety hubs, local authority, police and mediation services, that can support delivering the best possible outcomes. We will have a clear focus and proactive approach to supporting our customers including making reasonable adjustments where necessary. This is in line with our Vulnerability, Protected Characteristics and Reasonable Adjustments Policy, which will support colleagues to provide an accessible and inclusive service to all our customers and will ensure that we do not discriminate by not recognising, responding and recording a disability, or by not adhering to an agreed reasonable adjustment.

## Priority 2 - Strengthening our partnerships

We will work with our key partners, across all sectors in North Yorkshire and surrounding areas, such as police, NHS, local authority, social services, fire service, crossroads and advocacy groups, both statutory and voluntary, to deliver comprehensive responses and innovative solutions within our communities. This will support developing safer communities, improve information sharing and enable a proactive approach to managing ASB, giving confidence to communities and with an aim to prevent ASB.

## Priority 3 - Empowering our colleagues

We will embrace agile working for our colleagues, developing their skills and expertise and providing flexible workplaces from which services can be delivered across our rural communities, offering improved visibility. We will ensure our colleagues have the right support, the right tools and legal support. This will be through training and best practice updates, information sharing within teams, efficient management systems to improve information recording and transparent performance information and providing colleagues access to specialist legal teams, who work on behalf of Broadacres.

## Priority 4 - Delivering great customer experience

We will build a culture that puts the customer at the heart of what we do, where we set clear expectations which we will aim to exceed. This will include having robust risk assessments, which will take into consideration all the circumstances a customer outlines to us.

We will use action plans to clearly set out what we can and will do, which will also help to make sure that competent and accurate records are kept. Agreeing an action plan helps to manage expectations and keeps customers informed about the progress of their case.

## Priority 5 - Early intervention and prevention

Broadacres and our partners will consistently and effectively collate and analyse information and intelligence to understand the root causes of ASB issues and those involved, or vulnerable to becoming involved, in ASB.

Together with our partners, we will put in place positive, joined-up problem-solving activities to bring long term solutions to ASB by seeking to prevent incidents arising in the first place. These include signposting to local community hubs who provide diversionary activities for youths to support reduction of ASB and offering mediation services, which can support resolving ASB issues at an early stage.

## Priority 6 - Engagement and consultation with customers and communities

We will consult with customers and stakeholders around how we manage ASB and work together to identify areas to improve, as well as encouraging involvement in issues and developments. This will include consultation with partner agencies, community groups and customers of Broadacres. We will consult around our service standards and service delivery, as well as how customers and stakeholders feel about our service offer, communication, partnership working and delivery of outcomes.

This strategy should also be read in conjunction with the ASB Policy and ASB Procedures. The policy sets out more fully what we consider to be ASB and the procedures explain the steps we will then take to address ASB.

As part of the strategy review, we wished to understand the strengths and weaknesses of our current approach to delivery and the opportunities to improve. We therefore undertook an internal focus group, discussed performance and approach with stakeholders and analysed customer feedback and complaints.

The strengths in the service includes an improved performance framework, new case management system, increased management overview, partnership working, experienced colleagues and managers, Customer Scrutiny Panel overview and Board level awareness of the service performance.

Areas to improve during this strategy include communication with customers, understanding themes and trends in more detail, providing clarity around expectations and how we share and publicise outcomes.

There are opportunities with the new team structure for improved partnership working, with Broadacres management raising the profile in the local and national sector. The improved data analysis and data sharing will support identifying themes and trends to deliver a preventative approach to managing ASB.

There are also threats to delivering the service around an increase in the complexities of cases, wider social unrest, legal cases taking longer than they previously did to process, more costly legal cases, a potential increase in the number of cases and resource demand on the service. There are geographical challenges due to covering such a large rural area.

## The policy context

The Social Housing (Regulation) Act 2023 lays foundations for changes to how social housing is managed. It includes increased regulation of social landlords. Many of the provisions in the Act are responses to the tragedies of the 2017 Grenfell Tower fire.

The Grenfell tragedy proved a watershed, with affordable housing customers challenging this stereotyping. This has generated a period of reflection among some providers, such as Broadacres, who have questioned the whole basis of the relationship with their customers. This has seen a shift towards focusing on the customer experience rather than purely service and reflects the organisations Corporate Strategy objectives and values.

ASB is the second highest driver of traffic to the Housing Ombudsman, and it can be a complex and sensitive topic to handle.

With the important role that social housing must play in providing safe and secure housing to millions, the learning in the Housing Ombudsman reports should help landlords provide effective services that protect this aspiration.

The Housing Ombudsman is seeing consistent failings in its casework which includes action plans, risk assessments, working with other agencies, hate crime and communication/complaint handling. There is a wider debate about the effectiveness of multi-agency working given the sector's financial pressure and approach in complex cases.

The focus on the effective management of ASB within affordable and social housing over the past 20 years has been reflected in the changes in both the legislative and regulatory responsibilities. Housing providers must have strategies, policies and procedures to effectively deal with ASB, in both protecting their customers and keeping the wider community safe.

There has been a debate within the sector, particularly post Grenfell, that this focus on the effective management of ASB can and has contributed to stigmatisation and labelling affordable and social housing customers as all being potential problems.

Therefore, in reviewing the ASB Strategy, the corporate objective of providing a “great customer experience” and through this tackling stigma has been a priority. The challenge is to strike a balance between not assuming that affordable and social housing customers and ASB are inexorably linked. Also ensuring that the objectives and resourcing protect our customers and that there is wider community confidence in Broadacres ability to effectively manage any ASB which may occur.

Maintaining this confidence is critical in continuing to enable Broadacres to grow as most, if not all, development opportunities are multi tenure and wider community buy in is often required.

ASB strategies by themselves do not guarantee happy and peaceful communities. This strategy needs to be delivered in conjunction with the other elements which contribute to a great customer experience including effective housing management and maintenance, investment in homes and effective design of new developments.

The last major piece of legislation in this area was the Anti-Social Behaviour, Crime and Policing Act 2014 which introduced a number of new powers including the Community Trigger. Broadacres played, and continues to play, an active role in the collective response to these issues through our multi-agency working.

In terms of regulation, our strategy, supported by our policy and procedures, ensures that we remain fully compliant with the Regulator of Social Housing Consumer Standards framework, specifically the Neighbourhood and Community Standard.

## The local context

Broadacres provides a comprehensive range of services to almost 6,900 homes predominantly in the Hambleton District of North Yorkshire but also in other districts within the county as well as the East Riding of Yorkshire, Darlington, Leeds and Redcar & Cleveland.

We work alongside several partners including the North Yorkshire Community Safety Partnership which has identified tackling ASB as one of their main priorities.

In addition to the Community Safety Partnership, each district has a community safety hub and Broadacres is a key member of each community safety hub, which also oversee the Prevent agenda as well as dealing with the day-to-day management of community safety in each area. The Prevent agenda ensures that key partners are working to ensure that they identify anyone who may be at risk of radicalisation and that local groups are designed to monitor and review community tensions, hate crime reporting and community engagement at a local level.

Key themes and priorities within the North Yorkshire Police and Crime Plan 2022-2025, which is coordinated by the Police, Fire and Crime Commissioner, align with this strategy around prevention, early intervention to make communities safer, supporting vulnerable customers and partnership working.

## Priority 1 – Supporting our vulnerable customers

Supporting vulnerable customers, who can be both the victims as well as the perpetrators of ASB, has become a key component of our work. We are now having to respond to more concerns with individuals in mental health crisis, financial hardship, people with complex needs resulting in hoarding and others with drug and alcohol issues. Our remit includes regularly working with a wide variety of statutory and non-statutory bodies to address safeguarding concerns and collaborating where possible to achieve the best possible outcomes.

We recognise that working with vulnerable customers can be time consuming and requires us to be compassionate whilst at the same time appreciating the impact problematic activities can have on the wider community. Through taking the time to learn about how customers vulnerabilities are affecting their behaviour we can work towards a positive solution.

### Our objectives

To achieve our first priority we set the following objectives, which will support improving how we manage ASB cases, which includes people suffering with mental health issues, understanding hate crime related incidents, delivering intensive support to customers through our housing support service and keeping accurate records.

- 1) Raise awareness of mental health and hate crime related incidents across the organisation and identify specific training needs for relevant colleagues.
- 2) Provide a Housing Support service which will work intensively with customers in distress and at risk of losing their home. This includes support with emotional resilience to assist with preventing issues escalating into an ASB case. The Housing Support service can also support with noise nuisance cases.
- 3) Continually update the information we hold to ensure that it is accurate and reflects individual needs and identify any reasonable adjustments that may be needed to tailor support for customers.

## Priority 2 – Strengthening our partnerships

Tackling ASB in our communities is not something that Broadacres can do in isolation. We aim to build on the strong working relationship we enjoy with North Yorkshire Police to cover all police forces operating across our area as well as all community safety partnerships. We do this through regular

meetings, case reviews and joint working initiatives such as community action days and estate walkabouts.

It requires us not only to respond appropriately within our own organisation, but also to work together with other organisations. During a victim's journey of ASB, the chances are high that they will encounter multiple agencies. Each one holds a piece of the puzzle and by responding appropriately and working together we can ensure the victim does not fall through the gaps. We achieve this through multi-agency meetings, case reviews and liaising and sharing information with community hubs, police, local authority and probation services.

In recognition of the complexity of the challenges we face we have increasingly worked with other statutory services and voluntary organisations, such as police, local authority, fire service, probation service and NHS mental health services. Where appropriate we will liaise with mental health professionals before we take enforcement action.

We will work with the fire service and police on joint visits and serious case reviews, community action days and joint estate walkabouts. We recognise that all organisations have their part to play when responding to concerns from within the community and this fits in with our role as a "Placeshaper" organisation.

## Our objectives

To achieve our second priority we set the following objectives, which will support improvements around partnership working, intelligence sharing and raising Broadacres profile with our partner agencies. This will support improved joined up working and providing a more effective service for customers.

- 1) Continue to take an active role in community safety hubs.
- 2) Review the full range of partners we work with and assess how they see Broadacres role and how we can support them further.
- 3) Meetings with police and community safety teams, community initiatives (such as community action days and estate walkabouts) and multi-agency serious case reviews.
- 4) Working with local authority teams such as environmental services and social services.
- 5) Refer into local community groups which support diversionary projects.
- 6) Effectively share information and intelligence across partnership agencies to inform effective and positive action that will prevent, reduce and mitigate the harm caused by ASB.

## Priority 3 – Empowering our colleagues

The role of the neighbourhood officer and community safety officer is ever evolving, and we must ensure that our colleagues are trained and supported to undertake the work we ask of them. By expanding their skills and knowledge we will give them the confidence to act on our behalf and to demonstrate their passion, empathy and respect for our customers.

Further to feedback from our customers around ASB management we have a new structure in place, which consists of a specialist team who manage ASB, the Community Safety Team. This supports a stronger focus on case management, listening to customers and improved communication. This team also supports other colleagues across the organisation who may be involved in ASB cases.

Neighbourhood officers will continue to work on a “patch” basis but will be among the leading advocates of agile working within the organisation, working from a combination of home, office hub and community spaces to deliver a responsive service. They will embrace the opportunities afforded to them by technology and ensure that they can provide the same level of help and expertise regardless of which community they are working in.

### Our objectives

To achieve our third priority we set the following objectives, to support improvements around being responsive and visible to customers, ensuring staff have the tools, skills and support to deliver great services using resources effectively.

- 1) Carry out regular training needs analysis of colleagues and develop comprehensive training plans.
- 2) Deliver services from office locations around North Yorkshire and community spaces to develop a flexible resource for colleagues to operate from across our area of operation.
- 3) Use mobile working solutions for ASB services to be delivered electronically and build upon the work already undertaken in this area reducing the administration burden.
- 4) Review opportunities for capturing the time spent undertaking ASB related activities to ensure that resources are maintained at the right level.
- 5) Ensuring colleagues have the competencies within their role through having a professional framework, such as the Chartered Institute of Housing (CIH) Professional Standards and performance management.
- 6) Empowering colleague decision making by using the Customer Support Fund to support customers.

## Priority 4 – Delivering great customer experience

To realise our vision of becoming the best rural housing association in the country it is important that we continue to ensure that our services are easily accessible. This will include the ability of our customers to report concerns of ASB in their community. Equally, we will need to continue to be flexible in the approach we take to responding to such concerns and deal with them appropriately and with empathy. We will prioritise safeguarding, agreeing action plans with our customers and will ensure there is regular communication with customers.

Customers must be at the heart of what we do in driving improvements so that we can maintain high levels of satisfaction and wherever possible exceed expectations.

### Our objectives

To achieve our fourth priority we set the following objectives, to support improvements in performance management of the service, understanding and acting on customers feedback, having an accessible service and providing clear and transparent information to customers.

- 1) Establish a clear set of key performance indicators linked to our ASB work and the regulatory framework supported by appropriate satisfaction surveys and feedback from customers.
- 2) Continue to learn from all ASB cases reported to identify successful interventions which can be shared within the team and across the wider organisation.
- 3) Provide information to customers in a timely and transparent manner which is easy to understand and relevant to their concerns.
- 4) Ensure customer feedback drives improvements in the service delivery and data is used to inform decision making.
- 5) Ensure customers have multiple ways of reporting incidents and accessing our service.

## Priority 5 – Early intervention and prevention

This activity will centre on evidence-based practice, in which we will proactively work alongside community organisations, educational establishments and statutory partners to tackle issues as soon as they arise, looking for local solutions and developing community resilience. We will utilise a multi-agency problem solving approach as a means of delivering early intervention and prevention at a neighbourhood level.

### Our objectives

To achieve our fifth priority we set the following objectives, to support

improvements in preventative work and identify emerging issues and trends. We will do this through improved performance management systems from our own information and through information collated from our partnership agencies.

- 1) Use data profiling and partnership information to identify emerging issues and tensions to inform effective and targeted interventions.
- 2) Identify areas of concern early and work in a multi-agency way to find local solutions. Broadacres will utilise the multi-agency structures to coordinate enforcement resources and therefore create a visible presence in key locations of concern.
- 3) Conduct joint proactive patrols with police and other agencies to provide reassurance and visibility to the public.
- 4) Develop joint training opportunities/plans between partners via the community safety partnership structures.

## Priority 6 – Engagement and consultation with customers and communities

It is important that communication is not just one way, but that mechanisms are in place for people's issues around ASB to be heard and to influence any action taken.

### Our objectives

To achieve our sixth priority we set the following objectives, to support improvements around understanding how customers feel about the service, to communicate clearly the importance of their feedback and how we have acted on their feedback.

- 1) Carry out satisfaction surveys when ASB cases have been closed, to establish how customers feel we have managed their ASB case.
- 2) Greater colleague visibility in neighbourhoods.
- 3) Deliver community action days.
- 4) Hold focus groups around policy, strategy and delivering the ASB service.
- 5) Publicising outcomes (where appropriate).



## Contact us

Email: [info@broadacres.org.uk](mailto:info@broadacres.org.uk)

Telephone: **01609 767900**

Office address:

**Broadacres Housing Association  
Broadacres House  
Mount View  
Standard Way  
Northallerton  
North Yorkshire  
DL6 2YD**

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