


















ASB & Hate Crime Incident Strategy Action Plan 2024–2027 (Updated September 2025)





Ref	Strategic Theme	NO	Action	Success Criteria & Outcomes	RAG Rating June 2025	RAG Rating Sept 2025	Lead / Who	Start Date	Finish Date	Resources & Budget	Progress / Notes
AIM: DEMONSTRATING LEADERSHIP & STRATEGIC COMMITMENT											
ASB1	<p>Strategic Pledge 4</p> <p>Risk Register</p> <ul style="list-style-type: none"> • 1 - People & Culture • 3 - Reputation • 4 - Customer Focus <p>7 - Economic, Social and Political Environment</p> <p>Housing Departmental Action Plan Objective</p> <p>–</p> <p>2 - Decent homes through providing quality housing and</p>	1	Quarterly ASB Forum Group Meetings	Monitoring held 4x annually; pathway for escalation; senior management input.	 GREEN	 GREEN	HOH / Senior Leadership	Jan 2024	On-going	None	Meetings now consistently held quarterly with enhanced preparation, timely circulation, and multi-agency engagement. Feedback from operational KPI data used to inform strategic adjustments.









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	housing services to meet all regulatory requirements 3 - Safe Homes	2	Arrange, coordinate, and support quarterly meetings	Group Action Tracker updates; actions completed on time.	 GREEN	 AMBER	HOH / Admin Support	Jan 2024	On-going	Semby AI monthly subscription	Capacity to completed by HoH during reporting period. Minutes circulated via MS Teams; action follow-up ongoing.
		3	Terms of Reference created and approved	Term of Reference agreed and shared with relevant staff	 GREEN	 GREEN	HOH	April 2024	June 2024	None	Approved by SLT; disseminated for operational clarity
		4	Set performance standards & share annually	Impact data for service improvements.	 GREEN	 AMBER	Tenant Engagement & Satisfaction Lead (TESL) & Regional	Jan 2024	Sept & March	None	ASB Group focus on monitoring; KPI dashboards being developed;





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							Managers (LMs)				progress delayed but ongoing.
		5	Establish KPIs for response timeliness, unresolved cases >12 weeks, and tenant satisfaction; embed into dashboards.	Response within 24 hours for high-urgency; unresolved cases down 20%; positive feedback.	 RED	 AMBER	HOH / QAM	June 2025	April 2026	TBC	Workshop focus on monitoring; KPI dashboards being developed; progress delayed but ongoing.
		6	Conduct regular proactive case reviews for unresolved cases over 12 weeks; escalate as needed.	20% decrease in unresolved cases over 12 weeks; escalation protocols followed.	 RED	 RED	Senior Housing Officers	June 2025	Ongoing	None	Protocols under review; joint training scheduled; partnership working improving.



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		7	Formalise multi-agency protocols; conduct joint training; clarify thresholds for escalation with police, environmental health, etc.	Quarterly meetings; 15% increase in joint interventions; legal frameworks upheld; clear thresholds established.	 RED	 RED	HOH / LMs	June 2025	Ongoing	None	Not yet embedded; ongoing communication
		8	Members have required the information and are prepared for each meeting to feedback and consult on key aims and objectives	When other interventions have failed or are deemed inappropriate, we will work together to use legislation to deal with persistent offenders	 AMBER	 AMBER	HOH Communications Manager (CM) LMs Property Services & Operational Managers (PSOMs) Team Leaders	Jan 2024	On-going	None	Capacity to completed by HoH during reporting period.





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							(TLs) and Regional Senior Housing Officers (RSHOs)				
		9	Promote joint action planning attendance	Support multi-team collaboration.	 AMBER	 RED	PSOMs TLs RSHOs	May 2024	On-going	BSHP annual subscription Fee (Bham)	Conflict of meetings and other coporate tasks restricted attendance of members at meetings during the reporting period.
		10	Communicate resident responsibilities	Understand and promote tenant roles.	 AMBE	 GREEN	CM PSOMs & RSHOs TLs,	Jun 2024	On-going	Co-production Budgets	Promotion in local news letter and ASB Leaflet.







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							Housing Officer (HOs), Tenancy Sustainment Officers (TSOs) & Service Coordinators (SCs)				
		11	Assess all applications for community impact	Use Allocation Verification Checklist and High Offenders Policy	 AMBER	 AMBER	PSOMs RSHOs TLs HOs TSOs	June 2024	On-going		No consistent across all teams.
		12	Embed harm-centred, accessible service	Finalise revised ASB Strategy for approval	 AMBER	 GREEN	PSOMs / RMs	June 2025	Ongoing	None	Finalised to be circulate for approval during meetings October 2025.







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		13	Review and develop clear referral processes	Standard letters and templates.	 AMBER	 GREEN	PSOMs / RMs	June 2025	April 2026	None	Letters and templates completed 2024.
		14	Promote multi-channel reporting options	Campaigns for awareness and use of ASB App.	 AMBER	 GREEN	PSOMs / RMs	Jun 2024	Ongoing	ASB App costs	Campaigns launched; ongoing promotion; user engagement increasing.
		15	Promote social media and website promotion	Share outcomes and promote reporting.	 AMBER	 RED	NHM / CM	Jun 2024	Ongoing	TBC – Comms Manager	Capacity of Communications Manager and other corporate priorities.
		16	Enable electronic evidence submission	Website upgrade for self-help modules.	 RED	 GREEN	NHM / QAM	Feb 2024	Ongoing	ASB App fee True Context License Fee	Pyramid G2 & True Context mobile forms available.





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		17	Raise profile of ASB & Hate Crime responsibilities	Regular reporting & intervention planning.	 AMBER	 AMBER	NHM / RMs	Jan 2024	Ongoing	None	Toolkit talks delivered; staff training ongoing.
		18	Ensure case ownership & handover clarity	Pyramid system reflects case transfer.	 AMBER	 AMBER	RMs / PSOMs	June 2024	Ongoing	None	Handover process refined; system updates in progress.



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AIM: ACCESSIBLE & ACCOUNTABLE SERVICE											
ASB2	Strategic Pledge 4 Risk Register <ul style="list-style-type: none"> 1 - People & Culture 3 - Reputation 4 - Customer Focus 	1	Embed a harm centred approach and provide an accessible, 'victim first' service	A consistent approach to delivering the ASB service under a framework of good practice	 AMBER	 AMBER	PSOMs RSHOs TLs HOs TSOs SCs Customer Services Officers (CSOs)	Apr 2024	On-going	None	Draft policies under review; training planned for staff on victim support.







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	<p>7 - Economic, Social and Political Environment</p> <p>Housing Departmental Action Plan Objective –</p> <p>2 - Decent homes through providing quality housing and housing services to meet all regulatory requirements</p> <p>3 - Safe Homes</p>	2	Policies & Procedures reviewed to develop ASB policy timescales realistic and achievable and adherence to timescales form part of governance reporting	Policies explicitly incorporate recent legal reforms, victim-centred and trauma-informed approaches, complaint classification clarity, and escalation protocols. Staff trained on new policies; compliance monitored quarterly.	 AMBER	 GREEN	HOH	Apr 2024	May 2024	Green & Burton Fees	Completed to be approved by Ops Committee Oct / Nov 2025.
		3	Finalise and embed updated, legislative-compliant ASB & Hate Crime policies.	Policies reflect recent legal reforms, victim-centred, trauma-informed, with clear escalation protocols. Staff trained; compliance monitored quarterly.	 AMBER	 AMBER	HOH / Policy Team	April 2024	September 2025	None	Completed to be approved by Ops Committee Oct / Nov 2025.









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		4	Develop separate, concise policies for: core ASB, Good Neighbourhood Management, and Hate Incidents.	Clear, distinct documents improve understanding and operational focus.	 AMBER	 GREEN	HOH / LMs	April 2024	September 2025	None	Completed to be approved by Ops Committee Oct / Nov 2025.
		5	Ensure there are clear referral processes where needs are identified	Re-draft standard letters & templates to ensure a consistency across investigating officers to ASB victim / perpetrator support and to ensure that information is provided as standard to TRS	 AMBER	 GREEN	PSOMs TLs RSHOs HOs TSOs SCs	May 2024	On-going	None	Letters and templates completed 2024.
		6	Provide an accessible service with a variety of channels through which to report and	Preventative campaigns on keys issues of concern for residents, for example, noise	 AMBER	 AMBER	CM PSOMs TLs RSHOs HOs TSOs SCs	Jun 2024	On-going	ASB App £1200 per annum TBC for website	Capacity of Communications Manager and other corporate priorities.







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			deal with ASB or hate crime	and alcohol related						updates /changes	
		7	Have a range of ways for people to access the service for quicker response	Residents' ASB Panel to help shape the ASB service	 AMBER	 AMBER	CM PSOMs TLs RSHOs HOs TSOs SCs	Feb 2024	Sept 2024	TBC by TESL	Capacity of Communications Manager and other corporate priorities.
		8	Promotion through social platforms	Outcomes of ASB and Hate Crime promoted through website and able to reports of ASB or hate crime through this platform	 AMBER	 AMBER	HOH CM	Jun 2024	On-going	TBC by CM	Capacity of Communications Manager and other corporate priorities.
		9	Explore the possibility of allowing complainants to send evidence electronically through the ASB App / AHHA My View Website	Website updated with upgrade to include self-help module and information about the ASB App	 AMBER	 AMBER	CM HOH & Quality Assurance Manager (QAM)	Feb 2024	On-going	ASB App annual fee £1,200	Capacity of Communications Manager and other corporate priorities.









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		10	Raised profile of the ASB and Hate Crime agenda and the associated responsibilities amongst all staff	Harm and impact of ASB and Hate Crime is measured regularly and action plans and interventions are planned accordingly	 AMBER	 AMBER	HOH LMs PSOMs TLs RSHOs	Jan 2024	On-going	None	Campaigns ongoing; user feedback being collected.
		11	Line managers aware of an individual's caseload and the significant decisions taken in those cases and, wherever possible	Pyramid ASB chronology on reflects who case has been passed to and why as part of handover	 AMBER	 AMBER	LMs PSOMs TLs RSHOs HOs CSOs	June 2024	On-going	None	System updates in progress; handovers improved.





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AIM: SATISFACTION & COMMUNITY ENGAGEMENT											
ASB3	Strategic Pledge 4 Risk Register • 1 - People & Culture	1	Review service delivery with the dealing with ASB and Hate Crime	Understand what works well with the service and where improvements can be made	 GREEN	 GREEN	HOH	Dec 2023	On-going	None	Annual reviews and SLT reports completed.







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	<ul style="list-style-type: none"> • 3 - Reputation • 4 - Customer Focus 7 - Economic, Social and Political Environment Housing Departmental Action Plan Objective – 2 - Decent homes through providing quality housing and housing services to meet all regulatory requirements 3 - Safe Homes	2	Promote community engagement activities	Annual ASB Awareness Week & events.	 GREEN	 GREEN	TESL PSOMs RSHOs TLs HOs TSOs SCs	Jul 2024	On-going	ASB Awareness week costs TBC – use of Local Co-production budgets?	Newsletter with page dedicated to ASB completed every qtr.
		3	Regular estate audits, using resources from all teams	Regular inspections aligned with Neighbourhood Policy.	 RED	 RED	TESL RSHOs HOs TSOs SCs	Aug 2024	On-going	Scrutiny Panel travel costs / expenses – TESL to confirm?	Audits to be discussed; findings to inform service improvements now Neighbourhood Management Policy completed.
		4	Conduct quarterly estate audits with tenant involvement; use findings to improve services.	12 audits per quarter; issues addressed; community confidence improved via surveys.	 RED	 RED	TESL HOs TSOs SCs	June 2025	Ongoing	Scrutiny panel costs	Audits to be discussed; findings to inform service improvements now Neighbourhood Management Policy completed.







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		5	We will run customer satisfaction surveys to ensure as many cases as possible are surveyed on closure	Feedback on case closure.	 RED	 RED	HOH	Jan 2024	On - going	None	Pyramid G2 QS section to be reviewed as questions developed have gone missing.
		6	Analysis and use of the information gathered to help inform our approaches and response	Review and feedback comments information promoted on website	 AMBER	 AMBER	HOH LMs PSOMs TLs TESL QAM CM	Jun 2024	On-going	None	Feedback channels active; action plans developed.
		7	Promote ASB App use among residents	Increase registrations and reporting.	 AMBER	 GREEN	PSOMs TLs RSHOs HOs TSOs SCs CSOs	Mar 2024	Sept 2024	Welfare Donation Funds (ASE) - costs for Local Co Production activities for local offers	Local Newsletter completed quarters 4, and 1 for general needs properties.
		8	Develop a Neighbourhood Policy with standards to communicate tenant responsibilities	Clear leaflets and induction info.	 AMBER	 AMBER	HOH TESL QAM	Sept 2024	Mar 2026	TBC by CM	Policy produced and to be approved at Ops Committee Oct / Nov 2025.









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		9	Residents are clearly told if their noise report is being handled within the good neighbourhood management policy or is considered to be ASB or a hate crime	System updates to reflect case progress.	 AMBER	 AMBER	PSOMs TLs RSHOs HOs TSOs SCs CSOs	June 2024	On-going	TBC by QAM	Policy produced and to be approved at Ops Committee Oct / Nov 2025.
		10	Complete system upgrades to enhance data accuracy, KPI automation, and systemic data gaps.	Dashboards operational; response times tracked; unclassified complaints reduced below 20%.	 AMBER	 AMBER	IT / QAM	June 2025	April 2026	TBC	Pyramid G2 Implemented however, no upgrades for 12 months – whilst current system ok.
		11	Embed automated alerts for high-urgency/delayed cases; ensure system supports timely escalation.	Alerts configured; staff trained; proactive response; delays reduced.	 RED	 RED	IT / LMs	June 2025	March 2026	None	Pyramid G2 Implemented however, no upgrades for 12 months – whilst current system ok.







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		12	Enforce strict adherence to RAG standards; system prompts and alerts for complaint type and urgency.	100% compliance; classification accuracy above 95%; staff trained; alerts operational.	 RED	 AMBER	LMs / Training Team	June 2025	March 2025	None	ASB Tool Kit Talk done July based on G1. New session to be arranged using Pyramid Support Modules.
		13	Embed mandatory fields for email, phone, ethnicity, age, and complaint type; ensure regular audits.	Reduction of "Not Recorded" entries below 20%; audits conducted monthly; data accuracy improved.	 RED	 AMBER	IT / Data Team	April 2024	Dec 2024	Resource allocation for system updates	Report built however, since moving to Pyramid G2 showing cases twice on the report to be resolved.
		14	Information leaflets on 'how to be a good neighbour'	Standard with new tenancy induction pack	 RED	 RED	NHO CM	Aug 2024	Oct 2024	TBC by CM	Policy produced and to be approved at Ops Committee Oct / Nov 2025.
		15	Expand awareness campaigns, early reporting initiatives, and	15% increase in early reports; tenant satisfaction scores rise; anonymous	 RED	 RED	TESL / LMs	June 2025	Ongoing	Local co-production budgets	Audit not completed on this KPI to be completed Qtr. 3.



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			feedback channels.	complaints decrease by 10%.							
		16	Expand awareness, feedback sessions, and newsletters; embed victim-centred assessments.	15% increase in early reporting; victim satisfaction scores improve; community trust strengthened.	 RED	 RED	Community Engagement Team	June 2025	Ongoing	Community budgets	Audit not completed on this KPI to be completed Qtr. 3.
		17	If aware there is going to be a delay in addressing a ASB report and the timescales provided to the resident will not be met	Pyramid ASB chronology on reflects extension and tenant(s) being informed of extension to deadline / action plan timescales agreed	 RED	 AMBER	HOH QAM PSOMs TLs RSHOs HOs TSOs SCs	April 2024	On-going	None	Delay in why case not completed after 28 days is recorded for some cases not all that are above 28 days since case was reported.

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AIM: PREVENTION & EARLY INTERVENTION											
ASB4	Strategic Pledge 4 Risk Register <ul style="list-style-type: none"> • 1 - People & Culture • 3 - Reputation • 4 - Customer Focus 7 - Economic, Social and Political Environment Housing Departmental Action Plan Objective – 2 - Decent homes through providing quality housing and housing services to meet all regulatory requirements 3 - Safe Homes	1	We will carry out checks to make sure there is regular contact with complainants throughout a case following ASB Risk Assessment	Risks the complainant faces and how we can deal with them at first contact is recorded and evidenced	 AMBER	 AMBER	HOH	Jan 2024	June 2024	Pyramid TrueContext Hours to create form for mobile application approx. = £100 per hour.	Use Define Box amended to reflect question regarding VRA- however, not all staff completing this question.
		2	Embed mandatory fields for email, phone, ethnicity, age, and complaint type; ensure regular audits.	Reduction of "Not Recorded" entries below 20%; audits conducted monthly; data accuracy improved.	 AMBER	 GREEN	IT / Data Team	April 2024	December 2024	Resource allocation for system updates	Report updated to report back on this PC data now.
		3	Monthly reviews completed for assurance case monitoring to Ombudsman Compliant Compliance Code for ASB	A case management procedure in place to ensure that those accessing the service get a consistent and fair approach, a dedicated case officer, proportionate	 GREEN	 AMBER	HOH LMs PSOMs TLs RSHOs	Jan 2024	On - going	Various changes required to ASB Module in Pyramid as reported to QAM unclear on costs to rectify whilst we await G2 version of Pyramid.	Capacity of staff /staffing retention has been an issue during reporting periods.

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				action plan and regular reviews							
		4	Publicise outcomes resulting in successful results to deter future ASB or Hate Crime	Leaflets, posters, banner, and publicity plan developed	 AMBER	 AMBER	HOH CM	Oct 2023	Sept 2024	CM to confirm	Events scheduled during ASB Awareness Week; promotional campaigns ongoing.
		5	Reducing impact of alcohol & ASB related incidents (through enforcement and support)	A co-ordinated response to ASB and better outcomes for victims and perpetrators	 AMBER	 AMBER	PSOMs TLs RSHOs HOs TSOs SCs	Jan 2024	On-going	None	Audits underway; findings inform service improvements.
		6	Act quickly where perpetrators of environmental crime and ASB are discovered / discussed	A co-ordinated response to ASB and better outcomes for victims and perpetrators	 AMBER	 AMBER	PSOMs TLs RSHOs HOs TSOs SCs CSOs	Jan 2024	On-going	None	Support provided for complex cases at Rowan Court. Actions slow to be undertaken

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											due to staff capacity and conflict with other tasks.
		7	Complaints are being addressed fairly, effectively & promptly using legislation effectively and appropriately to deal with ASB or Hate Crime	Early resolution to reports of ASB to prevent issues from escalating that results in prolonged intervention and expensive court costs	 AMBER	 AMBER	PSOMs TLs RSHOs HOs TSOs SCs CSOs	Jan 2024	On-going	None	System monitoring for compliance in progress to address ICT data missing.
		8	Deliver Training to all frontline staff	Work with ASE to deliver awareness training	 AMBER	 AMBER	HOH Trainer Adullam Social Enterprise (TASE)	Jan 2024	On-going	None	Not yet embedded; ongoing communication
	ALL frontline staff have attend ASB training			 AMBER	 AMBER	HOH TASE LMs PSOMs TLs RSHOs	Jan 2024	On-going	None		
	An informed workforce who will be able to			 AMBER	 AMBER	HOs TSOs SCs CSOs	Jan 2024	On-going	None		

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				react quickly to reports of ASB	AMBER	AMBER					
				All employees will be aware of the wide ranging behaviours that constitute ASB or a hate crime, will be confident in the reporting processes and know how they can assist in tackling issues	 AMBER	 AMBER		Jan 2024	On-going	None	Not yet embedded; ongoing communication
		9	Deliver targeted, scenario-based training on victim support, trauma-informed care, escalation, and legal powers.	80%+ staff trained; confidence and competence improved; delays in high-urgency cases reduced by 25%.	 RED	 RED	TASE / HOH	June 2025	Ongoing	None	Not yet embedded; ongoing communication.
		10	Develop modules on effective case escalation, external info management,	Response times for high-urgency cases improved; external info delays cut by 25%.	 RED	 RED	HOH / LMs	June 2025	Ongoing	None	Not yet embedded; ongoing communication.

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			and evidence gathering.								
		11	Develop an in-house mediation service with trained staff	Ensuring that appropriate prevention tools are used prior to undertaking enforcement action	 AMBER	 AMBER	HOH PSOMs TLs RSHOs	Jan 2024	On-going	TBC based on course Wales staff undertook.	HR Ceri to confirm when funds available.