

# Service Plan 2025-26

<b>Directorate</b>	Communities	<b>Simon Baxter</b> Corporate Director – Communities
<b>Division</b>	Community Safety	<b>Dal Babu</b> Director of Community Safety
<b>Service</b>	Integrated Enforcement Services	<b>Keith Stanger</b> Head of Safer Neighbourhood Operations
<b>No. Employees</b>		

<b>Last updated:</b>	01.04.2025
----------------------	------------

## Instructions:

1. This document is authored and maintained by the Head of Service.
2. Complete sections:
  - A – About the service
  - B – Strategic plan alignment
  - C – Service objectives
3. Do not add details of any confidential information, priorities and objectives.
4. Save this file (document) in your shared drive.
5. Do not edit this template. A copy version can be produced to add milestones, KPIs and other relevant information for local plan management.
6. Submit the document link with 'view only' permission. Once published online, this plan will be visible to employees in your service to inform team and individual work plans. Anyone in the organisation can also view this plan to support joint working opportunities.
7. Visit [TH Plans guidance](#) including instructions on how to [submit this plan online](#).

## Section A: About the Service

In brief, outline the services managed and what the service is responsible for.

The Safer Neighbourhood Operations (SNO) service is part of the Community Safety Division and delivers front facing services to help reduce crime & anti-social behaviour (ASB) while providing reassurance and support for residents, businesses and visitors of the borough. The main aims for the service include:

- Tackling Neighbourhood Crime & ASB (including Noise and Environmental Crime/ASB)
- Supporting vulnerable victims
- Utilising high quality public space CCTV to help prevent and detect crime & ASB
- Tackling complex ASB issues through multi-agency problem solving approaches
- Providing a high visibility patrolling capability to deal with those who commit crime & ASB and support vulnerable residents

SNO aims to deliver a timely and holistic response to residents' ASB and Crime concerns, working closely with other council department, police and external agencies to ensure the implementation of a problem-solving approach that results in long lasting solutions to community safety issues.

The teams comprising the SNO service include:



## Section B: Strategic Plan Alignment

Which of the Strategic Plan priorities is supported by your service? Tick those that apply.

1.	<b>Tackling the cost-of-living crisis</b> with measures including freezing council tax for four years, and additional financial support for residents.	<input type="checkbox"/>
2.	<b>Providing homes for the future</b> by working with developers and housing associations to deliver a minimum of 1000 social homes for rent each year.	<input type="checkbox"/>
3.	<b>Accelerating education</b> through a series of learning interventions and financial support, investing in youth services, and increasing opportunities for younger people to go into further education.	<input type="checkbox"/>
4.	<b>Boosting culture, business, jobs, and leisure</b> with measures including supporting small businesses, start-ups, and markets; creating jobs and training opportunities; and one-hour free parking at our markets.	<input type="checkbox"/>
5.	<b>Investing in public services</b> for example by bringing outsourced services back into public hands.	<input type="checkbox"/>
6.	<b>Empowering communities and fighting crime</b> for example by working with the police to have more uniformed officers on the streets.	<input checked="" type="checkbox"/>
7.	<b>Working towards a clean and green future</b> by establishing a Mayor's advisory board to guide our response to climate change and a host of green measures including green heating systems on housing estates and electric vehicle charging.	<input type="checkbox"/>
8.	<b>A council that listens and works for everyone</b>	<input type="checkbox"/>
n/a	<b>Other service delivery</b> non-strategic priorities	<input type="checkbox"/>

## Section C: Service Objectives

List all key service objectives for 2025-26. Include timelines, expected outcomes and notes to provide any comments. Use the following options for **Status\*** (Not started, In progress, Complete, Overdue, No longer required, Business as usual). Remember to update this table as and when required.

No.	Service Objective	Strategic Priority (1-8 or n/a)	Expected Outcome for Service Users	Start Date	Due Date	*Status	Lead	Notes
1.	<p><b>Resident &amp; customer led: to improve resident satisfaction and engagement and deliver exemplary customer experience by redesigning services to be high-performing and resident focussed and developing clear service standards.</b></p> <p><b>Activity:</b> Complete the insourcing of the Environmental Protection (Noise) service setting up processes and procedures that allow to expand the remit of the response service to include other types of ASB, ensuring a timelier response to residents' concerns.</p> <ul style="list-style-type: none"> <li>• <b>Milestone:</b> Noise insourcing process completed and reporting/governance processes in place to ensure, as a minimum, the same standards of service delivery.</li> <li>• <b>Milestone:</b> processes and performance framework implemented to monitor response time related to demand coming from different services (EP, ES, ASB, RSLs..)</li> <li>• <b>Milestone:</b> Response service available for all type of ASB.</li> </ul>	6- Empowering communities and fighting crime	Service users' will benefit from a timely response to their community safety concerns leading to a more effective service in resolving these problems.	01/04/2025	30/06/2025		Rita Craddock, Yvette Holmes, Peter Allnut	
				01/04/2025	31/12/2026			
				01/07/2025	31/03/2026			
2.	<p><b>Resident &amp; customer led: to improve resident satisfaction and engagement and deliver exemplary customer experience by redesigning services to be high-performing and resident focussed and developing clear service standards.</b></p> <p><b>Activity:</b> Improve the ASB Investigation service offer by joining the council ASB Team and the ASB Neighbourhood Team and implement the recommendations arisen from the government regulators inspection and the peer review to</p>	6- Empowering communities and fighting crime	Easier to navigate ASB reporting system and higher victims' satisfaction in relation to ASB investigations outcomes.				Keith Stanger, Moynul Ahmed, Kemi Bello-Basibooduro, Yvette Holmes	

## Section C: Service Objectives

List all key service objectives for 2025-26. Include timelines, expected outcomes and notes to provide any comments. Use the following options for **Status\*** (Not started, In progress, Complete, Overdue, No longer required, Business as usual). Remember to update this table as and when required.

No.	Service Objective	Strategic Priority (1-8 or n/a)	Expected Outcome for Service Users	Start Date	Due Date	*Status	Lead	Notes
	<p>improve customers journey and synergies between two areas of responsibilities. Look to expand the reporting pathways to include a response service through our CCTV control room.</p> <ul style="list-style-type: none"> <li>• <b>Milestone:</b> Merge of ASB Team and ASB Neighbourhood Team under the same management completed.</li> <li>• <b>Milestone:</b> set up processes to respond to residents' concerns, ensuring enforcement powers are fully exploited to identify ASB perpetrators and stop their behaviours (SP KPI).</li> <li>• <b>Milestone:</b> Implementation of the inspection and peer review recommendations completed.</li> <li>• <b>Milestone:</b> Build on the current response service for council tenants and expand it to help tackle other problem ASB issues and cases</li> </ul>			01/04/2025	31/06/2025			
				01/04/2025	30/09/2025			
				01/07/2025	31/03/2026			
				01/09/2025	31/03/2026		ASB Manager (once appointed)	
3.	<p><b>Digital / Innovation: to explore and innovate, in particular digital innovation opportunities to improve services, efficiency and to customer and resident experience.</b></p> <p><b>Activity:</b> Deliver additional CCTV on estates and leisure centres to deter crime, identify offenders and improve safety (AD). and explore innovative way to maximise the impact of CCTV outputs.</p> <ul style="list-style-type: none"> <li>• <b>Milestone:</b> Complete roll out of 50% of CCTV transformation programme. (AD)</li> <li>• <b>Milestone:</b> CCTV transformation programme completed. (AD)</li> <li>• <b>Milestone:</b> Increase the number of arrests facilitated by the CCTV team (SP KPI).</li> </ul>	6- Empowering communities and fighting crime	Residents feels safer in their area.	01/04/2025	30/09/2025		John Fortune, Peter Allnutt	
				01/04/2025	31/03/2026			
				01/04/2025	31/03/2026			

## Section C: Service Objectives

List all key service objectives for 2025-26. Include timelines, expected outcomes and notes to provide any comments. Use the following options for **Status\*** (Not started, In progress, Complete, Overdue, No longer required, Business as usual). Remember to update this table as and when required.

No.	Service Objective	Strategic Priority (1-8 or n/a)	Expected Outcome for Service Users	Start Date	Due Date	*Status	Lead	Notes
4.	<p><b>Safer: to create a safer borough by working in partnership to fight crime and ASB and protect residents.</b></p> <p><b>Activity:</b> Launch the new Integrated Enforcement Service. Implement an approach to disrupt illegal drug supply chains tackle street-level dealing and increase engagement in treatment (AD). Developing an effective partnership with our policing colleagues, particularly the TH Taskforce, to tackle drug-related crime &amp; ASB issues.</p> <ul style="list-style-type: none"> <li>• <b>Milestone:</b> Launch the new Integrated Enforcement Service, with a Target Operating Model and Service Operating Standards</li> <li>• <b>Milestone:</b> Drug Squad operational</li> <li>• <b>Milestone:</b> Recruit additional THEOs and agree approach on operational tasking (AD)</li> <li>• <b>Milestone:</b> Evaluation of the impact of the drug squad in key drug hotspots based on agreed KPIs. (31/03/2026)</li> <li>• <b>Milestone:</b> Agree and monitor the operational activity of the TH Taskforce to meet current priorities and objectives</li> </ul>	6- Empowering communities and fighting crime	Residents feel safer thanks to a visible reduction of street-based drug dealing and drug use	01/04/2025 01/04/2025 01/04/2025 01/02/2026 01/04/2025	30/06/2025 30/09/2025 30/09/2025 31/03/2026 30/09/2026		Yvette Holmes, Tania Trapletti  Keith Stanger  Operations Enforcement Manager	
5.	<p><b>Empowering colleagues: to develop an inclusive, high-performing and resident focused directorate where all employees feel empowered valued, engaged and have the skills and behaviours to drive continuous improvement</b></p> <p><b>Activity:</b> Undertake targeted enforcement and deliver education and advice to reduce environmental crime, focusing on residential and commercial fly tipping (AD) and increase all enforcement outputs by delivering an integrated enforcement approach. Increase the level of enforcement activity and prosecutions around</p>	6- Empowering communities and fighting crime  7 – A clean and green future	Officers feel confident in their ability to tackle environmental crimes and educate the public resulting in an increased number of enforcement outputs and a cleaner environment that encourages compliance to social norms.	01/04/2025	30/06/2025		Yvette Holmes and Azizul Goni	

## Section C: Service Objectives

List all key service objectives for 2025-26. Include timelines, expected outcomes and notes to provide any comments. Use the following options for **Status\*** (Not started, In progress, Complete, Overdue, No longer required, Business as usual). Remember to update this table as and when required.

No.	Service Objective	Strategic Priority (1-8 or n/a)	Expected Outcome for Service Users	Start Date	Due Date	*Status	Lead	Notes
	<p>environmental crime to help drive better compliance.</p> <ul style="list-style-type: none"> <li>• <b>Milestone:</b> set up processes to deliver an integrated enforcement model in line with the recommendations of the enforcement audit.</li> <li>• <b>Milestone:</b> Implement education, advice, and enforcement of time-banded regulations, strengthening compliance and reducing waste management issues. (AD)</li> <li>• <b>Milestone:</b> All enforcement officers in Safer Neighbourhood Operations trained in the range of tools and powers for tackling fly-tipping and other environmental crimes, including the use of CCTV. (AD)</li> <li>• <b>Milestone:</b> Ensure robust HR processes and procedures are in place for all enforcement staff including: <ul style="list-style-type: none"> <li>- Annual objectives focused on increasing enforcement</li> <li>- Reducing sickness levels</li> <li>- Managing staff welfare (including shift work)</li> <li>- A workforce to reflect the community</li> </ul> </li> </ul>			01/04/2025	30/09/2025			
				01/04/2025	31/03/2026			
				01/04/2025	30/09/2025			
6.	<p><b>Value for money: to deliver efficient and value for money services by identifying opportunities to reduce cost, maximising income and exploiting commercial [and digital] opportunities.</b></p> <p><b>Activity:</b> Maximise income generation across community safety services, linked to MTFS targets across the Communities Directorate. This includes through the development and Implementation Service Level Agreements with Registered Providers (RPs) to strengthen frontline services and provide consistent ASB services across the borough (AD).</p>	6- Empowering communities and fighting crime	Service users satisfied with the service provision and positive impact on the reputation of council Community Safety Services.				Keith Stanger, Yvette Holmes and Azizul Goni	



Section C: Service Objectives								
List all key service objectives for 2025-26. Include timelines, expected outcomes and notes to provide any comments. Use the following options for <b>Status*</b> (Not started, In progress, Complete, Overdue, No longer required, Business as usual). Remember to update this table as and when required.								
No.	Service Objective	Strategic Priority (1-8 or n/a)	Expected Outcome for Service Users	Start Date	Due Date	*Status	Lead	Notes
	<ul style="list-style-type: none"> <li><b>Milestone:</b> action plans and officers objectives finalised to maximise the effectiveness of FPNs in tackling ASB.</li> <li><b>Milestone:</b> Recruit a commercialisation manager and use insight from market to commence drafting Service Level Agreements. (AD)</li> <li><b>Milestone:</b> Agree Service Level Agreements and services operating in RP estates. (AD)</li> <li><b>Milestone:</b> Develop proposed savings for 25-26 to 27-28 to contribute to the wider Communities MTFS.</li> </ul>			01/04/2025	30/06/2025			
				01/06/2025	30/09/2025			
				01/10/2025	31/03/2026			
				01/04/2025	31/03/2026			

(insert additional rows to add more objectives)