

Service Plan 2025-26

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|----------------------|-------------------|---|
| Directorate | Communities | Simon Baxter Corporate Director - Communities |
| Division | Community Safety | Dal Babu Director – Community Safety |
| Service | Public Protection | Simon Smith Head of Community Safety |
| No. Employees | 26 | |

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| Last updated: | 12/03/2025 |
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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 service is currently responsible for the following areas:

- Hate Crime
- Domestic Abuse
- VAWG
- Prevent/CONTEST
- Protective Security
- Civil Contingencies
- Business Resilience
- Community Tension Monitoring/Cohesion

The service sits as one part of the Community Safety division alongside Safer Neighbourhood Operations and the Substance Misuse service.

NB. The service is currently undergoing transformation, and this service area is likely to be reshaped into Public protection and will gain *CCTV and Partnership intelligence* within its portfolio. Therefore the 2025/26 service plan will seek to address this albeit it is recognised this transformation is ongoing and thus the plan may be impacted.

Section B: Strategic Plan Alignment

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

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|-----|--|-------------------------------------|
| 1. | Tackling the cost-of-living crisis with measures including freezing council tax for four years, and additional financial support for residents. | <input type="checkbox"/> |
| 2. | Providing homes for the future by working with developers and housing associations to deliver a minimum of 1000 social homes for rent each year. | <input type="checkbox"/> |
| 3. | Accelerating education 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. | Boosting culture, business, jobs, and leisure 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. | Investing in public services for example by bringing outsourced services back into public hands. | <input type="checkbox"/> |
| 6. | Empowering communities and fighting crime for example by working with the police to have more uniformed officers on the streets. | <input checked="" type="checkbox"/> |
| 7. | Working towards a clean and green future 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. | A council that listens and works for everyone | <input type="checkbox"/> |
| n/a | Other service delivery 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>Better Borough (Safer). Customers and Residents (Improving Resident Satisfaction).</p> <p>Resident & Customer Led</p> <p>Innovation</p> <p><i>Activity: Insource the Independent Domestic Violence Advocacy provision to ensure it is meeting the needs of victims</i></p> <p>Milestone 1 – Options paper to Mayor and decision re. insourcing Q1</p> <p>Milestone 2 – Programme Board set up Q1</p> <p>Milestone 3 – Cabinet Approval (Aug 25) Q2</p> <p>Milestone 4 – Insourcing IDVA Service (April 2026) Q4</p> | 6 | Improved IDVA service delivery providing greater capacity and flexibility to support victims of DA. Introduction of Primary Care IDVA. | April 2025 | March 2026 | Not Started | Rosie Whitelegg/Simon Smith | Consideration of bringing IDVA service inhouse by March 2026. Options paper being prepared. |
| 2. | <p>Better Borough (Safer). Resident & Customer Led</p> <p><i>Activity: Review our response to Hate Crime to improve third party reporting for residents and build confidence to report hate crime</i></p> <p>Milestone 1 – Determine options post O&S recommendations Q1</p> <p>Milestone 2 – Community consultation/identification of potential TPRC. Q2</p> <p>Milestone 3 – Implementation Q3</p> | 6 | Increased availability of third party reporting centres and increased | April 2025 | March 2026 | Not started | Mace Hoque/Nazma Begum/Benedicta Dikeocha | O&S likely recommendation but not yet confirmed |

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|-----|--|---------------------------------|---|--|---|-----------------------------------|-----------------------------|---------------------------|
| 3. | Better Borough (Safer) Review the Hate Incident Panel to ensure it is meeting the needs of victims of the most serious hate crimes and improve referral processes. Milestone 1 - Consult with HIP and draft new ToR for partners Q! Milestone 2 – Develop new referral processes and communicate out Q1 Milestone 3 – Implement new HIP Q2 | 6 | Increased awareness of the function of the HIP Increased referrals to the HIP Support to increased number of victims of hate crime | April 2025 | November 2025 | Not Started | Simon Smith | O&S likely recommendation |
| 4. | Better Borough (Safer) <i>Activity: Prepare for the implementation and delivery of ‘Martyn’s Law’ across the borough</i> Milestones – TBC. Awaiting legislation introduction/Updates | 6 | Increased resident confidence and feeling safer. Lower risk to residents attending public events | April 2025 | In progress | Awaiting legislation introduction | Simon Smith/Artur Pankowski | Carried over from 24/25 |
| 5. | Well Run Directorate: Value for Money Empowering Colleagues Deliver the Community Safety service, objectives and critical work programmes within the budget envelope set, maximising opportunities for income generation and commercialisation Milestone 1: Regular monthly forecasting meetings built in with Finance BP. Q1 | 6 | Effective forecasting and spend of budget within limits thus providing value for money and transparency for residents. Increased income from commercialisation creating greater opportunity across the organisation to improve services for residents. Empower managers to make budgetary decisions, manage their own budget within the envelope thus building a sense of ownership and | April 2025 April 2025 | March 2026 In Progress | In Progress | Simon Smith & CS Managers | |

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|-----|---|---------------------------------|---|------------|------------|-------------|--------------------------------------|-------------------------|
| | <p>Milestone 2: Regular monthly finance meetings with Team Managers to develop ownership of budget decisions Q1</p> <p>Milestone 3: Explore commercialisation opportunities across the service area to contribute Q1</p> | | accountability with regard how their service areas are managed and delivered | | | | | |
| 6. | <p>Resident & Customer led</p> <p><i>Activity: Raise the profile of the Safer Neighbourhood Board and ensure effective communications with police, councillors and residents.</i></p> <p>Work with the Chair of the SNB and Ward Chairs to develop opportunities for wider residents to engage with the Metropolitan Police Service (MPS).</p> <p>Milestone 1: SNB Administrator and SNB Chair to discuss potential workstreams Q!</p> <p>Milestone 2: Develop action plan for SNB (and key partners) Q1/2</p> <p>Milestone 3: Improve external communications with regard the work of the SNB and how it supports residents. Q1/2</p> | 6, 8 | <p>Increased representation of a wider range of residents at SNB and improvements in communicating with our residents</p> <p>Increase membership of BAME residents in their engagement with Ward Panels (using 24/25 baseline) and greater representation of what matters to a more diverse group of residents.</p> | April 2025 | March 2026 | Not Started | Simon Smith/SNB Administrator/Police | Strategic Priority 6.14 |
| 7. | <p>Getting the Basics Right</p> <p>Empowering Colleagues</p> <p><i>Activity: Reinforce and embed into all tiers of team meetings standing agenda items to focus on delivery</i></p> | NA | Improved accountability, improved team performance, greater team involvement and ownership of wider organisational strategic objectives | April 2025 | March 2026 | Ongoing | All Managers/Comms | |

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|---|---|------------------------------------|---|------------|------------|---------|--------------|--------------------------|
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| No. | Service Objective | Strategic Priority (1-8 or n/a) | Expected Outcome for Service Users | Start Date | Due Date | *Status | Lead | Notes |
| | <i>against strategic objectives and Service Plan, team performance, and absence management</i> Milestone 1: Diarise regular team meetings and pan service team meetings Q1 Milestone 2: Ensure reporting from Team meetings is escalated to wider SLT meetings Q1 | | | | | | | |
| 8. | Getting the Basics Right Ensure all managers exploit opportunities to promote and communicate positive news stories to enhance public awareness of activity and reduce the fear of crime Milestone 1: Agenda team meetings to collate relevant news stories for wider circulation. Q1 | 6 | Greater understanding internally and externally of work that is undertaken by the service to reduce crime and protect residents Reduction of fear of crime | April 2025 | March 2026 | Ongoing | All Managers | Annual Delivery Plan 6.3 |

(insert additional rows to add more objectives)