

To: Scrutiny Committee
Date: 8th September 2026
Report of: Tom Hook, Deputy Chief Executive, Citizen and City Services
Title of Report: Community Safety Service redesign

Summary and recommendations	
Decision being taken:	Update on the redesign of the Community Safety Service
Key decision:	No
Cabinet Member:	Councillor Lubna Arshad, Safer Communities
Corporate Priority:	Thriving Communities
Policy Framework:	None

Recommendation(s): That the Scrutiny Committee resolves to:
1. Note the contents of the report.

Information Exempt From Publication
None

Appendix No.	Appendix Title	Exempt from Publication
Appendix 1	CS structure diagram	No

Introduction and background

1. The Council budget 2026-27 increased investment in staffing within the Community Safety Service. This report outlines the changes within the service required to meet the challenges identified during the budget setting process.
2. Budget increases have resulted in an additional officer in the General Licensing team, two additional officers in the Complex Cases Team and 5 additional officers in the Community Response Team.

3. The increase in staff necessitated a re-design of the service to provide the appropriate level of supervision and support in order to maintaining its service standards and Tenant Satisfaction Measure results which put the ASB Service in the top quartile nationally for the last three years.
4. The new officers are going through their mandatory and discretionary training programme, managing cases and becoming fully embedded members of their teams.

Community Safety Service challenges

5. The Community Safety Service is a high demand area of the Council, dealing with complex regulatory, safeguarding and anti-social behaviour incidents.
6. In the year 2025-26, the General Licensing Team deal with 440 complaints, 1501 investigations, and 41 sub-committee cases.
7. ASBIT and the Community Response Team dealt with over 2200 anti-social and enviro-crime cases. These include 1265 noise cases, 130 fly-tipping investigations and 251 neighbour disputes.
8. There were over 700 safeguarding incidents reviewed by the service the details of which are contained in the annual safeguarding report to Cabinet.
9. In addition to managing these Service Requests, the redesign sought to meet the challenges of:
 - supporting and addressing behaviours of those with increasing complex needs
 - managing the increasing regulatory activities from the increase in taxi applications
 - meeting the requirements of the Social Housing Regulator Standards on ASB and domestic abuse
 - supporting the Council's and ODS activity to reduce flytipping and enviro-crime
 - responding to noise complaints, the highest ASB type reported to the service
 - undertaking more proactive operations in partnership with other agencies to address priority issues
 - increasing the visibility of the Community Safety Service within our communities.

Redesign overview

10. The structure chart for the new Service design can be found at Appendix 1.
11. Structurally, the General Licensing Team has undergone minor adjustments to line reporting to increase supervisory support.
12. The ASBIT and Domestic Abuse Manager is responsible for:
 - ASBIT - four Case Managers who tackle neighbour dispute and exploitation cases within our housing stock.
 - The Complex Cases Supervisor and three officers engaging, supporting and addressing the behaviour of adults with more complex needs who may be

rough sleeping, in hostels move-on accommodation, temporary stock or other supported housing.

- Two Domestic Abuse officers who support domestic abuse and sanctuary scheme cases and work on the implementation of the recently awarded GOLD accreditation from the Domestic Abuse Housing Alliance.

13. A Case Support Officer who manages the Service Requests, licences for the distribution of free printed material, finance and supports with DARD reviews.

14. The Community Response Team Manager is responsible for:

- CRT1 – a team of 5 officers covering focussing all ward west of the rivers Cherwell and Thames, plus St Mary's, St Clements, Donnington, Cowley, and Rose Hill and Iffley.
- CRT2 – a team of 5 officers covering focussing on the remaining wards.
- An enviro-crime team of three officers focusing on fly-tipping, littering, trade waste and other enviro-crime hot spot areas. They will work with other social housing providers where problems occur.
- A Case Support Officer to be recruited who will lead on the management of Service Requests, communication and case management support.

15. CRT1 and CRT2 will:

- manage their caseloads
- increase the teams' visibility through neighbourhood patrols in every ward
- attend walkabouts with Councillors, arranged by Area Improvement Officers
- engage with communities through community events
- deliver an out-of-hours Wednesday night service in East Oxford
- run bespoke operations to address persistent ASB issues.

16. The Safeguarding Coordinator is responsible for reviewing safeguarding reports, delivering safeguarding training for the Council and Oxfordshire Safeguarding Children Partnership, embedding safeguarding policy and practice in the Council and supporting the Safeguarding Champions network. The postholder also supports the Community Safety Service Manager in facilitating the work of the Oxford Safer Communities Partnership.

17. The Community Safety Problem-Solving Officer is trained to level 5 in crime reduction and works across the county to design out crime and ASB in hotspots areas. The post is funded by the Thames Valley Police and Crime Commissioner.

18. The Modern Slavery and Exploitation Coordinator brings together agencies to identify, support and disrupt cases of adult exploitation in Oxfordshire. The post is funded by the Thames Valley Police and Crime Commissioner.

19. The Community Safety Service Manager is also responsible for the emergency planning function with the Council. This involves ensuring Council services are ready to respond to an incident and the development of plans to address the community risks relevant to Oxford:

- Adverse weather

- Flooding
- Terrorism
- Utility outage

Delivering for our tenants

20. The ASB Service is currently ranked in the upper quartile for tenant satisfaction. To continue this performance and delivery on the Social Housing Regulator Standards, the Service will continue to:

- work in partnership with other social landlords at a case level where the Council has relevant tools and powers to assist with a case
- attend the monthly multi-agency ASB Forum with the police and other social landlords to tackle difficult cases and address hotspots of ASB and enviro-crime.
- lead on Oxford's Community Safety Partnership, ASB being one of the partnership's priorities.
- use our ASB Dashboard to manage performance and identify trends in cases by theme, location, including when our tenants may need additional support based on their protected characteristics.
- develop a crime and ASB data analysis tool to better understand and prevent future ASB and enviro-crime hotspots.
- work with our tenants on our ASB Policy review and its implementation.
- work with our tenants on the implementation of our Domestic Abuse for Service Users policy.

Learning and review

21. The Community Safety Service managers review all complaints and both Stage 1 and Stage 2. In addition, the Service oversees the ASB Case Review process, a statutory process that enables a victim of ASB to seek a review of their case if it meets the criteria. Learning from complaints and reviews is used to identify individual training needs, team wide training and our procedures.

Implications of Local Government Reorganisation

22. The redesign recognises that LGR will impact a future Community Safety Service due to:

- Increase customer demand
- Transport, operating locations and visibility in a larger geographic area
- New stakeholders including social landlords
- A broader partnership landscape
- Opportunities for closer working within the new authority
- New challenges affecting rural communities, towns and villages
- Increased emergency planning risk locations and issues

Conclusion

23. The Community Safety Service redesign is in its infancy with new team members undertaking training and mentoring programmes. The increased investment is enabling the service to meet the challenges of more complex cases and behaviours, providing greater visibility in our communities, and assisting us in working even more closely with our partners to address the issues that affect our citizens.

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