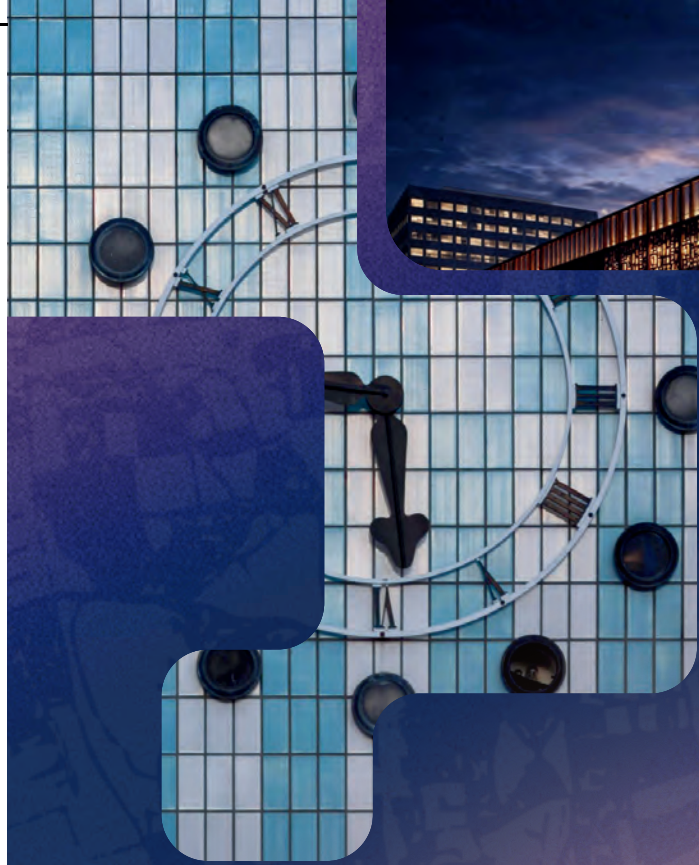


2026/27



# BUILDING HARLOW'S FUTURE

THE RE-BIRTH OF A NEW TOWN

**HARLOW** | BUILDING  
HARLOW'S  
FUTURE.

LET'S  
BUILD  
HARLOW'S  
FUTURE

*together.*



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# *A message* **FROM THE LEADER**

**Harlow is entering one of the most important chapters in its history. A moment not simply to improve our town, but to fundamentally reimagine its future and deliver the rebirth of a New Town for a new generation.**

Building Harlow's Future began with a simple but powerful belief: decline is not inevitable. That Harlow's best days are not behind us, but ahead of us. And over the past year, we have already shown what can be achieved when ambition is matched with leadership, discipline and relentless delivery.

Residents gave this administration a historic mandate to get Harlow moving again and with that comes an immense responsibility to deliver. Not excuses. Not drift. Not more of the same. But visible change people can see, feel and experience in every part of our town.

**This plan is not simply the next version of Building Harlow's Future. It is the blueprint to realise it.**

A blueprint to transform Harlow into one of the most ambitious, dynamic and forward-looking towns anywhere in the United Kingdom. A blueprint to rebuild pride in our town centre and neighbourhoods. A blueprint to restore standards, expand opportunity and create a town where aspiration is once again matched by delivery. Because Harlow has always been a remarkable place.

A town built on bold thinking and national ambition. A New Town that helped shape modern Britain through innovation, design and industry. From pioneering architecture and world-class sculpture to scientific breakthroughs and transformative industries, Harlow has always punched far above its weight. We are not simply part of the UK Innovation Corridor, we sit at its very heart.

And yet for too long, Harlow has felt like a town whose potential has been held back. A place full of energy, talent and opportunity, but constrained by low expectations, weak leadership and a culture too willing to accept decline and manage problems rather than solve them.

That era is over.

Building Harlow's Future is proving what can happen when a council believes in the place it serves and is prepared to match words with action. The first year alone has already seen record investment secured, regeneration schemes underway, council housing standards improving, neighbourhood renewal accelerating and one of the most ambitious transformation programmes in local government taking shape.

**But this is only the beginning.**



The scale of change set out in this plan is significant because the opportunity before Harlow is significant. Few towns anywhere in the country have the combination of strategic location, growth potential, green space, talent and ambition that Harlow possesses. We are growing faster than almost anywhere else in the United Kingdom and with that growth comes a once-in-a-generation opportunity to shape the future of our town in a way that benefits existing residents and future generations alike.

**This plan sets out six clear missions that together will drive the rebirth of our New Town.**

**Transforming our council** so it becomes a national exemplar of modern local government: agile, ambitious and relentlessly focused on results.

**Rebuilding our town** so Harlow once again becomes a place that sets the standard for regeneration, design and civic pride.

**Investing in our housing** so every resident has access to safe, affordable and high-quality homes they can be proud of.

**Renewing our neighbourhoods** so every street, green space and community reflects the quality and ambition Harlow was originally built with.

**Securing our future** by unlocking opportunity, investment, skills and prosperity for the next generation.

**Protecting our communities** through tougher enforcement, safer streets and a clear message that Harlow will not be a soft touch.

This is not a document that will sit on a shelf gathering dust. It is a mission-driven programme for delivery. Every investment, every reform and every project in this plan is focused on one thing: producing visible change for residents and restoring belief in what Harlow can become.

Because this is about more than regeneration schemes or council services. It is about rebuilding confidence in our town. Restoring pride in our communities. Raising aspirations for the next generation. And proving that modern local government can still be a force for transformation, growth and opportunity.

Harlow was founded on optimism, innovation and bold ambition. Those values built this town and they will define its future too.

**The rebirth of our New Town is underway.**

**And the best is still to come.**

**Let's build Harlow's future - together.**



**Dan Swords**  
Leader, Harlow Council

# OUR MISSIONS



**Transform  
our council.**



**Rebuild  
our town.**



**Invest in  
our housing.**



**Renew our  
neighbourhoods.**



**Secure our  
future.**



**Protect  
our communities.**



# Our values.

## Community

We are committed to delivering services in a way that makes residents feel valued, connected and empowered.

## Ambition

We strive for continual improvement, driven by innovation and creativity to achieve meaningful change.

## Compassion

We listen to our residents and colleagues with empathy and understanding, making sure their voices are heard, and their needs are met.

## Excellence

We strive for the highest standards, committing to quality, continuous improvement, and exceptional performance in delivering services for Harlow.

## Unity

We are committed to building a cohesive workplace, collectively delivering on Harlow's missions.

# Delivering.

The rebirth of a New Town demands more than ambition alone. It requires a council that is disciplined, high-performing and relentlessly focused on turning vision into visible results. Building on the momentum of the first year of Building Harlow's Future, Harlow Council is continuing its transformation into an organisation capable of delivering one of the most ambitious programmes of renewal anywhere in the country.

Gone is the outdated assumption that councils exist simply to manage decline. In its place is a culture built around innovation, pace, accountability and action. Through smarter technology, stronger leadership, modern ways of working and a one-team focus on outcomes, the council is removing bureaucracy, challenging inefficiency and strengthening its ability to deliver across every mission.

Every improvement in governance, programme management and operational performance serves one purpose: accelerating delivery for residents.

By building a sharper, more agile and future-ready organisation, Harlow Council is proving what ambitious local government can achieve and ensuring the rebirth of our New Town is not simply promised, but delivered.



# This year, we will:

➤ **Build a high-performing council workforce equipped to deliver excellence.**

Investing in skills, leadership and innovation to create a culture that is ambitious, agile and focused on outcomes for residents.

➤ **Harness innovation, technology and data to transform how the council operates.** Delivering faster, more effective and more responsive services through smarter systems and insight-led decision making.

➤ **Drive a one-team culture of continuous improvement and relentless action across the council.** Challenging inefficiency, raising standards and embedding accountability to ensure the council performs at its very best every day.

➤ **Remove bureaucracy, inefficiency and barriers that distract from delivering our missions for Harlow.**

Modernising the council through smarter technology, streamlined processes and future-ready ways of working that enable faster delivery, greater innovation and stronger outcomes for residents.

➤ **Strengthen the council's Programme Management Office to drive delivery, assurance and innovation across all six missions.**

Providing a single view of progress, risk, finance and opportunity to accelerate delivery, strengthen accountability and keep Building Harlow's Future on track.





# TRANSFORM

*our council*

**Transforming the council is fundamental to delivering the rebirth of Harlow as a New Town for a new generation. The scale of ambition set out in Building Harlow's Future demands a council that is bold in its thinking, disciplined in its delivery and unapologetically focused on results.**

The first year of Building Harlow's Future demonstrated what can be achieved through strong leadership, financial discipline and a willingness to challenge outdated ways of working. Harlow Council is becoming faster, sharper and more responsive, embracing innovation, technology and modern governance to improve services, strengthen accountability and deliver better value for money for residents.

**Harlow was founded on bold ideas and national ambition.**



This transformation goes far beyond internal reform. It is about building a confident and outward-looking council that champions Harlow's interests, tells the story of the town with pride and ambition, and works alongside residents, businesses and public services to unlock aspiration and opportunity across every community.

At its heart, this mission is about proving what modern local government can achieve when driven by purpose, ambition and belief in place.

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**That same spirit now defines the council leading its next chapter: dynamic, innovative and relentlessly focused on delivering the rebirth of our New Town.**



# This year, we will:



# TRANSFORM 04



**Continue to freeze council tax through rigorous financial discipline whilst delivering our budget in full.** Driving bold investment, greater efficiency and stronger value for money to deliver our promises for Harlow's future.



**Transform every council communication to reflect the modern, bold council Harlow has become.** Delivering a confident, consistent and professional council voice that tells Harlow's story with pride, ambition and purpose.



**Deliver a modern, fast and responsive customer experience fit for a reborn New Town.** Harnessing innovation, smart technology and modern ways of working to make every interaction quicker, easier and centred on residents.



**Deliver a landmark programme of historic events that celebrates Harlow and inspires a new era for our town.** Bringing our town together with pride, optimism and renewed confidence in Harlow's future.



**Champion Harlow's strong local leadership and the town's right to shape its own future.** Protecting local decision-making and maintaining relentless focus on delivering the rebirth of our New Town.



**Lead a new era of partnership working to drive the rebirth of Harlow.** Uniting public services, anchor organisations and local partners behind a shared mission to raise aspiration, expand opportunity and improve life chances for every resident.



**Embed our modern governance framework to strengthen leadership, accountability and faster decision-making.** Ensuring robust, transparent and agile governance that drives delivery, innovation and results at pace.



**Continue the transformation of council and HTS housing and environment services to achieve industry leading standards.** Driving higher standards, smarter operations and greater efficiency to deliver outstanding services residents can be proud of.



**Capture and share the story, emotion and scale of rebuilding Harlow as a New Town for a new generation.** Inspiring pride, confidence, aspiration and belief in Harlow's next chapter and the opportunities it will create for every resident.



**Strengthen contract management, shareholder governance and the performance of the council's companies and commercial operations.** Maximising value, accountability and commercial opportunity to support investment and delivery across Harlow's transformation.



**Position Harlow Council as a national leader in modern local government.** Setting new standards in innovation, delivery and transformation as the council leading the rebirth of a New Town.



# REBUILD

*our town*

## Harlow is undergoing the most ambitious rebuilding programme in its history.



This is not simply regeneration; it is the rebirth of a New Town for a new generation. Building on the momentum of the first year of Building Harlow's Future, the council is driving forward a once-in-a-generation transformation that is reshaping the town centre, renewing neighbourhoods and restoring belief in Harlow's future.

Backed by record levels of investment and a clear long-term vision, **Harlow is once again becoming a town that reflects the boldness and ambition on which it was founded.**

New homes, major regeneration schemes, revitalised neighbourhood centres, modern infrastructure and renewed public spaces are laying the foundations for a town that is vibrant, confident and future-ready.

This mission goes beyond bricks and mortar. It is about creating places people are proud of: thriving neighbourhoods, attractive streets, bold architecture and a town centre that becomes a destination for living, leisure, business and culture. Every intervention is focused on ensuring no part of Harlow is left behind and that the benefits of regeneration are felt in every neighbourhood and community.

At the heart of this transformation is a determination to restore Harlow's identity as one of Britain's great New Towns: ambitious in design, rich in character and full of opportunity.

By combining bold regeneration with strong stewardship and civic pride, Harlow is not just rebuilding its town centre and neighbourhoods; it is helping set a new national standard for modern New Town renewal.

# This year, we will:



**Successfully deliver our record £93 million Non-Housing Capital Programme.** This investment will transform Harlow through major regeneration, new infrastructure and ambitious projects that drive forward the rebirth of our New Town.



**Revitalise neighbourhood shopping centres, hatches and local high streets to their former glory.** Restoring pride, character and community life through renewed shopfronts, greener and more attractive public realm, and the right mix of quality local businesses and everyday conveniences residents want to see.



**Enable a new wave of housebuilding that gives local people the homes and opportunities they deserve.** Creating high-quality homes, stronger neighbourhoods and new opportunities for residents to have a stake in Harlow's rebirth.



**Drive forward and complete the major regeneration schemes already transforming Harlow.** Delivering high-quality homes, new opportunities and landmark developments that accelerate the rebirth of our New Town.



**Commence the next phase of town centre regeneration schemes.** Transforming every part of the town centre with high-quality homes, commercial, leisure and public spaces that drive investment, confidence and the rebirth of our New Town.



**Ensure the town centre has the infrastructure and connectivity needed to thrive.** Delivering modern transport links, new car parking and improved accessibility to support a vibrant, growing and successful town centre.



**Transform the management, stewardship and presentation of Harlow town centre.** Delivering cleaner, safer and better-managed public spaces and properties that create a town centre residents can take pride in.



**Bring new life and energy to the town centre with the attractions, experiences and activities people want to see.** Creating a vibrant destination with new shops, leisure, hospitality, entertainment experiences that draw people into Harlow throughout the day and evening.



**Ensure the rebirth of Harlow creates opportunity and pride in every neighbourhood.** Spreading regeneration, investment and opportunity across the whole town so every resident benefits from Harlow's renaissance.



**Champion Harlow's heritage, bold New Town architecture and high-quality design as we shape the future of our town.** Creating beautiful places and developments that restore pride in Harlow's character, respect its past and build a modern New Town fit for a new generation.



# INVEST

*in our housing*

Housing is one of the council's most important responsibilities and one of the clearest tests of whether Building Harlow's Future is delivering real change for residents.

**With more than 9,000 council homes and almost a third of Harlow residents living in one of them, the council has both a profound responsibility and a determination to ensure tenants and leaseholders receive the quality homes and services they deserve.**

The first year of Building Harlow's Future made clear that the council is no longer willing to accept declining standards, underinvestment or poor performance in housing services. The challenge set by residents and the Regulator of Social Housing has been accepted in full and the council is now driving one of the most ambitious housing improvement programmes in its history.

Backed by record levels of investment, housing services are being fundamentally reshaped around higher standards, stronger accountability and a relentless focus on tenants and leaseholders. From modernising homes and accelerating repairs to improving housing management, tackling anti-social behaviour and strengthening resident engagement, every part of the housing service is being transformed to deliver safer homes, better neighbourhoods and greater confidence in the council as a landlord.

This mission is about far more than compliance. It is about restoring pride in council housing, ensuring residents feel listened to and respected, and building housing services that are modern, responsive and fit for the future.

By combining unprecedented investment with a determination to raise standards across every aspect of housing delivery, Harlow Council is helping redefine what residents should expect from a social landlord and ensuring the rebirth of our New Town is felt in every home and neighbourhood.

# This year, we will:

➤ **Embed a whole-council commitment to meeting and exceeding the Consumer Standards across our housing services at C1 standard.** Driving a culture of accountability, quality and resident focus to deliver safer homes, better services and higher standards tenants and leaseholders can trust.

➤ **Further improve the allocation of council homes to ensure they are fair, efficient and focused on local people.** Delivering faster lettings, better use of housing stock and a more transparent approach that gives Harlow residents greater opportunity to access a council home.

➤ **Modernise housing management to deliver stronger support for tenants and higher standards.** Providing more responsive services, clearer accountability and a tougher approach to anti-social behaviour caused by tenants to ensure residents feel safe, supported and proud of where they live.

➤ **Continue to improve repairs and maintenance services across our housing stock.** Delivering faster response times, higher-quality repairs and more reliable services that tenants can depend on.

➤ **Successfully deliver Harlow's record-breaking Housing Capital Programme.** Investing more than £190 million to modernise council homes, improve quality and safety, and ensure every tenant sees the benefit of this unprecedented investment.

➤ **Ensure council homes are re-let quickly and to a high standard.** Reducing turnaround times for empty homes through faster repairs, higher-quality preparation and a more efficient lettings process that gets homes ready for new tenants without delay.

➤ **Achieve C1 compliance with the Safety and Quality Standard across our housing services.** Ensuring every tenant lives in a safe, well-maintained and decent home, with faster repairs, stronger compliance and higher standards across every aspect of housing quality and safety.

➤ **Achieve C1 compliance with the Transparency, Influence and Accountability Standard across our housing services.** Ensuring tenants are listened to, treated with fairness and respect, and provided with clear information, stronger engagement and greater confidence in how their housing services are delivered.

➤ **Achieve C1 compliance with the Tenancy Standard across our housing services.** Ensuring tenants receive fair, secure and well-managed tenancies, with stronger support, clearer processes and a more responsive approach to allocations, lettings and tenancy sustainment.

➤ **Achieve C1 compliance with the Neighbourhood and Community Standard across our housing services.** Creating safer, cleaner and better-managed neighbourhoods through stronger action on anti-social behaviour, improved shared spaces and closer partnership working with residents and agencies.

➤ **Continue to implement our Homelessness and Rough Sleeping Strategy (2025–2030).** Reducing homelessness, preventing rough sleeping and providing stronger support to help vulnerable residents into safe and stable housing.

➤ **Put tenants and leaseholders at the heart of housing services.** Building more meaningful partnerships with residents through better communication, stronger accountability and greater involvement in shaping services and decisions.

# RENEW

## *our neighbourhoods*

Harlow's neighbourhoods are the foundation of the New Town and the beating heart of community life.

**From the very beginning, Harlow was designed with ambition and purpose: green spaces woven through neighbourhoods, welcoming local centres, beautifully maintained streets and places where families could thrive and communities could flourish.**

That vision, and the immaculate standards maintained during the Development Corporation era, made Harlow one of the most pioneering and admired New Towns in the country.

Over time, however, too many neighbourhoods suffered from decline, neglect and falling standards. Streets and public spaces that once inspired pride became blighted by litter, overgrown vegetation, deteriorating infrastructure and environmental neglect.

Building Harlow's Future is reversing that decline with a renewed determination to restore pride, beauty and standards across every part of the town.

This mission is about far more than maintenance. It is about returning Harlow to the quality, care and ambition that originally defined the New Town while renewing the everyday environments people experience in their daily lives. Through cleaner streets, restored green spaces, revitalised estates and visible environmental improvements, the council is bringing Harlow's neighbourhoods back to life and restoring Development Corporation-era standards across the town.

At the heart of this work is a determination to create neighbourhoods fit for the future: greener, cleaner, safer and more attractive places where residents can thrive and communities can grow stronger.

**By driving up standards and delivering visible change, Harlow is once again becoming a town people are proud to call home.**

# This year, we will:



**Restore immaculate standards of street cleanliness and appearance across Harlow.** Delivering cleaner streets, rapid removal of litter and environmental blight, and neighbourhoods residents can once again take pride in.



**Continue our successful Open Parking Programme.** We will create even more new parking spaces in our neighbourhoods to continue to reduce congestion and tackle the blight of antisocial behaviour.



**Restore grounds maintenance services to Development Corporation-era standards.** Reviving the quality, care and ambition Harlow was originally designed with through beautifully maintained green spaces and neighbourhood environments.



**Deliver the next phase of the Neighbourhood Renewal Programme across Harlow.** Transforming underpasses, playgrounds and other prominent community spaces to restore pride, improve appearance and renew confidence in our neighbourhoods.



**Enhance green spaces, trees, ponds and wildlife across every neighbourhood.** Enabling biodiversity, protecting natural habitats and creating greener, healthier and more beautiful environments for residents and nature.



**Deepen our programme to tackle the maintenance gaps left by Essex County Council – and ensure they pay their fair share.** Improving the upkeep of kerbs, signage, road markings, drainage and street furniture while taking a tougher approach to clutter and visual blight to bring pride back to our neighbourhoods.



**Roll out a comprehensive vegetation management programme to open Harlow back up and restore the appearance of our neighbourhoods.** Removing overgrown, self-seeded and failing vegetation while creating cleaner, greener and more attractive open spaces that reflect the original vision of our New Town.



**Deliver a town-wide programme to transform Harlow's roundabouts into landmarks the town can be proud of.** Creating striking, beautifully maintained gateways and green spaces that enhance Harlow's image and put our New Town back on the map.



**Extend and enhance our Rapid Estate Enhancement Programme across Harlow's neighbourhoods.** Restoring long-neglected estates through visible improvements that renew pride, improve appearance and enable residents feel proud of where they live once again.



# SECURE

*our future*

Harlow is entering a defining chapter in its history: emerging as one of the UK's fastest-growing towns and a national exemplar for future-ready living, opportunity and ambition.

**Building Harlow's Future is ensuring this growth is not simply about expansion, but about creating a stronger, more prosperous and more connected town where every resident can share in the opportunities being created.**



With its strategic location at the heart of the UK Innovation Corridor, Harlow is uniquely placed to attract investment, drive innovation and secure long-term prosperity. Major infrastructure improvements, stronger transport connectivity, sustainable travel, investment in skills and support for local enterprise are helping create a town that is competitive, forward-looking and ready to lead in the industries and opportunities of the future.

This mission is about ensuring Harlow's growth works for residents: raising aspirations, expanding opportunity and improving quality of life across every community. From supporting young people and tackling unemployment to attracting new investment and strengthening transport links, every intervention is designed to help residents access the opportunities created by Harlow's transformation.

At the heart of this vision is a determination to ensure Harlow's future is shaped with confidence, ambition and belief in what this town can become.

By combining innovation, investment and inclusive growth,

**Harlow is becoming a town that not only attracts opportunity, but creates it: a modern New Town built for future generations and helping lead a new era of British town renewal.**



# This year, we will:



**Launch our London-style cycle hire scheme to offer new ways to move around the town.** Expanding travel options, improving connectivity across Harlow and reigniting use of Harlow's famous cycle track network.



**Radically expand opportunities, activities and experiences for Harlow's young people.** Inspired by the spirit of Harlow's pioneering Playschemes, creating more places and opportunities for young people to play, thrive, develop and feel inspired about their future.



**Take bold action to improve Harlow's transport infrastructure and connectivity.** Championing better public transport, improved connections and modern travel solutions to ease congestion, make Harlow better connected, more accessible and fit for the future.



**Launch an Every Child Can programme to unlock opportunity and aspiration for every young person in Harlow.** Ensuring every child can access experiences, support and opportunities that help them thrive, succeed and fulfil their potential.



**Launch a major workplace and skills programme to tackle unemployment and expand opportunity.** Drawing on the best of apprenticeships, work placements and practical training to ensure every resident can gain the skills, experience and pathways needed to secure good jobs and successful futures.



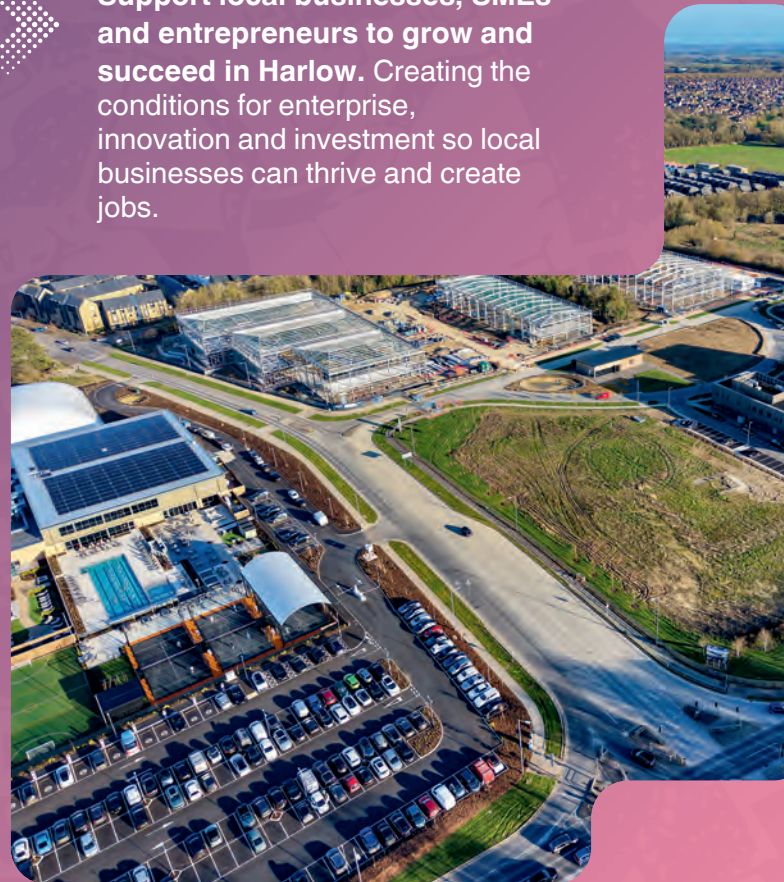
**Attract the public and private sector investment needed to secure Harlow's future.** Leveraging Harlow's strategic location, investable opportunities and position at the heart of the UK Innovation Corridor to drive growth, create jobs and unlock a new era of opportunity and prosperity.



**Ensure Harlow's growth delivers real benefits for existing residents and communities.** Championing Harlow's interests to secure the homes, jobs, infrastructure and opportunities our town needs while standing firm where growth does not work for residents.



**Support local businesses, SMEs and entrepreneurs to grow and succeed in Harlow.** Creating the conditions for enterprise, innovation and investment so local businesses can thrive and create jobs.



# PROTECT

*our communities*

**Crime, anti-social behaviour and environmental disorder have no place in the future Harlow is building.**



Residents have been clear that they want to feel safe, protected and proud of their communities and Building Harlow's Future is responding with a far more robust, visible and uncompromising approach to community safety and enforcement.

This mission is built on a simple principle: Harlow will not be a soft touch. Those who blight neighbourhoods, intimidate residents, exploit communities or undermine standards will face relentless enforcement action. Through stronger partnership working with Essex Police and other agencies, expanded CCTV coverage, intelligence-led operations and tougher enforcement powers, the council is taking decisive action to restore order, safety and confidence across the town.

But this mission is about more than enforcement alone. It is about rebuilding respect for neighbourhoods, public spaces and community life. From tackling rogue landlords and environmental crime to supporting safer streets and a stronger night-time economy, the council is driving up standards and creating communities where residents feel secure and protected.

At the same time, the council recognises that lasting change requires prevention as well as enforcement. By working closely with schools, families, charities and local organisations, Harlow is taking action to address the root causes of crime and anti-social behaviour and build stronger, more resilient communities for the future.

**This is a step-change in how Harlow protects its residents: tougher, smarter and more visible. A council that backs those who respect the rules, stands firmly with communities and is unapologetically determined to restore pride, safety and order across every part of the town.**

## This year, we will:



**Ruthlessly target enforcement action against those who blight Harlow and make life a misery for residents.** Taking a zero-tolerance approach to crime, anti-social behaviour and environmental offences to restore safety, order and pride across our town.



**Deliver a modern, integrated and industry-leading CCTV network across Harlow.** Expanding high-definition coverage, smart monitoring and rapid-response capabilities to deter crime, support enforcement and keep residents safe.



**Establish and implement a structured Community Payback Programme.** This will include visible reparation from offenders while delivering real benefits to our neighbourhoods by contributing to the community projects.



**Introduce a selective licensing scheme for private rented homes across Harlow.** Driving up standards, tackling exploitation and overcrowding, and cracking down on criminal and rogue landlords who undermine our communities.



**Implement a relentless zero-tolerance approach to environmental and neighbourhood enforcement across Harlow.** Ruthlessly tackling fly-tipping, abandoned vehicles, illegal business activity, untidy land and nuisance behaviour to restore pride, order and respect in every neighbourhood.



**Transform licensing services to support the rebuilding of the town centre and night-time economy.** Enabling high-quality venues, entertainment and hospitality to thrive while driving up standards, safety and confidence across the town.



**Take back control of neighbourhoods and public spaces affected by crime and anti-social behaviour.** Delivering targeted interventions and long-term community action to restore safety, confidence and pride in the areas most affected.



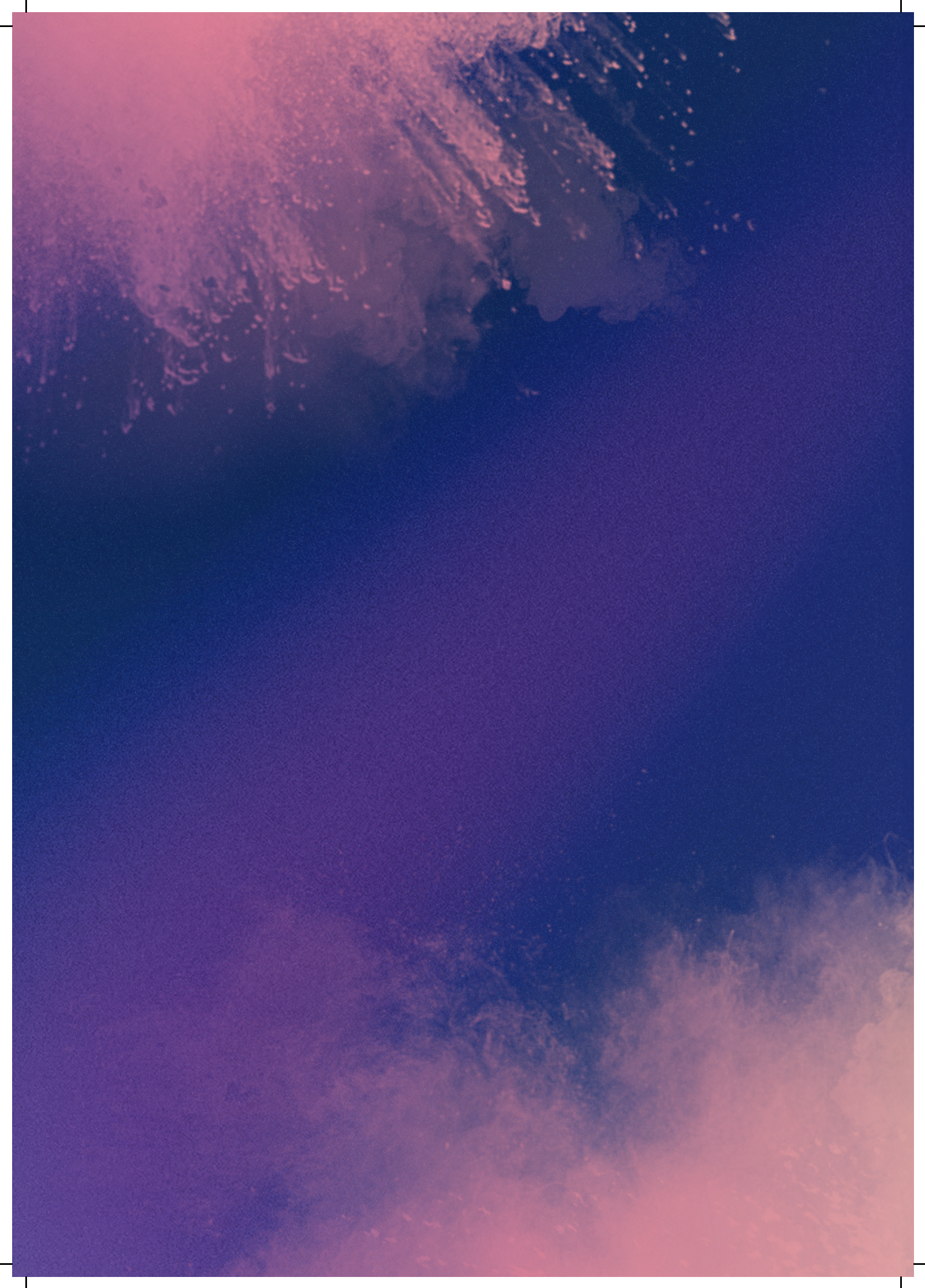
**Strengthen joint working with Essex Police and partner agencies to keep Harlow safe.** Delivering coordinated enforcement, intelligence-sharing and visible action to tackle crime and protect communities.



**Tackle the root causes of crime and anti-social behaviour through prevention and early intervention.** Working with schools, families, charities and communities to divert people away from crime and build stronger neighbourhoods.



**Build a modern intelligence-led enforcement and community safety operation.** Using data, technology and partnership working to target crime hotspots and deploy resources where they have the greatest impact.





*Now*  
**LET'S GET  
THE JOB  
DONE.**



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