

COUNCIL AGENDA

ORDINARY COUNCIL MEETING

Wednesday 1 November 2023



The Mayor – Councillor Patricia Quigley
Deputy Mayor – Councillor Daryl Brown

ADDISON

Jacolyn Daly (L)
Ross Melton (L)

AVONMORE

Laura Janes (L)
David Morton (I)

BROOK GREEN

Stala Antoniades (L)
Adam Peter Lang (L)

COLLEGE PARK & OLD
OAK

Wesley Harcourt (L)
Bora Kwon (L)
Alexandra Sanderson (L)

CONINGHAM

Lisa Homan (L)
Rowan Ree (L)
Rory Vaughan (L)

FULHAM REACH

Lucy Richardson (L)
Omid Miri (L)
Nikos Souslous (L)

FULHAM TOWN

Victoria Brocklebank-
Fowler (C)
Andrew Dinsmore (C)

GROVE

Stephen Cowan (L)
Helen Rowbottom (L)

HAMMERSMITH
BROADWAY

Emma Apthorp (L)
Patricia Quigley (L)

LILLIE

Ben Coleman (L)
Sharon Holder (L)

MUNSTER

Adronie Alford (C)
Alex Karmel (C)
Dominic Stanton (C)

PALACE & HURLINGHAM

Aliya Afzal-Khan (C)
Jackie Borland (C)
Amanda Lloyd-Harris (C)

PARSONS GREEN &
SANDFORD

Jose Afonso (C)
Adrian Pascu-Tulbure (C)

RAVENSCOURT

Liz Collins (L)
Patrick Walsh (L)

SANDS END

Paul Alexander (L)
Ashok Patel (L)
Ann Rosenberg (L)

SHEPHERDS BUSH
GREEN

Zarar Qayyum (L)
Mercy Umeh (L)

WALHAM GREEN

Trey Campbell-Simon (L)
Genevieve Nwaogbe (L)

WENDELL PARK

Rebecca Harvey (L)
Asif Siddique (L)

WEST KENSINGTON

Daryl Brown (L)
Florian Chevoppe-Verdier
(L)
Sally Taylor (L)

WHITE CITY

Andrew Jones (L)
Natalia Perez (L)
Frances Umeh (L)

WORMHOLT

Max Schmid (L)
Nicole Trehy (L)

SUMMONS

Councillors of the London Borough of
Hammersmith & Fulham
are requested to attend the
Meeting of the Council on
Wednesday 1 November 2023
at 3 Shortlands, W6 8DA

The Council will meet at 7.00pm

You can watch the meeting live on YouTube:

[youtube.com/hammersmithandfulham](https://www.youtube.com/hammersmithandfulham)

This meeting is open to the public, but spaces are limited. Please contact David.Abbott@lbhf.gov.uk if you would like to attend.

24 October 2023
3 Shortlands
Hammersmith, W6 8DA

Sharon Lea
Chief Executive

Full Council Agenda

1 November 2023

<u>Item</u>		<u>Pages</u>
1.	APOLOGIES FOR ABSENCE	
2.	DECLARATIONS OF INTERESTS	
	<p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>	
3.	MINUTES	7 - 26
	<p>To approve the minutes of the Council meeting held on 12 July 2023 as an accurate record.</p>	
4.	MAYOR'S/CHIEF EXECUTIVE'S ANNOUNCEMENTS	
5.	YOUTH COUNCIL	
6.	PUBLIC QUESTIONS (20 MINUTES)	27 - 30
	<p>The Leader/relevant Cabinet Member to reply to questions submitted by members of the public.</p>	

7.	ITEMS FOR DISCUSSION/COMMITTEE REPORTS	
7.1	THE H&F ACADEMY	31 - 46
	This report outlines the performance of the H&F Academy and the impact of the services being delivered for our residents, employees and the organisation.	
7.2	YOUTH JUSTICE PLAN 2023/24	47 - 133
	This item presents the Youth Justice Plan for approval. The Plan sets out how the Council will work with partnership agencies and local communities to keep children and young people in the borough safe and support them to reach their full potential.	
7.3	ADOPTION OF THE LONDON LOCAL GOVERNMENT ANTI-RACIST STATEMENT	134 - 139
	This report presents the London Local Government Anti-Racist Statement for adoption by Full Council.	
7.4	ALLOCATION OF SEATS AND PROPORTIONALITY ON COMMITTEES	140 - 144
	This report presents the proportional division of seats on the standing committees for noting.	
7.5	COMMITTEE MEMBERSHIP AMENDMENTS	145
	The Council is asked to approve amendments to committee memberships for the remainder of the 2023/24 Municipal Year.	
7.6	TREASURY MANAGEMENT STRATEGY STATEMENT AMENDMENT	146 - 185
	This report asks Council to approve a minor addition to the Council's borrowing strategy to allow greater flexibility in the Council's borrowing options and ensure that the most appropriate borrowing at the best rate available is being achieved.	
7.7	REVIEW OF THE CONSTITUTION	186 - 205
	This report recommends updates to the Council's Constitution.	
7.8	APPOINTMENTS TO OUTSIDE BODIES (AMENDMENTS)	206
	The Council is asked to approve amendments to Outside Bodies appointments.	
8.	SPECIAL MOTIONS	
	To consider and determine any Special Motions:	

8.1	SPECIAL MOTION 1 - CALLING ON FULHAM'S MEMBER OF PARLIAMENT, GREG HANDS, TO APOLOGISE FOR THE "JINGLE AND MINGLE" LOCKDOWN PARTY ON HIS WATCH	207 - 208
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COUNCIL MINUTES

ORDINARY COUNCIL MEETING

WEDNESDAY 12 JULY 2023



PRESENT

The Mayor Councillor Patricia Quigley
Deputy Mayor Councillor Daryl Brown

Councillors:

Jose Afonso	Sharon Holder	Rowan Ree
Aliya Afzal-Khan	Lisa Homan	Lucy Richardson
Paul Alexander	Laura Janes	Helen Rowbottom
Adronie Alford	Alex Karmel	Alex Sanderson
Stala Antoniadis	Bora Kwon	Max Schmid
Jackie Borland	Adam Peter Lang	Asif Siddique
Victoria Brocklebank-Fowler	Amanda Lloyd-Harris	Dominic Stanton
Trey Campbell-Simon	Ross Melton	Sally Taylor
Florian Chevoppe-Verdier	Omid Miri	Nicole Trehy
Ben Coleman	David Morton	Frances Umeh
Liz Collins	Genevieve Nwaogbe	Mercy Umeh
Stephen Cowan	Adrian Pascu-Tulbure	Rory Vaughan
Jacolyn Daly	Ashok Patel	Patrick Walsh
Andrew Dinsmore	Natalia Perez	
Wesley Harcourt	Zarar Qayyum	

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Ann Rosenberg, Andrew Jones Nikos Souslous, Emma Apthorp and Rebecca Harvey.

Councillors Asif Siddique and Zarar Qayyum joined the meeting remotely.

2. DECLARATIONS OF INTERESTS

Councillor Rory Vaughan declared a non-pecuniary interest in item 6.1, Special Motion 1 – Hammersmith & Fulham Pension Fund, due to his employment as a financial regulator. He left the room for the duration of the item.

3. MINUTES

The minutes of the Annual and Special Council meetings held on 24 May 2023 were approved as accurate records.

4. MAYOR'S/CHIEF EXECUTIVE'S ANNOUNCEMENTS

King's Official Birthday Honours List 2023

The Mayor noted the Council's congratulations to the following people who were recognised in the King's Birthday Honours list for their outstanding achievements.

Professor Peter Barnes FRS, Professor of Thoracic Medicine at Imperial College London, was awarded a Knighthood for services to Respiratory Science.

David Buxton, Chief Executive Officer, Action on Disability and lately Chair, British Deaf Association was awarded an OBE for services to the Deaf and British Sign Language Communities.

Patricia Longdon - Chair, Strategic Lay Forum at Imperial College Healthcare NHS Trust was awarded an MBE for services to Health and Social Care.

Brenda Deo-Campo, Ward Manager, Acute Medicine at Imperial College Healthcare NHS Trust was awarded an MBE for services to Nursing.

Mark Younger was awarded an BEM for services to the community in Parsons Green.

The Mayor then led a round of applause to thank them for their hard work and contributions.

5. PUBLIC QUESTIONS (20 MINUTES)

The Mayor thanked the residents who submitted questions. Questions 1, 3, 5, and 6 were addressed in the meeting. The Mayor explained that any questions not addressed in the meeting would receive written responses. All questions and responses to them can be found in Appendix 1.

6. SPECIAL MOTIONS

7.32pm – Councillor Karmel addressed the meeting and asked that Special Motion 5 take precedence on the agenda.

Councillor Schmid moved, under Standing Order 15(e)3, that the Special Motions listed in the agenda be taken in the following order: 5, 8, 7, 6, 9, 1, 2, 3, 4. Councillor Genevieve Nwaogbe seconded the motion, and it was agreed.

6.5 Special Motion 5 - Support for South Fulham businesses

7.34pm – Councillor Jose Afonso moved, seconded by Councillor Adrian Pascu-Tulbure, the special motion in their names:

“This Council notes with alarm the closure of Wandsworth Bridge this summer, which will be the second of three bridges serving the Borough to be closed to traffic. This Council calls upon the Administration to work constructively with Wandsworth Council to ensure the works to take place as swiftly as possible, offer a business rates rebate for businesses affected, and lift traffic restrictions for the duration of the works, so businesses can make up the loss in customers from Wandsworth by allowing people to come in from other boroughs.”

Speeches on the special motion were made by Councillors Afonso and Pascu-Tulbure (for the Opposition).

Under Standing Order 15(e)(6), Councillor Sharon Holder moved, seconded by Councillor Ben Coleman, an amendment:

“Delete after “This Council” and replace with:

- Notes with concern the impending 10-week closure by Wandsworth Council of Wandsworth Bridge due to essential safety work.*
- Resolves to work constructively with Wandsworth Council to ensure the works are completed as swiftly as possible.*
- Recognises the difficulties that the closure will cause for South Fulham businesses already dealing with the worst cost-of-living crisis in memory caused by the Conservative government’s economic failures.*
- Welcomes the announcement of the new business visitor access permit which enables businesses to give free access through the Clean Air Neighbourhood cameras for shoppers, staff and deliveries.*
- Notes that 60 businesses have already taken advantage of the new business visitor access permit and around 2,000 visits per month have been authorised using the bespoke RingGo codes provided to businesses and business parks from the early days of the trial.*
- Notes the introduction of extra shopper parking bays and e-cargo bikes to support businesses and the suspension of the Imperial Road camera to enable visitors without permits to have easier access to Wandsworth Bridge Road businesses during the bridge closure.*
- Notes the continued support of residents for the South Fulham Clean Air Neighbourhood and the view of traffic experts that suspending the scheme during the closure of Wandsworth Bridge would lead to large amounts of traffic on residential roads that are benefiting from the Clean Air Neighbourhood.*
- Commits to working closely with businesses to develop further measures to enable customers to access businesses in South Fulham during the closure of Wandsworth Bridge.*
- Notes that the government sets business rates, which councils are required to collect in full and hand over to the government, and that if councils offer rebates*

they still have to pay the full sum to the government; and therefore calls on the area's Member of Parliament, Greg Hands, to press the government to introduce a targeted business rates relief scheme for South Fulham businesses affected by the Wandsworth Bridge's closure."

Speeches on the amendment were made by Councillors Holder, Coleman, Ree, and Cowan (for the Administration) – and Councillor Dinsmore (for the Opposition). The amendment was then put to the vote:

FOR	31
AGAINST	10
NOT VOTING	0

The amendment was declared **CARRIED**.

Councillor Afonso then made a speech winding up the debate. During the speech, the Mayor suspended the meeting for 10 minutes due to an interruption from the public gallery. When the meeting resumed, Councillor Afonso finished his speech and the amended motion was put to the vote. Opposition Councillors requested a named vote.

FOR	AGAINST	NOT VOTING
Alexander	Afonso	
Antoniades	Afzal-Khan	
Brown	Alford	
Campbell-Simon	Borland	
Chevoppe-Verdier	Brocklebank-Fowler	
Coleman	Dinsmore	
Collins	Karmel	
Cowan	Lloyd-Harris	
Daly	Pascu-Tulbure	
Harcourt	Stanton	
Holder		
Homan		
Janes		
Kwon		
Lang		
Melton		
Miri		
Nwaogbe		
Patel		
Perez		
Ree		
Richardson		
Rowbottom		
Sanderson		
Schmid		
Taylor		
Trehy		
Umeh (Frances)		
Umeh (Mercy)		

Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

Vaughan Walsh		
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FOR	31
AGAINST	10
NOT VOTING	0

The amended motion was declared **CARRIED**.

8.24pm – RESOLVED

This Council:

- Notes with concern the impending 10-week closure by Wandsworth Council of Wandsworth Bridge due to essential safety work.
- Resolves to work constructively with Wandsworth Council to ensure the works are completed as swiftly as possible.
- Recognises the difficulties that the closure will cause for South Fulham businesses already dealing with the worst cost-of-living crisis in memory caused by the Conservative government's economic failures.
- Welcomes the announcement of the new business visitor access permit which enables businesses to give free access through the Clean Air Neighbourhood cameras for shoppers, staff and deliveries.
- Notes that 60 businesses have already taken advantage of the new business visitor access permit and around 2,000 visits per month have been authorised using the bespoke RingGo codes provided to businesses and business parks from the early days of the trial.
- Notes the introduction of extra shopper parking bays and e-cargo bikes to support businesses and the suspension of the Imperial Road camera to enable visitors without permits to have easier access to Wandsworth Bridge Road businesses during the bridge closure.
- Notes the continued support of residents for the South Fulham Clean Air Neighbourhood and the view of traffic experts that suspending the scheme during the closure of Wandsworth Bridge would lead to large amounts of traffic on residential roads that are benefiting from the Clean Air Neighbourhood.
- Commits to working closely with businesses to develop further measures to enable customers to access businesses in South Fulham during the closure of Wandsworth Bridge.
- Notes that the government sets business rates, which councils are required to collect in full and hand over to the government, and that if councils offer rebates they still have to pay the full sum to the government; and therefore calls on the area's Member of Parliament, Greg Hands, to press the government to introduce a targeted business rates relief scheme for South Fulham businesses affected by the Wandsworth Bridge's closure.

Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

6.8 Special Motion 8 - Celebrating the Windrush Generation

8.24pm – Councillor Sharon Holder moved, seconded by Councillor Mercy Umeh, the special motion in their names:

“The council notes that 22 June 2023 marked the 75th anniversary of the arrival of MV Empire Windrush in the UK, a day celebrated locally by a special event on Shepherd’s Bush Green.

This council gives thanks:

- To the Windrush Generation, who came from the Caribbean to help Britain rebuild following the Second World War.*
- To the many thousands of Caribbean men and women who had previously volunteered to serve in the British Armed Forces during the Second World War.*
- To those of the Windrush Generation who played an invaluable role serving in the newly established NHS.*
- To those of the Windrush Generation who contributed immensely to modern British culture, bringing and enhancing a wide range of music—including Jazz, Soca and Reggae—as well as dance and other arts.*
- To the many members of the Windrush Generation who made their homes in Hammersmith and Fulham, contributing greatly to the area’s economy, public services and culture.*

The council further commends the extraordinary resilience of this pioneering generation, who faced discrimination not only when they first arrived but also up to and through the period marked by the Government’s pernicious Hostile Environment Policy, which led to the injustice of the Windrush Scandal.

The council calls on the Government to move urgently to reform the Windrush Compensation Scheme – making it transparent, fair and fit for purpose – and ensure that British people of colour will never again be victimised by the very authorities that are meant to protect and serve them.”

Speeches on the special motion were made by Councillors Holder, Mercy Umeh, Lang, Chevoppe-Verdier, Patel, and Antoniadis (for the Administration) – and Councillors Lloyd-Harris and Borland (for the Opposition).

Councillor Holder made a speech winding up the debate before the motion was put to the vote:

FOR	UNANIMOUS
AGAINST	0
NOT VOTING	0

The motion was declared **CARRIED**.

9.05pm – RESOLVED

The council notes that 22 June 2023 marked the 75th anniversary of the arrival of MV Empire Windrush in the UK, a day celebrated locally by a special event on Shepherd's Bush Green.

This council gives thanks:

- To the Windrush Generation, who came from the Caribbean to help Britain rebuild following the Second World War.
- To the many thousands of Caribbean men and women who had previously volunteered to serve in the British Armed Forces during the Second World War.
- To those of the Windrush Generation who played an invaluable role serving in the newly established NHS.
- To those of the Windrush Generation who contributed immensely to modern British culture, bringing and enhancing a wide range of music—including Jazz, Soca and Reggae—as well as dance and other arts.
- To the many members of the Windrush Generation who made their homes in Hammersmith and Fulham, contributing greatly to the area's economy, public services and culture.

The council further commends the extraordinary resilience of this pioneering generation, who faced discrimination not only when they first arrived but also up to and through the period marked by the Government's pernicious Hostile Environment Policy, which led to the injustice of the Windrush Scandal.

The council calls on the Government to move urgently to reform the Windrush Compensation Scheme – making it transparent, fair and fit for purpose – and ensure that British people of colour will never again be victimised by the very authorities that are meant to protect and serve them.

NOTE: The Mayor suspended the meeting for a comfort break.

6.7 **Special Motion 7 - The Government's broken promise to refurbish and rebuild Charing Cross, Hammersmith and St Mary's hospitals by 2030**

9.20pm – Councillor Ben Coleman moved, seconded by Councillor Rowan Ree, the special motion in their names:

"This Council:

- *Regrets the statement by the Secretary of State for Health and Social Care, Stephen Barclay, in the House of Commons on 25 May 2023 that Charing Cross Hospital, Hammersmith and St Mary's Hospitals are no longer on the*

list of 40 hospitals to be refurbished or rebuilt by 2030 but instead “may now fully complete construction after 2030”.

- *Notes that this breaks the pledge given by the Conservative government in 2019 to refurbish and rebuild Charing Cross, Hammersmith and St Mary’s Hospitals by 2030 as part of the New Hospitals Programme.*
- *Notes that the well-respected Professor Tim Orchard, chief executive of Imperial College Healthcare NHS Trust, which runs Charing Cross, Hammersmith and St Mary’s, said the Health Secretary’s statement was “clearly disappointing” and “hugely damaging for the health and healthcare of hundreds of thousands of people”.*
- *Notes that Professor Orchard also said the statement “does not reflect our understanding of next steps on the urgently needed redevelopment of our hospitals”; and notes that Mr Barclay subsequently apologised for making the incorrect claim in the House of Commons that work had already started at Charing Cross Hospital.*
- *Views as meaningless the government’s claim to be committed to refurbishing Charing Cross, given that they have delayed any building work, given no deadline by which any refurbishment will be completed and not guaranteed any funding for the building work.*
- *Regrets the inaccurate and disingenuous statements by Greg Hands, MP for Chelsea and Fulham, who in leaflets and on his website has wrongly claimed that funding has been secured for the full refurbishment whereas funding has not been secured and the previous 2030 deadline for completion of works has been scrapped.*
- *Urges the Conservative government to honour its promise to provide the funding for the refurbishment and rebuilding of Charing Cross, Hammersmith and St Mary’s hospitals and to reinstate the 2030 deadline for completion of the works.”*

Speeches on the special motion were made by Councillors Coleman and Ree (for the Administration).

Under Standing Order 15(e)(6), Councillor Amanda Lloyd-Harris moved, seconded by Councillor Jose Afonso, an amendment:

“Delete after “This Council” and replace with:

“notes the letter sent by the Borough’s Monitoring Officer on 9 June, which makes clear that the floor-by-floor refurbishment of Charing Cross Hospital will indeed go ahead, and that political language suggesting the contrary was inappropriate in a Council publication. This Council calls upon the Administration to apologise for telling residents that the refurbishment of Charing Cross Hospital has been ‘scrapped’, and to instead welcome the confirmation that the hospital will be refurbished. This Council further calls upon the Administration not to spread false information, alarming the most vulnerable in our community, for party political purposes.””

Speeches on the amendment were made by Councillors Lloyd-Harris, Afonso, and Dinsmore (for the Opposition) – and Councillors Miri, Vaughan, Perez, Ree, Schmid, and Cowan (for the Administration). The amendment was then put to the vote. Administration Councillors requested a named vote.

FOR	AGAINST	NOT VOTING
Afonso	Alexander	
Afzal-Khan	Antoniades	
Alford	Brown	
Borland	Campbell-Simon	
Brocklebank-Fowler	Chevoppe-Verdier	
Dinsmore	Coleman	
Karmel	Collins	
Lloyd-Harris	Cowan	
Pascu-Tulbure	Daly	
Stanton	Harcourt	
	Holder	
	Homan	
	Janes	
	Kwon	
	Lang	
	Melton	
	Miri	
	Nwaogbe	
	Patel	
	Perez	
	Ree	
	Rowbottom	
	Schmid	
	Taylor	
	Trehy	
	Umeh (Frances)	
	Umeh (Mercy)	
	Vaughan	
	Walsh	

FOR	10
AGAINST	29
NOT VOTING	0

The amendment was declared **LOST**.

Councillor Coleman made a speech winding up the debate as the guillotine fell. The substantive motion was then put to the vote:

FOR	29
AGAINST	10
NOT VOTING	0

The substantive motion was declared **CARRIED**.

10.28pm – RESOLVED

This Council:

- Regrets the statement by the Secretary of State for Health and Social Care, Stephen Barclay, in the House of Commons on 25 May 2023 that Charing Cross Hospital, Hammersmith and St Mary’s Hospitals are no longer on the list of 40 hospitals to be refurbished or rebuilt by 2030 but instead *“may now fully complete construction after 2030”*.
- Notes that this breaks the pledge given by the Conservative government in 2019 to refurbish and rebuild Charing Cross, Hammersmith and St Mary’s Hospitals by 2030 as part of the New Hospitals Programme.
- Notes that the well-respected Professor Tim Orchard, chief executive of Imperial College Healthcare NHS Trust, which runs Charing Cross, Hammersmith and St Mary’s, said the Health Secretary’s statement was *“clearly disappointing”* and *“hugely damaging for the health and healthcare of hundreds of thousands of people”*.
- Notes that Professor Orchard also said the statement *“does not reflect our understanding of next steps on the urgently needed redevelopment of our hospitals”*; and notes that Mr Barclay subsequently apologised for making the incorrect claim in the House of Commons that work had already started at Charing Cross Hospital.
- Views as meaningless the government’s claim to be committed to refurbishing Charing Cross, given that they have delayed any building work, given no deadline by which any refurbishment will be completed and not guaranteed any funding for the building work.
- Regrets the inaccurate and disingenuous statements by Greg Hands, MP for Chelsea and Fulham, who in leaflets and on his website has wrongly claimed that funding has been secured for the full refurbishment whereas funding has not been secured and the previous 2030 deadline for completion of works has been scrapped.
- Urges the Conservative government to honour its promise to provide the funding for the refurbishment and rebuilding of Charing Cross, Hammersmith and St Mary’s hospitals and to reinstate the 2030 deadline for completion of the works.

6.6 **Special Motion 6 - Calling on Fulham’s Member of Parliament, Greg Hands, to apologise for the “jingle and mingle” lockdown party on his watch**

The special motion was withdrawn.

6.9 **Special Motion 9 - Calling On The Government To Tackle Sewage Discharges**

The special motion was withdrawn.

6.1 **Special Motion 1 - Hammersmith & Fulham Pension Fund**

As the guillotine had fallen, the special motion standing in the names of Councillors Ross Melton and Rowan Ree was taken as moved and seconded and put to the vote.

FOR	UNANIMOUS
AGAINST	0
NOT VOTING	0

The motion was declared **CARRIED**.

10.30pm – RESOLVED

The Council welcomes the shortlisting the of the Hammersmith & Fulham Pension Fund as one of the four top performing funds valued under £2.5 billion in the country in the 2022 Local Authority Pension Fund (LAPF) Investment Awards.

The Council:

Praises the skill, dedication and strong performance of the Council's pensions officials and independent advisors in successfully maintaining the value of the H&F Pension Fund during a period of extreme economic volatility.

Congratulates the H&F Pension Fund's pioneering divestment programme for developing an innovative, world-first Environmental, Social and Governance dashboard which enables all fund members to see in detail how their pension contributions are part of a robust response to global climate change.

Highlights the value of responsible local government fiscal management and robust, transparent governance in giving confidence to members to the H&F Pension Fund.

6.2 **Special Motion 2 - Tackling Violent Crime**

The special motion was withdrawn.

6.3 **Special Motion 3 - The Housing Department**

The special motion was withdrawn.

6.4 **Special Motion 4 - Charing Cross Hospital**

The special motion was withdrawn.

7. INFORMATION REPORTS - TO NOTE

7.1 Review of the Constitution

10.31pm – The report was noted.

7.2 Petitions Monitoring Report 2022/23

10.31pm – The report was noted.

Meeting started: 7.03 pm
Meeting ended: 10.31 pm

Mayor

Appendix 1 – Public Questions and Responses

Question 1

From: Donald Grant, Resident

The CAN LTN trial West of Wandsworth Bridge Road has been in place longer than the 6 months minimum required by Government guidance. During the closure of Wandsworth Bridge there will be little through traffic, yet still no short route will exist to Sands End West from New King's Road, and vice versa, for visiting vehicles. Will the Leader therefore suspend the traffic cameras during the bridge closure, to let visitors access all roads and businesses in Sands End via their quickest, shortest, least polluting route without the intrusion to residents of registering every visitor online?

Response from the Cabinet Member for Public Realm:

No. Opening up the roads to all traffic during the closure would mean satnav systems would try to reroute drivers into residential streets. This would bring back the gridlock we have finally got rid of after so many years. It would cause chaos and inconvenience to residents and businesses alike. And it would generate more pollution.

Question 2

From: Siobhan Cummins, Resident

Other Councils experimenting with LTNs have admitted that the traffic counters used do not count slow moving traffic, after the manufacturer Metrodata confirmed this. Will the Leader advise if H&F have used counters from the same manufacturer when measuring the impact of their CAN LTNs?

Response from the Cabinet Member for Public Realm:

We use several methods to calculate traffic volumes, including: traffic loops; Advanced Number Plate Recognition cameras; AI smart route tracking cameras; and third-party data from mobile phone tracking, sat navs and bus information.

As traffic volumes and breakdowns vary daily, we use five-day and seven- day weekly averages. These even out any anomalies in the data.

Question 3

From: Vivienne Goldstein, Resident

How many contraventions were recorded on the day of the Wandsworth Bridge Rd Fayre?

Response from the Cabinet Member for Public Realm:

Unfortunately, this question is not specific. However, we can say that across the borough on that day, we issued slightly less than the average number of penalty charge notices than we do on a typical Sunday.

Question 4

From: Kerry Collins, Resident

Can you confirm that the initial East Working party for the introduction of the trial traffic scheme met the official requirements of consultation and that it did not include an elderly, business owner or Wandsworth Bridge Road/New Kings Road resident representative from within the area, but did include a bicycle shop owner from outside of the Sands End East area? Was the final meeting with the working party then cancelled which was to consult with them on final data and results on the trial, before making the scheme permanent? Thereby not having any input or say from the party you were working with on the trial regarding making the scheme permanent?

Response from the Cabinet Member for Public Realm:

At the outset, it was clearly stated that the working party was formed from a random selection of volunteers. It was a focus group to help inform the council not a decision-making body. The decision to make the trial permanent, under the council's constitution, was informed by a wide range of discussions with residents and was taken by the Cabinet.

Question 5

From: Merril Hammer, Resident

I note that the Government has pushed back the original commitment for funding for the complete rebuild of St Mary's Hospital and the refurbishment and expansion of Charing Cross and Hammersmith Hospitals to be completed by 2030. As these hospitals are used extensively by residents of our borough, and as Imperial has the biggest backlog of maintenance work in the entire country, what is the council doing to persuade the government of the necessity of restoring St Mary's to the list of top priorities, with clear and immediate funding, to be completed by 2030; and to advance immediate funding and establish clear dates for the work at Charing Cross and Hammersmith Hospitals.

Response from the Deputy Leader:

Thank you for your question. It's a huge issue this – you're absolutely right to state that the Government has pushed back its original date for the refurbishment and rebuilding of Charing Cross and St Mary's and Hammersmith Hospitals by 2030.

There was an indication, as we talked about in the last Council meeting of what was going to happen at the beginning of the year. On the 17th of January we talked here, we noted that the health Minister, Will Quince's statement to the House of Commons was that Charing Cross and St Mary's and Hammersmith had no planning permission for improvements. And that was already the case on the 17th of January, while claims the country were being made – he said that in the House. But as you allude to, the actual blow came on the 26th of May when the Health Secretary Stephen Barclay told the House of Commons that Charing Cross Hospital, Hammersmith Hospital, and St Mary's Hospital were no longer on the list of the 40 hospitals to be refurbished or rebuilt by 2030. He said that in the House of Commons and he then wrote to Andy Slaughter MP and to Greg Hands MP a joint letter, and he said that these hospitals, and I quote, "may now fully complete construction after 2030".

So, no shock that Professor Tim Orchard, highly respected Chief Executive of Imperial College Healthcare Trust, which runs the three hospitals – he immediately called the announcement clearly disappointing and he warned that it would be ‘hugely damaging’ – his words – for the health and health care of hundreds of thousands of people.

So I think it's helpful for me to be able to take this opportunity to say that we have to be absolutely clear there is no confirmed funding now, there is no deadline now for refurbishing the hospital – and indeed anyone who doubted that because they may have been reading stuff put out by Greg Hands and other people recently only needed to go to Hammersmith and Fulham’s Health and Wellbeing Board, which is of course on the YouTube channel, you can watch it, on the 22nd of June and they will have heard Imperial’s Director of Engagement and Experience state, and again I quote, “it's clear that the bulk of the capital money to complete the schemes will not be committed until post-2030”. She was very, very upset and very worried. She said we don't know when we will get the main capital funding, the commitment is that it will not be there before 2030.

Now I'm aware that some people are claiming that somehow an absolute statement like that can still be interpreted as meaning the funding is ‘secure’. I think we can hear exactly from what she says that it is not, and this is very worrying Madam Mayor because Imperial’s hospitals play a key role in the whole of the healthcare system. They provide services not just to our Borough but also the whole of England – they care for 1.6 million patients a year. The three hospitals host the largest biomedical research centre in the Country and Charing Cross's major acute and Specialist Hospital. But the sad fact is that they were all built in the 70s and they all have the need for constant repair, as you've touched on and you're asking what we would like – what we're going to do about the problem.

Well we know that they've got the largest backlog maintenance liability in the NHS of £105m, we know that Imperial uses half of its capital budget every year just to stay operational, we know that the floor by floor refurbishment will cost around £2bn, and we know that they were promised this in 2018 – it just never happened then. And they put in a bid for enabling works, the small works that need to happen, that hasn't been approved. They're still working on a first stage business case – that hasn't yet gone through or been approved. I'm sorry if this is boring any of the members opposite, but I think it matters for us to understand absolutely clearly and without any doubt what is happening with Charing Cross hospital and what is not happening. And the question the question was asking about this and I'll continue to make some progress.

The sad situation which I don't think has been picked up, if you look at the briefing that the hospitals provided to the Health and Wellbeing Board and indeed provided to MPs in the House of Commons, they said the only way they're going to get money to do Charing Cross is, I quote, “if there's slippage in capital spending in the new hospital program”. They’ve said they hope that this will be made available to other suitable schemes that are ready to commence building works. So the only chance that they're getting funding before 2030 is that they can slip in before other people and get piecemeal refurbishment. That's the best they can hope. And the services at St Mary's and Charing Cross are threatened – St Mary’s has already closed wards, which of course is not just bad for St Mary’s but for patients who need to be treated there, it's bad for Charing Cross because it puts extra pressure on them. And again, it was made quite clear to us at the Health and Wellbeing

Board if they don't get the money they need for rebuilding they might have to stop some services completely over the next three to seven years.

And this isn't a frivolous situation at all, anybody who attends any health meetings and talks about these issues ought to understand this and ought to be worried. I've raised our concerns publicly, I've raised our concerns at the North West London NHS Integrated Care Board of which I'm a member, I've raised at the Hammersmith and Fulham's Health and Wellbeing Board. The next meeting of the Health and Social Care Policy and Accountability Committee, for those of you in this room and elsewhere who are interested in what happens to our hospital will be on the 19th of July, Chaired by my colleague Councillor Perez, and they're going to be exploring this further. And I'm also working with my counterparts in Westminster City Council and with colleagues and other boroughs to ensure that residents understand fully the implications for the hospitals, of the government's change of heart, because what we've got to do as a community is we've got to get the Government to change its mind.

And it's not right therefore for local Conservative politicians to say that funding is secure when it's not, because that only puts people off making the case that we all need to make which is to get that funding before, and the refurbishment done before, 2030. So we're going to carry on fighting for that and I hope this has been a helpful response.

Question 6

From: Jim Grealy, Resident

The Metropolitan Police Commissioner has written to councils to say their officers will no longer attend mental health calls from 31 August. What impact will this have on H&F's social care services and how is the council preparing for this surprisingly short deadline? Further, is the Council engaging with West London Trust and the ICB to try to mitigate any adverse effects this may have on social services, overstretched mental health services and local residents?

Response from the Deputy Leader:

This is a really tough issue. One of the most worrying things about the way the world is going since Covid is the huge rise in people with mental health problems. It is a challenging situation for the police to deal with, they're very often the first line of dealing with these issues and they're not necessarily always best placed to do it, but they've taken a bit of a, I would say, crude and worrying approach.

They've just said we're going to stop being first line of defence, we're going to stop being the first line of contact within three months. Now we can see that it is challenging for the police to deal with mental health emergencies, it can take far too long for the police to hand over patients in health facilities to appropriate health professionals who can help them, while they can't attend to real crime as opposed to mental health issues. And people are also waiting too long to get assessments, and there are a lot of problems with the system – and the fact that there are more and more people needing these issues and there's less and less money in the system because the funding hasn't gone up to keep pace with demand for various reasons.

We understand where the police are coming from, the problem is that if they do this in a rush... *[The Mayor closed the item at this point as time ran out]*

Question 7

From: Caroline Brooman-White, Resident

The Wandsworth Bridge Road Association displayed the latest designs for the transformation of Wandsworth Bridge Road at their fair. They have told everyone that work will begin in the Summer next year. What work will begin on the transformation at that time and how long do the Council believe it will take to transform the road as a traffic planner wrote to me stating It will take quite a few years to get to implemented, as TfL will need to be involved in the process as modelling and impact assessments all need to be done on the transport side and mayor's strategy.

Response from the Cabinet Member for Public Realm:

Some public realm improvements can get underway in the summer. These include tree planting, greening and pedestrian crossings – as well as flood mitigation measures such as sustainable drainage systems.

For others, as with all public realm schemes, due process and consultation will be undertaken. The Wandsworth Bridge Road Association is working with the council as a reference group to develop a scheme which will involve consultation with, and the approval of, Transport for London.

The council would like to install pedestrian phases at the junction with Townmead Rd. This will require consultation with Wandsworth Council, whose previous administration opposed this.

Question 8

From: Clementine Wallop, Resident

What is the average age of play equipment in Ravenscourt Park and how does the condition of the park's playgrounds align with the council's aims to prioritise physical wellbeing, to make H&F a great place to live, and to keep young families in the borough? How does the council intend to engage the borough's children on making LBHF a place where play provision meets their physical and mental health needs?

Response from the Cabinet Member for Public Realm:

There are four playgrounds and 1 Multi Use Games Area (MUGA) in Ravenscourt.

The playgrounds by the Café, in the east of the park and the South of the park mostly have equipment which is over 20 years old. The expected remaining lifespan of this equipment is 10-12 years. Much of this equipment is of metal construction which has a long lifespan.

The playground in the North and the MUGA mostly have equipment which is 13 years old. The expected remaining lifespan of this equipment is 10 years. Much of the equipment in the playground is of timber construction which has a shorter lifespan than metal.

The health and safety of our residents is paramount, and their enjoyment of playgrounds is especially important to us. The condition of our playgrounds is assessed by regular inspections both for safety and play value. Priority repairs are carried out immediately, where the risk of an incident is high/medium, and all concerns are logged and monitored. Inspections and repairs are funded through a fixed revenue budget. Play value can usually only be addressed by new or replacement equipment purchased through a capital budget.

Our Capital programme includes plans to replace and improve all thirty-four playgrounds according to condition. This includes plans for Ravenscourt Park playgrounds which are a high priority.

Capital is being identified to fund other projects for Ravenscourt Park playgrounds. Once identified, we can begin working with residents on options that will meet the needs of local children and we would expect this work to begin next year (2024).

Question 9

From: Caroline Shuffrey, Resident

Multiple petitions and surveys have demonstrated that residents across the borough do not want camera schemes, and in particular they do not want them in South Fulham. The evidence collected by the Council on air quality in South Fulham to support their opinion that air is now cleaner does not measure the impact over the wider area where vehicles have displaced to, including other parts of Fulham and Chelsea. There is plenty of evidence that businesses have been materially adversely affected. Nevertheless the Council is continuing with the trial in South Fulham for another 12 months. Does the Council seriously believe that residents both in South Fulham and across the borough will change their minds during this period?

Response from the Cabinet Member for Public Realm:

There is no evidence of displacement of traffic from the South Fulham Clean Air Neighbourhood trial. The council will follow due process and access all aspects of the scheme and qualified data. The success criteria of the scheme which were agreed with residents in focus group meetings – and which were stated in the Experimental Traffic Reduction Order – include reducing emissions by reducing the amount of out-of-borough traffic cutting through local residential streets.

Question 10

From: Richard Cazenove, Resident

Since the start of the south-west Fulham CAN trial (whose aims I broadly support) in December 2022, there has been a dramatic (500%+) increase in traffic using Ranelagh Avenue. This is primarily due to non-LBHF traffic originating from Putney Bridge and Hammersmith being funnelled down our street via Grimston Road to access the Hurlingham Club as well as the 400 adjacent flats and, in the process, avoid the CAN “penalty” camera on Hurlingham Road. Seven months into the trial, what SPECIFICALLY is the Council going to do to fix this SOLVABLE problem?

Response from the Cabinet Member for Public Realm:

The Clean Air Neighbourhood trial to the west of Wandsworth Bridge Road has resulted in over 7,000 fewer cars a day using residential streets as cut-throughs and a reduction of 0.65 tonnes of deadly nitrogen oxide and 0.9 tonnes of climate-damaging carbon emissions per day.

I understand that officers have already communicated to you that local traffic is taking slightly different routes in your area. This has resulted in a balancing of the traffic more fairly in the surrounding streets. It has also improved traffic flows from New Kings Road to Fulham Palace Road.

We have had requests to realign some junctions in Ranelagh Avenue to reduce local traffic in the street. We would expect to do this work as part of the greening phase, if the trial is made permanent.

Public Questions to Full Council – 1 November 2023

Question 1

From: Natalie Lindsay, Resident
To: The Leader of the Council

“Please could the council explain its implementation strategy for school streets across the borough and the time frame it is working on. What is the criteria for the application of school streets, bearing in mind that the council committed to looking at installing them within 4 months of the ETO of the CAN if local traffic volumes remained dangerous around schools. How do schools apply for school streets, what support & equipment will the borough provide them with.”

Question 2

From: Nicola Dryden, Resident
To: The Cabinet Member for Public Realm

“I am writing as we received a leaflet about new recycling bins for our area as well as food bins. I totally support recycling but I have nowhere to store two large bins. What provisions are being made for those who cannot use the new bins? Will rubbish bags still be collected? Will we still have the recycling bags?”

Question 3

From: Brad Bauman, Resident
To: The Cabinet Member for Children and Education

“Please can you confirm which schools within the borough have been impacted by the RAAC cement issue and what is being done to address the ongoing risks?”

Question 4

From: David Morris, Resident
To: The Cabinet Member for Public Realm

“Your website says that more than 16,000 household will receive wheeled rubbish and recycling bins. These large bins can be difficult to store in front of houses and flats, particularly those in multi-occupation. They can also be very unsightly and spoil an attractive streetscape. Will you consult with households and give them the option to retain their existing rubbish and recycling collection arrangement?”

Question 5

From: Jonathan Massey, Resident
To: The Cabinet Member for Public Realm

“What is the Council doing or able to do to prevent and alleviate the regular and disgusting discharge of raw and ‘dry’ sewage into the River Thames in this part of South West London by Thames Water, in line with the policy of the current Government? In addition, how often does this occur?”

Question 6

From: Andy Knowles
To: The Cabinet Member for The Economy

“Can the council please provide a summary of public buildings affected by problems with reinforced autoclaved aerated concrete (RAAC) that it is aware of in the borough, hopefully including those notified by other public bodies like the Imperial NHS Trust, so residents can be aware of possible building closures.”

Question 7

From: Gary Fannin, Resident
To: The Deputy Leader

“The Wandsworth Bridge Road in south Fulham has suffered from speeding drivers for many years, particularly late at night when the road is relatively empty. As anyone who lives on this road knows, excessive speeding and contributing noise affects the wellbeing and safety of hundreds of local residents. Research shows that the straight nature of a road and its uniformed width, such as the WBR, contribute to and encourage drivers to regularly exceed the speed limit, such as the 20mph that has been implemented on the WBR.

With this information in mind what measures can be implemented now, ahead of the redesign of Wandsworth Bridge Road that the council has already committed to, to help drivers more naturally maintain 20mph?”

Question 8

From: Casey Abaraonye, Resident

To: The Leader

“Ghent has both seen a decrease in traffic, reduction in road danger, and increase in economic activity since they introduced their Circulation Plan. We extended an invitation from The Deputy Mayor to our councillors and officers to learn how they did it with such a small budget. Can the Council confirm that it will study their approach and outcomes, and would the Leader consent to allow us to facilitate an online meeting between himself, the Member for the Environment, Heads of Public Realm and Transport, and Mayoralty and Transport Department of Ghent?”

Question 9

From: Paul Leonard, Resident

To: The Leader of the Council

“Further to the introduction of the South Fulham West Clean Air Neighbourhood [CAN] Trial I would be grateful for an update on the status of the defunct rising bus bollard at the width \ speed restrictor adjacent to the junction of Peterborough Road and Clancarty Road SW6. The raising bollard, introduced many years ago, no longer functions and remains in the open position allowing general traffic free unrestricted access at speed through the barrier. Is it the Councils intention to repair \ upgrade the bollard to a more robust installation or eliminate the bollard in favour of a monitoring control camera, perhaps forming part of the CAN camera infrastructure?”

Question 10

From: Richard Cazenove, Resident

To: The Cabinet Member for Public Realm

“I am supportive of the CAN goals, but I wanted to make [Councillor Coleman] and his fellow Councillors aware that for those of us living on Ranelagh Avenue, the trial has resulted in a dramatic (500%+) increase in vehicles using our street. One simple way the previous tranquillity on our street could be partially restored is to allow those visiting the Hurlingham Club an exemption from the Hurlingham Road camera. The infrastructure/technology has already been set up to allow for it (with the Council’s ANPR camera outside the Club), it would not cost anything (vs moving cameras around) and does not impact the benefits of the CAN. Will the Council consider it and if not, why not?”

Question 11

From: Philip Jones, Resident

To: The Cabinet Member for Housing and Homelessness

“How many luxury developments and luxury apartment properties has the Council permitted to be built over the last 8 years compared to affordable Social Housing properties?”

Question 12

From: Zornitsa Marinova, Resident

To: The Cabinet Member for Public Realm

“There has been a road fault in front of, and between 26 Aldensley Road and 89 Cardross Street, resulting in a big puddle, reported since January 2023. Conway worked on it in April 2023 (presumably paid for), immediately reported back as inadequate as a giant puddle kept on forming. Complaint 7997901 upheld, however road is still faulty. Has the Council got a refund for the works executed? When is the issue going to be fixed for real - particular timelines please.”

Question 13

From: James Burgoyne, Resident

To: The Cabinet Member for Public Realm

"When was the last time Maxwell Road SW6 was resurfaced and when were the footpaths alongside Maxwell Road last re-done? The road surface has completely worn through, in contrast to all the other roads in the vicinity."

Question 14

From: Lauren Clark, Resident

To: The Leader of the Council

“Councillor Cowan, when will you organise a live meeting for the businesses of South Fulham, so that you can understand what a negative impact the Clean Air Neighbourhood Scheme is having on our livelihoods?”

Report to: Full Council

Date: 01/11/2023

Subject: The H&F Academy

Report of: Councillor Rowan Ree, Cabinet Member for Finance and Reform

Report author: Lucy Robinson, Strategic Resourcing Lead

Responsible Director: Nicola Ellis, Strategic Director, Chief Operating Officer, Corporate Services

SUMMARY

This report outlines the performance of the H&F Academy and the impact of the services being delivered for our residents, employees and the organisation.

RECOMMENDATIONS

1. That Full Council note the report on H&F Academy.

Wards Affected: None

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Creating meaningful career pathways for residents, care experienced young people and young adults with special education needs.
Creating a compassionate council	Providing inclusive career pathways and taking positive action targeted at residents that belong to underrepresented groups
Doing things with local residents, not to them	Consulting and coproducing service improvements with the Youth Council, workshops with young care experienced young people and partners across West London Alliance to identify challenges and solutions.
Being ruthlessly financially efficient	Identifying skills gaps and workforce opportunities to create talent pipeline and build skills for the future

Financial Impact

There are no direct financial implications arising from the recommendation in this report.

Andre Mark, Head of finance (strategic planning and investment), 4th October 2023

Legal Implications

The Council has the power to do anything that individuals generally may do (s1(1) Localism Act 2011). The provision of training set out in this report is within that power. There are no substantive legal implications arising from this report which is only for noting.

Angela Hogan, Chief Solicitor (Contracts and Procurement) 4th October 2023

DETAILED ANALYSIS

H&F Academy overview

1. In 2017, H&F council launched our [Industrial Strategy](#) 'Economic growth for everyone', setting out the Council's ambition to seize opportunities for all, and the H&F Academy and apprenticeship levy has been helping us to achieve this ambition.
2. The H&F Academy work collaboratively with colleagues across the Council, linking together employment services and training packages and through H&F Works (the Borough employment services) support local residents to connect with work and learning opportunities within the Council and other local employers.
3. The H&F Academy is made up of five work streams, work experience and volunteering, supported internships, inclusive employment, apprenticeships and graduates.
4. The Academy is underpinned by the Councils internal development programme 'Get Ahead'.

Work Experience

5. Following the Promoting the Achievement of Care Leavers (PACL) project with the University College London (UCL) we have developed a robust work experience offer that has launched this year.
6. The work experience programme at the Council will focus on placements for residents of all ages, students and Care Experienced Young People cared for by H&F as well as employee family and friends to promote social mobility.
7. The aim of the work experience programme is to promote inclusion and linking through to the H&F Academy, engaging with and growing our future workforce as well as promoting Local Government as a great career path.

Supported Internships

8. H&F, Action on Disability (AoD) and West London College (WLC) have collaborated for more than five years to deliver the Supported Internship Programme.
9. The programme is funded via the High Needs Block (part of H&F education budget) and access to work funding secured by AoD.
10. The goal of the Supported Internship is for the intern to gain paid employment in their chosen career pathway including apprenticeships upon completion of the course.
11. Creating work placements at the Council and with other partners across the borough for young adults with learning disabilities ages 16-24 with Special Education Needs (SEN) to develop the skills they need for work.
12. Our Interns are ambitious about securing long term paid employment and it is our mission to ensure barriers are removed and opportunities are available with Partners across the local area and through Apprenticeships.
13. 9 Interns started in September 2023 with placements across placements such as H&F Libraries, Imperial Wharf Resource Centre, and Fulham childcare Centre.

Inclusive apprenticeships and employment pathways

14. Communicating and promoting the range of Employment related services and support available in Hammersmith and Fulham.
15. Reviewing capacity across the Council to identify the range of support for residents into employment.

Apprenticeships

16. Apprenticeships at the Council and H&F Maintained Schools have grown from 16 starts in 2017/18 to over 140 currently on the programme at H&F – exceeding the Government’s public sector target (PST) over the last few years.
17. Since April 1 2023, 17 apprentices have completed their apprenticeship.
18. Our target is to continue to increase the number of apprenticeship opportunities we provide for our residents and for our existing workforce working in key areas such as engineering and environmental health and building skills for the future alongside difficult to recruit to jobs in Social Care, Legal, Digital, Finance, Building Control, Planning and Highways.
19. During the last 2 years we have continued to grow the programme and developed our Inclusive Apprenticeship offer for disabled residents in partnership with Children’s Services, Adult Social Care and West London

College and we now have 14.7% of our apprentices who self-declare as having a disability.

20. We are proud to have a diverse apprentice network. More than two thirds of our apprentices are aged over 25 – our youngest apprentice is 19 but our oldest is 64 years of age!
21. We are passionate about ‘growing our own’ and enabling individuals at all levels to develop to their full potential. We support apprentices coming to the end of their apprenticeship to find roles within the Council and we also provide wrap around support from H&F Works.

Graduates

22. We have collaborated with the National Graduate Development Programme (NGDP) for almost 10 years hosting over 50 graduates .
23. Graduates undertake a 2-year programme rotating across 4 placements to gain a wide range of skills and experience whilst completing the Institute of Leadership and Management Level 7 in Leadership and Management.
24. 2023 saw 107 organisations recruit through the NGDP programme (39% increase from 2022)
25. H&F have recruited 8 graduates for 2023 that have chosen placements such as Housing, EDI, Policy and European Partnership roles.
26. We are working in partnership with the NGDP to co-deliver a Local recruitment campaign again this year following our local pilot in 2021.
27. Applications for Cohort 2024 open 4 October 2023 and will close 3 January 2024.

Be a Leader, Build a Leader

28. We have partnered with Circl to deliver a fantastic leadership development opportunity.
29. Circl is an established provider who work with organisations like us to build inclusive leaders and promote social mobility, through teaching professionals how to coach, as equals, alongside talented young Future Leaders from diverse & under-represented backgrounds.
30. This unique combination of coaching skills, training and social impact has been designed to help build inclusive leaders who are capable of leading and empowering diverse teams. It's a fresh and innovative approach to inclusive leadership development that results in long-term behavioural change that will promote social mobility.
31. 15 managers across the Council have been matched with Future leaders from Hammersmith & Fulham and west London boroughs and the programme is due to conclude in January 2024.

Reciprocal mentoring Programme with H&F Police

32. We have partnered up with Hammersmith & Fulham Police to deliver a pilot reverse mentoring development opportunity for fifteen H&F volunteers from frontline services.
33. Hammersmith & Fulham Police's vision is to have a policing service that is anti-discriminatory, and in line with our commitment of inclusion.
34. Our joined-up approach will aim to establish a safe space for reciprocal mentoring where we can both build upon developing inclusive practices that we can share across our respective organisations learning from each other, sharing experiences and feeding into shared values that will make a difference to our residents.

Recognition

35. We won Best Learning and Development programme at the PPMA awards 2023, recognising the importance of learning and development and the contribution it can make to service delivery as well as enhancing the skills, experience, and approach of individuals, teams, and the wider workforce.
36. We were Shortlisted finalists for Diversity & Inclusion at the LGC awards for our Get Ahead programme which recognised strong performance by a council in developing a diverse and inclusive culture that permeates the council itself and its workforce and/or the broader local area.
37. Asiya Mohamud, Resourcing data analyst won Best Progression by an Apprentice 2023, following best contribution by a new apprentice 2022 and Mena Openibo, Resourcing Consultant was also shortlisted for Best Manager at the London Council Apprenticeship awards.
38. We are delighted to be a London finalist in the Large Employer of the Year category that is open to employers from all sectors. The National Apprenticeship Awards are England's most prestigious with nine regional ceremonies and one national final that will take place this year, all to honour the country's best apprentices, champions, and employers. The Awards recognise excellence in businesses that foster their own talent through apprenticeships, as well as apprentices who have made significant contributions to their workplaces, and individuals who go above and beyond to champion apprenticeships.
39. The LGA approached us to publish a blog to promote the Councils inclusive recruitment and growing our own strategy and share best practice.

LIST OF APPENDICES

Appendix 1 – The H&F Academy

The H&F Academy

We're committed to making Hammersmith & Fulham one of the most inclusive boroughs in the country; a place where everyone feels valued, and residents have equity of access to the opportunities our borough offers.

'Improving opportunities for all'.

H&F Academy

Earn While You Learn

Work
Experience &
Volunteering

Supported
Internships

Inclusive
Apprenticeships

Apprenticeships

Graduate
Programme

Get Ahead



Work Experience & Volunteering

- Promoting the achievement of care experienced young people project with the University College of London
- School, sixth form, college, university and H&F Resident placements
- Manager training & guidance
- Placement handbook
- References
- Evaluation



Supported Internships

- H&F, Action on Disability (AoD) and West London College (WLC)
- Placements for young adults with learning disabilities ages 16-24 with Special Education Needs (SEN)
- Three rotations across the academic year, four days a week in placement.
- One-day-a-week of classroom-based study time
- Employability qualification alongside English and Maths
- How it works – Placements, Mentors, Job Coaches, Manager & Mentor training, Reasonable Adjustments, Tutors, Seeking paid employment , Travel training support
- H&F follow on support
- Gain paid employment in their chosen career pathway including apprenticeships upon completion of the course.



Inclusive Apprenticeships - EWYL

- West London College apprenticeship provider
- Level 2 Customer Services & Level 3 Business Administration
- Exploring new career pathways
- Work ready workshops



Apprenticeships – Earn While You Learn

2022 - 2023

- Current Levy
£1,295,175
- 56 new apprentice
starts 2.48% public
sector target
- 8 new apprentice starts
in H&F maintained
schools 0.61% public
sector target

Apprenticeships – Earn While You Learn

Currently 140+ apprentices on programme

From 19 to 64 years of age

Delivering 40 different apprenticeships from level 2 to level 7

Over 288 apprenticeships delivered

Exceeded public sector target 3 years in a row

Zero expiring levy since February 2022

Top quartile performing Council regionally and nationally

London Living Wage

London Councils Best contribution of new apprentice 2022

National apprenticeship award submissions 2023

Redeployment support

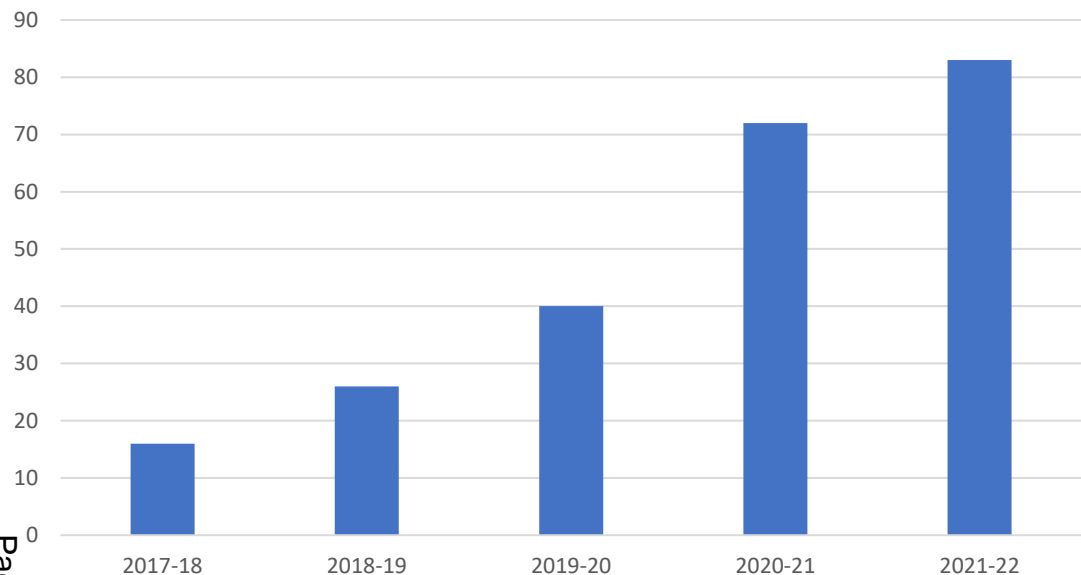
H&F Works

Social Value

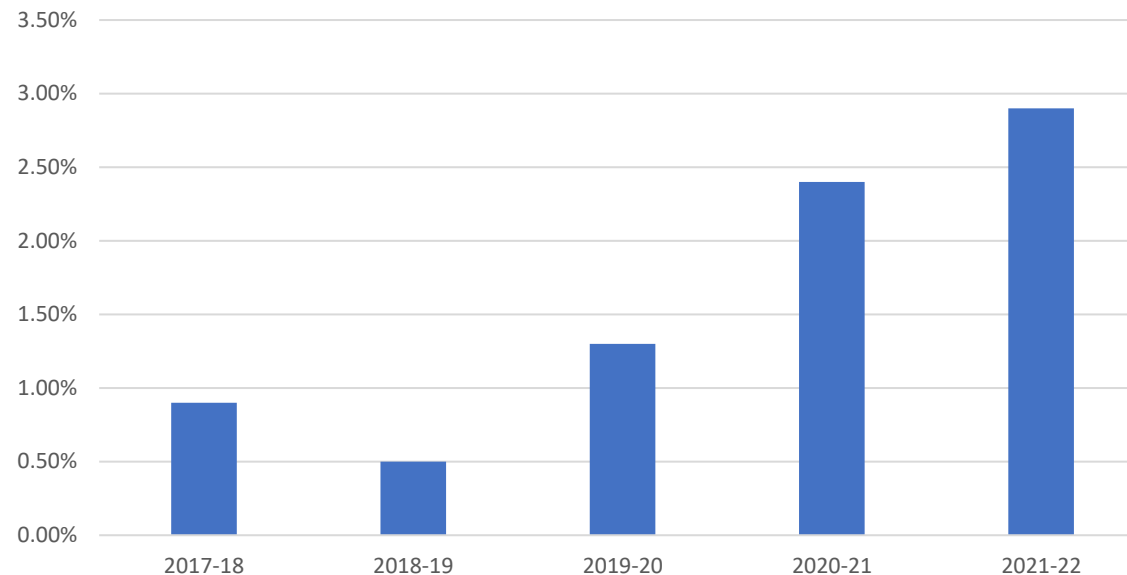
Levy Transfer

Partnership working

Apprentice starts



Public sector target



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How does your council perform against its peers?

Figure 10: Assessment of Council Performance on Apprenticeship Starts and the Public Sector Target by Region, Council Type and Nationally 2017-18 to 2021-22

Year	Apprenticeship Starts				Public Sector Target Performance			
	Total	Ranking (National)	Ranking (Regional)	Ranking (Council Type)	Total	Ranking (National)	Ranking (Regional)	Ranking (Council Type)
2017-18	16	Bottom Quartile	Bottom Quartile	Bottom Quartile	0.9%	Lower Middle Quartile	Bottom Quartile	Bottom Quartile
2018-19	26	Bottom Quartile	Bottom Quartile	Bottom Quartile	0.5%	Bottom Quartile	Bottom Quartile	Bottom Quartile
2019-20	40	Bottom Quartile	Lower Middle Quartile	Lower Middle Quartile	1.3%	Lower Middle Quartile	Lower Middle Quartile	Lower Middle Quartile
2020-21	72	Upper Middle Quartile	Upper Middle Quartile	Upper Middle Quartile	2.4%	Top Quartile	Upper Middle Quartile	Upper Middle Quartile
2021-22	83	Upper Middle Quartile	Top Quartile	Top Quartile	2.9%	Top Quartile	Top Quartile	Top Quartile



Graduate Programme - EWYL

- National Graduate Development Programme - LGA
- ILM management & Leadership level 7
- October intake of 8 graduates
- Induction
- 2 year programme
- 4 rotation placements
- 43 graduates through the programme since 2014



Be a Leader, Build a Leader

We have partnered with Circl, an established provider who work with organisations like us to build inclusive leaders and promote social mobility, through teaching professionals how to coach, as equals, alongside talented young [Future Leaders](#) from diverse & under-represented backgrounds.

- Reciprocal Coaching
- 15 H&F Council Managers
- 15 Future Leaders
- Work towards an [Association for Coaching Accreditation](#)



Reciprocal mentoring Programme with H&F Police

Recognition

- **PPMA** - Won Best Learning and Development programme
- **LGC** - Shortlisted finalists for Diversity & Inclusion
- **London Councils** – Asiya Mohamud won Best Progression by an Apprentice 2023, following Best contribution by a new apprentice 2022 and Mena Openibo was also shortlisted for Best Manager,
- **National Apprenticeship Awards** - London Finalists 2023 for Large Employer of the Year
- **LGA blog** – approached to share best practice



Report to: Full Council

Date: 01/11/2023

Subject: Youth Justice Plan 2023/24

Report of: Councillor Alex Sanderson, Cabinet Member for Children and Education

Report author: Alison Sabaroche, Head of Youth Justice Service and Hannah Parrott, Commissioning & Transformation Lead

Responsible Director: Jacqui McShannon, Strategic Director Children’s Services

SUMMARY

Local authorities have a legal duty to produce an annual youth justice plan that shows how they will provide and fund youth justice services (YJSs) in their area, including outlining key priorities for the partnership over the coming year.

This Youth Justice Plan (YJP) sets out how we will work with our partnership agencies and local communities to keep our children and young people safe and support them to reach their full potential.

RECOMMENDATIONS

1. That Full Council note and approve the contents of the report and the Youth Justice Plan attached at Appendix 1.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Ensuring the right support is provided led through a child first approach to prevent young people from getting involved in crime, empower them to escape the life crime cycle and enable them to avoid re-offending.
Creating a compassionate council	Listening and responding to what our children and young people tell us they want and need to ensure they are not only safe but thriving.

Doing things with local residents, not to them	The Youth Justice Plan has been developed in partnership and signed off by our Youth Crime Prevention Partnership, demonstrating our excellent partnerships and working relationships across the Council, statutory partners and range of community organisations. Our partnership places young people directly at the core of everything we do and is reflected in our Youth Crime Prevention Strategy and is interwoven throughout the Youth Justice Plan.
Being ruthlessly financially efficient	There are no anticipated financial implications as a result of implementation of the strategy. The Youth Justice Plan outlined how we use our grant, partners contributions and available resources to deliver a range of services.
Taking pride in H&F	In Hammersmith & Fulham, our first priority is to keep people safe and secure. We want our young people and communities to thrive. Our aim is to take a unified approach across education, health, the police, local authority and crucially with our voluntary and community sector and residents, to ensure the safety and well-being of our young people.
Rising to the challenge of the climate and ecological emergency	There are no anticipated climate and ecological implications as a result of implementation of the Youth Justice Plan.

Financial Impact

An estimated £1.2m will be invested in the delivery of the Council's Youth Justice Service's Plan for 2023/24. The funding sources are set out in the table below.

Funding Source	£'000
Council's General Fund (Children's and Social Care Departments)	605
Youth Justice Board Grant (estimated based on 2022/23)	413
Ministry of Justice (Turnaround Grant)	104
London Crime Prevention Fund (MOPAC)	45
National Probation Service	30
Total	1,197

In addition, the Council will be supported by 'resources in kind' totalling £269,200 from our partner agencies (Police £100,000, Health £110,000, QPR and Turning Point £59,200).

Other services provided by the Council will also contribute to the delivery of the YJSP (most notably the work with communities of the Law Enforcement Team, Gangs Violence and Exploitation Unit).

Implications by Tony Burton, Head of Finance – Children's Services and Education, 20 June 2023.

Verified by Sukvinder Kalsi, Strategic Director of Finance, 5 July 2023.

Legal Implications

The Council has duties under sections 39 and 40 of the Crime and Disorder Act 1998 and paragraph 7(b) of Schedule 2 of the 1989 Act to take reasonable steps designed to encourage children and young people not to commit offences.

Contained within the 1998 Act are the statutory duties to submit an annual youth justice plan relating to the Council's provision of youth justice services and the youth justice partnership's responsibilities in producing a plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement an annual youth justice plan, setting out how youth justice services in their area are to be provided and funded, how they will operate, and what functions will be carried out.

The proposals set out in this report will enable the Council to perform these duties.

Implications by Jade Monroe, Chief Solicitor Social Care, 20 June 2023.

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Proposals and Analysis of Options

1. In Hammersmith & Fulham, our first priority is to keep people safe and secure. We want our young people and communities to thrive. Our aim is to take a unified approach across education, health, the police, local authority and crucially with our voluntary and community sector and residents, to ensure the safety and well-being of our young people. Our Youth Justice Plan is based on the belief that if we are to reduce and prevent offending by all young people, we must work together to provide the right services at the right time to avoid young people experiencing harm, reduce youth crime and victimisation of children and young people, and ultimately improve outcomes for the individual and our whole community.

2. There is an annual duty on the youth justice partnership to submit a Youth Justice Plan (Appendix 1) which sets out how we will work with our partnership agencies and local communities to keep our children and young people safe and support them to reach their full potential. This includes how youth justice services in their area are to be provided and funded, how they will operate, and what functions will be carried out.
3. The Plan reflects our wider vision for the Youth Justice Service (YJS) which is established in our Youth Crime Prevention Strategy 2022-27, which brings key partners together in Hammersmith & Fulham to deliver our ambition that, working together and at the earliest opportunity, we will enable young people to escape the cycle of criminal activity and prevent young people from becoming involved in criminality at all.
4. Our **key strategic objectives** as a local area partnership are to:
 - Increase **resilience** & reduce **vulnerability** to prevent children from getting involved in crime and to empower them to escape the life crime cycle.
 - Improve pathways out of criminality through effective **rehabilitation and resettlement** to enable young people to stay away from crime and avoid re-offending.
 - **Early Intervention is key** – we believe it takes a whole borough to raise a child. Therefore, to support children and young people to achieve, we must take a holistic approach by working together as a whole system to tackle barriers to their success, particularly where there are multiple and complex needs, to stop problems escalating and to improve life chances.
 - **Tackling disproportionality** - we commit to being ruthlessly inclusive we will lean into our communities to ensure all children, regardless of their background, have the same pathway of opportunities available to them.
 - **Inclusive participation** - we continue to actively listen and respond to what our children tell us they want and need to ensure they are not only safe but thriving.
5. The Youth Justice Plan has been developed in partnership through the Youth Crime Prevention Partnership and has been submitted to the Youth Justice Board with approval of the Board Chair, pending confirmation of sign off by full Council at a later date due to the required deadlines for the return.

Option 1 – Do nothing (not recommended)

6. This option would prevent submission of confirmation of full Council approval of the Youth Justice Plan to the Youth Justice Board, resulting in a failure to satisfy the statutory duty incumbent on the Local Authority.

Option 2 – Confirm sign off of the Youth Justice Plan (recommended)

7. This option would give confirmation of sign off of the annual Plan by full Council, following initial approval by the Youth Crime Prevention Partnership

Board Chair and submission to the Youth Justice Board in June 2023.
Confirmation of the Youth Justice Plan would satisfy our statutory duties.

Reasons for Decision

8. Youth Justice Plans, in England only, must be signed off by the full council in accordance with Regulation 4 of the 'Local Authorities (Functions and Responsibilities) (England) Regulations 2000'. There is a requirement on Youth Justice Services to publish their Youth Justice Plan in accordance with Section 40 of the Crime and Disorder Act 1998.

Equality Implications

9. There are no identified equalities issues. A key objective of the Youth Justice Service, outlined in the Youth Justice Plan and Youth Crime Prevention Strategy, is tackling disproportionality across our Youth Crime Prevention Partnership. We commit to being ruthlessly inclusive we will lean into our communities to ensure all children, regardless of their background, have the same pathway of opportunities available to them.

Risk Management Implications

10. The report recommends approval of the Youth Justice Plan, which is intended to reduce and prevent offending by all young people. This involves working in partnership to provide the right services at the right time to avoid young people experiencing harm, reduce youth crime and victimisation of children and young people, and ultimately improve outcomes for the individual and our whole community. This is in line with the Council's objectives and supports and protects vulnerable young people in the borough.

David Hughes, Director of Audit, Fraud, Risk and Insurance, 14 June 2023.

Climate and Ecological Emergency Implications

11. There are no identified climate implications.

Hinesh Mehta, Head of Climate Change, 16 June 2023.

Consultation

12. The Youth Justice Plan has been developed in consultation with partners engaged with the Youth Crime Prevention Partnership. Through this partnership approach, the Plan has been developed to reflect a shared understanding of data relating to this cohort of young people, delivery against the identified KPIs, identified challenges, concerns and mitigations, and development of an agreed action plan with defined leads, timescales and criteria for success.
13. The wider partnership are committed to a child first approach, which should steer intervention with all children to recognise the potential they each bring. Working in collaboration with the children and young people know to the YJS is

central to the work of the partnership, ensuring we listen and respond to what our children and young people tell us they want and need to ensure they are not only safe but thriving. This approach to youth voice is at the core of everything we do and is reflected in our Youth Crime Prevention Strategy. Evidencing this approach, the YCPP has nominated one of the board members to take on a Youth Voice Champion role, with the purpose of championing youth voice and engagement to ensure that the voice of young people is heard in relation to decisions being made that affect them. This commitment to youth voice is interwoven throughout the Youth Justice Plan, evidencing how youth voice has and continues to shape delivery.

LIST OF APPENDICES

Appendix 1 – Youth Justice Plan 2023/24

Youth Justice Plan

Service	Youth Justice Service
Service Manager/ Lead	Alison Sabaroche, Head of Youth Justice Service
Chair of YJS Board	Jacqui McShannon, Strategic Director of Children’s Services

Contents:

1. [Introduction, vision and strategy](#)
2. [Local context](#)
3. [Child First](#)
4. [Voice of the child](#)
5. [Governance, leadership and partnership arrangements](#)
6. [Board Development](#)
7. [Progress on previous plan](#)
8. [Resources and Services](#)
9. [National Key Performance Indicators](#)
10. [Performance](#)
11. [National Key Performance Indicators](#)
12. [Priorities](#)
13. [Children from groups which are over-represented](#)
14. [Prevention](#)
15. [Diversion](#)
16. [Education](#)
17. [Restorative Approaches and Victims](#)
18. [Serious Violence and Exploitation](#)
19. [Detention in Police Custody](#)
20. [Remands](#)
21. [Use of Custody](#)
22. [Constructive Resettlement](#)
23. [Standards for Children in the Youth Justice System](#)
24. [Workforce Development](#)
25. [Evidence-based practice and innovation](#)
26. [Evaluation](#)
27. [Service development plan](#)
28. [Challenges, risks and issues](#)
29. [Sign off, submission and approval](#)
30. [Appendices](#)

Foreword

In Hammersmith & Fulham, our first priority is to keep people safe and secure. We want our young people and communities to thrive. Our aim is to take a unified approach across education, health, the police, local authority and crucially with our voluntary and community sector and residents, to ensure the safety and well-being of our young people. Our Youth Justice Plan is based on the belief that if we are to reduce and prevent offending by all young people, we must work together to provide the right services at the right time to avoid young people experiencing harm, reduce youth crime and victimisation of children and young people, and ultimately improve outcomes for the individual and our whole community.

The Youth Crime Prevention Partnership (YCPP) was formed to ensure we provide protection for our young people. Strengthening the impact of the YCPP has been a key focus for the last year, including improving health outcomes.

Hammersmith and Fulham's Youth Justice Service was recently rated as 'Outstanding' and was described as having a clear child-first and systemic approach to working with children and families. We value the views of children and families, which includes routinely gathering feedback from children, parents or carers on their experiences with youth justice, as well as involving them in wider consultation events.



Councillor Alex Sanderson
Cabinet Member for Children and
Education



Jacqui McShannon
Strategic Director of Children's
Services

Executive Summary

This Youth Justice Plan (YJP) sets out how we will work with our partnership agencies and local communities to keep our children and young people safe and support them to reach their full potential.

Our **key strategic objectives** as a local area partnership are to:

- Increase **resilience** & reduce **vulnerability** to prevent children from getting involved in crime and to empower them to escape the life crime cycle
- Improve pathways out of criminality through effective **rehabilitation and resettlement** to enable young people to stay away from crime and avoid re-offending
- We have a strong Youth Voice and we listen to and respond to what our children and young people tell us they want and need to ensure they are not only safe but thriving. This approach is at the core of everything we do and is reflected in our new Youth Crime Prevention Strategy
- The Youth Justice Service (YJS) has developed excellent partnerships and working relationships across the Council and a range of community organisations which has yielded excellent and innovative practice
- We continue to tackle Serious Youth Violence as a partnership – developing creative strategies and solutions and securing additional investment in services.

1. Introduction, vision and strategy

Our vision is set out in our Youth Crime Prevention Strategy 2022-27, which brings key partners together in Hammersmith & Fulham to deliver our ambition that, working together and at the earliest opportunity, we will enable young people to escape the cycle of criminal activity and prevent young people from becoming involved in criminality at all.

Key Priorities:

1. Intervening early to reduce first time entrants
2. Keeping young people safe and secure in the community, enabling them to thrive and reducing re-offending
3. Supporting young people to remain within the community to minimise use of custody
4. Reducing Disproportionality

Early Intervention is key – we believe it takes a whole borough to raise a child. Therefore, to support children and young people to achieve, we must take a holistic

approach by working together as a whole system to tackle barriers to their success, particularly where there are multiple and complex needs, to stop problems escalating and to improve life chances.

Tackling disproportionality - we commit to being ruthlessly inclusive we will lean into our communities to ensure all children, regardless of their background, have the same pathway of opportunities available to them.

Inclusive participation - we continue to actively listen and respond to what our children tell us they want and need to ensure they are not only safe but thriving

Keys for success:

- **Personalised healthcare and support** – access to the right health care at the right time to ensure physical, social and emotional well-being.
- **Education, Employment and Training** - all our young people to be equipped through high quality education and training to be economically successful in adult life and can participate in provision which will lead to that success.
- **Empowering communities:** capacity building with community organisations and residents to give them the confidence to be able to help young people through increased resilience and a sense of belonging in a caring community and to create pathways away from and out of crime.
- **Protecting our community:** residents are trained to spot the signs of exploitation and help young people to get the help they need. More high visibility police patrols where help is most needed to keep residents safe.

We will know our strategy is having the right impact when we begin to see a:

- **Reduction in the number of first-time entrants** to the youth justice system
- **Reduction in the use of custody**
- **Reduction in reoffending rates**
- **Reduced overrepresentation** in the YJS

2. Local Context

The rise of serious youth violence in the borough has been seen across London as crime rates have continued to rise over the last five years. The number of young people involved in county lines activity and falling victim to knife crime has become a particular concern across the city and has made safeguarding our children and young people increasingly challenging and a central priority at all levels of the organisation. Recognition that actions are needed on a wide range of issues including tackling deprivation and exploitation has seen a noticeable shift to increase our joint working,

within our organisation as well as with our external partners, to keep our young people safe and divert our young people as early as possible.

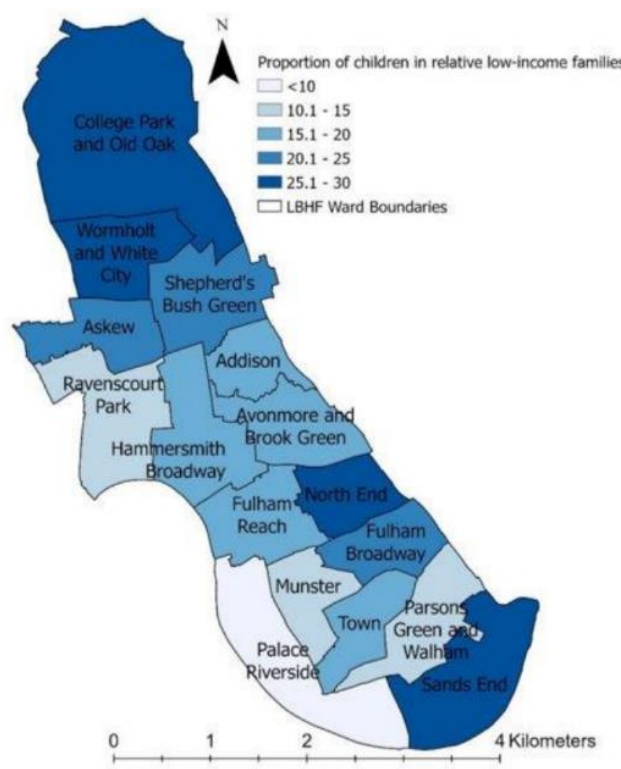
Our YJS have been central to the leadership drive for the early intervention strategy with a long-term vision of a safer borough where our young people will be safe and thrive.

Profile of Hammersmith and Fulham

H&F is more diverse than 10 years ago with 46% of the population born outside of the UK (London 41%), an increase from 43% in 2011. The main ethnic minorities identified are Black African (7.2%), Mixed (6.7%), Black Caribbean (3.6%) and Arab (3%). White British is now 38.3% (44.9% in 2011).

It is estimated that at least 14% of children living in the borough are in relative low-income families, an increase from 11% in 2015.

We had **1458** children and young people identified as needing specialist support from the Local Authority (LA) at 31/03/23, this is a marginal increase compared to previous year from 1452. Of this **136** (37 per 10000 children) children were subject to a child protection plan; a similar number to previous year of 135 and **211** (57 per 10000 children) children and young people were cared for by local authority; a decrease from 216 (58 per 10000) on 31/03/2022. 100% of state funded schools in the borough are rated good or outstanding.



Youth Justice Cohort Profile

- Total number of young people involved with YJS has increased from 28 at the end of March 2022 to 32 at the end of March 2023. The profile predominantly constitutes 15,6- and 17-year-olds.
- Young people with Black, Asian, Mixed and Other ethnicities are overrepresented, with 67% of the 2022/23 cohort from Black, Asian, Mixed and Other ethnicity, compared to 52% in the wider youth population.
- 21% percent of the cohort in the last year were females. 17-year-old females constitute most of the cohort in each of the last two years.
- 25% of the cohort in 2022/23 were Children Looked After.
- The most common offences in 2022/23 were violence against the person (31%), robbery (13%) and drugs (12%) and motoring offences (12%).

3. Child First

In Hammersmith & Fulham we understand that a Child First approach goes beyond the youth justice system. We understand the guiding principle is one that should steer intervention with all children, to recognise the potential they each bring. The Youth Crime Prevention Partnership (YCPP) and the Community Safety Partnership (CSP) oversee the implementation and delivery of The Youth Crime Prevention Strategy following 5 principles:

- 1. Empowering communities: working with community organisations and residents to give them the confidence to be able to help young people.**
- 2. Inclusive participation: young people feel listened to and have a say in how services work for them.**
- 3. Increasing resilience & reducing vulnerability: services give the right help to young people early so their problems don't get worse.**
- 4. Protecting our community: residents are trained to spot the signs of exploitation and help young people to get the help they need. More high visibility police patrols where help is most needed to keep residents safe.**
- 5. Rehabilitation & resettlement: all young people are given the best opportunities to thrive, and young people in need get all the help they need to escape crime.**

These five principles align with the four tenets of the Child First principles and the YCPP has continued to support the implementation of the four tenets beyond the Youth Justice Service (YJS) to the wider partnership.

The YCPP is committed to continuing to resource the YJS Wellbeing Team, consisting of health and education colleagues who work closely as a Multi-Disciplinary Team to identify needs and offer advice and support. The Wellbeing Team provide individualised support to young people and their families based on their needs, views, and preferences. This includes direct assessment and intervention where appropriate, as well as indirect support by providing strategies, advice, and case consultations for YJS professionals. With increased capacity, the Wellbeing Team has been able to

work in partnership with children and young people's wider networks, families, and carers wherever possible and involve them in the care plan process. This includes attending meetings with the professional network to feedback about work completed with children and young people and provide advice and support as needed to assist planning, ensuring interventions are adapted, constructive and future focussed, promote the child's and young person's individual strengths and support engagement and accessibility.

4. Voice of the child

We work in collaboration with the children and young people know to the YJS, we listen and respond to what our children and young people tell us they want and need to ensure they are not only safe but thriving. This is evidenced through our annual consultation event hosted in March every year, this year the event was held at QPR on the 23rd March 2023. Of the parents/carers who attended the consultation, the responses were very positive.

Everything is made clear, and I feel included in the process. I know I can contact my YJS worker at any time, which is a very positive affirmation of the case-workers role, abilities, and engagement with the families.

This approach to youth voice is at the core of everything we do and is reflected in our reflected in our Youth Crime Prevention Strategy. We work together to respond to emerging needs and reshape the way in which we plan, implement, and deliver services in Hammersmith & Fulham so that families receive support they need when they need it.

We are committed as a local area to create a system of early intervention and targeted prevention which puts all children, young people, and their families first. We run a range of community engagement sessions with our partners and young people to ensure that the YJS alongside other services are being run with our residents and not too them. Events such as our young person's and parents' consultation day, bi-annual practice week and youth takeover event are just some of the ways in which we reach out to our cohort and their families and enable them to influence the development of our practice. The feedback we get from these sessions is used to inform, improve and bring innovation into our service so that we can continue to meet the needs of our young people in the best way we can.

The YCPP has nominated one of the board members to take on a Youth Voice Champion role, representing Community based services for children and young people in H&F. The Youth Voice Champion's (YVC) overall purpose is to champion youth voice and engagement, ensuring that the voice of young people is heard in relation to decisions being made that affect them. The main responsibility being to represent youth voice and engagement when attending meetings where young people

are not present. The YVC works with the YJS restorative justice team and the children's services Youth Voice Coordinator to ensure that the voice of young people is captured across a range of council areas and to encourage active participation by young people in consultation, participation and engagement events, including:

- Annual Young Persons Consultation Event
- Regular feedback sessions with Young People
- Stop and Think Survey
- YJB National Survey on impact of Disproportionality on reoffending

5. Governance, leadership, and partnership arrangements

Governance and leadership

The Youth Crime Prevention Partnership (YCPP) is our key partnership board for ensuring accountability and responsibility for children and young people at risk of or involved in the criminal justice system and provides governance for the YJS. The YCPP includes all the statutory partners and is an active and effective board with high levels of engagement and participation from board members including our Youth Voice Champion and Parent Carer Champion Network.

The YCPP is chaired by the Strategic Director of Children Services (DCS) and vice chaired by the Director of Public Protection and the Operational Director of the Children and Young People's Service (CYPS). They are also members of the Local Safeguarding Children's Partnership and Community Safety Partnership. In addition, the DCS is a member of the Health & Wellbeing Board, Strategic Leadership Team and is the YCPP's link to these strategic boards. The Operational Director of the CYPS is the chair of the VAWG Strategic Board.

The Head of YJS attends the Local Safeguarding Partnership and the Community Safety Partnership and Health & Wellbeing Board.

The Local Authority has an Equalities plan 2021-2025, it is committed to making Hammersmith & Fulham the most inclusive borough in the country; a place where everyone feels valued, and residents have equitable access to the opportunities the borough offers. The plan has five key objectives:

1. **Everyone in our borough feels valued and they belong**
2. **Removing barriers to inclusion**
3. **Ensuring that our services tackle the disproportionate impact on young people (including those at risk of street crime and exploitation by gangs)**
4. **Improving opportunities for all**
5. **Becoming an employer of choice and fostering greater inclusion**

The chair of YCPP is also the senior responsible officer in the council for equalities and race equalities and vice chair of the newly established Equity, Diversity and Inclusion Board. In CYPS there are facilitated, Black Lives Matters conversations aimed at front line social workers on a monthly basis where different themes and topics are discussed to promote a wider understanding of the children and families they are

working with in Hammersmith & Fulham. Cultural humility training was mandatory for all managers within CYPs.

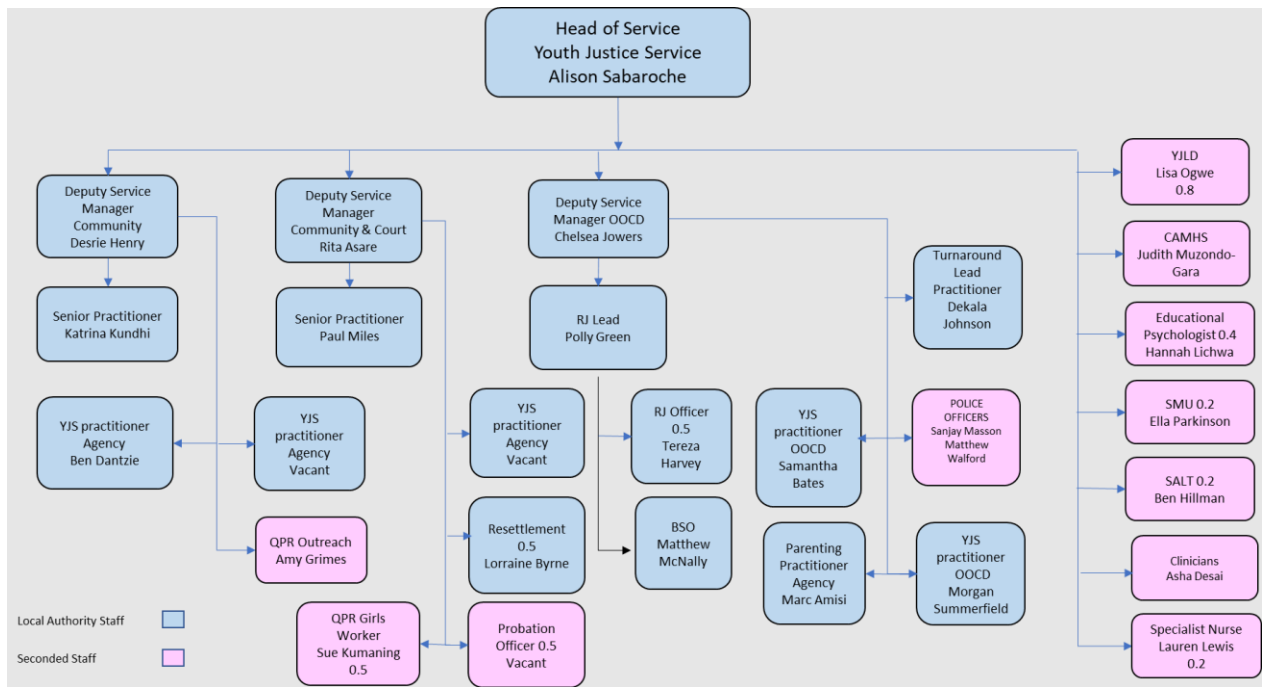
Youth Justice Service Structure

The YJS is located within Children and Young People's Service with the head of YJS managed by the Operational Director, in recognition that this cohort are children and young people first and that their needs are responded to accordingly, and benefit from the broader internal partnerships and opportunities that this structure creates. Located alongside Early Help and Social Care ensures an integrated approach to working with young people across Children's Services.

Monthly Children's and Young People's Services Departmental Leadership Team meetings encourage open conversations, information sharing and has embedded joint working relationships. Our bi-annual practice week brings Children's Services together to review and improve as one service and one authority.

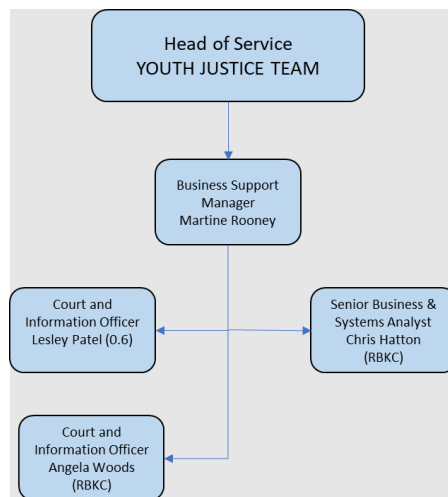
YJS management consists of a head of service; three deputy service managers; two senior practitioners, a restorative justice and inclusion lead and a turnaround lead project worker. The service has three distinct teams including Court and Community, Community, and an Out of Court Disposal team, which also delivers the turnaround project and restorative justice service. Additionally, there is a Wellbeing team which works across the service made up of the speech and language therapist, education and child psychologist, youth justice liaison and diversion worker, CAMHs worker, clinical/systemic practitioner, specialist public health nurse and substance misuse worker. Two seconded police officers sit within the OOC team and Two QPR outreach workers are based within the community and court and community teams.

The service is diverse with regards to ethnicity, age, and skillset; the practitioners and senior practitioners are either social work or probation qualified. However, only 25 percent of staff are males. There are three practitioner vacancies, one has arisen from an internal secondment of a practitioner to the turnaround project lead worker role, another a practitioner recruited permanently to the senior practitioner role within the community team.





Shared Service – Court Administration and Data Management



YJS Staffing by Gender Ethnicity

Ethnicity	Manager Strategic		Managers Operational		Practitioners		Administrative		Referral Order Panel Volunteers	
	M	F	M	F	M	F	M	F	M	F
Asian					1	3				1
Black		1		2	1	2				3
Mixed						1	1			
White				1	2	3	1	3	3	7
Any other ethnic Group										
Not known					2	6				
TOTAL	0	1	0	3	6	15	2	3	3	11

Partnerships

The YJS has developed excellent partnerships and working relationships across the Council and with a range of community organisations – this is reflected both at a practice and board level.

The YJS works closely with the council's commissioned early intervention provision (youth clubs, mentoring programmes and specialist support), as well as the in-house Family Support Early Help Service. Family Support practitioners have adopted a trauma-informed approach and their experience of working with families, particularly in the areas of school attendance and building resilience, is beneficial to the YJS' work on reducing rates of reoffending and First Time Entrants (FTEs). A representative of Family Support sits on the Out of Court Disposal panel (OOCOD) and the Turnaround panel further enhancing practice collaboration and ensuring consistency of support to the young person and their family.

The YJS also works closely with Family Assist, our award-winning rapid response team that works with young people who are at risk of being taken into care or entering the criminal justice system. This team can provide immediate, intensive interventions such as mediation to prevent further escalation. We have established an effective step up and down process with our Family Assist and Family Support colleagues to ensure we provide excellent and seamless integrated support to our young people and families.

The YJS have a strong working relationship with colleagues in the Education service who are working closely with school network to implement a whole school trauma informed approach, which takes a protective lens to support young people to prevent managed moves and exclusions as well as reviewing alternative provision in the borough. We have introduced a policy on managed moves which all schools have signed up to, formalising the process of school-to-school managed moves, setting clear expectations on all parties involved and ensuring managed moves are agreed and supported. The policy also clarifies the limited circumstances in which the local authority will support a managed move to alternative provision, reflecting our approach to ensuring that every effort is taken to keep our young people within mainstream education.

We have also continually promoted our Early Help Traded Offer, working with schools to support direct work with children where there are concerns about their behaviours, parenting and possible attendance concerns. In addition, our Educational Psychology team have delivered trauma and attachment training in schools, including working with our special schools to look at how trauma related, and attachment issues may present in young people with significant Special Educational Need. Through this improved understanding of the impact of trauma, we are working to strengthen the role of our school network in safeguarding vulnerable children and young people. Every secondary school has a named Safer Schools Officer, working closely with schools to identify children and young people at risk of violence.

We pride ourselves on our strong working relationships with Community Safety which includes our Gangs Violence and Exploitation Unit (GVEU) and the Anti-Social

Appendix 1 – Youth Justice Plan

Behaviour Unit. The effective joint working relationship between the YJS and the Community Safety directorate ensures the meaningful sharing of intelligence and resources. The Community Safety team (via the London Crime Prevention Fund) funds a resettlement post and a restorative justice post within the YJS. The Chief Officer - Safer Neighbourhoods is one of the vice joint chairs the YCPP, supporting Children's Services to drive our collaborative response to children and young people who have offended with the partnership's members.

Our approach to tackling Gangs Violence and Exploitation is influential in our plan, focusing on:

- Engagement - engaging young people with services such as education and health with a focus on early intervention and diversion as forms of prevention
- Enforcement - diverting young people away from harm and safeguarding individuals and communities
- Empowerment - delivering solutions, options and tools for young people and communities affected by GVE

We work with several partnership organisations to help us achieve our priorities. This includes Metropolitan police, MOPAC and National Probation Service. This focused work should mitigate the risk of young people having delayed transitions as well as ensure that young people are fully supported, and the YJS is informed, in their move to the adult system. The YJS also works closely with MOPAC. Every year, the MOPAC Violence Reduction Action Plan framework is regularly reviewed and the YJS contributes and supports the delivery of actions outlined in the plan in relation to safeguarding and educating young people, supporting victims of violence, and working with communities to reduce violence. We also have strong working relationships with the local community and faith partners who help us support young people's reparation in meaningful ways. This gives our young people a range of opportunities to learn new skills and meet people that they might not otherwise interact with. Many of our community partners offer our young people opportunities to continue to volunteer with them, as well as providing them with employment references.

Our community partnerships reflect restorative justice principles by reintegrating young people into the communities that they have harmed. A good example of this is our work with Queens Park Rangers Football Club. The YJS have two dedicated project workers from Queens Park Rangers (QPR) football club embedded as part of the team. One project worker sits within the Community Team and supports the YJS's Education, Employment and Training work in addition to sitting on the Out of Court Disposal Panel to provide additional support to young people subject to pre court disposals. The second worker is a Female Gangs and Exploitation worker who sits within the Court and Community Team and whose role is to provide support, guidance and mentorship to vulnerable young women who are at risk of getting involved in organised crime, violence or sexual exploitation. We have built relationships with 21 partners covering a range of projects and activities across the borough – referenced below:

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- **Volunteering** (Youth and Sports Clubs): St Albans church Youth club, West London Boxing Club, Apple Yard East Acton Safe camp – Rugby, QPR
- **Charity Shops:** Shelter North End Road, Trinity Hospice Hammersmith
- **Faith and Community Centres:** The Anti-tribalism Movement Shepherds Bush, The Minaret Community North End Road
- **Soup Kitchens:** St Andrews Church Fulham, West London Church Outreach Fulham Housing/Community: Bishop Creighton House, Barons Court Project
- **Animal Care:** Dog Trust, Wormwood Scrubs Stables,
- **Gardening:** St Katherine's Church White City, Fulham Palace, Normand Park community project
- **Hospitality & Culture:** Lyric Theatre, Making Tracks, Otto's

These partnerships have also allowed us to raise awareness about Restorative Justice, the work of YJS in the borough, and the issues that young people face today, as well as harnessing the support that communities can offer.

6. Board Development

The YCPP is committed to delivering effective Youth Justice in H&F. The YCPP hold annual development workshops in addition to regular board meetings to review board effectiveness, partnership arrangements to ensure all children are receiving a high-quality service. The YCPP development workshop for 2023 took place in January where actions for Partnership improvements were identified to ensure the YCPP continues to deliver a high-quality and responsive service to all children.

The 2023 YCPP workshop identified Priority Themes and recommendations:

- Refresh the Induction process and ensure partners understand their Roles and responsibilities as board members
- Board members to have knowledge of YJB National Standards and MoJ Key Performance Indicators.
- Review the commissioning of data from partners and produce the data more visually and digestible for the Board.
- Understanding disparities and disproportionality needs of the cohort - Commission Anti-racist training for the Board.
- Embedding the voice and experiences of the children at the Board

Initial scoping for training for the YCPP board members has been completed and further action to implement will be undertaken. A plan will be made to deliver against all identified priority areas and will be overseen by the YCPP.

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Hammersmith and Fulham Council's designated Member for Youth Advancement is invited to observe the partnership meetings and provide additional insight and perspective. This is in keeping with the constant evolution of the board which was expanded to include two community parent champion representatives.

7. Progress on previous plan

In our 2022-23 YJ Plan, our service priorities and plans were aligned to the three National Key Performance Indicators and with a further priority of reducing disproportionality. In addition, our overarching priority was, and remains, to maintain caring and compassionate language and a Child First approach. The tables below set out our progress against our plans and activities to in response to these indicators:

Early Intervention (reduce 1 st time entrants)		
Last Year's Action	Current Progress	RAG
Develop and embed Early Prevention joint working framework between YJS and Family Support (Early Help) to work with children, young people and families subject to RUI/Court-Police bail	This has been achieved assisted by the implementation of the Turnaround Project. The NFA panel has been repurposed as the Turnaround Panel with an expanded membership. Early help and ICAT managers now sit on the panel alongside GVEU, systemic therapist et al. The eligibility criteria is wider than RUI/Court-Police bail and has meant for e.g that YP assessed by ICAT who previously would have either been closed and referred to Early help or universal services can now be referred to Turnaround.	Green
Support Home Office/Met roll-out of ENGAGE	London's Violence Reduction Unit currently fund ENGAGE in 7 BCU's, in the next roll out they are to fund ENGAGE in Central West BCU which Hammersmith police station comes under. YJS HoS is to be lead for Hammersmith & Fulham.	Yellow
Referrals to specialist mentors	Referrals continue to be made for mentoring as is appropriate. With mentoring available from several VCS.	Green

Keeping young people safe and secure, enabling them to thrive (Reduce re-offending)		
Last Year's Action	Current Progress	RAG
Support YJS 16+ into suitable EET pathways	<p>Whilst there has been a decrease in the number of black and mixed heritage in suitable EET at the end of their orders, overall, the H&F YJS has a higher percentage of children and young people in EET than the London and National average.</p> <p>We made good progress against our NEET reduction plan and strengthened our partnership with internal education and SEND services alongside our partnerships with charities, external ETE brokers and local employers. Examples of this is our service EET workshops and presentations; increase in referrals and NEET conversions for post-16s. Joint PEP and EHCP planning to support sustainable EET pathways. Increase in accreditation and successful re-integration for YPs missing from education.</p>	
Support YJS under 16's to remain/reintegrate to mainstream school	Monthly Inclusion panels providing advocacy for YJS cohort who were previously overrepresented in our local AP.	
Identify, assess, signpost/intervene health & special education/additional needs	<p>Between January-December 2022, 60 children/young people (CYP) were referred to the YJS. 54 of these CYP people had contact with the Wellbeing Team for mental health, SLT and/or EP support.</p> <p>This contact included a range of the following activities:</p> <ul style="list-style-type: none"> • Screening of notes and contacting other services to see if already known, or if the CYP had a history of needs • An initial meeting/assessment with the CYP 	

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	<ul style="list-style-type: none"> • Further standardised assessment as needed • Referrals to other services • Case consultation with YJS workers • Intervention – either direct, or with family, professionals, schools, team around the CYP. 	
Refer for specialist mentoring support	<p>Referrals continue to be made for mentoring as is appropriate. With mentoring available from several VCS.</p> <p>In addition referrals can be made for a Gangs worker or for mentoring support from QPR.</p>	
Contextual safeguarding training	YJB Inset training oversubscribed	
Trauma informed practice training	Senior YJS Practitioner and Turnaround Practitioner to attend YJB TRM Trauma Aware Aware Training May 2023	
Effective risk practice to support the safety of young people and others training	Fortnightly YWRP offers management oversight and leverage for additional resources to manage YPs risks and promote victim safety. Robust quality assurance framework to support and execute risk assessments and safety planning which is informed by safeguarding and public protection training and coaching.	
Autism awareness training	Mandatory training rolled out across Children and Young People Services.	

Supporting young people to remain within the community (Minimise use of custody)		
Last Year's Action	Current Progress	RAG
Strengthen Youth Justice Service joint working with wider Children's and Young People's Services to develop	This area remains an ongoing piece of work and is carried forward into 2023-24. There have been some good outcomes in relation to young people who have been made subject to YDA,	

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clear targets, processes and practices that support desistance and use whole family approaches to support young people to stay with their families	subsequently being released on R'iLAA to extended family networks.	
Explore foster carers as an alternative to custodial remands	Placement sufficiency remains challenging and is a priority for the fostering service recruitment strategy to ensure we have carers to offer safe alternative homes specifically for YJS cohort.	
Effective practice support children and young people's desistance training	YJB Inset training oversubscribed	
Recruit probation officer	The local probation service is understaffed as noted within their HMIP report and unable to fulfil the requirement for a seconded PO. There are robust transition arrangements in place, where the Court and Community DSM and the Probation Deputy Head of Service meet quarterly to identify and discuss those young people who are eligible for transition. In addition, the transition arrangements are reviewed by the YCPP.	

Reduce Disproportionality		
Last Year's Action	Current Progress	RAG
Deliver culturally specific group work programmes	Ether programme was successfully delivered with a group of young black and mixed heritage males. Many gained several AQA for their engagement with the programme.	

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	Guest speakers with lived experience co-facilitated aspects of the Weapons Awareness Group.	
Disproportionality in Youth Justice Training	All YJS practitioners, managers and specialists attended the Wiper series of courageous conversations; Anti-racism and allyship training, Cultural humility training, Unconscious bias training.	
Focus on tracking and monitoring care experienced and young people leaving care	There have been some good outcomes in diverting care experienced young people either away from the criminal justice system or in receiving out of court disposals. This will carry forward to 2023-24 to be included in the tracking of wider services.	
Stop and Search focus groups with new police recruits	The lack of continuity of senior police officers attending YCPP has meant this piece of work has been delayed. This will carry forward to 2023-24	
Promotion and implementation of reducing criminalisation protocol	The protocol has been widely promoted and there have been examples of good joint work between Care experienced and leaving care colleagues and YJS practitioners in working to either divert young people entirely away from the justice system or to receive an OOCd, this has been particularly impactful where H&F children are appearing in out of London courts.	

8. Resources and Services

Hammersmith & Fulham YJS is funded by the local authority, Youth Justice Board, London Crime Prevention Fund, Public Health and National Probation Service. In addition, the YJS receives staffing contributions from the Metropolitan Police, National Probation Service, NHS/CAMHS and Queen’s Park Rangers.

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Partner Contributions	Staffing Costs (£)	Payments in Kind (£)	Other Delegated funds (£)	Total (£)
Local Authority	481,500		122,800	604,300
Police Service		100,000		100,000
National Probation Service	25,000		5,000	30,000
Health		110,000		110,000
Police and Crime Commissioning	45,326			45,326
YJB Grant*	403,268		10,000	413,268
Other QPR 1.5 fte / SMU 0.2/Turnaround	104,203	59,500		163,703
TOTAL	1,059,297	269,500	137,800	1,466,597

**Based on 2022/23 Grant*

In addition, the Local Authority has invested £1 million in the development of the Gangs, Violence and Exploitation Unit, and a further £4.6 million in the Law Enforcement Team, demonstrating our commitment to tackle crime and anti-social behaviour across the borough beyond our Youth Justice Service.

We use our grant, partner contributions and available resources to deliver these services: Prevention, Diversion, Out of Court Disposals and Court and Community Work including restorative justice and resettlement.

We believe they produce the following benefits and outcomes:

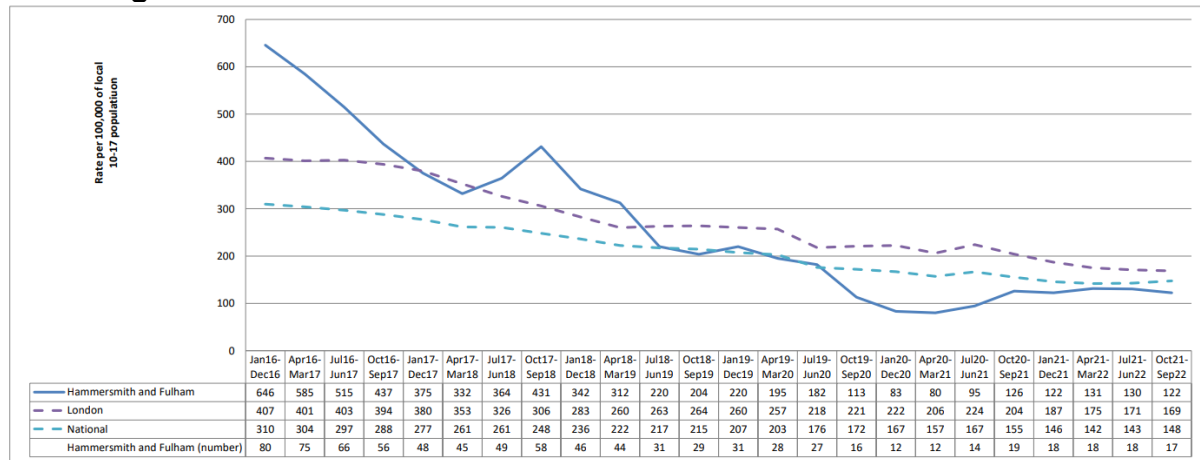
- Continued reduction in 1st time entrants.
- Continued reduction in reoffending rates and frequency of reoffending rates
- Bespoke, individualised, differentiated interventions.
- Support into EET
- Effective resettlement

Our performance will be improved in 2023/24 by:

- Increased prevention and diversion from the criminal justice system
- Delivery of Early Intervention Systemic Family Therapy Programme
- Development/commissioning of bespoke group work for serious youth violence offences
- Delivery of the Unheard Gender programme

Performance Against the 3 National Performance Indicators:

Reducing First Time Entrants



The numbers of young people entering the youth justice system have significantly declined since 2016. The comparative rate of first-time entrants (FTE's) per 100,000 has dropped slightly 130 to 122 for the latest annual period through to September 2022. This rate lies below the London rate at 169 and the National at 148. The actual number of FTEs has decreased from 18 to 17 for October 2021-September 2022. Supporting this, practice in relation to out of court disposals has been rated 'Good' by HMIP inspection in July 2022.

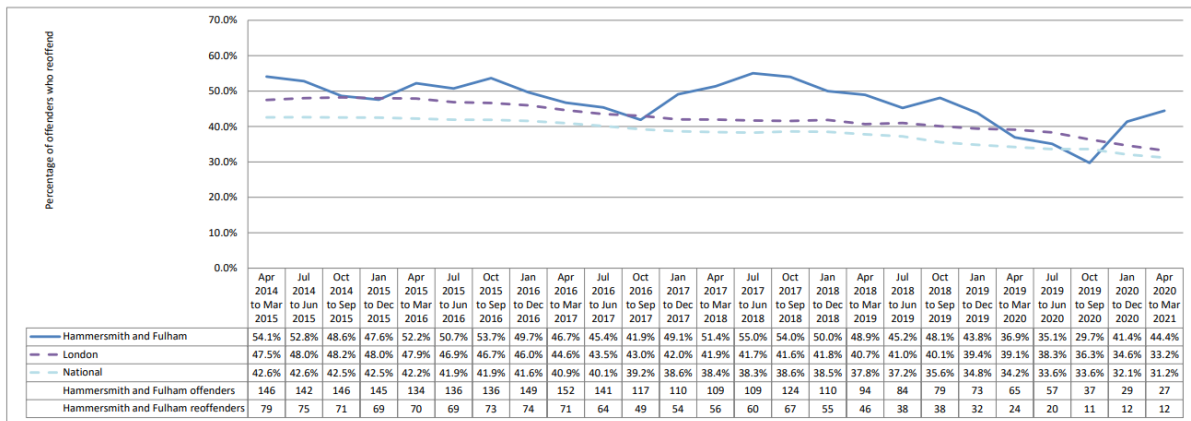
There are a number of partnerships working towards reducing the rate of FTE's including:

- O OCD multi-agency panel
- Turnaround Panel
- Youth Crime Prevention Strategy
- Early help and early intervention services
- Mentoring initiatives
- EET pathways
 - Prevention of managed moves and exclusions
 - Review of Alternative Provision
 - YJS continues to work with third sector providing dedicated EET support. There is a particular focus on those 16+ who are NEET

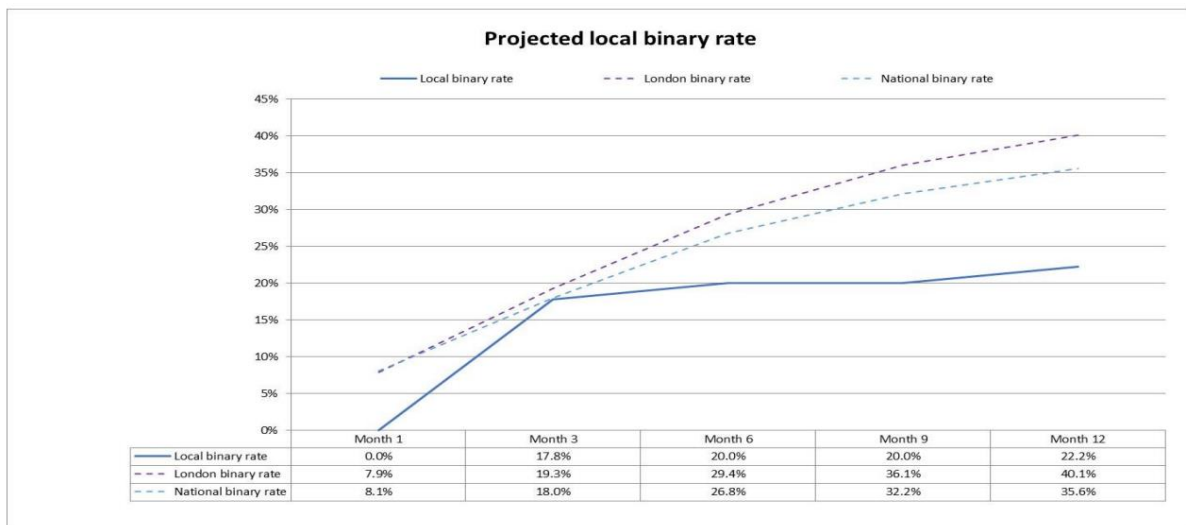
Reducing the Rate of Reoffending

Reoffending data is provided on a quarterly basis by the MoJ and are displayed on the below graph as a 12-month rolling cohort. Data is published 21 months after the cohort end date. This includes the 12 months counting period plus further 6 months for any offences to be processed through the Courts and lastly 3 months for the MoJ to analyse and publish the information held on the Police National Computer (PNC).

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LBHF data for April 2020 – March 2021 cohort shows the proportion of reoffenders increasing on the previous cohort, from 41.4% to 44.4%. Of the 27 young offenders included in the cohort, 12 reoffended with proven offences. The LBHF rate has now risen above both the London average 33.2% and the National average 31.2%, both of which have continued to reduce gradually. It should be noted that the data is 2 years old, and the live reoffending tracking (below) shows continued reduction in the reoffending rate. A thematic audit will be undertaken of the most frequent reoffenders to identify and learning that can support our continued improvement in this area.



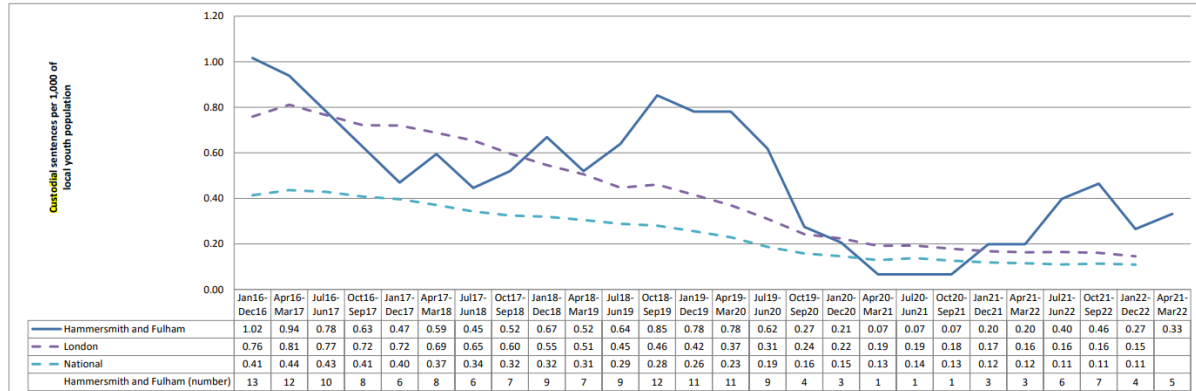
The live tracker data for April 2021 to March 2022 shows cohort reoffending remains at 22.2%. From the cohort total of 45 young people included in this cohort, ten have reoffended with 22 proven offences (2.20 offences per reoffender). Three further young people have offences pending in the Courts which if proven would increase the rate to 28.9%. The LBHF rate continues to lie below the London average of 40.1% and the National average of 35.6% for the 12-month cohort of the same period.

The MoJ will publish headline rates for this cohort by end of January 2024. As the MoJ data is an aggregate of four quarters it will be approximately 3% to 5% higher than this tracker data which measures one single cohort for the year. Additionally, proven offences recorded on PNC for post 18-year-olds may further increase the final rate published for this cohort.

The following actions to continue to address this indicator:

- Specialist mentoring
- Bespoke, individualised, differentiated interventions.
- Well-being Team support
- VCS partners; strong offer and pathways into ETE

Minimising the Use of Custody



The custody rate has increased slightly in the last twelve-month period from 0.27 to 0.33 per 1,000 of 10-17 years olds in the local population, marginally above the London rate of 0.15 and the National rate of 0.11 for the reported period. The figures during the last few years include a number of young people sentenced for very serious offences including manslaughter, supply of drugs, robbery and offences involving weapons. Given the seriousness of the offences and the public protection consideration, custody was an inevitable outcome.

The YJS is strengthening its work with wider CYPS colleagues to support robust bail and remand packages which support young people to remain at home or in the community where it is safe for them and the public to do so. The YJS remains focussed on providing robust alternative sentences to custody options:

- Continuing to deliver the Junior Attendance Centre (JAC).
- Robust bail support packages bespoke to each young person
- Pre-Sentence Reports (PSR) follow a Child first approach
- Court User Group Meetings
- 7-Borough Court Meetings
- Effective resettlement

We have used our strength in relationships and systematic practice to influence the changes to our pre-sentence reporting. This has been developed through multi agency networks. The approach is child first. addressing the child’s personal circumstances and the context of their lived experience gives a richer analysis of the offence and includes clinical consultation and consideration of social graces checklist. There is significant congruence between our Pre-Sentence Report proposals and the judge’s sentencing, which has supported our continued development of this approach.

The service commissions JAC provision, which focuses on supporting the reduction of reoffending for young people aged 10-17 through enabling development of social and practical skills to achieve positive outcomes. A requirement to attend a JAC is available as a standalone or additional requirement of a Youth Rehabilitation Order, or as a consequence of breach in respect of a range of court orders. Therefore, this provision supports the YJS to meet their KPI to minimise the use of custody by providing an alternative recommendation to a custodial sentence. The JAC provision offers meaningful weekend provision, supports intensive supervision and surveillance (ISS) provision, enables young people to achieve additional qualifications, and has received positive feedback from young people.

Performance Against Local Targets:

In addition to the three national KPI's, our plans include additional targets to reduce disproportionality:

5% reduction in number of black/mixed heritage children becoming FTE

Despite the work of the service to improve this area, we have seen a 5.6% increase in the in the number of black or mixed heritage children as FTE from 2021/22 (18) to 2022/23 (19). Though this only represents an increase in one child/young person, this reflects a higher % increase due to the size of the cohort.

The service continues to strengthen joint working between the YJS and the Early Help team to expand the offer to children who have come to the attention of the Police via the implementation to the Turnaround Project funded by MOJ. The NFA panel has been reconfigured into the Turnaround Panel with an expanded panel membership which includes:

- Parenting practitioner
- Systemic family therapist
- Children Leaving Care/Children Looked After representatives when relevant.
- Initial Contact and Advice Team Manager
- Youth Engagement Team
- Early Help/Family support Manager

The guiding principle of Turnaround is to provide intensive early help to prevent and divert children and young people on the cusp of formal entry into the criminal justice system.

5% increase in number of children looked after/care leavers and black/mixed heritage children in suitable EET at the end of court order

The number of black and mixed heritage boys in suitable education, training and employment by the end of their order, decreased slightly from 58.3% in 2021/22 to 56.3% in 2022/23.

Although YJS has had an increased focus in this area, including increasing commissioned Education Psychologist time, it has remained challenging to increase the number of children looked after/care leavers and black/mixed heritage children in

suitable EET at the end of their order. Our data show us that these children are most likely to have reoffended, most likely to have committed higher gravity and more serious offences and most likely to experience family breakdown/come into care or have alternative living arrangements in addition to having learning difficulties/additional needs and likely to be aged 16+. The Operational Director for Education and SEND and YCPP education partner will lead the YCPP/YJS on ensuring there is a relevant EET pathway plan and support for each child within the YJS cohort.

2% reduction in reoffending rates of care leavers/children looked after/black/mixed heritage children

The reoffending rates for black and mixed heritage young children shows a reduction of 4.1% from 26.7% in 2020/21 to 22.6% 2021/22, and a reduction in frequency per reoffender. This data stated is the cohort inclusion year, with the cohort up to March 2021 being the finalised data. Demonstrating continuous improvement beyond the 2% reduction target, the YJS has undertaken substantial activity to support reducing reoffending for black and mixed heritage children including expanding the mentoring offer, Ether group work programme, review and refresh of policy and approach to delivery of resettlement.

2% reduction in custodial sentences imposed on care leavers/children looked after/black/mixed heritage children

Reducing the overrepresentation of black and mixed heritage children becoming FTE or receiving a custodial sentence remains challenging and will be a continued priority in 2023-24. Custodial sentences in 2021/22 and 2022/23 remained steady at three young people, however with an increase in sentencing occasions from three in 2021/22 to five in 2022/23.

These incidents of sentencing occasions have risen due to the nature of the offences committed being offences of Serious Youth Violence, therefore limiting the imposition of community sentences. As a result, the service are committed to providing robust community sentences. For example, additional requirements can be added to Youth Rehabilitation Orders such as an Attendance Centre Requirement. These are delivered via commissioned Junior Attendance Centre provision. This provision provides an element of restriction of liberties and punishment as they are delivered on weekends. Further, the service commissions Wipers Youth to deliver group work through which young people can gain AQA qualifications, therefore delivering rehabilitative provision.

Reducing Disproportionality

All of our local targets are centred around reducing disproportionality. Despite this, Black and Global majority groups continue to be overrepresented with 65-90% of our YJS cohort from black, mixed race or other global majority background demonstrating a dramatic overrepresentation compared to local youth population. Further, the white ethnic group is under-represented across all tiers compared to census data on our local youth population. Asian and other ethnic groups are both slightly under-represented across most tiers.

Percentage Point Difference to Census 2021 by Tier and Ethnic Group



The service continue to work to reduce this disproportionality, through:

- Developing a CHS disproportionality task and finish group
- Joining the 7-borough disproportionality group
- Investing in training focused on unconscious bias and trauma and oppression to understand the links between trauma and oppression and finding creative ways of responding
- Continuing cultural humility training
- Continuing the Ether Programme including the Black, Asian and Global majority personal development and leadership groupwork programme
- Working with Police Partners to review stop and search data for Black, Asian and Global majority children and young people, identify any patterns of themes and take appropriate action

Our Youth Justice Service Disproportionality survey 2022 asked young people to talk about their experience of disproportionality both with the Youth Justice Service and in other areas of their lives. The questionnaire was voluntary but if they did wish to participate it could count towards their reparation hours. 14 young people participated. The survey asked young people to define what ‘discrimination’ means to them, if they have ever felt treated unfairly on their route to YJS, if they ever felt discriminated by the YJS, to reflect on what caused them to feel discriminated against, how they feel about it now, and what may help them to think and feel differently.

The survey feedback continues to report into the YJS management board and is used to inform YJS plans.

9. National Key Performance Indicators

Additional Key Performance Indicators

Suitable accommodation

We know that providing access to safe and suitable accommodation for young people reduces the risk of reoffending. This is an existing area of focus in Hammersmith & Fulham. As such, measurement of this indicator will formalise existing practice to enable a greater understanding of the number of children in suitable accommodation, and evidence any barriers requiring escalation with partners to target support where children are in unsuitable accommodation.

In the HMIP Inspection in July 2022, Resettlement was rated as Outstanding and inspectors stated that;

“Before they were released, children knew where they were going to live and had been matched to placements that could meet their needs.”

YJS practice in relation to resettlement was also featured in the HMIP’s Effective Practice Guide for Resettlement published in February 2023.

The Youth Justice Service strive for ‘high-performing timeliness’ for all children and young people, with resettlement planning beginning at the start of a young person’s custodial order to ensure that arrangements are made, agreed and communicated well in advance of the young person’s release date.

For all cases of resettlement for young people in custody, a multiagency pre-release planning meeting is held four weeks in advance of the release time. This meeting involves a resettlement worker, youth justice practitioner and, where relevant, social worker, education representative and health representative to ensure the voice of the child, and their specific circumstances and needs are considered.

To meet the ‘high-performance timeliness’ requirement for this indicator, placements need to be secured four weeks in advance of the expected release of the young person, requiring the LA to pay a retainer. This is agreed through the Care and Resource Panel, on an individual basis. This presents a challenge as such provision is typically high cost, however this position is closely monitored to manage the financial impact on the LA.

Accommodation for young people is consistently monitored via case level returns. Our Careworks case system has been updated to allow practitioners to log this metric as soon as a suitable placement has been secured in line with the KPI and has been effective from 1st April 2023. The children’s placements team monitors the number of children placed via an existing placement’s tracker matrix. These mechanisms will facilitate accurate reporting against this indicator.

Education, Training and Employment

Hammersmith and Fulham have seen a positive decline in the number of NEET young people within the YJS, having fallen by half from October 2022 (at which time 40% of young people known to the YJS were NEET). Currently, of the 25 young people aged 16-18 within the YJS, 7 (28%) are in employment or training, 11 (44%) are in education, 5 (20%) are Not in Education, Employment or Training (NEET) and 2 are classified as other. Despite this positive reduction, continued support is required to ensure all young people known to the YJS successfully transition to employment, training and education pathways. Whilst we are seeing an increase in the take up of employment/training options, our data demonstrates a significant drop out rate of young people known to the YJS from FE colleges, suggesting the need for continued support post enrolment. To address this, we will build on and formalise existing relationships between the YJS and Education service. The YJS Education, Employment and Training (EET) Pathways and Planning Group will be formalised through the additional membership of the Director of Education and SEND. The aim of the group is to focus on the intersection of YJS cohort within NEET, AP, SEN/ECHP, Virtual School and ACE/School Admission. Alongside the Director for Education and SEND, membership includes the YJS DSM Community Team YJS EET Lead, Secondary Advisor 14-25 Development Education and SEND, Head of ACE, Head of Virtual School and Educational Psychologist linked to the YJS and AP. The objectives of the group are to:

- Identify and confirm EET status of YJS cohort
- Track and monitor reintegration, timetables and attendance of identified YJS/AP cohort
- Track and monitor EET outcomes for care experienced/care leaving children within YJS cohort
- Track and monitor EET status within secure settings for YJS cohort who are not care experienced/care leaving nor SEND/EHC
- Consider the quality of EET provision for YJS cohort and ensure all YJS cohort are achieving at Level 2 in functional Maths and English

Further, the YJS and Education will continue to work with third sector organisations such as Action West London, SPEAR, and WIPERs to engage and support young people. The service will also continue to identify and build links with suitable employment, training and education pathway providers both in the FE sector and training sector.

Special Educational Needs or Disabilities / Additional Learning Needs

In line with Chapter 10 of the SEND Code of Practice, measures captured by this KPI are already in place to ensure the timely identification and assessment of special educational needs and provision of high-quality support to young people known to the YJS at the earliest opportunity. Alongside support for young people's mental health and emotional wellbeing, the YJS Wellbeing Team provides co-ordinated specialist assessments and intervention plans to address unmet learning needs. The integrated wellbeing team was developed in response to analysis of needs, and includes a Speech and Language Therapist, Education Psychologist, Youth Justice Liaison and

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Diversion Worker, CAMHS worker and Substance Misuse worker. This team of specialist workers ensure all young people’s needs are identified and met to ensure the best outcomes.

As of September 2022, 6 young people known to the YJS had an Education, Health and Care Plan (EHCP), not including for those with additional needs or those without a formal SEN plan. This accounts for approximately 25% of the YJS cohort. IN accordance with the SEND Code of Practice, a clear process is in place to record and monitor this information through the YJS Education, Health and Care (EHC) Planning Process Flowchart (below).

Section of Code of Practice	Responsibility	Who?	When?
For Children and Young People with an EHCP			
10.72	YJS will notify the EHC Planning Team and the YJS EP when a child or young person aged 25 or under is detained and is believed to have an Education, Health & Care Plan.	YJS Case Manager	Within five working days of becoming aware of the detention
10.73	The EHC Planning Team will send the C/YP’s EHC Plan to the YJS Case Manager and YJS EP who will share this information with the detained person’s custodial case manager to inform the work of key personnel who will be involved in delivering the detained person’s sentence plan	EHC Planning Service & YJS Case Manager	Within five working days of the request
10.133	The YJS Case Manager, EHC Planning Team and EP will liaise with the relevant youth accommodation to organise a monitoring meeting as soon as practicable. This will consider how the special educational and health provision outlined in the EHC Plan will be arranged for the detained person in custody.	YJS Case Manager, EHC Planning Team and YJS EP	Within 10 days of detention
10.76	The YJS Case Manager and EHC Planning Team will request copies of the individual learning plan devised by the relevant youth accommodation.	YJS Case Manager and EHC Planning Team	Termly basis
10.133	The YJS Case Manager & EHC Planning Team should organise monitoring meetings as a minimum of every 12 months.	YJS Case Manager and EHC Planning Team	Every 12 months from the date of the last monitoring meeting

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10.134	The YJS Case manager will inform the EHC Planning Team and the YJS EP when a detained person is due to be released from the relevant youth accommodation.	YJS Case Manager	Upon notification of release date and within 24 hours
10.134	The YJS Case Manager & EHC Planning Team will liaise with the relevant youth accommodation to organise a meeting to focus on the CYP's transition from custody. This will review the detained person's educational progress and their continuing special educational and health needs in preparation for their release	YJS Case Manager, EHC Planning Team and YJS EP	Within 5 working days of notification of release date

For Children and Young People without an EHCP

10.82 & 9.14	The YJS Case Manager will liaise with the EP for YJS and the CYP's most recent education setting about whether the CYP meets the criteria for an EHCP. Consideration should be given to section 9.14 of the SEND Code of Practice before an EHC assessment request is initiated.	YJS Case Manager	As soon as possible Within 10 working days
10.82	If the YJS Case Manager and other professionals feel the criteria for an EHC needs assessment is met, the YJS Case Manager will bring the CYP to the attention of the EHC Planning Team with support from the YJS EP. A formal application will need to be made to the service.	YJS Case Manager and YJS EP	As soon as possible Within 10 working days
10.82	Alternatively, the CYP or their parent, custodial staff or anyone working with CYP can bring the CYP to the attention of the EHC Planning Team to request an EHCP if appropriate.	Any relevant person	As soon as possible Within 10 working days
10.84-10.114	The EHC Planning Team will follow statutory duties relating to assessing a CYP in custody for an EHCP, as outlined within pages 222-243 of the SEND Code of Practice.	EHC Planning Team	The whole process <u>must</u> take <u>no more than 20 weeks</u>

10.74	If the CYP does not meet the criteria for an EHCP, the YJS case manager will continue to promote the fulfilment of the detained person’s learning potential while they are in custody and on their release.	YJS Case Manager	A decision as to whether an EHC Plan is needed will be made by <u>week 16</u> of the process
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A challenge within this area, and across the cohort, is that professionals including social workers, YJS practitioners, educational psychologists and resettlement workers can face barriers in being able to book visits to see children and young people in the secure estate. Whilst not all children and young people in this cohort have SEND, our data evidences that most young people within this cohort are likely to have SEND, including needs which may not previously have been diagnosed. This has been raised at the London Heads of Service meeting with Head of Safeguarding for the Youth Custody Service, who has provided reassurance that safeguarding colleagues within the secure estate will do everything to facilitate visits.

To improve performance and build on existing joint working, the YJS and SEND service will:

- Consider adaptations to the newly developed SEND Data Dashboard to include Managed Moves and Managed Interventions, to plan proactive interventions to improve the support offered to young people.
- Explore the interface between the new Joint Communications Team and YJS Wellbeing Service to increase the preventative work offered in schools to address speech, language and communication needs (SLCN), as this is a known area where needs are often unidentified and unmet prior to a young person becoming known to the YJS.

Mental Healthcare and Emotional Wellbeing

Information required for this indicator is captured by the Hammersmith & Fulham YJS Wellbeing Team who provide specialist assessments, interventions, and co-ordinated support for young people’s mental health and emotional wellbeing. Consisting of health and education colleagues, the multi-disciplinary team work closely to identify needs and offer individualised advice and support to young people and their families based on their needs, views and preferences. This includes direct assessment and intervention where appropriate. They also provide strategies, advice and case consultations for YJS professionals ensuring that work delivered is child-focused, developmentally informed, acknowledges structural barriers, meets responsibilities towards children, increases resilience and reduces vulnerability. The Wellbeing Team supports the wider YJS’s child first practice and aligns with the five principles of the Youth Crime Prevention strategy enabling YJS professionals to prioritise the best interests of young people by recognising their needs, capacities, rights and potential. The Wellbeing Team provide the following support through existing practice, capturing the requirements of this indicator:

- An initial meeting/assessment with the CYP

- Further standardised assessment as needed
- Referrals to other services
- Case consultation with YJS workers
- Intervention – either direct, or with family, professionals, schools, team around the CYP

Additionally, the service benefits from a full time CAMHS nurse based in YJS, commissioned by NHS North West London Integrated Care Board and delivered by West London Mental Health Trust. This role provides general mental health/LD consultation, advice, and support to the YJS cohort and YJS practitioners and liaison/partnership working with other agencies. Furthermore, it includes undertaking mental health screening, assessments and offering brief interventions to CYP and support to parents/carers. The CAMHS nurse also works as a link to the main CAMHS service.

To support performance and improve working relationships across the sector, the YJS Wellbeing Team will join the Children and Young People’s Mental Health Partnership Board chaired by the Integrated Care Board. This board focuses on creating relationships and opportunities for joint working across the wider network of mental health and emotional wellbeing professionals locally, supporting to identify emerging themes and share best practice.

Despite such support existing, capturing information required for this indicator will be a challenge as there is no existing automated method to collect the detail required. Therefore, returns will be conducted manually until such a mechanism is embedded, which will have an impact on resourcing.

Substance Misuse

Public Health commissions the ‘Resilience’ service which provides additional support to the YJS Wellbeing Team. Resilience provide at least one day per week support to the YJS, with capacity to increase depending on the number of referrals and overall need. Staffing resource includes a Team manager for the Resilience service and two additional Resilience workers within the YJS setting.

The Resilience service received 21 referrals between January 2022-December 2022. 15 of the 21 CYP referred for support were male. The majority of referrals (16) were referred for substance use support. Two referrals during this period were supported around sexual health and healthy relationships.

Indicators currently captured include:

- Numbers in YJS assessed for SM (substance misuse) needs
- Referrals received during reporting period discharged immediately as one-off survey or Brief Intervention
- New Assessments completed during period
- Number identified as having SM needs using ASSET
- Type of SM need (drop down stimulants, heroin/crack/cocaine, benzo, cannabis/skunk)

- YP's identified with SM needs from a YJS assessment referred/introduced to partnering SM provider
- Types of treatment offered
- Number of service users entering into Substance Misuse support following assessment
- Number of YP provided with Advice and Information or care planned support - New Clients each quarter.
- Number of Service Users who leave Services having achieved their personal objectives or have met needs via Brief interventions and/or ad-hoc support
- Treatment Completed - Drug/Alcohol/Occ User
- Transferred - In custody
- Transferred - Not in custody
- Disengaged/Dropped Out
- Percentage of total discharged service users who have left the services successfully
- Proportion of service users who report improvements in their wellbeing
- Number of YP 'Planned Exits' reporting reduced usage in drug/alcohol use
- Number of YP 'Planned Exits' reporting as drug/alcohol free
- Proportion of YP, identified via Risk Assessment as engaging in risky behaviour and referred to the Services for tailored support (Number of High Risk Clients)
- Number of YP asked about sexual health or substance misuse and identified as being at risk offered harm reduction advice and support

The above indicators will be measured through quarterly reporting provided by Resilience. This will be managed through a quarterly monitoring meeting between the Head of the Youth Justice Service, Resilience Operations Manager, Resilience Team Coordinator and the Senior Lead for Children's Public Health.

Out of Court Disposals

This is an existing area of strength for the Hammersmith & Fulham YJS, with assessment and policy and provision rated 'good' and planning, implementation and delivery rated 'outstanding' by HMIP in October 2022. Therefore, there are no intentions to amend practice in this area.

A multi-agency Out of Court Disposal (OCD) Panel is held monthly and directly informs the work of the OCD team. Panel members provide a comprehensive view of the needs of children particularly looking at triggers for reoffending behaviour and to make decisions on the out of court disposal a young person will undertake. The panel has produced better outcomes by taking in to account the characteristic and strengths of the young person to ensure the reparation is both meaningful and worthwhile. In addition, the Out Of Court Disposal Team are piloting a systemic tool for all out of court disposals, resulting in a detailed analysis of strengths and areas of concern to provide a balanced assessment of the child/young person. Assessments

are further enhanced by clinical consultations and exploring social GRRRAACCEESS (Gender Geography Race Religion Age Ability Appearance Culture Class/caste Education Employment Ethnicity Spirituality Sexuality Sexual orientation) to explore the child/young person's familial and social circumstances, and the impact of early experiences on presenting behaviours.

Multiagency scrutiny panels are also held to interrogate and quality assure practice, with membership including the Police, YJS, The Mayor's Office for Policing And Crime (MOPAC), Crown Prosecution Service (CPS), Youth Justice Board and Justice of the Peace North and Central London Youth Panel. The Central West Independent Scrutiny Panel for Out of Court Disposals (the 'Scrutiny Panel') for Young Persons independently re-examines a selection of cases from the MPS Central West Borough Command Unit (AW-BCU) in which the YJS sits, that have been dealt with by way of an OOC. By reviewing the information/evidence available to the decision maker at the time of that disposal outcome, its aim is to determine whether the method of disposal and subsequent intervention was considered appropriate and therefore increase public understanding, confidence and trust in this use of OOC's. The outcome of such scrutiny demonstrates strong management oversight, effective case management supervision and systems demonstrating management grip, for example the work of the OOC team and panel process has strengthened the multi-agency approach to early intervention and diversion from re-offending. Further the OOC process was scrutinised by HMIP and rated 'Good', commenting that there is a high-quality, evidence-based out-of-court disposal service in place that promotes diversion and supports sustainable desistance.

Management Board Attendance

Ensuring consistent and secure representation by colleagues with decision making authority at the Youth Crime Prevention Partnership Board remains a challenge in some areas.

This was recognised through a workshop and feedback themes report facilitated and written by Richards Advisory Consultancy in January 2023 which identified a need for clarity from partners on the vision, roles and responsibilities of the board, accountability of board members to provide scrutiny, and seniority to represent partner agencies by attendees to support strategic decision making. Previously, a gap was identified in attendees from the probation service, however this has been resolved and regular attendance secured. An outstanding challenge remains consistency in attendance by Police representatives.

Following this workshop exercise, work is underway to refresh the induction process for Board members and ensure partners understand their roles and responsibilities as board members. A series of actions were identified (summarised below) and are being actioned locally.

Priority Themes and Recommendations: Refresh the Induction process and ensure partners understand their Roles and responsibilities as board members - All to sign up to the commitment pledges.
<ul style="list-style-type: none"> • The Chair to summarise YCCP Vision into one paper, reminder of why partners are there.
<ul style="list-style-type: none"> • YJ Priorities within headers and footers on word documents and Papers from the Board - Place on Headers and footers
<ul style="list-style-type: none"> • The Board to review of YCCP Terms of Reference and H&F vision (Add into the TOR – a certain amount of meetings you can only send a deputy)
<ul style="list-style-type: none"> • The Board to consider having Designated Board Leads for actions within the Action Plan
<ul style="list-style-type: none"> • The Head of Service and Chair to Refresh induction process and shadowing of YJ Team
<ul style="list-style-type: none"> • Board members to have an Induction to include above areas
<ul style="list-style-type: none"> • The Chair and YJ Head of Service to Induct Partner agencies and their Deputy to the YCP Board
<ul style="list-style-type: none"> • The Board to understand child first principles and embedding this into service delivery

With regards to the contribution and use of data by partners to measure performance, outcomes and the impact of services, this workshop identified that data is being presented, but partners are not always able to articulate what this means for their area of work. The board needs to balance the emphasis on the data with soft intelligence, and ensure soft intelligence is being shared and cascaded to operational practitioners who need to understand the data for service delivery.

Actions identified to address this are summarised below:

Priority Themes and Recommendations: Board members to have knowledge of YJB National Standards and MoJ Key Performance Indicators. - Review the commissioning of data from partners and produce the data more visually and digestible for the Board
<ul style="list-style-type: none"> • The Board to explore how a dedicated YJ analyst would further support deep dive of themes subject to budget
<ul style="list-style-type: none"> • The Board should review local KPIs in line with new MoJ KPIs
<ul style="list-style-type: none"> • The Chair & Head of Service to review reports on how data is presented from all partners - infographics
<ul style="list-style-type: none"> • Analyst to present visual data against MOJ against YJS family (Haringey - example dashboard)
<ul style="list-style-type: none"> • The Board to have sub-working groups that meet outside of the board meetings
<ul style="list-style-type: none"> • Board to have a recurring standing agenda items: <ol style="list-style-type: none"> 1. KPIs/Performance data 2. Finance 3. Staffing 4. Serious Incidents/Safeguarding

A further exercise within the workshop focused on the Board's monitoring and understanding of progress in response to racism and discrimination within the YJS

cohort, including and understanding of the current challenges, priorities, and how information is used to inform strategic decision making. Actions identified to address this are summarised below:

Priority Themes and Recommendations: Understanding disparities and disproportionality needs of the cohort, Commission Anti-racist training for the Board, Embedding the voice and experiences of the children at the Board
<ul style="list-style-type: none"> • The Board should have a shared language, when thinking about language and discrimination, and child first.
<ul style="list-style-type: none"> • The Board to have training on discrimination, anti-oppressive practice
<ul style="list-style-type: none"> • The Police to break down MOPAC data for U18s for a better understanding of cohort
<ul style="list-style-type: none"> • All partners to bring the voice of child, in their respective areas when presenting to the board

Wider Services

The YJS has strong links with services across Children’s Services and wider agencies including the voluntary and community sector. Our multiagency response was credited by HMIP in our latest inspection, which commented that there are strong multi-agency arrangements in place to keep children safe. Weekly multi-agency meetings are held to review children who are moving through the system. This ensures that they receive the right support and step down to an appropriate service. Furthermore, the YJS has robust multi-agency risk and safety management processes in place, enabling a proactive approach to working with children who are at risk of exploitation, serious youth violence and organised crime.

More broadly our commissioning strategies across Children’s Services and the local area are aligned to a focus on early intervention, providing the right support at the right time to prevent problems from escalating. This approach is evidenced through our Early Intervention Strategy 2022-27 which outlines our ambition to work together to support children, young people, and their families at the earliest opportunity from universal services through to targeted support where necessary, through a strategy of partnership working, early intervention and inclusion. Our Early Intervention Strategy draws on these opportunities, in collaboration with our partners, third sector providers, children, young people, and their families, to transform outcomes for children and young people and their families in Hammersmith & Fulham. This Strategy has informed the recent re-procurement of a range of services including

- Youth Provision – an inclusive, integrated offer of support for young people including universal, targeted and specialist provision.
- Volunteer Family Support - providing wraparound care for struggling families, supporting them to maximise their independence and increase their resilience.
- Virtual Reality Programmes – a library of virtual reality software and equipment for practitioners and professionals, providing training resources in trauma awareness and therapeutic parenting/caring techniques.
- Parenting Programmes – evidence-based parenting programmes aimed at building families strength, resilience and capacity, to increase positive and nurturing parenting and improve outcomes for children and young people

All such programmes targeting a range of needs aim to provide the right support at the right time to ensure our children and young people achieve the best outcomes.

Data required for this indicator, including the percentage children who are currently on either an Early Help (EH) plan; on a child protection (CP) plan or classified as Child in need (CiN) or have looked-after status, is routinely captured by the Business Intelligence (BI) and Performance and Improvement teams and reported through a weekly Children’s Social Care detailed report to all managers across the Children and Young People’s service. Currently, this data collection covers the whole borough profile. Further work will be undertaken with BI colleagues to distil this information with a focus on children currently open to YJS to allow an accurate return of the information required in this indicator.

	EH plan match	CIN plan match	CLA plan match	CP plan match
Count	1	8	10	2
Percentage	3%	21%	26%	5%

Serious violence

Hammersmith and Fulham have seen no increase overall in violent offences, a decrease in ambulance call outs for assaults on young people, a decrease in robberies committed by young people, and a decrease in drug offences committed by young people. However, violent offences by under 25 suspects has increased by 5.7% (from 609 offences to 644 offences), and a slight increase in knife and gun offences.

As a result, a Serious Violence Strategy will be developed by January 2024 which must be informed by a Serious Violence assessment. Terms of Reference and Membership have been produced for a multiagency working group focused on development of this assessment and strategy, including the Police, Justice, Health, Fire and Rescue and Local Authority colleagues.

Measures will continue to be recorded to satisfy the indicator of the rates of children convicted for a serious violent offence on the YJS caseload, alongside existing local indicators as discussed above. However, from January 2024 onwards it is expected that further measures and priorities will be developed from the Strategy and will be monitored in addition.

Victims

Our investment in our restorative justice work reflects our commitment to a valuable and effective restorative processes and reparation. We ensure every victim of youth crime is given the opportunity to participate in restorative justice, with victim contact rates of 100%.

Our work focuses on involving victims of youth crime in a range of restorative processes that seek to put right the harm they have experienced. Victim’s wishes are always considered prior to a reparation project being finalised. We have a high rate of victim engagement with over 90% of victims feeling satisfied with the reparation process.

Where direct Restorative Justice is not appropriate, we focus on meaningful reparation. We have increased the number of reparation projects, from nine to fifteen, developing new projects with partners including local charities, parks, faith groups, residents and community links. We are encouraging community reintegration through reparation and young people have a real opportunity to make a difference to the community they live in. Feedback from reparation partners has been extremely positive.

Upon completion of reparation, a feedback meeting is arranged. This gives the young person an opportunity to discuss how they feel about their achievement and what skills they have gained. This information is often fed back to victims to ensure they are kept updated throughout.

Further, the service have developed the Restorative Justice Plan 2023/24 with a key priority being oversight and regular review of the victim contact practice of restorative justice staff. Through this plan, the service commit to track and evaluate the delivery of reparation requested and share this information with victims, establish and analyse reasons victims chose not to engage in restorative processes, and continue to provide quarterly evidence for MOPAC funding among other monitoring elements in line with this introduced indicator.

HMIP reflected that victims who have received restorative justice fed back that the experience had been positive, they felt listened to and the provision met their needs. However, an area of improvement was identified that, although all victims are offered restorative justice, take-up was low, with less than half agreeing to participate. Further, the referral order panel process needs reviewing to ensure that more victims participate and to increase the involvement of volunteers in drawing up the contract with children. This remains an area of challenge for the service due to the nature of such contacts being initiated by the Police. The service will continue to work with Police colleagues regarding how restorative justice is discussed with victims to encourage increased take up.

A further challenge identified locally is to understand why such rates of restorative justice practice are not translating into reduced reoffending. A peer audit is to be completed by Croydon YJS with a cohort of young people who have reoffended which will consider the impact and relevance of interventions offered.

Local Performance

In addition to the expanded national KPIs, our plans will retain additional targets to reduce disproportionality.

10. Priorities:

Our local priorities remain centred around reducing disproportionality, however will be slightly adjusted reflecting the challenges experienced in meeting existing targets:

- 2% reduction in number of black/mixed heritage children becoming FTE
- 2% increase in the number of children looked after/care leavers and black/mixed heritage children in suitable EET at the end of court order

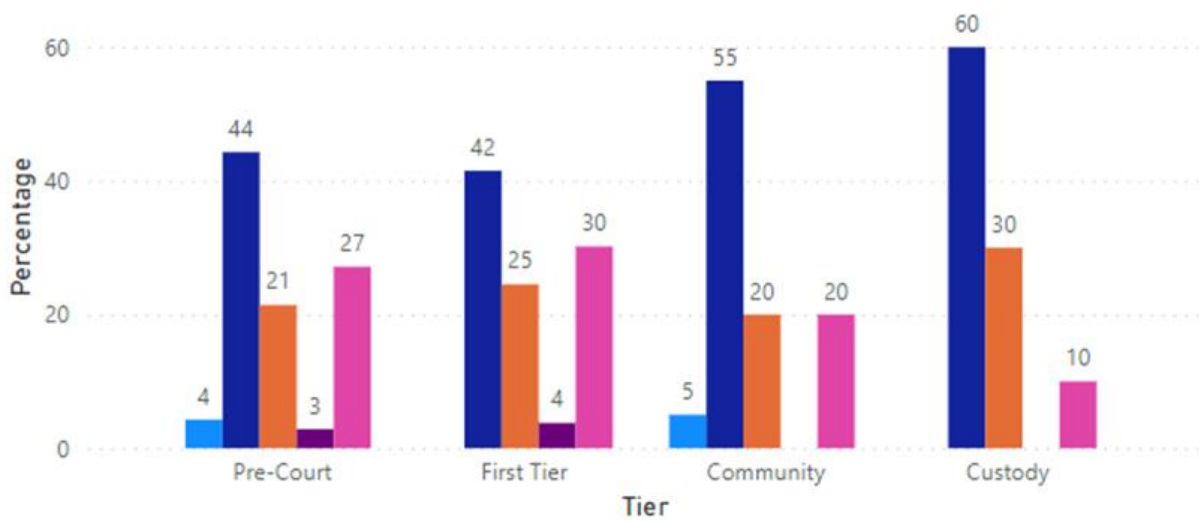
- 2% reduction in reoffending rate of care leavers/children looked after/black/mixed heritage children
- 2% reduction in custodial sentences imposed on care leavers/children looked after/black/mixed heritage children

11. Children from groups which are over-represented

Despite local actions to address disproportionality, black and global majority groups continue to be over-represented, varying between 65-90% of our YJS cohort across identified tiers, as demonstrated through the below table.

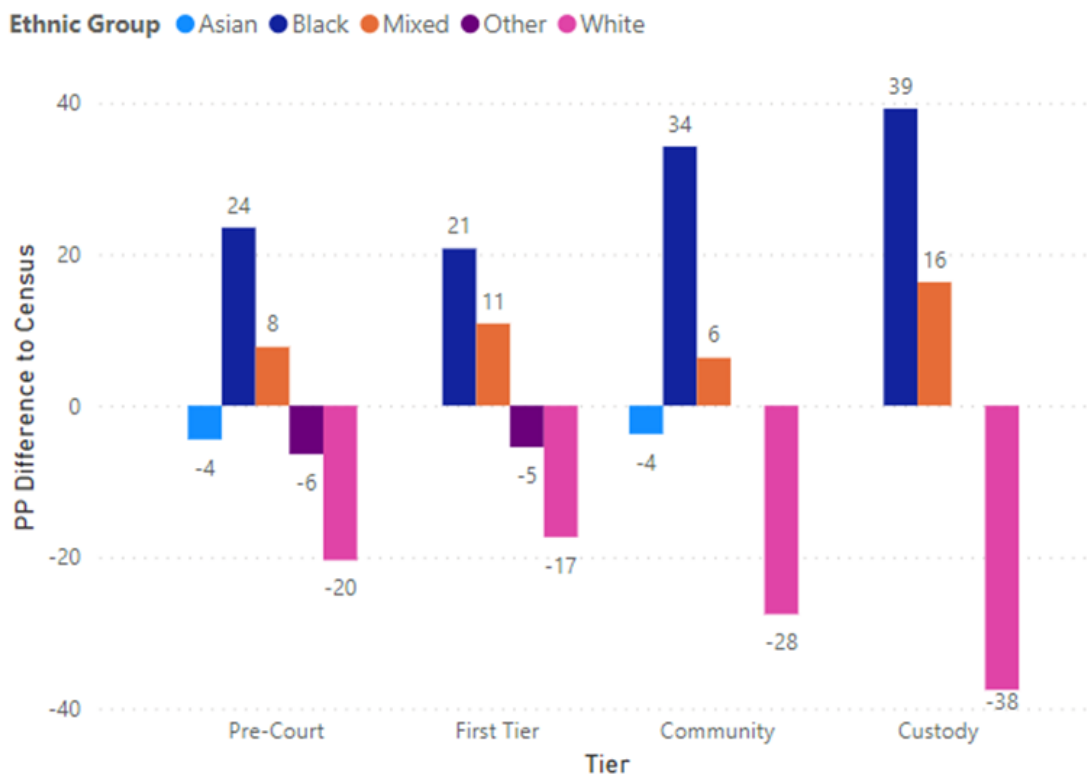
Percentage by Tier and Ethnic Group

Ethnic Group ● Asian ● Black ● Mixed ● Other ● White



This is further demonstrated through the below table which demonstrates the over-representation of black and global majority young people against the local population census data. By contrast, white young people are significantly under-represented across all tiers. Asian and other ethnic groups are also both slightly under-represented

Percentage Point Difference to Census 2021 by Tier and Ethnic Group



This local analysis reflects national findings highlighted by HMIP in the October 2021 Thematic *‘the experience of black and mixed heritage boys in the YJS’*. This thematic made a number of recommendations to address over-representation. Local responses to these recommendations can be found at Appendix 3.

The service continues to take action to address over-representation of black and global majority groups, including:

- Commissioning delivery of the Ether programme - An eight-session programme aimed towards black, Asian and Global majority young men involved with the youth justice system. The programme delivers leadership course directly addressing issues around race and identity and perceptions of self, as well as self-esteem and confidence, attitude and behaviour and independent thinking. Sessions also include discussions around stereotypes, breaking barriers and perceptions of masculinity. The aim of the programme is to increase the likelihood of positive life outcomes and reduce the likelihood of re-offending by improving a sense of empowerment.
- Anti-racism and allyship training – Training for YJS staff exploring what it means to be anti-racist, concepts of power and anti-oppressive practices, deepening understanding of anti-racist language and terminology, and defining and demonstrating ‘allyship’ to support individuals and organisations to build towards greater justice, equality and a positive working environment.
- Cultural humility training – Training for YJS staff to support them to assessing their various levels of awareness, knowledge and skills, and increase their capability to value diversity, manage the dynamics of difference, and make the journey from cultural incapacity to cultural proficiency.

Appendix 1 – Youth Justice Plan

- Unconscious bias training – Training for YJS staff with the aim of enhancing awareness of unconscious bias with the context of the racial disproportionality and overrepresentation of global majority people within the criminal justice system to explore strategies and techniques to reduce the potential for unconscious bias to adversely impact upon practice.

Children and Young People’s Service Disproportionality Action Plan

Action		How this will be done	Lead	Delivery Date including milestones where relevant	BRAG	Success measures and how we will know
1.	Gather young people’s views around disproportionality and involve them in shaping the way we support them	<ul style="list-style-type: none"> ▪ Young people participate in team and service meetings ▪ Participation officer work closely with children and young people from GLOBAL MAJORITY backgrounds to get their views ▪ GLOBAL MAJORITY young people are part of the recruitment and interview processes ▪ Community and workshop projects for children and young people from GLOBAL MAJORITY/ under-privileged backgrounds 	CHS			<ul style="list-style-type: none"> ▪ Reduction of children coming to the service from GLOBAL MAJORITY background ▪ Improved educational achievements in GLOBAL MAJORITY groups ▪ High proportion of care leavers who are EET ▪ Thematic/deep sample audits ▪ Data performance reports ▪ Workforce reflecting the borough’s diversity

Appendix 1 – Youth Justice Plan

2.	Disproportionality data evaluation to enable raising discussion and awareness	<ul style="list-style-type: none"> ▪ Evaluate ethnicity data to raise awareness and discussion ▪ Discuss disproportionality in team and service meetings ▪ Look at proportionality across placement settings 	CHS			<ul style="list-style-type: none"> ▪ Performance Framework ▪ Data performance reports ▪ Practice Week ▪ Thematic/deep sample audits
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Recognised nationally and reflected locally, in 2022/23 girls made up just 22.58% of the YJS cohort (increasing slightly from 18.18% in 2021/22). Recognising the specific set of needs this group present with, the YJS commission a QPR female gangs and sexual exploitation worker. The worker provides support, guidance and mentorship to vulnerable young women who are at risk of getting involved in gang-related activities or sexual exploitation. The worker has worked with seven girls from September 2022 with three exposed to exploitation and on the verge of being involved in criminal activity.

In response to analysis of needs within the YJS cohort, recognising the disproportionate percentage of young people within the service with an additional learning or special education need, the Wellbeing Team was developed. The integrated team consists of health and education colleagues who work closely as a Multi-Disciplinary Team to identify needs and offer advice and support. The Wellbeing Team provide individualised support to young people and their families based on their needs, views, and preferences. This includes direct assessment and intervention where appropriate, as well as indirect support by providing strategies, advice, and case consultations for YJS professionals. The team work to mitigate against the over-representation of additional learning or special education needs and disabilities in the service through identification and support. The below demonstrates the needs of the YJS cohort between April 2021 and March 2023 with assessment data:

- 28.71% of young people known to the service have identified SLC or neuro-disability
- 22.77% have an identified SEND
- 51.49% have presenting mental health concerns
- 50.5% have contact with mental health services
- 7.92% have diagnosed mental health condition

Additionally, within the team, young people are supported by an educational psychologist. Commissioned two days per week by the YJS, the EP undertakes a range of work including consultation, assessment, advice, and training for CYP, staff, schools and parents/carers. The EP is linked to other schools in the borough, including the secondary Alternative Provision. The EP also has a statutory role to complete psychological advice for new EHC needs assessments, and monitoring CYP in

custody with an EHCP. Of the 60 CYP who were open to the YJS in 2022, 16 had an Education, Health & Care Plan (EHCP). 26 CYP were known to the Educational Psychology Service (which includes CYP known to the EPS before coming to YJS) and seven CYP worked directly with the Speech & Language Therapist.

12. Prevention

Our Early Intervention Strategy outlines our approach to working together to support all children, young people, and their families at the earliest opportunity from universal services through to targeted support where necessary. Our new strategy 2022-2027 was co-produced with children, young people, families and partners, and has formed the basis for how we work collaboratively to deliver early intervention as a partnership from April 2023. The voice of the child is at the heart of the strategy having been informed by extensive coproduction from the outset of its development.

Through the implementation of this strategy, all partners commit to improved integrated and partnership working to ensure we have an effective whole system approach to create services which keep children safe, support them to thrive and ensure every child fulfils their potential.

Our vision centres around several partnership principles which all services locally are aware of, working towards and collaborating on to achieve. These principles are:

- **Outreach** - Our offer is inclusive and suitable, delivered through agile and outward reaching support where it is needed
- **Personalisation** - We treat each young person as a unique individual without judgement and personalise our services
- **Inclusion** - Our services commit to value and demonstrate our respect for diversity, and to reach into communities to deliver support in the right way for all families
- **Resilience** - Our services offer the right level of help, by the right professional, at the right time, to support families to build resilience and independence
- **Accessible** - Our service offer is clear and accessible for both families and partners, achieved through efficient and respectful communication.
- **Collaboration** - Our services work closely with universal services and communities to increase their capacity to offer support to families at the earliest point
- **Targeted** - We target resources to those at risk of the poorest outcomes and work as a network of services to make every contact count; reducing referrals for social work intervention, and entry to care or criminal justice systems.
- **Prevention** - All services will intervene early to protect and promote both physical, social and emotional wellbeing with children, young people and families

- **Learning** - As a partnership, our early intervention services commit to a culture of continuous learning through reflection of best practice and areas for improvement in evaluating our services.

Informed by this strategic approach, we will begin to move towards a family hub model. Family hubs provide a central access point for integrated services, with professionals working together through co-location, data sharing and a common approach to working with children, young people and families so that regardless of where a family is, they will be able to access the same offer of integrated support. In addition, we will be seeking to develop and expand on key working functions to support in embedding and unifying this work across our early intervention offer.

Further supporting our approach to early intervention, the Youth Justice Service are participating in the Turnaround Project which is designed to prevent children and young people from becoming involved in crime or anti-social behaviour by providing support to them and their families. Through the three-year programme, the Service aims to support 82 children and young people. The formerly existing framework of the No Further Action (NFA) panel has been expanded to support referrals for this programme, identifying children who receive an NFA, a community resolution and released under investigation (RUI). Further, this grant funding will be used to identify dedicated staffing resource and commission additional evidence-based interventions to support this cohort, based on the needs of each individual child.

The Service are working to consider the role of the Turnaround worker in parallel with the development of Family Hubs. Hammersmith & Fulham are one of the Transformation Fund One wave areas working to implement Family Hubs, which aim to ensure that all families have access to the same high-quality services and supportive relationships within their local area. Family Hubs are designed to provide family help early when it is needed – from pregnancy into adolescence. By bringing together a network of services working together to provide high quality, whole-family, joined up support, Family Hubs aim to ensure that children, young people and families get the right help at the right time. The YJS are involved in the programme development to implement Family Hubs locally, considering the best approach to ensure young people receive the right support, for example exploring local opportunities to integrate delivery of the Turnaround programme within this developing programme to further support this cohort within a community setting.

15. Diversion

Hammersmith and Fulham (H&F) YJS are committed to the “child first, offender second” principle which seeks to divert children and young people away from the formal criminal justice system at the earliest opportunity.

The YJS Diversion activity has been supported by the Ministry of Justice Turnaround Programme a £55m voluntary youth early intervention programme to enable YJS’s across England and Wales to support children on the cusp of the justice system and prevent them from going on to offend.

The YJS-led Turnaround programme is an integrated targeted preventive approach

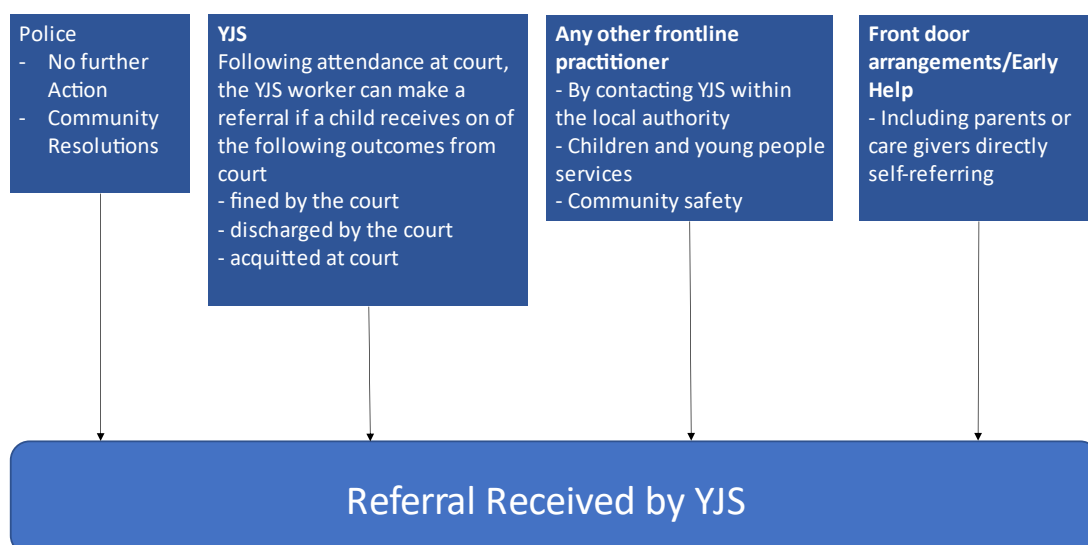
utilising our systemic practice offer of holistic support, which takes place separately to any formal criminal justice proceedings. The programme will assess and address the underlying needs which may have brought children into contact with the justice system, aiming to both promote positive development and prevent further interaction with the justice system.

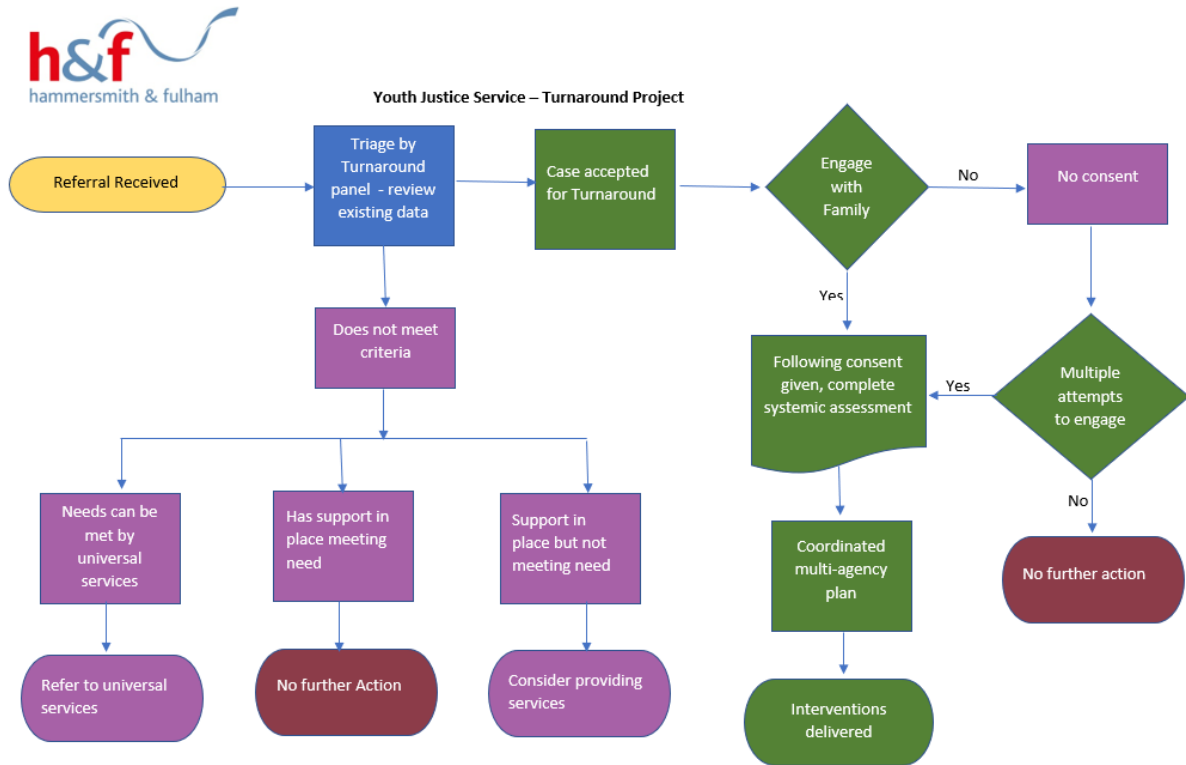
In H&F YJS, the No Further Action (NFA) panel has been repurposed into the Turnaround Panel and membership expanded.

The multi-agency Panel will be chaired by the Out of Court Disposal (OOCDD) Deputy Service manager (DSM) from the Youth Justice Service. The Panel consists of the following representatives:

- Turnaround Lead Practitioner
- Gangs Violence and Exploitation Manager
- Child Sexual and Criminal Exploitation Lead
- YJS Police Officer(s)
- Parenting practitioner
- Systemic family therapist
- Children Leaving Care (CLC)/Children Looked After (CLA) representatives when relevant.
- Initial Contact and Advice Team (ICAT) Manager
- Youth Engagement Team
- Early Help/Family Support Manager

The process for the Turnaround panel is illustrated in the Flowchart below. The ethos and principle of the Turnaround panel is to think of the young person and their family and what targeted prevention work can be done to prevent the child from committing offences and coming to police notice. The panel meets on a monthly basis.





In addition, a permanent Youth Justice Liaison and Diversion (YJLD) worker has been recruited who has security clearance for the custody suite at Hammersmith Police Station. This permanent recruitment and security clearance will enable the YJLD worker to enhance existing practice by regularly going into the custody suite and further diverting children and young people.

Further diversionary strategies are supported by our voluntary and community sector. ASÉ work closely with the Youth Engagement Diversion Team, with the primary objective of early intervention central to the success of establishing positive, trusting relationships within communities. The collaboration is proving to create a positive shift in supporting not only Hammersmith and Fulham’s Youth Justice Service strategy but, also supporting the VRU’s objectives in reducing serious youth violence, exploitation and grooming through raising awareness.

16. Education

We are aware that there is a strong correlation between young people with special educational needs and offending behaviour.

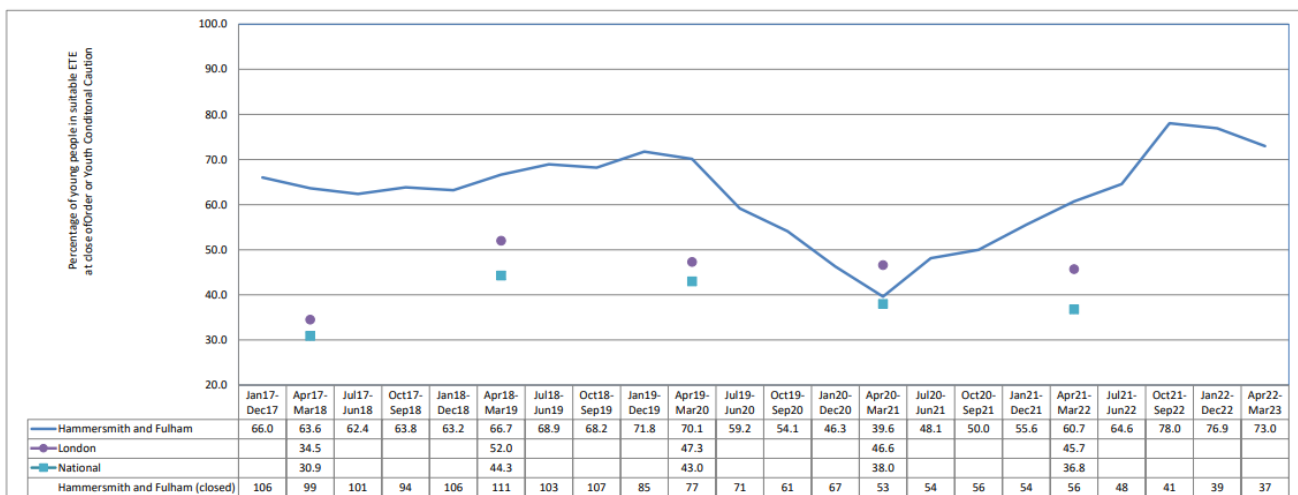
The YJS has strong links with Education and SEND services which ensures that the diverse needs of our young people are being met and they receive support to go on into education, employment and/or training (EET). There are clear processes in place between the Education Health Care Service and YJS to ensure children with an Education Health Care Plan and those with special needs are tracked and reviewed in line with the current SEND Code of Practice.

Appendix 1 – Youth Justice Plan

The EET lead sits under the Deputy Service Manager (DSM) of the Community Team within the YJS. The DSM meets regularly with the Virtual School Head, who is situated in the children looked after and care leaving service, and Secondary Adviser and 14-25 Development worker, who are based within the education department. This join-up across services ensures that young people are accessing appropriate education provision and, where there are issues with this, a collaborative response is taken to overcome barriers/resistance. These services report into the YCPP at regular intervals and the board also has direct oversight of the NEET working group.

There are a number of dedicated EET support third sector providers within H&F who are linked into YJS. The YJS commissions and Educational Psychologist (EP) (0.2 FTE) from H&F Educational Psychology Service with increased capacity in 2022-23 to 0.4. The Educational Psychologist is also commissioned to work in a number of identified schools within H&F including the alternative provision academy. As a result of this work, we have seen the number of the YJS cohort attending alternative provision reduce. Both the DSM for the community team and the EP attend an inclusion panel at the alternative provision academy where learners experiencing difficulties are discussed supporting a holistic view and collaborative approach to resolving issues at the earliest possible opportunity.

The YJS continues to strengthen performance in ETE by refreshing the YJS EET Pathways and Planning group which will focus on quantity and quality of education delivered to YJS cohort. This group will now be chaired by the Operational Director for Education and SEND as part of the refreshed approach following a review of practice against the HMIP Thematic on Education, Training And Employment. LBHF annual performance for education/training/employment (ETE) decreased from 76.9% to 73.0%. Youth Justice Board experimental data has been published which shows that H&F YJS rates are higher than London and National rates. Performance figures do not capture the numerous attempts made with all of these young people to ensure that they have positive destinations after the expiry of the order. However, we continue to work with a range of providers to look at opportunities to engage young people and support them to remain in ETE.



17. Restorative Approaches and Victims

Our investment in our restorative justice work reflects our commitment to a valuable and effective restorative processes and reparation. We ensure every victim of youth crime is given the opportunity to participate in restorative justice, with victim contact rates of 100%.

Our work focuses on involving victims of youth crime in a range of restorative processes that seek to put right the harm they have experienced. Victim's wishes are always considered prior to a reparation project being finalised. We have a high rate of victim engagement with over 90% of victims feeling satisfied with the reparation process.

Where direct Restorative Justice is not appropriate, we focus on meaningful reparation. We have increased the number of reparation projects, from nine to fifteen, developing new projects with partners including local charities, parks, faith groups, residents and community links. We are encouraging community reintegration through reparation, and young people have a real opportunity to make a difference to the community they live in. Feedback from reparation partners has been extremely positive. The range and variety of projects means we can focus on positives:

- What is the young person good at?
- What are they interested in?
- How they think they can best repair the harm caused? and;
- Where they are safe in the borough?

Upon completion of reparation, a feedback meeting is arranged. This gives the young person an opportunity to discuss how they feel about their achievement and what skills have they gained. This information is often fed back to victims to ensure they are kept updated throughout.

Our approach restorative justice and victim contact was rated outstanding during our recent HMIP Inspection in October 2022, with the report praising the comprehensive range of high-quality services in place which enable personalised and responsive provision for all children.

18. Serious Violence and Exploitation

The Gangs, Violence and Exploitation Unit (GVEU) was launched in September 2020 through a £1 million investment by the Local Authority, working in collaboration with the police to support vulnerable young people in the borough aged 10 to 25 who are

involved in gang-related activity or who are at risk of exploitation, violence or becoming involved in organised crime.

Last year there were over 4,500 offences relating to violence against the person which include a range of offences from minor offences such as harassment and common assault, to serious offences such as murder, actual bodily harm and grievous bodily harm. For this broader definition, crimes have been falling since 2019 and are similar to that of the previous year. The majority (64%) of these offences relate to non-violence crimes with assault without injury, communication with intent to cause distress, and harassment being the main non-violence offences.

Where offences involved injury, accounting for 36% of violence against the person crimes, there has been a 7% rise in the borough from 2021 to 2022. Two thirds are actual bodily harm. Youth offending and reoffending has been falling, however violence against the person remains the most common crime committed by young people.

Achievements this year:

- **South Fulham Capacity Building project** - Following a successful bid to the VRU the Unit received £93,000 in grant to deliver a project to build resilience to violence within a community. The area chosen for the project was South Fulham. The project is being delivered by the GVEU in conjunction with several local third sector partners in consultation with parents / carers and young people. As a result, we have been able to deliver Rebel Records, late-night projects, and a half term residential out of the borough for young people. We have also developed ongoing weekly meeting points for parents / carers with professional input on topics of their choosing, such as mental health.
- **Mentoring project** – Following another successful bid to the VRU, the Unit received £32,000 to deliver a mentoring project which is underway. Its purpose is to provide support to young people, and evaluate how effective the mentoring is in practice.
- **ECINS** – we have implemented our new case management system.

Priorities for next year:

- To successfully apply for the Violence Reduction Unit's Capacity Building Grant 23/24 to focus on another area in the borough, building on the learning to date from the South Fulham Capacity Building project.
- Work with our colleagues in the Community Safety Unit on initiatives following the implementation of the Serious Violence Duty.
- Develop our project work with local third sector organisations within the community.
- To further work with our Police colleagues on operational work and enforcement action.
- To build on our new relationship with the Mental Health Pathways Co-Ordinator (16-25) from the Mental Health Integrated Network Team who sits within the YJS to advise on cases where there are mental health concerns.

The GVEU manager sits on the Turnaround Panel as part of GVEU's commitment to diversionary activity where young people (aged 10-17 at the time of referral) who meet

one or more of the following criteria are discussed as part of a multi-agency panel and considered for Turnaround Programme:

- Young people who are interviewed under caution following arrest or subject to a criminal investigation attending a voluntary interview;
- Those who are subject to no further action (NFA) decision;
- Those who are subject to a community resolution;
- Those receiving a first-time youth caution, not including conditional caution;
- Released under investigation (RUI) or those subject to pre-charge bail (PCB);
- Those discharged by a court; those acquitted at court; and/or those fined by a court.
- Those in receipt of community protection orders (CPO), civil orders and/or acceptable behaviour contracts (ABCS) for anti- social behaviour.

Achievements this year:

- Meeting with community partners monthly to understand issues impacting the community.
- Working with Afghan evacuees to ensure they understand the differences between life in the UK and life in Afghanistan, particularly in relation the dangers and harms faced by young people and to make them more resilient to harmful narratives around extremism and terrorism. We have also successfully delivering a parenting programme to a group of Afghan mothers.
- Using different approaches to successfully deliver a youth engagement project.

Priorities for next year:

Prevent is one of the four strands of the Government's Counter Terrorism Strategy, CONTEST. It seeks to safeguard vulnerable children and adults from being drawn into extremism and terrorism. Under the Counter-Terrorism and Security Act 2015, all Local Authorities are subject to a duty in the exercise of their functions, to have "due regard to the need to prevent people from being drawn into terrorism". This duty is known as the Prevent duty. It applies to a wide range of public-facing bodies including schools and education providers. However, due to a reduction in Home Office funding to the Prevent service, the team will be looking to transition the statutory functions it delivers under the Prevent Duty, to existing services. It will also need to continue to deliver the Prevent Duty while facing severe funding cuts. This will include:

- Working through the Independent Review of Prevent with external partners and the council by reviewing and delivering the duty.
- Establishing a process to respond to referrals for support for those identified at risk of radicalisation or radicalised.
- Outlining Prevent training responsibilities to the education sector and LA frontline staff, to ensure that they are able to identify the vulnerabilities of being drawn into terrorism and make referrals to Prevent for advice, support and intervention.
- Ensuring that spaces available for public hire, including Council owned spaces, are not used for radicalising influences.

- Facilitating broad and deep engagement with faith communities and civil society groups to encourage open and transparent dialogue in respect of Prevent.

The YJS HoS is part of H&F's Serious Violence Duty Working Group. This group is chaired by the Assistant Director for Community Safety, CCTV and Resilience. The aims and objectives of the H&F Serious Violence Duty Steering Group (SVDSG) are to support the CSP to deliver its new duties in line with the Serious Violence Duty, including:

- Developing a Serious Violence Strategy
- Developing a Strategic Needs Assessment
- Developing and delivering the serious violence duty delivery plan
- Overseeing serious violence duty funding, including authorising project spend and commissioning services
- Reporting on progress to the CSP and present to CSP for approval/sign off (and other strategic boards, where applicable)

The London Borough of Hammersmith & Fulham is fully committed to ending Modern Slavery and Exploitation (MSE). In October 2021, H&F published a five-year strategy in partnership with NGO Stop The Traffik, outlining our commitment to tackling MSE through four key objectives. These are to; Identify Victims, Prevent Exploitation, Support Victims and Bring Exploiters to Justice. The YJS HoS sits as part of the Hammersmith & Fulham Modern Slavery and Exploitation Steering Group (MSESG) is to establish an inter-agency operational group central to Hammersmith & Fulham Council. The MSESG will consist of council departments performing duties connected to the objectives within the strategy such as partners performing safeguarding duties, working directly or indirectly with potential survivors of MSE and those performing functions of compliance which may lead to victim identification. One objective of the MSESG is to improve local MSE data capture, specifically National Referral Mechanism (NRM) and Duty to Notify (DTN) referrals. Decisions on individuals referred via NRM will continue to be made by the Single Competent Authority or the Immigration Enforcement Competent Authority within the Home Office.

19. Detention in Police Custody

In November 2022, one young person from Hammersmith & Fulham was recorded as detained in custody overnight. The data on children in custody held overnight is received by the Operational Director Children and Young People's Services from the London Safeguarding Children Partnership, however there is a lengthy delay before data is received. This information is not received consistently and, coupled with a lack of timeliness, is not robust enough to provide analysis for themes or issues.

Further local challenges include:

- Placements out of hours for adolescents – this remains the most pressing challenge and is not foreseen to improve due to the lack of available and suitable placements within the wider market for this cohort of young people.

- Issues regarding the taking of fingerprints during the out of hours period for young people presenting as UASC, where they may be known to other councils/ police.
- We have also experienced issues relating to the feedback of information from the custody suite in instances where a young person's parent/carer does not arrive to act as an appropriate adult for the young person. This has resulted in a breakdown in communication and feedback particularly coupled with the loss of information during shift changes.

All identified issues are being addressed through work to improve communication with the custody officers on shift by the Emergency Duty Team (EDT) social workers, and regular meetings with YJS managers for EDT adults and children's.

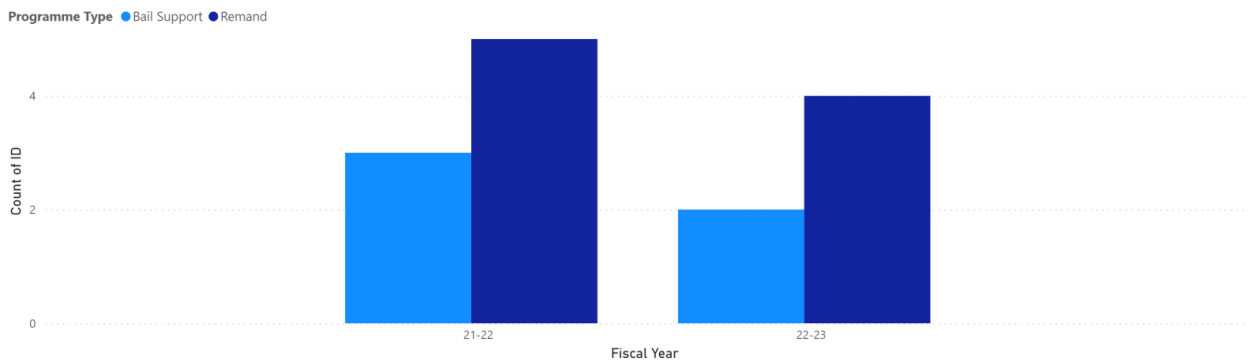
Hammersmith & Fulham Appropriate Adult Approach

- Where the Police seek an Appropriate Adult they are required in the first instance to make contact with the Initial Contact and Advice Team (ICAT). Should the young person be already allocated in CYPS, it is the responsibility of the allocated CYPS social worker to act as an Appropriate Adult. If the request is made outside of working hours, EDT will contact the Appropriate Adult Service to arrange for an Appropriate Adult to attend.
- It is, however, the responsibility of parents and carers to attend the police station where at all possible and it must be established that this has been pursued first. In the event of parent/carers being unable to attend, police should explore extended family members.
- Should an Appropriate Adult be required to attend a police station for a child looked after, it is expected that, in the first instance, the young person's parent or carer will be approached to determine whether they can attend if appropriate. Where the child is in residential care, their key worker might act as the appropriate adult. If neither is available to attend, CYPS social worker will be responsible to attend.
- In the event that a parent/carer, extended family members, CYPS social worker, key worker/mentor are unable to attend as an appropriate adult, a YJS duty worker will attend.

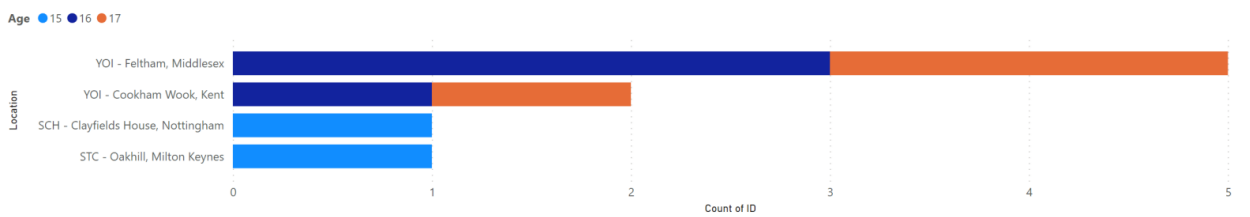
20. Remands

The partnership is committed to reducing the use of remands by working to keep children safe and at home and in the community where possible. Where it is not possible for a young person to remain at home, suitable accommodation is available. We are exploring the use of fostering to support young people remaining in the community. We are also working to lead a cultural shift in decision making regarding bail and remands, and increased monitoring and tracking of bail and remands via the reintroduction of the Post Sentence Review Panel where a young person is Youth Detention Accommodated or sentenced to custody.

Count of Young People by Programme Type and Fiscal Year



Count of Young People remanded by Location and Age



Young people remanded to **Youth Detention Accommodation** or placed on **Bail Support and Supervision** programmes, in the last two years.

21. Use of Custody

We have increased use of bail packages and Remand in Local Authority Accommodation (RiLAA) support to ensure young people are not unnecessarily removed from the community under a court order into Youth Detention Accommodation (YDA). Despite amendments to the Legal Aid, Sentencing and Punishment of Offenders Act 2012 to legally make it harder to order remand of a young person into YDA, disproportionality remains an issue for a significant proportion of the cohort. Subsequently, we carefully monitor this cohort to ensure we provide a rapid response to advocate for young people before the courts and provide robust bail packages, sometimes supported by accommodation where safe to do so, ensuring we offer the courts an alternative to custody at the point of remand or sentencing.

A review of young people made subject to YDA in 2022-23 reveals they share the following characteristics:

- Currently known within wider CYPS; Child in Need (CIN), Child Protection (CP), Child Looked After (CLA)/Child Leaving Care (CLC)
- Currently known to our crisis intervention service, Family Assist
- Black or mixed heritage
- Identified Special Educational Need and Disability, Additional Learning Support, and/or emotional well-being need
- Not in Employment, Education or Training/ Employment, Education and Training concerns

To continue to address our use of custody arrangement, we will build upon strategic planning and joint working across the partnership to:

- **Increase the use of family group conferencing, including safeguarding family group conferences** – we will identify wider family networks and those within families who can support young people's desistance, build resilience and offer respite to immediate family members, including identifying family networks who could provide alternative living arrangements to minimise a young person's entrance into care or custody.
- **Improve engagement with fathers** – Fathers can be excluded from their parental responsibility due to the safeguarding risk that they may pose. The challenge of working with domestic violence allegations, a drive for safe certainty, and the long shadow of such allegations on case files can all add up to fixed positions about whether a service can safely or should engage with men. Links have been made to serious youth violence and absent fathers. The Unheard Gender Programme is a facilitated programme to improve professionals engagement with fathers, and is already delivered in other Youth Justice Services across London. We will be exploring commissioning the delivery of this programme for the YJS.

22. Constructive Resettlement

The YJS has a dedicated resettlement worker role (0.6 FTE) funded by MOPAC via the London Crime Prevention Fund and YJB Effective Practice grant to the H&F Community Safety department. The resettlement worker supports the partnership to deliver the seven principles of constructive resettlement.

The resettlement worker:

- Supports all children subject to bail and remand/Youth Detention Accommodation, Intensive Supervision and Surveillance and sentenced to custody;
- Supports the work of CYPS social workers around securing accommodation should it be assessed the young person will not have suitable accommodation on release;
- Ensures education, health and continued family intervention form part of the resettlement plan in custody / on release;
- Responsibility for co-ordinating services for and on, release, bail, Intensive Supervision and Surveillance and for children out of borough.

Our service improvement plan outlines the identified activity to be undertaken to further embed the constructive resettlement approach in the future.

23. Standards for Children in the Youth Justice System

Hammersmith and Fulham YJS have reviewed its progress across the five Youth Justice Standards for Children themes in its self-assessment submitted to the YJB in April 2020.











Our YJS Quality Assurance (QA) Framework ensures scrutiny of our performance to enable us to identify learning and trends in practice and provide timely responses. The delivery of the actions and ongoing quality assurance work has a focus on the Systemic Practice Model and restorative/strengths-based approach to learning. The YJS QA Framework is fully embedded within the wider CYPS QA Framework which ensures consistent oversight, governance and cross service learning. This is overseen by the Performance Management Board, chaired by the Strategic DCS and attended by the Head of the YJS. Twice a year the YJS team joins the CYPS Practice Week allowing for QA scrutiny from the wider CYPS service, including senior managers who observe practice.

Hammersmith and Fulham Youth Justice Service (YJS) received an overall rating of 'Outstanding' following the inspection by HMIP in October 2022 – the highest rating available. We were inspected against standards 1,3, and 5.

Inspectors praised the work of the service across the board, whether they were managing children in custody, those leaving custody and in need of resettlement services and those given community sentences or similar. We received an 'outstanding' rating in eight areas, including the whole Court Disposals domain, and the Resettlement domain and were ranked 'good' in the other five areas, captured below.

Ratings

Hammersmith and Fulham Youth Justice Service		Score	31/36
Fieldwork started July 2022			
Overall rating	Outstanding		
1. Organisational delivery			
1.1	Governance and leadership	Good	
1.2	Staff	Good	
1.3	Partnerships and services	Outstanding	
1.4	Information and facilities	Good	
2. Court disposals			
2.1	Assessment	Outstanding	
2.2	Planning	Outstanding	
2.3	Implementation and delivery	Outstanding	
2.4	Reviewing	Outstanding	
3. Out-of-court disposals			
3.1	Assessment	Good	
3.2	Planning	Outstanding	
3.3	Implementation and delivery	Outstanding	
3.4	Out-of-court disposal policy and provision	Good	
4. Resettlement¹			
4.1	Resettlement policy and provision	Outstanding	

¹ The rating for Resettlement does not influence the overall YOS rating.

Hammersmith and Fulham were recognised for the impressive arrangements with partners, including the voluntary sector, which gives YJS children access to an extensive range of services and provision. Additionally, our children have in-house access to the Child and Adolescent Mental Health Service (CAMHS), speech and language therapy, clinical practitioners, and substance misuse services.

The Inspectorate reported that Black and mixed heritage children are overrepresented at Hammersmith and Fulham YJS, and notes that the service had already made progress addressing this as a priority and is seeing improvements in areas such as improving access to education, but this needs to be consistent for all children.

Next steps:

- We will be assessing ourselves against one standard as per YJB guidance. We would assess ourselves against standard two 'At Court'. Minimising the use of custody remains challenging and an audit of practice against standard two will highlight effective practice in this area and areas which may require improvement.

24. Workforce Development

The YJS conducts an annual skills/training audit of all staff including seconded staff. Following analysis of this audit, identification by practitioners and managers themselves, and in line with service priorities for 2023-24, the following areas for training have been identified:

- Harm outside the home
- Trauma Informed Practice
- Adulthood
- Safeguarding
- Effective risk practice to promote the safety of young people and others
- Unheard Gender Programme (engaging fathers)
- Bail & Remand

Following our recent inspection in October 2022, HMIP reported that our 'staff are confident, capable, and passionate, and it was evident that they are dedicated to improving outcomes for children. The service has invested in staff through training and development, and many have been successful in internal promotion'. As well as its successful work with children, inspectors commended the service's investment in its own staff by way of training and promotion.

The YJS is committed to 'Growing Your Own' as commented on within the HMIP inspection. As part of this commitment, the YJS Operations Assistant is currently being supported to undertake the Youth Justice Effective Practice Certificate. The YJS is exploring the possibility of a Youth Justice Apprentice following the development of this framework by the Youth Justice Board.

The Deputy Service Managers (DSM's) continue to deliver practice workshops, each with a particular practice focus area. For example, one such workshop focused on reparation, within which the reparation process, assessment and management of risk were discussed and good news stories shared. YJS practitioners also benefit from monthly reflective team meetings, facilitated by systemic family therapists where they can choose to present a child/young person they are working with or reflect on wider team/service issue.

The previous plan identified areas for workforce development. The table below highlights the progress that have been made:

Appendix 1 – Youth Justice Plan

Action	Progress	RAG
Training to identify, understand and explore diversity needs of children and young people	The YJS Team are committed to continuous professional development and attended Wipers Youth Courageous Conversations training series. The training covered a range of key areas including, Cultural Competency, Anti-Racism and Allyship, and Unconscious Bias Disproportionality.	
Sharing of good practice to ensure a consistent quality of assessments, plans and reviews, and to develop a YJS page on the CYPS resources library.	Ongoing work on YJS page on the CYPS resource library.	
ACES training with the clinical team, to strengthen the understanding of the links between early trauma, DV and offending in adolescence.	Some practitioners have undertaken some trauma training. This will be carried forward to this year's plan.	
Training on assessing and managing risk that will capture and update desistance factors and improve the quality of assessments and reviews.	During practice week, our YJS service was 100% graded Good/Outstanding. 1 audit identified as a service exemplar and one plan was commended as best practice example. 3 audits were graded Good and 1 had 'outstanding features' for the service delivery.	
Training (Your Choice, via Partners in Practice) targeted at reducing violence in adolescence through CBT for four YJS staff.	There have been 2 YJS practitioners trained, the council is through to final efficacy stage of the Your Choice programme, YJS snr practitioner and Turnaround lead to undertake Your Choice Training, by mid-July 2023.	
Improve the diversity of YJS practitioners – identified need for more male practitioners particularly from Black, Dual heritage and other Global majority backgrounds.	We recruited YJS snr practitioner from a global majority background, permanent recruitment has remained challenging but currently have 3 black agency YJS practitioners - 2 x males and 1 x female. Our agency parenting practitioner is also a black male.	

25. Evidence-based practice and innovation

H&F has been a trailblazer for evidenced based and of innovative practice supporting children and young people and is keen to pilot new ways of working. This is clearly evident through our rating of Outstanding by HMIP in October 2022.

Overall, Hammersmith and Fulham YJS, and quality of resettlement policy and provision, were rated as 'Outstanding'. The service was praised for its clear child-first and systemic approach to working with children and families; confident, capable, and passionate staff dedicated to improving outcomes for children; and impressive arrangements with partners, including the voluntary sector, giving YJS children access to an extensive range of services and provision.

Further, HMIP recognised the example of effective practice demonstrated by the Youth Justice Service within the February 2023 HMIP Resettlement Effective Practice guide. HMIP credited the tenacious staff within the service who provide an individualised and personalised service.

Through this piece, the YJS shared an overview of our resettlement practice and example initial intervention plan which illustrates the principle of the '5 C's' adopted by the service in developing resettlements plans whilst a young person is in custody through to release. Planning for re-settlement begins on the first day of sentence to ensure a seamless transition between custody and the community, to build a bridge between services. These principles inform all contacts with the young person in developing a resettlement plan.

- **Constructive** - Identity shift, future orientated, motivating, strengths based, empowering
- **Co-created** - Inclusive of the child, their family and supporters
- **Customised** - Individualised wraparound support, incorporating diversity
- **Consistent** - Resettlement focus from the start, seamless, enhanced at transitions, build and maintains stable
- **Co-ordinated** - Managed widespread partnership across sector

26. Evaluation

H&F are participating in a three year funded programme with all other Local Authorities in London to implement a CBT (Cognitive Behaviour Therapy) programme, as a regional response to supporting young people at risk. The programme will be fully evaluated by the Fiscal Institute and the Anna Freud Centre. The programme, 'Your Choice', involves the training and supervision of practitioners to deliver an intensive goal orientated programme with young people aged 11-18 who are at risk of extra familial harm/contextual safeguarding.

The programme involves three contacts a week over 12-18 weeks and includes two face to face contacts with the young person. The third contact can be virtual and can include family work. One of sessions should be an activity that the young person has identified that will support the changes they want to make.

Funding is available to support the activities that the young person identifies will help them to achieve their goals. This could include memberships, studio time, courses, training, personal development activities etc. Our clinicians have already trained a number of practitioners from a range of teams and settings to deliver this programme. Supervision is provided by our clinicians and offered in monthly Your Choice supervision groups.

Our YJS have two practitioners trained and there will be an additional two joining the next cohort as H&F are through to the final efficacy stage of the Your Choice Programme.

27. Service development plan

The HMIP inspection in October 2022 identified several recommendations, outlined in the table below with an action plan.

Youth Justice Post-Inspection Plan

	Recommendation/ Outcome	Action	Lead	Delivery date	RAG	Success Measures
1	Review its work arrangements with volunteers to ensure that they are fully supported used effectively and connected to the service	Volunteers to be included in core training programme	Polly Green - Restorative Justice and Community Inclusion Lead	Dec-22	Green	Data will evidence improved engagement of volunteers in accessing the training package offered and regular supervision.
		Panels to be conducted face to face, with the provision of hybrid facility when necessary			Green	
		Training record for volunteers to be introduced			Yellow	
		Annual survey to be run to gather feedback from volunteers			Yellow	Annual survey demonstrates an improved experience for our volunteers
		Youth Justice bulletin to be shared with volunteers on a regular basis			Green	
		Quarterly staff newsletters to be sent to volunteers			Green	
		Regular debriefs and increased supervision to be offered to volunteers to allow them to raise any concerns or share good practice examples			Green	
2	Improve communication and escalation routes to ensure that key messages on service delivery and data analysis reach the board and operational staff	Quarterly data performance report to be shared and discussed at the service meeting and out of court disposal panel	Alison Sabaroc he - Head of Youth Justice Service	Dec-22	Green	Data will show increased use of the escalation process with evidence of outcomes being resolved. Service audits and workforce surveys will demonstrate practitioners feel confident in the escalation process.
		Escalation routes to be introduced in YJS EET pathways and planning group			Green	The management board oversee the use and resolution of the escalation policy and will be able to evidence areas of challenge in the annual evaluation of board impact.
		Bi-Monthly Practice Board to be introduced to YJS management team, to provide the opportunity to challenge and scrutinise the performance data			Yellow	
3	Review policies and guidance to ensure that they set out explicitly how the	Disproportionality performance data, including race, SEND, gender, to be reviewed	Alison Sabaroc he- Head of Youth	To be reviewed quarterly	Yellow	6 monthly Practice Week carried out by senior managers demonstrates

Appendix 1 – Youth Justice Plan

	service intends to meet all diversity needs, particularly where there is disproportionality	and analysed operationally and strategically to ensure that the service meets their identified needs, and that interventions and service delivery are informed by the needs of the children we are working with	Justice Service			effective identification and planning to reduce discrimination and disproportionality
						EET and first time entrants targets are set to reduce discrimination and disproportionality and are reviewed and measured at the team meetings, practice boards and overseen by the management board
		Service to review all current policies to ensure that cultural humility aspect, clinical staff workshops and use of cultural genogram in our practice are reflected in the procedures and guidance	Alison Sabaroc he - Head of Youth Justice Service	Apr-23		Monthly audits and practice week activity evidence identification and effective planning to redress discrimination and disproportionality
						Deep dives into the data held within the children's records and thematic audits on disproportionality evidence that children's individual needs are understood and inform their plans.
4	Continue to work with partners and the YJS to maintain the current health provision for YJS children	The Board to be kept informed about any concerns or issues around funding the health provision	Henry Leak - Head of Commissioning, Children, Young People, Learning Disabilities & Autism	To be reviewed quarterly		Data collated and analysed by the wellbeing team evidence consistent reach for the cohort of children within the YJS
		Regular review and monitoring our health provision to ensure it meets the need of our young people, through analysis of who is accessing the service and identifying unmet need				To be reviewed quarterly
5	The Board to develop its understanding of YJS children and families, the vision	Continue to hold an annual workshop to review the boards shared understanding of priorities	Amana Gordon - Operational	Nov-22		Annual survey evidences that the board members understand the

Appendix 1 – Youth Justice Plan

<p>and priorities of the service and potential risks that could impact on delivery</p>	<p>and set the board forward plan for the coming year.</p>	<p>Director, Children & Young People Services</p>		<p>needs of the YJS cohort, agree with the priorities and that they are supported to challenge and improve practice and service delivery.</p>	
	<p>Biennial survey to go out to the Board</p>		<p>Apr-23</p>		
	<p>Board principles replaced with Terms of Reference to be updated to include requirement of operational and strategic risks that could affect the delivery of the service or impact negatively on the children accessing YJS will be escalated to the board for scrutiny and resolution.</p>		<p>Dec-22</p>		<p>Annual review of board activity evidences its impact on service delivery and improved outcomes for children</p>
	<p>Data infographic of the key demographics of the YJS cohort to be provided at each board.</p>		<p>Dec-22</p>		<p>Board planning and activity evidences a clear understanding of the needs of the YJS cohort and influenced appropriate service delivery.</p>

Learnings from the HMIP thematic – Education, Training and Employment thematic

Access to education, training and employment (ETE) opportunities is fundamental to the future prospects of children on youth offending service caseloads and to their desistance from further offending.

In order to match our local response with national findings and inspections, we have made sure we align our priorities with practice elsewhere. The table below shows our response:

Findings	Responses
Thematic Inspection: Education, training and employment services in youth offending teams	
<p><u>YOT Management Boards should:</u></p> <ul style="list-style-type: none"> • Ensure that all children have a comprehensive ETE assessment • monitor, alongside the local authority, key aspects of ETE work for children working with the YOT, including: <ul style="list-style-type: none"> ○ the extent of school exclusion in the YOT cohort ○ the actual level of attendance at school, college, work, or training placement ○ the extent of additional support provided to children with SEN/ ALN; ○ that every child with an EHCP or IDP has this reviewed on an annual basis to meet the statutory requirement. • Develop ambitious aims for ETE work in the YOT, including the achievement of Level 2 English and Maths by every child. • Establish a greater range of occupational training opportunities for those children beyond compulsory school age • Monitor and evaluate the levels of educational engagement and attainment in disproportionately represented groups within the YOT caseload in order to develop improvement, including for: - children with an EHCP/ ILP; - children with SEN/ ALN; - children permanently excluded from school 	<ol style="list-style-type: none"> 1. To monitor key aspects of ETE work for children working with the YJS – we have a wellbeing team report, an educational report, an education presentation 14-19 secondary advisor and an EET working group 2. To monitor the extent of school exclusion in the YJS cohort - We have EET working group reformed to YJS EET pathways and planning group with refreshed membership to monitor and report to YCPP 3. To ensure that every child with an EHCP or IDP has this reviewed on an annual basis to meet the statutory requirement - we have YJS HoS, Ed Psych bi-monthly meeting with EHCP team 4. To monitor the actual level of attendance at school, college, work, or training placement – we have EET working group reformed to YJS EET pathways and planning group with refreshed membership to monitor and report to YCPP 5. The YJS are part of the Hammersmith and Fulham Inclusive Employment Forum for Young People. The Inclusive Employment Forum (young people) works within and alongside the Councils all age Inclusive employment steering group and within employment and skills governance framework and 14-25 Strategy. As part of the forum, they create

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	<p>routes that will support more young people with SEND, care leavers, those known to youth justice system and other experiencing challenges into paid employment.</p> <p>6. The Resettlement Worker and Restorative Justice Worker have undertaken training to become AQA Unit Award Scheme Co-Ordinators and the YJS is now a registered Training Centre. Young people will be able to undertake AQA units.</p>
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Our overarching priority is to maintain caring and compassionate language and a Child First approach.

Priority	What needs to happen?	Lead	Timescale	What success look like?
Supporting Young People to remain in the community (Minimising use of custody)	Joint working/out reach to OOB courts/YJS's	DSM C&C, YJS Snr Practitioner C&C	March 2024	Reduced numbers of children and young people YDA'd in OOB courts
	Workshop on bail and remand process/court work	DSM C&C, YJS Snr Practitioner C&C	September 2023	Increase in CYP RUCB from court Increase BSP put before court Bespoke Intervention identified/created and delivered 2% reduction in custodial sentences imposed on care experienced children and those leaving care/black/mixed heritage children
	Develop group work/bespoke intervention for syv offences – robbery	YJS Snr's Community & C&C	December 2023	
Reduce disproportionality/over representation	Promoting use of Family Group Conferencing, including engagement with fathers,	HoS, DSM's, HoS Performance and Improvement	December 2023	Increased use of FGC Delivery of Unheard Gender Programme Increased engagement of

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	particularly black fathers.			fathers, particularly black fathers
	Delivery of Unheard Gender Programme to YJS & wider CYPS including senior leadership			
	YCPP to explore the impact of disproportionality across systems and how decisions within leadership roles can effectively work towards redressing the systemic and structural challenges which can impact the minoritised communities they serve.	HoS, Chair/Vice Chairs YCPP	December 2023	Delivery of Exploring Decision Making in Anti-Racist Organisations to YCPP and attendance by Senior Managers from CYPS, Police, Probation & Health
	Review of stop and search data for black and mixed heritage and other global majority groups to identify any themes	DI Jigsaw/YOTS/IOM & YJS HoS	March 2024	Themes identified in terms of times, locations, and actions identified to
	Exploration of the concept of 'adultification' from a research and practice perspective to	HoS YJS, HoS Performance and Improvement	December 2023	Adultification Bias & Safeguarding Children. Delivered and attended by YJS, wider CYPS and senior managers

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	explore how adultification manifests itself in practice			
Early Intervention/Diversion (reduce 1 st time entrants)	Embed Turnaround Programme/Turnaround Panel	DSM OOC, Turnaround Lead Project Worker, Systemic Family Therapist	March 2024	2% Reduction in the number of Black & Mixed Heritage Children as FTE
	Deliver EIT systemic family therapy			
	Explore the interconnections between trauma informed and our systemic practice approach	Director of Public Health	March 2024	Trauma informed practice workshops delivered in schools and rolled out across the partnership
	Support MOPAC roll-out of ENGAGE	HoS	March 2024	ENGAGE programme embedded in Hammersmith & Fulham Police Station and young people being diverted
Keeping young people safe and secure, enabling them to thrive (Reduce re-offending)	Support YJS 16+ into suitable EET pathways	Op Director of Education & SEND, HoS YJS, Virtual School Head, DSM Community, Snr Social worker/ Practitioners, YJS social worker/ Practitioners, YJS well-being team – Ed Psych,	March 2024	2% reduction in reoffending rates of care experienced children and those leaving care/black/mixed heritage children
	Support YJS under 16's to remain/reintegrate to mainstream school.			
	Identify, assess, signpost/intervene health & special education/additional needs.			

	Develop a range of AQA's for young people	Resettlement Worker, RJ worker		
	Refer for specialist mentoring support.			
	Contextual safeguarding training.			
	Trauma informed practice training.			

28. Challenges, risks and issues

In 2023-24 one of the challenges faced by the YJS is OneAdvanced our case management system (CMS) provider has served notice to end-of-life Careworks meaning an alternative CMS will have to be sourced and data migrated. OneAdvanced will continue to support Careworks until 31st March 2024.

Minimising the use of custody continues to remain challenging, with children and young people with previous contact, sometimes longstanding with wider CYPS, likely to be open to crisis intervention service to prevent family breakdown, Family Assist, and likely to have additional learning needs and/or learning disability most likely to be committing more serious offences. These children and young people require more focussed intensive, targeted support and action and with continued concerns and issues within the secure estate itself it is even more imperative that the YJS continues its focus as outlined above.

29. Sign off, submission and approval

Chair of YJS Board - name	Jacqui McShannon
Signature	<i>Jacqui McShannon</i>
Date	29/06/2023

30. Appendices

31. Appendix 1

- Staffing Structure – noted within the body of the report.

32. Appendix 2

- Budget costs and contributions - noted within the body of the report.

Common youth justice terms

Please add any locally used terminology

ACE	Adverse childhood experience. Events in the child's life that can have negative, long lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Anti social behaviour
AP	Alternative Provision
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child looked-after	Child Looked After, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social

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Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and Health Care Plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending

Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution

33. Appendix 3

HMIP thematic inspection Oct 21

The experience of black and mixed heritage boys in the youth justice system

Recommendations	H&F Response
Local Authorities should:	
Provide suitable and timely accommodation placements and support packages for black and mixed heritage boys who are facing remand or being released from custody	<p>The Children's Placements Team work closely with social work and YJS teams to ensure there is enough information available at point of placement search to enable the most appropriate placement match. This includes detailed information about needs, risks and behaviours to ensure the correct placement and support package is commissioned. The Children's Placements Team will also ensure that any location issues are taken into account when selecting a provider. For all out of area placements made for Looked After Children the Placements Team will alert the relevant Local Authority in that area such that local relevant services are made aware.</p> <p>In addition to this, Hammersmith & Fulham are also exploring a new Pan London programme of work, the London Accommodation Pathfinder, that aims to provide a direct residential alternative to custody (remand or sentence) with a bespoke support and risk management programme designed around this cohort of children.</p> <p>Live data from 2019/20 shows the rate of young people leaving custody and going into suitable accommodation has remained at 100%.</p>

	<p>Further, the dedicated homeless young people’s social worker based in ICAT ensures that young people who present as homeless are given the right support to remain living safely at home, move into supported accommodation or come into care. Collaborative work with Housing colleagues and Family Assist have led to most young people being supported to safely remain at home. The homeless worker provides a weekly report to the Director of the Children’s and Young People Service.</p>
<p>Make sure that, where children and families are moved to a new location as a result of concerns about their safety, the accommodation and placements provided are suitable and sustainable to meet their needs</p>	<p>Attention to this issue was heightened through the Adam Serious Case Review published by the Local Safeguarding Children Partnership for Hammersmith & Fulham, Kensington & Chelsea, and Westminster in July 2021. The review recommended that a protocol should be produced that has a clear strategy in place for when families may require relocation in relation to serious youth violence. This should have a clear risk assessment framework, and a plan in place to test effectiveness once implemented. Risks to the young person moving or not moving should be considered including:</p> <ul style="list-style-type: none"> • Risks in the locality to which the child is moving, • The possibility that the young person’s behaviour will not change because their most important social connections remain in place, • Risks of weakening professional networks so that there is less professional knowledge and oversight, • Practical difficulties (including financial difficulties) created for other family members. <p>It was recommended this risk assessment should be coordinated between the two localities simultaneously. The review highlighted work underway within the LA to develop a protocol for relocation of families, alongside recommendation made to the London Safeguarding Children Partnerships to undertake similar work across other local authorities.</p> <p>To address this recommendation, several ‘Housing Summits’ have been held this year to look at whether or not H&F Housing Policy requires updating. A Task & Finish Group, chaired by the Deputy Head of Family Assist and Head of Family Support and Child Protection, are currently reviewing and drafting an update on this, which includes a Risk Assessment tool. This group are also looking at best practice across London and elsewhere in the county and will ensure that the policy takes into account all aspects of a family’s safety. Reintegration back into the home borough will also be looked at, as well as ensuring the accommodation and placement meet the family’s needs.</p> <p>Additionally, the YJS Head of Service attends Children’s Resource Panel (CRP) to support the making of joint decisions around placements. This panel brings together necessary colleagues and appropriate heads of services across Children and Young People’s Service to consider the needs of all children and young people placed or likely to be placed into the care of H&F, ensuring placement stability and that all needs are met. Consideration has been given in necessary circumstances to</p>

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	<p>temporary place a child or young person in the care of the local authority to provide respite, with a clear plan in place to return the child or young person home thereafter.</p>
<p>Ensure that black and mixed heritage boys are receiving their legal entitlement to education, including alternative provision when this is deemed necessary, and that the placements are suitable to meet their needs</p>	<p>Disproportionality has been considered and an area of specific focus for the Education service for some time. In light of the current anti-racism movement and a broader understanding of systemic challenges faced particularly by black CYP, a concrete effort to coordinate an anti-racist agenda has been adopted. The YJS also have a strong working relationship with our education colleagues who are working closely with schools to prevent managed moves and exclusions as well as reviewing alternative provision in the borough.</p> <p>In Hammersmith and Fulham, Black children are more likely have a fixed term exclusion than white children in the borough or any other black, Asian and global majority group and are 4x as likely to be permanently excluded. 50% of children currently at our local Alternative Provision (AP), Ormiston Bridge Academy are from black or mixed- race backgrounds.</p> <p>To address these issues of overrepresentation, the education service has developed a disproportionality action plan with a focus on reducing fixed term and permanent exclusions, co-working, improving educational and training outcomes and tackling inequalities.</p> <p>An example of work undertaken to date can be seen through the introduction of the Managed Moved Policy, reducing managed moves into AP and encouraging schools to consider more inclusion initiatives rather than managed moves. As a result, the education service has seen a 75% reduction in managed moves over 2019/20 and 2020/21 compared with the previous academic year.</p> <p>In addition, within the YJS Wellbeing Team we have a link YJS Educational Psychologist (EP) and Speech and Language Therapist (SALT) who provide targeted support to young people known to YJS. Both the YJS EP and SALT offer initial screening and assessment for young people coming into YJS including when a young person is imprisoned. The services ensure young people on long sentences have access to education when in prison and follow up with young person on release to ensure appropriate interventions are delivered. In addition, the YJS EP will lead a process of system consultation to bring together key partners to gain an understanding of the young person. As part of this consultation process, direct work with young people may take place, including assessments, which can help to identify strengths and needs.</p> <p>Further, regular meetings are held jointly with the Head of YJS, EHCP Team and Wellbeing Team to review young people known to both services, addressing the needs of young people for example when an EHCP review is required.</p>

	<p>The YJS have seen an increase in mixed heritage boys and as a result are taking steps to develop specific interventions addressing issues of concern for this cohort such as identity. Delivery of this work will begin through cultural competency training delivered to YJS staff.</p>
<p>YJS Partnership Boards should:</p>	
<p>Have a vision and a strategy for improving outcomes for black and mixed heritage boys, and make sure these are known and understood by YJS staff and partner agencies</p>	<p>The Youth Crime Prevention Partnership (YCPP) provides governance and strategic oversight of services to prevent and reduce youth crime and anti-social behaviour in Hammersmith and Fulham. By utilising performance indicators, trend analysis and by identifying key risk areas, the YCPP takes a coordinated approach in service delivery resulting in improved outcomes for young people who offend, their families, victims of crime and the wider community.</p> <p>The YCPP is committed to addressing disproportionality within the youth justice system and also across wider social care, council departments and across its partnership and has formed a sub-group focusing on disproportionality. A disproportionality survey has been compiled and distributed amongst the partnership, and children’s and family services. The survey requests departments to consider 3 actions in their area to address disproportionality. The actions drawn from respondents inform the YCPP’s action plan to address disproportionality. In addition, the YCPP held a board development workshop in March 2021, focusing on the actions of each partner agency with regards to meeting the H&F priorities and addressing disproportionality, offering an opportunity for check and challenge. This demonstrates collective ownership of disproportionality action plans.</p> <p>Thematic discussions are being introduced to form the agenda for upcoming Youth Crime Prevention Partnership meetings, through which disproportionality will be embedded as foundational due to the recognised disproportionate representation of black and mixed heritage boys in the YJS cohort. This disproportionality is recognised, scrutinised and challenged by all partners of the board, which will be further enabled through thematic discussion.</p> <p>The YJS has identified overrepresentation of children and young people from Black Asian Global majority backgrounds; and children looked after and care leavers as NEET; and those that are hard to engage in classroom-based education and not receiving the required level of education provision and is focussing on developing a framework of support for this cohort. This is reflected in the YJS disproportionality action plan which has been distributed to all YCPP members, children’s leadership team and family services senior management team alongside YJS staff.</p> <p>Additionally, the YJS are part of the 7-borough disproportionality group including all boroughs who share Highbury Corner Youth</p>

	<p>Court, demonstrating a partnership approach to addressing disproportionality.</p>
<p>Ensure that all board members contribute data from their individual services that identifies areas of disproportionality and the action being taken to address them, and that this data is used to develop a joint strategic needs assessment</p>	<p>As discussed above, thematic discussions will form the foundation for all future discussions at the Youth Crime Prevention Partnership (YCPP) Board. This will focus partners on the commitments of their individual action plans, enable the board to check and challenge, and emphasise attention on the actions required to address disproportionality.</p> <p>Reporting to the YCPP, a JSNA has been produced in 2021 developed jointly with key stakeholders including alternative provision managers, youth club leaders, and youth engagement police officers. The borough’s Director of Public Health, Youth Offending Service lead, and Public Health analysts made up the steering group for this report.</p> <p>The report found:</p> <ul style="list-style-type: none"> • Young males aged 14-16 make up the majority of the youth offending cohorts, with those from Black and Global majority background being disproportionately represented. • Young people from Black ethnic groups are thought to be disproportionately affected by stop and search measures in the borough, with the search rate on black ethnic groups aged 15-19 at 517.3 per 1000 population. This is almost 5 times higher than the search rate on White ethnic groups. However, the percentage of positive outcomes of stop and searches, where the search results in some further action such as arrest, was lowest among black and other ethnicities in the borough. <p>Whilst Black Asian and Global majority groups represent 32% of our residents, 60 to 80% of our YJS cohort are from a black, Asian and global majority YJS is taking a partnership approach to addressing disproportionality including joining the 7-borough disproportionality group and forming a YCPP sub-group to focus on disproportionality. The YJS disproportionality action plan’s key outcomes include to reduce overrepresentation of Black males in serious youth violence cohort and seek to impact sentencing outcomes for black, Asian and global majority young people be seen as risky.</p> <p>Hammersmith and Fulham YJS are working with the Metropolitan Police to pilot a project on stop and search. As part of the project, 13 young people were questioned about their experiences of stop and search to understand young people’s thoughts and feelings, and how it could be done differently. Additionally, as part of our continued commitment to listening to the views of young people and improving partnership working Hammersmith & Fulham YJS have held a virtual Stop and Search Consultation event with the Metropolitan Police. Each young person in attendance discussed their views, how stop and search made them feel and their view on crime and policing in their community.</p>

<p>Have a joint set of partnership targets, for example with schools and children’s services, for improving service delivery to black and mixed heritage boys, and make sure mechanisms are in place to track, monitor and evaluate outcomes</p>	<p>Agreed via the Youth Justice Plan, the YCPP are committed to the four key performance indicators: reducing first time entrants into the youth justice system, reducing the rate of offending, reducing disproportionality and minimising the use of custody. Progress against these indicators is reported quarterly to the YCPP to measure performance, including the opportunity for discussion on reflections as a partnership and the focus for the next quarter.</p> <p>Specific indicators reported include:</p> <ul style="list-style-type: none"> • First time entrants to the Youth Justice System – annual rate • Proven reoffending – binary rate • Custodial sentences – annual rate • Ethnicity of YJS cohort in comparison to local youth population <p>These key performance indicators are central to the YJS quality assurance framework and are continuously monitored and measured. YJS managers complete two audits each month, with bi-monthly audit moderation. These audits inform themes and learning which are in turn reported to staff and partners to review and develop action.</p> <p>Further, Children’s Services are currently working to develop a department wide disproportionality plan, drawing on the individual service plans in Education, Children and Young People Services and the YJS. A working group chaired by the Director for Children and Young People Services is in place, with the targets identified in the YJS and YCPP disproportionality plans linked through.</p>
<p>YJS Managers should:</p>	
<p>Establish effective processes for gaining feedback from black and mixed heritage boys on the services they receive and use this feedback to assess, review and improve the quality and suitability of service provision</p>	<p>Consultation with young people is an important part of our work and feeds into service improvement, ensuring that we are doing things with our residents and not to them. We get feedback from the annual engagement consultation event for families and young people, annual Customer Care week, bi-annual practice week and youth takeover events.</p> <p>The feedback from these sessions is then reported back to the YJS management, Children and Young People’s Service management team and the YCPP and is used to strengthen our practice.</p> <p>As a result of the recognised disproportionate representation of black and mixed heritage boys in the YJS cohort, feedback effectively reflects the experiences of this cohort in their experiences of services received. On average, 57% of participants across various consultation events were of black, Asian, global majority and mixed heritage ethnicities. This disproportionality is recognised, scrutinised and challenged by the YJS as discussed prior.</p>

<p>Make sure that staff understand what is expected of them in their work with black and mixed heritage boys and that they are inducted, trained and supported to work effectively with this group of children</p>	<p>At H&F we are ambitious for our young people. Staff within the YJS are empowered to deliver high-quality, personalized and responsive services for all children through extensive training, including the following:</p> <ul style="list-style-type: none"> • Unconscious bias training - Unconscious bias training gives us all the opportunity to temper our biases so that we may all appreciate and learn from each other's differences in positive ways. This training is mandatory for all staff and is regularly monitored and reported. • Systemic training - We use a systemic practice model which focuses on relationships and recognises that individuals (and their actions) are product of their particular contextual circumstances. By applying this understanding to our work, we are able to provide more tailored support to our young people by creating more effective channels of communication and promoting engagement. • Trauma informed and ACE training - We take a 'trauma informed' approach to our way of working with children, young people and families, addressing early life trauma which impacts on all aspects of children's health, emotional, social wellbeing and life chances. This year we are planning a black trauma-informed training session • Trauma and oppression training – training was undertaken by all YJS staff in September 2021 to understand the links between trauma and oppression and finding creative ways of responding. <p>Further, the YJS is currently in the process of completing a Training and Skills Audit. The YJS management team will be discussing the gaps in training and ensure that race, identity and disproportionality will be an area of training that has strong consideration for future training opportunities.</p> <p>Additionally, the YJS are developing a pre-sentence report checklist to prompt case managers to consider SOCIAL GRRACCEES in the drafting of reports. This work will be supported by Clinical Practitioners to assist case managers to explore SOCIAL GRRACCEES in their pre-sentence reports.</p> <p>Further, service meetings are being reviewed to introduce a series of workshops and coaching for case managers regarding disproportionality. Guest speakers will be invited to facilitate staff discussion to reflect the lived experience and impact on young people in pre-sentence reports.</p>
<p>Improve the quality of management oversight to make sure that it is sufficiently focused on diversity and what this means in practice and that there are clear</p>	<p>Management oversight focusing on diversity and addressing barriers to access is maintained through a number of multi-agency panels including:</p> <ul style="list-style-type: none"> • Complex and high-risk cases strategic board - As a result of emerging learning from one of the Serious Case Reviews (SCRs), we have set up a complex and high-risk cases strategic board to provide strategic oversight, accountability and operational direction to supporting our

<p>escalation routes to address any barriers to black and mixed heritage boys accessing the services they need</p>	<p>most at risk young people. The panel is a high-level forum of senior managers from key multiagency partners. The group meets to discuss a small number of complex cases involving multiple agencies requiring senior leadership oversight. It is not an alternative to existing case management groups, instead it is a next step when existing frameworks are proving ineffective in safeguarding and supporting our children and young people.</p> <ul style="list-style-type: none"> • Out of Court Disposal Panel - The panel is held monthly and consists of members of YJS who provide a comprehensive view of the needs of children particularly looking at triggers for reoffending behaviour and to make decisions on the out of court disposal a young person will undertake. The OOC panel has been operating since 1st September 2019. A review of the OOC Panel in October 2020 showed that of the fifteen cases reviewed so far, panel processes have been followed in all and effective interventions were positive in most cases. The panel has also informed the expansion of reparations activities and interventions., with clearly demonstrable links on the impact of reducing reoffending through targeted intervention with young people. • Youth Crime Prevention Partnership (YCPP) - By utilising performance indicators, trend analysis and by identifying key risk areas, the YCPP takes a coordinated approach in service delivery resulting in improved outcomes for young people who offend, their families, victims of crime and the wider community. The YCPP has developed significantly over the last two years, with more direct engagement from the YJS and an increased focus on scrutiny and quality assurance. <p>Additionally, regular quality assurance is in place through our robust performance management framework to review the tools used by YJS including AssetPlus and the Single Assessment Tool, based on the systemic practice approach and captures SOCIAL GRRACCEES.</p>
<p>Address gaps in specialist provision for black and mixed heritage boys, either by delivering it in-house or by commissioning it from appropriate local community organisations and evaluate referral and uptake rates for the services provided</p>	<p>Taking a needs analysis view of our cohort of young people engaged with the YJS, we understand that 58.3% present with some level of mental health concerns, and 47% of young people have had some form of contact with Child and Adolescent Mental Health Services (CAMHS). Therefore, making sustained efforts to provide mental health support to children and young people across the borough remains a key priority. Additionally, approximately 37% of the YOT cohort present to the service with Speech and Language concerns. 16% of young people have some form of special educational needs, including emotional behavioural social difficulties, and dyslexia. Often these health and wellbeing needs were unidentified and previously unsupported at the point of entry into the service. Taking a view of our general education population, black and mixed raced children are more likely to have a Special Education Need without</p>

	<p>that need being met by an Education Health Care Plan. Black, Asian and global majority children are more likely to have a EHCP than white children.</p> <p>To meet the needs of this cohort, the YJS have developed an integrated wellbeing team including a SALT, EP, Youth Justice Liaison and Diversion Worker, CAMHS worker and Substance Misuse Worker. This team of specialist workers ensure all young people’s needs are identified and met to ensure the best outcomes and reduce the risk of reoffending. Every young person is assessed by our specialist team upon entering the service with regular reviews and intervention based specifically on the young person’s needs. The Wellbeing Team is made up of health professionals who provide targeted support to cases across the Community, Court and Community, and Out of Court Disposal Teams. The wellbeing team is a combination of NHSE, Local Authority and Public Health funded posts.</p> <p>The YJS also ensure ongoing resources available for young people delivered by our commissioned providers:</p> <ul style="list-style-type: none"> • WIPERS host a group programme called Ether, aimed towards black, Asian and global majority young men involved with the youth justice system. It is a highly motivational and inspirational leadership course directly addressing issues around race, identity and perceptions of self, as well as self-esteem, confidence, attitude, behaviour and independent thinking. Sessions include discussions around stereotypes, breaking barriers and perceptions of masculinity. • The contributions of Queen Park Rangers Football Club (QPR) and Imperial College have enabled us to provide targeted support to our most at-risk youths with projects such as QPR’s Prevent and Prosper. Prevent and Prosper was established as a way to address disproportionality and keep children and young people out of the criminal justice system. The project worker sits as part of the multi-agency Out of Court Disposal (OOCDD) Panel and provides additional support to young people subject to pre-court orders. <p>Evaluation and monitoring of these commissioned services is completed through quarterly contract monitoring.</p> <p>The YJS have seen an increase in mixed heritage boys and as a result are taking steps to develop specific interventions addressing issues of concern for young people of dual heritage such as identify. Delivery of this work will begin through cultural competency training delivered to YJS staff.</p>
<p>Offer suitable and appropriate support and intervention to the parents and/or carers</p>	<p>In November 2020, Hammersmith & Fulham was awarded a £38,665.80 grant by the Violence Reduction Unit following a successful bid to implement a Parent/Carer Champion Network (PCCN). The PCCN programme is being delivered by one of our</p>

<p>of black and mixed heritage boys and regularly review the uptake and suitability of this provision</p>	<p>key partner organisations, Active Successful Engagement (ASE), with the support of the YJS. This project centres around mentoring and developing the parenting skills of the parents of our YJS cohort through a holistic approach, supporting parents to engage with their children to address and prevent criminal and anti-social behaviour. The programme is targeting the parents of children and young people from black and global majority backgrounds in an effort to reduce the current levels of disproportionality within the YJS. Uptake and monitoring of this provision is tracked through quarterly contract monitoring by the Children’s Commissioning Team.</p> <p>Funding for this programme has been extended for a further year with a focus on developing Parent/ Carer Champions to lead in specific areas i.e. Transition, Schools and Exclusions SEN, Housing and Community Development.</p> <p>ASE, The PCCN and the Youth Engagement Diversion Team (YET) Metropolitan Police have established a strong partnership in terms of Early Intervention strategies and practices. This has successfully increased Parents/ Carers awareness in relation to Youth Violence, Youth Crime and significantly diverting young people from criminal activity, exploitation, and grooming. This approach has been central to building trusting relationships with the YET team, PCCN, Parents and Carers and significantly young people.</p> <p>Additionally, ASE and The Parent/ Carer Champions working in Partnership with the Gangs Violence Exploitation unit have successfully delivered a series of Coffee Mornings for Parents/ Carers in Sands End, an area experiencing increasing violence and gang activity. These sessions offered parents/ carers a welcoming space to meet some of the PCCNs and council officers to share their experiences whilst building support and community.</p>
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Agenda Item 7.3

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Full Council

Date: 01/11/2023

Subject: Adoption of the London Local Government Anti-Racist Statement

Report of: Councillor Rebecca Harvey, Cabinet Member for Social Inclusion and Community Safety

Report author: Yvonne Okiyo, Strategic Lead Equity, Diversity and Inclusion

Responsible Director: Nicola Ellis, Strategic Director, Chief Operating Officer, Corporate Services

SUMMARY

This report presents the London Local Government Anti-Racist Statement for adoption by Full Council. Publicly adopting the statement demonstrates the Council's commitment and leadership on the race equality agenda.

RECOMMENDATION

1. That Full Council adopt the London Local Government Anti-Racist Statement (Appendix 1).

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	We know that some groups are more likely to face inequality, experience poor outcomes and to live in poverty. This report aligns to the Council's values to ensure growing opportunities and prosperities are shared by everyone.
Creating a compassionate council	We want to be a council that acts with compassion and inclusivity. We want to ensure our Borough is a place for everybody, and we'll challenge any unfairness and all forms of discrimination that threaten to drive inequality in our borough. This report

	aligns with the Council's values as it seeks to anti-racist approach in all that we do to address inequality and racism that is embedded in society.
Doing things with local residents, not to them	The Council firmly believes in doing things with residents not to them. This means listening and working with residents, using resident insight and feedback to inform how we work and ensuring our ambitions continue to reflect what all residents want. This report aligns to the Councils values as we commit to shaping solutions by listening to residents, communities, and frontline staff and responsibly drawing on their lived experiences and understanding of what the issues are and what works, without putting the burden on them to educate us as well as working in partnership with them to devise solutions.
Being ruthlessly financially efficient	The report aligns to the Councils values as we will use the disaggregated data intelligently to inform policy and planning. We will also look at where there are patterns of discrimination experienced by all minoritised groups. This will help ensure we deliver services that genuinely satisfy residents needs.
Taking pride in H&F	The report aligns with the Council values to invest in public spaces, community programmes and cultural activities to ensure the borough remains a great place to live, work and thrive.
Rising to the challenge of the climate and ecological emergency	The report will not impact on the Council values to work with residents and partners to build a clean, safe and sustainable future that works for the benefit of all people and the environment.

Financial Impact

There are likely to be some minor financial implications in delivering our commitment to inclusion however, this will not be significant and a small budget has been ringfenced for this purpose.

Alex Pygram, Head of Finance, Corporate Services, 9 October 2023

Legal Implications

This report recommends that the Council adopts an Anti-Racist Statement published by London Councils in the terms set out in Appendix 1. The Council has a statutory duty under s149(1) of Equality Act 2010 '1) ..., in the exercise of its functions, [to] have due regard to the need to—

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.'

The adoption of the Statement reflects the Council's commitment to comply with the Act. The appropriate decision maker is Full Council.

Angela Hogan, Chief Solicitor (Contracts and Procurement), 6 October 2023

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Proposals and Analysis of Options

1. The London Local Government anti-racist statement has been developed by London Councils to ensure there is a consistent approach across London, adopted by all local authorities, which may, in time, be further underpinned by the London Councils Chief Executive's London Committee Tackling Racial Inequality Standards.
2. All local authorities should be committed to taking an anti-racist approach because the most damaging aspects of inequality and racism are embedded in society. It is not enough to "not be racist" or to focus on tackling conscious hatred, like racial abuse. It is everyone's responsibility to proactively and continuously:
 - Unpack and reset beliefs, assumptions and values.

- Take action when we observe racism come into play, in beliefs, assumptions and values and the decision and actions that follow, however subtle.
 - Be humble and educate ourselves in what we don't know about racial inequalities and racism that exists, rather than putting the onus on others to educate us.
3. Our collective commitment to achieve racial equality focuses on what London councils can do together to have a positive impact on life outcomes at all stages, including in relation to health and wellbeing, employment and education. This is about social justice and promoting equality because all Londoners should be able to reach their potential in all spheres.
4. To be proactive in meeting this commitment, we will aim to:
- Build a picture of what the key inequalities are and then to look at what is driving these.
 - Shape solutions by listening to residents, communities and frontline staff and by responsibly drawing on their lived experience and understanding of what the issues are and what works, without putting the burden on them to educate us.
 - Set expectations of leaders to make the connection between achieving positive outcomes and their own leadership style and diversity, and to take personal responsibility for what they can do now to bring about change. This acknowledges residents have worked hard to achieve social justice and rightly expect to see leadership that reflects their position, to see action, and to be part of solution.
5. Publicly adopting the anti-racist statement aims to provide an opportunity for Hammersmith and Fulham to demonstrate its commitment to:
- Make it everyone's responsibility to adopt an anti-racist approach.
 - Demonstrate our commitment and visible leadership on the race equality agenda.
 - Achieve racial equality because we recognise that persistent racial inequalities and structural disadvantage rooted in racism and discrimination are unacceptable and adversely affect all Londoners.

Reasons for decision

6. Publicly adopting the anti-racist statement aims to provide an opportunity for Hammersmith and Fulham to demonstrate its commitment to:
- Make it everyone's responsibility to adopt an anti-racist approach.
 - Demonstrate our commitment and visible leadership on the race equality agenda.

- Achieve racial equality because we recognise that persistent racial inequalities and structural disadvantage rooted in racism and discrimination are unacceptable and adversely affect all Londoners.

Equality Implications

7. We're committed to making Hammersmith & Fulham the most inclusive borough in the country; a place where everyone feels valued and residents have equal access to the opportunities our borough offers. Fundamental to achieving that is identifying and dismantling inequalities that hold us back. The Council is committed to tackling race inequality and in undertaking an anti-racist approach in all that we do to address inequality and racism that is embedded in society.
8. Adopting the statement will complement existing Council initiatives such as the Race at Work Charter and the Social Care Workforce Race Equality Standards and also support the Council to deliver its Equality Objectives as outlined in the Equalities Plan 2021-2025.
9. We will work with local partners on joint anti-racist activity such as the Building Trust project which we are running with the NHS to address the structural racism identified by the NWL London NHS.
10. Adopting the statement would allow us to demonstrate our commitment and visible leadership on the race equality agenda. Our learning will help shape solutions to achieve racial equality across our local authority and achieve our objectives of an anti-racist culture and inform future practices and strategies on equity, diversity and inclusivity concerning all protected characteristics.

Risk Management Implications

11. It is anticipated that the risks associated with this initiative are low. Risks will be monitored and reviewed regularly through the Council's Equalities Delivery Plan. Adoption of the statement will support the Council's ambition to be the most inclusive borough in the country, complement existing Council initiatives such as the Race at Work Charter and the Social Care Workforce Race Equality Standards and support the Council in delivering its Equality Objectives. Updates on progress will be provided to the Council's Equity Diversity and Inclusion Board.

David Hughes, Director of Audit, Fraud, Risk and Insurance, 9 October 2023

Climate and Ecological Emergency Implications

12. There are no climate implications of the decision.

Hinesh Mehta, Assistant Director for Climate Change, 09/10/2023

LIST OF APPENDICES

Appendix 1 - The London Local Government Anti-Racist Statement

The London Local Government Anti-Racist Statement

Local authorities in London are committed to achieving racial equality because we recognise that persistent racial inequalities are unacceptable and adversely affect all Londoners.

We know that some groups are more likely to face inequality, experience poor outcomes and to live in poverty. We also know that this is sometimes used as an excuse not to acknowledge racial inequality. But groups don't happen to be more disadvantaged by chance. Structural disadvantage is rooted in racism and discrimination that is both historical and current.

We do have legislation to protect against overt racism, negative attitudes and treatment, but many of the systems that discriminate do so because of more subtle and covert unchecked "prejudice, assumptions, ignorance, thoughtlessness and racist stereotyping."

This wording draws on the Macpherson Report 1999 definition of institutional racism which is still relevant today. This is a dehumanising process that is unacceptable and communities are tired of being treated this way.

We cannot let another generation down by not responding what remains a clear and compelling articulation of what must change.

Agenda Item 7.4

London Borough of Hammersmith & Fulham

Report to: Full Council

Date: 01/11/2023

Subject: Allocation of Seats and Proportionality on Committees

Report of: The Leader of the Council - Councillor Stephen Cowan

Report author: David Abbott, Head of Governance

Responsible Director: David Tatlow, Director of Law and Governance

SUMMARY

The Council is required to confirm the proportional division of seats on the standing committees.

RECOMMENDATIONS

1. That the allocation of seats set out in Appendix 1 be noted.
-

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Taking pride in H&F	Ensuring a high standard of governance across the Council.

Financial Impact

There are no direct financial implications as a result of this decision.

Alex Pygram, Head of Finance, 23/10/2023

Verified by Andre Mark, Head of Finance – Strategic Planning and Investment, 23/10/2023

Legal Implications

The legal implications are set out in the body of the report.

Background papers used in preparing this report

None.

DETAILED ANALYSIS

Allocation of Seats

1. Political Groups on the Council are formed in accordance with the Local Government (Committees and Political Groups) Regulations 1990 when two or more councillors notify the Chief Executive, as Proper Officer, of their wish to be treated as a group.
2. Section 15 (1) (b) of the Local Government and Housing Act 1989 (“the 1989 Act”) imposes a duty on the local authority to review the allocation of seats on the committees of the Council between the political groups at its annual meeting or as soon as possible thereafter. The Council may carry out such a review at any other time and may do so if requested by a political group.
3. In accordance with the 1989 Act the following principles apply to the allocation of seats:
 - (a) That not all the seats on the body to which appointments are being made are allocated to the same political group;
 - (b) That the majority of seats on each committee are allocated to a particular group if the number of persons belonging to that group is a majority of the authority’s membership;
 - (c) That, subject to (a) and (b), when allocating seats to a political group, the total number of their seats across all the ordinary committees of the Council, must reflect their proportion of the authority’s membership; and
 - (d) Subject to (a) to (c), that the number of seats on each committee is as far as possible in proportion to the group’s membership of the authority.
4. Sub-committees, with the exception of the Licensing Sub-Committee, are also governed by the political balance rules, but it is not necessary to add up all the sub-committee seats and then allocate them in proportion. As far as this is practicable, the allocation of seats on each sub-committee should reflect the proportional representation of the political groups on the Council.
5. The 1989 Act requires that, once the Council has determined the allocation of committee places between the political groups, the Council must then appoint the nominees of the political groups to the committees.

6. Cabinet, Health and Wellbeing Board and the Licensing Committee are not required to be proportional and so are outside of the political balance calculation.
7. It is open to the Council when carrying out a review to adopt some arrangement other than that prescribed by the Act and the Regulations. Notice of such a proposal would have to be given in the Summons, and a decision would need to be made with no one voting against it. The remainder of this report therefore assumes that the Council will not want an alternative arrangement to that prescribed by law.

Political proportionality

8. The political balance of the Council can be calculated by using the simple formula below (to two decimal places):

$$\text{No. of Group Members} \times 100 / 50$$

9. Following the removal of the Labour whip from Councillor Morton on 18th July, the political balance of the Council is set out in Table 1 below:

	No of seats on the Council	Proportionality
Labour	39	78%
Conservative	10	20%
Independent	1	2%
Total	50	100%

PROPOSAL AND ISSUES

10. The Labour and Conservative Groups hold respectively, 39 and 10 of the 50 Council seats. While there is one Independent Member. The proportion by which seats on Committees should be allocated is 78% Majority Group, 20% Minority Group and 2% Independent member. This equates, on the basis of 78 committee seats to: 61 Majority Party, 16 Minority Party and 1 Independent seats.
11. Membership of the Council's Standing Committees (except the Licensing Committee and the Health and Wellbeing Board) and Sub-Committees is governed by the Local Government (Committees and Political Groups) Regulations 1990, as amended, which provides for Members of Standing Committees and Sub-Committees to be those whose names have been notified to the Chief Executive, who is the duly appointed proper officer for these purposes. The Chief Executive has the power to appoint to all Standing Committees (except the Licensing Committees) and Sub-Committees in accordance with any notification received under the Regulations.
12. Both political groups on the Council have to notify the Chief Executive of the names of the Members to serve on the Standing Committees, Sub-Committees and subsidiary bodies.

REASONS FOR DECISION

13. The Local Government and Housing Act 1989 requires local authorities, where Members are divided into political groups, to review periodically the representation of the political groups on their Committees and Sub-Committees to ensure a political balance.

LIST OF APPENDICES

Appendix 1 - Allocation of Seats

Allocation of Seats and Proportionality

Seats are allocated with the following calculation:

$$\text{councillors in political group} \div \text{total number of councillors} \times \text{seats on committee} \\ = \text{allocation of seats (rounded to nearest whole number)}$$

Administration councillors (Labour): 39

Opposition councillors (Conservative): 10

Independent councillor: 1

Total number of councillors: 50

Committees	Total seats	Administration's allocation	Opposition's allocation	Independent allocation
Planning and Development Control Committee	8	6	2	0
Policy and Oversight Board	8	7	1	0
Appointments Panel (H&F)	5	4	1	0
Appointments Panel (Chief Exec)	5	4	1	0
Appointments Panel (Shared)	3	2	1	0
Audit Committee	5	4	1	0
Pension Fund Committee	5	4	1	0
Standards Committee	5	4	1	0
Children and Education Policy and Accountability Committee	5	4	1	0
Health and Adult Social Care Policy and Accountability Committee	5	4	1	0
Social Inclusion and Community Safety Policy and Accountability Committee	5	4	1	0
Climate Change and Ecology Policy and Accountability Committee	5	4	1	0
The Economy, Arts, Sports and Public Realm Policy and Accountability Committee	5	4	1	0
Housing and Homelessness Policy and Accountability Committee	5	4	1	0
Wormwood Scrubs Charitable Trust	3	2	1	0
Joint Health Overview & Scrutiny Committee	1	1	0	0

Sub-Committees	Total seats	Administration's allocation	Opposition's allocation	Independent allocation
Licensing Sub-Committee	3	2	1	0

Report to: Full Council

Date: 01/11/2023

Subject: Committee Membership Amendments

Report of: The Leader of the Council – Councillor Stephen Cowan

Report author: Kayode Adewumi – Assistant Director, Democratic, Registration and Coroner’s Services

Responsible Director: Sharon Lea, Chief Executive

SUMMARY

The Council is asked to approve amendments to committee memberships for the remainder of the 2023/24 Municipal Year.

RECOMMENDATIONS

1. That Councillor Nikos Souslous replaces Councillor Sharon Holder as the substitute member on the North West London Joint Health Overview and Scrutiny Committee.

Background papers used in preparing this report

None.

LIST OF APPENDICES

None.

Agenda Item 7.6

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Full Council

Date: 01/11/2023

Subject: Treasury Management Strategy Statement Amendment

Report of: Councillor Rowan Ree, Cabinet Member for Finance and Reform

Report author: Patrick Rowe, Strategic Finance Manager

Responsible Director: Sukvinder Kalsi, Strategic Director of Finance

SUMMARY

The Council's Treasury Management Strategy (TMSS) was approved by Cabinet on 6 February 2023 and Full Council on 23 February 2023. The TMSS sets out the Council's approach for ensuring that capital investment plans remain affordable, that the associated financing is properly planned, and any cash held by the Council generates optimum returns in respect of security and liquidity.

This report asks Council to approve a minor addition to the Council's borrowing strategy to allow greater flexibility in the Council's borrowing options and ensure that the most appropriate borrowing at the best rate available is being achieved. The recommended excerpt (one additional paragraph) has been incorporated into the amended TMSS, which can be found at Appendix A. The suggested amendment is compliant with the CIPFA Treasury Management Code and CIPFA Prudential Code (both are 2021 versions).

RECOMMENDATIONS

1. That Council approves an amendment to the Council's borrowing strategy (Appendix A), allowing greater flexibility in the range of financing options available.
-

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Being ruthlessly financially efficient	By allowing greater flexibility in the range of financing options available the Council can ensure it is accessing finance at the best available rate.

Financial Impact

The approval of this recommendation will allow greater flexibility in the Council's borrowing options to ensure that the most appropriate borrowing at the best rate available is being achieved.

Phil Triggs, Director of Treasury and Pensions, 20 September 2023

Verified by Sukvinder Kalsi, Director of Finance, 20 September 2023

Legal Implications

The Local Government Act 2003 and the regulations made under that Act require the Council to:

- set out an annual statement of its treasury management strategy for borrowing, having regard to the Prudential Code and setting out the Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
- prepare an Annual Investment Strategy, setting out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.

The Treasury Management Strategy Statement and Annual Investment Strategy must both have regard to guidance issued by the Department for Levelling Up, Housing and Communities (DLUHC) and must be approved by the Full Council. The Council's Treasury Management Strategy (TMSS) was approved by Cabinet on 6 February 2023 and Full Council on 23 February 2023. This report requests an amendment to the TMSS, which must also be approved by Full Council.

Jade Monroe, Chief Solicitor, 3 October 2023

DETAILED ANALYSIS

1. The Council is exploring alternative forms of financing as part of the wider borrowing strategy. The amendment will allow the opportunity for the Council to undertake alternative forms of funding through a wider network of lenders that offer community municipal investments.
2. The proposed additional wording to the TMSS (para 25) is as follows:

“The treasury management strategy will also allow the use of community municipal investments, a bond like instrument, where funds can be raised from multiple investor sources, including individuals.”
3. Any new funding undertaken under the suggested amendment in this report would be a small proportion of the Council's total debt portfolio and would therefore not exceed the authorised limit as approved by Council under the Prudential Code.

4. This amendment complies with the Treasury Management Code and any new transactions entered into would be in accordance with the Council's Treasury Management Practices.
5. The additional wording has been incorporated into the TMSS (paragraph 25), attached as Appendix A.

LIST OF APPENDICES

Appendix A – Amended Treasury Management Strategy Statement

APPENDIX A

AMMENDED TREASURY MANAGEMENT STRATEGY STATEMENT

BACKGROUND

1. The Council is required to set a balanced budget, which means that resources available during the year are budgeted for to meet expenditure. Part of the treasury management operation is to ensure that:
 - The Council's capital programme and corporate investment plans are adequately funded;
 - Cash flow is adequately planned, with cash being available when needed to discharge the Council's legal obligations and to deliver Council services;
 - Surplus monies are invested wisely in counterparties or financial instruments commensurate with the Council's low risk appetite, providing security of capital and adequate liquidity before considering investment yield.
2. Treasury management strategies provide a guide to the borrowing needs of the Council, essentially long-term cash flow planning, to ensure that the Council can meet its capital spending obligations. The management of long-term cash may involve arranging long or short-term loans, using cash flow surpluses, or restructuring any debts previously transacted to meet Council risk or cost objectives.
3. The Council has formally adopted CIPFA's Code of Practice on Treasury Management (the Code). The Code and Cross Sectoral Guidance Notes issued in 2021 require that each local authority has a Treasury Management Policy Statement that is approved by the Full Council, and this is set out in Appendix A.
4. The Council also follows other key requirements of the Code as set out in Appendix B. Prospects for interest rate changes and investment returns have been considered in developing and updating the Council's Treasury Management Strategies. The Bank of England published its latest Monetary Policy report in November 2022. CPI inflation forecasts were revised to 10.9% in 2022, 5.2% in 2023 and 1.4% in 2024.
5. The Bank of England made a majority decision on 15 December 2023 to increase Bank Rate by 0.50% to 3.50%. The Council's treasury management advisors, Link Asset Services, are currently forecasting the rate to increase to 4.50% in June 2023, before falling again to 4.00% in March 2024 and 3.00% in March 2025.
6. The importance of external economic factors is also a key driver in external parties setting rates and also the availability of instruments in which to invest and borrow. Appendix D sets out the present views of our treasury consultant, Link Asset Services.
7. The remainder of this report comprise the Council's Treasury Management Strategy Statement which covers three main areas as summarised below:

Borrowing

- Overall borrowing strategy
- Limits on external borrowing
- Maturity structure of borrowing
- Capital Financing Requirement (CFR) projections
- Affordability
- Minimum Revenue Provision (MRP) policy
- Borrowing in advance of need
- Debt rescheduling

Capital spending plans

- Capital spending plans
- Housing Revenue Account borrowing needs
- Other investment opportunities

Managing cash balances and investments

- Current cash position
- Cash flow forecast
- Prospects for investment returns
- Council policy on investing and managing risk
- Balancing short and long-term investments
- Annual Investment Strategy

8. The report summarises the key Prudential Indicators. These provide a reference point or “dashboard” so that senior officers and members can easily identify whether approved treasury management policies are being applied correctly in practice and take corrective action as required.
9. The Annual Investment Strategy in Appendix E provides more detail on how the Council’s surplus cash investments are to be managed in 2023/24 including approved schedules of specified and non-specified investments.
10. These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, the CIPFA Treasury Management Code and DLUHC Investment Guidance.

BORROWING

Overall borrowing strategy

11. The Council’s main objective when borrowing money is to strike an appropriate balance between securing low interest costs and achieving cost certainty over the period for which funds are required.

12. Given the significant historic cuts to public expenditure and local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the long-term stability of the debt portfolio. The key factors influencing the 2023/24 strategy are:
 - forecast capital funding;
 - the current economic and market environment; and
 - interest rate forecasts.
13. The Council is currently maintaining an under-borrowed position. This means that capital expenditure has not been fully funded from loan debt as other funding streams (such as government grants and third-party contributions, use of Council reserves and cash balances and capital receipts) have been employed where available. This policy has served the Council well over the last few years while investment returns have been low and counterparty risk has been relatively high.
14. However, officers are constantly reviewing the situation to see if this remains the appropriate solution, or whether the Council should undertake more long-term borrowing to match the anticipated Capital Financing Requirement (CFR) over the coming years. Given that the Council's resources available for internal borrowing are expected to reduce as capital spending intensifies, the Council needs to maintain flexibility to borrow at opportune moments in line with the approved Prudential Indicators.
15. All new Public Works Loan Board (PWLB) loans are subject to relevant gilt yields +0.80% (certainty rate).

Alternatives to PWLB

16. The Council's treasury management strategy permits borrowing from various sources, but it has not been previously anticipated that any alternatives to PWLB would need to be utilised, given the current low cost of PWLB funding.
17. In addition to the low interest rate payable, the key advantage of PWLB is the speed and ease of transaction processing and the low fee and administration cost associated with the loans. Alternative types of funding could result in lengthy due diligence, consultancy costs, legal advice and fees, and will be far more costly administratively.

Range of options

18. Alternative options for funding to PWLB include:
 - Banks
 - Pension fund institutional investors
 - Bond issuance
 - The Municipal Bonds Agency

Banks

19. Discussions with the Council's treasury consultant suggest that the Council could access borrowing from banks. However, current PWLB certainty rate pricing has resulted in banks being placed in an overly competitive environment.

Pension fund institutional investors

20. Initial indications have suggested that the Council may be able to borrow from institutional investors at rates of around gilt yield plus 1.00% for periods of over 30 to 40 years, via a private placement agreement (PPA). Such an arrangement will be subject to extensive negotiations with the lenders, who will need to carry out due diligence on a Council's finances, budgets and balance sheet.

Bond investors

21. A bond issuance would first require the Council to become credit rated by one (or more) of the major ratings agencies: Fitch, S&P or Moody's. This is a complex, lengthy, repetitive and costly process.
22. The precise rate offered will be market led and dependent on the market's perception of the financial resilience of the authority and its creditworthiness.
23. Councils with significant reserves and a record of not overspending on budget will be able to secure the most advantageous rates. Bond releases typically require a minimum size of at least £200m.

Municipal Bonds Agency

24. This has been in existence since 2013 but has only recently in 2020 transacted its first bond issuance and local authority borrower, at a rate of 1.73%.

Community Municipal Bonds

25. The treasury management strategy will also allow the use of community municipal investments, a bond like instrument, where funds can be raised from multiple investor sources, including individuals.

Future prospects

26. Alternative opportunities for the Council may well present themselves, and the borrowing strategy will be designed to allow for this. The 'benchmark' for a borrowing opportunity is regarded at around gilts +0.8%. It is unclear at this

stage whether feasible PWLB competition will materialise, and it is likely to take some time to do so.

27. Officers will continue to explore alternatives to the PWLB, working with the Council's treasury advisor, Link Asset Services. PWLB rates will also be kept under regular and active review.

Investing Primarily for Yield

28. Under the new Public Work Loans Board (PWLB) framework, the Council will need to submit its three-year capital plan to the PWLB and classify under different areas of spend, listed below, with classification the responsibility of the S151 officer. Any monies lent by the PWLB would also need to be classified under the following areas of spend:
 - Service spending
 - Housing
 - Regeneration
 - Preventative action
 - Treasury Management: refinancing and externalisation of internal borrowing
29. Under the PWLB criteria, it is stipulated: "Local authorities must not pursue a deliberate strategy of using private borrowing or internal borrowing to support investment in an asset that the PWLB would not support and then refinancing or externalising this with a PWLB loan."
30. On transacting a PWLB loan, the S151 officer is required to confirm that the local authority is not borrowing in advance of need and does not intend to buy investment assets primarily for yield. When applying for a new PWLB loan, the Council will be asked to confirm that the latest plans submitted remain current and provide assurance it does not intend to buy investment assets primarily for yield.
31. The PWLB guidance defines investment assets bought primarily for yield as:
 - buying land or existing buildings to let out at market rate;
 - buying land or buildings which were previously operated on a commercial basis which is then continued by the local authority without any additional investment or modification;
 - buying land or existing buildings, other than housing, which generate income and are intended to be held indefinitely, rather than until the achievement of some meaningful trigger, such as the completion of land assembly;
 - buying a speculative investment asset (including both financial and non-financial assets) that generates yield without a direct policy purpose.

Limits on external borrowing

32. The Prudential Code requires the Council to set two limits on its total external debt, as set out in Table 1 below. The limits for 2023/24 have remained at the same level compared with the 2022/23 Treasury Management Strategy Statement (TMSS) to reflect slippage in the capital programme from previous years. The limits are:

- **Authorised Limit for External Debt (Prudential Indicator 5a):** This is the limit prescribed by section 3(1) of the Local Government Act 2003, representing the maximum level of borrowing which the Council may incur. It reflects the level of external debt which, while not desired, could be afforded in the short term, but may not be sustainable in the longer term.
- **Operational Boundary (Prudential Indicator 5b):** This is the limit which external debt is not normally expected to exceed. The boundary is based on current debt plus anticipated net financing need for future years.

Table 1: Overall borrowing limits

	2022/23	2023/24	2024/25	2025/26
	Approved	Estimate	Estimate	Estimate
	£m	£m	£m	£m
Authorised Limit for External:				
Borrowing and other long-term liabilities	650	650	700	750
Operational Boundary for:				
Borrowing	550	690	790	780
Other long-term liabilities	15	15	15	15
TOTAL	565	705	805	795

Maturity structure of borrowing

33. Managing the profile of when debt matures is essential for ensuring that the Council is not exposed to large, fixed rate sums falling due for refinancing within a short time period, and thus potentially exposing the Council to additional risk and cost. Table 2 below sets out current upper and lower limits for debt maturity which are unchanged from 2022/23.

Table 2: Debt maturity profile limits

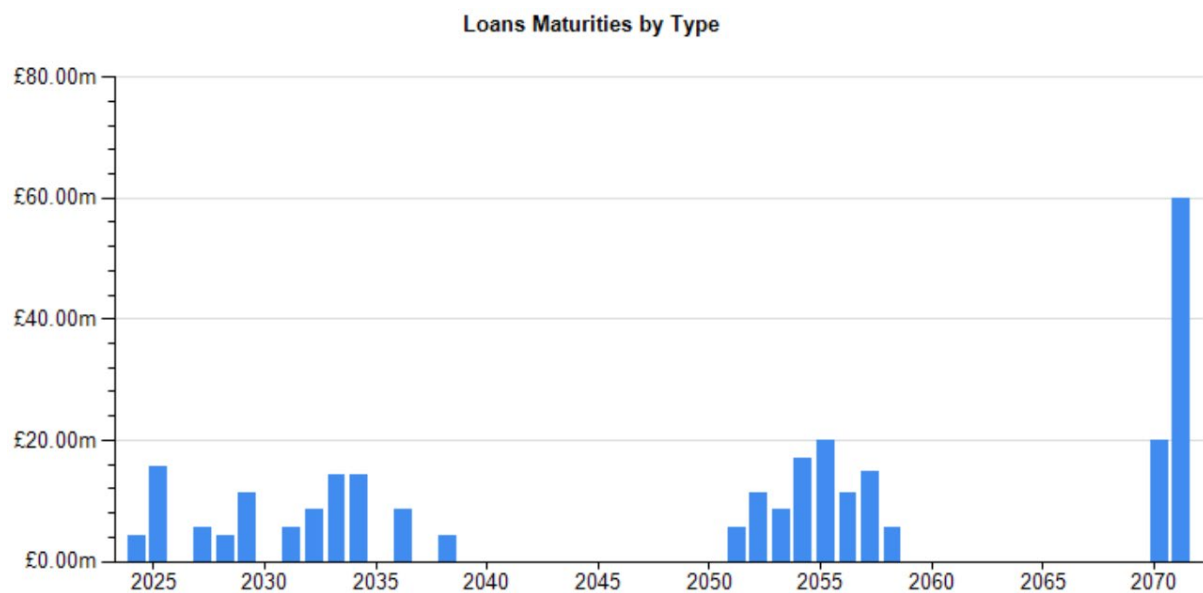
Period	Actual Maturity at 30 Sep 2022	Actual Maturity at 30 Sep 2022
	£m	%
0 to 5 years	30	11

5 to 10 Years	40	15
10 to 15 Years	27	10
15 to 20 Years	0	0
20 to 25 Years	0	0
25 to 30 Years	26	9
30 to 35 Years	69	25
35 to 40 Years	0	0
40 to 45 Years	0	0
45 to 50 Years	80	29
Total	272	100

34. The limit for debt maturity is a maximum 30% in one year. The Council is currently within these limits.

Maturity profile of long-term borrowing

35. The chart below shows that the principal repayment profile for current borrowing (as at 30 September 2022) remains within these limits.



Capital Financing Requirement (CFR)

36. The CFR measures the extent to which capital expenditure has not yet been financed from either revenue or other capital resources. Essentially, it measures the Council's underlying borrowing need. Each year, the CFR will increase by the amounts of new capital expenditure not immediately financed.
37. Table 3a shows that the CFR will increase over the medium term. Consequently, the capital financing charge to revenue will increase, reflecting the capital spending plans.

Table 3a: Capital Financing Requirement forecast

2021/22 Actuals £m		2022/23 Forecast £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
CFR as at 30 September					
166	General Fund Closing CFR (detail in Table 3b)	240	306	320	320
257	Closing Forecast HRA CFR (including deferred costs of disposal)	301	378	466	476
423	TOTAL	541	684	785	796
Annual Change					
13	General Fund	74	66	14	0
24	HRA	45	77	88	10
37	TOTAL	118	142	102	11

38. A more detailed analysis of the closing Forecast CFR is shown below:

Table 3b: General Fund Capital Financing Requirement forecast (detailed)

2021/22 Actuals £m		2022/23 Forecast £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
129	General Fund CFR excluding self-financing schemes and loans	151	181	184	188
29	Self-financing schemes and loans	81	118	130	128
9	PFI and Finance lease liabilities	7	6	6	5
166	TOTAL	240	306	320	320

39. Table 4 below confirms that the Council's gross debt does not exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for current year and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue purposes.

Table 4: Borrowing compared to the Capital Financing Requirement

2021/22 Actual £m		2022/23 Forecast £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
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272	Gross Projected Debt	272	589	690	701
423	Capital Financing Requirement	541	684	785	796
151	Under / (over) borrowing	270	95	95	95

Affordability

40. The objective of the affordability indicators is to ensure that the level of investment in capital assets proposed remains within sustainable limits, including the impact on the Council's "bottom line" as reflected in the impact on council tax and rent levels. Table 5 below sets out the expected ratio of capital financing costs to income for both General Fund and HRA activities:

Table 5: Ratio of capital financing costs to income

2021/22		2022/23	2023/24	2024/25	2025/26
Actual		Forecast	Estimate	Estimate	Estimate
%		%	%	%	%
(0.62)	General Fund	(0.13)	(2.39)	(1.82)	(1.87)
6.04	HRA	6.18	4.56	4.60	4.47

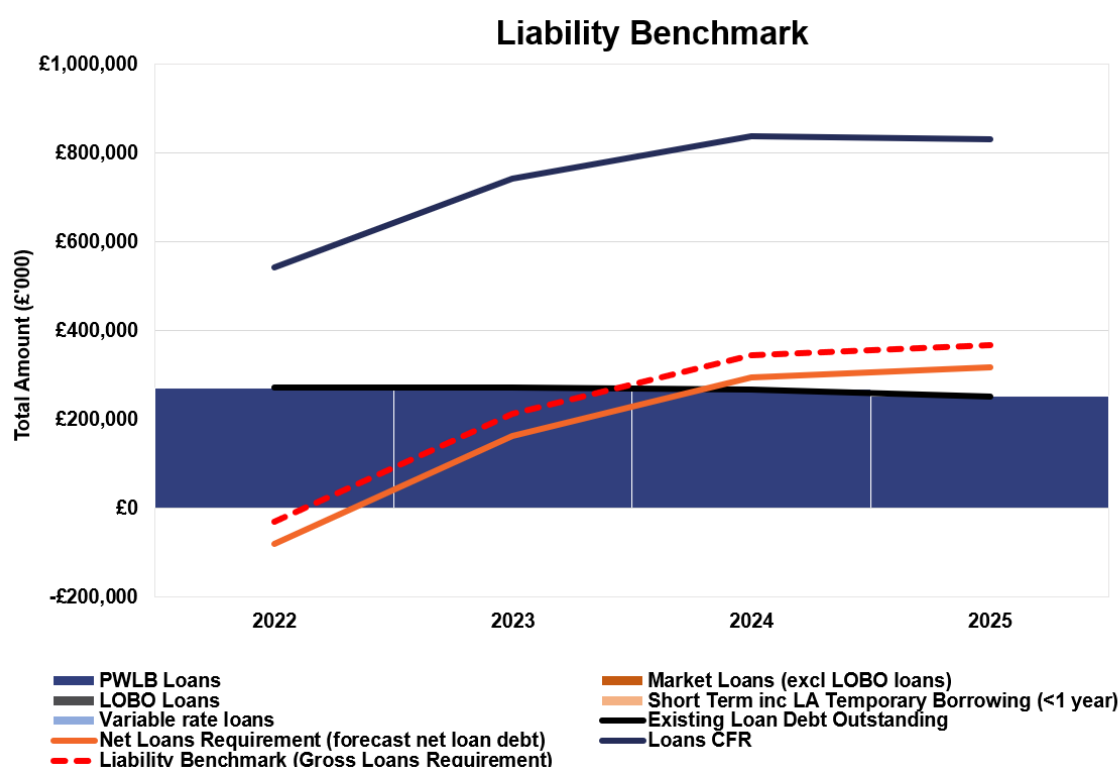
41. From 2023/24 onwards, gross capital financing charges (loan interest, MRP and finance and PFI payments) for the General Fund capital programme will start to increase as a proportion of the income from investments and the commercial property portfolio, as new debts are raised to close the gap between funding and the CFR.
42. The capital financing charges arising from the HRA capital programme increase in line with the forecast increased income, hence capital charges as a proportion of the HRA net revenue stream will remain fairly steady.

Liability Benchmark

43. The updated prudential code requires the Council to produce a liability benchmark. The Council is required to estimate and measure the liability benchmark for the forthcoming financial year and the following two financial years, as a minimum.
44. There are four components to the Liability Benchmark:
- **Existing loan debt outstanding:** the Authority's existing loans that are still outstanding in future years.
 - **Loans CFR:** this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
 - **Net loans requirement:** this will show the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into

the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.

- **Liability benchmark (or gross loans requirement):** this equals net loans requirement plus short-term liquidity allowance.
45. The liability benchmark uses the above information to plan the future borrowing requirements of the Council.
46. Based on the current calculations, the liability benchmark forecasts that the Council would need to borrow £78m in 2023/24, and a further £37m in 2024/25 (collective £115m requirement).



Minimum Revenue Provision (MRP) Policy

47. Capital expenditure is generally defined as expenditure on assets that have a life expectancy of more than one year. The accounting approach is to spread the cost over the estimated useful life of the asset. The mechanism for spreading these costs is through an annual MRP. The MRP is the means by which capital expenditure, which is financed by borrowing or credit arrangements, is funded by Council Tax.
48. Regulation 28 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended (Statutory Instrument (SI) 3146/2003) requires Full Council to approve a Minimum Revenue Provision (MRP) Statement setting out the policy for making MRP and the amount of MRP to be calculated which the Council considers to be prudent. In setting a level which the Council considers to be prudent, the guidance states that the broad aim is to ensure that debt is repaid over a period reasonably

commensurate with that over which the capital expenditure provides benefits to the Council.

Borrowing in advance of need

49. The Council has the power to borrow in advance of need in line with its future borrowing requirements under the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated, and that the Council can ensure the security of such funds. Currently, there are no plans to incur any additional external borrowing in the medium term.
50. Risks associated with any borrowing in advance of activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

Debt rescheduling

51. As short-term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in light of the current treasury position and the cost of debt repayment (premiums incurred), which are very costly.
52. The reasons for any rescheduling to take place will include:
 - generating cash savings and / or discounted cash flow savings;
 - helping to fulfil the treasury strategy; and
 - enhancing the balance of the portfolio by amending the maturity profile and/or the balance of volatility.
53. Consideration will also be given to identifying the potential for making savings by running down investment balances to repay debt prematurely as short-term rates on investments are likely to be lower than rates paid on current debt.
54. Any rescheduling must be authorised by the Director of Finance in consultation with the lead Cabinet Member.

CAPITAL

Capital spending plans

55. The Prudential Code requires that any borrowing and investment decisions are taken in light of capital spending plans and consideration of how that proposed capital expenditure will be financed. The Council's capital expenditure plans have been reported in the four-year capital programme 2022/23 to 2025/26 reported elsewhere on the Committee's agenda, both in terms of those agreed previously, and those forming part of the current budget cycle.

56. Any slippage against the capital programme, or new capital approvals, will impact the figures reported throughout this report.

Housing Revenue Account (HRA) borrowing

57. Local authorities with a HRA are able to borrow against their expected rental income, in line with the Prudential Code.
58. For the period 2022/23 to 2025/26, based on the planned four-year capital programme and due to reduced cash balances from the latter half of 2022/23 onwards, the HRA may need to actively consider new external borrowing.
59. Where the HRA is borrowing below its level of CFR and is under borrowed, the General Fund will make an accounting charge to the HRA based on the average one-year SONIA rate applied to the under borrowed position.

Other investment opportunities

60. As well as investing in assets owned by the Council and used in the delivery of services, the Council also invests, or may invest, where appropriate, in:
- Infrastructure projects, such as green energy;
 - Loans to third parties;
 - Shareholdings in limited companies and joint ventures.
61. Such investments are treated as expenditure for treasury management and Prudential borrowing purposes, even though they do not create physical assets in the Council's accounts. Appropriate budgets in respect of these activities will be agreed as part of the Council's budget setting and ongoing monitoring processes and considered as part of the Annual Investment Strategy.

MANAGING CASH BALANCES

Current position and cash flow forecast

62. Table 6 below shows that cash balances have increased by £5m. The cash largely comprises the Council's usable reserves, capital receipts and unspent grants.

Table 6: Cash position at 30 September 2022

As at 31 March 2022			As at 30 September 2022		
Principal	Average Rate		Principal	Average Rate	
£m	%		£m	%	
Investments					
329	0.5	Specified	334	1.9	
0	0.0	Non-Specified	0	0.0	

329		Total		334
		Borrowing		
272	3.8	Public Works Loan Board	272	3.8
272		Total		272

63. The Council aims to manage daily cash flow peaks and troughs to achieve a nil current account balance daily throughout the year. As such the average yearly surplus cash balances should be fully invested throughout.

Prospects for investment returns

64. The Bank Rate was increased in December 2023 to 3.50%. The rate is predicted to increase to 4.50% in June 2023 before starting to decline in March 2024. The Council should therefore see an increase in investment returns for 2023/24.

65. Money Market Funds (MMFs) and Debt Management Account Deposit Facility (DMADF) yields have significantly increased since 1 April 2022 in response to Bank Rate rises.

66. The Table in Appendix C, provided by the treasury consultant, sets out the forecasted rates.

Council policy on investing and managing risk

67. The aim is to manage risk and reduce the impact of any adverse movement in interest rates while providing sufficient flexibility to capitalise on opportunities to reduce costs or improve performance.

Balancing short- and longer-term investments

68. During the first half of 2022/23, there have been no new investments of surplus funds for more than 364 days. The 2023/24 Annual Investment Strategy permits investing for more than 364 days. Using longer term maturity investments would improve yields; however, this needs to be balanced with liquidity needs.

Table 7: Investment limits

2021/22 Actual £m	2022/23 Forecast £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
0	120	120	120	120
Upper Limit for principal sums invested for more the 364 days				

Annual Investment Strategy

69. The Council holds significant invested funds, representing income received in advance of expenditure, balances and reserves.
70. The Local Government Act 2003 requires the Council to prepare an Annual Investment Strategy, setting out the Council’s policies for managing its investments and for ensuring the security and liquidity of those investments. This strategy is set out in Appendix E.
71. Investments are made with reference to the core balance, future cash flow requirements and the outlook for interest rates. The Council’s investment priorities will always be security of capital first, liquidity second, then investment yield.

SUMMARY OF PRUDENTIAL INDICATORS (PIs)

72. The purpose of prudential indicators (PIs) is to provide a reference point or “dashboard” so that senior officers and members can:
- easily identify whether approved treasury management policies are being applied correctly in practice; and
 - take corrective action as required.
73. As the Council’s S151 officer, the Director of Finance has responsibility to ensure that appropriate prudential indicators are set and monitored and that any breaches are reported to members. The Director of Finance has confirmed that the PIs set out below are all expected to be complied with in 2022/23 and it is not envisaged at this stage that there will be any difficulty in achieving compliance with the suggested indicators for 2023/24.

Indicator	2022/23 indicator	2022/23 forecasted	2023/24 proposed
Capital expenditure	£191m	£200m	£203m
Capital Financing Requirement (CFR)	£557m	£541m	£684m
Net debt vs CFR	Lower limit £95m underborrowed	Actual £269m underborrowed	Lower limit £95m underborrowed
Ratio of financing costs to revenue stream	GF (0.13%) HRA 6.18%	GF (0.13%) HRA 6.18%	GF (2.39%) HRA 4.56%
Authorised limit for external debt	Maximum limit £650m	Actual £272m	Maximum limit £650m
Operational debt boundary	£570m	Actual £272m	£705m
Working capital balance	£0m	£0m	£0m

Limit on surplus funds invested for more than 364 days (non-specified investments)	Maximum limit £120m	Actual £0m	Maximum limit £120m
Maturity structure of borrowing	Upper limit under 12 months: 15% Lower limit 10 years and above: 100%	Upper limit under 12 months: 2% Lower limit 10 years and above: 81%	Upper limit under 12 months: 15% Lower limit 10 years and above: 100%

Reasons for Decision

74. This report represents the Council's Treasury Management Strategy Statement for 2023/2024. It is a regulatory requirement for this report to be reported to the Council. It is recommended that approval is given to the future borrowing and investment strategies as outlined in this report.

Equality Implications

75. There are no equality implications for groups with protected characteristics (under the Equality Act 2010) as a result of this report. EIAs have been completed for each service area to which the underlying financing in this report relates to. Additionally, there is a general EIA which assesses the impacts on equality of the main items in the budget proposed to Full Council.

Risk Management Implications

76. Treasury Management contributes to all the Council values and objectives. Management of treasury risks are commensurate to the risk appetite of the Council. The effective understanding, control and management of the many aspects of risk associated with treasury management are essential to achieving and Council's objectives. Risk management is therefore embedded throughout treasury guidance, policies and practices.

77. Treasury risks present themselves in many forms. These include failure to optimise performance by not taking advantage of opportunities, or managing exposure to changing economic circumstances. Most recently the situation is somewhat uncertain due to the impact of the pandemic and the subsequent high levels of inflation. In adopting a policy of managing risk, an authority is determining its level of risk acceptance.

78. The key challenge is to understand, identify, monitor and manage risks in a planned and effective way. Local authorities are required to report annually to Full Council on their treasury management strategy statement (TMSS) before the start of the year, which sets the objectives and boundaries for the approach to treasury activity.

79. The authority supplements this with treasury management practice schedules (TMPs), which set out the practical arrangement to achieve those objectives.

The TMPs inform the day-to-day practices applied to manage and control treasury activities. Local authorities are typically financially risk averse and greatly value stability in order to form council tax and housing rent levels, through to general fund and HRA budgets.

Implications verified by: David Hughes, Director of Audit, Risk and Fraud, tel. 020 7361 2389.

Climate and Ecological Emergency Implications

80. The Council will not intentionally place cash investment deposits which are inconsistent with its environmental and social policy objectives. This would include avoiding direct investment in institutions where there is verifiable material links to harmful practices, such as human rights abuse or environmentally climate damaging activities.
81. The Council will consider investments that deliver environmental and social benefits, provided that security and liquidity criteria have already been met.

Local Economy and Social Value

82. The Council's borrowing and investment activity represents significant expenditure and income within the Borough and, consequently, where supplies are sourced locally, changes in borrowing or investment may impact either positively or negatively on local contractors and sub-contractors. Where capital expenditure increases, or is brought forward, this may have a beneficial impact on local businesses. Conversely, where expenditure decreases, or is slipped, there may be an adverse impact on local businesses.

Implications verified by: Nicki Burgess, Economic Development Team, tel. 0208 753 5695

Consultation

83. Consultation took place with the Council's investment advisor, Link Asset Services, in respect of the economic and interest rate update.

List of Appendices:

- Appendix A: Treasury Management Policy Statement
- Appendix B: Meeting CIPFA requirements
- Appendix C: Interest Rate Prospects
- Appendix D: Economic Update
- Appendix E: Annual Investment Strategy
- Appendix F: Credit Ratings
- Appendix G: Risk Register

THE TREASURY MANAGEMENT POLICY STATEMENT

The CIPFA recommendations contained in the Code of Practice and Cross Sectoral Guidance Notes issued as a revised version in 2009, 2011 and 2018 for Treasury Management in the Public Services require that each Local Authority has a Treasury Management Policy Statement that is approved by the Full Council.

CIPFA recommends that the Council's treasury management policy statement adopts the following form of words below to define the policies and objectives of its treasury management activities.

This Council defines its Treasury Management activities as:

- The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- This Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of Treasury Management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

This Council acknowledges that effective Treasury Management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance.

MEETING CIPFA REQUIREMENTS

The Council has formally adopted CIPFA's Code of Practice on Treasury Management (updated 2018) and complies with the requirements of the Code as detailed below:

- Maintaining a Treasury Management Policy Statement setting out the policies and objectives of the Council's treasury management activities
- Maintaining a statement of Treasury Management Practices that sets out the manner in which the Council will seek to achieve these policies and objectives
- Presenting the Full Council with an annual Treasury Management Strategy Statement, including an annual investment strategy (this report) and Minimum Revenue Provision policy for the year ahead (separate report on the agenda), a half year review report and an annual report (stewardship report) covering compliance during the previous year
- A statement of delegation for treasury management functions and for the execution and administration of treasury management decisions (see below).
- Delegation of the role of scrutiny of treasury management activities and reports to a specific named body. At the London Borough of Hammersmith & Fulham, this role is undertaken by the Audit Committee.

Treasury Management Delegations and Responsibilities

The respective roles of the Council, Cabinet, Audit Committee, and of the Section 151 officer and the Director of Treasury and Pensions are summarised below. Further details are set out in the Statement of Treasury Management Practices.

Council

Council will approve the annual treasury management strategy statement, including borrowing and investment strategies. In doing so, Council will establish and communicate its appetite for risk within treasury management having regard to the Prudential Code.

Cabinet

Cabinet will recommend to Council the annual treasury strategy, including borrowing and investment strategies and receive a half-year report and annual outturn report on treasury activities. Cabinet also approves revenue budgets, including those for treasury activities.

Audit Committee

This committee is responsible for ensuring effective scrutiny of treasury strategy and policies.

Section 151 Officer

The role of the Section 151 is vested in the Director of Finance post (the S151 Officer), pursuant to Section 101 of the Local Government Act 1972 and by the Executive under Section 15 of the Local Government Act 2000.

The S151 Officer may authorise officers to exercise on their behalf functions delegated to them. Any decisions taken under this authority shall remain the responsibility of the S151 Officer and must be taken within the guidelines of the Treasury Management Strategy.

The S151 Officer has full delegated powers from the Council and is responsible for the following activities:

- Investment management arrangements and strategy;
- Borrowing and debt strategy;
- Monitoring investment activity and performance;
- Overseeing administrative activities;
- Ensuring compliance with relevant laws and regulations;
- Provision of guidance to officers and members in exercising delegated powers.

Director of Treasury and Pensions

Has responsibility for the execution and administration of treasury management decisions, acting in accordance with the Council's Treasury Policy Statement and CIPFA's 'Standard of Professional Practice on Treasury Management'.

Treasury team

Undertakes day-to-day treasury investment and borrowing activity in accordance with strategy, policy, practices and procedures.

Training

The Code requires the S151 officer to ensure that members with responsibility for making treasury management decisions and for scrutinising treasury functions receive adequate training. The training needs of all officers are reviewed periodically as part of the Learning and Development programme. Officers attend various seminars, training sessions and conferences during the year and appropriate Member training is offered as and when needs and suitable opportunities are identified.

Monitoring and Reporting

The Treasury Management activities during the year will be included in the monitoring reports to the Audit Committee.

The Council's Treasury Management Strategy will be approved annually by Full Council and there will also be a mid-year report. The aim of these reporting arrangements is to ensure that those with the responsibility for treasury management policies and activities and those implementing policies and executing transactions have properly fulfilled their responsibilities with regard to delegation and reporting.

The Council will adopt the following reporting arrangements in accordance with the requirements of the revised code:

Area of Responsibility	Council / Committee / Officer	Frequency
Treasury Management Strategy	Full Council	Annually at meeting before the start of the financial year.
Scrutiny of Treasury Management Strategy	Audit Committee	Annually
Treasury Management Strategy: Mid-year report	1. Audit Committee 2. Cabinet	Annually after the first half of the financial year
Treasury Management Strategy: Updates / revisions at other times	1. Audit Committee 2. Full Council	As and when required
Treasury Outturn Report	1. Audit Committee 2. Full Council	Annually after year-end
Treasury Management Monitoring Reports	Director of Finance and Cabinet Member for Finance and Reform	Weekly/Monthly

PROSPECTS FOR INTEREST RATES

- The Council has appointed Link Asset Services as its treasury advisor and part of its service is to assist the Council to formulate a view on interest rates. The following table gives their central view:

Link Group Interest Rate View	08.11.22												
	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
BANK RATE	3.50	4.25	4.50	4.50	4.50	4.00	3.75	3.50	3.25	3.00	2.75	2.50	2.50
3 month ave eamings	3.60	4.30	4.50	4.50	4.50	4.00	3.80	3.30	3.00	3.00	2.80	2.50	2.50
6 month ave eamings	4.20	4.50	4.60	4.50	4.20	4.10	3.90	3.40	3.10	3.00	2.90	2.60	2.60
12 month ave eamings	4.70	4.70	4.70	4.50	4.30	4.20	4.00	3.50	3.20	3.10	3.00	2.70	2.70
5 yr PWLB	4.30	4.30	4.20	4.10	4.00	3.90	3.80	3.60	3.50	3.40	3.30	3.20	3.10
10 yr PWLB	4.50	4.50	4.40	4.30	4.20	4.00	3.90	3.70	3.60	3.50	3.40	3.30	3.20
25 yr PWLB	4.70	4.70	4.60	4.50	4.40	4.30	4.10	4.00	3.90	3.70	3.60	3.50	3.50
50 yr PWLB	4.30	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.40	3.30	3.20	3.20

Source: Link Asset Services

- Link's central forecast reflects a view that the MPC will be keen to demonstrate its anti-inflation credentials by delivering a succession of rate increases. This has happened throughout 2022, but the new Government's policy of emphasising fiscal rectitude will possibly mean Bank Rate does not now need to increase to further than 4.5%.
- Further down the road, it is anticipated that the Bank of England will be keen to loosen monetary policy when the worst of the inflationary pressures have lessened – but that timing will be one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged.
- The CPI measure of inflation will peak at close to 11.0% in Q4 2022. Despite the cost-of-living squeeze that is still taking shape, the Bank will want to see evidence that wages are not spiralling upwards in what is evidently a very tight labour market. Wage increases, excluding bonuses, are currently running at 5.7%.
- The plan to sell £10bn of gilts back into the market each quarter (Quantitative Tightening) has started but will focus on the short to medium end of the curve for the present. This approach will prevent any further disruption to the longer end of the curve following on from the short-lived effects of the Truss/Kwarteng unfunded dash for growth policy.
- In the upcoming months, Link's forecasts will be guided not only by economic data releases and clarifications from the MPC over its monetary policies and the Government over its fiscal policies, but the on-going conflict between Russia and Ukraine. More recently, the heightened tensions between China/Taiwan/US also have the potential to have a wider and negative economic impact.
- On the positive side, consumers are still estimated to be sitting on over £160bn of excess savings left over from the pandemic so that will cushion some of the impact of the above challenges. However, most of those are held by more

affluent people whereas lower income families already spend nearly all their income on essentials such as food, energy and rent/mortgage payments.

PWLB RATES

8. Yield curve movements have become less volatile under the Sunak/Hunt government. PWLB 5 to 50 years Certainty Rates are, generally, in the range of 3.75% to 4.50%. The medium to longer part of the yield curve is currently inverted (yields are lower at the longer end of the yield curve compared to the short to medium end).
9. Link views the markets as having built in, already, nearly all the effects on gilt yields of the likely increases in Bank Rate and the poor inflation outlook but markets are volatile and further volatile movement of gilt yields across the whole spectrum of the curve is possible.

Balance of risks to the UK economy:

10. The overall balance of risks to economic growth in the UK is to the downside. Indeed, the Bank of England projected two years of negative growth in their November Quarterly Monetary Policy Report.

Downside Risks to current forecasts for UK gilt yields and PWLB rates

11. Labour and supply shortages prove more enduring and disruptive and depress economic activity (accepting that in the near-term this is also an upside risk to inflation and, thus, rising gilt yields).
12. The Bank of England acts too quickly, or too far, over the next two years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
13. UK / EU trade arrangements: if there was a major impact on trade flows and financial services due to complications or lack of co-operation in sorting out significant remaining issues.
14. Geopolitical risks, for example in Ukraine/Russia, China/Taiwan/US, Iran, North Korea and Middle Eastern countries, which could lead to increasing safe-haven flows.

Upside risks to current forecasts for UK gilt yields and PWLB rates

15. The Bank of England is too slow in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly and for a longer period within the UK economy, which then necessitates an even more rapid series of increases in Bank Rate faster than we currently expect.
16. The Government acts too slowly to increase taxes and/or cut expenditure to balance the public finances, in the light of the cost-of-living squeeze.

17. The pound weakens because of a lack of confidence in the UK Government's fiscal policies, resulting in investors pricing in a risk premium for holding UK sovereign debt.
18. Longer term US treasury yields rise strongly, if inflation numbers disappoint on the upside, and pull gilt yields up higher than currently forecast.

Source: Link Asset Services

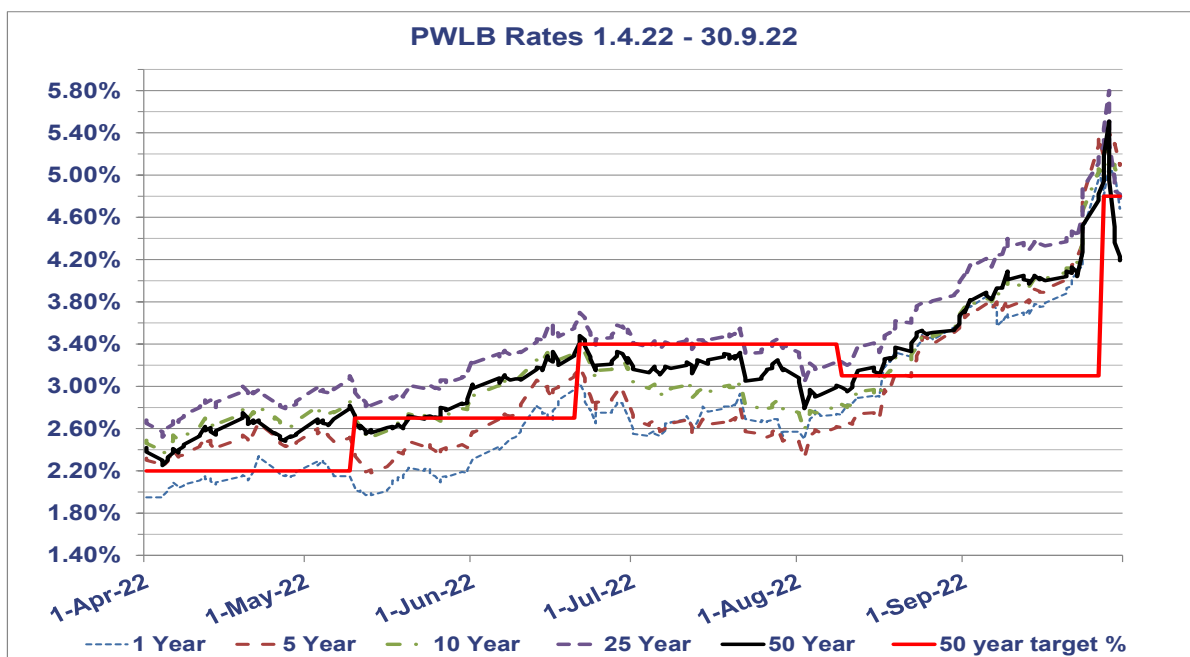
ECONOMIC UPDATE

1. Against a backdrop of stubborn inflationary pressures, the easing of Covid restrictions in most developed economies, the Russian invasion of Ukraine, and a range of different UK Government policies, it is no surprise that UK interest rates have been volatile right across the curve, from Bank Rate through to 50-year gilt yields, for all of 2022.
2. Market commentators' misplaced optimism around inflation has been the root cause of the rout in the bond markets with, for example, UK, Eurozone and US 10-year yields all rising by over 200bps since the turn of the year. The table below provides a snapshot of the conundrum facing central banks: inflation is elevated but labour markets are extra-ordinarily tight, making it an issue of fine judgment as to how far monetary policy needs to tighten.

	UK	Eurozone	US
Bank Rate	3.0%	1.5%	3.75% to 4.00%
GDP	-0.2%q/q Q3 (2.4%/y/y)	+0.2%q/q Q3 (2.1%/y/y)	2.6% Q3 Annualised
Inflation	11.1%/y/y (Oct)	10.0%/y/y (Nov)	7.7%/y/y (Oct)
Unemployment Rate	3.6% (Sep)	6.6% (Sep)	3.7% (Aug)

3. Q2 of 2022 saw UK GDP revised upwards to +0.2% q/q, but this was quickly reversed in the third quarter, albeit some of the fall in GDP can be placed at the foot of the extra Bank Holiday in the wake of the Queen's passing. Nevertheless, CPI inflation has picked up to what should be a peak reading of 11.1% in October, although with further increases in the gas and electricity price caps pencilled in for April 2023, and the cap potentially rising from an average of £2,500 to £3,000 per household, there is still a possibility that inflation will spike higher again before dropping back slowly through 2023.
4. The UK unemployment rate fell to a 48-year low of 3.6%, and this despite a net migration increase of circa 500k. The fact is that with many economic participants registered as long-term sick, the UK labour force actually shrunk by circa £500k in the year to June. Without an increase in the labour force participation rate, it is hard to see how the UK economy will be able to grow its way to prosperity, and with average wage increases running at 5.5% to 6% the MPC will be concerned that wage inflation will prove just as sticky as major supply side shocks to food and energy that have endured since Russia's invasion of Ukraine on 24 February 2022.

5. Throughout Q3 Bank Rate increased, finishing the quarter at 2.25% (an increase of 1%). Q4 has seen rates rise to 3.00% in November and the market expects Bank Rate to hit 4.50% by May 2023.
6. Following a Conservative Party leadership contest, Liz Truss became Prime Minister for a tumultuous seven weeks that ran through September and October. The markets rejected the unfunded tax-cutting and heavy spending policies put forward by her Chancellor, Kwasi Kwarteng, and their reign lasted barely seven weeks before being replaced by Prime Minister Rishi Sunak and Chancellor Jeremy Hunt. Their Autumn Statement of 17 November 2022 gave rise to a net £55bn fiscal tightening, although much of the “heavy lifting” has been left for the next Parliament to deliver. However, the markets liked what they heard, and UK gilt yields have completely reversed the increases seen under the previous tenants of No10/11 Downing Street.
7. Globally, all the major economies are expected to struggle in the near term. The fall below 50 in the composite Purchasing Manager Indices for the UK, US, EZ and China all point to at least one if not more quarters of GDP contraction. In November 2022, the MPC projected eight quarters of negative growth for the UK lasting throughout 2023 and 2024, but with the Bank Rate set to peak at lower levels than previously priced in by the markets and the fiscal tightening deferred to some extent, it is not clear that things will be as bad as first anticipated by the Bank.
8. Sterling has strengthened of late, recovering from a record low of \$1.035, on the Monday following the Truss government’s “fiscal event”, to \$1.20. Notwithstanding Sterling’s better run of late, 2023 is likely to see a housing correction of some magnitude as fixed-rate mortgages have moved above 5% and affordability has been squeezed despite proposed Stamp Duty cuts remaining in place.
9. In the table below, the rise in gilt yields, and therein PWLB rates, through the first half of 2022/23 is clear to see.



10. However, the peak in rates on 28 September, as illustrated in the table covering April to September 2022 below, has been followed by the whole curve shifting ever lower. PWLB rates at the front end of the curve are generally over 1.00% lower now whilst the 50 years is over 1.75% lower.

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	1.95%	2.18%	2.36%	2.52%	2.25%
Date	01/04/2022	13/05/2022	04/04/2022	04/04/2022	04/04/2022
High	5.11%	5.44%	5.35%	5.80%	5.51%
Date	28/09/2022	28/09/2022	28/09/2022	28/09/2022	28/09/2022
Average	2.81%	2.92%	3.13%	3.44%	3.17%
Spread	3.16%	3.26%	2.99%	3.28%	3.26%

11. After a shaky start to the year, the S&P 500 and FTSE 100 have climbed in recent weeks, albeit the former is still 17% down and the FTSE 2% up. The German DAX is 9% down for the year.

CENTRAL BANK CONCERNS – NOVEMBER 2022

12. At the start of November, the US Fed decided to push up US rates by 0.75% to a range of 3.75% to 4%, while the MPC followed a day later by raising the Bank Rate from 2.25% to 3.00%, in line with market expectations. Eurozone rates have also increased to 1.5% with further tightening in the pipeline.
13. Having said that, outlooks in the US and the UK are very different. In the US, Fed Chair, Jerome Powell, stated that rates will be elevated and stay higher for longer than markets had expected. UK Bank of England Governor Bailey said the opposite and stated that the two economies are positioned very differently so markets should not, therefore, expect the same policy or messaging.
14. Regarding UK market expectations, although they now expect Bank Rate to peak within a lower range of 4.5% to 4.75%, caution is advised as the Bank of

England Quarterly Monetary Policy Reports have carried a dovish message over the course of the last year, only for the Bank to have to play catch-up as the inflationary data has proven stronger than expected.

15. In addition, the Bank's central message that GDP will fall for eight quarters starting with Q3 2022 may prove to be a little pessimistic. The £160bn excess savings accumulated by households through the Covid lockdowns could provide a spending buffer for the economy. Ultimately, however, it will not only be inflation data but also employment data that will mostly impact the decision-making process, although any softening in the interest rate outlook in the US may also have an effect. Conversely, greater tightening may do also.

Source: Link Asset Services

ANNUAL INVESTMENT STRATEGY

1. The Council holds significant invested funds, representing income received in advance of expenditure, balances and reserves. During the first half of the current year, the Council’s average investment balance has been around £341m. Investments are made with reference to the core balance, future cash flow requirements and the outlook for interest rates.
2. The Council’s investment policy has regard to the DLUHC’s Guidance on Local Government Investments (“the Investment Guidance”) and the CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes (“the CIPFA TM Code”). The Council’s investment priorities will be security first, liquidity second, then return.
3. In accordance with the above guidance and to minimise the risk to investments, the Council applies minimum acceptable credit criteria to generate a list of highly creditworthy counterparties, which will provide security of investments, enable diversification and minimise risk. The key ratings used to monitor counterparties are the short-term and long-term ratings.

Investment return expectations

4. Bank Rate is forecasted to gradually increase from 3.50% to 4.50% in June 2023 before slowing starting to decline in March 2024, reaching 2.50% in September 2025.
5. The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows (the long-term forecast is for periods over ten years in the future):

Average earnings in each year	
2023/24	4.40%
2024/25	3.30%
2025/26	2.60%
2026/27	2.50%
Long term later years	2.80%

Source: Link Asset Services

Investment time limits

6. This limit is set with regard to the Council’s liquidity requirements and to reduce the need for early sale of an investment. For the year 2023/24, the proposed limit of investments for over 364 days is £120m as set out in the TMSS.

Investment Policy

7. The Council’s officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to assess continually and monitor the financial sector on both a micro and macro basis and in relation to the economic

and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.

8. Other information sources used will include the financial press, share price and other such information pertaining to the banking sector to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Creditworthiness Policy

9. The primary principle governing the Council’s investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:
 - It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security and monitoring their security; and
 - It has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council’s prudential indicators covering the maximum principal sums invested.
10. The Director of Finance will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to those which determine which types of investment instrument are either specified or non-specified as they provide an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.
11. The Council takes into account the following relevant matters when proposing counterparties:
 - the financial position and jurisdiction of the institution;
 - the market pricing of credit default swaps¹ for the institution;
 - any implicit or explicit Government support for the institution;
 - Standard & Poor, Moody’s and Fitch short- and long-term credit ratings;
 - Sovereign ratings to select counterparties from only the most creditworthy countries; and
 - Core Tier 1 capital ratios ².

¹ Credit Default Swaps (CDS) are tradable instruments where the buyer receives a pay-out from the seller if the party to whom the CDS refers (often a financial institution) has a “credit event” (e.g. default, bankruptcy, etc.). The price of the CDS gives an indication to the market’s view of likelihood: the higher the price the more likely the credit event.

² The Tier 1 capital ratio is the ratio of a bank’s core equity capital to its total risk-weighted assets (RWA). Risk-weighted assets are the total of all assets held by the bank weighted by credit risk according to a formula determined by the Regulator (usually the country’s central bank). Most central

12. Changes to the credit rating will be monitored and, in the event that a counterparty is downgraded and does not meet the minimum criteria specified, the following action will be taken immediately:
- no new investments will be made;
 - existing investments will be recalled if there are no penalties; and
 - full consideration will be given to recall or sell existing investments which would be liable to penalty clause.

Specified and Non-specified investments

13. The DLUHC Guidance on Local Government Investments made under section 15(1) of the Local Government Act 2003, places restrictions on local authorities around the use of specified and non-specified investments. A specified investment is defined as an investment which satisfies all of the conditions below:
- The investment and any associated cash flows are denominated in Sterling;
 - The investment has a maximum maturity of one year;
 - The investment is not defined as capital expenditure; and
 - The investment is made with a body or in an investment scheme of high credit quality; or with the UK Government, a UK Local Authority or parish/community council.
14. Investments with UK local authorities are deemed to be high credit quality because of the strong regulatory financial framework within which local authorities are required to operate and which mitigates against the risk of default, summarised below:
- The requirement to set a balanced budget annually under sections 31A and 42A of the Local Government Finance Act 1992;
 - The requirement to budget for a minimum level of reserves including risk under the Local Government Act 2003;
 - The requirement for the S151 officer to issue a statutory report in the event that the authority intends to not set an adequate level of reserves or intends to undertake a course of action which he considers to be unlawful;
 - The requirement for long-term borrowing to be solely for capital expenditure;
 - The cap on excessive borrowing through the operation of the limits in the Prudential Code;
 - All borrowing has to be secured on revenues of a local authority rather than assets.

Banks follow the Basel Committee on Banking Supervision (BCBS) guidelines in setting formulae for asset risk weights.

The Core Tier 1 ratios for the four UK banks that the Council uses are: Barclays: 10.2%, HSBC: 11.2%, Lloyds: 12.0% and RBS: 10.8%.

15. All investments with local authorities will be subject to due diligence review of their accounts and financial health by the Director of Treasury and Pensions and agreed with the Director of Finance.
16. A non-specified investment is any investment that does not meet all the conditions above. In addition to the long-term investments listed in the table below, the following non-specified investments that the Council may make include:
- **Green Energy Bonds:** Investments in solar farms are a form of Green Energy Bonds that provide a secure enhanced yield. The investments are structured as unrated bonds and secured on the assets and contracts of solar and wind farms. Before proceeding with any such investment, internal and external due diligence will be undertaken in advance of investments covering the financial, planning and legal aspects.
 - **Loans:** The Council may consider advancing loans (as a form of investment) to organisations delivering services for the Council where this will lead to the enhancement of services to Council stakeholders. The Council will undertake due diligence checks to confirm the borrower's creditworthiness before any sums are advanced and will obtain appropriate levels of security or third party guarantees for loans advanced. The Council would expect a return commensurate with the type and duration of the loan. All loans would need to be in line with the Council's Scheme of Delegation and Key Decision thresholds levels.
 - **Shareholdings in limited companies and joint ventures:** The Council may invest in three forms of company:
 - Small scale businesses aimed at promoting economic growth in the area. Individual investments are no more than £0.5m and the aim is for these to be self-financing over the medium term. Any such loans will be subject to due diligence and the Council's Scheme of Delegation and Key Decision thresholds levels.
 - Trading vehicles which the Council has set up to undertake particular functions. Currently the Council has interests in the following companies: Lyric Theatre Hammersmith Ltd, Hammersmith and Fulham Urban Studies Centre, Hammersmith and Fulham Bridge Partnership, HFS Developments LLP, HFS Developments 2 LLP, LBHF Ventures Ltd, LBHF Joint Ventures Ltd and LBHF Family Support Services Ltd. These are not held primarily as investments but to fulfil Council service objectives. Any new proposals will be subject to due diligence as part of the initial business case. As these are not to be held primarily as investment vehicles, then there is an expectation that they will break even.
 - Trading vehicles held for a commercial purpose where the Council is obliged to undertake transactions via a company vehicle. These will be wholly owned subsidiaries of the Council with the aim of diversifying the investment portfolio risk.

17. For any such investments, specific proposals will be considered by the Director of Treasury and Pensions, and the Director of Finance in consultation with the Cabinet Member for Finance and Reform and approvals to be in accordance with the Council's Constitution and governance processes, after taking into account:

- cash flow requirements
- investment period
- expected return
- the general outlook for short to medium term interest rates
- creditworthiness of the proposed investment counterparty
- other investment risks
- due diligence review

The value of non-specified investments will not exceed their investment allocation.

Country of Domicile

18. The current TMSS allows deposits / investments with financial entities domiciled in the countries listed at the foot of the schedule of investments table.

Schedule of investments

19. The current criteria for providing a pool of high quality short, medium and long-term, cash-based investment counterparties along with the time and monetary limits for institutions on the Council's counterparty list are in the table below.

20. The counterparties and specific limits have been reviewed and updated.

All investments listed below must be sterling denominated

Investments	Minimum Credit Rating Required (Fitch/Moody's/S&P)	Maximum Individual Counterparty Investment Limit £m	Maximum tenure	Changes from the 2022/23 TMSS
DMO Deposits	Government Backed	Unlimited	6 months	No change
UK Government (Gilts/T-Bills/Repos)	Government Backed	Unlimited	Unlimited	No change
Supra-national Banks, European Agencies	LT: AA-/Aa3/AA-	£50m	5 years	Reduced from £100m
Covered Bonds	LT: AA+/Aa1/AA+	£50m	5 years	Reduced from £100m
Network Rail	Government guarantee	£200m maximum	Oct-52	No change
Collective Investment Scheme Investment Grade Bond Fund	Due diligence	£30m	Daily pricing	No change
GLA	N/A	GLA: £50M	3 years	Reduced from £100m
UK Local Authorities (LA)		LA: £30m per LA, per criteria £200m in aggregate	3 years	No change
Commercial Paper issued by UK and European Corporates	LT: AA-/Aa3/AA- ST: F1+/P-1/A-1+	£20m per name £80m in aggregate	1 year	No change
Money Market Funds (MMF)	LT: AAA by at least one of the main credit agencies	£45m per Fund Manager £300m in aggregate	3-day notice	No change
Enhanced Money Funds (EMF)	LT: AAA by at least one of the main credit agencies	£25m per fund manager, £100m in aggregate	Up to 7 day notice	No change

Investments	Minimum Credit Rating Required	Maximum Individual Counterparty Investment Limit	Maximum tenure	Changes from the 2022/23 TMSS
	Fitch/Moody's/S&P	£m		
UK Bank (Deposit/Certificates of Deposit/Short Dated Bonds)	LT: AA-/Aa3/AA- or UK Government Ownership greater than 25%	£70m	3-5 years	No change
	LT: A-/A3/A-	£50m	1-3 years	No change
	ST: F2/P-2/A-2	£50m	0-1 year	No change
Non-UK Bank (Deposit/Certificates of Deposit/Short Dated Bonds)	LT: AA-/Aa2/AA-	£50m	1-3 years	No change
	ST: F2/P-2/A-2	£30m	0-1 year	No change
Green Energy Bonds	Internal and External due diligence	Less than 25% of the total project investment or maximum of £20m per bond. £50m in aggregate	10 years	No change
Rated UK Building Societies	LT: A3/A-	£30m	3 years	No change
	ST: F2/P-2/A-2			
Sovereign approved list (AA- rated and above):	Abu Dhabi (UAE), Australia, Belgium, Canada, Denmark, Finland, France, Germany, Netherlands, Norway, Singapore, Sweden, Switzerland, UK and USA			

UK T-Bills: UK Government Treasury Bills (T-Bills) are short term promissory notes issued by the UK Government at a discount to par, for tenors of up to one year.

UK Gilts: UK Government Gilts provide a greater yield than cash deposits with the DMO.

UK Government repurchase agreements (Repos): UK Government repurchase agreements are the purchase of UK Government securities with an agreement to resell them back at a higher price at a specific future date.

Commercial Paper (CP) is similar to a very short-term bond issue (up to one year), issued to investors on a discounted basis, and with the interest rate based on prevailing rates at the time of pricing.

Supra-national institutions are those that sovereign backed or supported institutions that span more than one country, such as the European Investment Bank, the European Bank of Reconstruction and Development, the World Bank, etc.

Network Rail: All Network Rail infrastructure debt is directly and explicitly backed by a financial indemnity from the Secretary of State for Transport acting for and on behalf of the government of the United Kingdom of Great Britain. The financial indemnity is a direct UK sovereign obligation of the crown and cannot be cancelled for any reason (prior to its termination date in October 2052). Propose to change TMSS limit to £200m and set the maximum maturity to Oct 2052.

Due diligence: Due diligence will be carried out by officers where appropriate or in conjunction with the Council's treasury advisor. The Tri-Borough Director of Treasury and Pensions will authorise the investment on behalf of the authority.

CREDIT RATINGS

Moody's		S&P		Fitch		Description	
LT	ST	LT	ST	LT	ST		
Aaa	P-1	AAA	A-1+	AAA	F1+	Prime	Investment Grade
Aa1		AA+		AA+			
Aa2		AA		AA			
Aa3		AA-		AA-			
A1		A+	A+	F1	High Grade		
A2	A	A-1	Upper Medium Grade				
A3	A-	A-2	A-		F2		
Baa1	BBB+	A-3	BBB+				
Baa2	BBB		BBB	F3	Lower medium grade		
Baa3	BBB-	BBB-					
Ba1	Not Prime	BB+	B	BB+	B	Speculative	Non Investment Grade
Ba2		BB		BB			
Ba3		BB-		BB-			
B1		B+		B+			
B2		B		B			
B3		B-		B-			
Caa1		CCC+	C	CCC	C	Highly Speculative	
Caa2		CCC		Substantial Risks			
Caa3		CCC-		Extremely Speculative			
Ca		CC		Default imminent with little prospect for recovery			
		C					
C		D		DDD		In Default	
				DD			
			D				

RISK REGISTER

Risk Group	Risk Ref.	Risk Description	Impact			Likelihood	Current risk score	Mitigation actions
			Financial	Reputation	Total			
Financial	1	Interest Rate Risk: the risk that rises in interest rates create an unexpected burden on the organisation's finances, against which the organisation has failed to protect itself adequately.	2	1	3	4	12	The Council will continue to invest and borrow in accordance with the TMSS. Borrowing conversations will be set by "trigger points", enacted when gilt yields reach a certain long term levels, where discussions with the Council's S151 officer, T&P Director and the Cabinet Member will take place to discuss potential actions.
Financial	2	Prudent Investment Strategy: the overall treasury management strategy is too prudent and unnecessarily stringent, resulting in investment returns being lower than might have been achieved with a more risky, but ultimately safe, approach.	3	2	5	2	10	The TMSS, outturn reports and mid-year reports are scrutinised on a regular basis by the Audit Committee with actions minuted and implemented.
Financial	3	Credit and counterparty risk: the risk of failure by a counterparty to meet its contractual investment or borrowing obligations to the organisation, particularly as a result of the counterparty's diminished creditworthiness, and the resulting detrimental effect on the organisation's capital or	3	4	7	1	7	As part of the TMSS, counterparty criteria have been set at a level to allow only the most financially secure banks and counterparties a place within the lending list, which is regularly monitored against consultant updates and advice provided by the Council's Treasury advisor.
Financial	4	The risk of investment market uncertainty around inflation and the economic outlook, leading to unexpected volatility in gilt yields and interest rates.	2	3	5	3	15	Recent forecasts from the Council's Treasury consultant predict that the Bank Rate will increase to 4.50% in June 2023 and steadily decline from March 2024. In regards to borrowing, rates will start to decline earlier from March 2023.
Financial	5	Liquidity Risk: the risk that cash will not be available when it is needed, leading to additional costs, with the organisation's business/service objectives ultimately compromised.	4	2	6	1	6	Around half of the councils funds are kept fully liquid in Money Market Funds, which offer same day accessibility for both deposits and withdrawals. The remainder of the funds are placed as fixed-term deposits for upto 1 year.
Operational	6	Fraud, error and corruption: the risk that an organisation fails to identify the circumstances in which it may be exposed to loss through fraud, error, corruption or other eventualities in its treasury management dealings, and fails to employ suitable systems and internal controls to maintain effective management arrangements to these ends.	3	4	7	1	7	Internal controls within the treasury function are extremely robust in terms of internal check, accounting, authorisation and segregation of duties. The recent internal audit report (November 2021) concluded with a assurance opinion rated as "substantial".
Operational	7	Financial failure of the Council's main bank: the collapse of the council's main banker, leading to a total shutdown of services.	4	4	8	1	8	The suitability of NatWest is assessed regularly along with other institutions. It is regarded as highly unlikely that the UK Government would permit a clearing bank to fail.
Operational	8	Online banking platform failure: the partial or complete failure of the Council's online banking system, resulting in termination of online payments and provision of banking data.	2	4	6	1	6	NatWest is regarded as having considerable resilience, both in preventing such failures and having recovery programmes in place if such an event happened. In the event that payments cannot be made online, the Council can make a manual payment by faxing a payment request to the CHAPS team at NatWest.

Appendix 1 - Risk Management Scoring Matrix		
Scoring (Impact)		
Impact Description	Category	Description
1 Very Low	Cost/Budgetary Impact	£0 to £25,000
	Impact on life	Temporary disability or slight injury or illness less than 4 weeks (internal) or affecting 0-10 people (external)
	Environment	Minor short term damage to local area of work.
	Reputation	Decrease in perception of service internally only – no local media attention
	Service Delivery	Failure to meet individual operational target – Integrity of data is corrupt no significant effect
2 Low	Cost/Budgetary Impact	£25,001 to £100,000
	Impact on life	Temporary disability or slight injury or illness greater than 4 weeks recovery (internal) or greater than 10 people (external)
	Environment	Damage contained to immediate area of operation, road, area of park single building, short term harm to the immediate ecology or community
	Reputation	Localised decrease in perception within service area – limited local media attention, short term recovery
	Service Delivery	Failure to meet a series of operational targets – adverse local appraisals – Integrity of data is corrupt, negligible effect on indicator
3 Medium	Cost/Budgetary Impact	£100,001 to £400,000
	Impact on life	Permanent disability or injury or illness
	Environment	Damage contained to Ward or area inside the borough with medium term effect to immediate ecology or community
	Reputation	Decrease in perception of public standing at Local Level – media attention highlights failure and is front page news, short to medium term recovery
	Service Delivery	Failure to meet a critical target – impact on an individual performance indicator – adverse internal audit report prompting timed improvement/action plan - Integrity of data is corrupt, data falsely inflates or reduces outturn of indicator
4 High	Cost/Budgetary Impact	£400,001 to £800,000
	Impact on life	Individual Fatality
	Environment	Borough wide damage with medium or long term effect to local ecology or community
	Reputation	Decrease in perception of public standing at Regional level – regional media coverage, medium term recovery
	Service Delivery	Failure to meet a series of critical targets – impact on a number of performance indicators – adverse external audit report prompting immediate action - Integrity of data is corrupt, data falsely inflates or reduces outturn on a range of indicators
5 Very High	Cost/Budgetary Impact	£800,001 and over
	Impact on life	Mass Fatalities
	Environment	Major harm with long term effect to regional ecology or community
	Reputation	Decrease in perception of public standing nationally and at Central Government – national media coverage, long term recovery
	Service Delivery	Failure to meet a majority of local and national performance indicators – possibility of intervention/special measures – Integrity of data is corrupt over a long period, data falsely inflates or reduces outturn on a range of indicators

Scoring (Likelihood)	
Descriptor	Likelihood Guide
1. Improbable, extremely unlikely	Virtually impossible to occur 0 to 5% chance of occurrence.
2. Remote possibility	Very unlikely to occur 6 to 20% chance of occurrence
3. Occasional	Likely to occur 21 to 50% chance of occurrence
4. Probable	More likely to occur than not 51% to 80% chance of occurrence
5. Likely	Almost certain to occur 81% to 100% chance of occurrence

Control	Details required
Terminate	Stop what is being done.
Treat	Reduce the likelihood of the risk occurring.
Take	Circumstances that offer positive opportunities
Transfer	Pass to another service best placed to deal with mitigations but ownership of the risk still lies with the original service.
Tolerate	Do nothing because the cost outweighs the benefits and/or an element of the risk is outside our control.

Agenda Item 7.7

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Full Council

Date: 01/11/2023

Subject: Review of the Constitution

Report of: The Leader of the Council - Councillor Stephen Cowan

Report author: David Abbott, Head of Governance

Responsible Director: David Tatlow, Monitoring Officer

SUMMARY

The Council's Monitoring Officer is required to review the Council's Constitution each year to ensure that its aims and principles are given full effect in accordance with Article 15 of the Constitution.

RECOMMENDATIONS

1. To approve the amended terms of reference for the Audit Committee attached at Appendix 1.
2. To approve the amendments to the constitution related to Council owned companies detailed in Appendix 2.
3. To note the amendments to the Economy and Environment Registers of Authorities outlined in the report.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Taking pride in H&F	Ensuring a high standard of governance across the Council.

Financial Impact

The recommendations in this report have no financial impact.

Alex Pygram, Head of Finance, 18/10/2023

Verified by Andre Mark, Head of Finance – Strategic Planning and Investment, 18/10/2023

Legal Implications

The Local Government Act 2000 requires the Council to have and maintain a Constitution. The Monitoring Officer is satisfied that the Council's Constitution continues to fulfil its stated purposes, as set out in Article 1 of the Constitution.

Grant Deg, Assistant Director, Legal Services, 18/10/2023

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Proposals and Analysis of Options

1. Each local authority is required to publish the arrangements it has made to discharge its functions in a 'constitution' prepared in accordance with Section 37 of the Local Government Act 2000. The Constitution sets out how the Council operates, how decisions are made and the procedures that are followed to ensure business is conducted in an efficient, transparent, and accountable manner. Some of the content of the Constitution is required by law, the remainder is for the Council itself to determine.
2. The Constitution is reviewed at least annually to ensure it continues to promote timely, effective, transparent, and lawful decision making reflecting the arrangements Members have put in place for the running of the Council. The Constitution was last reviewed at the Full Council meeting on 24 February 2022.
3. In-year amendments were approved by Council to the Scheme of Delegation to Officers to reflect recent changes in organisational structure and changes to the responsibilities of Chief Officers.
4. The Monitoring Officer has a duty to keep the Constitution under review and has delegated authority to amend the Constitution where there has been a change in law, job title, structure, rearrangement of job responsibilities or for general administrative convenience. All extensive changes to the Constitution, however, must be approved by Full Council.

Amendments to the Audit Committee Terms of Reference

5. The proposed amendments to the Audit Committee's Terms of Reference, detailed in Appendix 1, correct two references to ISA standards and regulations.

Updated Guidance on Council Owned Companies

6. Appendix 2 details proposed changes to the guidance in the constitution on Council owned companies. The changes have been made to reflect updated

Government guidance on companies and is based on lessons learned from other local authorities.

Amendments to Registers of Authorities

7. Council is asked to note recent updates to the Economy and Environment registers of authorities approved by the Monitoring Officer, reflecting changes to job titles, roles, and HR structures within the departments. The full registers can be found online on the following page:
<https://democracy.lbhf.gov.uk/ieListDocuments.aspx?CIId=114&MIId=7494>

Reasons for Decision

8. The Council's Monitoring Officer is required to review the Council's Constitution each year to ensure that its aims and principles are given full effect in accordance with Article 15 of the Constitution.

LIST OF APPENDICES

- Appendix 1 – Audit Committee Terms of Reference (Amendments)
- Appendix 2 – Updated Guidance on Council Owned Companies

Audit Committee Terms of Reference (Amendments)

NOTE: Amendments are highlighted in yellow.

Members

6 voting councillors

Quorum

3 Members of the Committee

Political proportionality

4 Administration members
2 Opposition members.

Co-opted Members

The Committee may co-opt non-voting independent members as appropriate

1. Membership

- 1.1 The Chair will be drawn from one of the Administration Councillors; the Vice-Chair will be an Opposition Councillor.
- 1.2 The Committee may co-opt non-voting independent members as appropriate.
- 1.3 The Committee may ask the Director of Audit, Fraud, Risk and Insurance, a representative of External Audit, the Risk Management Consultant, and any other official of the organisation to attend any of its meetings to assist it with its discussions on any particular matter.

2. Voting

- 2.1 All Councillors on the Committee shall have voting rights. In the event of an equality of votes, the Chair of the Committee shall have a second casting vote. Where the Chair is not in attendance, the Vice-Chair will take the casting vote.

3. Procedures

- 3.1 Except as provided herein, Council Procedure Rules (as applicable to all Committees) shall apply in all other respects to the conduct of the Committee.
- 3.2 Meetings of the Committee shall be held in public, subject to the provisions for considering exempt items in accordance with sections 100A-D of the Local Government Act 1972 (as amended).

4. Meetings

- 4.1 The Audit Committee will meet at least four times a year.
- 4.2 Meetings will generally take place in the spring, summer, autumn, and winter. The Chair of the Committee may convene additional meetings as necessary.
- 4.3 The Chief Executive may ask the Committee to convene further meetings to discuss particular issues on which the Committee's advice is sought.

5. Reporting

- 5.1. The Audit Committee will formally report back in writing to the full Council at least annually.

6. Responsibilities

- 6.1. The Audit Committee will advise the Executive on:
- the strategic processes for risk, control and governance and the Statement on Internal Control;
 - the accounting policies and the annual accounts of the organisation, including the process for review of the accounts prior to submission for audit, levels of error identified, and management's letter of representation to the external auditors;
 - the planned activity and results of both internal and external audit;
 - the adequacy of management responses to issues identified by audit activity, including the external auditor's annual letter
 - the Chief Internal Auditor's annual assurance report and the annual report of the External Auditors.
 - assurances relating to the corporate governance requirements for the organisation;
 - (where appropriate) proposals for tendering for either Internal or External Audit services or for purchase of non-audit services from contractors who provide audit services.
- 6.2. The Committee's responsibilities in relation to the annual accounts will include:
- to approve the Council's Statement of Accounts, in accordance with the deadlines set out in the Accounts and Audit Regulations **2003 2015**;
 - acting as the Approval of Accounts Committee;
 - to consider any report as necessary from the External Auditor under **Statement of Auditing Standard 610 ISA (UK) 200 (Revised June 2016)**;
 - to re-approve the Council's Statement of Accounts following any amendments arising from the external audit, in accordance with the deadlines set out in the Accounts and Audit Regulations **2003 2015**.
- 6.3. The Committee's responsibilities in relation to risk management will encompass the oversight of all risk analysis and risk assessment, risk response, and risk monitoring. This includes:
- the establishment of risk management across the organisation, including partnerships;
 - awareness of the Council's risk appetite and tolerance;
 - reviewing the risk portfolio (including IT risks);
 - being appraised of the most significant risks;
 - determining whether management's response to risk and changes in risk are appropriate.
- 6.5. The Council has nominated the Committee to be responsible for the effective scrutiny of the Treasury Management Strategy and policies.

- 6.6. The Council has nominated the Committee to be responsible for the effective scrutiny of anti-fraud arrangements and activities.

Updated Guidance on Council Owned Companies

This appendix details the proposed amendments to ‘Guidance for Councillors and Officers Involved in Outside Organisations’ (Part 5 of the Constitution – Codes and Protocols).

NOTE: The detailed guidance on ‘Companies, unincorporated Associations and Charities’ (previously paragraphs 2.6 to 6) has been moved into the newly created Appendix 3. Additions are highlighted in yellow.

Guidance for Councillors and Officers Involved in Outside Organisations

1. INTRODUCTION

- 1.1 Councillors are often appointed or nominated by the authority to represent it on the management committees of outside bodies, or will be involved in such bodies in their own personal capacity either as ordinary members or as members of the management committee board of trustees, executive committee etc.
- 1.2 The authority generally encourages Councillors and officers to be active citizens and to participate in the wider community in this manner. Not only does it enable the authority to participate in partner organisations, but it also means that Councillors and officers bring back to the authority additional knowledge and experience which are of value to the authority. However, if Councillors or officers are to take on such additional roles, it is important that they appreciate the responsibilities which they are taking on, understand how these responsibilities interact with their existing responsibilities to the authority, and recognise and deal with any conflicts of interest which may arise.

If you are appointed or nominated by the Council it is vital that you read this guide and bear it in mind when carrying out your duties.

General Responsibilities and Liabilities of Members of Managing Bodies

- 1.3 Any member of a managing body has a responsibility to take the task seriously, attend meetings and carry out work for the organisation. Some organisations have rules about attendance (e.g. missing a number of consecutive meetings may lead to loss of the place on the committee). In view of the very considerable demands on Councillors’ time and energy, it is prudent to check what is expected before accepting a place and to be clear what commitment can be made right from the start so that the organisation does not have unrealistic expectations.
- 1.4 In participating in outside bodies, Councillors and officers act both as individuals and, in some instances, as representatives of the authority. This

entails:

(a) **Positively**

- acting according to the rules, constitution and framework set by the outside body;
- making independent and personal judgments in line with the duty of care to the outside body;
- possibly reporting back to the authority, where they have been appointed by the authority;
- behaving ethically and following as far as applicable the authority's local Code of Conduct for Members or the National Code of Conduct for Officers;
- taking an active and informed role in the management of the outside body's affairs.

(b) **Negatively**

- Unless appointed specifically to represent the authority, it does not entail following instructions from the authority;
- It does not entail following instructions from a political party to which the Councillor may owe their political loyalty;
- It does not entail avoiding taking part in the outside body's discussions and decisions;
- It does not entail looking at things simply from the Council's perspective;
- It does not entail being there in name only and merely turning up to meetings.

1.5 The role of Councillors or officers on outside bodies may give rise to occasional conflicts of interest. If any matter relating to the outside body comes up in the course of the Councillor's work as a Councillor, or in the officer's work for the authority, it is likely that the Councillor or officer will have a significant interest which they will have to disclose. Where the conflict is such that it might be considered likely to affect the way that the Councillor would vote or act as a Councillor, they may have not only to disclose the outside interest but to take no part in the consideration of the matter.

1.6 In a very few and extreme cases, if there is a major dispute between the Council and the outside body, the Councillor or officer could be placed in an untenable situation. It is possible that the Councillor or officer may find they are unable adequately to carry out their responsibilities properly, both as a Councillor or officer and as a member or director of the outside body. But such circumstances would be rare and should not deter Councillors or officers generally from being prepared to participate in the management and running of outside organisations.

1.7 Because there is always a potential for conflict between the interests of the

authority and the outside body, Councillors and officers who are thinking of taking on such an outside interest should consider how that interest will affect their ability to continue to act as a Councillor or as an officer. Councillors and officers are asked to read the guide and if there are issues arising from their particular situation at any time, to contact the Monitoring Officer for advice.

- 1.8 This advice is for Councillors and officers who represent the Council on organisations outside the Council, for example as a company director, the trustee of a charity or a member on a management committee. It sets out some of the most important responsibilities. It is not meant to be a comprehensive guide. If Councillors or officers have specific queries, the Monitoring Officer would be happy to advise you.

2. GENERAL ADVICE

- 2.1 Local authorities are often asked to nominate Councillors and officers to take part in outside bodies. The range of such external activities is very wide.
- 2.2 If you are asked to allow the authority to put your name forward, you should ask the authority for a clear statement of what will be expected of you. Any organisation which asks the authority for such a nomination should be able to provide this information. If it is unable to provide such information, you should ask whether you want to be a member of such an organisation.
- 2.3 You will probably be agreeing to be a member of that outside body because it is active in an area which is of particular interest to you. But you should be aware that the rules on such outside interests may limit your ability to continue to take an active part in this topic within the authority. You may have to disclose membership of the outside body in your dealings with the authority. Where any conflict of interest arises between the outside body and the authority, it is likely that you will have to withdraw from any consideration by the authority of any matter affecting the outside body, unless the outside body is another public authority, or you are appointed strictly as the representative of the authority. This aspect is dealt with in more detail below.
- 2.4 As a member of an outside body, you will be expected to participate fully in that organisation. If your other commitments mean that you will regularly have to miss meetings of the organisation, or that you have to withdraw from meetings because of conflicts of interest, you will be doing that organisation no favours, and this may reflect badly on the authority which put your name forward. If you neglect your responsibilities to that outside body it is even possible that you will incur a personal liability. Therefore do not allow your name to be put forward unless you are satisfied that you can participate fully in that organisation.
- 2.5 In almost all circumstances you will owe a duty to act in the best interests of that body. You will have to exercise your own best judgement and you cannot just take instructions from the authority. It is permissible to take account of the authority's wishes, but in any conflict, you must act in the best interests of the outside body. The Council recognises this in appointing or nominating you.
- 2.6 Your responsibilities as a member of an outside body depend on the legal

form of that body. The principal forms are statutory corporations, Companies, unincorporated Associations and Charities. It is vital that you understand the nature of the body, your duties to it and potential liabilities, further guidance is found in Appendix 3 – Responsibilities and Liabilities of Companies and Charities.

3. REQUIREMENTS OF THE MEMBERS' CODE OF CONDUCT

3.1. Under the provisions of the [Localism Act 2011](#), the Council has adopted a Members' Code of Conduct. Each member of the authority, elected or co-opted, is required to sign an undertaking to observe the provisions of the Members' Code of Conduct.

3.2. The requirements of the Members' Code of Conduct can be summarised as:

- a. a requirement to comply with the "Nolan" principles of standards in public life;
- b. a requirement to notify the authority's Monitoring Officer of any disclosable pecuniary interests which information will then be included in a public register of interests;
- c. a requirement that a Member may not participate in a meeting or vote or remain in the room during discussion when they have a disclosable pecuniary interest in a matter being considered.
- d. a requirement that a Member disclose significant interests (which may include membership of outside bodies) when present at a meeting and, if the interest may give rise to a perception of a conflict of interests in a matter under discussion, to consider whether to withdraw from the meeting.

General Rules of Conduct

3.3 The Council's Members' Code of Conduct sets out some general rules of conduct which must be observed by Members. The most important rules, in the context of outside interests are as follows:

- "Not allowing other pressures, including the financial interests of myself or others connected to me, to deter me from pursuing constituents' casework, the interests of the London Borough of Hammersmith and Fulham area or the good governance of the authority in a proper manner.
- Exercising independent judgement and not compromising my position by placing myself under obligations to outside individuals or organisations who might seek to influence the way I perform my duties as a member/co-opted member of this authority.
- Contributing to making this authority's decision-making processes as open and transparent as possible to enable residents to understand the reasoning behind those decisions and to be informed when holding me and other members to account, but restricting access to information when the wider public interest or the law requires it.

- Behaving in accordance with all our legal obligations, alongside any requirements contained within this authority's policies, protocols and procedures, including on the use of the Authority's resources."

4. REGISTRATION AND DISCLOSURE OF OUTSIDE INTERESTS FOR OFFICERS

Declaration of Interests

- 4.1 Section 117(1) of the Local Government Act 1972 requires that, if it comes to the knowledge of any officer of a local authority, that the authority has entered or proposes to enter into any contract in which they have a pecuniary interest, whether or not they would actually be a party to the contract, they must give notice in writing to the authority. There is a difficulty with this provision as the definition of a pecuniary interest has now been repealed, but it must be taken as any circumstance in which they or a member of their immediate family stand to gain or lose financially as a result of the contract.

Registration of Interests

- 4.2 Most local authorities require officers to declare any interests which they have, both upon appointment and as those interests change, and enter those declarations in a register which is not available to the public but is accessible by other officers who have a "need to know".

5. GIFTS AND HOSPITALITY

- 5.1 Members and officers must never accept any gift or consideration as an inducement for doing or forbearing to do anything in their roles as members or officers of the authority. Indeed, where officers accept any such gift or consideration from anyone who has or is seeking a contract with the authority, the gift or consideration is deemed to have been accepted corruptly unless the officer can prove to the contrary. It is therefore very important to be completely open about any significant gift or hospitality, to avoid the suspicion of misconduct.
- 5.2 Members are required by the Council's Members' Code of Conduct to notify the Monitoring Officer of receipt of any gift or hospitality with a value of more than £50, whatever the motivation for such a gift.
- 5.3 A particular issue arises for officers seconded to work on behalf of outside bodies, as Section 117(2) of the Local Government Act 1972 provides that an officer shall not, under colour of his office or employment, accept any fee or reward whatsoever other than their proper remuneration. It is therefore essential that, where an officer is to be seconded and might be in receipt of any remuneration, bonus or allowances from the authority to which they are to be seconded, that the seconding authority agree that their proper remuneration shall henceforth include any remuneration, bonus or allowances paid to the officer by the body to which they are seconded.

Guidance for Councillors and Officers Involved in Outside Organisations – Appendix 3 – Responsibilities and Liabilities of Companies and Charities

Your responsibilities as a member of an outside body depend on the legal form of that body. The principal forms are:

(a) Statutory corporations

These are bodies which are set up under by statute. There is a wide range of such statutory corporations, including school governing bodies, universities, combined Police and Fire Authorities, and many "quangos". The members of the statutory corporation, such as the governors of a school, and how they are appointed is set out in the statute, as are the powers of the statutory corporation. That statute will also set out the responsibilities and liabilities of members of the corporation.

(b) Companies

Companies are separate legal entities which are set up by their members, who may be either shareholders or guarantors. In a company limited by shares, each member's personal liability is limited to the face value of their shares. In a company limited by guarantee, their personal liability is limited to the value of their guarantee, which may be as little as £1. The structure of the company, and its powers, in terms of the activities which it may undertake and its powers to buy and sell land, employ staff or enter contracts are defined in its Memorandum and Articles. Directors of companies can incur personal liability, particularly if the company becomes insolvent. Industrial and Provident Societies (IPSs), are similar to companies, but the member's liability is limited to their annual subscription to the association. This legal structure is popular for housing associations.

(c) Unincorporated Associations

Unincorporated associations are more or less informal organisations, in which the members regulate their relationship by a contract, such as a membership agreement or the rules of the club or association. Because the association has no legal existence separate from its members, there can be no limited liability. Each member incurs full personal liability for their own actions, and relies on the membership contract to be able to recover their costs from the other members.

(d) Charities

Some companies and unincorporated associations are also charities. To be a charity, the body or organisation must satisfy the Charity Commissioners that it is directed to charitable objectives. As a charity, it gains relief from corporation tax, VAT and business rates, but is subject to stricter regulation by the Charity Commissioners, to ensure

that it is properly managed and that it is spending its money properly on the charitable objects.

It is vital that you understand the nature of the body, your duties to it and potential liabilities.

3 COMPANIES

- 3.1 Governance arrangements over companies should be regularly reviewed to ensure they remain appropriate for the size and activities of the companies and the strategic rationale surrounding the creation and function of companies with an appropriate business case.
- 3.2 On incorporation a company becomes a separate legal entity which can hold property in its own right, enter into contracts, employ staff and sue and be sued in its own name. The company is distinct from its members, who may be either shareholders or guarantors.
- 3.3 When entering into complex or large company arrangements, focus on accessing the right financial and legal advice. This should include advice on Companies Act, tax, and group accounting requirements. This advice should be from a suitably qualified party with no interest in or relationship with the deal and include a suitably comprehensive appraisal of all risk factors.
- 3.4 Companies limited by shares are those which have a share capital (e.g. 1000 shares of £1 each). Each Member holds shares and receives a share in the profits made by the company according to the value of the shares held. Shares can be sold, although there may be restrictions requiring the shares to be offered to existing shareholders. In the case of a limited liability company, the liability of members of the company is limited to the amount they paid or agreed to pay when they joined the company, or the amount of their guarantee. This can be as little as £1.
- 3.5 Companies limited by guarantee are those where there is no shareholding. Instead each Member agrees that in the event of the company being wound up they will agree to pay a certain amount. This may also be as little as £1.
- 3.6 There should be explicit shareholder (sometimes called 'Members' Agreements) when setting up a Joint Venture with another party. The Council will have to appoint a nominated shareholder representative with authority to take decisions as shareholder (albeit as directed by the Council). Where these are already in place, consider whether they continue to reflect current circumstances.
- 3.7 Where a company is a trust, it is not permitted to distribute any profit to its shareholders, but must ensure that any such profit is ploughed back into the business. Trust companies are normally limited by guarantee, and this form of company is the most usual form in the public and voluntary sector, particularly where charitable status is sought.
- 3.8 The management of a company is generally the responsibility of a board of directors, elected by the members of the company. The powers of the

directors are usually set out in the company's Articles of Association (the rules each company has to govern its internal management). Sometimes even though the company has been incorporated the directors may be referred to as members of the committee of management, governors or even trustees. However this does not change their status as directors. Conversely, sometimes officials are called directors but they are not members of the board. Again their status will not be affected. Directors are those who are appointed by the company to act in the capacity.

3.9 Internal and external directors for LBHF companies must attend training to understand commercial awareness, roles and responsibilities and update this regularly. Directors should be able to interrogate management accounts and the assumptions upon which the cashflow and any profit is founded and also scrutinise and hold a company to account.

4 Directors' Duties

A director is an agent of the company. Their prime duties are as follows:

- (1) A fiduciary duty to the company (not to individual shareholders) to act honestly and in good faith and in the best interests of the company as a whole. Directors are therefore in the position of "quasi trustees" who must take proper care of the assets of the company. The fiduciary duty of the director towards the company is very similar to the fiduciary duty of Councillors to the Council Tax payers of the London Borough of Hammersmith and Fulham.
- (2) A general duty of care and skill to the company. So long as the company remains solvent, a director requires no greater skill than might reasonably be expected of someone of that individual's particular knowledge and experience. A director is not deemed to be an expert, but is expected to use due diligence and to obtain expert advice if necessary. However if the company becomes insolvent, the Court may expect that the director brings an appropriate level of skill, competence and experience to the job.
- (3) Consider whether the focus of reporting on the work and activities of companies is appropriate and realistic for example, is there an appropriate separation of the strategic oversight from operational service delivery reporting?
- (4) Like a Councillor in respect of Council decisions, the director is under a duty to exercise independent judgement, though it is permissible for them to take account of the interests of a third party which they represent. In such a case the director must disclose that position and tread a fine line between the interests of the company and the party represented (in this case the authority). The director cannot vote simply in accordance with the authority's instructions. To do so would be a breach of duty.
- (5) Conflicts of Interest. There may be actual or potential conflicts between the interests of the company and those of the authority. The Councillor or Officer owes an independent duty to the company in their capacity as director and, where there is a conflict, they have to act in the interests of

the company first. The Councillor or officer cannot waive their statutory responsibilities as a director.

- (6) Directors are not allowed to make a private profit from their position. They must therefore disclose any interests they or their family may have in relation to the company's contracts. Whether they are then allowed to vote will depend on the Articles of Association. Equally, officers are not allowed under cover of their office to take any more than their proper remuneration. They must obtain the consent of their employing authority if they are to receive any remuneration from a company to which they have been appointed by their employing authority.
- (7) Directors must ensure compliance with the Companies Acts in relation to the keeping of accounts, and that the relevant returns are made to the Registrar of Companies. Directors of charities have similar responsibilities to ensure compliance with charities law. Failure to do so may incur fines and persistent default can lead to disqualification as a director.

4.1 Directors' Liabilities

- (1) The company's identity must clearly be shown on its stationery. The company number, place of registration, registered office address and if any of the directors' names are shown then they must all appear. Non-compliance is an offence and the directors and company officers can be fined.
- (2) A company can only act within the scope set out in its Memorandum of Association (the document which sets out the objects of the company). A director who knowingly causes the company to act beyond the activities set out in the Memorandum can be liable personally. In very limited circumstances it is possible for the actions of the directors to be ratified by the members of the company after the event.
- (3) A director may also be liable for breach of trust, if they misapply the money or property of the company. Directors may also be liable if they fail to take action to prevent the breach of a co-director of which they are aware.
- (4) In the event of failure to act in accordance with the best interests of the company, or if a director uses their powers improperly or makes personal profit from their position as director, then the director may be personally liable for loss to the company and may be required to give the company the personal profit made.
- (5) If the level of skill and care shown by a director falls below that which could be reasonably expected and the company suffers loss, the director will be liable for the loss incurred. However if it believes the director acted honestly and reasonably, a Court may excuse the director liability.
- (6) If a company continues to trade despite the fact that the directors know or ought to know that there is no reasonable prospect of the company

meeting its liabilities, this is "wrongful trading". Where a director participates in wrongful trading, a Court may require that director to meet any creditor's additional losses resulting from the failure of the company to cease trading as soon as it knew that it could not remain solvent. No such order will be made if the Court is satisfied that the director took all reasonable steps to minimise the loss to the creditors. If a director has concerns about the company's financial position they could be well advised to inform the other directors and seek advice from the company auditors.

- (7) A director will also be liable if to their knowledge the company carries on business with intent to defraud creditors or any other person, or for any other fraudulent purpose. Fraudulent trading can also lead to disqualification from acting as a director.
- (8) All cheques
- (9) and similar documents which purport to be signed on behalf of the company must bear the company name. Where they do not, the director signing on behalf of the company may be liable to a fine and may also be liable to the payee if the company fails to honour the cheque. It is therefore wise for directors to make sure that all documents they sign on behalf of the company state very clearly that they act as agent for the company, (e.g. Director, for and on behalf of...)
- (10) A third party who enters into a contract on the assumption that a director has power to bind the company, may be liable to claim damages against the director if it subsequently transpires that the director had no such power. Directors would be well advised to ensure that contracts are approved by the board and that the authority to enter into any contract has been properly delegated before signing it.
- (11) Though company liability ceases on dissolution the liability of the directors (if any) may still be enforced after dissolution.

4.2 Indemnities

- (1) Councillors who are directors cannot be indemnified by the company against liability arising out of negligence, default, or breach of duty or trust. However the company's Articles of Association may allow for directors to be indemnified by the company in respect of the cost of defending such proceedings if the director is granted relief by the Court or acquitted. It is lawful for companies to purchase insurance to protect its directors against claims of negligence, breach of duty, trust, default etc. Directors would be well advised to ensure that such a policy of insurance is maintained at all times.

5 Local Authorities (Companies) Order 1995

- (1) This Order, made under the Secretary of State's powers contained in [Part Five of the Local Government and Housing Act 1989](#), sets out

rules concerning local authorities' involvement in "regulated companies" which are subject to extensive controls, and their involvement in other companies where a number of rules apply.

- (2) "Regulated companies" are so defined if they are controlled or influenced by the local authority. "Influenced companies", under the effective control of the local authority, will be subject to the capital finance regime and special property controls. In broad terms, the test as to whether companies are local authority influenced is whether the local authority has the right to or in fact does exercise a dominant influence over the company in question.
- (3) The original concept of controlled influenced and minority interests in companies were introduced by the 1989 Act. "Influenced" means at least 20% local authority interest plus a business relationship with the company accounting for over 50% of the company's turnover and/or the company was located on local authority land leased or sold for less than best consideration. "Controlled" means over 50% local authority interests, and "minority" less than 20% interest. The concept in the 1989 Act stands, but the Order introduces the term "regulated".
- (4) A local authority influenced or controlled company must state this on all business documents.
- (5) Councillors or officers who are directors of outside companies to which they have been nominated by the Council are under the following obligations:-
 - (a) (Councillors only) that the remuneration they receive from the company should not exceed that received from a local authority and should be declared.
 - (b) to give information to Councillors about their activities required by the local authority (save for confidential information) and
 - (c) to cease to be a director immediately upon disqualification of being a Councillor or termination of their employment by the Council.

You will be notified by officers if you are appointed to a regulated local authority company.

MANAGEMENT COMMITTEES

5.1 Unincorporated Associations

Groups which are not charitable trusts or companies are "unincorporated associations" and have no separate legal identity from their members. The rules governing the members' duties and liability will be set out in a constitution which is simply an agreement between the members as to how the organisation will operate. Usually the constitution will provide for a management committee to be responsible for the everyday running of the

organisation. An unincorporated organisation may be charitable and may register as a charity.

5.2 Property will have to be held by individuals as the association has no legal existence of its own.

5.3 **Duties**

Broadly, management committee members must act within the constitution, and must take reasonable care in exercising their powers.

5.4 **Liabilities**

- (1) Generally, the management committee members are liable for the acts of the organisation, but are entitled to an indemnity from the funds of the organisation if they have acted properly. If there are not enough funds, the committee members are personally liable for the shortfall.
- (2) If one person is appointed by the constitution to act as the agent of the organisation for certain purposes, then that person acts as the agent for all the members, who have joint liability for the agent's actions.
- (3) Members of the committee of management will have personal liability if they act outside the authority given to them or if they do not comply with statute e.g. the payment of employees' tax etc.

5.5 **Indemnities**

Members will be entitled to an indemnity if they act in accordance with the constitution and are not at fault. It is possible to obtain insurance but if the organisation is to pay the premium it must be permitted by the constitution.

4. **CHARITIES**

4.1 To be a charity an organisation must operate for a charitable purpose. There are four such charitable purposes:

- the relief of poverty and human suffering
- the advancement of education
- the advancement of religion
- another purpose for the benefit of the community.

It must operate for the public benefit and have exclusively charitable purposes. An organisation which operates for political purposes will not qualify for charitable status.

4.2 To register as a charity the organisation must submit its completed constitution (usually Certificate of Incorporation and the Memorandum and Articles of Association of a company limited by guarantee) to the Charity Commissioners for approval. If they are satisfied that the organisation is charitable it will be registered as such.

4.3 Those who are responsible for the control and administration of a charity are referred to as its trustees, even where the organisation is a company limited by guarantee even though they are not strictly trustees. Trustees of a charity retain personal liability, and can only delegate to the extent that the constitution authorises them so to do.

4.4 Trustees' Duties

- (1) Trustees must take care to act in accordance with the constitution and to protect the charity's assets. They are also responsible for compliance with the Charities Acts, and should note the particular requirements of the Acts in respect of land transactions.
- (2) Trustees must not make a private profit from their position. They cannot receive remuneration without the sanction of the Charity Commission. They must also perform their duty with the standard of care which an ordinary, prudent business person would show. Higher standards are required of professionals, and in relation to investment matters.
- (3) Charitable trustees must ensure that the information relating to the charity and trustees is registered with the Charity Commissioners and that annual accounts, reports and returns are completed and sent.
- (4) If charitable income exceeds £10,000, the letters, adverts, cheques etc must bear a statement that the organisation is a registered charity.
- (5) Trustees are under a duty to ensure compliance with all relevant legislation (e.g. in relation to tax and land matters).

4.5 Trustees' Personal Liability

- (1) Generally a trustee incurs personal liability if they:
 - acts outside the scope of the trust deed
 - falls below the required standard of care
 - acts otherwise than in the best interests of the charity, in a way which causes loss to the charity fund
 - makes a personal profit from the trust assets

In such circumstances the trustee will incur personal liability for losses incurred.

- (2) If in doubt, always consult the Charity Commissioners. A trustee who does so can avoid personal liability for breach of trust if they act in accordance with the advice given.
- (3) Trustees of a trust can be liable personally to third parties unless the trust is also a company, and therefore has a separate legal identity from the trustees. The constitution will normally provide for trustees to be given an indemnity from the trust assets, provided they act properly

in incurring the liability. Trustees remain personally liable for their own acts and defaults once they have retired. If they have entered into any ongoing contracts on behalf of the trust they should seek an indemnity from their successors. If the charity is a company, the trustees will be protected from liabilities incurred in the day-to-day running of the charity in the normal course, but will be personally liable if they commit a breach of trust (see (1) above).

- (4) Trustees may be liable to fines if they do not comply with the duty make returns etc.

4.6 **Indemnities**

An indemnity can be given from the trust fund provided the trustees have acted properly and within their powers. Trustees may take out insurance to protect themselves against personal liability but not for criminal acts, fraud etc. There will be no problem if the trustees themselves pay the premiums but if they are paid out of the charitable funds the trustees will need the consent of the Charity Commissioners first, unless the trust deed allows it.

Agenda Item 7.8

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Full Council

Date: 01/11/2023

Subject: Appointments to Outside Bodies (Amendments)

Report of: The Leader of the Council – Councillor Stephen Cowan

Report author: Kayode Adewumi – Assistant Director, Democratic, Registration and Coroner's Services

Responsible Director: Sharon Lea, Chief Executive

SUMMARY

The Council is asked to approve amendments to Outside Bodies appointments.

RECOMMENDATIONS

1. That Councillor Adam Peter Lang be appointed to Earls Court and Olympia Charitable Trust, replacing the two previous appointments following a restructure of the Board of Trustees.
 2. That Councillor Daryl Brown be appointed to Sir William Powell's Almshouse to fill a vacancy.
-

Background papers used in preparing this report

None.

LIST OF APPENDICES

None.

SPECIAL MOTION NO. 1 – CALLING ON FULHAM’S MEMBER OF PARLIAMENT, GREG HANDS, TO APOLOGISE FOR THE “JINGLE AND MINGLE” LOCKDOWN PARTY ON HIS WATCH

Standing in the names of:

- (i) Councillor Bora Kwon
- (ii) Councillor Omid Miri

This Council notes:

- The Covid-19 pandemic posed unprecedented challenges to Hammersmith and Fulham and the country more widely, requiring strict adherence to public health and lockdown guidelines to protect lives and mitigate the spread of the virus.
- Shaun Bailey was a candidate for Mayor in the elections held in 2021, which would have seen him have significant responsibility for policing, transport, planning and other important matters in Hammersmith in Fulham.
- On 14 December 2020, his campaign held a party at Conservative Central Office in violation of lockdown rules, demonstrating a concerning lack of judgment and disregard for public safety. At the time, London was under Tier-2 restrictions, meaning people were banned from socialising indoors.
- The BBC has reported that 30 people received a “jingle and mingle” invitation to the party.
- A video of the party showing Conservative campaign staff dancing and singing has been requested by the Metropolitan Police, who are considering an inquiry.
- Cabinet minister Michael Gove on 18 June 2023 called the party *“indefensible”* and said, *“I just want to apologise to everyone”*. Mr Gove also said, *“As I understand it, this was an event that was organised by the people who were running the mayoral campaign for Shaun Bailey.”*
- Greg Hands, one of the borough’s two MPs, was chair of the Bailey campaign. He has ignored questions from Hammersmith and Fulham Council’s Cabinet Member responsible for Public Health asking what he knew about the Bailey party and what action he took once he became aware of it.

This Council believes:

- Hammersmith and Fulham residents made huge sacrifices during the periods when London was under lockdown and other public health restrictions.

- Organising a campaign party during London's Tier-2 restrictions reveals a failure to prioritise public safety and displays a lack of respect for the sacrifices made by Hammersmith and Fulham residents.
- A campaign chair is expected to be fully aware of their campaign's activities, decisions and any potential violations of regulations, particularly during a critical time like a lockdown. They set the culture for a campaign and also take accountability for its actions.

This Council resolves:

- To call upon Greg Hands, as one of the borough's two MPs, to show integrity and accountability as chair of the Bailey campaign by issuing a public apology for the campaign's "jingle and mingle" party in violation of the government's lockdown rules.

SPECIAL MOTION NO. 2 – CALLING ON THE GOVERNMENT TO TACKLE SEWAGE DISCHARGES

Standing in the names of:

- (i) Councillor Helen Rowbottom
- (ii) Councillor Max Schmid

The Council notes that:

- Thames Water is regularly using sewage overflows as the standard reaction to increased rainfall. There are four local discharge sites in Hammersmith and Fulham, with more than 100 dumping sites across London.
- These discharges pose a significant threat to public health and to the ecosystem and biodiversity of the Thames. Four local boat clubs and those living on houseboats near Hammersmith Bridge, near one of the local discharge sites, are particularly exposed. Over 125 species of fish, a large range of resident and migratory birdlife, and other animals depend on the river, including endangered species.
- This problem was both predictable and preventable. London's sewage system has remained largely unchanged since the Victorian era, but population growth and climate change – leading to increased instances of high-volume rainfall – have led to a foreseeably overloaded sewage system.
- More widely, raw sewage being pumped into our rivers and the ocean is a huge national problem, with urgent action needed to overhaul our outdated sewage systems.

The council is disappointed that Greg Hands, MP for Chelsea and Fulham, voted against the national Labour Party's plan to address the sewage problem. The Labour party is calling for:

- Mandatory monitoring of all sewage outlets
- The introduction of automatic fines for discharges
- Water bosses who routinely and systematically break the rules to be held professionally and personally accountable

The council regrets that Mr. Hands has failed to acknowledge the urgency of the issue and has undermined efforts to safeguard the Thames, local residents and wildlife.

The council believes there is a need for significant investment to upgrade and modernise London and national sewage infrastructure. This should include sustainable infrastructure schemes, which help lower the risk of flooding by diverting rainwater to the ground instead of roadside gullies that push it directly into the sewer network.

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SPECIAL MOTION NO. 3 – TACKLING VIOLENT CRIME

Standing in the names of:

- (i) Councillor Andrew Dinsmore
- (ii) Councillor Adrian Pascu-Tulbure

This Council recognises the significant harm caused by violent crime across the London Borough of Hammersmith and Fulham.

Whilst this Council champions the excellent work of the Law Enforcement Teams, it recognises that they do not have the necessary powers of arrest and are not properly equipped nor trained to deal with violent crime.

Further, whilst the Council thanks the Gangs Unit, it accepts that more must be done to tackle gangs and violent crime.

This Council therefore calls upon the Administration to review its current policy of funding substantial numbers of Law Enforcement Officers at the expense of additional Police Officers who have the powers, training and equipment to tackle the violent crime that is now widespread in the Borough.

SPECIAL MOTION NO. 4 – THE HOUSING DEPARTMENT

Standing in the names of:

- (i) Councillor Adronie Alford
- (ii) Councillor Aliya Afzal-Khan

The Council calls upon the Administration to urgently deal with the problems in the Housing Department and thereby improve the lives of tenants and leaseholders in the Borough.

Agenda Item 8.5

SPECIAL MOTION NO. 5 – LOCAL GOVERNMENT FINANCE

Standing in the names of:

- (i) Councillor Rowan Ree
- (ii) Councillor Patrick Walsh

This council notes the total cuts to council funding by central government of £15bn between 2010 and 2020, and a cut in the central grant to Hammersmith & Fulham of 56% in real terms since 2010.

This council notes recent section 114 notices issued by Northamptonshire, Croydon, Slough, Nottingham, Northumberland, Woking, Thurrock, and Birmingham, as well as the warnings from many councils that their budget gaps are becoming unmanageable. This summer a BBC investigation found that local councils will face a £5.2bn “blackhole” in finances by 2026.

This council recognises the hard work of councils across the country to try and provide essential services, and the impact that these cuts have had on their ability to do so.

In light of these difficulties facing local authorities, this council wants to reassure all residents of Hammersmith & Fulham that our finances are in a healthy state.

Since coming to power in 2014, this Labour administration has cut £118m of wasteful spending inherited from its predecessor without cutting or reducing any services. Despite the pressures on council finances last year, the administration ran a budget surplus and increased general balance reserves to £22.8m.

Through prudent management of council resources, this administration has been able to cut or freeze council tax five times in the last nine years and to freeze charges in Adult Social Care, Childrens’ Services and Housing Services. All while providing the most comprehensive council tax support scheme in the country, with 47% of Council Tax payers receiving a discount, and those least able to pay paying nothing at all.

Despite the cuts to local funding from central government, this administration has managed to not only protect front line services, but to expand them and create the unique Law Enforcement Team, made up of 72 officers. This council recognises that we are the only local authority in the country to have introduced:

- Free home care;
- Free school breakfast for primary school children; and
- End the predatory use of bailiffs to collect council tax.

This has only been possible due to the policy decisions of this administration, and the hard work and ingenuity of officers across the council. Unless there are changes to the way that local government is financed more councils across the country will find themselves in difficulty.

In order to prevent local authorities across the country being unable to meet their financial obligations, and facing effective bankruptcy, this council calls on central government to:

- Adequately fund councils for the vital services that it expects them to provide;
- Provide multi-year funding settlements to allow councils to plan for the future; and
- Reduce the restrictions on grant funding to allow councils to develop innovative solutions to the problems that they face.

Agenda Item 8.6

SPECIAL MOTION NO. 6 – H&F LAW ENFORCEMENT TEAM

Standing in the names of:

- (i) Councillor Nikos Souslous
- (ii) Councillor Rebecca Harvey

The council congratulates the members of H&F's Law Enforcement Team (LET), who in 2022 alone:

- took just under 100,000 actions around the borough
- launched 5,000 investigations into residents' reports of anti-social behaviour, fly tipping, unauthorised access into buildings, nuisance, etc.
- conducted 7,000 weapon sweeps
- ran 85,000 patrols across H&F:
 - Housing - 22,000
 - Highways – 50,000
 - Parks -13,000
- issued about 1,700 Fixed Penalty Notices
- investigated 7,500 instances of fly tipping and waste issues
- investigated around 100 instances of dog fouling.

The council regrets local Conservative opposition to the establishment of the LET, as well as the national Conservative government's disastrous policing and criminal justice record.

The council determines to build on the success of the LET and strive to keep residents safe.

SPECIAL MOTION NO. 7 – HAMMERSMITH & FULHAM PENSION FUND OF THE YEAR AWARD

Standing in the names of:

- (i) Councillor Ross Melton
- (ii) Councillor Rowan Ree

The Council notes the award of the Hammersmith & Fulham Pension Fund as the Local Government Pension Scheme Investment Award's Fund of the Year, under £2.5 billion, for 2023.

The Council:

Celebrates the sector-leading skill, dedication and performance of the Council's pensions fund officials, independent advisors and co-opted committee members, now recognised as delivering the best Pension Fund in the UK, during a period of significant economic volatility and uncertainty.

Congratulates the H&F Pension Fund's pioneering divestment programme for developing an innovative, world-first Environmental, Social and Governance dashboard which enables all fund members to see in detail how their pension contributions are delivering a robust response to global climate change.

Highlights the LGPS award as further evidence of Hammersmith and Fulham's responsible approach to local government fiscal management, delivering security and confidence to the residents of the Borough and members of the Hammersmith & Fulham Pension Fund.

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SPECIAL MOTION NO. 8 – CLIMATE CHANGE

Standing in the names of:

- (i) Councillor Wesley Harcourt
- (ii) Councillor Frances Umeh

This Council notes the leading work being done by its Climate Unit to deal with the Climate Emergency beginning with its ambitious Climate and Ecology Strategy that was rated the best in London and in the top ten in the UK. This Council notes the positive steps taken to implement this plan with the assistance of resident climate change commissioner in running the Climate Change Strategy Implementation Group. We note that as this Council moves ahead with its ambitious plans to deal with climate change the Government has announced a U-turn on its own key green targets.

This Council further notes that while it has introduced over 2,500 Electric Vehicle Charge Points in the borough, more than any other borough, the Government has moved in the opposite direction and rowed back on its policy on stopping the production of petrol and diesel vehicles after 2030.

While this Council has developed an Energy Strategy and Energy Efficiency Taskforce to reduce carbon emissions from fossil fuels the Government has given the go ahead for the development new oilfields and coal mines.

This Council notes that while it is developing ways of increasing the energy efficiency of our homes and is introducing heat pumps in the civic campus, the Government has failed to support households transition to heat pumps and away from gas boilers.

This Council aims to support residents improve the energy efficiency their homes with its Fuel Poverty Strategy which will help residents with the cost of living crisis, the Government has decided to scrap energy efficiency targets for landlords.

This Council therefore calls on the Government to adhere to its original green policies and targets and not compromise the country's future to satisfy the growing influence of climate sceptics within the Conservative Party.

SPECIAL MOTION NO. 9 – THE ETHICAL IMPLEMENTATION AND USE OF ARTIFICIAL INTELLIGENCE IN HAMMERSMITH AND FULHAM

Standing in the names of:

- (i) Councillor Dominic Stanton
- (ii) Councillor Aliya Afzal-Khan

Recognizing the potential benefits of Artificial Intelligence (AI) in improving operational efficiency, public safety, and service delivery,

Acknowledging the deep-seated concerns among constituents regarding the potential implications of AI on their civil liberties, especially their right to privacy,

Emphasizing the importance of ensuring that technological advancements do not undermine fundamental human rights or lead to potential misuse,

This Council proposes the following resolutions:

1. Prior to the adoption or further implementation of any AI-powered system, the Council should commission an independent, comprehensive review to assess the system's impact on individual privacy rights, civil liberties, and potential societal implications.
2. The Council should develop and maintain a clear and transparent set of guidelines for the ethical use of AI, which includes provisions to:
 - Avoid misuse of technology
 - Ensure accuracy in decision-making
 - Provide a robust appeals process for the public
3. Active public engagement is paramount. The Council should establish channels for residents to voice their concerns, ask questions, and provide feedback on AI implementations, fostering an inclusive and transparent decision-making process.
4. An oversight committee, drawing expertise from fields including technology, law, ethics, and civil rights, should be established. This committee's role will be to evaluate, monitor, and ensure that all AI systems operate within ethical and legal parameters set by the Council and broader legislative bodies.
5. Financial transparency is vital. The Council should ensure that any revenue or savings generated from AI systems is reported transparently and reinvested into initiatives directly benefiting the residents, such as infrastructure improvements, public safety measures, and community development.

In conclusion, the Council reaffirms its commitment to harnessing the potential of AI while prioritizing the protection of the rights and interests of its constituents.