

Social Inclusion and Community Safety Policy and Accountability Committee Agenda

Wednesday 7 February 2024 at 7.00 pm

145 King Street (Ground Floor), Hammersmith, W6 9XY

Watch the meeting live: [youtube.com/hammersmithandfulham](https://www.youtube.com/hammersmithandfulham)

MEMBERSHIP

Administration	Opposition
Councillor Nikos Souslous (Chair) Councillor Omid Miri Councillor Trey Campbell-Simon Councillor Sally Taylor	Councillor Andrew Dinsmore

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This meeting is open to the public and press. The building has disabled access.

Members of the public are welcome to attend but spaces are limited. If you would like to attend, please contact: Debbie.Yau@lbhf.gov.uk

Date Issued: 30 January 2024
Date Updated: 31 January 2024

Social Inclusion and Community Safety Policy and Accountability Committee Agenda

7 February 2024

<u>Item</u>	<u>Pages</u>
1. APOLOGIES FOR ABSENCE	
2. DECLARATIONS OF INTEREST <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 OF THE PREVIOUS MEETING	4 - 10
<p>To approve the minutes of the previous meeting as an accurate record and note any outstanding actions.</p>	
4. 2024 MEDIUM TERM FINANCIAL STRATEGY	11 - 30
<p>This report provides an update on the overall preparation and proposals for the 2024/25 revenue budget, risks, financial resilience, and the impact of those proposals. It also sets out the budget proposals for the services covered by this Policy and Accountability Committee. An update is also provided on any proposed changes in fees and charges in the budget.</p>	

5. TRUSTEE DIVERSITY IN THE THIRD SECTOR IN HAMMERSMITH & FULHAM 31 - 36

The report demonstrates the importance of trustee diversity in the third sector - the benefits this has for the communities the Council serves and how ensuring this happens demonstrates the council's Commitment to tackle inequality - this includes leadership on the race equality agenda.

6. ANNUAL PERFORMANCE REPORT FOR THE LAW ENFORCEMENT TEAM 37 - 63

This report provides an update following the previous meeting focusing on work of the Law Enforcement Team between 01 March and 30 November 2023.

7. DATE OF NEXT MEETING

To note the date of next meeting on 24 Apr 2024.

London Borough of Hammersmith & Fulham
**Social Inclusion and
Community Safety
Policy and
Accountability
Committee
Minutes**



Wednesday 22 November 2023

PRESENT

Committee members: Councillors Nikos Souslous (Chair), Omid Miri and Sally Taylor

Other Councillors: Councillor Rebecca Harvey (Cabinet Member for Social Inclusion and Community Safety)

Met Police

Superintendent Craig Knight
Chief Inspector Tom Orchard

Officers

Neil Thurlow (Assistant Director of Community Safety, Resilience and CCTV) and Debbie Yau (Committee Coordinator)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Trey Campbell-Simon and Andrew Dinsmore.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 26 July 2023 were agreed as an accurate record.

4. POLICING IN HAMMERSMITH AND FULHAM FOLLOWING THE CASEY REVIEW

The Chair remarked that further to the detailed discussion of the same subject at the last meeting, it was an opportune time for the Committee to review how the New Met for London Plan (NMFL) had been implemented locally. He welcomed Superintendent Craig Knight and Chief Inspector Tom Orchard to the meeting and invited them to give a presentation.

Superintendent Craig Knight briefed members that development of the NMFL model was ongoing as it incorporated local community views. The quarterly NMFL meeting held the day before in Shepherd Bush was a case in point. The Met, according to the Casey Review, had challenges in terms of culture, trust and confidence of the community, and gender issues involving women and girls. He said trust and confidence had been fundamental since 1829 when the Met was founded on the basis of policing by consent. He further noted that £530 million had been invested into policing under the NMFL Plan to bring about root and branch changes across London, including reviewing the right ways for effective responses to the reporting of crimes, and recruiting an additional 500 Police Community Support Officers (PCSOs). Superintendent Knight believed that with the command team in place in the next few months, local policing would be led in a more focused way.

Superintendent Knight further highlighted that the NMFL Plan aimed at uplifting public protection, safeguarding children and young people, and supporting crime victims, as enshrined in the legislation. The evidence-based practices of targeting the top 100 violence against women and girls (VAWG) offenders would help reduce those who caused much more harm than the average offenders. As regards the ongoing violence on the streets, the Met would review the proactive asset under the Basic Command Unit (BCU) and he believed H&F should have a fair share. Summing up his presentation, Superintendent Knight said he was pleased to receive significant positive feedback at the said NMFL meeting which would help the Met rebuild trust and confidence among the local residents they served.

Workforce recruitment, vetting and retention

In reply to Councillor Omid Miri's question about the team structure and tenure of the Met within H&F, Superintendent Knight introduced the hierarchy under the BCU Commander. Being a superintendent responsible for neighbourhood policing at H&F with Chief Inspector Tom Orchard as his deputy, he said that his current tenure in H&F was 2 years, after which he hoped to continue serving H&F while refreshing his skills set on operating policing and public order command. The post requirement for inspectors was one year and he expected they could work longer at H&F while maintaining their personal development.

The Chair asked about the steps taken to make the Met more diverse, in light of declining public trust and confidence. Superintendent Knight referred to the recruitment challenges and said that although the funding to recruit 500 additional PCSOs was in place, the issue of trust and confidence remained among potential applicants. Highlighting the challenging role as a PCSO with competitive salary, Superintendent Knight called on those interested to join this fantastic team. To

reflect the diversity of the city they served, he said that it was the Met's plan to reintroduce a London Residency Requirement for the Met's workforce, reflecting London's population, i.e. for a representation of 50% female officers and 30% from a Black and ethnic minority background. Black officers currently constituted about 3.7% of the Met. He also highlighted a tailored leadership programme aimed at encouraging more female and Black officers into leadership positions, the Positive Steps programme aimed to help Black and minority officers gain promotion through coaching and mentoring, the Infinity Network for Black officers supporting each other, and similar networks for female officers.

Chief Inspector Tom Orchard noted that the two recent NMFL meetings were attended by a lot of young people and children from Black and ethnic minority backgrounds who had asked questions about recruitment and the cadet scheme.

Responding to the Chair's enquiry, Superintendent Knight explained that based on the demand across London, 14 PCSOs had been allocated to H&F in the first round and he expected there would be some more in the next 2 years. He said that about one to two wards in H&F would be high-profile wards where a greater number of PCSOs and PCs would be allocated while a slight increase would be made for some standard wards requiring more support.

The Chair was concerned about conducting sufficient checks to guard against those who might likely abuse the powers of a police officer. Superintendent Knight assured that under the new vetting guidelines, existing officers would be subject to independent oversight and assurance of decisions made. As pointed out by the Commissioner, the robust model was devised with a view to rooting out those officers who were potentially high risk.

Councillor Sally Taylor asked about changes to the vetting procedures. Superintendent Knight said that the past vetting depended on the level of details provided on the related form, without necessarily going through other procedures like face-to-face interviews. Under the overhauled vetting and disciplinary processes, every member of the Met was risk-assessed and their vetting status reviewed.

In reply to Councillor Miri's question about psychological assessment, Superintendent Knight said the national Police Services had concluded that psychological profiling was quite limited in predicting individuals that might cause problems in the future. He said the Met now had a more stringent system in place to ensure that failure to maintain or achieve vetting status was grounds for removal. He further noted that the team of Professional Standards had grown 40% in size in the last 18 months, which gave them the capacity to conduct detailed and thorough investigation as required.

The Chair relayed the rare situation of officers being retained for more than 2 years, as highlighted by the Casey Review. Superintendent Knight referred to the restrictive conditions set under the Statute's Police Regulations whereby officers off duty could not ignore offences they witnessed, which made theirs effectively a 24/7 job. Those young in service might have joined the force for its lifestyle but left after finding the night and long shifts unmanageable. He further noted that between 2007

and 2015, the State, in balancing the books, had lost 22,000 police officers most of which were experienced officers. The Met was now facing a challenge with a great deal of frontline officers having only 1 to 3 years' experience. In addition to supervision challenges, this had also brought about strains on the skills sets, for example, there was not enough drivers in the force. Superintendent Knight looked forward that the Statute's Police Regulations could be revised to allow more flexibility on pay conditions. He also hoped to see officers could better utilise their potential so that more Londoners would consider joining the Met.

Promotion of positive messages

Councillor Taylor noted that media coverage on crimes or those discussed at ward panels usually reflected badly on the Police. She urged the Met to disseminate messages about the positive side of their work through effective platforms.

Superintendent Knight highlighted "The Met" series on BBC1 which had portrayed some of the challenges faced. He found it impressive to see the police officers took pride in their role and being incredibly proud to serve London. He offered to do an article bi-annually in the Council's quarterly publication for residents featuring the positivity of the Met. Chief Inspector Orchard added that residents might follow the Met account on the social media site X (formerly Twitter). He also briefed members on the details how they had ridden along a ward panel's scheme for residents to observe the work of its response team.

Residents' engagement and visibility

The Chair urged the Met to enhance its reach to the community as the aforesaid ward panel's scheme and the NMFL meetings might not be made known to many residents. Superintendent Knight responded that the Met had done as much as it could on a small marketing budget. While noting the impact of social media platforms might be quite limited in terms of demographic coverage, he considered meeting people personally was the best way to build trust and confidence. If there was such a forum in H&F requiring him, he would be pleased to attend on a regular basis.

In reply to Councillor Miri's enquiry, Superintendent Knight noted that every borough superintendent was required to hold a NMFL meeting each quarter. To facilitate local participation at the NMFL meetings, he had rotated the days and venues for each meeting and turned away organisations outside the wards in question to make more space for local community and charity groups. To collect residents' views at the H&F NMFL meetings, he said participants would be encouraged to leave their comments on the tablecloths.

Councillor Rebecca Harvey (Cabinet Member for Social Inclusion and Community Safety) asked about the follow-up actions taken after the meetings. Superintendent Knight explained that after the officers captured all feedback from the meetings and on the tablecloths, the command team would draw up an action plan and dedicate resources for prioritising the local issues. Information on corresponding actions undertaken to address the concerns would be emailed to those who had attended

the meetings and provided at the next NMFL meeting under the section of “You said, We did”.

On the main takeaways from the NMFL meetings, Superintendent Knight noted that questions like the issue of disproportionality during the use of stop and search were quite challenging. He remarked that internal work might be ongoing to address some of their concerns, for example, the introduction of a Stop and Search Charter. Chief Inspector Orchard said he would work for the next few months on increasing visibility at certain wards.

Addressing the Chair’s question about the extent of utilising the ward panel meetings in engaging residents, Superintendent Knight remarked that the team officers would report specific ward-level or street-level issues raised at these meetings back to the line management which would then task and deploy the resources among national, borough and ward priorities. He considered it important to ensure good attendance at ward panel meetings for local people to discuss local priorities. He said the Met would continue to disseminate information about these meetings on social media and consideration would be given to live-streaming them to boost attendance. Superintendent Knight welcomed the Chair’s suggestion for councillors and other stakeholders to help increase attendance by encouraging members of the community to and join their local ward panels.

The Chair asked about approaches to improve visibility. Superintendent Knight remarked that visibility in policing was an art balancing the needs between public perception and detecting/preventing crimes in crowds. He found street briefings and open surgeries more effective and these would be considered, resources permitting.

Community crime-fighting

Councillor Harvey sought clarification on H&F’s share of the BCU resources in tackling street violence. Superintendent Knight said BCU assets were reviewed based on risk at monthly meetings. He assured that H&F would not lose out.

Councillor Miri referred to the UK Miranda Rights during the use of stop and search by Met officers. Superintendent Knight highlighted that the use of stop and search, backed by different legislation, was a necessary tactic to save lives. To address the concerns of disproportionality and discriminatory practices during its use, the Met had introduced a new process to deploy these tactics more precisely. Building on these pilot efforts in certain parts of London, he said the Stop and Search Charter to be introduced represented a new level of accountability of the Met to Londoners by setting out an agreed rationale and providing an annual account of its use.

Councillor Taylor was concerned whether reporting of low-level crimes such as anti-social behaviour (ASB) should be made to the Met’s ASB team or the LET. In response, Superintendent Knight noted that the ASB itself might be a low-level incident but its ongoing impact could lead to tragic outcomes. That was why the Met would risk-assess each individual case, in particular those with repeated reports. He considered that it was critical to report ASB incidents but it did not matter much to which party the reporting was made as the PCSOs and the LET team met monthly at

the Tactical Enforcement Group (TEG) and Tactical Tasking & Coordination Group (TTCG) meetings to gather intelligence on local policing and work on specific issues collectively.

On what would happen after the report was made to the Met's ASB team, Chief inspector Orchard said that Met officers on shift duty would review the insights and allow 24 hours to resolve ward-level ASB issues. The ASB officers would also act against repeated ASB incidents.

The Chair requested the LET to include details of the monthly TEG and TTCG meetings when it updated the Committee in February 2024.

ACTION: Neil Thurlow

VAWG and institutional sexism

Councillor Miri was concerned that an overwhelming majority of VAWG offenders were known to the victims and some of the VAWG offences were deeply rooted in the cultures. He asked about actions other than enforcement that could be done to integrate the Mayoral approach. Superintendent Knight agreed that a vast majority of VAWG cases was domestically oriented. He referred to the "Tackling VAWG Strategy" published by the Government in July 2021, ([Tackling violence against women and girls \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)) which led to VAWG action plans drawn up by 43 forces in England and Wales, including the one signed by Mayor's Office for Policing and Crime (MOPAC). He agreed that VAWG was not simply a matter for the Police but a serious subject for the wider society encompassing the coordinated efforts of education, health and many other related agencies. Interested parties might follow the link to the Strategy to understand more about its operational delivery.

Members noted that part of the £530 million funding was allocated to improve the outcomes of survivors of domestic abuse and serious sexual assault such that they would receive better care and more victim-focused services. Councillor Miri believed making changes through training somehow reflected the existence of institutional sexism within the Met. Superintendent Knight said that according to some research findings, the internal culture was associated with the officers' trust and response to these victims during their reporting and there was a need for providing ongoing support to the survivors as they might undergo re-traumatisation during the process from reporting to court proceedings.

Superintendent Knight added that the Met, having learnt from some women's organisations and female colleagues that sexism was common in policing, had tried to improve the mechanism of support in the past few years and now more people did come forward to report officers' misconduct. He said personally he did not have direct experience in dealing with sexism at work. Chief Inspector Orchard also said that he did not see anything that caused his concern during his 6 months' time with the Met. He added that under the current culture, if an officer did not report something they witnessed which was potentially offensive, they were as guilty as the offender.

Councillors Harvey and Miri considered even the problem of harassment of female colleagues might be subtle and implicit, they needed to be tackled. Superintendent Knight said the Met was previously an organisation not receptive to such concerns, as highlighted in the Casey Review. As the element of VAWG had been built into every leadership training to ensure the frontline supervisors understand the process of reporting related cases and the network of supporting the victims, the Met was now in a better position to deal with institutional sexism within the organisation. He noted that the VAWG training, covering all officers, in particular the frontline sergeants, was aimed at increasing individual capacity for cultural change.

Conclusion

In response to the Chair's enquiry about top three priorities for the future months, Superintendent Knight said his priorities were ensuring more transparency and disseminating correct information, focusing on impacting crimes, and ensuring the right leadership for the borough and H&F residents. He advised that the next NMFL meeting would be held on Saturday, 24 February 2024 in Fulham.

The Chair thanked Superintendent Knight and Chief Inspector Orchard for attending and commended the Met's dedicated efforts in keeping H&F residents safe.

5. DATE OF FUTURE MEETINGS

The following dates of future meetings were noted:

- 7 Feb 2024
- 24 Apr 2024

Meeting started: 7.04 pm
Meeting ended: 9.10 pm

Chair

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London Borough of Hammersmith & Fulham

Report to: Social Inclusion and Community Safety Policy & Accountability Committee

Date: 07/02/2024

Subject: 2024 Medium Term Financial Strategy (MTFS)

Report author: Andre Mark, Head of finance (Strategic planning and investment)
Kellie Gooch, Head of finance (Environment)

Responsible Director: Sukvinder Kalsi, Strategic Director of Finance
Bram Kainth, Strategic Director of Environment

SUMMARY

Cabinet will present their revenue budget and Council Tax proposals to Budget Council on 28 February 2024. This report provides an update on the overall preparation and proposals for the 2024/25 revenue budget, risks, financial resilience, and the impact of those proposals. This report also sets out the budget proposals for the services covered by this Social Inclusion and Community Safety Policy & Accountability Committee (PAC). An update is also provided on any proposed changes in fees and charges in the budget.

The strategic operating environment continues to be challenging (inflation, interest rates, economic stagnation, unemployment, real terms reduction in household incomes) and this will have an impact on the overall national and public finances. After the Chancellor's Autumn Statement in November 2023, analysis by the Institute for Fiscal Studies has estimated that considering current spending commitments across the public sector, the Department of Levelling Up, Housing and Communities (which includes local government) may face a 3.4 per cent real terms cut each year from 2025/26 to 2028/29.¹

The budget proposals for 2024/25 are intended to protect our statutory services, deliver services valued by residents/businesses/visitors, promote the prosperity of the Borough, and support the poorest and most vulnerable in society. All our services have been funded at a time of continued austerity within local government since 2010.

Despite the financial pressures on the council, our ruthlessly financially efficient approach (by generating more than £118m of efficiencies since 2014/15), securing more than £100m in contributions from developing the Borough and generating more than £60m in annual income). Few organisations would be able to deliver the same services they delivered over a decade ago with less than half of the resources available. In Hammersmith & Fulham we have not just maintained front line services that residents rely on, but we have gone further, providing new services to support those living in the borough. We have also eased financial burdens that residents by

¹ [What does the Autumn Statement mean for local government and public service spending? | Institute for Fiscal Studies \(ifs.org.uk\)](https://www.ifs.org.uk/what-does-the-autumn-statement-mean-for-local-government-and-public-service-spending/)

keeping taxes low, freezing key charges and providing one of the country's most comprehensive Council Tax Support Schemes.

Hammersmith & Fulham is unique in many ways. In recent years the Council has been able to abolish home care charges, provide free breakfasts for school children, create a new Law Enforcement Team to keep our street safe and clean, maintain weekly bin collections across the borough, and end the use of bailiffs to collect Council Tax debt.

This has only been possible because of the ruthlessly financially efficient approach that we have taken to managing residents' money. We will continue to reform the council to ensure that we provide the best value for their money possible. This budget does this through innovative use of new technology and data, and council-wide efficiency programmes to streamline operations and ensure the best use of resources.

Despite the financial pressures on the council, our ruthlessly financially efficient approach has allowed us to keep Council Tax levels low. There is no better place to be a Council Taxpayer than right here in Hammersmith & Fulham. Not only do we have the third lowest council tax rates in the country, with this administration cutting or freezing Council Tax five times in the last nine years, but our Council Tax Support Scheme provides a discount to 42% of residents, with 11% of the most vulnerable paying nothing at all. This administration took the decision to exempt care leavers from paying Council Tax entirely, and this year, for the first time, we will also exempt in-house foster carers and special guardians so that they do not pay a penny of Council Tax.

The objectives of the General Fund revenue budget proposals for 2024/25 set out in the report:

- Protect the delivery of our core statutory services.
- Continue to deliver services valued by residents/businesses/visitors.
- Ensure the safety of our residents/businesses/visitors.
- Promote the prosperity of the borough.
- Embeds an agile, modern and innovative approach within the Council.
- Maintains strong financial governance and resilience across the Council.

The proposals include investment of £10.7m across many services and will allow the continued delivery of the best services to our residents/businesses and visitors. This includes an extra £4.2m for Home Care, £1.3m to support school transport services for children, £1.5m for people affected by homelessness and £1.7m to support our housing services.

The Council will continue to manage its financial resources effectively to financial resilience and sustainability (including a good level of reserves and in year contingencies).

The Local Government Finance Act 1992 obliges the Council to set a balanced budget, and the detailed proposals contained in this report will put the Council in a strong position to be able to do so for the next financial year. Cabinet in February will need to consider these alongside the outcome of the Final Local Government Finance Settlement and any other funding statements that may follow.

RECOMMENDATIONS

1. That the Social Inclusion and Community Safety Policy and Accountability Committee (PAC) considers the budget proposals and makes recommendations to Cabinet as appropriate.
2. That the PAC considers the proposed changes to fees and charges and makes recommendations as appropriate.

Wards Affected: All

Our values	Summary of how this report aligns to the H&F values
Being ruthlessly financially efficient	The council has a proud record of maintaining low Council Tax to its residents. The revenue budget for 2024/25 proposes savings and efficiencies across services and corporate functions that rationalise its estate and reduce its operating costs, whilst also delivering value for money from external contractors
Creating a compassionate council	The proposals in the revenue budget for 24/25 supports the ongoing investment in services that directly support residents in living, healthy and independent lives. This includes continuing to provide free homecare for older residents, providing Council Tax support to foster carers and increasing investment to tackle homelessness and rough sleeping.
Building shared prosperity	A significant proportion of services are delivered in partnership with local and national companies, and this will continue to promote all business sectors to the benefit of residents.
Doing things with residents, not to them	The budget for 24/25 will invest in our Family Hubs, ensuring that every child, young person, and family is able to access the right support at the right time. The Hubs will also be developed by collaborating with children and young people and their families, family groups, the local third sector, the NHS and the council's children's services in genuine partnership.
Taking pride in H&F	The council's revenue budget will invest over £50m in public realm services. These services will provide access to safe clean, green spaces for all to enjoy, visit and live in. It will deliver improvements to highways, whilst continuing to invest in the Law Enforcement Team and regulatory services to crack down on anti-social behaviour and rogue traders.
Rising to the challenge of the climate and ecological emergency	The council has an ambitious target to become a net zero borough. To help achieve this, the budget will invest in the roll out of food waste caddies for more than 50,000 households, continue to keep our streets and parks clean, and take a tough stance against anyone dropping litter, creating graffiti, or dumping rubbish.

Background Papers Used in Preparing This Report

Not Applicable

DETAILED ANALYSIS

The Budget Requirement and Gap

1. The gross General Fund budget² rolled forward from 2023/24 to 2024/25 is £642.0m of which a **net budget requirement of £198.0m** is funded from council resources (such as Council Tax and business rates) and general government grant.

Table 1 – Budget rolled forward from 2023/24

2023/24 Budgeted Expenditure	£m
Housing benefit payments	91.2
Departmental budgets	550.8
Gross budgeted expenditure	642.0
Gross revenue income budget requirement (specific government grants, fees and charges and other contributions)	(444.0)
Net revenue budget requirement	198.0
To be met from:	
General grants	(56.7)
Locally retained business rates	(62.5)
2024/25 Council Tax requirement (including the adult social care precept)	(78.8)

Budget assumptions

Investment and growth pressures

2. Additional investment and growth of £10.7m is being provided following the budget setting and review process. The proposed investment and growth items are summarised in Table 3. There are no investment proposals directly related to this PAC.

² Figures exclude capital charges and internal service level agreements. These have a net nil impact on the budget.

Table 3: 2024/25 Investment Proposals

Department	£m
Adult Social Care	4.8
Children Services	1.6
Environment	0.5
Corporate Services	0.2
Economy	1.5
Other Services	2.1
Total	10.7

Savings and Income Generation

3. After more than a decade of austerity, it is increasingly difficult to identify and deliver substantive savings. However, further savings are necessary if the financial challenge of real terms government funding cuts, unfunded burdens, inflation, and demand and growth pressures is to be met and the council has been able to find these. In the future, the Council must consider all available options to operate within the funding available to it.
4. The proposed savings (including additional income) for 2024/25 are set out in Table 5. The savings proposals for this PAC are outlined in detail from paragraph 45 and in Appendix 1 to this report.

Table 5: 2024/25 firm savings and additional income

Department	£m
Adult Social Care and Public Health	(2.1)
Children Services	(1.6)
Environment	(1.5)
Corporate Services	(0.3)
Economy	(1.4)
Finance	(0.4)
Other Services	(0.8)
Total	(8.1)

5. The savings relevant to this PAC are summarised in table 6 below.

Table 6: Summary of savings relevant to this PAC

Proposal	£m
Review fees and charges	0.20
Environmental Public Protection alternative external funding	0.20
Service transformation savings	0.25
Total Environment savings	0.65

Inflation

6. Inflation has been consistently high over the past two years (reaching 10.5% in December 2022, and the highest level for 40 years). The Consumer Price Index (CPI) for September 2023 is 6.7%. The Office of Budget Responsibility is forecasting inflation of 2.8% by Q4 of 2024/25 and the proposed budget for 2024/25 includes provision for both pay and price inflation in line with those assumptions: This budget allows for:
 - Contract and external services inflation of £9.2m.
 - £4.5m provision for a 2024/25 pay award (this equates to a 3.0% pay award)

Fees and Charges

7. Charges governed by statute are set in accordance with those requirements and not varied in accordance with inflation. For non-statutory **fees and charges** levied by the council, it is recommended that:
 - They are frozen for Adult Social Care, Children's Services and Housing in line with administration policy.
 - Commercial services that are charged on a for-profit basis, will be reviewed on an ongoing basis in response to market conditions and changed as appropriate, with due authorisations according to the Council constitution.
 - Parking charges and fines are to be set in line with transport policy objectives and not considered as part of the budget process.
 - A standard uplift of 6.7% is applied for other non-commercial and non-parking fees, as per September 2023 CPI.
 - The exceptions to these assumptions for this committee are attached in **Appendix 4**.

Local Government Finance Settlement and Core Spending Power

8. The provisional 2024/25 Local Government Finance Settlement (LGFS) was published by DHLUC on the 18th of December 2023. This statement outlines provisional funding allocations for local authorities for 2024/25 alongside the Core Spending Power for each authority. For the sixth year in a row, this was a single year funding settlement. There was not a great deal of new funding included, as much of the funding announced in the statement had already been declared in the 2023/24 LGFS, particularly funding ringfenced for Adult Social Care and Council Tax referendum limits.
9. Core Spending Power estimates total revenue funding available to authorities and includes Government assumptions on a maximum increase in Council Tax (4.99%) and business rates income (including compensation for under indexing the multiplier) as well as growth in the Council Tax base. The Statement provided an increase in Core Spending Power of 6.7% (the level of CPI inflation in September) if the council increases Council Tax and the Adult Social Care Precept to the maximum extent without triggering a local referendum. It also includes compensation for the decision

to freeze the small business rates multiplier, which has resulted in lower council revenues in other areas.

10. A summary of the Council's funding settlement and Core Spending Power in comparison to 2023/24 is set out in **Appendix 5**.
11. The 2024/25 Settlement continues the recent trend of single year funding settlements with no grant allocations confirmed beyond next year. The lack of future certainty continues to undermine effective medium-term financial planning and resource allocation. The planned review (Fair Funding Review) to explore changing how central grants are distributed between local authorities and with the potential for resetting the baselines for determining each local authority's need has been pushed back to April 2025 at the earliest after first being announced in 2016.
12. It should be noted that whilst the overall Core Spending Power for the Council has increased by £13.78m, only £5.75m (42%) of this relates to grant funding distributed directly to local authorities as part of the LGFS, as both Council Tax and business rates income are locally generated sources of income.

An explanation of the key funding streams is outlined below:

13. **Settlement Funding Assessment (SFA)** – The SFA is made up of two elements: The Revenue Support Grant (RSG) and the Baseline Funding Level (BFL). RSG is given to local authorities and can be used to finance revenue expenditure on any service. This grant has increased by £1.35m. This increase from 2023/24 is in line with the September CPI increase of 6.7%.
14. The BFL is the estimated retained Business Rates as calculated by the Government, usually uprated in line with the small business rates multiplier. The actual business rates estimated by the Council is set out in the business rates section below.
15. **Social Care funding** – There are four separate grants as part of the Core Spending Power which relate to Social Care funding. Except for the Social Care Support grant (which can be used for matters relating to Childrens and Adults social care), all the others are ringfenced and passported to the Social Care budget. The grants are as follows:
 - Social Care Support grant
 - Improved Better Care Fund
 - Market Sustainability and Improvement Fund (now includes the MSIF Workforce Fund)
 - ASC Discharge Fund
16. A two-year funding package for social care was outlined in last year's LGFS and the funding this year represents the second year of this. Beyond 2024/25, it is unclear and uncertain the sustainability and level of funding which will be available to local authorities for social care.

17. **Compensation for the under-indexing of the business rates multiplier** – this is funding to compensate local authorities for lost business rates income arising from the decision to freeze the small business rates multiplier.
18. **New Homes Bonus** - There will be new rounds of New Homes Bonus (NHB) payments in 2024/25. In line with last year, these payments will not attract new legacy payments. It is unlikely that the New Homes Bonus will continue beyond 2024/25, and whether any alternative funding will be provided should this be the case.
19. **Services Grant** – The services grant has reduced by over 84% in 2024/25. The Government have made significant cuts to this funding (from £822m in 22/23 to £77m in 24/25) as it has been top sliced to offset the rising cost of other grants in the settlement. Although the local government finance policy statement on the 5th of December stated that this grant would reduce, the scale of reduction was not anticipated or communicated to local authorities earlier in the budget setting process.
20. Other Funding
21. **Household Support Fund (HSF)** - In 2021, the Department for Work and Pensions announced that vulnerable households across the country would be able to access a new support fund to help them with essentials over the winter. The total HSF allocated to Hammersmith and Fulham during 2023/24 was £2.8m, all of which is planned to be spent as part of the council's Cost of Living response.
22. However, after the Autumn Statement, it was confirmed by DHLUC that the HSF will not continue beyond 31 March 2024. At time of writing, it is not known if this funding will be replaced with another scheme or will be folded into existing funding, but the ending of this funding stream will place a significant additional financial burden on the Council and those most vulnerable and affected by the Cost-of-Living crisis.
23. There are other specific grants which sit outside the main LGFS and for which allocations have been announced. The Council will receive £24.3m for the Public Health Grant, £3.89m for the Homelessness Prevention Grant (a further £120m has been announced nationally but allocations are not known at the time of writing), plus £177.3m for the Dedicated Schools Grant (DSG). These grants are ringfenced and are assumed will have a neutral impact in the current budget proposals.

Other Measures

24. It is estimated that £5.0m relating to income from investing cash balances will be available as favourable interest rates is assumed as per the Bank of England's economic forecast assumptions. This income will be used to balance the budget in 2024/25 and our cash balances and base rate assumptions will be reviewed throughout the financial year in line with our treasury management strategy.
25. A comprehensive review has been carried out across both front and back-office functions within parking services. This has resulted in a programme of measures

that has delivered more effective and efficient systems and processes, particularly in permit and suspension management, together with the introduction of more streamlined delivery and operational models. Front line services benefit from the introduction of Automatic Number Plate Recognition (ANPR) technologies in on-street enforcement, and the continued roll out of automated cameras in moving traffic, capturing alerts and contraventions. This outcome of this review is reflected in the budget for 2024/25.

26. In addition, there are budget measures to reduce budgeted reserve contributions, realigning corporate charges between the HRA and General Fund and short-term contributions arising from lower than budgeted contributions to the concessionary fares (freedom pass) scheme. The latter is due to the impact of passenger usage on public transport in response to the pandemic and changes to ways of working. This is not expected to continue beyond 2024/25 as demand is forecast to return to pre pandemic levels and fares increase.

Council Tax

27. The Council is proud to have the third lowest Council Tax in the country, and to have cut or frozen Council Tax in 5 of the last 9 years. LBHF also has one of the most progressive Council Tax support schemes in the country, with almost half of residents not paying the full amount, and those least able to pay facing no charge at all.
28. The national economic conditions of high inflation and interest rates made a Council Tax increase in 2023/24 unavoidable and a 2.99% increase in the Hammersmith & Fulham element of Council Tax was required to achieve a sustainable budget. As the current level of Council Tax is so low, even an increase of 2.99% keeps the overall level well below other local authorities.
29. The budget proposals assume Council Tax will be increased by the amount modelled in the Government's Core Spending Power calculations, including the ringfenced Adult Social Care precept. The level of Council Tax increase reflects the assumption that has been outlined by Central Government in the Autumn Statement made on the 17 November by the Chancellor and assumed in the funding settlement for local government. The additional income will fund rising costs, protect, and support investment in key services for residents, and strengthen future financial resilience. The increase is equivalent to £26 per annum, or 50p per week, for 2024/25 (at Band D).
For the Adult Social Care precept, this is the equivalent to £17.44 per annum, or less than 35p per week (at Band D).
30. For 2024/25, despite the financial pressures on the council, our ruthlessly financially efficient approach has allowed us to keep Council Tax levels low. There is no better place to be a Council Taxpayer than here in Hammersmith & Fulham. Not only do we have the third lowest council tax rates in the country, but our Council Tax Support Scheme provides discounts and exemptions to many residents, with the most vulnerable paying nothing at all.

31. This administration took the decision to exempt care leavers from paying Council Tax entirely, and this year, for the first time, we will also exempt in-house foster carers and special guardians so that they do not pay a penny of Council Tax.
32. As set out in table 7 below, it is estimated that 42% of residents will not be required to pay the full increase (as they will be supported through the single person household discounts, Council Tax Support, and exemptions).

Table 7: Liability for Council Tax at November 2023

Total dwellings in the borough	94,117
Reductions:	
Exemptions (mainly students, includes care leavers and vacant properties)	(3,415)
Council Tax support claimants (elderly & working age on low income)	(10,087)
Single person discount (25% discount)	(26,143)
Dwellings liable for 100% of Council Tax	54,472
	58%

Business Rates

33. The recent change in legislation has meant that the business rates multiplier has been 'decoupled', and ministers now have the power to set different levels of rates for the elements of the multiplier (small and standard multipliers). The Autumn Statement confirmed that the standard multiplier rate would increase in line with September's CPI inflation (6.7%).
34. There will be a freeze in 2024/25 for the small business rate multiplier for the fourth year in a row. The 75% Retail, Hospitality and Leisure relief will be also extended for 2024-25. Local authorities will be compensated by the government for the resultant loss of income from these measures.
35. The forecast assumes that Hammersmith & Fulham will receive and retain the minimum amount guaranteed, the safety net threshold, by Government. This is £62.5m for 2024/25.

Risk and financial resilience

36. Under Section 25 of the Local Government Act 2003, the Strategic Director of Finance is required to include, in the budget report, a view of the robustness of the 2024/25 estimates and also views of the adequacy of the balances and reserves the budget provides for in light of the medium-term risks facing the authority.
37. An updated reserves strategy and forecast will be included within the suite of finance reports presented to Cabinet and Full Council.
38. The current reserves forecast is set out in Table 8 and models a fall in overall general fund reserves and balances to £91.6m by 2027/28. This assumes a balanced budget is set each year with no further call on reserves.

Table 8: Reserves and general balances - cash flow forecast to 2027/28

	April	April	April	April	April
	2023	2024	2025	2026	2027
	£m	£m	£m	£m	£m
General balances (recommended range £19m - £23m)	21.3	21.3	21.3	21.3	21.3
Earmarked reserves	98.3	72.0	62.0	68.7	70.2
Sub Total	119.6	93.3	83.4	90.0	91.6
Developer contributions (Subject to separate monitoring and approval)	48.9				

39. The Council’s general balance for 2023/24 is £21.3m, after the council ran a budget surplus and contributed additional funds to general balance reserves. This equates to 3.8% (14 days spend) of the Council’s gross budget of £550.8m. The Strategic Director of Finance has recommended that the optimal range for the general balance is between £19m and £23m.
40. Reserves play a crucial role in good public financial management. They enable investment in service transformation and provide resilience against unexpected events or emergent needs.
41. Hammersmith & Fulham holds reserves for two main purposes:
- As a contingency to cushion the impact of unexpected events or emergencies – this forms part of general balances.
 - To build up funds for known or predicted requirements; these specific reserves are known as earmarked reserves.
42. Reserves are also a key enabler for future service transformation. The financial challenge facing the council will require investment to deliver future efficiencies to enable the council to balance the budget in future years.
43. The lack of an appropriate safety net has resulted in several councils running into financial difficulties. Over the last two years, nine local authorities have produced a section 114 notice (this is a notice from the s151 officer in their view that a Council’s resources are not sufficient to fund its forecasted expenditure for a financial year) and one in five local authorities have reported that they “think it is very or fairly likely that their chief finance officer will need to issue a Section 114 notice this year or next due to a lack of funding to keep key services running”.³

Key Risks

44. The key financial risks that face the Council have been identified and are set out below:

³ [Section 114 fear for almost 1 in 5 council leaders and chief executives after cashless Autumn Statement | Local Government Association](#)

- The continuing economic conditions relating to inflation, interest rates, unemployment, real household incomes (these may all increase our service delivery costs, recovery of income and viability of major projects).
- The increasing national legislative requirements (e.g., Environment Act 2021, Social Regulation 2023) will add additional pressures on our service delivery.
- The increasing regulation from national government (e.g. OfLog, Housing Ombudsman, CQC) will increase our cost burdens.
- The demographic pressures especially on Adult Services, Childrens Services (Special Educational Needs and Disabilities), homelessness (temporary accommodation) and people from abroad will continue (as is the case nationally for many other local authorities). This is a combination of a number of factors including the Covid-19 recovery, addressing pent-up demand and supply issues post Brexit.
- Higher pay inflation particularly given current labour shortages.
- The stabilisation and restoration of Hammersmith Bridge, with the council incurring revenue and capital costs at risk until government funding is confirmed.
- The future impact on London of the government's 'levelling-up' agenda and wider local government finance reform (such as business rates)
- The impact of the wider economy on major council development projects and future contributions from developers
- The impact of, and costs of, tackling climate change
- The challenge of identifying further significant future savings that balance the budget over the longer-term.

Departmental risks for the services covered by this PAC are set out in Appendix 2.

Comments of the Strategic Director of Environment on the 2024/25 Budget Proposals

Strategic Service Context

45. The Environment Department is responsible for the delivery of a wide range of universal services to the residents of Hammersmith & Fulham including:
 - Climate Change and Transport, including Parking
 - Public Realm - Highways, Street Environment Services, Parks and Leisure, and Cultural Services
 - Public Protection - Community Safety, Regulatory Services, Building Control, Technical Support
46. The Environment Department continues to review and challenge current service delivery models and budgets, to ensure that services are effective and efficient, and reflect the Council's priorities. Some notable examples are highlighted below:
 - Maximising external income. Targeting £13m in commercial income through robust contract management and focussed review of fees and charges.
 - Optimising commissioning. Actively working with the Council's Contract Assurance Board to reprocure and embed some of our major external service

contracts. For example, mobilising a new waste, recycling and street cleansing contract following a full reprocurement process on the open market; securing the continuation of a reduced waste disposal fee for recycling (saving £0.3m annually); and ensuring the continuation of cost effective contracted leisure services as the industry fully recovers from the pandemic.

- Continuing our programmes of service improvement. For example, restructuring the department to make it better equipped to deliver the Council's priorities; investing in technology to improve resident experience and access to our services; and in-sourcing the sports booking service.
- Minimising capital financing costs and maximising community engagement through the launch of the H&F green investment scheme. This is the biggest green investment product ever to be offered by a Council, targeting £5m for investment in the Council's Climate and Ecological strategy, at a cheaper rate than borrowing from more traditional means.
- Specifically relevant to this PAC, the proposed budget is supporting the Council's vision in the following ways:
 - Tackling crime and antisocial behaviour through the Law Enforcement Team and Gangs Unit at no extra cost to residents. £5.5m gross annual investment, including £2.8m from secured developer contributions. Reports of antisocial behaviour to the Police have reduced by 25% since the introduction of the 72 strong Law Enforcement Team in 2021.
 - Continued investment and enhancement of the Council's comprehensive CCTV network, enabling over 1,000 arrests in 2022/23 following intervention and/or support by CCTV operators.
 - Implementing the Council's Violence Against Women and Girls strategy to prevent abuse and support victims.
 - Tackling radicalisation and extremism through the reprioritisation of budgets to maintain the existing Prevent service, despite the withdrawal of £150,000 government funding from 2024/25.
 - Cracking down on counterfeit goods and underage sales, including the seizure of 6,000 illegal vapes since April 2023 with a value of £55,000.
 - Despite the withdrawal of the £2.8m government funded Household Support Fund from 2024/25, the Council remains committed to compassionately supporting residents through our dedicated Cost-of-Living service. As well as more than 67,800 visits to our online guidance, in its first year the team handled 12,000 calls and 1,420 emails, and issued nearly 2,000 fuel vouchers. In 2023, more than 3,900 residents were supported with advice and grants.
 - Distributing £1m of funding from the new Kings Coronation Youth Fund to support young people across the borough in arts, music, drama, and sport.

47. As well as maximising efficiency from current service budgets, the Environment Department is helping to mitigate the significant medium-term financial challenges faced by the Council by minimising the need for new budget growth.

Financial Performance

48. The Environment Department continues to proactively manage a small number of high value budget risks and pressures. For 2023/24 the department is facing financial challenges relating to the cost of living crisis (particularly relating to high energy costs and income pressures), and contractual pressures. Officers are working hard to mitigate the overspend before year-end (forecast overspend of 2% at month 6). It is expected that the cost of living crisis will continue to have a major impact on both the demand for the department's services and its budget in 2024/25.

Budget 2024/25

49. The Environment Department revenue budget for 2024/25 is summarised at directorate level in the table below.

Table 10 – Environment Department budget 2024/25

Service	Expenditure £m	Income £m	Net Budget £m
Climate Change and Transport	24.17	(57.37)	(33.20)
Public Realm	64.67	(13.62)	51.05
Public Protection	20.32	(9.42)	10.90
Total	109.16	(80.41)	28.75

50. The net budget is £28.75m and will ensure the continued investment of resources in key services for residents. In particular, the following budget changes should be noted:
- additional investment of £488,000 (will maintain and enhance investment in the following areas: continuation of the community and cultural events programme (£150,000), which includes the Holocaust Memorial Day events on 31 January and a number of other inclusive events such as civic awards, Heritage Day, pride events and women's health events; new waste collection services (£278,000); and an ongoing contribution to the new H&F Black History Museum (£60,000). Although these services are not directly relevant to this PAC (they are reported to other PACs), they contribute to the Council's Social Inclusion aims as they are new universal and inclusive services that are accessible to all residents.
 - contractual inflation on externally provided services has been allowed for in the budget (£2.2m in total based on a minimum of 4%). It should be noted that inflation continues to be high, and so a significant budget risk exists in relation to this for 2024/25. The Council will continue to work with contractors and suppliers to minimise any adverse impact and secure agreement to temporarily vary contract conditions within budget where possible.
 - savings of £1.55m (of which £0.65m are relevant to this PAC) will contribute to the setting of a balanced budget for the Council (details in Appendix 1). These are intended to preserve and improve front line services and will be delivered

through the transformation and reconfiguration of services and increased income generation.

Fees and Charges

51. The Environment Department provides an extensive range of services to local businesses and residents that are chargeable, such as Commercial Waste, Building Control, Environmental Health Licensing and Sports Bookings. The department is proposing to apply the recommended Council inflationary uplift of up to 6.7% on fees and charges from April 2024, with the exception of the fees and charges set out in Appendix 4. Statutory charges which the department cannot influence, will be set according to the relevant statute. Where proposed changes require consultation under statute (such as markets and street trading), this will be undertaken as necessary. Parking charges and fines are set in line with transport policy objectives and not considered as part of the budget process.

Equality Implications

52. A draft Equality Impact Analysis (EIA), which assesses the impacts on equality of the main items in the budget proposals relevant to this PAC, is attached as Appendix 3. A final EIA will be reported to Budget Council in February 2024.

List of Appendices:

Appendix 1 – Savings and investment proposals

Appendix 2 – Risks

Appendix 3 – Equality Impact Assessments

Appendix 4 – Fees and Charges Exceptions

Appendix 5 – Core Spending Power calculation

The Environment Investment and Savings relevant to this PAC

Change and Savings Proposals			Budget Change			
Ref Nos	Service	Title & Theme	2024-25 Budget Change Cumulative (£000's)	2025-26 Budget Change Cumulative (£000's)	2026-27 Budget Change Cumulative (£000's)	2027-28 Budget Change Cumulative (£000's)
1	All	Review fees and charges	(200)	(200)	(200)	(200)
2	Public Protection	Environmental Public Protection (Noise and Nuisance) alternative funding	(200)	(200)	(200)	(200)
4	All	Service transformation savings	(250)	(250)	(250)	(250)
Total Change and Savings Proposals			(650)	(650)	(650)	(650)

The Environment Department Risks/Challenges relevant to this PAC

Appendix 2

Department & Division	Short Description of Risk	Mitigation
All divisions	Significant national inflationary pressures impacting on service spend and current service contracts (such as rising energy, fuel and materials costs)	Continue to work with service contractors to manage within existing budgets
All divisions	Potential national public finance pressures impacting specific grant funded services (such as Transport for London funded highways projects)	Plan for projects that can be scaled to match funding as far as possible
All divisions	Continued pressure on service demand and income due to the cost of living crisis	Continue to signpost residents to cost of living support. Closely monitor income performance, taking remedial action in year as required
All divisions	Ongoing pressure and challenges to secure funding for the Corporate Business Plan objectives	Continue to explore funding opportunities, both internally and externally to the council. Manage within existing resources as far as possible

Budget 2024/25 Equalities Impact Assessment (EIA)**Environment Savings Proposals****Review fees and charges - £200,000**

1. This budgetary saving is to be delivered through a review of fees and charges to ensure at least full cost recovery. It is believed that this proposal has a neutral impact on groups that share protected characteristics, as all customers are charged equally based on the goods/services purchased, apart from registered charities who receive discounts in some areas.

Environmental Public Protection (Noise and Nuisance) - £200,000

2. This budgetary saving is to be delivered through new external funding. As such, the gross service budget and current service delivery model will remain unchanged. It is believed that this proposal has a neutral impact on groups that share protected characteristics as there are no planned service changes, and this service is provided to all residents and businesses, providing everyone with protection from noise and nuisance.

Service transformation savings - £250,000

3. This budgetary saving is to be delivered through transformation of back office services and maximising external income. It is believed that this proposal has a neutral impact on groups that share protected characteristics, as the proposed savings do not affect people, aside from transformational savings that may result in a restructure of teams. The equalities impact of any necessary restructure will be considered separately as part of that process.

Environment Fees and Charges Proposals 2024/25 - Exceptions to the 6.7% Inflationary Uplift
Those relevant to this PAC only

Fee Description	2023/24 Charge (£)	2024/25 Charge (£)
STREET & MARKET TRADING		
NORTH END ROAD MARKET		
1 day per week (Standard Stall)	£22.80	£22.80
1 day per week (Extended)	£33.10	£33.10
2 days per week (Standard)	£30.80	£30.80
2 days per week (Extended)	£46.80	£46.80
3 days per week (Standard)	£48.00	£48.00
3 days per week (Extended)	£68.50	£68.50
4 days per week (Standard)	£60.50	£60.50
4 days per week (Extended)	£90.20	£90.20
5 days per week (Standard)	£76.50	£76.50
5 days per week (Extended)	£111.90	£111.90
6 days per week (Standard)	£93.60	£93.60
6 days per week (Extended)	£134.80	£134.80
Additional charge per day payable for trading on Friday and/or Saturday	£11.00	£11.00
2 days per week for start-up businesses in North End Road Market	£11.00	£11.00
PRIVATE MARKET OPERATOR LICENCES		
Private Market Operator Licence (6 months) 5 to 9 stalls	New Charge	£610.60
Private Market Operator Licence (6months) 10 to 20 stalls	New Charge	£1,011.00
Private Market Operator Licence (6months) 21 to 50 stalls	New Charge	£2,103.00
Private Market Operator Licence (6months) 50 to 100 stalls	New Charge	£3,923.00
ENVIRONMENTAL HEALTH - Licences general		
ANIMAL LICENCES		
Animal Boarding Establishments dogs&cats (NEW)		
PART A - Application fee	£530.50	£541.10
Animal Boarding Establishments dogs & cats (RENEWAL)		
Part A - Application fee	£391.40	£399.20
Dog breeding kennels (NEW)		
PART A - Application fee	£539.00	£549.80
Dog breeding kennels (RENEWAL)		
PART A - Application fee	£392.50	£400.40
Dog breeding - Domestic (New)		
PART A - Application fee	£458.80	£468.00
Dog breeding - Domestic (RENEWAL)		
PART A - Application fee	£314.40	£320.70
Animal Boarding Establishments - single species (NEW)		
Part A - Application fee	£450.30	£459.30
Animal Boarding Establishments - single species - renewal		
Part A - Application fee	£314.40	£320.70
Dangerous Wild Animals (NEW - Commercial)		
PART A - Application fee	£539.00	£549.80
Dangerous Wild Animals (RENEWAL - Commercial)		
PART A - Application fee	£394.60	£402.50
Dangerous Wild Animals (NEW - Domestic)		
PART A - Application fee	£458.80	£468.00
Dangerous Wild Animals (RENEWAL - Domestic)		
PART A - Application fee	£314.40	£320.70
Performing Animals		
PART A - Application fee	£366.80	£374.10
Performing Animals (RENEWAL)		
PART A - Application fee only required	£300.60	£306.60
Pet Shops		
PART A - Application fee	£530.50	£541.10
Pet Sales (renewal)		
PART A - Application fee	£392.50	£400.40
Riding Establishments (based on 1 - 21 horses)		
PART A - Application fee	£705.90	£720.00
Home Boarders/daycare (up to 6 dogs)		
PART A - Application fee	£351.80	£358.80
Home Boarders/daycare (up to 6 dogs) renewal		
PART A - Application fee	£250.30	£255.30
Dog Day Care (NEW)		
PART A - Application fee	£351.80	£358.80
Dog Day Care (RENEWAL)		
PART A - Application fee	£314.40	£320.70
PART B - Ongoing costs (visits, enforcement etc)	£183.20	£195.50
Application total	£522.20	£557.20
PART A - More than 10 dogs	New Charge	£554.54
PART B - More than 10 dogs	New Charge	£195.50
Application total	New Charge	£750.04
ENVIRONMENTAL PUBLIC PROTECTION		
High hedges		
Preliminary investigation of complaints	New Charge	£168.00
Formal investigation - Remedial Notice	New Charge	£504.00

Funding within Core Spending Power	2023/24 £m	2024/25 £m	Change £m	Change %
<i>Government grant funding</i>				
Revenue Support Grant (part of Settlement Funding Assessment)	20.19	21.54	1.35	7%
New Homes Bonus grant	1.19	1.60	0.41	34%
Social Care Support grant	17.28	20.59	3.31	19%
Multiplier cap compensation	10.93	12.32	1.39	13%
Services grant	2.50	0.39	(2.11)	(84%)
General Grants (excludes cap compensation tariff and housing benefit admin grant)	52.09	56.44	4.35	
<i>Ringfenced Social Care grants</i>				
Improved better care fund	10.02	10.02	0	0%
ASC Discharge Fund	1.41	2.34	0.93	66%
Market sustainability and Improvement Fund (MSIF) [now includes the MSIF workforce fund]	2.15	4.02	1.87	87%
MSIF Workforce Fund ¹	1.40	0	(1.40)	(100%)
<i>Sub-total grant funding</i>	67.07	72.82	5.75	
<i>Locally generated sources</i>				
Baseline Funding Level (part of Settlement Funding Assessment)	64.17	67.58	3.41	5%
Government assumed Council Tax yield (increase of 4.99% including 2% adult social care precept)	73.18	77.95	4.18	7%
Total	204.11	217.89	13.78	6.7%

¹ This grant was not included in the Core Spending Power for 23/24 but is now rolled into the 24/25 calculations

Report to: SICS Policy and Accountability Committee

Date: 07/02/2024

Subject: Trustee Diversity in the Third Sector in H&F

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

Responsible Director: SLT Director's name, job title

SUMMARY

The report demonstrates the importance of trustee diversity in the third sector - the benefits this has for the communities the Council serves and how ensuring this happens demonstrates the council's Commitment to tackle inequality - this includes leadership on the race equality agenda.

RECOMMENDATIONS

1. For the Committee to note and comment on the report.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	<i>Having diverse trustee boards aligns with the Council values to promote diversity within the business community and businesses in the Borough. This will help foster an environment in which all residents, workers and borough visitors feel valued, included, safe from discrimination and prejudice and that our public services are responsive to their needs.</i>
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 promote diversity and inclusion 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 Council's values as having diverse trustees brings a variety of perspectives, experiences, and backgrounds to the decision-making process.
Being ruthlessly financially efficient	The report aligns to the Council's values. Diverse groups tend to make better decisions. Trustee boards with diverse members often have a broader range of skills. This diversity in skills can be valuable in addressing the multifaceted challenges that organizations in the third sector face including financial challenges
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, businesses and partners to build a clean, safe and sustainable future that works for the benefit of all people and the environment.

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

- 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.
- Trustee diversity in the third sector is crucial for several reasons. These are outlined below:

- **Representation and Inclusivity** - Diverse trustees bring a variety of perspectives, experiences, and backgrounds to the decision-making process. This will help ensure that the organisation is representative of the communities it serves and is inclusive of different voices.
- **Effective Decision-Making:** - Diverse groups tend to make better decisions. When trustees have different viewpoints, skills, and expertise, they can approach challenges from various angles, leading to more innovative and effective solutions.
- **Broader Skill Set:** - Trustee boards with diverse members often have a broader range of skills. This diversity in skills can be valuable in addressing the multifaceted challenges that organisations in the third sector face, such as fundraising, program development, governance, and community engagement.
- **Improved Governance:** - Diversity in trustee boards enhances governance. It helps in preventing groupthink, where members of a homogeneous group may be inclined to conform to a single perspective. Diverse boards are more likely to engage in constructive debate and oversight, which is essential for good governance.
- **Enhanced Creativity and Innovation:** - A diverse group of trustees brings a mix of ideas and creativity. This can lead to the development of innovative approaches and strategies, helping the organisation adapt to changing circumstances and better fulfill its mission.
- **Better Understanding of Community Needs:** - Trustee diversity ensures a deeper understanding of the diverse needs of the community the organisation serves. This understanding is vital for tailoring programs and services to meet the specific and varied requirements of different demographic groups.
- **Increased Trust and Credibility:** - Organisations that embrace diversity and inclusion are often perceived as more trustworthy and credible by the public. Having a diverse board can enhance the organization's reputation and build trust with stakeholders, including donors, beneficiaries, and the broader community.
- **Compliance with Legal and Ethical Standards:** - There are legal and ethical expectations for organisations to promote diversity. Having a diverse board helps ensure compliance with these standards and demonstrates the organization's commitment to equality and fairness.
- **Reflecting Changing Demographics:** - Society is becoming increasingly diverse, and having a diverse trustee board allows organisations to better reflect the changing demographics. This ensures

that the organisation remains relevant and responsive to the evolving needs and expectations of the population it serves.

- In November 2023, the Council fully adopted the London Local Government anti-racist statement. The statement has been developed by London Councils to ensure there is a consistent approach across London, adopted by all local authorities to taking an anti-racist approach because the most damaging aspects of inequality and racism are embedded in society.
- 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.
- 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.

LIST OF APPENDICES

- Appendix 1 – The London Local Government Anti-Racist Statement
- Appendix 2 – Action for Trustee Racial Diversity

APPENDIX 1 - 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.

Action for Trustee Racial Diversity (ATRD) - Brief on Board racial diversity

The stats

- 2.9% of trustees in the sector are women of colour - representing fewer than 5000 out of 168.0000 trustees
- 92% of trustees are white, older, and above average income and education (Charity Commission 2017)
- 71% of trustees are recruited through an informal process
- The level of ethnic minority individuals on large charity boards is just 6.6%, representing 418 of a total of 6338 trustees.
-

To put that in context, 14% of the England and Wales population is from non- white background. In London, the figure is 36.8%.

The Benefits of Diversity

Research by McKinsey found that companies who were more gender diverse were 15% more likely to outperform their peers. In that same study they looked at ethnicity, and found that companies who were more ethnically diverse were 35% more likely to outperform their peers.

Other benefits of a diverse Board:

- avoids the risk of “groupthink” and “collective blindness” when all trustees and senior staff come from the same social, educational and racial background
- gives organisations the opportunity to reflect and discuss as a whole on the benefits of diversity and how embracing it in word and in action will help their organisation be more effective
- It gives those you support from racially diverse communities the reassurance and confidence that you are keen to reflect them at its top level and adapt and deliver their services accordingly
- It allows you to bring in people with new ideas and different experiences; and particularly younger people with different perspectives; Black and Asian communities have proportionately more younger age range than the white population; 54.4% for Black and Asian people against 42.6 % for White people in the 18-50 age range.
- It positively affects the quality, impact and creativity of organisational decision making
- enables charities to draw on a wider pool of talent including those who represent better the people they support and communities in which they work.
- brings “lived first-hand experience” of the issues which the charities addresses networks. We now for instance have over 50 Black and Asian student networks on the list and it’s clear there are hundreds more yet to be added.

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: SICS Policy and Accountability Committee

Date: 07/02/2024

Subject: Annual Performance Report for the Law Enforcement Team

Report author: Neil Thurlow, Assistant Director of Community Safety and
Mohammed Basith, Law Enforcement Manager

Responsible Director: Matthew Hooper, Director of Public Protection

SUMMARY

This report provides PAC with an update following the previous meeting focusing on work of the Law Enforcement Team between 01 March and 30 November 2023.

There are no decisions required from this report.

RECOMMENDATIONS

For the Committee to note and comment on the report

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	A cleaner, greener, safer borough increases opportunities for all
Creating a compassionate council	Working with our communities the LET is the front face of the council for many and the service offers help, support, and advice for all ensuring that everyone's problems are addressed
Doing things with residents, not to them	Residents are concerned around environmental crime, ASB and this affects how they feel and perceive the borough's safety. Residents' safety and perceptions of safety are key attributes that the LET work towards addressing
Being ruthlessly financially efficient	We have brought together several services to create on larger singular service with a wider parameter of powers
Taking pride in H&F	The LET works to improve the environment of the borough creating a cleaner, greener borough
Rising to the challenge of the climate	The service uses only electric vehicles

and ecological emergency

and the default for staff is to walk with vehicles being used for specific matters only

Background Papers Used in Preparing This Report

None

Background

1. In February 2023, the Law Enforcement Team (LET) presented performance data and achievements since the formation of the service in April 2021. The LET sits within the Community Safety Unit and was formed following the amalgamation of several teams - Parks Police, Housing Wardens, Highways Enforcement and Street scene enforcement – creating one singular enforcement provision.
2. Since 01 March 2023 to 30 November 2023, the LET has continued to deliver a highly visible front-line service 24/7, and this report provides further details of the work LET officers have undertaken.
3. **Headlines of the LETs work for this period include:**
 - a. Over 75,000 patrols – the service averages 274 patrols per day – with officers working to investigate and resolve service requests, monitor sites following incidents or to inspect locations following referrals for a range of issues from both internal or external partners and teams.
 - b. For the period of this report the LET team have received 4,483 service requests from residents and businesses, which have been investigated and resolved.
 - c. Most service requests are resolved without the need for enforcement due to the officer’s ability to engage and educate however there are several more complex cases which require constant investigation, monitoring and enforcement activity which can take upwards of 21 to 28 days where legal processes are followed.
 - d. LET officers issued 1,613 fixed penalty notices for issues such as fly-tipping, littering and highway obstruction.
4. The Team continues to show a high visibility presence in all the housing estates and parks with 18,792 patrols in housing land, and 12,290 patrols in parks. These patrols equate to 5,991 and 4,173 patrol hours respectively.
5. In addition, 13,269 hours of patrols have taken place in all highways and district centres across the borough.

6. Keeping our resident's safe remains a high priority for the Team, and as such, the LET officers have conducted 4218 weapons sweeps during their patrols. They have found and removed 14 knives from the streets over this period.
7. Over this period reports of ASB to the service increased from the previous period with 556 service requests in the North, 354 in Central and 237 in South areas.

Service highlights – addresses anonymised where relevant:

8. Following reports of ASB and crime at an educational premise, the LET met with staff and parents (before and after school) to understand the types of issues taking place.
 - i. The team visited several local properties and spoke to residents with the team advising how to report such issues and the importance of doing so. Our Community Safety Officer for the north supported the LET and the Police to ensure increased patrols and visible deterrence in the area were co-ordinated.
 - ii. Our Community Safety Officer deployed a temporary CCTV camera which was tasked to the CCTV staff to monitor and alert either the LET or the police based on the types of offences taking place.
 - iii. Finally, by working with the Regeneration team within highways, the area outside the school was redesigned and areas such as benches and walls used for gatherings were removed which resolved the issue.
9. Shepherds Bush Green (SBG)-
 - i. The Community Safety Partnership (CSP) has strategic oversight on SBG as partners work on delivering an action plan to tackle crime and ASB which is led by the Community Safety Officer.
 - ii. Being a statutory forum, the CSP has identified this area as a strategic area of focus due to crime volume.
 - iii. The LET is an intrinsic partner in the delivery of a safer borough and within the action plan itself. Working with partners (both internal and external) we support each other to ensure long lasting improvements and behavioural change is made and realised utilising a problem-solving approach.
 - iv. This action plan has six theme areas to which the LET contributes daily. This plan aims to address a range of interventions and ensure that both internal and external partners understand their role in resolving these.

10. A street in W12 was experiencing issues with drug use and ASB. Following the close work with the local police team - which saw the use of Premise Closure Order - the LET received reports of drug users leaving paraphilia near the pharmacy in the area. Following extensive LET interventions including dispersals of individuals, and by working with the landlord and police, the LET managed to discourage the use of the area which led to the cessation of these criminal activities. Engagement and education were also undertaken to advise individuals around drug and alcohol treatment opportunities.

11. Distraction thefts.

- a. In autumn 2023 a busy market area saw a spike in distraction thefts, particularly from users of the ATM.
- b. The LET worked with the local police team via the tactical tasking and coordination group which takes place fortnightly and is attended by the LET Seniors and local Sergeants to collaborate in the deployment of staff and to share intelligence. Following this, staff were deployed at regular intervals to patrol the area and a CCTV camera was installed to monitor the area near ATM.

12. Estate ASB issues.

- a. The South Seniors and police worked together to tackle the issue of known problematic persons accessing various blocks within an estate in the South of the borough intent on causing nuisance and ASB. During patrols LET officers engaged individuals and, using their engagement skills and CSAS powers obtained details which were shared with the police. Following this work, one individual was rehoused in a different part of the borough after discussing the matter with his parents and several others were issued with a community protection notice to stop them from visiting any properties in the estate without prior consent from those who reside there.

13. **Appendix 1** provides further statistical information on service performance for the time of this report

Updates on action assigned in the November PAC:

14. Following the last PAC, we were asked to bring back updates on the Councils Tasking Enforcement Group (TEG).

15. The TEG was the Councils monthly tasking meeting, which was primarily attended by, and designed for, enforcement partners. The TEG looks at matters which were affecting an area, a group of persons and/or which require multiagency responses to resolve. The meeting is co-ordinated by the Community Safety Unit and chaired by the Assistant Director for Community Safety.

16. The TEG was introduced in autumn 2021 following the introduction of the LET. Invitees to the TEG came from across the Council with partners such as the Met, LFB and others as required.

17. In November 2023 the TEG and Police Tactical Co-ordination Group (TCG) merged. This merger enhances the partnership working already between the Police and Council.
18. This new meeting is co-chaired between the Borough Neighbourhood Superintendent and Assistant Director Community Safety. It maintains the ethos of TEG with problem solving undertaken and with the additional benefits of having tasking authority from both the Police and Council assets.
19. Police had been attending the Councils TEG meeting since its inception, and the Council attending the BCU TCG however this new arrangement allows for more hyperlocal management and accountability to take place. It also provides an operational oversight function to support the delivery of the CSP strategic assessment priorities and an escalation function for sub boards which are seeking to deliver enforcement functions elsewhere.
20. Aside from the escalation function via the TEG, there are two further forums where the LET, Community Safety Officers and the Police meet to coordinate their patrol and tasking schedules. These meetings, co-chaired between LET Seniors and Police Sergeants, provide additional opportunities to work closely together and in an intelligent lead manner to address concerns.
21. Further to these meetings each month police colleagues share current MET data, including risks and trends and highlight areas where crime is most prominent. This includes heatmaps and more refined data, such as days and times when offence types were most prominent.
22. The TEG continues to be the driver around operational decisions and LET officer taskings as it aligns the service priorities within the Council and with those of the Police. In addition, this also dictates the areas where intervention is most needed to help drive down crime within the borough, as the Police and all partners who attend contribute to determining the type of incidents taking place and share details such as the identity of any suspects. As such, the forum allows us to make informed decisions when prioritising areas and this helps us to draw up a patrol strategy for the months ahead.

Broader LET service headline updates

23. The LET is actively enforcing six public space protection orders with two new ones introduced since the last PAC meeting. These are Responsible dog ownership order (which is enforceable borough-wide) and the Thames Path PSPO, which bans the use of motorised vehicles along the pedestrianised part of Thames Path.
24. Whilst the above provide additional powers to the LET, and Met, to enforce over the summer LET officers enforced the PSPO for Loud amplified music in the White City area following an unauthorised music event. Enforcement of other PSPOs is made in accordance with breaches.
25. Our work with our homeless and rough sleeping communities and partner agencies continues. LET staff attend the monthly Street Population Action

Partnership meeting to discuss active cases of Street sleepers within the borough. The LET officers conduct an average of 139 visits per months to identify and engage with our street communities to help ensure their safety and to encourage engagement with support services.

26. Alongside the LETs support function, further work is conducted with outreach teams to ensure these individuals received the appropriate housing or welfare assistance needed – the LET support persons such as street sleepers bedding down in our parks and open spaces. When not working directly with the outreach teams, the LET has seen referrals made for all these people to our Street Outreach Teams and, at the time of writing there were no street sleepers bedding down in our borough.
27. Recently, the LET have also supported during the activation of the Severe Weather Emergency Protocol (SWEP) which was implemented due to the adverse weather conditions in late 2023. During the SWEP, LET and Outreach teams conducting welfare checks and encouraging all known street sleepers to access the emergency beds and temporary accommodation which were made available.
28. The safety of all women and girls remains a priority for the Council as we continue to create a safe and equal place for everyone who lives, works, visits and studies in the borough. H&F take a zero-tolerance approach against all forms of gender-based harassment and abuse, wherever it occurs and are take urgent steps to ensure women and girls feel safe in the borough.
29. LET officers provided high visibility engagement and reassurance patrols to residents and businesses within H&F's town centres and transport hubs during an eight-night operation, running from 18:00-00:00 every Friday and Saturday throughout December 2023. The patrols focused on night-time economy venues, which were expected to be busy and where there have previously been reports of sexual violence in public spaces. The operation was conducted by up to six identified officers each night during the operation period.
30. This operation formed part of a wider Winters Night campaign that was run by the Community Safety Unit. This included: -
 - Licensing Officers visiting and engaging with night-time economy venues.
 - Information packs provided to licensed venues.
 - Communication campaign highlighting that H&F does not tolerate street harassment of any kind and promoting services available to those that have been affected by sexual violence or domestic abuse.
 - Launch of the street harassment PSPO consultation.
31. Following the tragic murder of a young man on 25 June 2023 LET officers collaborated with the police in the days immediately afterwards conducting several joint weapons sweeps and high visibility reassurance patrols.
32. The Israel and Gaza conflict has seen LET officers engage with the local Rabbi and Imams at the various mosques. LET also patrolled the area near

the Palestinian Mission which had been vandalised in recent months. The team has spoken and worked with the security teams and local police to monitor the area and one suspect was arrested for the vandalism offences.

33. LET conducted joint work with emergency services and several partners immediately after the tragic death of a male from a group encamping in the carpark of Hammersmith Hospital. Following this incident, the LET also worked with the Police design out crime team and Imperial Colleague to install barriers and target harden the car park to restrict further encampments.
34. At an estate in Hammersmith, the LET addressed ASB and Nuisance issues through intensive intervention and joint work with police, housing, and community safety colleagues. The results of this work reduced the problems with both the Police and LET issuing Community Protection Notices to individuals found gaining unauthorised access into the property.
35. Working with the Councils Rough Sleeping Co-ordinator the LET worked to address rough sleeper issues in Normand Park – this resulted in the repatriation of a male who was persistently bedding down.
36. In July a service wide Hammersmith Broadway operation was held as part of our work on ASB Awareness week. This operation was undertaken with a range of partners and included joint patrols with Chief Superintendent Craig Knight, LFB Borough Commander Lloyd Palmer and the Victims Support lead for the MET. The operation was included a visit by Claire Waxman, Victims Commissioner for London
37. South LET team participated in vehicle inspection operation with the DVSA and South SNT team along Putney Bridge. Following over 30 stops, the DVSA seized one vehicle and the police had 2 traffic offence reports, 1 stolen vehicle recovered, 2 seizures for no licence/insurance and 3 drug stops. The LET inspected 12 vehicles for waste offences which resulted in verbal warnings, 1 on the spot fine and 2 notices served on owners to produce waste authority documents.
38. Joint work with Trading Standard team to seize thousands of illegal / counterfeit cigarettes during a visit at a property.
39. Joint operation with the Parking and Disabled pass fraud officers to seize passes and enforce against those using these illegally.
40. LET staff have helped the Canal Trust to carry out a community clean-up which successfully cleared over a tonne of waste from the hedgerow and path along the canal.
41. The LET continue to be visible and engaged in numerous events in the borough with the service supporting events such as Remembrance Sunday, University Boat Race, Notting Hill Carnival, and the Laser Light show to name a few. The LET have also participated in the Hannukah event at Lyric Square and set up a tasking to monitor the menorah for the entire duration that it was onsite.

42. **Appendix 2** provides images of some of the above illustrating the LETs work
43. Finally, it is worth noting the continued feedback that the LET officers receive. The service continues to be one of the most frequently contacted and thanked services with compliments received on an almost weekly basis for the work being undertaken by the team.

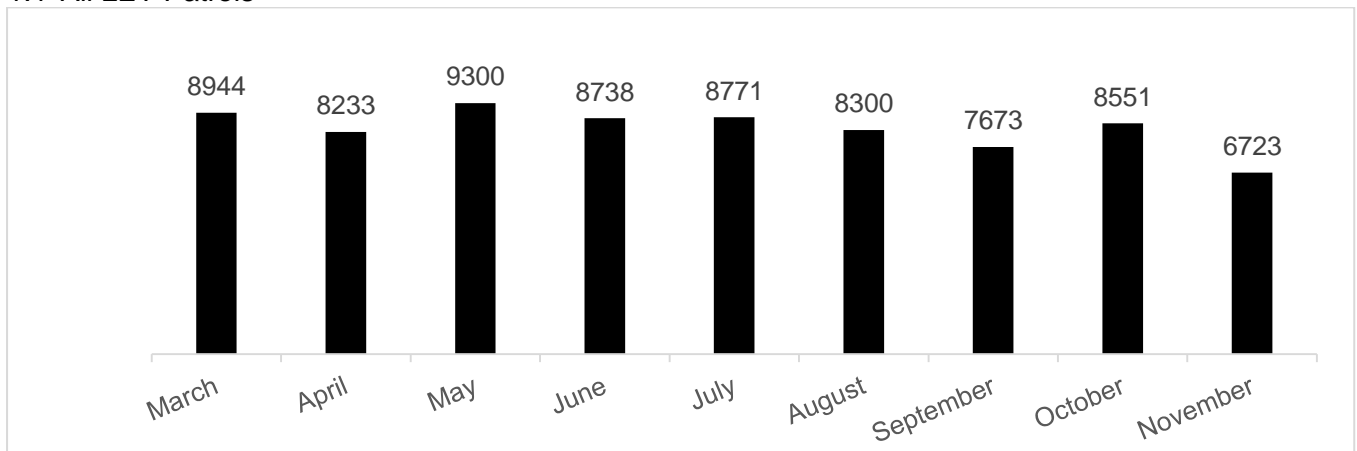
List of Appendices

- a. LET Performance Data (**Appendix 1**)
- b. List of LET achievements and other taskings (**Appendix 2**)

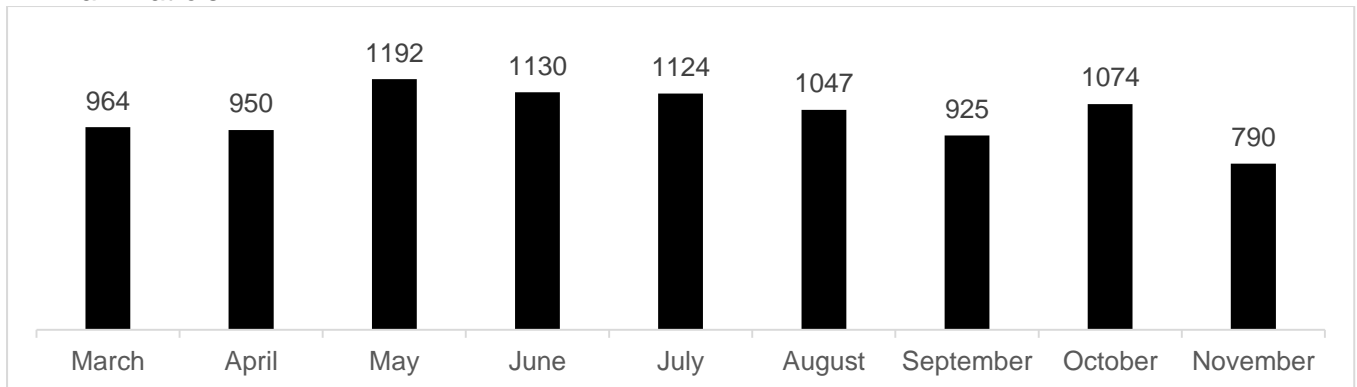
Appendix 1 LET Performance Data

	2022/2023	2023/2024 to Nov
Total Investigations	5614	4118
Total FPNs issued	1660	1613
Patrols in HRA estates and/or blocks	27438	18792
Patrol hours in parks	5564	4173
Patrol hours in estates and/or blocks	7899	5991
Patrol hours in public realm	16360	12692
Weapon sweeps	8241	4218

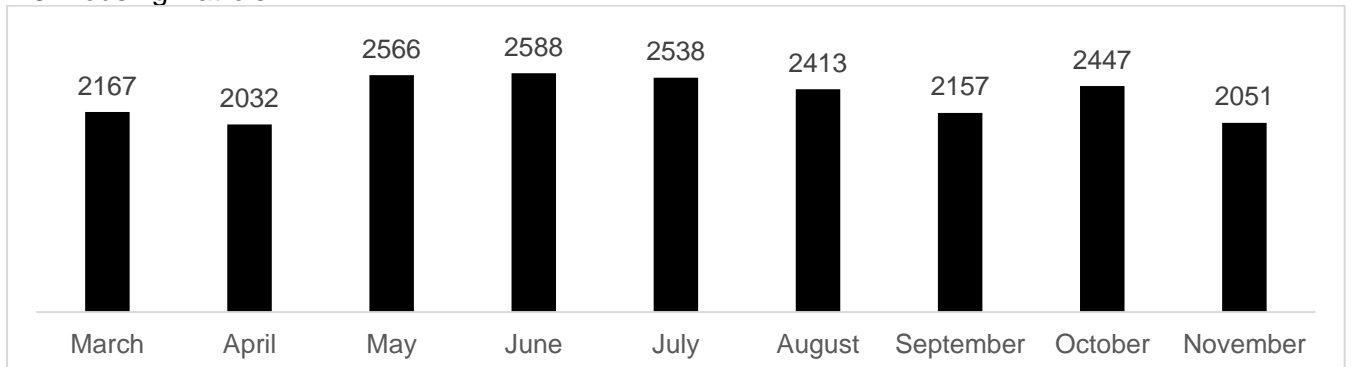
1.1 All LET Patrols



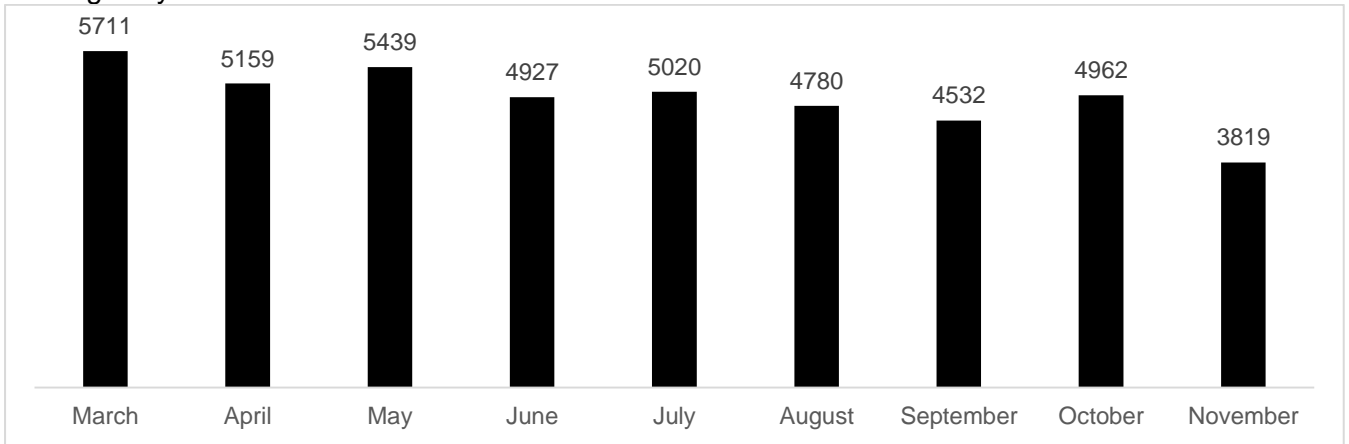
1.2 Park Patrols



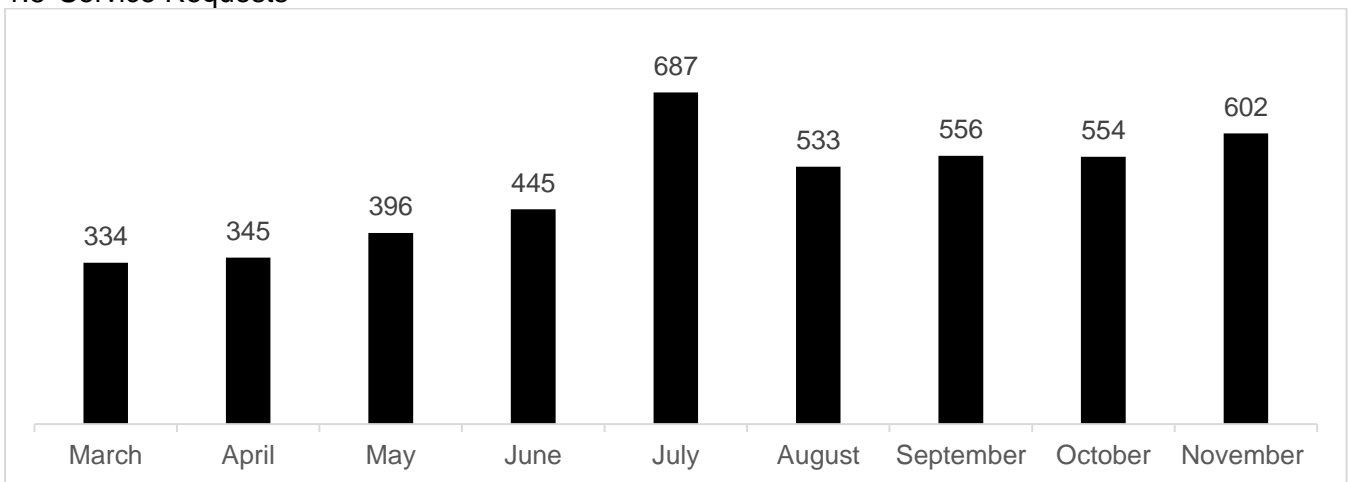
1.3 Housing Patrols



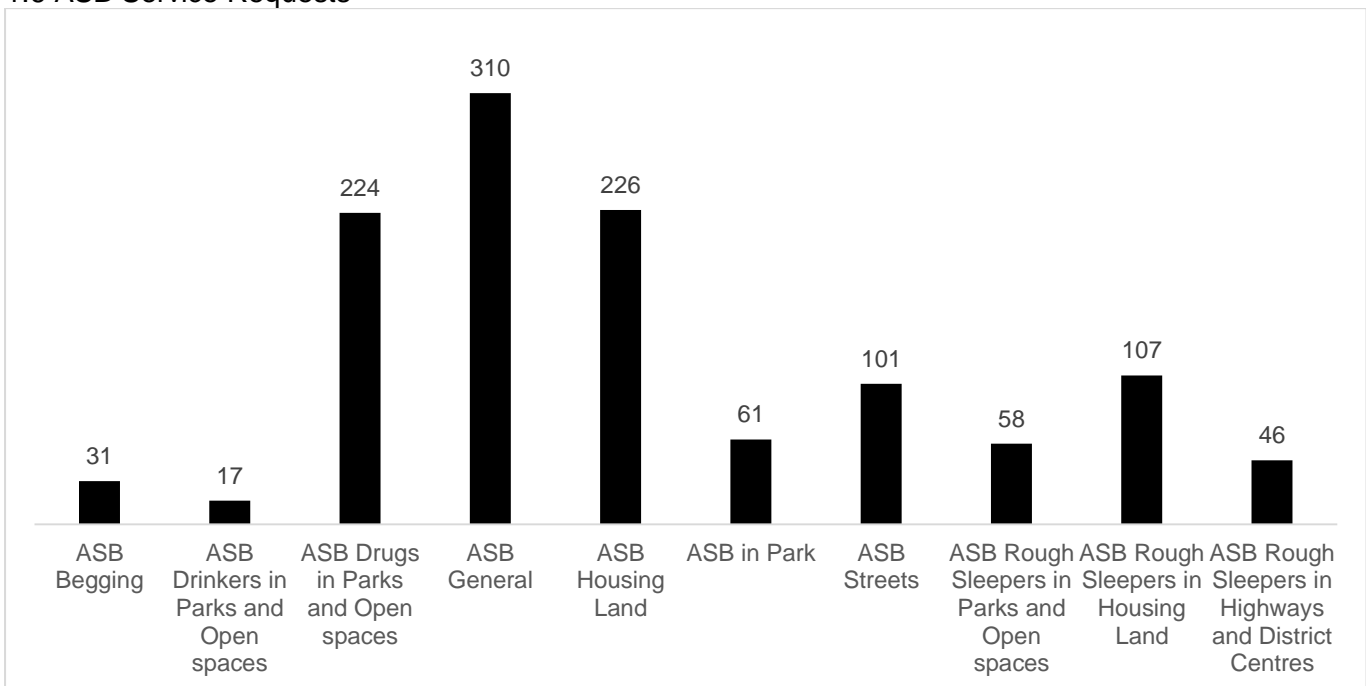
1.4 Highway and District Centre Patrols



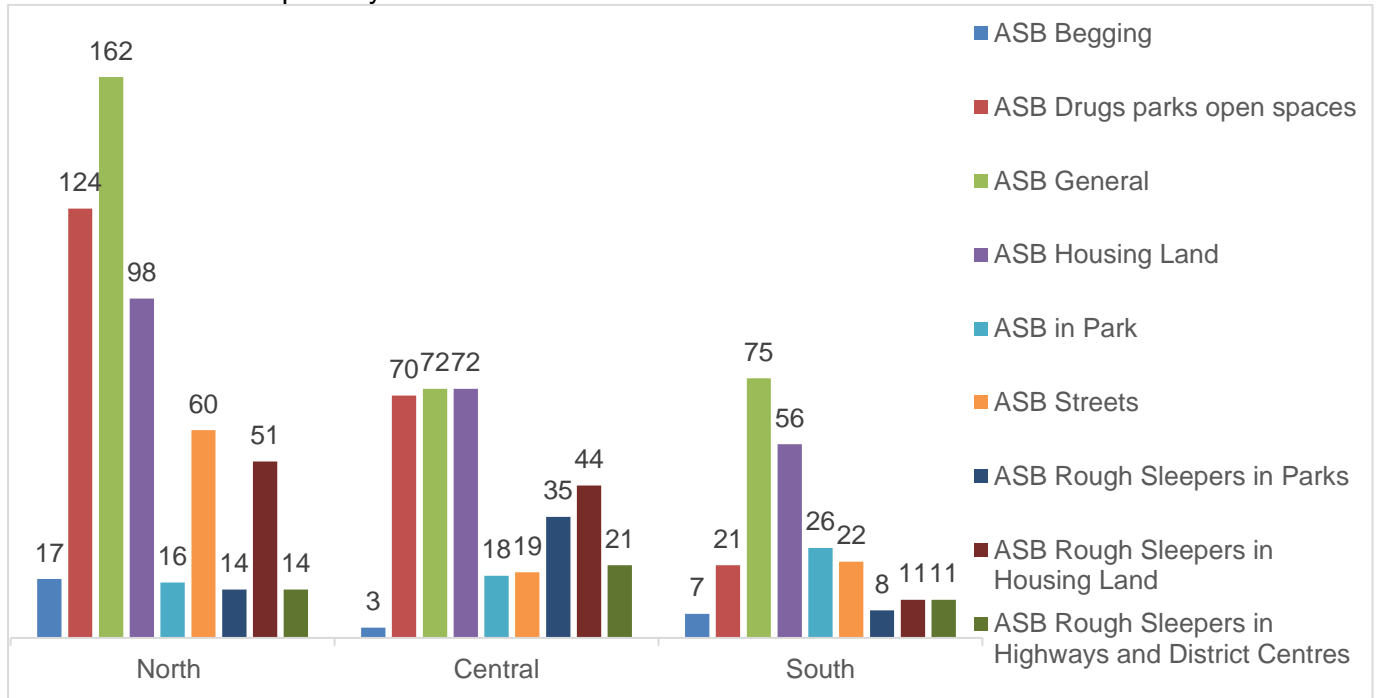
1.5 Service Requests



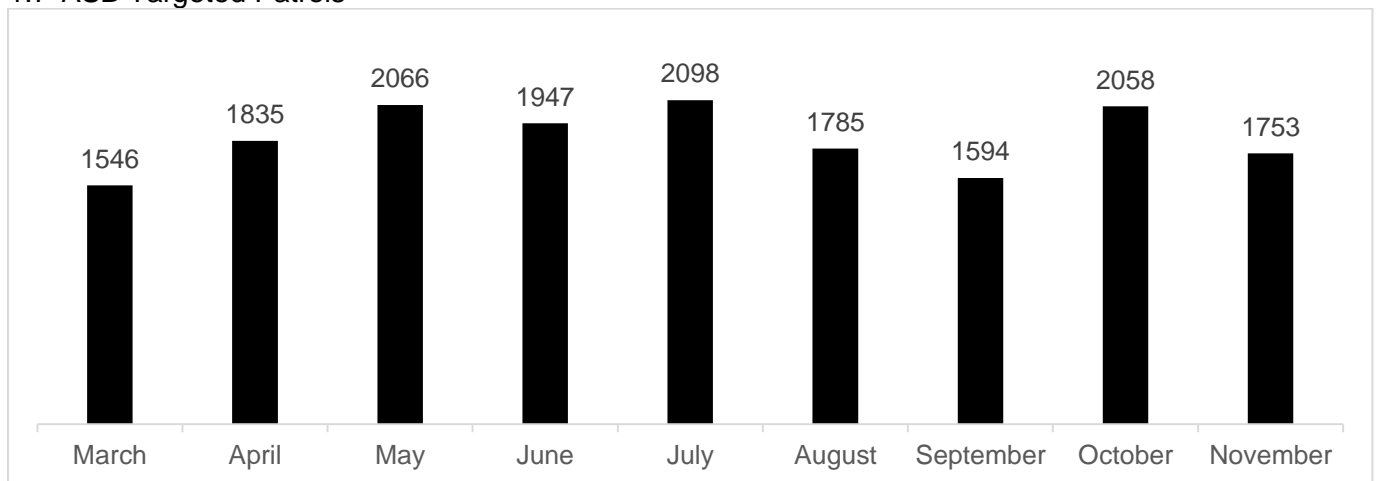
1.6 ASB Service Requests



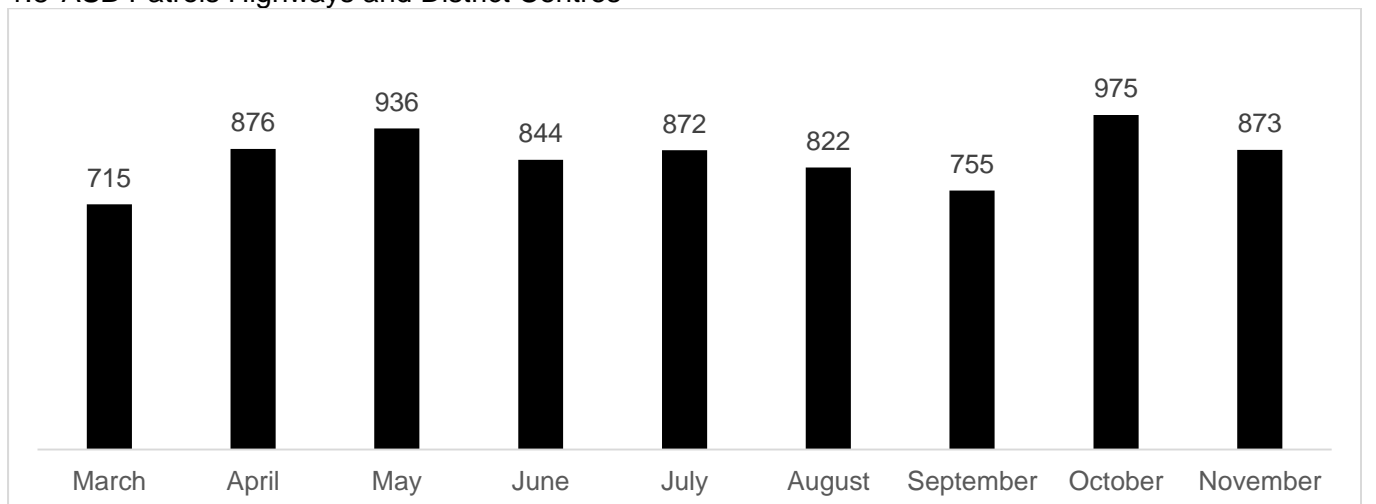
1.6 ASB Service Request by Location



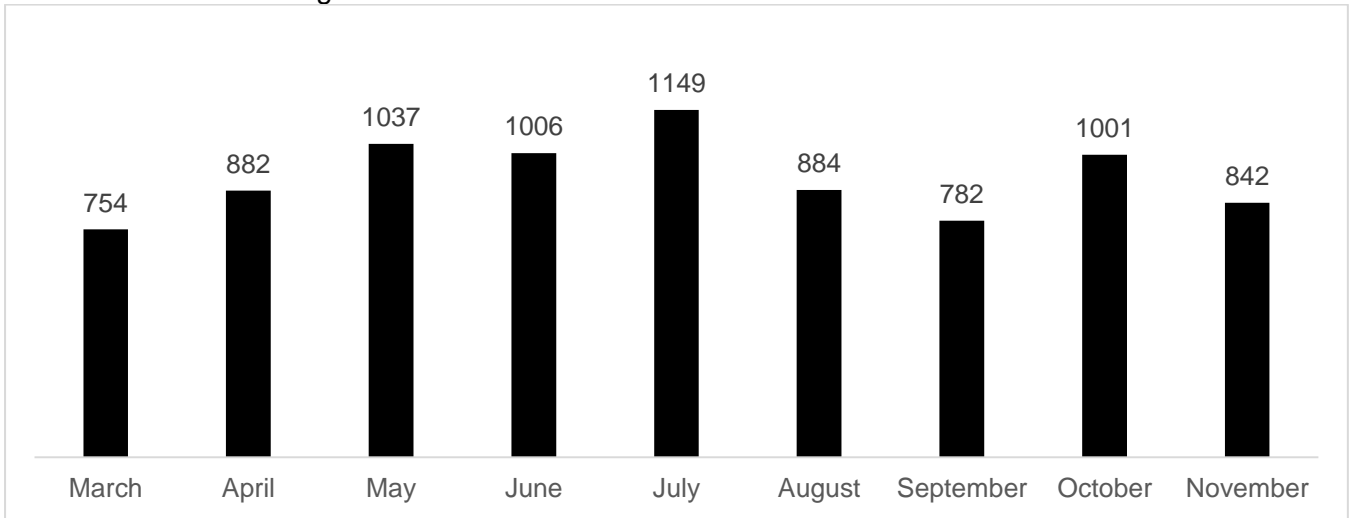
1.7 ASB Targeted Patrols



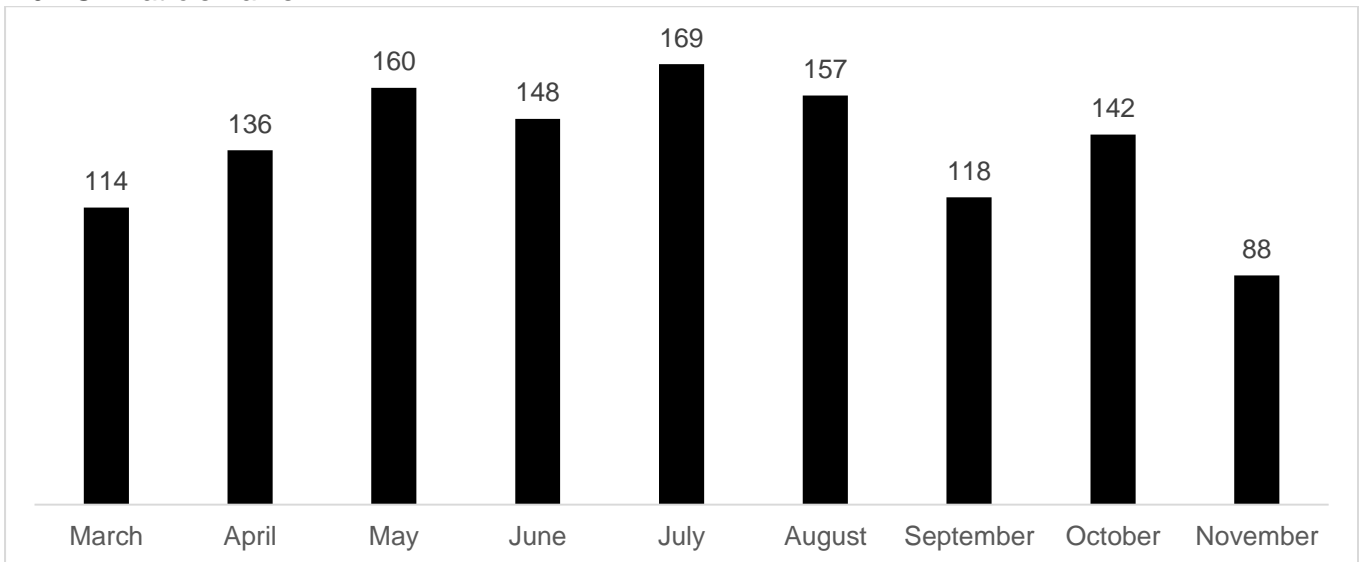
1.8 ASB Patrols Highways and District Centres



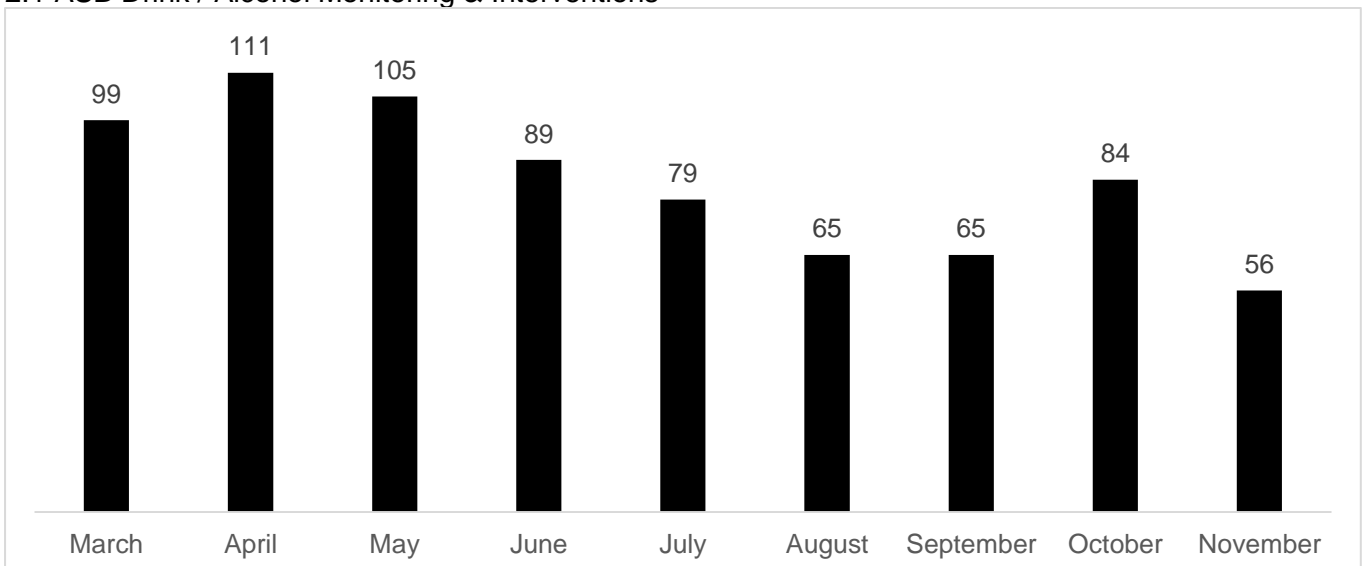
1.9 ASB Patrols Housing



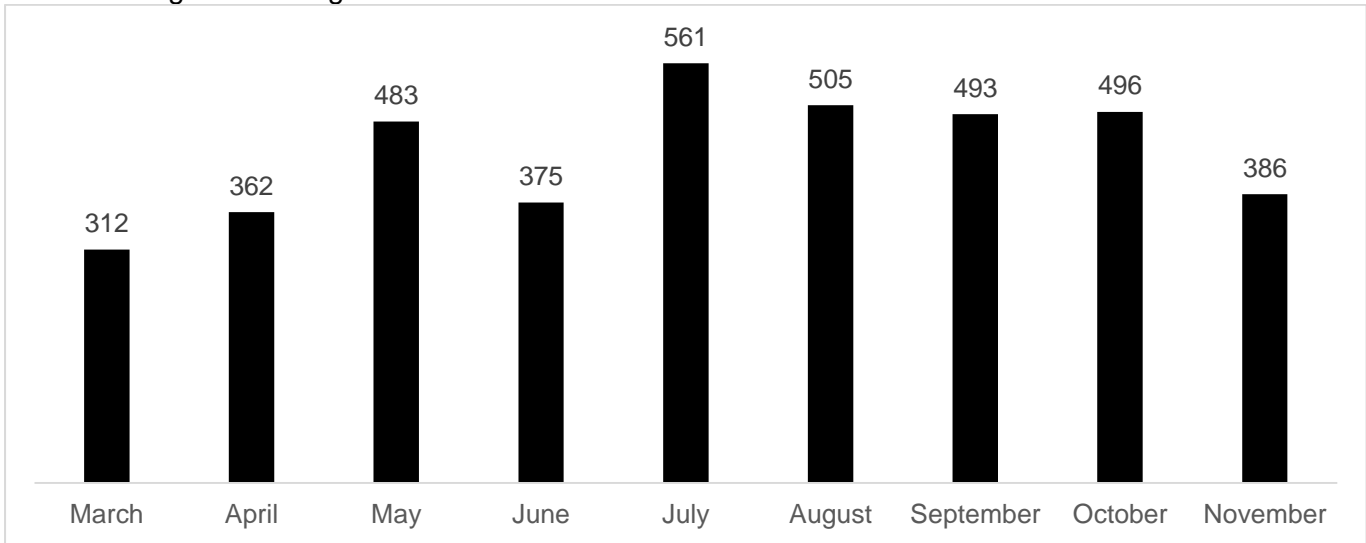
2.0 ASB Patrols Parks



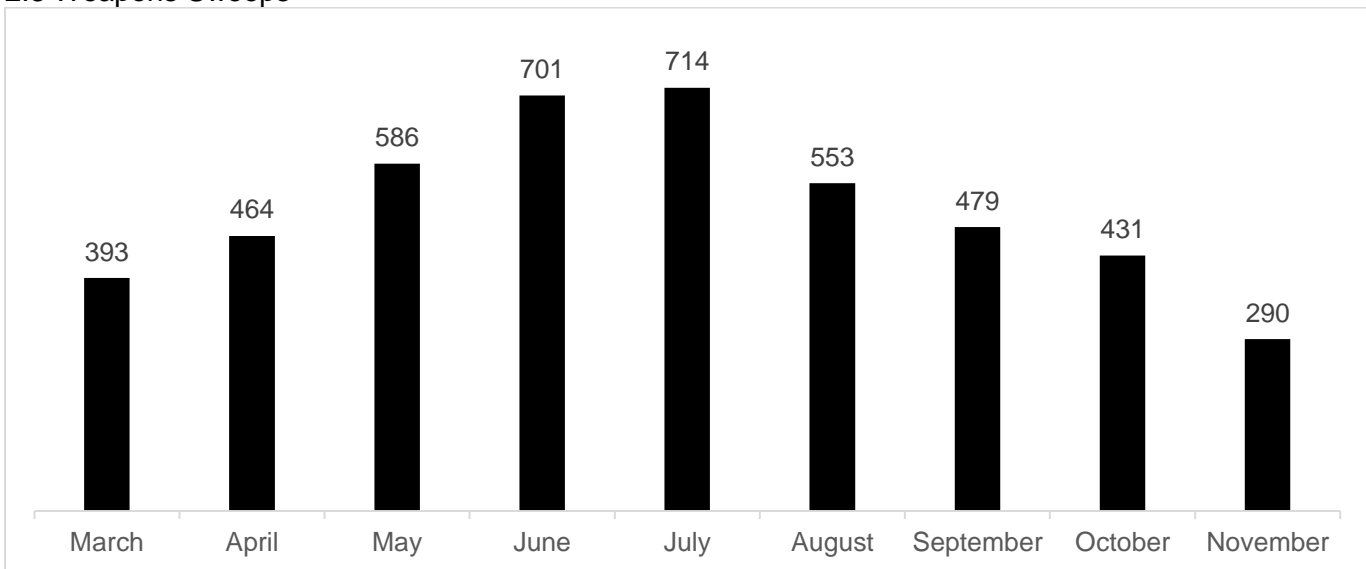
2.1 ASB Drink / Alcohol Monitoring & Interventions



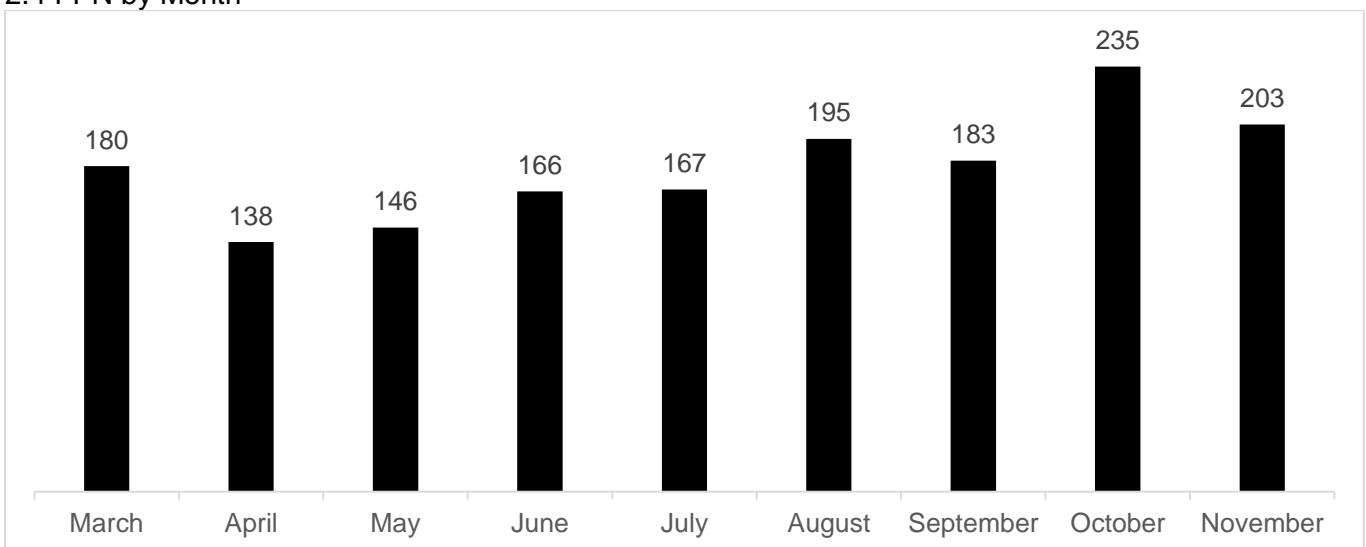
2.2 ASB Drugs Monitoring & Interventions



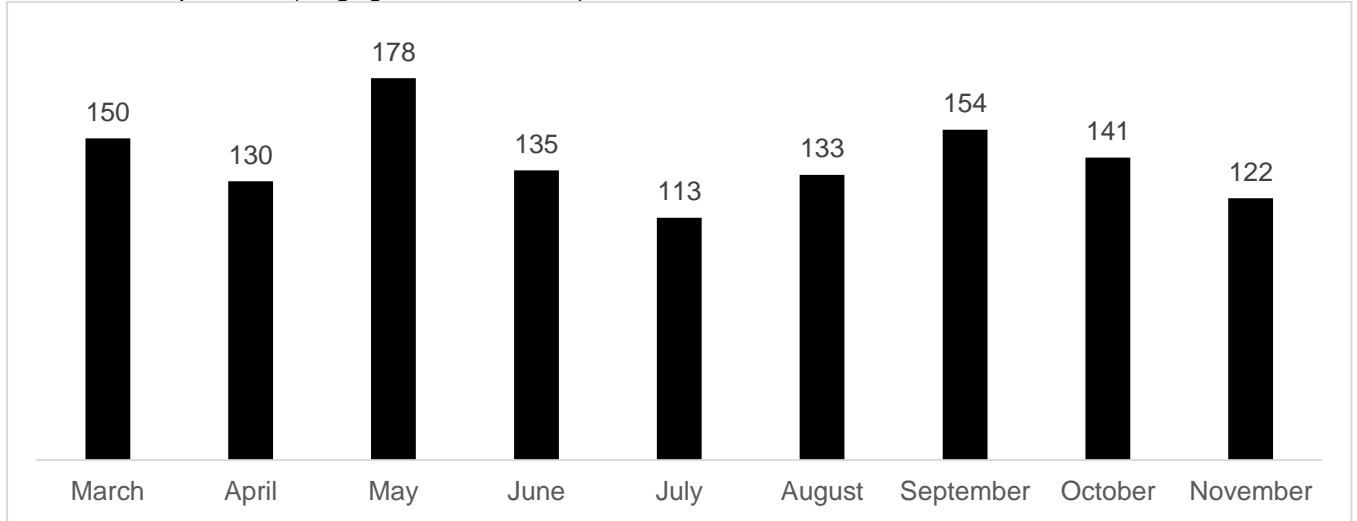
2.3 Weapons Sweeps



2.4 FPN by Month



2.5 Street Population (Engagement/Referral)



Partnership Working





Partnership Working



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22 Mar 2023
496 Fulh
Greate

Partnership Working



Weapons Recovered

INVESTIGATOR'S
POCKET BOOK

527A

h&f
Investigative & Evidence

Book serial number 12

Issued to:

Issued by:

Issue date:

Initials of issuing officer:



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2 Jul 2023
51 Scr
Greate

Drugs Recovered



Page 10



Elferslie Rd

PSPO Enforcement



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Highway Obstruction



Hate crime awareness Week



Women's Safety Patrols



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LET in the Community



LET in the Community



LET in the Community



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