

COUNCIL AGENDA

ORDINARY COUNCIL MEETING

Thursday 17 October 2024



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

ADDISON

Jacolyn Daly (L)
Ross Melton (L)

AVONMORE

Laura Janes (L)
David Morton (I)

BROOK GREEN

Stala Antoniades (L)
Adam Peter Lang (L)

COLLEGE PARK & OLD
OAK

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

CONINGHAM

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

FULHAM REACH

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

FULHAM TOWN

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

GROVE

Stephen Cowan (L)
Helen Rowbottom (L)

HAMMERSMITH
BROADWAY

Emma Apthorp (L)
Patricia Quigley (L)

LILLIE

Ben Coleman (L)
Sharon Holder (L)

MUNSTER

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

PALACE & HURLINGHAM

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

PARSONS GREEN &
SANDFORD

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

RAVENSCOURT

Liz Collins (L)
Patrick Walsh (L)

SANDS END

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

SHEPHERDS BUSH
GREEN

Zarar Qayyum (L)
Mercy Umeh (L)

WALHAM GREEN

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

WENDELL PARK

Rebecca Harvey (L)
Asif Siddique (L)

WEST KENSINGTON

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

WHITE CITY

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

WORMHOLT

Max Schmid (L)
Nicole Trehy (L)

SUMMONS

Councillors of the London Borough of
Hammersmith & Fulham
are requested to attend the
Meeting of the Council at 7.00pm on Thursday
17 October 2024 at the Irish Cultural Centre, 5
Black's Road, Hammersmith, W6 9DT

You can watch the meeting live on YouTube:

youtube.com/hammersmithandfulham

Public attendance

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

Accessibility

The meeting will have BSL interpreters on screen in the meeting room and on the livestream. For wheelchair users there is level access from the street to the meeting room. There are accessible toilets on the ground floor of the venue.

Please contact David.Abbott@lbhf.gov.uk if you have any additional accessibility requirements.

09 October 2024

Sharon Lea
Chief Executive

Full Council Agenda

17 October 2024

<u>Item</u>		<u>Pages</u>
1.	APOLOGIES FOR ABSENCE	
2.	DECLARATIONS OF INTERESTS <p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>	
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COUNCIL MINUTES

ORDINARY COUNCIL MEETING

WEDNESDAY 10 JULY 2024

PRESENT

The Mayor Councillor Patricia Quigley
Deputy Mayor Councillor Daryl Brown

Councillors:

Jose Afonso	Lisa Homan	Rowan Ree
Aliya Afzal-Khan	Laura Janes	Lucy Richardson
Adronie Alford	Andrew Jones	Alex Sanderson
Stala Antoniadis	Alex Karmel	Max Schmid
Jackie Borland	Bora Kwon	Asif Siddique
Trey Campbell-Simon	Adam Peter Lang	Nikos Souslous
Ben Coleman	Amanda Lloyd-Harris	Dominic Stanton
Liz Collins	Ross Melton	Sally Taylor
Stephen Cowan	Omid Miri	Nicole Trehay
Jacelyn Daly	Genevieve Nwaogbe	Frances Umeh
Andrew Dinsmore	Adrian Pascu-Tulbure	Mercy Umeh
Wesley Harcourt	Ashok Patel	Rory Vaughan
Rebecca Harvey	Natalia Perez	
Sharon Holder	Zarar Qayyum	

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Patrick Walsh, Florian Chevolle-Verdier, Helen Rowbottom, Paul Alexander, Emma Apthorp, Ann Rosenberg, Ben Coleman, Victoria Brocklebank-Fowler, and David Morton.

2. DECLARATIONS OF INTERESTS

There were no declarations of interest.

3. MINUTES

7.05pm – RESOLVED

That the minutes of the Annual and Special Council meetings held on 22 May 2024 were agreed as an accurate record.

4. MAYOR'S/CHIEF EXECUTIVE'S ANNOUNCEMENTS

The Mayor's Charities for 2024/25

The Mayor announced that, in addition to Fulham Reach Boat Club, Action on Disability, and Solidarity Sports, she would also be appointing H&F Foodbank as one of her charities for the Mayoral year.

5. YOUTH COUNCIL

The Mayor invited members of the Youth Council to address the meeting. Albi Fenner (Youth Mayor), Precisa Getsevich (Deputy Youth Mayor), and Anushka Sharma (Youth Councillor) gave a short verbal presentation on their manifesto and goals for 2024/25.

Speeches on the item were made by Councillor Alex Sanderson (for the Administration) and Councillor Aliya Afzal-Khan (for the Opposition).

6. PUBLIC QUESTIONS (20 MINUTES)

The Mayor thanked the residents who submitted questions. Question 2 was taken in the meeting. The Mayor explained that as the second questioner was unable to attend they would receive a written response. The questions and responses can be found at Appendix 1.

7. ITEMS FOR DISCUSSION/COMMITTEE REPORTS

7.1 Review of the Constitution

7.20pm – The Mayor noted that an amendment to the report had been published and circulated prior to the meeting.

The report and recommendations were formally moved for adoption by the Leader of the Council, Councillor Stephen Cowan.

The report and recommendations were put to the vote:

FOR	UNANIMOUS
AGAINST	0
NOT VOTING	0

The recommendations were declared **CARRIED**.

7.20pm – RESOLVED

That Full Council noted:

1. The amended composition and new appointments made by the Leader to the Executive:
 - Deputy Leader (with responsibility for Children and Education) – Councillor Alex Sanderson
 - Cabinet Member for Adult Social Care and Health – Councillor Bora Kwon
 - Cabinet Member for Enterprise and Skills – Councillor Zarar Qayyum
2. The creation of the Cabinet Member for Enterprise and Skills post and deletion of the Cabinet Member for Civic Renewal post.
3. The creation of a new Lead Member role (H&F Industrial Strategy Ambassador) – Councillor Helen Rowbottom.
4. The amended Executive Members responsibilities and portfolios at appendix 1.
5. The appointment of Councillor Bora Kwon to the Health and Wellbeing Board (Committee membership change).
6. The Local Government Organisations and Outside Bodies appointments outlined in paragraph 8 below made by the Leader.
7. The changes to senior officer job titles detailed in paragraph 14 of the report.
8. The Monitoring Officer will make the changes to the Constitution to reflect the recommendations of the report.

8. SPECIAL MOTIONS

8.1 Special Motion 1 - The Ethical Implementation and Use of Artificial Intelligence in Hammersmith and Fulham

The special motion was withdrawn.

8.2 Special Motion 2 - Climate Change

The special motion was withdrawn.

8.3 Special Motion 3 - H&F Law Enforcement Team

The special motion was withdrawn.

8.4 Special Motion 4 - Council-Owned Properties Leaseholders' Repair Bills

7.30pm – Councillor Adronie Alford, seconded by Councillor Adrian Pascu-Tulbure, the special motion in their names.

“This Council notes with concerns the repair bills charged to residents in Council-owned properties across the borough, including at Verulam House where leaseholders have received bills of up to £21,500 for replacement windows an independent surveyor deemed to be unnecessary. This Council vows to protect leasehold residents against being hit with inflated bills for works that aren't needed and calls upon the Administration to ensure fair treatment for Council leaseholders.”

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

Under Standing Order 15(e)(6), Councillor Frances Umeh moved, seconded by Councillor Max Schmid, an amendment:

“The council is committed to providing the best possible homes to council tenants and leaseholders. As a landlord the council has a moral and legal duty to ensure our homes are safe and kept in good repair.

The council notes that it is putting right H&F's repairs and planned maintenance, tackling a backlog created through a long period of underinvestment under the Conservative administration. Across H&F, the council is undertaking a £1.4million-a-week refurbishment programme of its homes – including required upgrades to cladding and windows, roofing, structural repairs, electrical infrastructure, lift upgrades and fire safety enhancements such as fire doors, sprinklers and evacuation systems.

It is further noted that under longstanding Right to Buy legislation introduced by the Thatcher government, leaseholders are legally required to contribute towards the cost of improvements according to the terms of their lease. Hammersmith & Fulham's last Conservative administration charged leaseholders under this legislation.

It is notable that the Borough's Labour administration has acted to reduce leaseholder charges despite the challenges of rampant inflation brought about in large part by the mismanagement of the national economy over the last fourteen years.

This Council is strongly sympathetic with leaseholders facing large bills that improve their homes. For that reason, it offers support with repayment support including interest-free payment plans that extend longer than many other councils.”

Councillor Frances Umeh made a speech on the amendment (for the Administration). Councillor Adronie Alford made a point of personal explanation (for the Opposition).

The amendment was then put to the vote:

FOR	35
AGAINST	9
NOT VOTING	0

The amendment was declared **CARRIED**.

A speech on the amended motion was made by Councillor Pascu-Tulbure (for the Opposition).

Councillor Alford then made a speech winding up the debate before the amended motion was put to the vote:

FOR	35
AGAINST	9
NOT VOTING	0

The amended motion was declared **CARRIED**.

7.54pm – RESOLVED

The council is committed to providing the best possible homes to council tenants and leaseholders. As a landlord the council has a moral and legal duty to ensure our homes are safe and kept in good repair.

The council notes that it is putting right H&F's repairs and planned maintenance, tackling a backlog created through a long period of underinvestment under the Conservative administration. Across H&F, the council is undertaking a £1.4million-a-week refurbishment programme of its homes – including required upgrades to cladding and windows, roofing, structural repairs, electrical infrastructure, lift upgrades and fire safety enhancements such as fire doors, sprinklers and evacuation systems.

It is further noted that under longstanding Right to Buy legislation introduced by the Thatcher government, leaseholders are legally required to contribute towards the cost of improvements according to the terms of their lease. Hammersmith & Fulham's last Conservative administration charged leaseholders under this legislation.

It is notable that the Borough's Labour administration has acted to reduce leaseholder charges despite the challenges of rampant inflation brought about in large part by the mismanagement of the national economy over the last fourteen years.

This Council is strongly sympathetic with leaseholders facing large bills that improve their homes. For that reason, it offers support with repayment support including interest-free payment plans that extend longer than many other councils.

8.5 Special Motion 5 - UK Parliamentary Election

7.54pm – The Mayor noted that an amendment to the special motion from the Administration had been published and circulated prior to the meeting.

Councillor Max Schmid moved, seconded by Councillor Nikos Souslous, the amended special motion in their names.

“The council notes the results of the general election on Thursday 4th July 2024 and congratulates Ben Coleman, Rupa Huq and Andy Slaughter, who each now represent residents in Hammersmith and Fulham in parliament.

The council expresses its sincere appreciation to all candidates who stood for election, as well as the police, Law Enforcement Team, council officers, and all staff involved in running the election. Their efforts strengthened our precious democracy.

The council resolves to work closely with its Members of Parliament and the new Labour Government to deliver a stronger, safer, and kinder Hammersmith and Fulham for all residents and businesses.”

Speeches on the amended motion were made by Councillors Souslous, Harvey, Lang, Vaughan, and Antoniadis (for the Administration) – and Councillors Dinsmore, Pascu-Tulbure, Lloyd-Harris, and Karmel (for the Opposition).

The amended motion was then put to the vote:

FOR	UNANIMOUS
AGAINST	0
NOT VOTING	0

The amended motion was declared **CARRIED**.

At the end of the item, the Mayor took a moment to thank the officers and staff for their hard work on the election. She also thanked all of the candidates for taking part, congratulated the winners, and wished them the best of luck in their roles. Finally, the Mayor gave thanks to Greg Hands who had served as the Member of Parliament for Chelsea and Fulham for 19 years. She wished him the best in his future endeavours.

8.20pm – RESOLVED

The council notes the results of the general election on Thursday 4th July 2024 and congratulates Ben Coleman, Rupa Huq and Andy Slaughter, who each now represent residents in Hammersmith and Fulham in parliament.

The council expresses its sincere appreciation to all candidates who stood for election, as well as the police, Law Enforcement Team, council officers, and all staff involved in running the election. Their efforts strengthened our precious democracy.

The council resolves to work closely with its Members of Parliament and the new Labour Government to deliver a stronger, safer, and kinder Hammersmith and Fulham for all residents and businesses.

9. INFORMATION REPORTS - TO NOTE

9.1 Annual Report of the Policy and Oversight Board and Policy and Accountability Committees 2023/24

8.22pm – The report was noted.

9.2 **Petitions Monitoring Report 2023/24**

8.22pm – The report was noted.

Meeting started: 7.00 pm
Meeting ended: 8.22 pm

Mayor

Appendix 1 – Public Questions and Responses

Question 1

Question from Philip Jones, Resident:

What tools and metrics does the Council use to measure local critical need for low-cost social housing?

Answer from the Cabinet Member for Housing and Homelessness, Councillor Frances Umeh (provided as a written response):

Hammersmith and Fulham Council has a range of tools and metrics to measure housing needs for general and social housing. These are considered below:

Housing Register

The main indicator of social housing need is the Hammersmith and Fulham Housing Register. The Register provides a list of individuals and families who qualify for social housing within the borough. To qualify, individuals and families must apply to join the register. Their applications are then assessed in line with our Allocation Scheme and prioritised according to four priority 'Bands'.

The Allocations Scheme also has provision for awarding medical priority. This is in cases where a household has health or welfare needs which can be alleviated by rehousing into low-cost social housing.

Certain applicants do not qualify for social housing in Hammersmith and Fulham. This includes households without 5 years local residency, homeowners, and applicants with an income above the top of the Home Buy income range.

As with other Local Authorities in London and England, social housing need significantly exceeds social housing supply. As of 9 July 2024, there were 2,651 applicants on the housing register. Over the last five years, the Council has allocated an average of 598 social housing homes each year, including homes provided by Registered Social Providers.

The council also uses other indicators of housing need to inform service delivery, including homelessness applications and the Local Plan.

Homelessness

Homelessness is the primary indicator of acute housing need in Hammersmith and Fulham. The main drivers of homelessness are poverty, inequality the cost-of-living crisis, the reduction in the supply of affordable private rented housing – because of policy reforms and mortgage interest increases – and sustained cuts to public services, including Housing Benefit and Discretionary Housing Payment. Over the same period, progressive homeless policy reforms, including the Homelessness reduction Act and Domestic Abuse Act, have strengthened the rights of homeless people, notably single homeless people and survivors of domestic abuse.

The homelessness indicator is used to shape the development and delivery of private rented housing and temporary accommodation services – as well as inform the implementation of Hammersmith and Fulham's Allocation Scheme, such as Annual and Local Lettings Plans.

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

Local Plan

Hammersmith and Fulham's current target is to deliver a minimum of 1,609 additional homes a year. This is to be achieved in partnership with landowners, developers and other social housing providers.

The additional homes target comes from the collaborative working with the Mayor of London on the London Plan 2021 and the evidence that informs London's housing needs and land availability.

H&F's Local Plan also sets out proposals to increase the supply and improve the mix of affordable housing to help achieve more sustainable communities in the borough.

The Plan sets the strategic target of 50% affordable homes, delivered on site when a scheme delivers 11+ self-contained homes.

Further, the policy states that 60% of the affordable housing proportion should be "*for social or affordable renting, especially for families...*" This reflects the shortage of family-sized dwellings available to the Council's social housing register.

Policy HO5 'Housing Mix' goes on to detail this further. It states that *for social and affordable rented housing approx.:*

- 10% of homes to be 1 bedroom:
- 40% to be 2 bedrooms
- 35% to be 3 bedrooms, and
- 15% to be 4+ bedrooms

The Local Plan policies for housing were informed by a Strategic Housing Market Assessment and an Affordable housing viability assessment. The background data for these studies was derived from sources including the council's Housing Register which provides data on social housing need/demand. This register is supplemented by information from the Homelessness service and use of Temporary Accommodation and close working with social care for supported housing provision.

Question 2

Question from Diego Bertoni, Resident:

I'm the Chairman of the Tenant's and Resident's Association at Verulam House. LBHF is the Freeholder in our block of flats.). We are facing a huge bill of £18k-£22k per flat for windows replacement and associated works. The Council has not performed a survey before starting this works and is not able to provide the signed contract in relation to such project. This would be unacceptable in private environment: incurring £1.1M expenses without a proper survey on the need of works and proper documental evidence. How is the council going to remedy to such poor approach to major works for Verulam House?

Answer from the Cabinet Member for Housing and Homelessness, Councillor Frances Umeh:

Across H&F, we are currently undertaking a £1.4million-a-week refurbishment programme of our homes – including required upgrades to cladding and windows,

roofing, structural repairs, electrical infrastructure, lift upgrades and fire safety enhancements such as fire doors, sprinklers and evacuation systems.

Keeping residents safe in their homes is our number one priority. We also have a legal duty as a landlord to ensure our buildings are safe and kept in good repair for all residents.

This includes having the best fire safety protocols and required improvements to the highest standard, in line with the important new Building Safety rules that have been introduced after the tragic fire at Grenfell Tower.

The council undertook a survey of the external façade of its Higher Risk Buildings as defined by the Building Safety Act which included Verulam House. The survey confirmed combustible cladding on the external façade of Verulam House so we are replacing with non-combustible A1 rated panels to improve the fire safety of the building and make it compliant.

Our asset information also indicated the windows were at their end of life. The windows were installed approximately in 1998/99, before the Government introduced the FENSA scheme in 2002 which ensures all windows are compliant with building regulations. We subsequently requested a sample window condition survey alongside further analysis. The survey showed the windows to generally be in poor condition.

At Verulam House, we held a competitive tender process and had an independent external consultant confirm that we were giving all residents value for money with the required improvement works. This has also been done by combining essential fire safety works with the upgrade of windows and ancillary works.

Officers engaged with leaseholders over a series of meetings before the works started including the chance to review project documents. Due to Right to Buy legislation, under the terms of their lease, leaseholders are required to contribute towards the cost of these required improvement works.

We recognise the concerns of some leaseholders about the costs of the required works. The council strongly empathises with leaseholders facing large bills to improve their homes and have established ways to help support with repayment included extended interest-free repayment plans. Officers have invited all those leaseholders to meet with them individually to discuss their personal circumstances and offer an appropriate repayment option plan options to suit the individual leaseholder circumstances.

Full Council Public Questions – 17 October 2024

Question 1

From: Donald Grant, Resident

To: Cabinet Member for Public Realm

“When will the cycle lanes on Wandsworth Bridge Road be restored?”

Question 2

From: Caroline Shuffrey, Resident

To: The Leader of the Council

“In October 22 Cabinet approved a borough wide programme of Clean Air Neighbourhoods also known as LTNs. To date only two LTNs have been established, both in South Fulham. Has the Council now abandoned its plans to create LTNs across the rest of the borough, instead concentrating on increasing its revenues through a massive hike in parking charges?”

Agenda Item 6.1

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Full Council

Date: 17/10/2024

Subject: Free Home Care – Ten Years On

Report of: Councillor Alex Sanderson, Deputy Leader and Councillor Rowan Ree, Cabinet Member for Finance and Reform

Report authors: Katharine Willmette, Director Adult Social Care and Katie Estdale, Head of Chief Executive's Office

Responsible Director: Jacqui McShannon, Executive Director of People and Sukvinder Kalsi, Executive Director of Finance and Corporate Services

SUMMARY

The London Borough of Hammersmith & Fulham has not charged for home care since 1 April 2015, the only local authority in England to do so.

Next year will mark a decade of this unique policy which has helped many thousands of residents over the years to receive the support they need to live as independently as possible and giving them the dignity of staying at home for as long as possible without the fear of decisions about potentially needing to sell their home or other financial sacrifices in order to afford their care needs.

Welcome advances and improvements in modern medicine and living standards means that many residents are living longer and healthier lives than ever. However this increased longevity can result in more complex health conditions that need health and social care support, which can be more costly for public finances.

Our free Home Care services are a great example of the values of the Council that focus on 'creating a compassionate Council', 'doing things with local residents, not to them' and 'building shared prosperity'.

The Council has made this a key priority and has only been able to deliver this policy because it has been 'ruthlessly financially efficient' over the years in the management of our financial resources.

Furthermore, it would not be possible to deliver this without the dedicated, professional and expert teams that provide these services and our contracted care providers that provide the home care services.

This policy has allowed us to strengthen our work with our many public sector partners (especially the NHS) and our third sector services. It is inevitable that the Council's policy has provided value for money for the public finances by avoiding the

need for more intensive interventions and has consequently avoided service and financial pressures on other public services (in particular our hospitals).

RECOMMENDATIONS

That Full Council:

1. Recognises the significant and major achievement in the delivery of the unique free home care services for our residents for almost a decade (in the face of major financial challenges).
 2. Acknowledges the work of members, staff, public partners and care providers in the delivery of the home care services.
 3. Notes that this policy of the Council has reduced the financial pressures on public finances and avoided costs for our public sector partners.
-

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	We work with local providers who offer local employment opportunities. Our providers are also expected to build connections with other local services including the voluntary sector.
Creating a compassionate and inclusive council	Free home care is a service of compassion, and supports some of our most vulnerable residents to live as independently as possible. We are also compassionate to our care force, insisting on payment of the London Living Wage.
Doing things with local residents, not to them	Home care packages are agreed with residents and their families to help maximise and maintain their independence. Where preferred, residents are given the power to organise their own care with the money provided directly to them. Residents have also been invited to help codesign the new contracts for when the current ones end to take into account their feedback and experiences.
Being ruthlessly financially efficient	Although the costs of home care have increased, both in terms of the cost of care, and the amount of care needed by our population, robust financial management and review of packages takes place to ensure proper use of resources. An ECM system provides a live feed on the activity on home care council contracts to enable oversight of quality and spend.

Taking pride in H&F	We are proud to be the only council in England to not charge and this report recommends celebrating this decade milestone.
Rising to the challenge of the climate and ecological emergency	We work with local care providers in a patch model which minimises travel time and distance for carers between appointments to reduce the service's carbon footprint.

Background Papers Used in Preparing This Report

Report for Full Council, 25 February 2015 – Abolition of Charging for Home Care Services

DETAILED ANALYSIS

1. The London Borough of Hammersmith & Fulham is the only council in the country to offer free home care and one of the first councils in the country to have a vision of independent living coproduced with residents. Our independent living strategy, the inclusion of which was a recommendation from the Disabled People's Commission, states as its vision that "Our work will seek to promote, protect the fulfil the rights of Disabled residents to live independently in the community and to secure their full inclusion, contribution, and participation in all aspects of social and economic life".
2. The abolition of charging was brought into effect in H&F from 1 April 2015 to coincide with the introduction of the national Care Act 2014, the most significant piece of legislation in the care sector since the introduction of the welfare state in the 1940s. The Care Act replaced some 30 acts of parliament and various key reviews and reforms which were piecemeal pieces introduced over a period of 70 years. Before the Care Act, there was no single national eligibility threshold, which meant no continuity of care if moving areas.
3. Support at home can include carers, equipment and technology alongside a resident's wider support network. Residents are assessed, and based on their level of needs (which is assessed using a national framework), provided a personal budget for their care. Residents may choose to secure traditional support through care organised by a provider contracted by the council, or to choose their own care arrangements by handing their personal budget to them to manage themselves with support if needed (a direct payment).
4. Currently 2,855 H&F residents are supported by social care with 1,557 receiving homecare and 573 residents arranging their own support at home including employing carers via a Direct Payments. Rigorous financial management and care reviews mean we are still able to provide this within budget, although each year this becomes more challenging.
5. The free home care policy brings additional financial benefits to residents, the council and the NHS. The borough has a very low rate of people entering care

homes because they are able to remain at home longer. We have recently started working with Aston University to try and quantify the overall impact of the free home care policy.

6. We are always striving to better our model of delivery, as outlined in the administration's 2022 manifesto pledge to improve the quality of care so that residents have carers who are "consistent, well trained, regular, punctual and knowledgeable about individual residents' needs".

LIST OF APPENDICES

None.

Agenda Item 6.2

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Full Council

Date: 17/10/2024

Subject: H&Fs Productivity Plan

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

Report author: Matthew Sales, Assistant Director, Assurance, Programmes and Analytics

Responsible Director: Sukvinder Kalsi, Executive Director, Finance and Corporate Services

SUMMARY

In July 2024, H&F published a productivity plan. This sets out how our ruthless financial efficiency (RFE) value has driven past and future efficiency and effectiveness improvements and makes suggestions on how government can help local government to secure further productivity gains. This followed a direction from the former Minister for Local Government of the Department for Levelling Up, Housing and Communities (DLUHC) for all local authorities to produce a productivity plan.

Last month, the new Minister of State for Local Government and English Devolution wrote to all local authority Chief Executives setting out what the government intends to do with the productivity plans. We look forward to working with the new government to show how H&F has realised productivity gains through taking a RFE approach and to finding further solutions with public and private sectors to overcome barriers to productivity, such as through the greater use of new technology.

RECOMMENDATIONS

1. For Full Council to note and comment on the report.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	Financial efficiencies has allowed the Council to invest in services to support residents to prosper – for example, our free school breakfasts programme, free Homecare and a generous Council Tax Reduction Scheme.
Creating a compassionate and inclusive council	The council actively pursues strategies which are compassionate, particularly for residents with additional support needs, and prevent or minimise future financial pressures for residents, the council and our partners, such as delivering new homes directly, our unique free home care model and our dedicated Law Enforcement Team.
Doing things with local residents, not to them	Co-production is a key commitment of the council and central to the way we work. Being productive means designing services that work for residents and helping people in the right way, at the right time when they need it.
Being ruthlessly financially efficient	RFE is central to how the Council operates. This report sets out just some of the ways we have transformed and modernised to maintain our services to residents, including cross-cutting improvement programmes in property, digitalisation, commercialisation and workforce planning.
Taking pride in H&F	We are proud of the innovative work that the council does to make more of our existing resources. We are always striving to improve services, to be a council our residents can be proud to call home.
Rising to the challenge of the climate and ecological emergency	We are promoting growth and unlocking opportunities. Our Industrial Strategy and four-year capital investment programme includes investment in new housing and green vehicles, improvements to existing buildings including homes and schools and we are targeting job growth in emerging green technologies.

Financial Impact

This report outlines LBHF's response to Government's direction to produce a Productivity Plan. The plan includes information relating to the Council's finances, but there are no additional decisions required and as such there are no direct financial implications emanating from this report.

Alex Pygram, Head of Finance, Finance and Corporate Services, 7 October 2024

Verified by James Newman, AD Finance, 7 October 2024

Legal Implications

This report recommends that Full Council notes and comments on the Productivity Plan which was submitted to the Ministry of Housing, Communities and Local Government in July 2024. The letter from the former Department for Levelling Up, Housing and Communities referred to in this report sets out those matters which must be addressed in the Plan.

The appropriate decision maker is Full Council.

Angela Hogan, Chief Solicitor (Contracts and Procurement) 7th October 2024

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Proposals and Analysis of Options

1. The final Local Government Finance Settlement published on 18 December 2023 announced that all councils would be required to produce a productivity plan. On 16 April 2024, the former Minister for Local Government wrote to Sharon Lea, Chief Executive, with directions to produce the plan (see Appendix 1).
2. In July 2024, H&F submitted its productivity plan to government ahead of the deadline and published it on the Council's website (see Appendix 2). The plan responded to four areas prescribed by the former government, namely:
 - How we have transformed the design and delivery of our services to residents, to make better use of resources
 - The Council's use of technology and data to improve decision-making, service design and use of resources
 - How we have reduced wasteful spend
 - Barriers preventing further progress in productivity and what is needed by government to remove those barriers.
3. Last month, the new Minister of State for Local Government and English Devolution wrote to all local authority Chief Executives setting out what the government intends to do with the productivity plans (see Appendix 3).
4. H&F welcomed the opportunity to publish our productivity plan and describe how we have secured improvements in the value for money and the provision of services for residents. Local government's productivity improvements have been in the context of over a decade of austerity. For H&F, this has meant a 54 per cent reduction in government funding since 2010. This was further exacerbated by the recent economic fiscal turmoil caused by the previous government in September 2022. The latter caused significant on-going

inflationary cost pressures for the Council (estimated at almost £14m from 2023/24) and not mentioning the cost of living impact on our residents.

H&Fs Productivity Plan

5. The Council's RFE value has been a driving force as we have transformed the design and delivery of Council services. This has allowed H&F to maintain low council taxes, relatively modest external debt, generate significant income from chargeable services and developer contributions and maintain adequate reserves. Since 2013/14, the Council has generated savings of £131m from changes in operating models (across procurement, commissioning of services, property services, shared service partnerships and re-design of management structures).
6. Most of our major services are delivered by external contractors. We measure the productivity of external contractors by key performance indicators (KPIs) and industry benchmarks and drive efficiencies through the procurement process. We actively pursue strategies that prevent or minimise future financial pressures in partnership and through joint ventures. We also have in place cross-cutting and service-specific improvement programmes to drive forward improving services for residents, visitors and local businesses.
7. We are taking advantage of technology and data to improve decision-making, service design and the use of resources. Data is an integral part of H&Fs operations, guiding the daily activities of front-line services. We believe modern, safe and secure digital platforms and technology can deliver further efficiencies above those already achieved. The Council's H&F Plan for 2023-26 reaffirms our commitment to enhance data capabilities and internal expertise in technologies such as digital automation and artificial intelligence (AI).
8. We have driven out wasteful spend utilising leading research and through active participation in sector and professional bodies. Targeted investment in new areas is supported by robust business cases to realise productivity improvements down the line. For example, this was done successfully in relation to the modernisation of mobile and desktop technologies and information technology infrastructure, which realised an annual cumulative saving of up to £1.4m. Robust management arrangements and controls ensure we achieve value for money in the use of resources, including investment in the Council's staff and workforce.
9. To unlock barriers to further productivity, local government needs more medium-term financial planning. We welcome the new government's commitment to do so. Longer-term, government must look at the structural under-funding of local government and necessary strategic financial reforms to areas such as business rates and social care funding. A single regulatory framework for local authorities, though not without its challenges, would be clearer to our residents/ businesses/ visitors and will be more efficient (financially) and effective (from a perspective of outcomes).

LIST OF APPENDICES

Appendix 1 – Letter from former Minister for Local Government

Appendix 2 – H&Fs Productivity Plan

Appendix 3 – Letter from Minister of State for Local Government and English
Devolution



Department for Levelling Up, Housing & Communities

Simon Hoare MP
Minister for Local Government
2 Marsham Street
London
SW1P 4DF

16 April 2024

Dear Chief Executive

Productivity in Local Government

As you know, the Government is reviewing productivity across all public services and local government is, of course, part of that exercise. The recent [Local Government Finance Settlement](#) announced that councils would be asked to produce productivity plans. This letter formally begins that process.

May I first thank you for your very helpful engagement with my officials. Your views and thoughts have been valuable in shaping this approach to make it as useful as possible for all of us.

Local government has already done a huge amount in recent years to improve productivity and efficiency. However, lockdown and post-lockdown has proved challenging, and you are looking for new ways to go further. These new plans will help us understand what is already working well across the whole country, what the common themes are, whether there are any gaps and what more we need to do to unlock future opportunities. We will share these important lessons across the sector.

Productivity is not one-dimensional, and I would encourage you to consider the various facets that encompass the drive for greater productivity. When developing your plans, please think broadly and include reference to not only how you run your organisation, but also how you run the public services you provide and how you provide place leadership. It is with this wide view that we can ensure we are providing value for money for residents.

I am not looking to impose excessive burdens. I am not issuing you with a formal template or a detailed list of criteria to meet. I expect your plans to be three to four pages in length, and to set out what you have done in recent years, alongside your current plans, to transform your organisation and services. I do not want to specify a list of metrics you must report, but I do want to understand how you will monitor and assess your plans to assure yourselves and your residents that they will be delivered.

The plans should consider the below themes and where appropriate, should reference the work your council undertakes alongside other public services, such as the NHS and police.

1. How you have transformed the way you design and deliver services to make better use of resources.

Questions to consider:

- how has the organisation changed in recent years to become more productive? You may wish to consider what you have done around staffing, structures, operating models etc;
- how do you measure productivity in your organisation?
- what changes have you made to improve services, and what effects have those had?
- what are your current plans for transformation over the next two years and how will you measure the effects of those changes?

- looking ahead, which service has greatest potential for savings if further productivity gains can be found? What do you estimate these savings to be?
- what role could capital spending play in transforming existing services or unlocking new opportunities? If you have already used capital spending to boost growth or improve services, we would be interested in learning more;
- what preventative approaches you have undertaken and can the value of these be quantified?
- are there wider locally-led reforms that could help deliver high quality public services and improve the sustainability and resilience of your authority?

2. How you plan to take advantage of technology and make better use of data to improve decision making, service design and use of resources.

Questions to consider:

- what are your existing plans to improve the quality of the data you collect; how do you use it and how do you make it available to residents?
- are there particular barriers from legacy systems?
- how often do you share data with other organisations, and do you find this useful?
- Are there opportunities to use new technology to improve workflows and systems, such as predictive analytics and AI?

3. Your plans to reduce wasteful spend within your organisation and systems.

I know we will share the aim to reduce waste wherever we can and, while you have all made huge strides in recent years, no organisation is ever 100% efficient. You should set out your plans to reduce wasteful or “gold-plated” spend.

Questions to consider:

- how do you approach identifying and reducing waste in the organisation? How do you monitor progress?
- where have you followed invest to save and what was the result?
- how much time and money do you spend on staff EDI training (internal and external), networks, and other programmes? How many EDI Champions do you have as an organisation? How do you log and report the time and money spent on EDI related activity? How do you assess the effectiveness of that training?
- what percentage of total staff budget is spent on a) agency and b) consultants? How do you assess value for money on agency & consultancy spend and what are your plans to reduce use / costs? How many of those consultants or agency staff have been in place for over a year?
- what governance structures do you use to ensure accountability of spend?
- do you share office functions with other councils and if so, how useful do you find this?
- if you share external training costs with neighbouring councils, how do you factor out duplications of service between your council and your upper-tier council (if you have one)?

- if you have one, what is your assessment and experience of working with an elected mayor, combined authority, or devolution deal?
- what proportion of your paybill is spent on trade union facility time?

4. The barriers preventing progress that the Government can help to reduce or remove.

There will be barriers preventing you from going as far or as fast as you would like to. I would like your plans to set those out, so that we can understand how government, or the market, can help you overcome these barriers to go even further.

Questions to consider:

- what are the barriers preventing you from improving productivity further within your organisation?
- what are the barriers preventing you from improving services further?
- are these barriers consistent across multiple services?
- what would you need to remove those barriers? What do you need from government, the market or elsewhere?

Your plans must be returned by 19 July 2024, by email to productivityplans@levellingup.gov.uk.

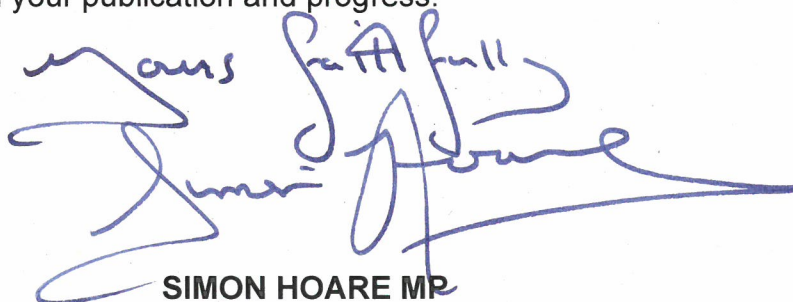
You must ensure that there is member oversight and endorsement of the plan before it is submitted, and the plan must also be uploaded to your website so that residents can see it. You should consider how you will update the plans and report on progress on a regular basis. The plans should also contain relevant metrics and key performance indicators to allow you and your residents to monitor progress.

Once received, we will review the plans to identify common themes and issues across the sector. We are keen to highlight best practice that others can learn from.

Individual plans will not be rated or scored, and we will not produce any kind of league tables. We are interested in understanding what is happening across the sector.

We are setting up a panel to consider the themes and evidence that comes from the plans. I will chair the panel and bring together experts from the sector and beyond, including Oflog and the LGA. They will consider the issues emerging from the plans, the implications for future national policy design, the role of government in supporting further change and the role of the sector in going further. The panel will advise national government and local government, and I believe this collaborative approach will ensure the most effective outcomes.

I look forward to updates on your publication and progress.


SIMON HOARE MP
 Minister for Local Government

London Borough of Hammersmith & Fulham

Hammersmith Town Hall

King Street

London

W6 9JU

Email: chief.executive@lbhf.gov.uk

Web: www.lbhf.gov.uk



Rt. Hon Jim McMahon OBE MP
Minister of State
Ministry of Housing, Communities and Local Government
Sent by email

17 July 2024

H&F Productivity Plan

Dear Mr McMahon,

Congratulations on your appointment as Minister of State at the Ministry of Housing, Communities and Local Government.

The former Minister for local government, Rt. Hon Simon Hoare MP, wrote to all Chief Executive's of local councils on 16 April 2024 requesting a productivity plan. This letter sets out Hammersmith and Fulham (H&Fs) Council's response to this request.

We welcome government reviewing productivity across public services. Local government's productivity improvements have been in the context of over a decade of austerity. For H&F, this has meant a 54 per cent reduction in government funding since 2010. This was further exacerbated by the recent economic fiscal turmoil caused by the previous government in September 2022. The latter caused significant on-going inflationary cost pressures for the Council (estimated at almost £14m from 2023/24) and not mentioning the cost of living impact on our residents.

I am also hoping that the Council will receive its agreed contributions from DfT and TfL for the works that are being completed to date to ensure the continued safe operation of Hammersmith Bridge. This pending agreement on a future plan for the full restoration of this important gateway in West London.

The Council has 'ruthless financial efficiency' as one of the Council's core values. This has been a driving force as we have delivered the third lowest council tax in the country and looked for new ways to deliver the services that our residents, businesses and visitors need.

Our productivity plan below follows the themes and questions provided for the exercise. H&F has mature management practices and governance arrangements that assure delivery of the various initiatives, programmes and approaches outlined. We will continue to use these mechanisms and associated processes to monitor our progress in delivering improvements and reporting on them to Cabinet and local residents.

The Cabinet Member for Finance and Reform, Cllr Rowan Ree, has endorsed this plan and Cabinet continue to set the overall strategic direction for the organisation as we seek to build a stronger, safer and kinder borough for everyone.

1. How we have transformed services to make the best use of resources

Our delivery of productivity improvements

The financial pressures on the Council have been significant over the past two decades (in line with other public sector services), with a 54% real terms reduction in government provided resources since 2010. Our 'ruthless financial efficiency' value is followed in the design and transformation of Council services. This has allowed H&F to maintain low council taxes, relatively modest external debt, generate significant income from chargeable services and developer contributions and maintain adequate reserves. Since 2013/14, the Council has generated savings of £131m from changes in operating models (across procurement, commissioning of services, property services, shared service partnerships and re-design of management structures).

We measure the productivity of external contactors by key performance indicators (KPIs) and industry benchmarks and through the procurement process. All services are actively involved with national or regional benchmarking clubs e.g. Housemark, Association of Directors of Adult Social Care Services (ADASS) and especially the Chief Finance Officer (CFO) Insights platform (we commissioned a report in spring 2024 and are holding separate workshops to actively progress the potential opportunities on services that appear to spend more than average benchmarks).

H&F has a number of programmes of work (see below) that are designed to improve services and we regularly consider the best options for the delivery of services. These are either delivered by external service providers through modern contracts (with clear specifications on standards, delivery of wider community social value, strong KPIs and break clauses) or service partnerships. Most of our major services are delivered by external contractors e.g. waste collection, street cleansing, waste disposal, adult social care services, school transport services, parks maintenance, highways, housing maintenance/ building new homes). The Council has ended ineffective contracts where necessary e.g. housing repairs, or has periodically reverted back to in-house delivery if this is considered more efficient and value for money e.g. facilities management, benefit services, a small housing direct labour organisation (DLO). All of these approaches are intended to maximise outcomes at the minimum spend.

Our transformation plans

We have in place cross-cutting improvement programmes relating to property, digitalisation, commercialisation and workforce planning. In addition, there are service specific transformation programmes for housing and homelessness. Collectively, these activities will continue to drive forward improving services for residents, visitors and local businesses. These activities have generated and will continue to generate both non-cashable benefits (e.g. increase in satisfaction levels, reductions in complaints) and cashable savings.

Looking forward, the use of modern, safe and secure digital platforms and technology have the potential to deliver further efficiencies across services (especially with regard to accessibility, eligibility decision making and administration). However, we will continue to ensure that this does not increase the marginalisation of disadvantaged groups and acts as a barrier to accessing help.

Enablers to secure further improvements

From a national perspective, there is considerable clarity on statutory services but less so on the 'quantum' that should be delivered. This leads to different service standards across local government in areas such as waste collection, street cleansing, library services and care services. Guidance on 'minimum' standards would be helpful and savings could be significant.

Capital investment makes a significant contribution to transforming services, promoting growth and unlocking opportunities. Our leading Industrial Strategy and four-year capital programme includes investment in new housing and green vehicles and investment in improving existing housing, schools, open spaces, public buildings and leisure centres. This targeted investment will reduce future maintenance and operational costs whilst also complying with modern safety standards and tackling climate change. This would be enhanced by the provision of more national funding, in particular funding to tackle the climate and ecological emergency.

The Council actively pursues strategies that prevent or minimise future financial pressures e.g. delivery of new homes directly, in partnership and through joint ventures (to reduce temporary accommodation pressures and future maintenance of historic worn out stock); our decarbonisation investment programme (to reduce future social costs); public health programmes (bringing financial and non-financial benefits to the National Health Service (NHS)); our dedicated Law Enforcement Team (LET) (preventing anti-social behaviour and generating savings for the Metropolitan Police Service); and the provision of free Home Care (reducing pressure on hospital discharges and more expensive residential/extra care services). It is complex to quantify the financial benefits across the public sector of these strategies.

The Council has implemented several locally led reforms (see above) that are reforming and improving the delivery of high-quality public services (at a regional and sub-regional level) e.g. free Home Care, LET, free school breakfasts, Clean Air Neighbourhoods, planning regulation, Industrial Strategy and private housing letting standards. These will have significant positive outcomes across the regional public sector and provide significant non-quantifiable benefits and financial efficiencies.

2. How we are taking advantage of technology and data to improve decision making, service design and use of resources

Data strategy

Data is an integral part of H&Fs operations, guiding the daily activities of front-line services, supporting service improvements and influencing strategic decisions and the use of resources. H&F has adopted a Data Quality Policy that sets the organisation's standard for collecting, using and improving the quality of data. This

recognises the critical role of data quality and data quality practices to delivering quality services to residents, businesses and visitors to the borough.

We make aggregated and non-personal data available to residents through numerous forums and channels. This includes as background to co-production and consultation exercises with residents on new policies and strategies; as part of decision reports which are subject to scrutiny and public engagement; via statutory and performance reporting to regulators, funders and government; and through publication on the Council's website. Subject to data privacy impact assessments and the General Data Protection Regulations, we also share data with partners where this supports shared priorities and joint service delivery. We only share data with other organisations where it is useful to do so.

Digital strategy

We believe modern, safe and secure digital platforms and technology can deliver further efficiencies across services. Our corporate plan reaffirms the Council's commitment to enhance data capabilities and internal expertise in technologies such as digital automation and artificial intelligence (AI) and apply these to support our ambitions. In an era of digital transformation, safely applying new technologies is imperative so we can drive efficiencies, gain deeper insights into residents' needs, improve service delivery and strengthen decision-making.

We prioritise digital platforms and operational technologies (OT) that provide agile and flexible capabilities as part of a multi-cloud strategy, irrespective of the physical location of the business applications and associated data. Our investment in cloud services provides lower costs than traditional infrastructure, allows us to store and process data more effectively and securely and allows us to quickly meet new requirements without substantial upfront investment. The associated governance arrangements including security, architecture and projects are aligned to support data-led decision making.

We continue to review our systems and applications through rationalisation to help avoid duplication, maximise the utilisation of technology assets, and ensure more efficient use of technology. Legacy systems can present barriers, but we invest in technology to integrate across systems and to automate business processes. We continue to explore new and innovative technologies, such as Generative AI. We also have a robust sourcing strategy and procurement processes to secure the most cost-effective digital platforms that meet our business needs.

3. How we have reduced wasteful spend

Accountability and responsibility

Accountability for spend is governed via the Council's Strategic Leadership Team (SLT) monthly Finance Board and supported through Departmental Management Team (DMTs). Member oversight is provided through Full Council, Cabinet, Audit Committee, external audit and scrutiny committees (these cover the annual budget, in-year financial performance reporting, treasury strategy and year-end financial statements). There are also specific service-user governance structures especially in

housing services through the Tenants Representative Forums (these periodically consider the finances of the HRA).

Driving further efficiencies

There are a number of ways how the Council identifies and reduces potential waste e.g. drawing on research and evaluations (from the National Audit Office), taking part in national/ regional benchmarking groups, active involvement in the work of professional associations e.g. Local Government Association (LGA)/ Chartered Institute for Public Financial Accounting (CIPFA)/ Chartered Institute for Housing (CIH) /London Councils and engaging our employees/ residents/ businesses/ visitors in the co-production of services. This contributes to our overall MTFS planning and progress is monitored through our in-year savings programme and trend analysis over the medium term.

H&F makes targeted investment in new areas supported by robust business cases where forward funding under invest to save principles will realise productivity improvements down the line. For example, this was done successfully in relation to the modernisation of mobile and desktop technologies and migration of IT managed infrastructure. This realised an annual cumulative saving of up to £1.4m and enabled the Council to be much more flexible and agile in providing services where they are needed, which was absolutely crucial during the Covid-19 pandemic. Through the resident experience and access programme, we are investing to transform the way residents interact with the council by centralising customer contact, bringing more services online and maximising use of technology. This is realising greater efficiency and financial savings of £0.835m to date, with further investments planned in areas such as robotics.

Strength of diversity

Local authorities across the country are involved in delivering services to diverse communities/ residents/ businesses/ visitors and this is equally reflected in their workforce. The Council has governance arrangements and training to promote equity, diversity and inclusion (EDI) as required in law and because these processes assist in the efficient and effective delivery of services. This should be regarded as an investment and is not significant within the context of the overall resources (estimated less than 1% of staff time and expenditure). The effectiveness of these strategies are monitored through resident feedback/ engagement, the success in the implementation of services changes and our ability to attract and retain key skills in hard to fill areas.

People strategy

It is important to use agency staff (to maintain service delivery during peaks and troughs) and consultants (where specialist expertise is required). All these costs are funded from the savings from budgeted employee posts. The Council has established key benchmarks and does not expect spend on agency to exceed 10% of all employee spend and consultants costs to be less than 2% of major projects. There are strong governance and approval processes in place and these are reviewed though a Resource Management Board (that meets monthly).

A number of back-office services are delivered through shared consortium arrangements with other local authorities e.g. managed services (Finance and HR transactional services with Hampshire County Council), Treasury, Pensions, Internal Audit, Insurance, Hospital Teams, Fostering and Adoption and Emergency Duty Team. These help to promote cross boundary learning/ innovation, reduce operational costs and allows sharing of investment/ development costs. However, there is a need to have shared values and aspirations as this can otherwise act as an impediment to the efficient, agile and timely delivery of services.

We continually review where we might incorporate arrangements to share training costs to reduce duplication and benefit from reduced costs through the power of negotiation. Where appropriate, this includes sharing training across partnerships. To keep costs to a minimum, we mostly design and run our own training in-house using internal subject matter experts (or subject matter experts through our partnerships). Our online learning platform is a shared cost across a number of public sector organisations through a managed services offer.

It is important to maintain strong partnerships with employee representation organisations as this assists in the development of new policies, implementation of service changes and maintaining service continuity. This is regarded by the Council as an investment in employee relations and the Council incurs less than 0.001% of its pay bill on these costs.

4. Barriers to productivity growth

Barriers to growth

The limited medium-term financial planning regarding local government finance settlements, wide ranging ring-fenced national programmes and delays in the strategic financial reforms (e.g. business rates, social care funding) creates uncertainty. This is consequently translated by our external service providers as 'risk pricing' in procurement plans/ partnership working and can inhibit long-term efficient service planning. Local authorities are subject to strong appropriate scrutiny that is not always replicated across the public sector e.g. public meetings/ governance. Local authorities are further subject to multi-layered service specific regulation (plus wider information provision). The discharge of these obligations is not without the need to set aside considerable resources (significantly more than spent in other matters covered in this response).

The delivery of public services is complex with multiple separate organisations (e.g. Health, Police, Fire); different regulatory bodies and legislative requirements; and separate government department responsibilities. These are very real complications, each seemingly operating to different rules and operational boundaries. This has led to complexities in the delivery of services and implementing change (often requiring new co-ordinating governance structures). The many different national funding programmes and specific restrictions are also not always helpful and create separate considerations.

Asks of government

A single regulatory framework for local authorities would be helpful (as with other public services) as this would be clearer to our residents/ businesses/ visitors and will be more efficient (financially) and effective (from a perspective of outcomes). Other matters are highlighted elsewhere in Section 4 of this submission, such as the need for multi-year settlements and addressing structural under-funding of local government, reducing ring fencing and reporting requirements associated with grant funding, and reducing the number of disparate and competitive funding pots.

These matters will require national government reforms. In general, the public sector aspires to work well in partnership but the different funding and governance frameworks can make matters more complicated to deliver outcomes. Again, this would require some element of national government intervention and reform.

The Council looks forward to working with you and your Department to progress and resolve the many challenges facing the public sector and to ensure the best possible services are provided to our residents, business and visitors.

Yours sincerely,

Sharon Lea
Chief Executive
Hammersmith & Fulham Council



**Ministry of Housing,
Communities &
Local Government**

Jim McMahon OBE MP
Minister of State for Local
Government and English
Devolution
 4th Floor, Fry Building
 2 Marsham Street
 London SW1P 4DF

Dear Chief Executive,

13 September 2024

An Update Following the Submission of Productivity Plans

Firstly, it is an honour to be the Minister responsible for Local Government, and I look forward to working with you alongside the Deputy Prime Minister and the ministerial team over the coming months as we reset the relationship between central and local government and as we set out our priorities.

Shortly after the election, you submitted productivity plans. I know there's been some speculation in the media about them, so I wanted to let you what we're going to do with them. Your work, not only in writing the plan itself but in developing innovative solutions to improve outcomes for your communities, has been very helpful to see, and I want to use this to build a shared approach as we move forward.

The plans are a rich source of information that highlight novel advancements in technology, staff-engagement and cross-sector working. They are an excellent showcase for what you have done in recent years. They also present some compelling calls for how and where central government can support further change to improve services, particularly on the use of new technology such as AI.

You are all aware of the financial challenges we face as a country, and I know that many councils have feedback the need to certainty in the form of multi-year settlements, and more simplified funding streams to reduce bidding into central government funds.

I want to work with you to see how we can work together and with other partners in the public and private sectors to get more out of existing resources, and what steps we might take to improve efficiency further. I also believe that the evidence demonstrated through the plans will be a helpful reference for all public services. Likewise, I am also keen to learn lessons from other public services, the private sector and academia about how we might do this. I plan to host a series of roundtables with the sector and experts to consider the lessons from the plans submitted so far, the barriers identified and our respective roles in overcoming them. This is important work and it's crucial that we get it right, together.

That said, I know there was a lot of disquiet about the focus and tone on equality, diversity and inclusion in the original request. I want to assure you that I am not going to try to micromanage how you run your organisations, I trust councils to do the job they have been elected to do and the vast majority do it to a high standard, often in incredibly testing circumstances.

It's important that public servants reflect the communities they serve, and EDI colleagues and initiatives do important work in making sure that the sector is a safe and respectful place to work

for all. I can confirm I will not be asking for further information on EDI spend as part of this work going forward.

Yours sincerely,

A handwritten signature in blue ink that reads "Jim McMahon." The signature is written in a cursive style with a large initial 'J'.

JIM MCMAHON OBE MP

Minister of State for Local Government and English Devolution

Report to: Full Council

Date: 17/10/2024

Subject: Youth Justice Plan 2024-25

Report of: Councillor Alex Sanderson, Deputy Leader (with responsibility for Children and Education)

Report authors: Alison Sabaroche, Head of Youth Justice Service, Roisin Conroy, Commissioning & Transformation Lead

Responsible Director: Jacqui McShannon, Executive Director of People

SUMMARY

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

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

RECOMMENDATIONS

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

Wards Affected: All

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

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

Financial Impact

A budget of £1.294m will be invested in the delivery of the Council's Youth Justice Service's Plan for 2024/25. The funding sources are set out in the table below.

Funding Source	£'000
Council's General Fund (Children's and Social Care Department)	219
Grants including Youth Justice Board Grant	934
Other Partner Contributions	141
Total Planned Expenditure	1,294

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

Barbara Ncube, Finance Manager (Children's Services): 27/08/2024

Tony Burton, Head of Finance Children's Services and Education: 28 August 2024

Legal Implications

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

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

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

Angela Hogan, Chief Solicitor (Contracts and Procurement): 27th August 2024

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Proposals and Analysis of Options

1. In Hammersmith & Fulham, our first priority is to keep people safe and secure. We want our young people and communities to thrive. Our aim is to take a unified approach across education, health, the police, local authority and crucially with our voluntary and community sector and residents, to ensure the safety and well-being of our young people. Our Youth Justice Plan is based on the belief that if we are to reduce and prevent offending by all young people, we must work together to provide the right services at the right time to avoid young people experiencing harm, reduce youth crime and victimisation of children and young people, and ultimately improve outcomes for the individual and our whole community.
2. There is an annual duty on the youth justice partnership to submit a Youth Justice Plan (Appendix 1) which sets out how we will work with our partnership agencies and local communities to keep our children and young people safe and support them to reach their full potential. This includes how youth justice services in their area are to be provided and funded, how they will operate, and what functions will be carried out.
3. The Plan reflects our wider vision for the Youth Justice Service (YJS) which is established in our Youth Crime Prevention Strategy 2022-27, which brings key partners together in Hammersmith & Fulham to deliver our ambition that, working together and at the earliest opportunity, we will enable young people to escape the cycle of criminal activity and prevent young people from becoming involved in criminality at all.

4. Our **key strategic objectives** as a local area partnership are to:
 - Increase **resilience** & reduce **vulnerability** to prevent children from getting involved in crime and to empower them to escape the life crime cycle.
 - Improve pathways out of criminality through effective **rehabilitation and resettlement** to enable young people to stay away from crime and avoid re-offending.
 - **Early Intervention is key** – we believe it takes a whole borough to raise a child. Therefore, to support children and young people to achieve, we must take a holistic approach by working together as a whole system to tackle barriers to their success, particularly where there are multiple and complex needs, to stop problems escalating and to improve life chances.
 - **Tackling disproportionality** - we commit to being ruthlessly inclusive - we will lean into our communities to ensure all children, regardless of their background, have the same pathway of opportunities available to them.
 - **Inclusive participation** - we continue to actively listen and respond to what our children tell us they want and need to ensure they are not only safe but thriving.
5. The Youth Justice Plan has been developed in partnership through the Youth Crime Prevention Partnership and has been submitted to the Youth Justice Board with approval of the Board Chair, pending confirmation of sign off by full Council at a later date due to the required deadlines for the return.

HIGHLIGHTS FROM THE YOUTH JUSTICE PLAN

6. See below some highlights, picked out by the Youth Justice Head of Service, Alison Sabaroche. It should also be noted that Alison was awarded a Commendation at the prestigious Butler Trust Awards this year, for her commitment to improving the lives of our young people and their families.
7. The Youth Justice Plan goes into detail of the following highlights and numerous others, the following highlights are to demonstrate a sample of the Youth Justice Service's achievements this year.
8. **Highlight One:** Embedding the Turnaround Panel. Between the launch of Turnaround in February 2023 and January 2024, we have received 201 referrals for Turnaround support. Out of the 201 received, 52 young people have been accepted onto Turnaround. Of those who were accepted by the panel 31 young people consented to support, 10 declined and 11 were withdrawn. The panel was observed during October 2023 Practice Week and the observer noted the following:

The panel evidenced the strong multi-agency approach to early intervention in Hammersmith and Fulham. This included strong collaboration with the police and the promotion of child-centred policing to impact young people's initial experience of Police and authorities. The Panel demonstrated flexible and

bespoke programmes of support to the children and their families. Young people were discussed at the panel using compassionate language, and care and attention were given to the circumstances of each young person as many of the young people are jointly allocated with YJS and social work teams. There was evidence of the application of the strengths-based model and the way in which the panel members sought to unpick and explore vulnerability factors, including alliances with other young people. The observers were impressed with the level of experience and expertise of the panel members and the way in which they shared information with one another to inform interventions and engagement of the young people.

9. **Highlight Two:** Embedding the delivery of the Assessment and Qualification Alliance (AQA) vocational qualification awards. The YJS is a registered AQA Centre with 2 AQA trained co-ordinators. 37 AQA Unit award schemes have been completed with YJS cohort including Turnaround young people from the period of April 2023 – March 2024. 26 Young people have completed AQAs with support from practitioners 3 co-ordinators. The most common AQA unit award scheme topics that have been completed are as follows; bike maintenance, responsible dog ownership, mathematics measures, self-promotion, emotional wellbeing, and awareness of anger.
10. **Highlight Three:** The Unheard Gender workshop has been developed to explore the institutionalised marginalisation of fathers and support services in defining the ways of better engaging fathers. Systemic practice is utilised in the training to explore the family/service scripts and how we position fathers and was delivered in November 2023. The Gangs, violence and exploitation manager, YJS HoS alongside, frontline practitioners, social workers, DSMs and team managers across YJS and wider CYPS participated.

Option 1 – Do nothing (not recommended)

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

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

12. This option would give confirmation of sign off of the annual plan by Full Council, following initial approval by the Youth Crime Prevention Partnership Board Chair and submission to the Youth Justice Board in June 2024. Confirmation of the Youth Justice Plan would satisfy our statutory duties.

Reasons for Decision

13. Youth Justice Plans, in England only, must be signed off by the Full Council in accordance with Regulation 4 of the 'Local Authorities (Functions and Responsibilities) (England) Regulations 2000'. There is a requirement on Youth

Justice Services to publish their Youth Justice Plan in accordance with Section 40 of the Crime and Disorder Act 1998.

Equality Implications

14. A key objective of the Youth Justice Service, outlined in the Youth Justice Plan and Youth Crime Prevention Strategy, is tackling disproportionality across our Youth Crime Prevention Partnership. We commit to being ruthlessly inclusive we will lean into our communities to ensure all children, regardless of their background, have the same pathway of opportunities available to them.

Risk Management Implications

15. There is a compliance risk (adherence to sections 39 and 40 of the Crime and Disorder Act 1998 and paragraph 7(b) of Schedule 2 of the 1989 Act) and resulting reputational risk that the deliverables and benefits of the plan are not delivered. It is therefore recommended that the Youth Justice Service (YJS) programme is tightly managed, with a focus on liaison with other participation authorities, defined deliverables, early warning and benefits tracking.

Jules Binney, Risk and Assurance Manager: 20th August 2024

Climate and Ecological Emergency Implications

16. There are no identified climate implications.

Hinesh Mehta, Assistant Director Climate Change, 20th August 2024

Consultation

17. The Youth Justice Plan has been developed in consultation with partners engaged with the Youth Crime Prevention Partnership. Through this partnership approach, the plan has been developed to reflect a shared understanding of data relating to this cohort of young people, delivery against the identified KPIs, challenges, concerns and mitigations, and supported by the development of an agreed action plan with defined leads, timescales and criteria for success.
18. The wider partnership are committed to a child first approach, which should steer intervention with all children to recognise the potential they each bring. Working in collaboration with the children and young people know to the YJS is central to the work of the partnership, ensuring we listen and respond to what our children and young people tell us they want and need to ensure they are not only safe but thriving. This approach to youth voice is at the core of everything we do and is reflected in our Youth Crime Prevention Strategy. Evidencing this approach, the YCPP has nominated one of the board members to take on a Youth Voice Champion role, with the purpose of championing youth voice and engagement to ensure that the voice of young

people is heard in relation to decisions being made that affect them. This commitment to youth voice is interwoven throughout the Youth Justice Plan, evidencing how youth voice has and continues to shape delivery.

LIST OF APPENDICES

Appendix 1 – Youth Justice Plan 2024/25

Appendix 1 – Youth Justice Plan 2024-25

Service	Youth Justice Service
Service Manager/ Lead	Alison Sabaroche, Head of Youth Justice Service
Chair of YJS Board	Jacqui McShannon, Executive Director of People

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1. [Introduction, vision and strategy](#)
2. [Governance, leadership and partnership arrangements](#)
3. [Update on the previous year](#)
4. [Progress on priorities in previous plan](#)
5. [Performance over the previous year](#)
6. [Risks and issues](#)
7. [Plan for the forth coming year](#)
8. [Child first](#)
9. [Resources and services](#)
10. [Board development](#)
11. [Workforce Development](#)
12. [Evidence-based practice and innovation](#)
13. [Evaluation](#)
14. [Priorities for the coming year](#)
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17. [National priority areas](#)
18. [Children from groups which are over-represented](#)
19. [Policing](#)
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24. [Detention in police custody](#)
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FOREWORD

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

The Youth Crime Prevention Partnership (YCPP) was formed to ensure we provide protection for our young people. It continues to deliver to support the corporate vision of the council 'To build a stronger, safer and kinder borough for everyone'.

Children's services were given an 'Outstanding' rating from Ofsted for the inspection in March 2024. The outcome, published in May 2024 found that 'Children living in the London Borough of Hammersmith & Fulham receive excellent services. Since the last inspection, highly effective and committed leaders have continued to make improvements.' Hammersmith and Fulham's Youth Justice Service was rated as 'Outstanding' by HMIP in 2022 and was described as having a clear child-first and systemic approach to working with children and families. We value the views of children and families, which includes routinely gathering feedback from children, parents, or carers on their experiences with youth justice, as well as involving them in wider consultation events.



Councillor Alex Sanderson
Deputy Leader (with
responsibility for Children and
Education)



Jacqui McShannon
Executive Director of
People

EXECUTIVE SUMMARY

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

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

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



Alison Sabaroche, H&F Youth Justice Head of Service receiving the Commendation from HRH The Princess Royal Princess Anne, recognising her service within the custodial and community justice settings.

1. INTRODUCTION, VISION AND STRATEGY

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

Key Priorities:

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

Early Intervention is key – we believe it takes a whole borough to raise a child. Therefore, to support children and young people to achieve, we must take a holistic approach by working together as a whole system to tackle barriers to their success, particularly where there are multiple and complex needs, to stop problems escalating and to improve life chances. Tackling disproportionality - we commit to being ruthlessly inclusive we will lean into our communities to ensure all children, regardless of their background, have the same pathway of opportunities available to them. Inclusive participation - we continue to actively listen and respond to what our children tell us they want and need to ensure they are not only safe but thriving.

Keys for success:

- Personalised healthcare and support – access to the right health care at the right time to ensure physical, social and emotional well-being.
- Education, Employment and Training - all our young people to be equipped through high quality education and training to be economically successful in adult life and can participate in provision which will lead to that success.
- Empowering communities: capacity building with community organisations and residents to give them the confidence to be able to help young people through increased resilience and a sense of

belonging in a caring community and to create pathways away from and out of crime.

- Protecting our community: residents are trained to spot the signs of exploitation and help young people to get the help they need. More high visibility police patrols where help is most needed to keep residents safe.

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

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

Local Context

Following the 2021 census, the population of children and young people under the age of 18, living in H&F was 31,802. This is 17.4% of the total H&F population. This is a significant reduction from the estimated 37,111 reported a year before. H&F is one of the three local authorities where the population of children and young people decreased. However, despite the decrease in overall child population, there has been a 16% growth in children aged 10-15 years, this is a cohort most likely to come to our attention. Children and young people from minority ethnic groups account for 64% of all children in the area. This is a significant increase from the 2011 census. The largest minority ethnic groups in H&F are White Other (17.3%), Mixed (12.3%) and Black African (10.2%). 28% of children under 18 are living in poverty 1350 children and young people were identified as needing specialist support from the local authority on 31 March 2023. This is a decrease from 1452 on 31 March 2022. Of this number 168 (rate of 45 per 10,000 children) children and young people were the subject of a child protection plan; an increase of 6.8% from the year before; and 212 (57 per 10,000) children and young people were cared for children by the local authority; a decrease from 216 on 31 March 2022. All state funded schools in the borough are rated good or outstanding. The local authority is working closely with all schools to ensure a consistent good quality education for all pupils.

2. GOVERNANCE, LEADERSHIP AND PARTNERSHIP ARRANGEMENTS

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

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

As part of the Councils continued commitment to a child first, child focussed approach, the YJS is located within Children and Young Peoples Services (CYPS) and the Head of YJS sits as part of the CYPS Departmental Leadership Team who report to the CYPS Operational Director. The YJS Head of service attends the Local Safeguarding Partnership and the Community Safety Partnership. The Head of the YJS sits on several strategic partnership panels and steering groups: Channel Panel, Modern Day Slavery and Exploitation Strategy Group, Serious Violence Duty Working Group, Tasking and Enforcement Group, Parent and Young People substance misuse needs assessment Group.

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

- 1. Everyone in our borough feels valued and they belong.**
- 2. Removing barriers to inclusion.**

3. **Ensuring that our services tackle the disproportionate impact on young people (including those at risk of street crime and exploitation by gangs).**
4. **Improving opportunities for all.**
5. **Becoming an employer of choice and fostering greater inclusion.**

The chair of YCPP is also the senior responsible officer in the council for equalities and race equalities and chair of the newly established Equality, Diversity and Inclusion Board. In CYPS there are facilitated, Black Lives Matters conversations aimed at front line social workers on a monthly basis where different themes and topics are discussed to promote a wider understanding of the children and families they are working with in Hammersmith & Fulham. Cultural humility training is mandatory for all managers within CYPS.

Youth Justice Service Structure

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

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

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

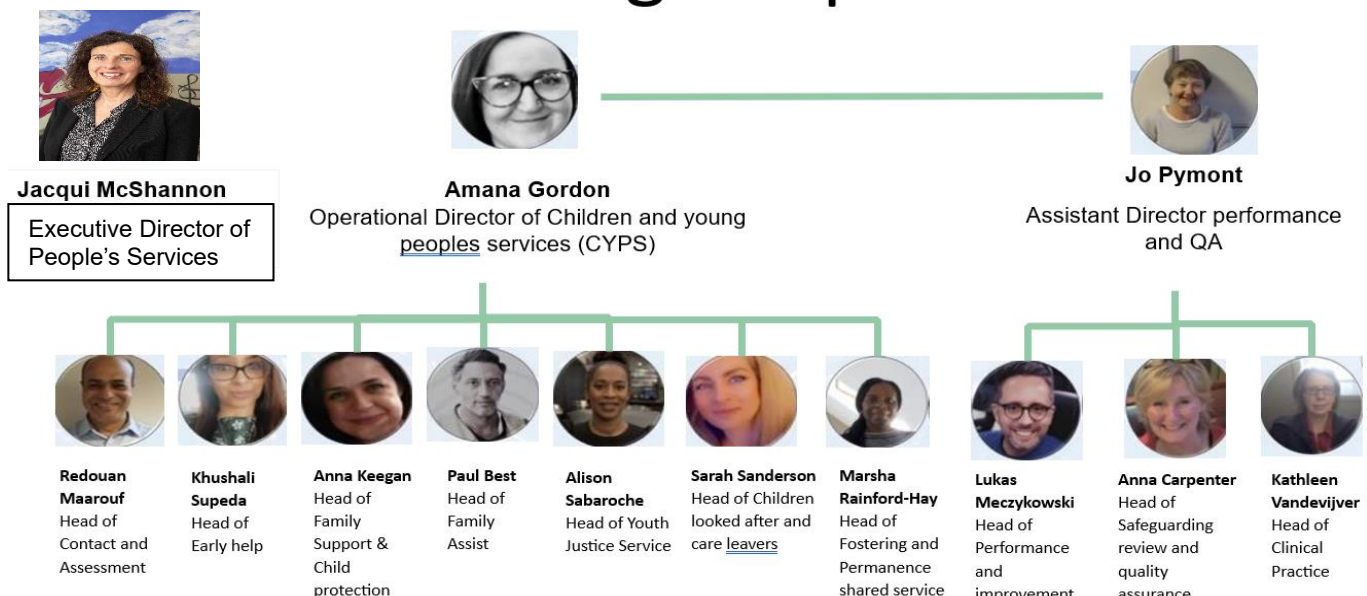
police officers sit within the O OCD team and Two QPR outreach workers are based within the community and court and community teams. With a third QPR worker an Employment Coach joining the YJS this year for a year, initially.

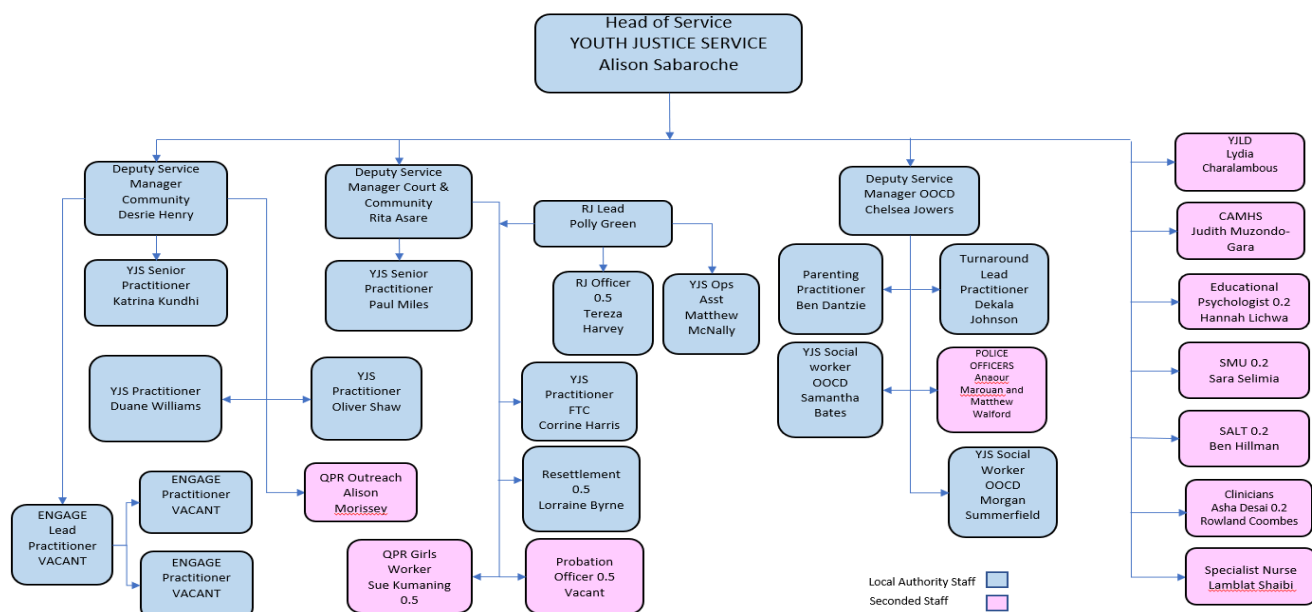
The service is diverse with regards to ethnicity, age, and skillset; the practitioners and senior practitioners are either social work or probation qualified. However, only 25 percent of staff are males. There is one practitioner vacancy arising from the internal secondment of a practitioner to the Turnaround project lead worker role.

The service is in the process of mobilising and recruiting to the ENGAGE programme. The ENGAGE programme will involve a lead practitioner and two dedicated practitioners who will aim to see all under 18s detained in Charing Cross and Hammersmith custody suites with the aim of reaching them at a 'teachable moment' and to help set these young people on more positive paths.

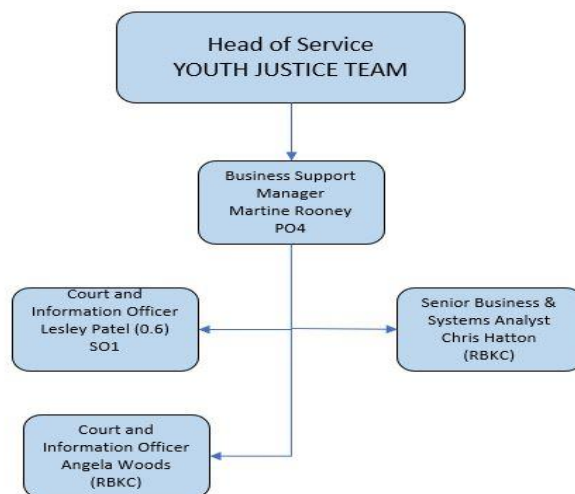
The ambition is that this will further reduce the risk of children entering the criminal justice system and ensure they are engaged with intervention at the earliest opportunity to support diversion from offending.

Children & Young People's Service





Shared Service – Court Administration and Data Management



Local Partnerships

The YJS is committed to working alongside voluntary and community organisations to ensure young people and their families are embedded and feel part of their communities.

The YJS has a long partnership with **QPR in the Community Trust** which has seen workers from QPR seconded into the YJS and working alongside YJS practitioners and children's networks to provide mentoring support, engagement in education training and employment, and working specifically with girls.

Wiper Youth CIC is a youth justice social enterprise which specialises in working with vulnerable and disadvantaged children and young people. Their mission is to engage with young people: they are committed to finding ways to develop working relationships with young people, interacting with them in whatever place or stage they are at in their personal life journey and to empower young people: they are driven by a desire to help young people recognise and develop their strengths, talents and positive attributes. Wipers has worked with the YJS since 2014 delivering group work programmes, workforce training, specialist mentoring. Currently, Wipers delivers the Junior Attendance Centre (JAC) for YJS and the Ether Programme a Personal Development and Leadership Programme which is specifically for black, mixed heritage and Asian boys.

Active Successful Engagement (ASE)

ASE are a team of Holistic Transformational & Resilience Mentors.

They provide Holistic Mentoring to children, young people and adults within Hammersmith and Fulham. ASE are delivering in Hammersmith & Fulham the Parent Carer Champion Programme, i-Matter Mentoring, PRU Parent/Carer programme and mentoring to young people on the Turnaround programme.

Fulham Palace House & Garden Charity providing landscaping work experience for young people initially started as a reparation project. Young people have shown aptitude and have had work experience which has then led to paid employment/apprenticeship.

Amani Simpson AVIARD INSPIRES created using the words **AVIATE** meaning to fly and **HARD** meaning not easily broken, they exist to give hope to young people through Personal Development, Digital Media, and Enrichment Activities. Amani has worked with the YJS since 2019 showing the 'Amani' film which is based on Amani's real-life experience of being stabbed, followed by a Q&A as part of the weapons awareness program. The YJS contributed to the pilot and development of the Amani Project, a 6-month skills and mentoring programme specifically for young people aged 16-19, who are of African or Caribbean Heritage and in need of a second chance.

3. UPDATE ON THE PREVIOUS YEAR

4. PROGRESS ON PRIORITIES IN PREVIOUS PLAN

In our 2023-24 YJ Plan, our key service priorities and plans were:

- Supporting Young People to remain in the community **(Minimising use of custody)**.
- Reduce disproportionality/ over representation.
- Early Intervention/Diversion **(reduce 1st time entrants)**.
- Keeping young people safe and secure, enabling them to thrive **(Reduce re-offending)**.

Additionally, our overarching priority was, and remains, to maintain caring and compassionate language and a Child First approach. The tables below set out our progress against our plans and activities:

Supporting Young People to remain in the community. (Minimising use of custody)		
Last Year's Action	Current Progress	RAG
Joint working/outreach to Out of Borough (OOB) courts/ Youth Justice Services (YJS's)	Progress has been made in terms of outreach to colleagues in neighbouring West London Boroughs. Work remains on-going in building relationships with the Out of Borough Courts where challenges/issues	Amber

	<p>have been identified and remain. We are working in partnership with others to identify what training needs we could support with to decrease negative outcomes for children. These challenges are experienced by several YJS's across London and have been raised with the Youth Justice Board (YJB) Head of Oversight – London Operations South.</p>	
Workshop on bail and remand process/court work	<p>Bail and remand workshop held.</p> <p>Stringent Bail Support Package's including ISS continue to be put before the courts, however, there has been an increase in Youth Detention Accommodation (YDA's) due to the seriousness of offences for which a small cohort of young people are appearing. The seriousness of the offences mean it is not always in the interests of public protection appropriate to provide a bail support package.</p>	Amber
Develop group	Data analysis and	Green

<p>work/bespoke intervention for Serious Youth Violence (SYV) offences – robbery</p>	<p>work with the Community Safety Partnership identified an increase in the percentage of robbery offences and as such an area to target intervention.</p> <p>The Senior Practitioner in the Community team leads on the co-ordination and delivery of group work and interventions. The senior practitioner attends London forums on developing practice and interventions and has developed a robbery intervention and one to one weapons awareness intervention. Group weapons awareness groupwork has been challenging to facilitate with many children unable to attend group work together, hence the development of a one-to-one programme. The interventions folder has been refreshed. WIPERS delivered the commissioned Ether Programme in Autumn 2023.</p>	
<p>Reduce disproportionality/ over representation</p>		

Last Year's Action	Current Progress	RAG
Promoting use of Family Group Conferencing, including engagement with fathers, particularly black fathers	<p>There has been significant promotion across Children and Young People's Services (CYPS) in relation to Family Group Conferences (FGC's). October 2023's practice week found in CYPS we are promoting Family Group Conferences or Family Meetings as an integral component of Child in Need (CIN) plans, to fully utilise the strengths of the wider family network when this is present. YJS (Deputy Service Managers) DSM's, Snr's and practitioners and social workers promote during joint supervision with CYPS colleagues the use of FGC's. The LA is currently rolling out Safeguarding FGC's. Audits of YJS practice during October 2023's practice week demonstrated fathers being engaged in assessment, planning and intervention delivery and strenuous efforts made to</p>	Green

	engage fathers.	
Delivery of Unheard Gender Programme to YJS & wider CYPS including senior leadership	The Unheard Gender workshop was developed to explore the institutionalised marginalisation of fathers and support services in defining the ways of better engaging fathers. Systemic practice is utilised in the training to explore the family/service scripts and how we position fathers and was delivered in November 2023. The Gangs, violence and exploitation manager, YJS HoS alongside, frontline practitioners, social workers, DSM's and team managers across YJS and wider CYPS participated.	Green
Youth Crime Prevention Partnership (YCPP) to explore the impact of disproportionality across systems and how decisions within leadership roles can effectively work towards redressing the systemic and structural challenges which can impact the minoritised communities they serve.	Delivery of workshop by The Liminality Group scoped but not yet delivered due to resource limitations. This remains a priority for the partnership.	Amber

Review of stop and search data for black and mixed heritage and other global majority groups to identify any themes	<p>DI with lead for stop and search on the Basic Command Unit (BCU) conducted a review of Stop and Search Data for Under 18's, over a 12-month period, September 2022 – August 2023 there were 305 stop and searches on children between 11 and 17 in LBHF Black children were the highest ethnic group accounting for just over 50% of the searches.</p> <p>Learning:</p> <ul style="list-style-type: none"> • Feedback has been shared with stop and search leads for Central West BCU. • Additional training for officers. • Metropolitan Police Service (MPS) stop and search policy resent to all officers. • Youth Engagement Team delivering stop and search classes to partners. 	Green
Exploration of the	Adultification training	Green

concept of 'adultification' from a research and practice perspective to explore how adultification manifests itself in practice	<p>delivered to the whole YJS in January 2024 by ListenUp.</p> <p>The workshop explored the concept of 'adultification' from both a research and practice perspective. The session used case studies, small group discussions and serious case review findings to explore how adultification manifests in practice and its potentially life-long impact. YJS were introduced to Listen Up's Professional Inter-Adultification Model which provides a framework for individuals and teams to reflect on practice and guard against the adultification of children and young people.</p>	
Early Intervention/Diversion (reduce first time entrants)		
Last Year's Action	Current Progress	RAG
Embed Turnaround Programme/Turnaround Panel	<p>Between the launch of Turnaround in February 2023 and January 2024, we have received 201 referrals for Turnaround support. Out of the 201 received, 52 young people have been accepted onto</p>	Green

	<p>Turnaround. Of those who were accepted by the panel 31 young people consented to support, 10 declined, 11 were withdrawn. The panel was observed during October 2023 Practice Week and the observer noted the following:</p> <p>The panel evidenced the strong multi-agency approach to early intervention in Hammersmith and Fulham. This included strong collaboration with the police and the promotion of child-centred policing to impact young people's initial experience of Police and authorities. The Panel demonstrated flexible and bespoke programmes of support to the children and their families.</p>	
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	<p>Young people were discussed at the panel using compassionate language, and care and attention were given to the circumstances of each young person as many of the young people are jointly allocated with YJS and social work teams.</p> <p>There was evidence of the application of the strengths-based model and the way in which the panel members sought to unpick and explore vulnerability factors, including alliances with other young people. The observers were impressed with the level of experience and expertise of the panel members and the way in which they shared information with one another to inform</p>	
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	interventions and engagement of the young people.	
Deliver (Early Intervention) EIT systemic family therapy	Whilst the EIT systemic family therapy has not been delivered as a programme. Parents/carers/families on the Turnaround Programme have been able to access family therapy through the clinician commissioned for Turnaround.	Green
Explore the interconnections between trauma informed and our systemic practice approach	This is an on-going piece of work. YJS DSM's and Practitioners attend monthly reflecting team sessions facilitated by systemic clinicians where each month a practitioner will bring a child/family or a particular issue and have a reflecting team discussion. Within these discussions the interconnections between trauma informed and systemic practice approach and other themes such as Unheard Gender and adultification are explored.	Green
Support MOPAC roll-out of ENGAGE	H&F YJS are leading for the BCU on	Amber

	ENGAGE. Mobilisation and recruitment are underway.	
Keeping young people safe and secure, enabling them to thrive (Reduce re-offending)		
Last Year's Action	Current Progress	RAG
Support YJS 16+ into suitable (Education, Employment and Training) EET pathways	The YJS have worked with local partners such as QPR and Fulham Palace House and Garden Charity to secure work experience, paid employment, and apprenticeships for young people.	Green
Support YJS under 16's to remain/reintegrate to mainstream school.	The Speech & language therapist (SaLT) and educational psychologist are part of the YJS well-being team and have continued to support children to either access education where they have been out of education but are school age or transition from alternative provisions to mainstream school.	Green
Identify, assess, signpost/intervene health & special education/additional needs	Between January-December 2023, of the 46 CYP referred to the YJS, 38 CYP people had contact with the Wellbeing Team for mental health, SLT and/or EP support. There were	Green

	13 CYP who had no contact with the Wellbeing Team for several reasons including, CYP being out of borough (OOB), being known to CAMHS and receiving intervention already, and only recently becoming open (i.e. December referrals).	
Develop a range of AQA's for young people	<p>The YJS is a registered AQA Centre with 2 AQA trained co-ordinators. 37 AQA Unit award schemes have been completed with YJS cohort including Turnaround young people from the period of April 2023 – March 2024.</p> <p>26 Young people have completed AQA's with support from practitioners 3 co-ordinators.</p> <p>Most common AQA unit award scheme topics that have been completed are as follows; Bike Maintenance, Responsible dog ownership, mathematics measures, Self-promotion, Emotional wellbeing, Awareness of Anger</p>	Green
Refer for specialist	Mentors from (Active	Green

mentoring support.	Successful Engagement) ASE are working with young people on the Turnaround Programme.	
Contextual safeguarding training.	Training to be delivered by March 2025.	Amber
Trauma informed practice training.	The Senior Practitioner in the Community Team and the Turnaround Lead both attended TRM Trauma training and delivered a workshop to the wider YJS on the importance of play as an engagement tool and completing offence related work.	Green



5. PERFORMANCE ON THE PREVIOUS YEAR

KPIs

In summary, the KPIs reflect what we know about our cohort and substantiates that we have the right and appropriate resources in place to address and support the needs of the children and young people who come to us. This is supported by audit findings from a peer audit by Croydon YJS of a cohort of H&F YJS children who had reoffended:

- The audits highlighted that there was good availability of interventions and resources, both internal and external in the service, recognising the range of partner agencies that input into programmes for our young people.
- The Croydon auditors were particularly impressed by the Wellbeing team and the input from CAMHS workers, the EP and SAL therapists.
- There was evidence of YJS interventions remaining flexible and adapting to changing circumstances, and “sticking with” young people showing the child first approach.
- The voice of the child was heard.

We are confident children are in suitable accommodation, children are supported to engage with education, employment, and training, however it remains challenging for children aged 16+ particularly those who are most likely to have the most complex needs and circumstances and who are most likely to have committed the most serious of offences and be detained in Youth Detention Accommodation. We know we have a high proportion of children with SEND/ALN and the continued commitment to commissioning 0.4FTE Educational Psychologist demonstrates this. In addition to the 0.2FTE Speech and Language therapist. All children have access to a substance misuse and healthy relationship worker and mental health and well-being support through the Youth Justice Liaison and Diversion worker and the CAMHS nurse. Victim contact remains a challenge London wide and will continue to be a focus in 2024-25. Serious youth violence offences continue to be of concern with violence against the person offences being the highest percentage of offences committed by the cohort in 2023-24 with half of those offences being for the possession of an offensive weapon, with robbery offences being the second highest percentage. The partnership is committed to building stronger and more effective responses to serious youth violence, ensuring the most effective services are commissioned and developing interventions, such as the weapons awareness and robbery interventions as per priorities in previous plan.

6. RISKS AND ISSUES

The number of serious youth violence offences committed continues to be of concern with violence against the person, robbery and drugs offences representing 61% of the overall offences committed by the 2023-24 cohort. These serious offences are most likely to be committed by children already known within our wider children's and young people's service, who are most likely to have mental health concerns, learning disability/additional learning needs and substance misuse issues in addition to complex family issues and concerns around exploitation and harm outside of the home. These children are most likely to be made subject to remand with some of the offences being of such high gravity that youth detention accommodation is almost unavoidable.

There are several strategies across H&F which include objectives to reduce serious violence including youth violence in the borough.

Violence Against Women and Girls Strategy 2022 to 2027
Ending Modern Slavery In Hammersmith and Fulham 2021 to 2026
Anti- hate Crime Strategy 2019 -2023
London reducing reoffending plan
Community Safety Partnership plan
Youth Crime Prevention Strategy 2022-27
Early Intervention Strategy 2022-2027

The YJS will continue to prioritise reducing serious youth violence embedding use of the robbery workbook and one to one weapons awareness programme.

Minimising the use of custody continues to remain challenging, whilst our custody data reflects 1 custodial sentence in 2023-24 which equates to 7 per 100,000 local youth population and is an improvement on 2022-23 and lower than London and England rates, the number of young people subject to remand in 2023-24 was double that of 2022-23, with a number of those subject to Youth Detention Accommodation. We anticipate further custodial sentences in 2024-25 which will put H&F rate per 100,000 up and may well be higher than that of London and England. It is also of concern given the challenges that partners in the secure estate are facing with increased levels of violence between young people and toward staff, recruitment, and retention of staff with reduced capacity.

The YJS HoS and YJS DSM's for Community and Court and Community teams are committed to building relationships with colleagues and partners within the secure estate and have attended Open Days at

Feltham YOI and are participating in Youth Custody Service/YJS roundtable events committing to developing a collaborative approach to service improvement within the secure estate.

A further issue is that of sentencing by out of borough courts. We have identified specific courts whereby children have received a custodial sentence without been given the opportunity to engage with a community disposal despite having committed their first offence. These issues have been escalated to YJB Head of Oversight – London Operations South to be raised at partnership meetings between YJB and HMCTS. The YJS will continue to prioritise building relationships with court user groups and colleagues outside of the borough.

7. PLAN FOR THE FORTHCOMING YEAR

8. CHILD FIRST – VOICE OF THE CHILD


We work in collaboration with the children and young people known to the YJS, we listen and respond to what our children and young people tell us they want and need to ensure they are not only safe but thriving. This is evidenced through our annual consultation event hosted in March every year with responses from the event feeding directly into actions within the annual youth justice plan. The theme of the 2024 consultation was satisfaction with our service and safety in the borough and contextual harm. This year's cohort has been quite challenging in the sense that several of our young people have felt unable to leave their homes to attend the consultation event. Practitioners have visited young people in their homes in order to complete the survey.

When asked, '**how do you feel about the Hammersmith and Fulham Service**', on a scale from 1 star = (poor) – 5 stars = (excellent)

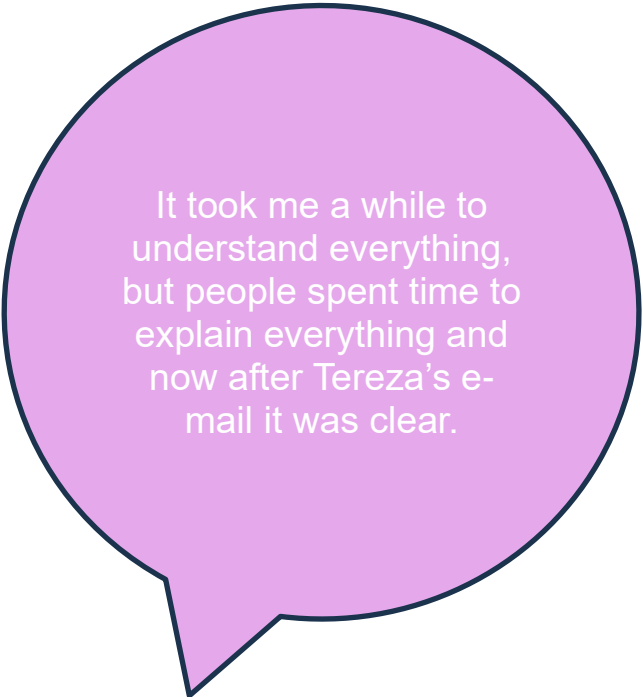
Young people gave an overall rating of 4.44 out of 5




The speech bubbles below capture some of the feedback received from our cohort.




I can call you about anything. I can change my appointment times and you won't breach me. You help me when I have to go to court. I feel like I've been working with you for ages, even when I don't live in Hammersmith; you're like family now.




It took me a while to understand everything, but people spent time to explain everything and now after Tereza's e-mail it was clear.



YJS gives me an opportunity to turn my life around like job interviews.



Include me in things and how we have meetings sometimes. I like being supported to have support to apply for my college course. Never felt alone Ben has really helped me with the choices that I needed to make and to get me back on track, he has been supportive.



You're helping me to learn some things and improve my skills, like bikes which I enjoy

One inspiring piece of feedback said ‘I can call you about anything. (...) I feel like I’ve been working with you for ages, even when I don’t live in Hammersmith, you’re like family now.’

Previous consultation events/surveys have highlighted a need for male mentors and youth clubs in the borough and because of this we have extended our (and support of) mentoring services in the borough to facilitate mentors for our young people and we partner with youth clubs to ensure that our young people are able to attend and sometimes even volunteer with them. This year we have started to work with the newly opened West Youth Zone in the white city area.

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

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

The YCPP has nominated one of the board members to take on a Youth Voice Champion role, representing Community based services for children and young people in H&F. The Youth Voice Champion’s (YVC) overall purpose is to champion youth voice and engagement, ensuring that the voice of young people is heard in relation to decisions being made that affect them. The main responsibility being to represent youth voice and engagement when attending meetings where young people are not present. The YVC works with the YJS restorative justice team and the children’s and young people services Youth Voice Coordinator to ensure that the voice of young people is captured across a range of council areas and to encourage active participation by young people in consultation, participation, and engagement events.

8. RESOURCES AND SERVICES

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

*Based on 2023/24 Grant

Partner Contributions	Staffing Costs (£)	Payments in Kind (£)	Other Delegated funds (£)	Total (£)
Local Authority	468,600		83,700	552,300
Police Service		100,000		100,000
National Probation Service	25,000		5,000	30,000
Health		120,000		120,000
Police and Crime Commissioning	45,326			45,326
YJB Grant*	419,865		12,000	431,865
Other QPR 1.5 fte / SMU 0.2/Turnaround	78,000	59,500	26,146.42	163,646
TOTAL	1,036,791	279,500	126,846	1,443,137

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

We use our grant, partner contributions and available resources to implement the four tenets of the Child First principles into practical service delivery of: Prevention and Diversion, Out of Court Disposals and Court and Community Work including restorative justice and resettlement. Workforce Development and EET support through direct commissioning of Educational Psychologist.

We believe they produce the following benefits and outcomes:

- Continued reduction in 1st time entrants.

Promoting a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.

- Continued reduction in reoffending rates and frequency of reoffending rates.
- Promoting children's individual strengths and capacities to develop their prosocial identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
- Bespoke, individualised, differentiated interventions. Prioritising the best interests of children and recognising their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.
- Support into EET.
- Encouraging children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers.
- Effective resettlement

9. BOARD DEVELOPMENT

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

Please see the table below evidencing the boards performance on the recommendations from last year's YCPP workshop.

Refresh the Induction process and ensure partners understand their Roles and responsibilities as board members - All to sign up to the commitment pledges.		
Last year's action	Progress	RAG
The Chair to summarise YCCP Vision into one paper, reminder of why partners are there	This is due to be progressed as part of the Board development workshop July 2024	Amber

YJ Priorities within headers and footers on word documents and Papers from the Board - Place on Headers and footers	This is due to be progressed as part of the Board development workshop July 2024	
The Board to review of YCCP Terms of Reference and H&F vision (Add into the TOR – a certain number of meetings you can only send a deputy)	Terms of reference reviewed and updated. To be revisited as part of Board Development workshop July 2024	Green
The Board to consider having Designated Board Leads for actions within the Action Plan	To be revisited as part of Board Development workshop 2024	Red
The Head of Service and Chair to Refresh induction process and shadowing of YJ Team	Induction refreshed and in person inductions alongside virtual inductions held with board members meeting the YJS.	Green
Board members to have an Induction to include above areas	As above	Green
The Chair and YJ Head of Service to Induct Partner agencies and their Deputy to the YCP Board	As above	Green
The Board to understand child first principles and embedding this into service delivery	The YCPP are familiar with child first principles as those principles are very much aligned with corporate and CYPS values.	Green
Board members to have knowledge of YJB National Standards and MoJ Key Performance Indicators. - Review the commissioning of data from partners and produce the data more visually and digestible for the Board		
Last year's action	Progress	RAG
The Board to explore how a dedicated YJ analyst would further support deep dive of themes subject to budget	The YJS is changing to a new CMS and it is hoped this change in CMS will support further detailed analysis.	Red
The Board should review local KPIs in line with new MoJ KPIs	There is crossover and alignment between the	Green

	new MoJ KPI's and many local KPI's across the partnership, such as Serious Youth Violence Duty, developing an autism Strategy	
The Chair & Head of Service to review reports on how data is presented from all partners - infographics	Performance data are presented as infographics	Green
Analyst to present visual data against MOJ against YJS family (Haringey - example dashboard	Family data has been presented but needs to be routinely/consistently presented. Infographic to be reworked to include family YJS's	Green
The Board to have sub-working groups that meet outside of the board meetings	Operational Director for Education and SEND, leads on the education sub-group who meet outside of board meetings and report into the board.	Green
Board to have a recurring standing agenda item: 1. KPIs/Performance data 2. Finance 3. Staffing 4. Serious Incidents/Safeguarding	KPI's/performance data are a standing agenda item, as are annual well-being and education reports. To be revisited as part of board workshop July 2024	Green
Understanding disparities and disproportionality needs of the cohort, Commission Anti-racist training for the Board, Embedding the voice and experiences of the children at the Board		
Last year's action	Progress	RAG
The Board should have a shared language, when thinking about language and discrimination, and child first.	Caring and compassionate language and a child first approach is an overarching priority and ethos of YJS and wider CYPS.	Green
The Board to have training on discrimination, anti-oppressive practice	Board members will have undertaken training within their respective	Amber

	departments/organisations but not collectively as a board.	
The Police to break down MOPAC data for U18s for a better understanding of cohort	Police have presented on stop and search data and a review of body worn footage. Board to agree regular review.	Green
All partners to bring the voice of child, in their respective areas when presenting to the board	The voice of the child is present with practice examples bringing the child voice and experience to life being part of presentations	Green

Those areas where progress has been limited against will be reviewed as part of the 2024 Board Development Workshop.

10. WORKFORCE DEVELOPMENT

From June 2023 to date the YJS has experienced a period of stability within its staffing with all roles within the service filled, the number of agency practitioners reduced and with a conversion to a fixed term contract for one. The YJS conducts an annual skills/training audit of all staff including seconded staff. Analysis of this audit alongside service priorities for this year have guided the training to be undertaken in 2024-25.

The YJS remains committed alongside wider CYPS to systemic practice, this year the restorative justice and community inclusion lead and one of the social workers within the OOCd team are undertaking the Year 2 intermediate systemic practice course, systemic social work with children and families. This course is a 15-day intermediate systemic practice course accredited by the Association of Family Therapy (AFT).

The DSM and Senior Practitioner for Court and Community Team alongside the Senior Practitioner from the Community Team will all undertake AIM 3 training. The aim of the course is for those working with young people who have committed harmful sexual behaviour to be able to analyse the relevant information to develop a profile of the young person, their family and context using the AIM3 model and have confidence in developing safety and intervention plans responsive to the AIM3 assessment profile.

The Deputy Service Managers (DSM's) continue to deliver practice workshops each with a particular practice focus area and completing the feedback loop from areas identified for improvement within audits and the self-assessment of youth justice standards for children providing focus for the workshops.

In the past year the YJS has undertaken a number of trainings as a whole service:

- Unheard Gender Training
- Adultification Training
- On-line Harm Training

YJS practitioners also benefit from monthly reflective team meetings, facilitated by systemic family therapists where they can choose to present a child/young person they are working with or reflect on wider team/service issue.

The Clinical Practice Team within CYPS have launched a Vicarious trauma/resilience and self/collective care awareness raising workshop which practitioners and managers from YJS have attended. The aims of the workshop are to support workers individually and services as a whole as this is vital to ensure our health and the sustainability of our work.

11. EVIDENCE-BASED PRACTICE AND INNOVATION

H&F has been a trailblazer for evidenced based innovative practice supporting children and young people and is keen to pilot new ways of working.

This year, H&F have pioneered the Unheard Gender programme in response to the institutionalised marginalisation of fathers, particularly global majority fathers. The training aims to define better ways of engaging fathers, Systemic practice is utilised in the training to explore the family/service scripts. This project seeks to uncover the underlying systemic factors that contribute to these challenges and develop effective strategies to enhance Children's Services' engagement with Black fathers.

Despite the growing recognition of the significance of paternal involvement in child development, studies consistently indicate that

Black (GM) fathers in the UK face unique challenges that may hinder their participation in their children's lives. This project seeks to uncover the underlying systemic factors that contribute to these challenges and develop effective strategies to enhance Children's Services' engagement with Black fathers.

This project will be reviewed this year at the 6-month and the 12-month post launch milestones, to assess how the workshops have influenced staff and management practices.

12. EVALUATION

The table below captures the range of practice (within YJS/across the partnership) examples that meet the definition of evidence-based practice and are included in the Youth Endowment Fund Toolkit which is an overview of existing research on approaches to preventing serious youth violence.

Practice Examples		
Evidence based practice.	Youth Endowment Fund Tool kit Rating	Activity
Cognitive Behavioural Therapy	high impact on violence	YourChoice Program
Sports programmes	high impact on violence	QPR football coaching, KICKZ Boxing Club Gym memberships
Social skills training	high impact on violence	Social skills training supports children to think before they act, understand other people's perspectives, communicate effectively, and use strategies for managing impulsiveness or

		aggression Educational Psychologist Speech and language therapist
Pre-court diversion	Moderate impact on violence	Turnaround Project O OCD
Restorative justice	Moderate impact on violence	
Mentoring	Moderate impact on violence	ASE i-matter mentoring QPR
A and E navigators Programmes	high impact on violence	Place case workers in accident and emergency departments to support children and young people with a violence-related injury. Red Thread are based at St Mary's Hospital which is the major trauma centre for Hammersmith & Fulham.

13. PRIORITIES FOR THE COMING YEAR

14. STANDARDS FOR CHILDREN

YCPP board members alongside YJS DSM's and senior practitioners completed the self-assessment in relation to Standard 2 Youth Justice Standards for Children: Work in court submitted in October 2023.

The table (next page) evidences the assessment outcomes against the assessment criteria.

<u>Self – Assessment Criteria</u>	<u>Outcome</u>
Does your youth justice service take all possible steps to divert children from court?	Outstanding
Does your service have an effective strategy to minimise unnecessary* use of remands?	Outstanding
Do your court processes take all possible steps to promote fair treatment of particular groups of children*?	Outstanding
Does your management board have an action plan to tackle disproportionality, with regular analysis and reviews of progress?	Outstanding
Does your youth justice service minimise any delays from specialist assessments?	Outstanding
Do you have a means to get regular feedback from magistrates and judges about your reports and court services, and engage with strategic partners* to ensure court confidence in your work and interventions?	Outstanding
Do you have a means to ensure children can participate effectively in court proceedings, and to secure consistent feedback from children about their experience in court?	Good
Do you have consistent access to custodial warrants for children	Good

remanded and sentenced to youth detention accommodation?	
Does your youth justice service consistently provide reports which are high quality* to all courts dealing with children within the civil and criminal codes, and for any subsequent referral order panel meetings?	Outstanding
Are reports child focussed, support desistance and contain the child's views?	Outstanding
Are all reports based on an up-to-date and relevant YJB approved assessment?	Outstanding
Do all reports evidence engagement with parents and carers?	Outstanding
Do reports take account of impact on victims?	Good
Does your service have an effective Quality Assurance process for reports?	Outstanding
Does your service take sufficient steps to ensure children understand and can participate in court processes?	Outstanding
Do you ensure parents and carers understand court processes and receive support as needed?	Outstanding
Do staff inform the parents/carers of the court outcome?	Good

Does your service take sufficient steps to ensure children really understand the outcome of court?	Good
Are court outcomes consistently recorded accurately?	Good
Does your service consistently provide all relevant information to the Youth Custody Service in a sufficiently timely way?	Good
Do you ensure parents and carers are informed about details of youth detention accommodation, including (where relevant) the Assisted Prison Visit scheme?	Good

Although all sections of the self-assessment were rated Good or Outstanding an action plan was produced to ensure that practice is Outstanding in all areas, actions are monitored through the YJS bi-monthly extended managers meeting.

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

During practice week in October 2023, the following activity took place within YJS:

- Three audits- (2x young people on Referral Orders and 1 young person subject to YCC). 3 males
- Four observations-

Individual work – 2 pieces of direct work/ intervention sessions (Turnaround and community order).

Turnaround Panel – Multi-Agency Early Intervention Monitoring Panel.

Ether Project – group work involving young people from global majority heritage.

Parent Feedback- Activity relating to 7 different children (15% of YJS cohort) – all males.

In internal audits, the following practice strengths have been identified:

- Practitioners used clinical consultations and specialist assessments by the Wellbeing Team to inform their assessment of the young person's diversity needs and linked this to their behaviour and decision-making.
- Interventions were bespoke, personalised, and tailored to the young person's needs.
- Interventions addressed exploitation risks (including peer pressure).
- Positive relationships and engagement in the progress of interventions.
- Strong management oversights.
- Strong examples of restorative justice work.
- Keeping the connection with education.
- Engaging fathers.
- Joint working with social work teams.
- Exit planning.

In internal audit, the following areas of improvement have been identified:

- early intervention- working with schools.
- Cultural humility and exploring disproportionality.
- Ensuring documents are visible on Care works.
- Ensure supervision records are consistent.

Planned audit activity 2024-25

An audit on management oversight on QA activities.

Audit against the victim's code of practice.

Piece of work/audit around YCC/RO/DTO's etc. looking at young people who received one of these disposals and became a first time entrants' (FTE as KPI) to understand what is leading to slight increase – the working hypothesis is that these are being imposed for offences with a greater gravity – e.g. knife, robbery, assault offences, or that the new sentencing guidelines which are supposed to be more child focussed are being interpreted with more rigidity and focus on offending.

15. SERVICE DEVELOPMENT

Our overarching priority is to 'build a stronger, safer and kinder borough for everyone' using a child first approach.

Priority	What needs to happen?	Lead	Timescale	What success look like?
Supporting Young People to remain in the community (Minimising use of custody)	Joint working/outline to OOB courts/YJS's Escalation/influence system	DSM C&C, YJS Snr Practitioner C&C	March 2025	Reduced numbers of children and young people YDA'd in OOB courts
	Develop group work/bespoke intervention for SYV offences – Embed delivery of robbery and one to one weapons awareness workbooks	DSM's & YJS Snr Community	March 2025	Reduction of robbery offences in reoffending cohort Reduction in carrying of offensive weapons in reoffending cohort
	Review use of Family Group Conferencing	DSM's	December 2024	Increased use of FGC Increased engagement of

	g, including engagement with fathers, particularly black fathers.			fathers
Reduce disproportionality/over representation	Review impact of Unheard Gender Programme on YJS work/engagement of fathers	HoS, DSM's, YJS Clinical Practitioner	December 2024	Unheard Gender Programme impact reviewed and understood. Increased engagement of fathers, particularly black fathers
	YCPP to explore the impact of disproportionality across systems and how decisions within leadership roles can effectively work towards redressing the systemic and structural challenges which can impact the minoritised communities they serve.	YCPP	March 2025	Delivery of Exploring Decision Making in Anti-Racist Organisations to YCPP and attendance by Senior Managers from CYPS, Police, Probation & Health
	Review of stop and search data for black and	Police Superintendent DI Lead for	December 2024	Themes identified in terms of times, locations, and actions identified

	mixed heritage and other global majority groups to identify any themes	Stop and Search		to address overrepresentation
Prevention/Diversification (reduce 1st time entrants)	Embed Turnaround Programme in family hubs. Develop and embed Turnaround as BAU. Develop and identify funding to ensure Turnaround sustainable post March 2025	DSM OOC, Turnaround Lead Project Worker, Systemic Family Therapist	March 2024	2% Reduction in the number of Black & Mixed Heritage Children as FTE
	Roll out delivery of ENGAGE across Hammersmith & Fulham and Charing Cross Custody Suites	DSM C&C ENGAGE Lead	September 2024	Reduction in OOC Reduction in FTE
Keeping young people safe and secure, enabling them to thrive	Support YJS under 16's to remain/reintegrate to mainstream school.	Op Director of Education & SEND, HoS YJS, Virtual School Head, DSM Community,	March 2024	2% reduction in reoffending rates of care experienced children and those leaving care/black/mixed heritage children.
	Support YJS 16+ into			

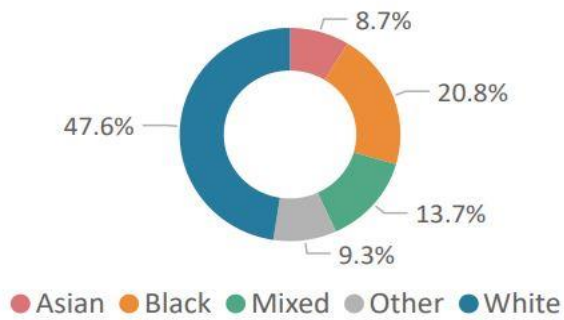
(Reduce re-offending)	suitable EET pathways	Snr Social worker/ Practitioners, YJS social worker/ Practitioners, YJS well-being team – Ed Psych, Resettlement Worker, RJ worker		
	Identify, assess, signpost/intervene health & special education/additional needs			
	Develop a girl's group			
	Refer for specialist mentoring support.			
	Contextual safeguarding training.			

16.NATIONAL PRIORITY AREAS

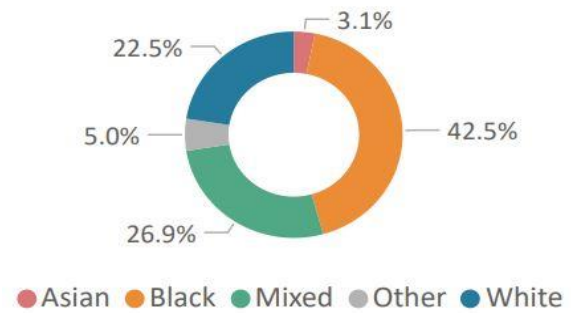
17. CHILDREN FROM GROUPS WHICH ARE OVERREPRESENTED

Despite local actions to address disproportionality, black and global majority groups continue to be over-represented, with black children making up 42.5% of the Youth Justice Cohort, and children from other global majority backgrounds making up a further 30%. This is demonstrated in the below diagrams, comparing the ethnic backgrounds of children aged 10-17 according to the Census 2021 with our LBHF Youth Justice Cohort.

Census 2021 Population (age 10-17)

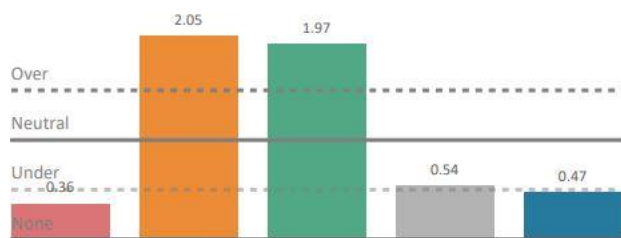


Youth Justice Cohort



This is further demonstrated through the below tables.

RRI Youth Justice Cohort to Population



RRI Youth Justice Cohort by Tier to Population



Data for this cohort is shown for fiscal years 21-22 to 23-24.

This local analysis reflects national findings highlighted by HMIP in the October 2021 Thematic *'the experience of black and mixed heritage*

boys in the YJS'. This thematic made several recommendations to address over-representation.

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

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

Children and Young People's Service Disproportionality Action Plan					
Action	How this will be done	Lead	Delivery Date including milestones where	BRAG	Success measures and how we will know

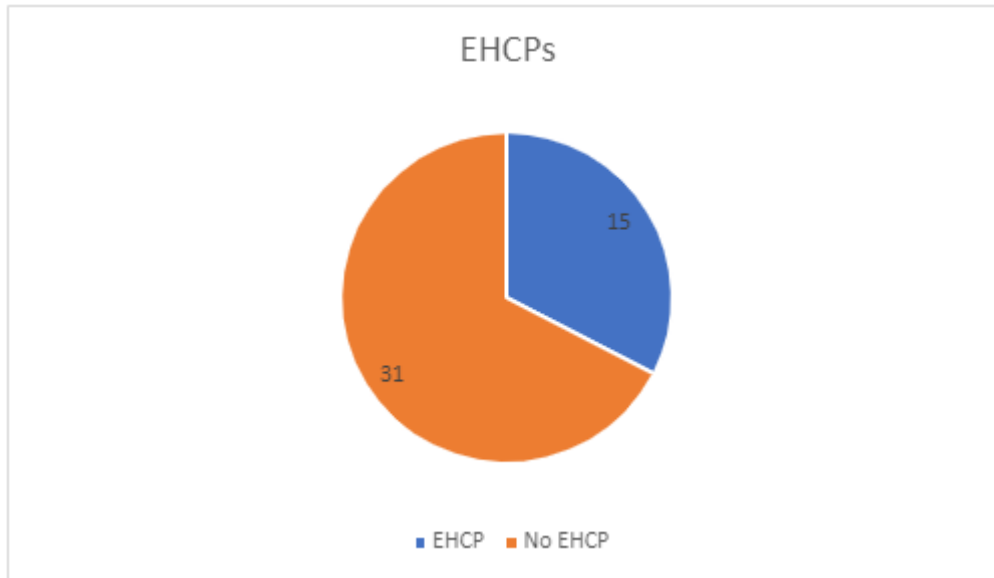
			relevant		
1.	Gather young people's views around disproportionality and involve them in shaping the way we support them.	<ul style="list-style-type: none"> ▪ Young people participate in team and service meetings. ▪ Participation officer work closely with children and young people from GLOBAL MAJORITY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

2.	Disproportionality data evaluation to enable raising discussion and awareness.	<ul style="list-style-type: none"> ▪ Evaluate ethnicity data to raise awareness and discussion. ▪ Discuss disproportionality in team and service meetings. ▪ Look at proportionality across placement settings. 	CHS			<ul style="list-style-type: none"> ▪ Performance Framework. ▪ Data performance reports. ▪ Practice Week. ▪ Thematic/deep sample audits.
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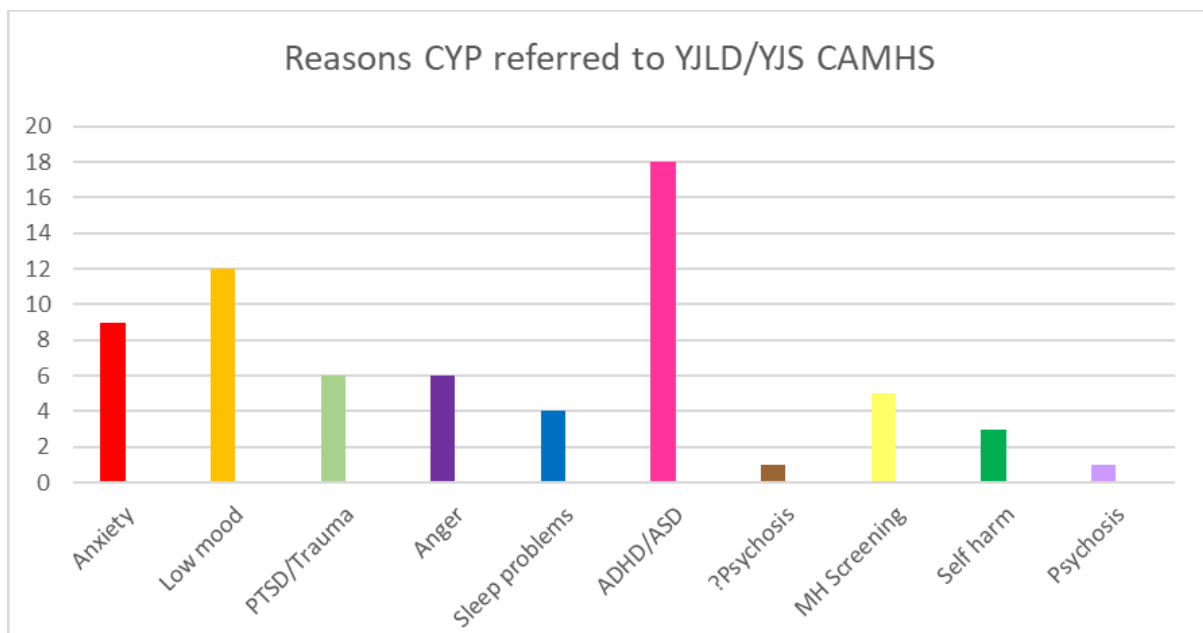
In 2023-24 girls make up just 16.85% of the YJS cohort (slight decrease on 22.58% in 2022/23). Recognising the specific set of needs this group present with, the YJS commission a QPR female gangs and sexual exploitation worker. The worker provides support, guidance and mentorship to vulnerable young women who are at risk of getting involved in gang-related activities or sexual exploitation. The worker has worked with 9 girls during the period June 2023- May 2024.

In response to analysis of needs within the YJS cohort, recognising the disproportionate percentage of young people within the service with an additional learning or special education need, the Wellbeing Team was developed. The integrated team consists of health and education colleagues who work closely as a Multi-Disciplinary Team to identify needs and offer advice and support. The Wellbeing Team provide individualised support to young people and their families based on their needs, views, and preferences. This includes direct assessment and intervention where appropriate, as well as indirect support by providing strategies, advice, and case consultations for YJS professionals. The team work to mitigate against the over-representation of additional learning or special education needs and disabilities in the service through identification and support. Additionally, within the team, young people are supported by an educational psychologist. Commissioned two days per week by the YJS, the EP undertakes a range of work including consultation, assessment, advice, and training for CYP, staff,

schools and parents/carers. The EP is linked to other schools in the borough, including the secondary Alternative Provision. The EP also has a statutory role to complete psychological advice for new EHC needs assessments, and monitoring CYP in custody with an EHCP.



Special Educational Needs and or Disabilities (SEND): Of the 46 CYP who were open to the YJS in 2023, 15 had an Education, Health & Care Plan (EHCP). 20 CYP were known to the Educational Psychology Service (this includes CYP known to the EPS before coming to YJS) and 12 CYP worked with the Speech & Language Therapist.



18. POLICING

The Police service is dealing with referrals and out of court disposals in a timely fashion. We are working towards being child focused and ensuring we understand as much about the child as possible in order that good outcomes can be reached. We support the wider Youth Justice Partnership by participating in Youth Crime Prevention Partnership meetings and contribute to any assessments/audits as members of the partnership. We contributed to the Standards for Children Self-Assessment to support this review of the performance last year. We have a stable team which is led well by a Sergeant who adopts the values the police service expects when it comes to Youth Justice.

The Police Service provides Safer Schools Officers (SSO) who work in partnership with local secondary schools. They are the first point of contact (after 999 if urgent) for a whole host of concerns. SSOs are then able to link in with Youth Engagement and Diversion Officers (YEDO) if they identify a YP who he or she thinks will benefit from a YEDO referral.

These professional relationships help to secure positive outcomes for young people as they understand the common offences/trends that occur in or within the environs of a school. They then record and investigate. The SSO understands keenly the agreed objective to ensure YP are not unnecessarily criminalised (e.g. sexting, low level offences) and conversely when action needs to be taken (e.g. knife carrying, higher threshold offences). The SSO and DSL can facilitate an environment that investigates an allegation/issue. They can invite parents/guardians into school to discuss and resolve without having to have a judicial outcome. This approach builds trust within the school community, staff, YP and families. SSOs attend multi agency meetings, this is useful for all as there is a professional relationship and policing perspective contributing to the wellbeing of the YP. The police service acknowledges issues caused by time parameters, it can take a long time for some investigations to conclude and therefore outcomes can be significantly delayed. This is a constant challenge as conflicting priorities within the MPS combined with officer workloads do not fully support timely investigations.

This year the Police Service along with colleagues in MASH and YJS will participate in the extension of the Haringey Safeguarding Childrens Partnership (a partnership between North Area Unit Police and Haringey Childrens Services) to audit 10 Stop and Searches of children under 16.

19. PREVENTION

Early Help

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

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

Mentoring

- Mentoring via Let Me Play – Referrals to this can happen directly from YJS providing there is consent. There are Three Options from the referral:
 - ASE
 - Harrow Club
 - Action on Disability.
- **The service comprises of three joined up offers:**
- **Universal:** ‘Drop In’ accessible term time & holiday group provision borough-wide, age-appropriate session split for 11-14 and 15-18 (25 for SEND) groups. This service will be delivered via 6 core venues plus demand-led pop-up delivery. The offer includes youth groups/activities, drop-in support, Information, Advice & Guidance services (for both young people & families), welfare advice, whole family support, breaks for parents, employability/careers and progression support. Term time provision will be accessible via a ‘drop in’ basis borough-wide through a network of 6 core venues, with additional pop-up delivery offered following consultation with young people and other local stakeholders. Holiday provision will run for 5 – 6 hours daily,

5 days per week, and will include a range of activities and access to a hot meal.

- **Targeted:** Group and one-to-one sessions addressing common and specific needs/barriers. Co-located in core venues and accessible throughout H&F via outreach sites including schools. Our mentoring service will be available across the Borough on an outreach basis via Schools, Community Centres, Libraries, Cafes and at homes. All young people will need to agree to being referred and we have centralised support throughout the process. The response time from referral is 2 weeks.
- **Specialist:** Group and one-to-one interventions during and outside of scheduled Universal sessions. Includes access to wellbeing practitioners, SEND and disability specialists and a diverse range of experts with local lived experience. This service will be co-located in core venues and accessible throughout H&F via outreach sites including schools.

All referrals go to LMP Action and then are forwarded to the appropriate provider: A decision will be made based on the referral.

- Specialist Mentoring Services – ASE
- Group Mentoring Services – Harrow Club
- Specialist Provision Term & Holiday (SEND) – Action On Disability
- Universal Term Time Youth – Harrow Club/Action On Disability
- Universal Holiday Clubs – Let Me Play/Harrow Club

Safe Families

Early Help also have a commissioned service with an organisation called Safe Families – This is a service between Tier 1 (universal) and Tier 2 (targeted EH). Safe Families will work to deliver community-based, volunteer led support to children, young people and families in H&F. They tailor their support based on the need of the family and try to consider their needs holistically. Support is driven by the families' goals and is not duration led; all families work with their volunteers to achieve their goals and invest in their own success with exit plans that take account of their resilience, they aim to build sustainable solutions for families including integrating them into their local communities.

This is a service in-between universal services and that of the LA where families may not want such targeted intervention. Referrals to this must come through via Early Help – YJS and Early Help would be able to discuss this in internal meetings to see whether this is appropriate.

Young Carers

Early Help have a comprehensive two-tier service offer for Young Carers, implemented through a universal and intensive offer:

Universal:

- We maintain regular communication with our young carers, inviting them to activities, upcoming events and workshops in various locations around the borough, on weeknights and school holidays.
- This provides the opportunity for us to link young carers with appropriate community resources.

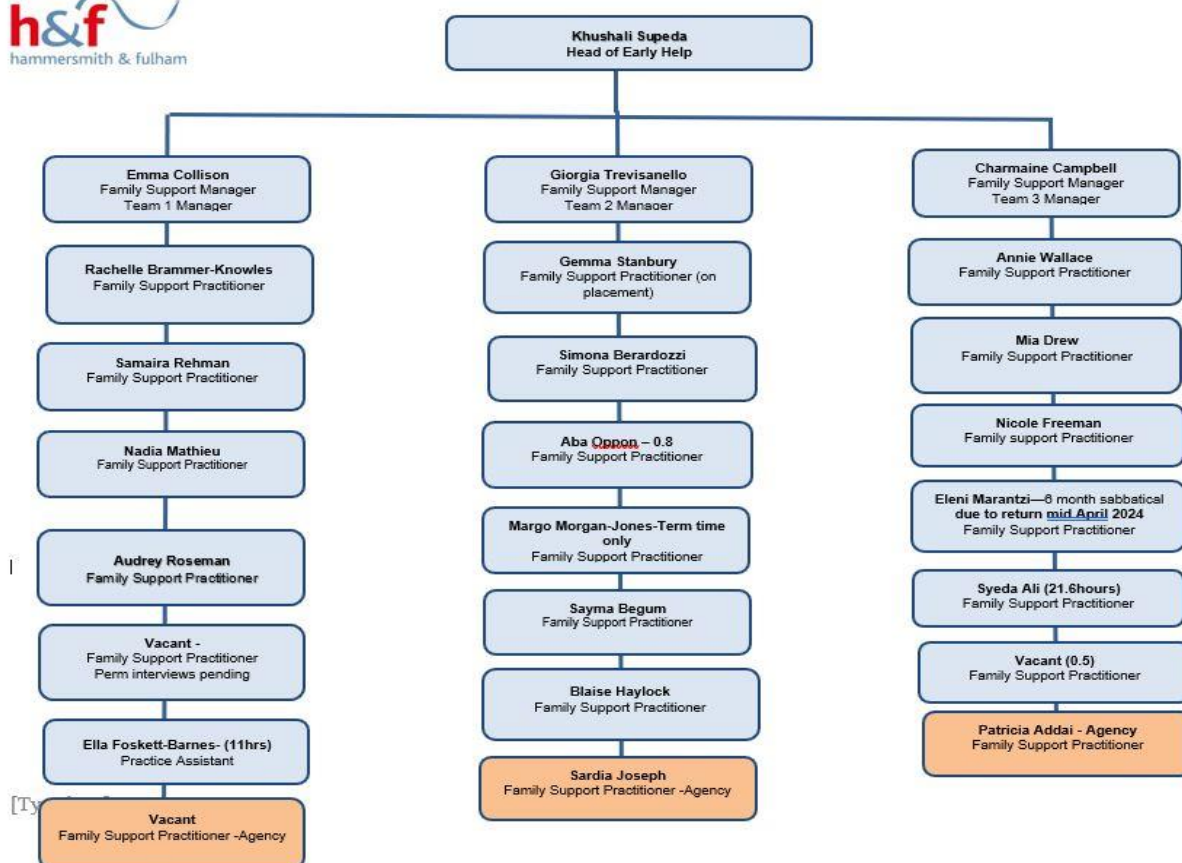
Enhanced:

- For those who would benefit from additional support, our enhanced offer builds upon existing Family Support work.
- Young carers can access an individual support package including one-to-one support, leveraging and engaging all of our community resources.

We have some great activities that we run both in holiday's and during term time from cinema trips, indoor golf, GoApe, sports day to KidZania and some science workshops with the Royal institution and cooking classes. YJS can again liaise with Early Help to agree best way forward. YJS will be encouraged to identify any young carers and see if we are aware and supporting them.

Early Help Staff Structure

Please see the diagram below for the early help staffing structure.



Family Hubs

Informed by a strategic approach, we have moved towards a family hub model. Family Hubs are an integrated service model. Beyond being just a physical space, Family Hubs refer to a way of working which centres around service integration and inclusion in its widest sense. The aim is to support all children and young people from pre-birth to adulthood, and their families, through earlier intervention. Family Hubs act as a single point of access to help families navigate and receive the support they need when they need it, which may be wider than their initially presenting need. Children's centres and other services have been built into this network around the Family Hub to ensure that families receive the right support at the right time. Building on the principles developed through the Early Intervention Strategy and developed jointly with the SEND Delivery Group, we are working to develop an outcomes framework which will allow impact to be measured and quantified across agencies within the Family Hub network. Central to this piece will be to align delivery with the Supporting Families methodology to ensure we

are prioritising support to vulnerable children, young people and families. The Family Hub model is key to the Early Intervention Strategy 2022 and forms the vehicle through which the partnership will implement the strategic ambition.

20.DIVERSION

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

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

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

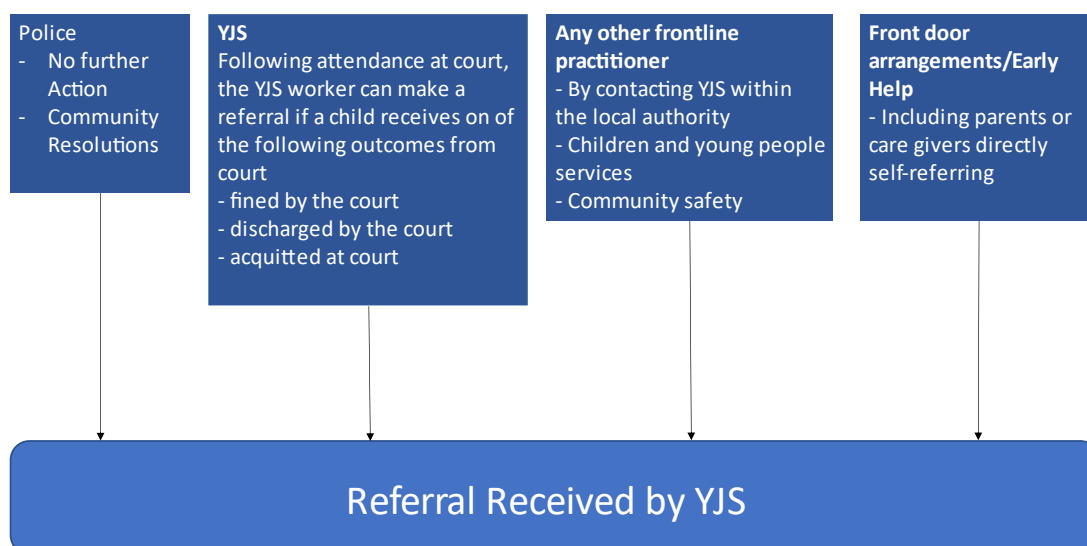
In H&F YJS, the No Further Action (NFA) panel has been repurposed into the Turnaround Panel and membership expanded.

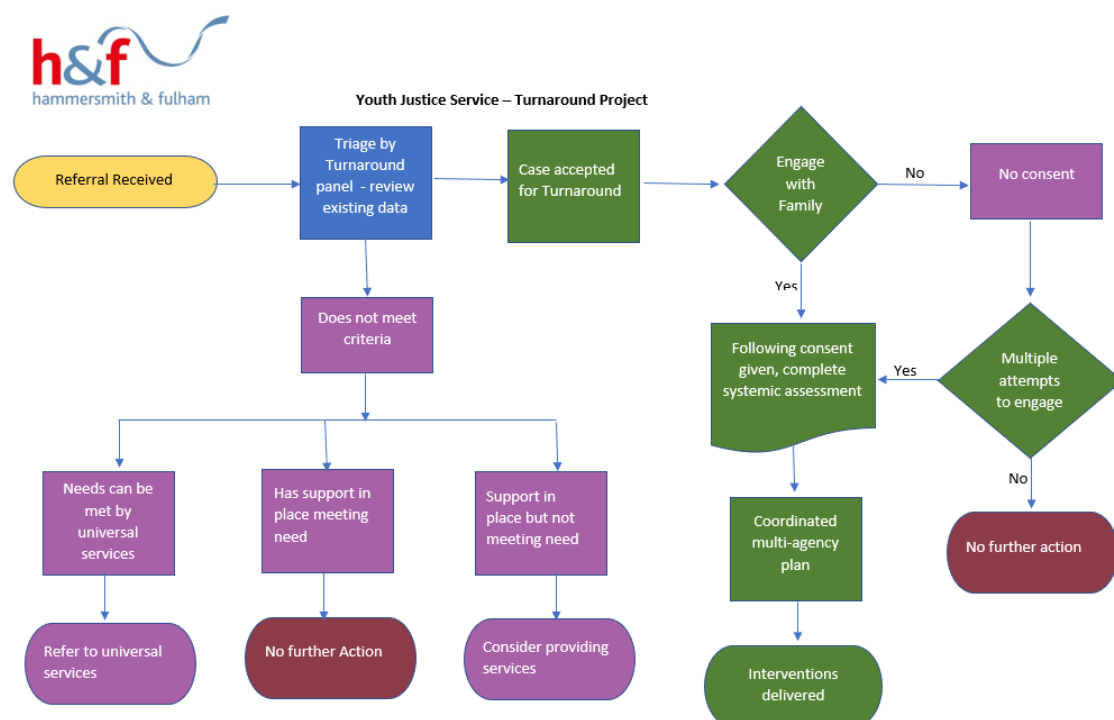
The multi-agency Panel is chaired by the Out of Court Disposal (OOCDD) Deputy Service manager (DSM) from the Youth Justice Service. The Panel consists of the following representatives:

- Turnaround Lead Practitioner
- Gangs Violence and Exploitation Manager
- Child Sexual and Criminal Exploitation Lead
- YJS Police Officer(s)
- Parenting practitioner
- Systemic family therapist

- Children Leaving Care (CLC)/Children Looked After (CLA) representatives when relevant.
- Initial Contact and Advice Team (ICAT) Manager
- Youth Engagement Team
- Early Help/Family Support Manager

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





- Since the launch of Turnaround in February 2023, we have received 201 referrals for Turnaround support. Some of these referrals however have been repeat referrals.
- Out of the 201 received, 52 young people have been accepted onto Turnaround. Of those who were accepted by the panel 31 young people consented to support, 10 declined, 11 were withdrawn.
- Of the withdrawn young people 2 have received a OOCR referral and 1 was sentenced at court to a statutory referral order, another 2 young people were withdrawn due to turning 18, another young person became a child looked after (CLA), 2 young people did not engage with practitioners. There was no response from 3 young people despite several attempts and different methods to make contact.
- 159 males and 44 females have been referred to Turnaround
- The average ages of young people referred to Turnaround is 15, 16 and 17.

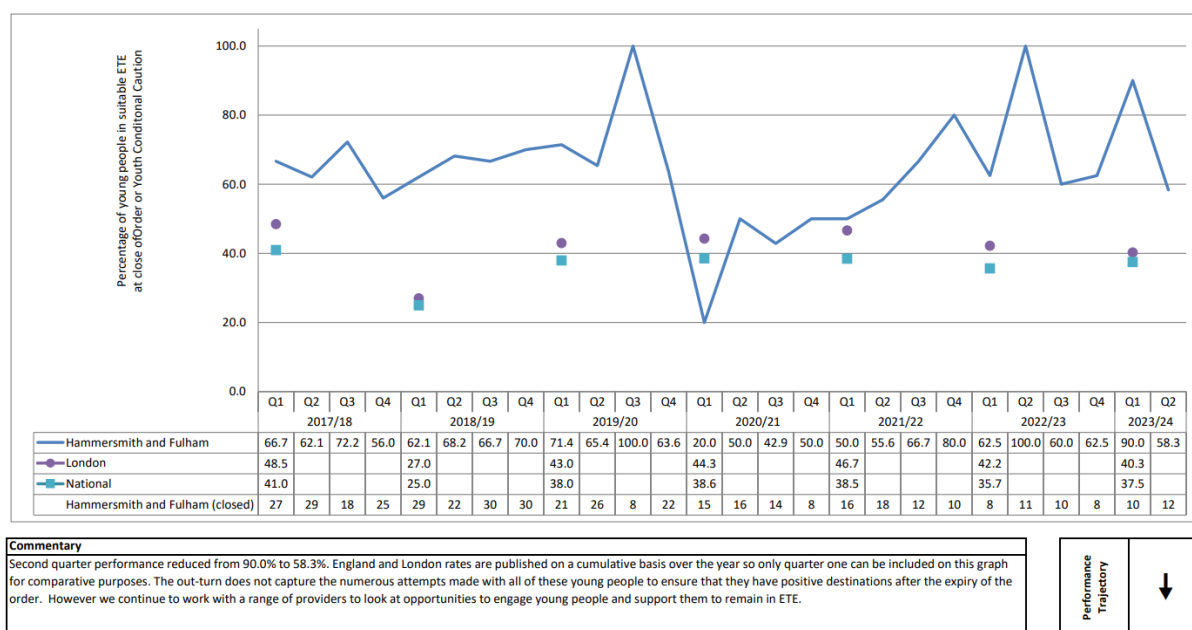
In addition, a permanent Youth Justice Liaison and Diversion (YJLD) worker has been recruited who has security clearance for the custody suite at Hammersmith Police Station. This permanent recruitment and security clearance will enable the YJLD worker to enhance existing practice by regularly going into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

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

21. EDUCATION

In response to the ETE thematic and the inspection findings, the YJS have implemented a series of improvements in how we capture and monitor ETE performance data but also in how we share this information with partners to ensure scrutiny and accountability. As part of our governance to support ETE performance, additional reporting and oversight is led by the Operational Director for Education and SEND to ensure that all young people within the YJS cohort are being appropriately supported as learners both inside and outside of their learning environments. The EET sub-group reports into YCPP.

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



Although there has been a change in the reporting requirements against ETE during 2023 the graph highlights a consistent recorded level of H&F children and young people being in suitable ETE at the close of their order/disposal in comparison to London and National rates. However, under the new KPI 2 measure – there appears to have been a decline in performance reflecting a 31.7% decrease. An explanation for this decline amounts to two distinct factors being re-offending and unsuccessful sustainment of destinations, meaning there was an identified destination, but the young person did not engage or was refused access. This resulted in their ETE status either being recorded as NEET or Missing from Education. Positively, this year we have also seen the lowest recorded numbers of statutory school aged children in Alternative Provisions (APs) in comparison to last year.

Restorative approaches and victims

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

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

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

- What is the young person good at?

- What are they interested in?
- How they think they can best repair the harm caused?
- Where they are safe in the borough?

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

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

22. SERIOUS VIOLENCE, EXPLOITATION AND CONTEXTUAL SAFEGUARDING

Serious Violence and Exploitation

The YJS HoS is part of H&F's Serious Violence Duty Working Group, chaired by the Assistant Director for Community Safety, CCTV and Resilience. The aims and objectives of the H&F Serious Violence Duty Steering Group (SVDSG) are to support the CSP to deliver its new duties in line with the Serious Violence Duty. This included the development of a Serious Violence Strategy and Strategic Needs Assessment, which was published on the council's website on 31 January 2024. Additional aims and objectives under the Serious Violence Duty involve:

- Developing a Strategic Needs Assessment for the most recent year.
- Developing and delivering the serious violence duty delivery plan.
- Overseeing serious violence duty funding, including authorising project spend and commissioning services for 2024/25.
- Reporting on progress to the CSP and present to CSP for approval/sign off (and other strategic boards, where applicable).

Gangs, Violence and Exploitation Unit (GVEU)

The Gangs, Violence and Exploitation Unit (GVEU) was launched in September 2020 through a £1 million investment by the Local Authority, working in collaboration with the police to support vulnerable young people in the borough aged 10 to 25 who are involved in gang-related activity or who are at risk of exploitation, violence or becoming involved in organised crime.

Last year there were over 5,000 offences relating to violence against the person, of which 67% were for violence without injury and 33% were for violence with injury. Violence Against the Person includes a range of offences from minor offences such as assault without injury or harassment, to more serious offences such as murder, ABH (actual bodily harm) and GBH (grievous bodily harm).

There has been a 7% increase in offences grouped under Violence without Injury over the last year, which is a statistically significant increase compared to the last 6 years and the number is above levels prior to the Covid-19 pandemic. Most of the offences are assault without injury, which also accounts for the majority of the increase in offences.

There has been a slight decrease in offences for younger people aged between 18 and 24 years, a 22% between 2018 and 2023. This could be both explained by either a reduction in criminal activity for this age group or a fall in the identification.

The Serious Violence Duty came into force on 31st January 2023 introduced by the Police, Crime, Sentencing and Court Act 2022. A detailed needs assessments as part of developing a strategy to reduce violence in the borough in the Summer of 2023.

There are 4 key offence groups which are included in this analysis, violence against the person with injury, violence against the person without injury, any offence flagged as domestic by the Police and Sexual Offences.

Offences involving violence with injury include Grievous Bodily Harm, Actual Bodily Harm and Attempted Murder, there has been a small increase since 2022 of 2% and is similar to volumes prior to the Covid-19 pandemic. There were no statistically significant higher or lower months within 2023 and followed the usual seasonal pattern over the last 6 years, where there are typically more offences in the summer months than winter.

The proportion of offences leading to injury has fallen, where in 2018 93% of offences involved injury to the victim whereas this was 81% in 2023. This is a similar picture of knife injury with 4.3% offences.

Achievements this year:

- White City Capacity Building project - Following a successful bid to the VRU the Unit received £90,000 in grant to deliver a project to build resilience to violence within a community. The area chosen for the project was White City. The project is being delivered by the GVEU in conjunction with several local third sector partners in consultation with parents / carers and young people. As a result, we have been able to deliver Rebel Records, late-night projects, and a half term residential out of the borough for young people. We have also developed ongoing sessions for parents / carers with a focus on building pride in the area that young people live in. The sessions focused on Parent/Carer relationships with their children and looked to build healthy relations between the two, these were supported by a guest speaker who promoted self-worth, positivity and determination in our independent actions.
- The GVEU had successfully recruited a new post of Enforcement Officer that started in mid-September. This role allowed more of a focused effort on enforcement with the GVEU and on working with the police on CBO's, licence conditions, injunctions, closure orders, keeping track of arrests, charges and court dates. Following this, the GVEU have also successfully recruited to the post of Community Development Outreach Worker. As the unit expanded- we have recognised that there is a need for a bespoke role whose remit is to engage with the VCS to develop long term relationships with the GVEU, bring onboard new partners to collaborate on projects and listen to the community voice when progressing the work of the GVEU.
- The MyEnds Partnership Fund has been allocated to the GVEU to successfully deliver localised interventions in some of our key targeted areas incorporating the previously named Community Capacity Building Grant with the MyEnds strategic approach and intended outcomes. This will allow us to work once again in a chosen area that has been heavily affected by serious youth violence.
- The GVEU have further provided specialist support to young women and girls via the introduction of 1:1 outreach sessions in school settings. The young girls have been supported to engage in activities, tasks and discussions that open the key themes and promote learning in an informal way through sharing of peer experiences.

Through the multi-agency approach, partnership working is delivered with community organisations such as QPR. With this partnership, we work collaboratively with their young women and girls' exploitation worker who has been successful in offering further support through areas such as providing key opportunities for community engagement and diversion such as through training and voluntary work schemes. We have also developed a new cohort of young women and girls to engage in our long-standing Rebel Records Music Project that will provide access to the studio for the project to learn music production, writing skills and the basics of the music industry business.

- The GVEU have now been allocated with a Clinical Practitioner/ Child, Adolescent and Family Psychotherapist who is able to sit within the unit once a week to help assist on cases that require further trauma related work into the case of the young person.

Priorities for next year:

- To successfully implement the Violence Reduction Unit's My Ends Partnership Fund 23/24 to focus on another area in the borough (ie West Kensington, building on the learning to date from previous South Fulham and White City Capacity Building project.
- Work with our colleagues in the Community Safety Unit on initiatives following the implementation of the Serious Violence Duty.
- To further work with our Police colleagues on operational work and enforcement action.
- For Community Development Outreach Worker to continue working with new and upcoming services and organisations linked to serious youth violence.

Serious Violence Figures

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There has been a 7% increase in offences grouped under Violence without Injury over the last year, which is a statistically significant increase compared to the last 6 years and the number is above levels prior to the Covid-19 pandemic. Most of the offences are assault without injury, which also accounts for the majority of the increase in offences.

For the offences grouped under Violence with Injury there has been a 2% increase from 2022 and the volume is similar prior to the Covid-19 pandemic.

Modern Slavery and Exploitation

H&F Council is fully committed to ending Modern Slavery and Exploitation (MSE) in all its form and in 2021 released its inaugural strategy. The strategy spans a five-year time frame and is split across four key objectives. These are to Identify Victims, Prevent Exploitation, Support Victims and, Bring Exploiters to Justice. In 2022 a full-time Ending MSE Coordinator joined the Community Safety Team to drive this work forward.

Since the publication of our MSE strategy over 650 council staff and local partner agencies have received training on 'Recognising', 'Responding' and 'Reporting' MSE concerns. Bespoke, child exploitation specific training is also provided and delivered each quarter to the Local Children Safeguarding Partnership (LSCP). In 2023, a bespoke child trafficking and exploitation session was delivered to and attended by all members of H&F Council GVEU and managers and practitioners from YJS.

All MSE training includes information on the council's 'Duty to Notify' under section 52 of the Modern Slavery Act 2015 whereby all children under the age of 18 must be referred into the National Referral Mechanism (NRM). The NRM is the national framework for identifying and providing tailored support to all individuals affected by Modern Slavery. All NRM referrals and decisions are managed by the Home Office, specifically the Single Competent Authority (SCA) and the Immigration Enforcement Competent Authority (IECA). In April 2024, an NRM young person's guide was created including information on the NRM process, the support offered and what to expect post 18. To support our children and young people who do not speak, read, and write English as a first language, these guides are available in six additional languages including Albanian, Arabic and Pashto.

The work and progress of the councils Ending MSE strategy is monitored by the MSE Operational Group where each year an annual action plan is created. For 24/25 a key action is to strengthen partnership working with policing colleagues to identify where the local authority can support with child exploitation specific operations such as Operation MakeSafe and CountyLines Intensification campaigns.

The MSE Operational Group is also used to share details of persons, locations, and behavioural trends of concern to ensure everyone in the partnership is sighted on persons who may be acting with intent to target, groom and exploit our young people and can work together to strategize target hardening and contextual safeguarding responses. This information is also disseminated and discussed at the Multi Agency Child Exploitation (MACE) Panel.

[Executive Summary: Ending Modern Slavery in Hammersmith & Fulham 2021-2026 \(lbhf.gov.uk\)](https://www.lbhf.gov.uk/Executive-Summary-Ending-Modern-Slavery-in-Hammersmith-Fulham-2021-2026)

Contextual Safeguarding

Contextual Safeguarding seeks to intervene in the context in which harm – including Serious Youth Violence - has occurred. By sharing information on neighbourhoods or peer groups, through partnership work with the GVEU, peer mapping and joint work with colleagues in wider Children's services, and partnerships with the Voluntary and Community Sector, YJS practitioners have a better understanding of the context in which individual young people are offending (an ecological or Systemic approach). Through links with Community Safety/the GVEU who can deliver interventions within a neighbourhood (see the South Fulham project) or with a peer group where the harm has occurred (Detached Outreach with the Harrow Club; groups in schools), the YJS support an authentic Contextual safeguarding approach that seeks to change the context and not just the individual.

H&F Children's services has a Contextual Safeguarding coordinator who, along with the GVEU, runs EFH consultations jointly with the GVEU to offer practitioners guidance on assessment and intervention where EFH has occurred. Practitioners can be supported with mapping of young people, NRM referrals and referred to a variety of services available, including the GVEU or the VCS for mentoring services. The Contextual Safeguarding Coordinator attends the YWRP and OOCd and acts as the Exploitation point of contact across Children's Services with links to the GVEU and Exploitation leads in neighbouring boroughs to ensure information that could protect young people is shared.

23. DETENTION IN POLICE CUSTODY

From 1/4/23 to 31/3/24, 21 young people from Hammersmith & Fulham were recorded as detained in custody overnight. This data was drawn from Dynamics a database system used by the 3-borough shared services EDT to record referrals and outcomes.

Usually, the data on children in custody held overnight is received from the Met Police Custody division by the Operational Director Children and Young People's Services from the London Safeguarding Children Partnership, however there is a lengthy delay before data is received. This information is not received consistently and coupled with a lack of timeliness, is not robust enough to provide analysis for themes or issues.

Further local challenges include:

- Placements out of hours for adolescents – this remains the most pressing challenge and is not foreseen to improve due to the lack of available and suitable placements within the wider market for this cohort of young people.
- A further challenge is when there is a request for a secure placement a child remanded into custody by the police. There are no secure placements in London. Secure placements require senior management authorisation and are if available are outside of London. This can often mean it is not in the young person's best interest to be travelling to placement during times which they should be sleeping, especially if they have to return to the borough of arrest to attend court in the morning.
- Issues regarding the taking of fingerprints during the out of hours period for young people presenting as UASC, where they may be known to other councils/ police.
- We have also experienced issues relating to the feedback of information from the custody suite in instances where a young person's parent/carer does not arrive to act as an appropriate adult for the young person. This has resulted in a breakdown in communication and feedback particularly coupled with the loss of information during shift changes.

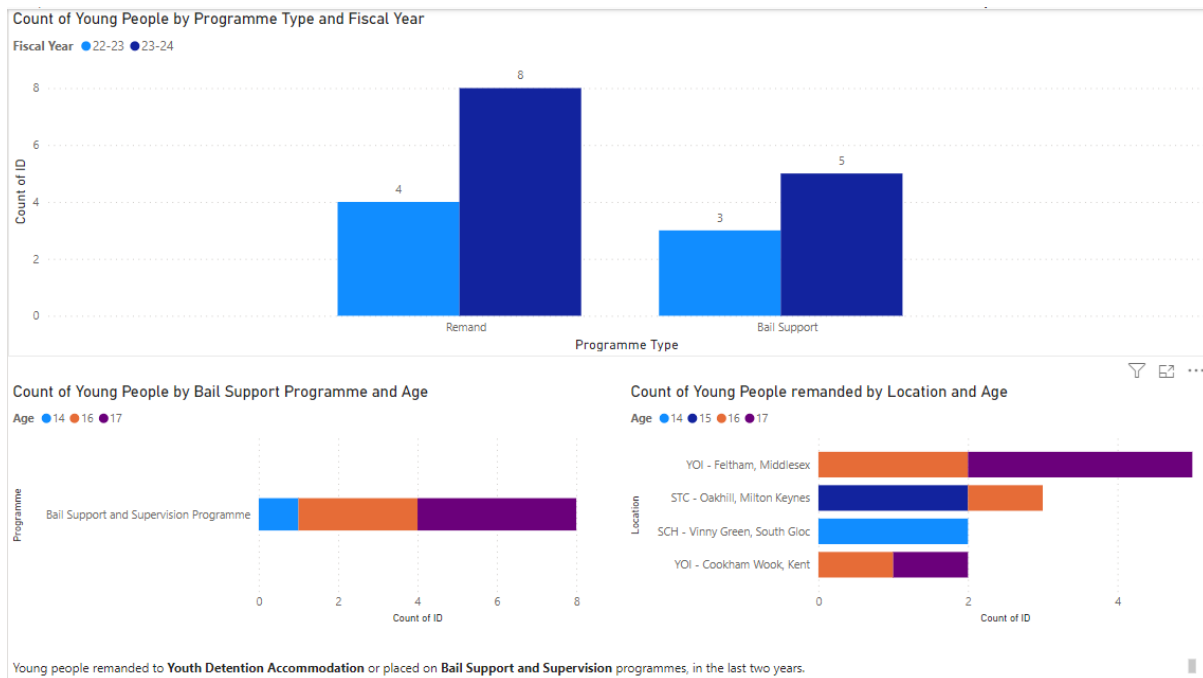
All identified issues are being addressed through work to improve communication with the custody officers on shift by the Emergency Duty Team (EDT) social workers, and regular meetings with YJS managers and CAIT for EDT adults and children's.

Hammersmith & Fulham Appropriate Adult Approach

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

24. REMANDS

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



25. USE OF CUSTODY AND CONSTRUCTIVE RESETTLEMENT

The London Borough of Hammersmith and Fulham (LBHF) saw an increase in the number of children being remanded in 2023. In Quarter 2 of 2023, 22.2% of the remand cohort were Children Looked After (CLA). These children are some of the most vulnerable in the borough and have experienced significant trauma and exploitation in their lives. A child charged with a(n) offence(s) will appear in court, and if not granted bail, they can be remanded to custody if criteria are met.

Alternatively, children can be remanded to local authority care, which is responsible for finding the most suitable placement. This may include remaining at home, with a relative, or being placed in foster care, a children's home, or supported accommodation. These children will become Children in Care if not already in care while they are on remand.

LBHF commissioned Richards Advisory Consultancy to complete a review of children remanded to understand this cohort better and explore whether the outcome of 'remand' could have been prevented.

The learning review was based on reviewing the relevant agency systems. It did not provide an opportunity for discussions among practitioners and key staff from across agencies and, most importantly, the children and their families. This is necessary for further exploration where there are gaps in records or missing documents to gain a greater understanding of the lived experiences of these children and their families. The review identified key learning for both single agencies and

for the development of partnership working from all services. The review revealed that all 10 children faced significant familial and educational challenges initially identified by the Contact and Assessment Service. These issues were addressed through pathway referrals to Early Help and escalated to Family Support Child Protection services after a notable period of closure from Family Support Services, preceding their involvement with the Youth Justice Service. 8 children were known prior to committing their first offence. The interval between the closure of Early Help services and the first entry into the Youth Justice system is crucial in this analysis. The review made six findings supported by 14 recommendations to make improvements to the use of custody and remands.

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

The resettlement worker:

- Supports all children subject to bail and remand/Youth Detention Accommodation, Intensive Supervision and Surveillance and sentenced to custody.
- Supports all young people transitioning to Probation.
- Maintains contact with families and supports the young people to have contact with their families.
- Supports the work of CYPS social workers around securing suitable accommodation on release for young people.
- Ensures all young people's resettlement plan are individualised, tailored to their specific needs and circumstances.
- Education, training, and employment- has undertaken training to become AQA Unit Award Scheme Co-Ordinator and the YJS is now a registered Training Centre. AQA Unit award schemes have been completed with young people in custody.
- Responsibility for co-ordinating services for and on, release, bail, Intensive Supervision and Surveillance and for children out of borough.
- Continues to offer support to any young person eligible for temporary release into the community, including assistance with obtaining identification, accessing healthcare and reconnecting with supportive social networks. Most CYP YDA'd receive short custodial sentences or the offences are

so serious that they are given lengthy sentences whereby they are 18 at point of sentence or turn 18 during the sentence and therefore they transition to Probation. Due to this there are very few, if any CYP who are eligible for Temporary release. However, where possible we will continue to maximise the use of temporary release.

The YJS wellbeing team are involved in constructive resettlement, Members of the Wellbeing Team will sometimes visit CYP in custody. The purpose of these visits can vary from supporting with resettlement planning and undertaking assessments. The YJS Wellbeing Team regularly liaise with staff in the secure estate including case managers, education staff and custody wellbeing teams. The Wellbeing Team have developed communication profiles for CYP in custody.

26. WORKING WITH FAMILIES

YJS is situated within the CYPS service alongside Contact and assessment, Early Help and family support and child protection. This allows for YJS to support the work of wider CYPS if they are working with a child, young person, family this worker is supported through joint supervision arrangements to ensure plans are aligned. YJS are also able to discuss with Early Help colleagues support for families where this is identified. The turnaround project has enabled YJS to provide bespoke and creative solutions and interventions to support families and this will be further embedded by YJS practitioners being based at 2 of the family hubs on a weekly basis providing a drop in for families concerned about their child's potential involvement in crime and ASB. The YJS will provide this service at the Family Hubs alongside GVEU.

27.SIGN OFF, SUBMISSION AND APPROVAL

Chair of YJS Board - name	Jacqui McShannon
Signature	
Date	

28.GLOSSARY

Common youth justice terms

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

Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and Health Care Plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
MSE	Modern Slavery and Exploitation: Modern slavery is defined as encompassing human trafficking and all forms of exploitation, involving coercive behaviour and exploitation. At Anti-Slavery International, modern slavery is defined as when an individual is exploited by others, for personal or commercial gain, and loses their freedom, whether tricked, coerced, or forced.
NRM	National Referral Mechanism. The national

	framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
O OCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution

Agenda Item 6.4

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Full Council

Date: 17/10/2024

Subject: Digital Transformation Projects

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

Report author: Nicola Ellis – Director, Chief Operating Officer, Corporate Services

Responsible Director: Sukvinder Kalsi – Executive Director of Finance and Corporate Services

SUMMARY

The aim of digital transformation is to ensure that we are leveraging and maximising the benefits of technology across all areas of the Council. This will enable us to modernise our business processes and operations by harnessing technology to improve the efficiency of services we deliver for residents and improve the overall resident experience.

The H&F Plan 2023-2026, commits to maximising efficiencies across the Council through digital transformation and includes the following objectives:

- deliver on the aspirations of our Resident Experience and Access Programme to provide a consistent and inclusive approach for resident access across the Council
- challenge digital exclusion to better connect residents with council services
- drive up our in-house capabilities in digital automation and artificial intelligence.

This report provides a summary of some of the Council's key digital transformation projects that contribute to the delivery of these objectives.

These projects include:

- Resident Experience and Access Programme (REAP)
- Development and delivery of our Digital Inclusion Strategy
- Power Platform Automation Hub
- Developing our approach to the use of artificial intelligence (AI) and automation

RECOMMENDATIONS

1. For Full Council to note and comment on the report.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	Enabling our services to embrace technology to support objectives to deliver a better future for children and young people, deliver economic growth and accessible housing and use technology to support the delivery of high-quality services.
Creating a compassionate and inclusive council	Improving the resident experience and ensuring accessible services for all. Reducing digital exclusion.
Doing things with local residents, not to them	Co-producing our digital transformation programmes with the Digital Accessibility Group.
Being ruthlessly financially efficient	Delivering efficiencies and savings through the adoption of new technology.
Taking pride in H&F	Enhancing the lives of residents through use of enabling and inclusion technology.
Rising to the challenge of the climate and ecological emergency	Balancing the benefits of new forms of technology with the climate impacts.

BACKGROUND

The council recognises the value of data, technology and digital services to deliver effective services to residents and support the efficient running of the council. The council has worked with residents to design and deliver improvements in the borough.

Resident Experience and Access Programme

The programme, initially launched in 2019, aims to transform the resident experience by leveraging new technologies and co-producing solutions with residents. The vision for the transformation includes prioritising residents' needs, enhancing digital services for 24/7 access, and providing high-quality assisted self-serve options. The programme aims to create a single digital pathway for all resident contact, ensuring a consistent and high-quality customer experience across all channels and services.

The pandemic and the cost-of-living crisis have changed the demands on our services, necessitating a review and refresh to the programme, to meet current demands and allow us to embrace new technology that has developed since it was initiated. The reset focusses on a phased approach to transforming the resident experience through a revised access model.

The refresh of the programme includes developing our artificial intelligence and robotic process automation (RPA) capabilities in Digital services to support residents to readily access services online and receive an improved resident experience. The council has invested c£690K in automation technologies to enable REAP and other automation initiatives across the council.

The key areas of focus for the programme are:

1. Consolidation and Automation

- **Consolidated Customer Contact Centre:** Establish a unified centre to streamline service delivery and reduce fragmentation.
- **Automation of Repetitive Tasks:** Implement automation to handle high-volume, repetitive tasks, reducing backlogs and allowing residents to self-serve online.

2. Digital Transformation

- **Online Services:** Increase the number of council services available online, enabling residents to self-serve from initial contact to fulfilment.
- **Assisted Digital Offer:** Provide support for vulnerable residents and those who are digitally excluded to ensure they can access necessary services.
- **New Technology Advancements:** Leverage advancements in technology since the programme's initiation to enhance the resident experience and drive efficiencies.

3. Staff Empowerment and Cultural Change

- **Digital Frameworks and Systems:** Equip staff with the necessary digital tools, systems, and processes to support residents effectively across all customer-facing channels.
- **Training and Workshops:** Conduct interactive sessions focusing on customer service, journey, and experience to instil values such as customer focus, collaboration, and commitment among staff.
- **Customer Service Focus:** Ensure all services and staff prioritise excellent customer service, minimising unnecessary contact and enhancing the overall resident experience.

4. Service Standardisation

- **Consistent Service Standards:** Develop a corporate-wide view of good service standards to ensure residents have a consistent experience across all council services.
- **Single Digital Pathway:** Create a unified digital pathway for all resident contact, ensuring a consistent and high-quality experience regardless of the contact method.

5. Customer Feedback and Satisfaction

- **Customer Satisfaction Surveys:** Implement surveys across all main contact centres and service areas to gather feedback and monitor service quality.

- **Business Intelligence Feedback Dashboard:** Develop a dashboard to incorporate all customer satisfaction feedback for comprehensive analysis and monitoring.

The achievements of the REAP programme to date include:

- The implementation of 141 digital forms. These forms have reduced failure demand as they are designed to cover all the questions we need to ask to provide, amend or stop a service. This means we have reduced the number of follow up contacts to complete a transaction. Digital forms will provide residents and the community with a modern, comprehensive, and consistent experience when interacting with the council and allow residents to self-serve for several transactions.
- Quality assurance checks in the main contact centre, enabling close monitoring of service levels and addressing training or development needs as necessary.
- Customer satisfaction surveys via text at the end of calls and for face-to-face services, providing valuable feedback to improve service quality.
- The launch of new service channels like webchat, which facilitates real-time interactions with residents, and proactive text messaging, which allows the council to reach out to residents with relevant updates and information.

More detail on the achievements of REAP are included in Appendix One.

These initiatives have contributed to enhancing the overall resident experience and ensuring prompt and accurate support.

Digital Inclusion Strategy

It is not just the council that provides access to services online. So much of modern life is accessed primarily through digital means. This is why we want to make sure that residents have the skills, equipment, and capacity to do so.

The Digital Inclusion Strategy aims to address barriers arising from digital advancements impacting residents' lives and service delivery. It has been co-produced with residents, the Voluntary and Community Sector (VCS), and stakeholders to ensure that the needs of residents and the various service areas are effectively captured. The strategy aims to drive a coordinated approach to the existing programs and activities across the council and VCS in this area.

The co-produced digital inclusion strategy will be the foundation for the council to:

- Gain a strong understanding of the scale of digital exclusion in the borough and use this evidence to inform council decision making about future resources not just for digital inclusion but other service areas such as adult learning, social care, housing services and children's services.
- Benefit, in the long term, from residents that are digitally enabled, meaning that they are less reliant on support from the council.
- Deliver a bespoke digital inclusion programme for the borough and embed digital inclusion principles and activities across council services.

- Establish new partnerships and strengthen existing partnerships with public, private and third sector organisations seeking to improve the level of digital inclusion in the borough, with the potential to apply for and obtain additional funding for digital inclusion activities.
- Enhance the effectiveness and accessibility of services available to residents and help residents improve their life chances leading to fulfilled lives.
- Support the ambitions of council services increasingly moving online, such as the housing improvement programme, family hubs, online directories and signposting and events booking systems.

The Digital Inclusion Strategy is an enabling strategy, which unlocks transformative change both within the council and across the borough. The aim of the strategy is to address the causes of exclusion resulting from lack of access to digital connectivity, devices and skills.

The Strategy sets out priority areas of activity, with key actions and objectives contained within the strategy, including:

- Developing a more joined up and coherent digital inclusion ‘eco-system’ working towards a shared vision and programme of change – a coordinated group of partners across H&F, the WLA, London, Health, the voluntary sector and industry working together to support our vision that by 2030 all our residents will have access to connectivity, devices and digital skills.
- Underpinning this work by data to help us identify who needs help, who provides it, what help is effective, and track and measure our progress.
- Ensuring more H&F residents will be digitally confident and will feel safe and secure online.
- Working with VCS organisations supporting residents in the borough to make sure that residents are aware of and able to access the support that they need. Advice and guidance is at the heart of our strategy, and we will take action to make our services inclusive by default and will be underpinned by an effective ‘signposting’ platform to provide clear pathways to advice, learning and support.
- Continuing to co-produce our digital inclusion work with residents and VCS to ensure it remains a living document and adapts to changing needs and opportunities.

Devices

- Work with pan-London, regional and local businesses to ensure the borough can access affordable and appropriate devices for those that need it, understanding the mix of needs and requirements of residents.
- Develop a ‘library model’ of loan devices linked with a support package of training and advice, connectivity if required and ongoing support/maintenance of devices. A wide range of services and local groups will be part of the referral pathways and delivery of the scheme.
- All referrals to the scheme (‘the library model’ of loan devices) will capture core needs and evaluate usage and impact using a consistent set of data to better understand priorities and continuous learning and improvement.

- Ensure the Council's social care and occupational therapy teams are aware of, can advise on and can access a full range of assisted living technology.

Connectivity

- Actively promote and raise awareness of social tariffs available in the borough to ensure all can be digitally included
- Map all free public access Wi-Fi in the borough and make this available through the signposting tool.
- Achieve better connectivity outcomes using 'wayleaves' to ensure positive outcomes for residents.
- Consider how the Council and its partners could develop a universal basic service approach in its requirements for residential developments and in its own supported living settings – e.g. care leavers, foster carers etc.
- Work with pan-London, regional and local partners to improve access to free SIMs linked to devices.
- Improve access to free and good quality Wi-Fi provision in community settings including schools, faith organisations, colleges, food banks, jobs centres, community centres etc and through our own highway infrastructure.

Advice and Guidance

- Develop a network of digital champions and volunteers across the borough, including expanding the digital assistance available at 145 King Street as part of the Council's core face to face offer, to other areas such as Libraries and Family Hubs.
- Work with business partners to develop a clear pathway for small and medium size enterprises.
- Proactively identify and target support at those most likely to be digitally excluded or with the greatest need, including specific support offers for priority group working with trusted organisations.

Skills

- Develop a digital skills working group to agree on/develop a set of common standards/assessment tool and pathway progression and connect with education providers and local banks and businesses.
- Map and promote the full range of training and skills development opportunities available in the borough.
- Develop targeted offers for specific groups – foster carers, disabled people, those with low levels of literacy, older people and those unable to attend venues, etc.
- Develop and implement an accreditation, support and training offer for digital champion volunteers.

These actions are designed to create a digitally inclusive borough, improving residents' life chances and reducing reliance on public services. The strategy has

recently been approved by the Cabinet and commitment given to recruit to a Programme Manager role to develop the initiatives identified in the strategy.

Power Platform Automation Hub

In recent years, the Business Intelligence (BI) Service has successfully harnessed technology to underpin the day-to-day support provided to residents via new Council services and to improve Council business processes. This has been achieved through building and implementing new digital applications, automation of data and tasks and enhancing how we report on the performance of these new services and applications. Successful examples include:

Pandemic Response – The Council's response to Covid-19 was data and intelligence led. A series of new services were set up for residents, covering a range of support and help needed in this emergency. BI implemented a customer relationship management (CRM) application to manage the Council's support to shielding residents and the activity of the new Community Aid Network service. This application managed requests for help and the successful fulfilment of these requests, such as emergency food packages, allocation of digital equipment to children with additional support needs or calls with residents isolated. The CRM application was supported by a range of other analysis by BI during the pandemic, that included monitoring and reporting of school attendance, testing completed in nursing and residential care homes and the Council's inventory and allocation of Personal Protective Equipment.

Recruitment App - All new recruitments in the Council require multi-layered authorisation including by finance, human resources and senior officers. Formerly, this was a heavy manual process, relying on a word document being shared via email between individuals and decision-makers, which led to delays, issues with version control and inefficiencies in how officer time was being spent. BI developed a new recruitment app, which has transformed this Council process, and in doing so has provided a centralised repository of information and enhanced audit trail for decision-making. The app has also generated efficiency savings through reducing the time spent on authorisation so officer time can be spent on higher value activity.

Family Hubs – In 2024, the Council has launched three new Family Hubs for the borough at the Stephen Wiltshire Centre, Tudor Rose community centre and Old oak community centre. These hubs are a one-stop-shop for resident support services across a range of partners, including baby groups and parent classes, support for wellbeing and mental health, support for children with special educational needs and disabilities, access to financial and debt advice and information about local youth clubs. To support the operations of the new hubs and meeting service expectations, BI has built a new Family Hubs digital application. This manages information submitted by residents and referrals from professionals and allows the hub staff to process help and support based on the needs of each family or referral, including signposting to a range of services. The application also manages participation in various support services provided at each hub and receive feedback from residents on the family hub offer.

We know there remain services within the Council where heavy manual tasks remain and where efficiencies, fewer errors and better decision-making could be realised

through new products and solutions that integrate processes, workflows and systems.

The BI service is therefore building capacity in the Power Platform to take forward transformation opportunities it presents. The aim is to scale digital transformation by building new business solutions. The key objectives are:

1. **Automation of Manual Tasks:** Address inefficiencies, reduce errors, and improve decision-making by automating repetitive manual tasks.
2. **Integration of Processes and Systems:** Enhance integration between various processes, workflows, and systems to streamline operations.
3. **Development of Custom Applications:** Use Microsoft Power Platform to develop bespoke applications tailored to the Council's needs.

The existing examples have demonstrated the benefits of this approach to:

- **Efficiency Savings:** Significant time and cost savings from automating workflows and processes and avoided spend.
- **Improved Service Delivery:** Enhanced outcomes for residents through more efficient and effective service delivery.
- **Better Decision-Making:** Improved data integration and analysis capabilities leading to more informed decisions.

The BI service is taking forward this work through incrementally building specialist skills and capacity. An extensive pipeline of opportunities has been identified through information and opportunity identification workshops with various Council services. These opportunities will be prioritised and are forming the future programme of work.

An early example is the implementation of the new Fraud, Recovery, Error and Debt hub. Through the implementation of a series of projects, this cross-cutting programme will improve the detection of fraud, support the recovery of avoided spend, reduce errors in Council processes, and support debt recovery. The hub is involving a high level of automation, in cleansing, matching, and enhancing datasets through the Council's data warehouse that is managed by the BI service. Each new application and product is supported by reporting of benefits and management information through Power BI software.

An example of an early project under this programme is a termly exercise to identify children in the borough who may be eligible for Free School Meals (FSM) but whose parent(s) or carer(s) are not claiming it. This stands to ensure parent(s) and carer(s) of eligible FSM children receive the financial help they need and secure much needed FSM funding to schools in the borough. Additionally, FSM is an entitlement for schools to claim Pupil Premium to improve educational outcomes for FSM-claiming pupils.

Longer term, the BI service aims to build applications that will provide single views of data relating to properties, households and families in the borough, through the progressive matching of large datasets across the Council.

Developing our approach to the use of Artificial Intelligence

The Council is exploring artificial intelligence (AI) and generative AI, focusing on its potential to revolutionise various tasks and challenges within H&F. The scope of work includes consideration of:

- **Capabilities and Applications:** Generative AI's potential to enhance service delivery, streamline operations, and improve decision-making.
- **Risks and Challenges:** Addressing concerns related to information security, privacy, accuracy, ethics, bias.

A paper was presented to the Policy and Oversight Board in April 2024 highlighting the opportunities presented to the council of AI and Generative AI technologies, and a further update will be presented in November 2024.

Some departments across the council are already making use of traditional AI, for example the deployment of Internet of Things (IoT) sensors for Damp and Mould monitoring, sensors in gullies and air pollution sensors across the borough. The approach to the adoption of AI thus far has been iterative and agile. This has enabled the council to experiment and learn with targeted use cases/projects, thereby enabling the identification of AI enabled technologies that can potentially have wider benefits to the council departments.

A Cross-Departmental Working Group informs and coordinates AI adoption across various departments. The group is currently overseeing a number of pilot projects using Microsoft Co-Pilot and other AI use cases. The working group will test and evaluate how AI and Generative AI applications can be used across the council to:

- **Streamline Operations:** Automating and optimising various operational processes
- **Improve Decision-Making:** Leveraging AI-generated insights to make more informed and accurate decisions.
- **Enhancing Service Delivery:** Using generative AI to improve the efficiency and effectiveness of services provided to residents

We have held 'Envisioning Sessions', collaborating with Microsoft and other partners to gain insights into generative AI and will be collaborating with industry forums and local authorities to share knowledge and best practice. An important aspect will continue to be engaging with our community to raise awareness and engage the community in AI adoption, drawing on our approach and learning to digital inclusion.

CO-PRODUCING OUR DIGITAL TRANSFORMATION

The Disability Access Group (DAG) group was set up in June 2022, comprising 12 residents and 9 Council officers across 4 departments.

DAG now has 14 residents and 16 officers across 9 departments, (REAP, Comms, Digital Services, Co-Production, Adult Social Care, Children's Services, Housing, AALS and Independent Living). It is the first co-production group of its kind, made up of residents from a range of backgrounds, abilities, ages, and professions, and the issues it discusses span more than one council department.

There have been 19 DAGs held so far, the last in August 2024. They are well attended by an engaged and enthusiastic membership. The August DAG contained

an interactive session which will help us understand residents' expectations of customer service from the council.

The group have worked closely with the REAP team in the development of digital processes and web content. The team developed the processes and web pages that supported our cost-of-living crisis response.

The digital inclusion strategy was coproduced with residents from June 2022 – October 2023 through the Digital Accessibility Group (DAG). A digital inclusion open day was held for residents in September 2022, and input was also obtained from the voluntary and community sector (VCS), with organisations attending workshops with officers in both January and November 2023. The DAG reviewed and gave feedback on the final version of the strategy before it was finalised.

The Digital Accessibility Group have been integral to the delivery of our current projects, and we will continue this approach in the future to ensure that our digital transformation is co-produced and meets our residents' needs.

LIST OF APPENDICES

Appendix 1 – Achievements of the REAP Programme

Appendix 1 – REAP Achievements

1.1 REAP achievements

Below are some examples of the success achieved by REAP to date.

Pest Control	Residents can now book amend and cancel appointments using a digital form. When they ring through to the contact centre, we can identify their phone number and their customer record pops up on the advisor's screen, giving a personal touch and a seamless experience. We have collected over £80k in fees this way and reduced residents having to chase us by 58%
Quality Assurance	<p>In 2021 we implemented quality assurance checks in the main contact centre. This step allowed us to closely monitor service levels on a per-call basis and address any training or development needs, as necessary.</p> <p>Additionally, through REAP we created and developed a Quality Assurance (QA) module within the complaints management system. This module was successfully launched in the Housing Hub complaints and resolutions team in April 2024 and is now being rolled out across the entire council.</p>
Customer Satisfaction Surveys	<p>In 2023, we implemented customer satisfaction surveys via text at the end of calls to our main contact centre and housing repairs. Additionally, a customer satisfaction survey for face-to-face services at 145 King St was introduced in April 2024. We also began measuring customer satisfaction on complaint responses through REAP in October 2023.</p> <p>We are in the process of implementing Netcall Contact Centre surveys across the entire council, with completion expected by the end of August 2024. As part of this effort, we are enhancing the survey for complaint responses and exploring wider engagement with other face-to-face service provisions by introducing QR codes for customer satisfaction feedback.</p> <p>All the insights and learnings from these surveys will be consolidated into a Business Intelligence (BI) dashboard, which will include all other satisfaction measures tracked through REAP in 2024.</p>

Cost of Living Contact Centre	<p>COL advice team was successfully launched in October 2022 with the invaluable support of REAP. This initiative encompassed several key components:</p> <ol style="list-style-type: none"> 1. Comprehensive Website Offer: We developed a comprehensive website to provide essential information and resources. The website was co-produced in collaboration with the co-production officer from the REAP team. 2. Intranet Knowledge Base: As part of the service, we established a knowledge base accessible via the intranet. This repository holds essential information and resources for both staff and residents. 3. Learning Zone Training Module: To ensure consistent understanding and effective service delivery, we created and delivered a learning zone training module. This module was rolled out across the entire council. 4. New Service Channels: <ul style="list-style-type: none"> • Webchat: We introduced webchat functionality to facilitate real-time interactions with residents. • Proactive Text Messaging: Proactive messaging allowed us to reach out to residents with relevant updates and information. • Online Benefit Calculator: Residents can now access an online benefit calculator to determine their entitlements. 5. Usage Metrics: <ul style="list-style-type: none"> • On average, approximately 4,000 residents visit our web pages each month. • Specifically, 1,375 residents have used the entitled-to calculator to assess their benefits. <p>There efforts contribute to enhancing our services and ensuring that residents receive prompt and accurate support</p>
Web Chat build and go live	<p>Webchat was launched in 2022 as part of the main contact centre for Pest Control services. Since its initial implementation, we have been actively working on further development and enhancements. The primary purpose of webchat is to guide customers to the information they need for self-service. However, it also offers the flexibility for customers to engage in real-time chat with a team member and seamlessly transition to a phone call if necessary. We are currently implementing this for the Housing Repairs team.</p>



















<p>Increasing usage of proactive texting on multiple Netcall queues</p>	<p>Before the introduction of REAP, proactive texting options were available for callers waiting in a queue, but they were limited to just two queues. However, we have significantly expanded this feature across various services, including complaints, cleaner greener initiatives, pest control, and environmental services. The broader implementation ensures that more callers benefit from being able to opt for a link to be sent to them on their smart phone instead of waiting.</p> <p>Additionally, REAP has actively promoted the new functionality and its benefits through the Contact Centre Working Group. As a result, this proactive texting approach has been successfully incorporated into other areas across the council, such as housing advice and homelessness service</p>
<p>Waste-ongoing Veolia contract changes and in-flight project.</p>	<p>We successfully implemented a new process for waste bulky collections through REAP on the 6 December 2022. This initiative introduced a self-serve option with an end-to-end process for customers. As a result, bulky waste calls decreased by 50% as residents were able to self-serve.</p> <p>Bulky waste calls received: 22/23 - 7686 average per week – 148 calls per week 23/24 - 4357 average per week - 84 calls per week</p> <p>Currently customers still have to call in if they want to make amendments to bookings online (this is coming very shortly).</p> <p>The REAP team has been instrumental in supporting the cleaner greener service to prepare for the new contractor Veolia. REAP supported by sharing and preparing business requirements and options for transformation and transition. This is still ongoing with new process going live over the next few months for household waste collections</p>

We have delivered many projects through REAP to date. We currently have 141 customer e-forms on our website that approximately 10k residents use these per month. Our top 10 forms over the past year (3/4/2023 - 29/03/2024) are: -

Service	Number of forms completed
Signing up for a new account	42616
CTAX Moving in, moving out	16157
CTAX Single persons discount review	12134
Housing Secure online payment rents	9638
Bulky Waste	9221
Housing advice	9130
Resident parking permit application	6244
Apply for a parking suspension	5592
Change of address or vehicle form for resident parking permits	5160
Council tax direct debit	5037

These forms have reduced failure demand as they are designed to cover all the questions we need to ask to provide, amend or stop a service. This means we have reduced the number of follow up contacts to complete a transaction. Digital forms will provide residents and the community with a modern, comprehensive, and consistent experience when interacting with the council and allow residents to self-serve for several transactions.

The last full year benefits profile

Pest Control	<p>New Web pages / content</p> <p>Web Chat</p> <p>End to end automation</p> <p>CLI (phone number recognised through Netcall (telephony)>auto-pop Granicus (CRM) record.</p> <p>Power BI Dashboard</p>	 1529 online, self-serve PC forms	 240 staff hours saved through self service	 Estimated 30% reduction in avoidable contact	 £144k total fees collected
Revenue & Benefits	<p>Free School Meal (new application and CIC) online forms</p> <p>Discretionary Housing Payment online form</p> <p>Co-produced NEW web content</p> <p>Covid Support Scheme online forms (over 10)</p> <p>New IVR (proactive text messaging)</p> <p>Benefit & Single Person Discount review forms</p>	<p><u>Roadmap</u></p> <p>Academy customer portal live October 2023.</p>	 32,515 residents contacted us online about their council tax 5431 residents contacted us online for queries about housing benefit and free school meals	 82,000 online, self-serve R&B forms	 15% (1511 calls) reduction in avoidable contact during 2023/24 annual billing
Waste & Recycling	<p>Commercial waste application online form</p> <p>New IVR (proactive text messaging)</p> <p>Bulky Waste online form</p> <p>Staff CRM developed & implemented</p> <p>CLI (phone number recognised through Netcall (telephony)>auto-pop Granicus (CRM) record.</p>	<p><u>Roadmap</u></p> <p>Implementation of new MIS, bringing real-time data from in-cab devices directly to residents, updating on collections, etc.</p>	 9222 online, self-serve Bulky Waste bookings	 103 working days saved through self service	 £295k total fees collected 56k items collected
Parking	<p>Real-Time Permit payments</p> <p>Resident permit online form</p> <p>Borough Access Permit</p> <p>Key Worker Access Permit</p> <p>New Web pages / content</p> <p>Business & Market Trader Permit</p> <p>Resident Permit refund form</p>	 6244 new Resident parking permit applications	 207 key worker permits	 477 business & market trader permits	 5160 change of address / vehicle forms  22% reduction in avoidable contact from the same period last year
Accessible Transport	<p>The end-to-end process for freedom pass has been automated. Residents can now apply for their pass online. The online form was co-produced using an iterative design and refine process with members of the Digital Accessibility Group (DAG).</p>	<p><u>Roadmap</u></p> <p>Online Blue Badge applications; CRM process. London Council Freedom Pass and Taxi Card application; CRM.</p>	 9% reduction in telephone contact through proactive texting links to online resources	 In April 24 roughly 33 people per month were filling in the online form, by the end of June 24 86 per month, and July seems to be increasing.	

The last full year benefits profile continued

Cost of Living

Brand NEW service designed
Co-produced Web pages / content Web Chat
New IVR (proactive text messaging)
Online Benefit calculator
Online contact us form
Warm Hub package process
Power BI Dashboard



964 contact
us forms
submitted.



18865 calls
answered an
increase of
nearly 300%



1375
residents
have used
the Entitled
To
calculator



4000
residents
visit our web
page every
month

Sports & Leisure

Online Booking platform / system
Co-produced Web pages / content
New IVR (proactive text messaging)
Harbour Club (Tennis) online booking process
Personal trainer online booking process
Block booking online process
Dog walking license (and report it) processes



657 sports
bookings
completed
online



9 sites & 100+
sports facilities
can be booked
online



240 staff
hours saved
through self
service



218k income
generated

E-Bike Report It

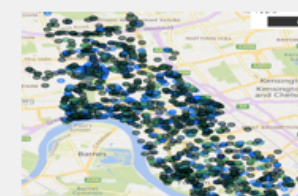
Online e—bike report it process on LBHF Love
Clean Streets mobile & Desktop app
Power BI dashboard



2492 reports of
abandoned e-bikes



60 reports of
abandoned e-scooters



Agenda Item 6.5

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Full Council

Date: 17/10/2024

Subject: Review of the Constitution

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

Report author: David Abbott, Head of Governance

Responsible Director: Grant Deg, Director for Legal Services

SUMMARY

This report asks Council to approve the creation of a new Lead Member and make an appointment to that role.

RECOMMENDATIONS

- 1. That Full Council approves the creation of a new Lead Member for Energy and Decarbonisation role as detailed in the report and appoints Councillor Ross Melton to the role.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Doing things with local residents, not to them	Regular reviews of the constitution help to ensure a high standard of governance across the Council.

Financial Impact

The recommendations in this report have no direct financial implications.

Alex Pygram, Head of Finance, Corporate Services – 2nd October 2024

Legal Implications

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

Background Papers Used in Preparing This Report

The Council's Constitution: www.lbhf.gov.uk/constitution

DETAILED ANALYSIS

Proposals and Analysis of Options

1. The Constitution sets out how the Council operates, how decisions are made and the procedures that are followed to ensure business is conducted in an efficient, transparent, and accountable manner.
2. The Monitoring Officer has a duty to keep the Constitution under review and has delegated authority to amend the Constitution where there has been a change in law, job title, structure, rearrangement of job responsibilities or for general administrative convenience. All extensive changes to the Constitution, however, must be approved by Full Council.
3. The Monitoring Officer is satisfied that the Council's Constitution continues to fulfil its stated purposes, as set out in Article 1 of the Constitution.

Reasons for Decision

4. The Council's Monitoring Officer is required to review the Council's Constitution each year to ensure that its aims and principles are given full effect in accordance with Article 14 of the Constitution.

Lead Member for Energy and Decarbonisation

5. The Administration has proposed a new Lead Member role for Energy and Decarbonisation. Working with the Cabinet Member for Climate Change and Ecology, Cabinet Member for Finance and Reform and the Cabinet Member for Housing and Homelessness, the postholder will:
 - Promote local renewable energy generation, working to identify capital investments for renewable energy, including solar generation on council-owned buildings.
 - Reduce energy bills for council tenants, working to support the installation of enhanced insulation and energy efficiency technologies and the promotion of smart energy tariffs within council homes.
6. It is proposed that Councillor Ross Melton be appointed to this new role. In line with the Members' Allowances Scheme, as Chair of the Pension Fund Committee, he will not receive an additional Special Responsibility Allowance for the Lead Member role.

LIST OF APPENDICES

None.

SPECIAL MOTION NO. 1 – ADDITIONAL SUPPORT FOR LOW-INCOME PENSIONERS

Standing in the names of:

- (i) Councillor Adrian Pascu-Tulbure
- (ii) Councillor Amanda Lloyd-Harris

This Council calls on the Administration to provide additional support for low-income pensioners in the Borough who have had their Winter Fuel Allowance cut.

Agenda Item 7.2

SPECIAL MOTION NO. 2 – UNLOCKING THE BENEFITS OF DECARBONISATION IN HAMMERSMITH AND FULHAM

Standing in the names of:

- (i) Councillor Ross Melton
- (ii) Councillor Omid Miri

This Council welcomes the new Government's robust and rapid actions to accelerate decarbonisation and growth of the UK economy, including:

1. The launch of the cross-Government Clean Power 2030 Mission, headed by Chris Stark.
2. The launch of a state-owned renewable generation developer, GB Energy, chaired by Jurgen Maier, headquartered in Aberdeen, and tasked with commercialising new low carbon generation technologies.
3. The launch of a £7.3 billion National Wealth Fund with the aim of galvanising more than 10 times more private investment in low carbon infrastructure.
4. The end of the moratorium on onshore wind in England, with the largest renewables allocation ever through the AR6 generation auction.
5. The approval of 1.35GW of solar generation within days of the 2024 General Election.
6. The closure of the UK's last coal-fired powerplant in Ratcliffe-on-Soar in Nottinghamshire.

As one of the London Boroughs most vulnerable to the negative affects of climate change, accelerating decarbonisation of the UK energy sector and wider economy is of vital importance to the residents of Hammersmith and Fulham.

In addition, the economic growth opportunity of decarbonising the UK economy is irrefutable, with the previous Government's Skidmore Review identifying the green economy as the fastest growing contributor to UK GDP, valued at over £41.2 billion in 2023 and employing almost half a million high skilled UK workers.

Decarbonising energy will deliver a win-win-win: reduce the UK's vulnerability to volatile energy imports, driving down household bills, and unlocking economic opportunities for millions of Britons.

Hammersmith and Fulham is at the forefront of the transition towards a green economy, investing in rooftop solar and retrofitting insulation and energy efficiency technologies into council-owned buildings. The Borough's modern industrial strategy is fostering the next generation of low carbon innovations. Our planning team continues to support thoughtful, low carbon development across the Borough.

This Council resolves to continue to support the new Government's strategy of driving rapid economic growth through decarbonisation of the economy, while providing an example of local leadership on the road to Net Zero.

SPECIAL MOTION NO. 3 – COMMENDING THE GOVERNMENT ON PLANNING REFORM

Standing in the names of:

- (i) Councillor Omid Miri
- (ii) Councillor Andrew Jones

This Council commends the new Labour Government on its commitment to build 1.5 million new homes and end the housing crisis through radical planning reform, getting Britain building the homes and infrastructure desperately need after 14 years of Conservative neglect and austerity. This will help accelerate and expand the delivery of genuinely affordable homes to residents in Hammersmith and Fulham.

This Council welcomes the new Government's recognition that local authorities have an important role to play and, after 14 years of Conservative sidelining, dithering and de-funding, looks forward to working with the Government to solve the housing crisis.

Agenda Item 7.4

SPECIAL MOTION NO. 4 – BUILDING A STRONGER, SAFER AND KINDER BOROUGH

Standing in the names of:

- (i) Councillor Rebecca Harvey
- (ii) Councillor Nikos Souslous

The Council notes that in July 2024 the National Police Chiefs Council reported that there is an epidemic of violence against women and girls, with nearly 3,000 crimes reported every day in what they termed a “national emergency”. This council welcomes the new Labour Government’s commitment to tackle this.

The Council takes the safety of women and girls extremely seriously and is investing in services to support women and girls across our borough including Advance, the Angelou Partnership and Refuge.

The Council notes that following a public consultation with overwhelming support, in July 2024 the borough introduced a Public Spaces Protection Order (PSPO), making street sexual harassment an offence. The Council is pleased to note that the PSPO has already been used to fine those who have harassed women and girls who live, work and visit our borough.

The Council thanks officers who are delivering the No More Sexual Harassment campaign with valued partners, including the youth council, schools, football clubs, businesses, community groups and residents.

The Council welcomes the work of the borough’s public protection teams to tackle violence against women and girls, including:

- The 72-strong Law Enforcement Officers, who have undertaken specialist training to support victims and hold perpetrators to account;
- The CCTV network with over 2,000+ CCTV cameras collecting evidence used to prosecute offenders;
- The Gangs, Violence & Exploitation Unit; and
- The Community Safety, Antisocial Behaviour and Trading Standards teams.

The Council is proud of the work being done to make the borough’s streets safer. It has invested millions of pounds in community safety and works closely with partners, including the police, probation and prison services, and the violence reduction unit.

The Council calls on all members to support this work to make Hammersmith and Fulham a stronger, safer and kinder borough.