

COUNCIL AGENDA

ORDINARY COUNCIL MEETING

Wednesday 22 October 2025



The Mayor – Councillor Sharon Holder
Deputy Mayor – Councillor Daryl Brown

ADDISON

Jacolyn Daly (L)
Ross Melton (L)

AVONMORE

Laura Janes (L)
David Morton (I)

BROOK GREEN

Stala Antoniadis (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)
Liam Downer-Sanderson
(C)

GROVE

Stephen Cowan (L)
Helen Rowbottom (L)

HAMMERSMITH
BROADWAY

Callum Nimmo (L)
Patricia Quigley (L)

LILLIE

Sharon Holder (L)
Lydia Paynter (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 (G)
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 (G)
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 Council meeting at 7.00pm on
Wednesday 22 October 2025 at the Irish
Cultural Centre, 5 Black's Road,
Hammersmith, W6 9DT

Watch the meeting live

Watch live on YouTube: youtube.com/hammersmithandfulham

Public attendance

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

Accessibility

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. The livestream will have live captions. If you have any additional accessibility requirements please contact: David.Abbott@lbhf.gov.uk

Full Council Agenda

22 October 2025

<u>Item</u>		<u>Pages</u>
1.	APOLOGIES FOR ABSENCE	
2.	DECLARATIONS OF INTERESTS 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. 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. 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. Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.	
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COUNCIL MINUTES

ORDINARY COUNCIL MEETING

WEDNESDAY 9 JULY 2025



PRESENT

The Mayor – Councillor Sharon Holder
Deputy Mayor – Councillor Daryl Brown

Councillors:

Jose Afonso	Wesley Harcourt	Patricia Quigley
Aliya Afzal-Khan	Rebecca Harvey	Rowan Ree
Paul Alexander	Lisa Homan	Lucy Richardson
Adronie Alford	Laura Janes	Max Schmid
Stala Antoniadis	Andrew Jones	Asif Siddique
Jackie Borland	Adam Peter Lang	Nikos Souslous
Victoria Brocklebank-Fowler	Amanda Lloyd-Harris	Dominic Stanton
Trey Campbell-Simon	Omid Miri	Sally Taylor
Florian Chevoppe-Verdier	Callum Nimmo	Nicole Trehy
Liz Collins	Genevieve Nwaogbe	Frances Umeh
Stephen Cowan	Adrian Pascu-Tulbure	Mercy Umeh
Jacolyn Daly	Ashok Patel	Rory Vaughan
Downer-Sanderson	Zarar Qayyum	Patrick Walsh

1. APOLOGIES FOR ABSENCE

7.03pm – Apologies for absence were received from Councillors Helen Rowbottom, Ann Rosenberg, Bora Kwon, Ross Melton, Natalia Perez, Alex Sanderson, Lydia Paynter, Alex Karmel, and David Morton.

2. DECLARATIONS OF INTERESTS

7.04pm – There were no declarations of interest.

3. MINUTES

7.04pm – RESOLVED

The minutes of the Annual and Special Full Council meetings held on 21 May 2025 were agreed as an accurate record.

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.

4. MAYOR'S ANNOUNCEMENTS

2025 King's Birthday Honours

7.04pm – The Mayor extended the Council's congratulations to the following local people who were recognised in the 2025 King's birthday honours:

- Professor Sharma at Imperial College Healthcare Trust was awarded an OBE for services to research in strokes in South Asian people.
- Bob Alexander, Vice Chair at Imperial College Healthcare Trust, was awarded an OBE for services to leadership in the NHS.
- Professor Thomas, President Professor emeritus of clinical neuroscience was awarded an OBE for services to clinical neuroscience.

The Mayor thanked them for their hard work and service to the community.

7/7 Anniversary

The Mayor noted that Monday the 7th of July marked the 20th anniversary of the terror attacks in London that killed 52 people. The Leader of the Council and the Leader of the Opposition made speeches of remembrance. The Council stood for a minute of silence in memory of those who died.

5. YOUTH COUNCIL UPDATE

7.15pm – The Youth Council addressed the Council and gave a short presentation on their priority areas.

Speeches on the item were made by Councillor Rebecca Harvey (for the Administration) and Aliya Afzal-Khan (for the Opposition). The Mayor thanked the Youth Council for attending and their contributions.

6. PUBLIC QUESTIONS (20 MINUTES)

7.31pm – Questions 2, 4, and 5 were taken in the meeting. The responses to all questions can be found in Appendix 1.

7. ITEMS FOR DISCUSSION/COMMITTEE REPORTS

7.1 Results of the Local Government By-Election on 3 July 2025

7.40pm – The report on the results of the Local Government By-Election on 3 July 2025 was moved for noting.

The Mayor welcomed Councillor Liam Downer-Sanderson to the Council and extended the Council's thanks to all the staff who supported the election for their hard work and professionalism.

Speeches on the report were made by Councillor Afonso (for the Opposition) and Councillor Schmid (for the Administration).

7.44pm – RESOLVED

1. That the information in Appendix 1 to the report was noted.

7.2 Allocation of Seats and Proportionality on Committees

7.44pm – The report and recommendations were moved for noting by the Leader of the Council, Councillor Stephen Cowan.

7.44pm – RESOLVED

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

7.3 Review of the Constitution

7.44pm – 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 report and recommendations were declared **CARRIED**.

7.44pm – RESOLVED

1. That Full Council agree that Councillor Liam Downer-Sanderson replace Councillor Amanda Lloyd-Harris on the Climate Change and Ecology Policy and Accountability Committee.

7.4 Finance Peer Challenge Review (April 2025)

7.45pm – The report and recommendations were moved for noting by the Cabinet Member for Finance and Reform, Councillor Rowan Ree.

Speeches on the report were made by Councillors Ree, Homan, and Walsh (for the Administration) – and Councillor Afonso (for the Opposition).

8.03pm – RESOLVED

1. To note the overview presentation and final report at Appendices 1 and 2 of the Local Government Association Finance Peer Challenge of H&F.

2. To note monitoring the implementation of actions against the recommendations has been referred to the Policy and Oversight Board.

8. SPECIAL MOTIONS

8.04pm – Councillor Max Schmid, under Standing Order 16(d)3, moved a motion to give precedence on the agenda to Special Motion 4. The motion was agreed.

8.4 Special Motion 4 - Protecting and Improving Uxbridge Road for all Residents and Businesses

8.04pm – Councillor Florian Chevoppe-Verdier moved, seconded by Councillor Rebecca Harvey, the special motion in their names:

“This Council recognises the unique character and identity of Uxbridge Road, which is home to a diverse mix of shops and restaurants, a well-attended market, and award-winning cultural venues that serve both residents and visitors from across London.

This Council welcomes the recent petition calling for improvements to the street and resolves to work closely with residents, businesses, cultural venues, and community groups to deliver enhancements that improve safety, cleanliness, and vibrancy while protecting the identity and diversity that make Uxbridge Road a place to be proud of.

This Council notes and resolves to accelerate efforts to improve the road, including decluttering street furniture, deep cleaning pavements, removing graffiti, working with businesses and local artists to improve shopfronts, and encouraging private firms and utilities to act responsibly and remove defunct phone boxes and flyposting. It also welcomes recent business investment on the road.

This Council notes the work of the Law Enforcement Team, who regularly patrol Uxbridge Road to keep it safe, and reaffirms its commitment to an unprecedented investment in producing the UK’s most extensive CCTV network to support the work of the LET and the Metropolitan Police.

This Council notes ongoing planning enforcement actions to address untidy premises and will continue to engage with landlords and businesses to ensure compliance with licensing and planning standards that uplift the street’s appearance, wherever it has the power to do so.

This Council welcomes the feasibility study for a Shepherd’s Bush Business Improvement District, which would be led by local businesses and empower them to further enhance local amenities in a way that complements the unique character of the street’s business offer.”

Speeches on the motion were made by Councillors Chevoppe-Verdier, Lang, Jones, Vaughan, and Mercy Umeh (for the Administration) – and Lloyd-Harris (for the Opposition)

Under Standing Order 16(d)5, Councillor Adrian Pascu-Tulbure moved, seconded by Councillor Jose Afonso, an amendment:

“Delete all after “This Council” and replace with:

“... thanks residents of Hammersmith and Fulham for their recent petition demanding action is taken to “Fix Uxbridge Road: No More Neglect, No More Crime”.

This Council notes that it was under the current Labour administration that the area “visibly deteriorated due to neglected shopfronts, derelict flats above businesses, and inconsistent Council oversight”, which has allowed crime and antisocial behaviour to thrive. This Council further notes that signatories to the petition “have raised these concerns relentlessly over 2.5 years through emails, conversations with Council officers, and community reports. Yet visible change remains minimal”.

This Council regrets that the decline of Uxbridge Road is part of a wider pattern of this Administration’s low expectations for high streets. These low expectations have led to increased crime and antisocial behaviour, a greater number of vacant and dilapidated premises, and a commensurate decline in the visitor experience.

This Council calls on the Administration to take robust action to fix the issues on Uxbridge Road, including through a zero-tolerance approach to drug use, begging, and antisocial behaviour; well-enforced and high-quality design guidelines for shopfronts and targeted incentives to businesses making visual improvements to their premises; and a full-hearted promotion of independent stores that add value to the community.”

Speeches on the amendment were made by Councillors Pascu-Tulbure and Afonso (for the Opposition) – and Councillor Cowan (for the Administration).

The amendment was then put to the vote:

FOR:	9
AGAINST:	32
NOT VOTING:	1

The amendment was declared **LOST**.

A speech on the substantive motion was made by Councillor Harvey (for the Administration). Councillor Chevoppe-Verdier then made a speech winding up the debate before the substantive motion was put to the vote:

FOR:	32
AGAINST:	9
NOT VOTING:	1

The motion was declared **CARRIED**.

8.54pm – RESOLVED

This Council recognises the unique character and identity of Uxbridge Road, which is home to a diverse mix of shops and restaurants, a well-attended market, and award-winning cultural venues that serve both residents and visitors from across London.

This Council welcomes the recent petition calling for improvements to the street and resolves to work closely with residents, businesses, cultural venues, and community groups to deliver enhancements that improve safety, cleanliness, and vibrancy while protecting the identity and diversity that make Uxbridge Road a place to be proud of.

This Council notes and resolves to accelerate efforts to improve the road, including decluttering street furniture, deep cleaning pavements, removing graffiti, working with businesses and local artists to improve shopfronts, and encouraging private firms and utilities to act responsibly and remove defunct phone boxes and flyposting. It also welcomes recent business investment on the road.

This Council notes the work of the Law Enforcement Team, who regularly patrol Uxbridge Road to keep it safe, and reaffirms its commitment to an unprecedented investment in producing the UK's most extensive CCTV network to support the work of the LET and the Metropolitan Police.

This Council notes ongoing planning enforcement actions to address untidy premises and will continue to engage with landlords and businesses to ensure compliance with licensing and planning standards that uplift the street's appearance, wherever it has the power to do so.

This Council welcomes the feasibility study for a Shepherd's Bush Business Improvement District, which would be led by local businesses and empower them to further enhance local amenities in a way that complements the unique character of the street's business offer.

8.1 Special Motion 1 - Celebrating the 150th Anniversary of the Macbeth Centre

8.55pm – Councillor Zarrar Qayyum moved, seconded by Councillor Andrew Jones, the special motion in their names:

“This Council congratulates the Macbeth Centre on its 150-year anniversary and notes that it has been a cornerstone of adult education and community engagement since its construction.

Over this time, the Centre has empowered countless residents, supporting personal development and lifelong learning. Its recent roof renovation, completed in October, ensures that this historic building will continue to serve the community for many years to come, forming a key part of the administration's commitment to skills-led economic growth.”

Speeches on the motion were made by Councillors Qayyum, Jones, Nimmo, Quigley, and Harvey (for the Administration) – and Councillor Alford (for the Opposition).

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

FOR:	UNANIMOUS
AGAINST:	0
NOT VOTING:	0

The motion was declared **CARRIED**.

9.20pm – RESOLVED

This Council congratulates the Macbeth Centre on its 150-year anniversary and notes that it has been a cornerstone of adult education and community engagement since its construction.

Over this time, the Centre has empowered countless residents, supporting personal development and lifelong learning. Its recent roof renovation, completed in October, ensures that this historic building will continue to serve the community for many years to come, forming a key part of the administration's commitment to skills-led economic growth.

8.2 Special Motion 2 - Free Breakfasts for Primary School Children

9.20pm - Councillor Nikos Souslous moved, seconded by Councillor Jacolyn Daly, the special motion in their names:

"The Council commends the new Labour government's plans to provide free school breakfasts for primary school children nationally.

The Council notes that its Labour administration pioneered this policy in Hammersmith and Fulham in 2018. Since then, it has helped to ensure children in the borough are healthy and ready to learn."

Speeches on the motion were made by Councillors Souslous, Daly, Umeh (Mercy), and Cowan (for the Administration) – and Councillors Pascu-Tulbure and Afzal-Khan (for the Opposition).

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

FOR:	UNANIMOUS
AGAINST:	0
NOT VOTING:	0

The motion was declared **CARRIED**.

9.46pm – RESOLVED

The Council commends the new Labour government's plans to provide free school breakfasts for primary school children nationally.

The Council notes that its Labour administration pioneered this policy in Hammersmith and Fulham in 2018. Since then, it has helped to ensure children in the borough are healthy and ready to learn.

8.3 **Special Motion 3 - H&F Among the Best in the Country on Action to Fight Climate Change**

9.46pm - Councillor Wesley Harcourt moved, seconded by Councillor Nicole Trehy, the special motion in their names:

“This Council notes that Climate Emergency UK’s Action Scorecard for 2025 has ranked the London Borough of Hammersmith & Fulham as second best in the country – just one point behind first place.

The Council also notes that Hammersmith & Fulham improved its score in every assessed category.

The Council thanks the volunteer Climate and Ecological Emergency Commission, our Climate Champions, council officers and all our residents who are doing their bit to improve our local environment and tackle the Climate and Ecological Emergency. Their hard work helped deliver important climate measures such as the H&F Green Investment, Clean Air Neighbourhoods and progress on energy efficiency.

The Council recognises that the UK’s net-zero targets are an important means of galvanising climate innovation and action. It understands how businesses and startup entrepreneurs in that sector are attracting vital new investment and that they are one of the fastest-growing sectors in the British economy - creating important new jobs, improving energy security, driving sustainable economic growth and securing a brighter environmental and economic future. It therefore calls on politicians of all parties to remain committed to these targets.

This Council notes that much has been done but there is much, much more to do to protect our planet for future generations.”

Speeches on the motion were made by Councillors Harcourt, Trehy, and Lang (for the Administration).

The guillotine fell at 10pm. Councillor Max Schmid moved to extend the meeting by 10 minutes to allow Councillor Downer-Sanderson to speak. Councillor Liam Downer-Sanderson then made his maiden speech (for the Opposition).

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

FOR:	UNANIMOUS
AGAINST:	0
NOT VOTING:	0

The motion was declared **CARRIED**.

10.07pm – RESOLVED

This Council notes that Climate Emergency UK's Action Scorecard for 2025 has ranked the London Borough of Hammersmith & Fulham as second best in the country – just one point behind first place.

The Council also notes that Hammersmith & Fulham improved its score in every assessed category.

The Council thanks the volunteer Climate and Ecological Emergency Commission, our Climate Champions, council officers and all our residents who are doing their bit to improve our local environment and tackle the Climate and Ecological Emergency. Their hard work helped deliver important climate measures such as the H&F Green Investment, Clean Air Neighbourhoods and progress on energy efficiency.

The Council recognises that the UK's net-zero targets are an important means of galvanising climate innovation and action. It understands how businesses and startup entrepreneurs in that sector are attracting vital new investment and that they are one of the fastest-growing sectors in the British economy - creating important new jobs, improving energy security, driving sustainable economic growth and securing a brighter environmental and economic future. It therefore calls on politicians of all parties to remain committed to these targets.

This Council notes that much has been done but there is much, much more to do to protect our planet for future generations.

8.5 Special Motion 5 - The Safety of Cyclists

10.07pm – The motion was withdrawn.

Meeting started: 7.00 pm
Meeting ended: 10.07 pm

Mayor

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.

Appendix 1 – Public questions and responses

Question 1

From: Olga Aguilera-Lopez, Resident

To: The Cabinet Member for Finance and Reform

Question:

“What is the rationale behind the Council’s current petition thresholds? A petition with 100 signatures triggers a response from a single Cabinet Member, while 250 signatures lead to a full Cabinet debate. In contrast, 5,000 signatures are required for a Council debate—representing an increase of 1,900%. This significant leap appears disproportionate and may unintentionally discourage public participation, creating the impression that the system is structured to favour inaction. This is significantly out of line with other boroughs in London.”

Response from the Cabinet Member for Finance and Reform:

In June 2010, H&F at Full Council adopted a formal petition scheme. This was in response to a requirement in the 'Local Democracy, Economic Development and Construction Act 2009' that from 15 June 2010 Councils had to adopt a petition scheme and provide an online petition facility. The report states that, "The limits have been set at a level to encourage residents and other interested parties to access the democratic process. The threshold limits only relate to the decision-making routes referred to above, all petitions received by the Council which falls below these thresholds will continue to be considered by officers in consultation with the appropriate Cabinet Member. The scheme would not preclude residents and other interested parties from meeting with their elected representatives and officers to discuss issues of concern. Residents can also bring their concerns to the attention of the Council through the Scrutiny function, deputation process and public questions at Council meetings."

The Local Authorities (Petitions) England Order stipulates that the maximum threshold which can be set is 5% of the local population. Using the 2007 census figure of 172,500, the highest permissible number of signatures required to trigger a Council debate would be 8,625."

As the original report highlights there are number different ways a resident can raise and have their concerns heard, including meeting with elected officials, deputations, Policy and Accountability Committees, and Public Questions at Full Council. LBHF also has a low threshold for matters to be fully debated at Cabinet. Cabinet meetings are held more regularly than Full Council and often the agenda is shorter, which will allow for a fuller debate of the issues. Cabinet meetings are also recorded, and the Council's executive is present.

Question 2

From: Richard Cazenove, Resident

To: The Cabinet Member for Public Realm

Question:

“At the March 2024 Full Council meeting, Cllr Holder kindly reported that LBHF officers were working to implement – by the “early summer” – a scheme which would provide

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automatic exemption for vehicles travelling to/from the Hurlingham Club from the Hurlingham Road CAN camera. 12 months since it was promised (and nearly three years since the CAN trial started) nothing, unfortunately, has happened even though the technology is already being used on Broomhouse Lane. Trying to get a clear answer from LBHF officers on the status of this initiative is near impossible. As such, please can the Cabinet Member confirm if the exemption is ever going to be implemented, and, if so, when."

Response from the Cabinet Member for Public Realm:

Thank you for your question and for your ongoing engagement on this issue. A trial scheme was put in place; however, the technology did not perform as expected, and unfortunately it was not possible to roll out the exemption as initially planned. We have been working closely with the developers, who are currently finalising a redesigned system and upgraded hardware to overcome these challenges.

The improved solution is scheduled for release later this year, and we anticipate that it will allow for a more reliable exemption system that meets our commitments to residents and stakeholders.

We will ensure that updates are communicated as progress continues, and we appreciate your patience as we work to resolve the issues and deliver the functionality which we all look forward to see.

Question 3

From: Anonymous, Resident

To: The Cabinet Member for Public Realm

Question:

"What are you doing to improve Uxbridge Road from an ASB and visual perspective over the next 12 months?"

Response from the Cabinet Member for Public Realm:

Thank you for your continued engagement and leadership in bringing attention to the issues affecting Uxbridge Road. We appreciated the opportunity to meet with you and fellow residents during the Community Dialogue session on 2 July to agree to continue to push hard on all the areas that we have already been working on in the past few months, and are grateful for your commitment to continuing to work together and improving the area. As our joint approach demonstrates, we are working to deliver a wide-ranging programme of actions to address both anti-social behaviour and the visual environment of Uxbridge Road over the next 12 months. These include an intensive deep-cleaning jet wash programme, enhanced waste management, and extensive graffiti and fly-post removal. We are improving the public realm by repainting and renewing street furniture and lighting columns, reducing unnecessary signage, and working with operators to remove disused phone boxes. Shop front improvements are also underway following a recent survey, with businesses being engaged on necessary upgrades and enforcement measures where needed.

To strengthen safety, we have significantly increased patrols by the Council's Law Enforcement Team (LET), up from 468 in April to more than 1,300 in May and 1,100 in June. The team works closely with police and street outreach workers, engaging over 200 individuals per month who are vulnerable to rough sleeping or substance misuse,

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and assisting with upcoming local police operations. A revised outreach model now includes peer mentors with lived experience of addiction and homelessness, working alongside LET patrols to promote positive engagement and support pathways for those most at risk.

We are also focusing on initiatives that enhance the character and appeal of Uxbridge Road, including expanded shutter art projects (although, we note that residents requested us on 2 July to halt this programme), and new public art opportunities in partnership with TfL and Shepherds Bush Market such as on the Underground bridge. The Council has also submitted a funding bid to the Greater London Authority to support a new public realm strategy and concept designs for the area. Separately, a feasibility study is exploring the establishment of a Business Improvement District (BID) to drive future investment and revitalisation, and we will of course ensure that business owners are fully involved in this and can also do their part in driving virtuous and inclusive change.

We sincerely thank you and all residents who have shared feedback, particularly through the recent petition and dialogue session. These contributions are invaluable in helping shape our strategy. As we move forward and as residents have suggested that residents' experiences and views are our most valuable resource in this endeavour, we will be expanding the Community Dialogue group to include an even broader representative mix of residents, such as renters and those living in social housing, as well as individuals from diverse ethnic and social background, alongside local businesses, so that no one is left behind and all can participate in shaping tomorrow. This will help ensure an inclusive and balanced approach, rooted in the views of the wider community. We look forward to continuing this important work together and delivering the improvements Uxbridge Road deserves.

Question 4

From: Alex Coleridge, Resident
To: Cabinet Member for Public Realm

Question:

"In the council's recent post on Nextdoor, they mentioned that an architect's report had been commissioned from Jan Kattein to assess and improve the Uxbridge road. This is obviously a welcome move given the visual decline of the area, and also given the successes other boroughs have had with applying visual standards.

When will the council release this report and what plans does the council have for implementing the recommendations?"

Response from the Cabinet Member for Public Realm:

Thank you Alex for your question and all your effort, alongside fellow residents, in working with us to improve the Uxbridge Road.

As you know, at the first Uxbridge Road Community Dialogue meeting held on 2 July, residents welcomed the Council's offer to invite consultants Jan Kattein to present the Uxbridge Road Report. We will be following up with residents shortly to arrange this meeting.

In the meantime, the Council is actively exploring funding opportunities to support the delivery of the report's recommendations. We will also be inviting representatives from local businesses to join the Community Group, ensuring they play a key role in shaping a strategy that delivers sustainable and inclusive improvements for everyone who lives, works, and spends time on Uxbridge Road.

Question 5

From: Jack Dryden, Resident

To: Cabinet Member for Climate Change and Ecology

Question:

"What plans does the council have to improve the green environment around Uxbridge Road utilising its Green Investment scheme in the next 6-12months? Following recent campaigning by locals, including myself, what projects are planned to introduce more trees, rain gardens or improve cycle infrastructure as has recently been celebrated along King Street and in Fulham?"

Response from the Cabinet Member for Climate Change and Ecology:

The H&F Green Investment is funding a wide range of greening projects across the borough including in the Shepherds Bush area. This includes sustainable urban drainage and greening on Westville Road and tree pits on Askew Road, cycle hangars across the borough include around Uxbridge Road and tree planting across the borough. We are applying to the Tree Council for funding to plant trees along Uxbridge Road and following the local petition by residents and businesses we are exploring ways to green the road, however there are constraints along such as the narrow footway widths and utilities, that need to be considered.

Question 6

From: Angela Gomes, Resident

To: The Cabinet Member for Public Realm

Question:

"We have over 10 fried chicken takeaways on the Uxbridge Road from The Green to Askew Road. There are 2 primary schools and one Secondary school within 400 meters of these establishments. Since there is a huge problem with obesity among children and the NHS is over stretched, why has there been no Town Planning been carried out?"

Response from the Cabinet Member for Public Realm:

Thank you, Angela, for raising this important issue. I fully understand your concern about the concentration of fried chicken takeaways along Uxbridge Road, particularly in relation to nearby schools and the growing health challenges faced by children. In fact, your comments align with the Council's long-standing commitment to drive healthier eating habits (especially children) as exemplified by the H&F Food Plan - 2025 to 2030.

The Council does have planning and licensing powers to control new applications for hot food takeaways. Under current legislation, changing a premises to a hot food takeaway typically requires planning permission.

However, many of the Uxbridge Road takeaways you referenced have been operating for many years, some even since before 2008. Where an existing takeaway changes business name or food type, planning permission is not typically required. We are aware that several businesses in this area may be operating as restaurants with delivery or takeaway components. In those instances, we assess each case individually to determine whether the primary planning use is dine-in or takeaway, and we apply the appropriate regulatory scrutiny.

As we discussed at our Uxbridge Road Community event on 2 July, we are currently reviewing the Local Plan, and one of our key priorities is to strengthen our ability to limit new takeaway uses near schools and youth-focused spaces. We want to ensure planning decisions reflect public health priorities, including the vital need to address childhood obesity.

In addition to the suggested changes to our Local Plan, which we hope residents will support when it goes to public consultation, we welcome the national direction set out in the Labour Government's Planning and Infrastructure Bill. The proposed reforms will give local authorities greater powers to shape development in line with community health and wellbeing objectives. While it does not undo historical permissions, the Bill sets the foundation for tighter controls and more locally responsive planning frameworks. We intend to align our Local Plan review closely with these emerging reforms to better serve the needs of residents and protect the health of our young people.

Thank you again for your contribution to this important discussion. We look forward to continuing to work with you and the wider community as we strengthen the Council's planning and public health approach on Uxbridge Road and beyond.

Question 7

From: Malcolm Vernon, Resident

To: Cabinet Member for Public Realm

Question:

"5 years ago there was one Cafe on the Uxbridge Road that catered to a male mostly mini-cab driving clientele. Now there are seven. The cafes are open from 7am to almost midnight. The impact on nearby residential streets of the consequent ASB from this wave of commercial vehicles and their drivers is horrendous. We can't sleep in bedrooms in the front of our houses because of the noise. We need these cafes shut by 8pm, and their customers stopped from driving into or parking in our streets. Will the council support measures to cut back on these cafes and restaurants that draw in all this traffic, or give residents the right to object to their hours and the impact on the area?"

Response from the Cabinet Member for Public Realm:

Thank you for raising these concerns, and for sharing the impact that late-night activity around Uxbridge Road is having on your quality of life. We understand how deeply disruptive persistent noise, traffic, and associated anti-social behaviour can be, particularly for residents living close to busy commercial areas.

The Town and Country Planning Regulations introduced by Boris Johnson's government in 2020 significantly changed how local authorities can regulate the use of commercial premises. Specifically, the reforms created a broad planning use class (Class E), which allows properties to move freely between functions such as retail, cafés, and restaurants without the need for Planning permission. This change has made it difficult for Councils to restrict such changes or impose operating hours through Planning legislation, limiting our ability to directly address concerns around the rapid expansion of hospitality venues.

Unless these businesses serve alcohol or provide hot food and drink between 11pm and 5am, they do not require a premises licence. However, our Licensing team can investigate individual premises if there is reason to believe they are operating outside of permitted hours. Thank you for copying me in your correspondence with your local Councillors regarding your concerns about specific venues, I have seen the response sent to you this week and see that they have rightly raised your concerns with officers, and they will continue to support you throughout.

While our powers remain constrained by current regulations, the Council welcomes the direction set out in the new *Planning and Infrastructure Bill* introduced by the Labour Government. The Bill seeks to strengthen local authority oversight and make planning policy more responsive to the character and needs of communities. The Bill includes measures to rebalance control over commercial development, such as clearer national planning policies, spatial development strategies, and enhanced tools for local decision-making. These reforms, if enacted, will better equip Councils to engage residents and respond to the kinds of issues you've highlighted along Uxbridge Road.

Your feedback is vital and very much appreciated. It will continue to inform our work as we advocate for stronger protections and seek to maintain the unique character of our neighbourhoods.

Question 8

From: Simon Julien, Resident

To: Cabinet Member for Housing and Homelessness

Question:

"How many council homes have been sold off since Labour have been in power?"

Response from the Cabinet Member for Housing and Homelessness:

The Council's has checked the records for the period from 2015 to 2005 regarding any council's homes being sold off. In this period, there has been no sales of council homes that have been initiated by the council other than in circumstances where the buyer had a right to purchase the home under the government's Right to Buy legislation or through an affordable housing scheme where a tenants has the right to purchase their home outright.

In 2014-15 there 17 council homes sold for reasons other than the tenants right to purchase which were initiated before the current administration began.

The Council records show the practice of selling-off dwellings that the council deemed uneconomical to fix, for example after becoming vacant, or for other reasons, ended

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.

under the current administration from 2014 onwards. This practice was supported by the current administrations Defend Council Homes policy. As a council we believe in doing things with people, not to them. We want all residents to have the peace of mind that they will always be fully involved in any decisions affecting the future of their homes.

The Defend Council Homes policy was developed to make sure this happens. The policy was co-produced with council housing residents and independent legal, policy and housing experts. The policy gives council housing residents in Hammersmith & Fulham greater protection over the future of their homes and ensures residents will be fully involved in any proposals to redevelop council homes or the land around them.

Question 9

From: Victoria Eccles, Resident

To: Cabinet Member for Public Realm

Question:

“What is the Council doing to reduce the amount of rubbish and recycling dumped on the Uxbridge Rd? This is an issue contributing to the neglected and dirty appearance of this important street. Rubbish is dumped at all times of the day, contrary to Council policy, although it's not clear what exactly this is. Your website for commercial waste states it should be left out between 6pm and 10pm, the LET Littering Offence Notice says between 9pm and 6am, and the collection spot stickers and posters say by 6am - but not from when.

Response from the Cabinet Member for Public Realm:

Thank you for sharing your concerns and highlighting the importance of maintaining clean and tidy streets. We recognise that the condition of Uxbridge Road affects not only local pride, but also its appeal as a destination where residents and visitors choose to spend their time and money.

In response, the Council (and in particular, my department) is bringing forward proposals for “time-banded collections” on Uxbridge Road, which would restrict the hours during which commercial waste can be left out for collection. As required by law, and as a valuable opportunity for constructive dialogue with residents and businesses, these proposals will include consultation with all affected parties. The aim is to reduce the amount of waste left out during the day, drive better recycling rates, and enhance the overall appearance and cleanliness of the street.

The different timings quoted in your question (such as 6pm–10pm, 9pm–6am, and by 6am) reflect various guidance and requirements across Council services. For example, the 6pm–10pm period applies specifically to customers of the Council's commercial waste service; however, businesses are not required to use this service, and no borough-wide enforceable restrictions currently exist on when commercial waste can be presented.

This is precisely why we're prioritising Uxbridge Road for time-banded collection measures. These would apply consistently across all commercial premises and improve clarity, accountability, and street cleanliness. We will keep residents and businesses informed as part of our Uxbridge Road Community engagement and as proposals and consultation progress. We hope these changes will pave the way for similar improvements elsewhere across the borough.

Full Council Public Questions – 22 October 2025

Question 1

From: Peter Golden

To: Cabinet Member for Climate Change and Ecology

"In Hammersmith & Fulham's 2030 Climate and Ecology Strategy, the council has recognised that the largest source of carbon emissions of things the average person uses relate to food, recognising in particular, the high climate impact of meat and dairy. A 2023 analysis found that plant-based diets resulted in 75% less greenhouse gas emissions, water pollution and land use. Plant-based diets also cut the destruction of wildlife by 66% and water use by 54%. Helping the community access plant-based food through council events, school menu changes and public education would help lower Hammersmith & Fulham's carbon footprint but have positive impacts on the health of our community. Therefore, will Hammersmith & Fulham join 46 councils worldwide, including Lambeth, Edinburgh, Belfast, Norwich, Exmouth and Haywards Heath in the UK, and endorse the Plant Based Treaty initiative and take meaningful steps to expand access to healthy plant-based food?"

Question 2

From: Brian Mooney

To: Cabinet Member for Climate Change and Ecology / Cabinet Member for Public Realm

"H&F is spending millions on AI-CCTV and facial recognition cameras, officially to address crime. It has already tracked resident and visitor journeys using SmartLenz in a Brackenbury study. What guarantee is there that these systems will not be used for charging drivers in the potential road pricing initiative buried deep in the Air Quality Action Plan (p75)?"

Question 3

From: Chloe Barlass

To: Cabinet Member for Public Realm

"Why is the Uxbridge Road and surrounding streets lacking in care from the council? Parking restrictions ignored, filthy streets, litter, unused phone boxes, addiction, drug dealing, messy shop fronts, too many fried food shops and a huge amount of betting shops. We pay our council tax and parking permits we deserve better. Our children have to walk through this every day to get to school. Do better!"

Question 4

From: Alessio T

To: Cabinet Member for Public Realm

"Our FOIs show there are no licences for A boards or stalls on Uxbridge Road yet the road is full of them. At the Cabinet meeting the Council promised to look at

decluttering the private forecourt and the public highway but we have seen no progress. When is this happening?”

Question 5

From: Victoria Eccles

To: Cabinet Member for Public Realm

“Since the petition to Fix Uxbridge Rd, there has been very little engagement with residents to discuss how the Council will address the issues. The petition group has had no further contact from the Cabinet since the meeting on 15 September, when commitments were made to work together, despite emails being sent. How and when does the Council intend to work with petitioners on an overall plan, who will lead this and how will we be kept informed of progress?”

Question 6

From: Kat Kostuniak

To: Cabinet Member for Public Realm

“When will the Council share full information regarding the 154 enforcement cases on Uxbridge Road, as well as the Jan Kattein Architects report? Additionally, given the Head of Enforcement’s acknowledgment that the majority-if not all-of these cases may relate to satellite dishes and wiring, when will the Council conduct a fresh, comprehensive audit of the road to ensure enforcement actions are taken?”

Report to: Full Council

Date: 22/10/2025

Subject: Youth Justice Plan 2025-26

Report of: Councillor Alex Sanderson, Deputy Leader

Report author: Alison Sabaroche, Head of Youth Justice Service and Early Help and Roisin Conroy, Commissioning & Transformation Lead

Responsible Director: Jacqui McShannon, Executive Director of People's Services

SUMMARY

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

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

RECOMMENDATIONS

1. That Full Council approves the H&F Youth Justice Plan 2025-26 attached as Appendix 1.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Ensuring the right support is provided led through a child first approach to prevent young people from getting involved in crime, empower them to escape the life crime cycle and enable them to avoid re-offending 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 £1.485m will be invested in the delivery of the Council's Youth Justice Service's Plan for 2025/26. The funding sources are set out in the table below.

Youth Justice Grant	444,629
Public Health income	287,300
Engage Grant Funding	145,000
Turnaround Grant	70,299
MOPAC	45,000
National Probation Service	30,000
H&F Contribution	462,500
Total	1,484,728

In addition to the above funding, there are in-kind contributions from the Police (£100,000), Health (£110,000) and seconded staff.

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

Implications by Tony Burton, Head of Finance (Children's Services): 19th June 2025
Verified by: James Newman, AD Finance, 4 July 2025

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.

The appropriate decision maker is the Full Council – see Regulation 4 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000.

Implications by: Angela Hogan, Chief Solicitor (Contracts and Procurement) 9th June 2025

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 wellbeing of our young people. Our Youth Justice Plan is based on the belief that if we are to reduce and prevent offending by 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. 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 PLAN

5. 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.
6. 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.
7. Highlight One: Turnaround Outcomes

The Turnaround programme continues to deliver impressive results. Since its launch in February 2023, the programme has been successfully embedded within the Youth Justice Service (YJS), as noted in the 2024–25 YJS Plan. Over the past three financial years, the programme has supported 68 children and young people:

- 94% (64 out of 68) did not go on to reoffend.
- 4 reoffended:
- 3 received convictions.
- 1 received a youth caution.

This high non-reoffending rate is a strong indicator of the programme's effectiveness in early intervention and prevention.

As of 31st March 2025, 17 children and young people are still receiving support. These individuals are not yet included in reoffending statistics, as outcomes are measured only after support ends. Encouragingly, none of the 17 have reoffended while actively participating in Turnaround interventions. This suggests early signs of positive progress and highlights the impact of sustained support.

Looking ahead to Year 4, we see fresh opportunities to deepen our impact and continue changing the trajectory of children and young people through a strong focus on Prevention and Diversion.

Panel Members' Feedback

Key Strengths:

- Clear, detailed reports and prompt minutes with actionable outcomes.
- Strong multi-agency collaboration and consistent engagement.
- Valuable professional learning that enhances understanding of the cohort.

Voices from the Panel:

- "I find it interesting to understand our cohort better."
- "Very thorough – each child is spoken about in depth."
- "Good multi-agency engagement and participation."
- "Updates in advance would help inform contributions."

8. Highlight Two: Addressing Robbery Offences and Supporting Identity Development

As noted in the 2024–25 Youth Justice Plan, there has been an increase in robbery offences committed by children and young people. In response, colleagues in Community Safety have developed a robbery profile, which highlights an overrepresentation of black children and young people among those identified as perpetrators.

To address this, the Educational Psychologist and the Senior Practitioner leading on group work have collaborated to create an Identity Workbook. This resource is designed to be used with all children and young people who come into contact with the Youth Justice Service (YJS), with a particular focus on supporting black and mixed-heritage children and young people. The workbook aims to:

- Build on each young person's strengths and capacities.
- Support positive identity development.
- Encourage desistance from offending through reflective and empowering activities.

This initiative reflects our commitment to culturally responsive practice and early intervention that promotes positive outcomes for all children and young people.

9. Highlight Three: Celebrating Best Practice Through Referral Order Success

As part of its commitment to reflective practice, Children and Young People's Services (CYPS) conducts bi-annual Practice Weeks, during which senior leaders observe and audit practice across the service.

During the October 2024 Practice Week, a Referral Order Panel was observed. The case reviewed was highlighted as an example of best practice, with the panel described as a celebration of the young woman's success.

The young woman had received a 12-month Referral Order for grievous bodily harm (GBH), which she successfully completed in just six months. The auditor noted an impressive programme of support and interventions, which were:

- Delivered in a compassionate and culturally aware manner.
- Tailored to her individual needs and strengths.

Her achievements included:

- Completing all reparation and supervision hours.
- Participating in the Nourish Club, where she made bracelets for charity.
- Writing a letter of apology.
- Attending the West Zone Girls Group.
- Engaging with the Queens Park Rangers Education Advisor, leading to full-time employment.
- Participating in Your Choice and CAMHS interventions.

As a result of this journey, the young woman:

- Gained confidence and developed a stronger sense of identity.
- Articulated clear aspirations, expressing a desire to become a social worker in the future.

This case exemplifies the power of early intervention, tailored support, and restorative practice in transforming lives and fostering long-term positive outcomes.

OPTIONS APPRAISAL

Option 1 – Do nothing (not recommended)

10. 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)

11. 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 2025. Confirmation of the Youth Justice Plan would satisfy our statutory duties.

Reasons for Decision

12. 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

13. 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

14. 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.

Implications by: Jules Binney, Risk and Assurance Manager: 9th June 2025

Climate and Ecological Emergency Implications

15. There are no identified climate implications.

Implications by: Charlotte Slaven, Head of Climate Strategy & Engagement, 17th June 2025

Consultation

16. 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.
17. The wider partnership is 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 known 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 – H&F Youth Justice Plan 2025-26

Service	Youth Justice Service
Service Manager/ Lead	Alison Sabaroche, Head of Youth Justice Service and Early Help
Chair of YJS Board	Jacqui McShannon, Executive Director of People's Services

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FOREWORD

As our part of statutory duties, we are proud to announce our Youth Justice Plan 2025–26. In Hammersmith & Fulham, our foremost commitment is to safeguard our communities and support our young people to flourish. We are dedicated to fostering a collaborative approach that brings together education, health services, the police, and the local authority. This partnership also includes the vital help of our voluntary and community sector, alongside residents, to promote the safety and well-being of children and young people.

Our Youth Justice Plan is grounded in the principle that reducing and preventing offending among children and young people requires timely, coordinated support. By delivering the right services at the right time, we aim to prevent harm, reduce youth crime, and protect children and young people from victimisation, ultimately improving outcomes for individuals and the wider community. This plan reflects our commitment to a victim-focused and child first approach, ensuring that both those affected by crime and those at risk of offending are supported with compassion, care, and accountability.

The Youth Crime Prevention Partnership (YCPP) continues to play a vital role in safeguarding young people, aligning with the council's overarching vision to build a stronger, safer, and kinder borough for everyone.

In March 2024, Ofsted awarded our Children's Services an 'Outstanding' rating, with the report published in May 2024 highlighting 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."

Our Youth Justice Service was also rated 'Outstanding' by HMIP in 2022, praised for its clear child-first and systemic approach to working with children and families. We place great value on the voices of children and families, regularly gathering feedback from young people, parents, and carers, and involving them in broader consultation efforts to shape and improve our services.



Councillor Alex Sanderson
Deputy Leader of the Council

A handwritten signature in black ink, appearing to be 'Alex Sanderson'.



Jacqui McShannon
Executive Director of People's Services

A handwritten signature in black ink, appearing to be 'Jacqui McShannon'.

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, attended the Butler Trust Awards 40th Anniversary as a Butler Trust Alumni to deliver a keynote speech.
- We continue to tackle Serious Violence as a partnership – developing creative strategies and solutions and securing additional investment in services.



Alison Sabaroche, H&F Youth Justice Head of Service delivering the keynote speech at the Butler Trust Awards 40th Anniversary as a Butler Trust Alumni.



Our Youth Justice Team at the All-Service Meeting, hosted at our Family Hub, Tudor Rose Centre



1.0 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

The mid-year estimate for 2023 suggests H&F is home to 31,788 children and young people under the age of 18. This is 17.1% of the total population and a notable reduction from 17.3% (-237 children) in 2022. The largest decrease was recorded in the 10-14 age group (-2.1%; -187 children). 23 out of 33 London boroughs have experienced the aged 0-17 decline between 2022 and 2023, with H&F having the 11th highest rank.

Children and young people from minority ethnic groups account for 64% of all children in the borough. This is a significant increase from the 2011 census. The largest minority ethnic groups in H&F are White Other (22%), Black Caribbean or African (12.3%) and Asian (10.5%).

28% of children under 18 are living in poverty. 1343 children and young people were identified as needing specialist support from the local authority on 31 March 2024. This is a small decrease from 1350 on 31 March 2023. Of this number 127 (rate of 40 per 10,000 children) children and young people were the subject of a child protection plan; a decrease of 6.6% from the year before; and 206 (65 per 10,000) children and young people were cared for children by the local authority; a decrease from 212 on 31 March 2023. 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.

1.1 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 Executive Director of People's Services and vice chaired by the Assistant Director for Community Safety, Resilience, and CCTV, 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 Council's 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 also Head of Early Help on an interim basis sits as part of the CYPS Departmental Leadership Team who report to the CYPS Operational Director. The YJS/EH Head of service attends the Local Safeguarding Partnership and the Community Safety Partnership. The Head of the YJS/EH sits on several strategic partnership panels and steering groups: Prevent Steering Group, Channel Panel, Modern Day Slavery and Exploitation Strategy Group, Serious Violence Duty Working Group, Tasking and Enforcement Group, Parent and Young People substance misuse forum.

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/EH managed by the Operational Director, in recognition that this cohort are children first and that their needs are responded to accordingly. Children known to the YJS benefit from the broader internal partnerships and opportunities that this structure creates. The interim joining of YJS/EH allows for even closer working relationships and an increased focus on Prevention, Early Intervention and Diversion of children from entering the youth justice system.

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.

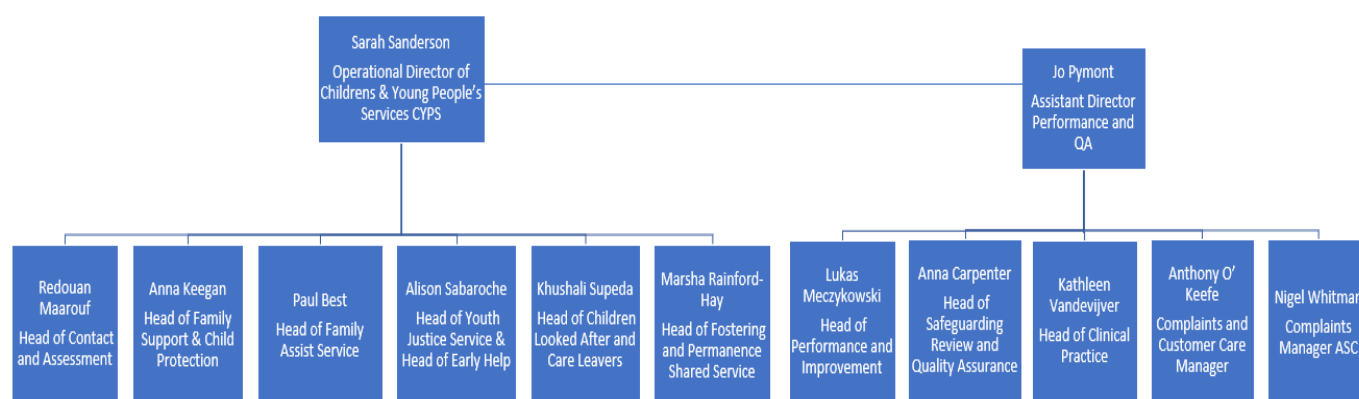
YJS management consists of a head of service; three deputy service managers; two senior practitioners, a restorative justice and inclusion lead, ENGAGE Lead and a turnaround lead project worker.

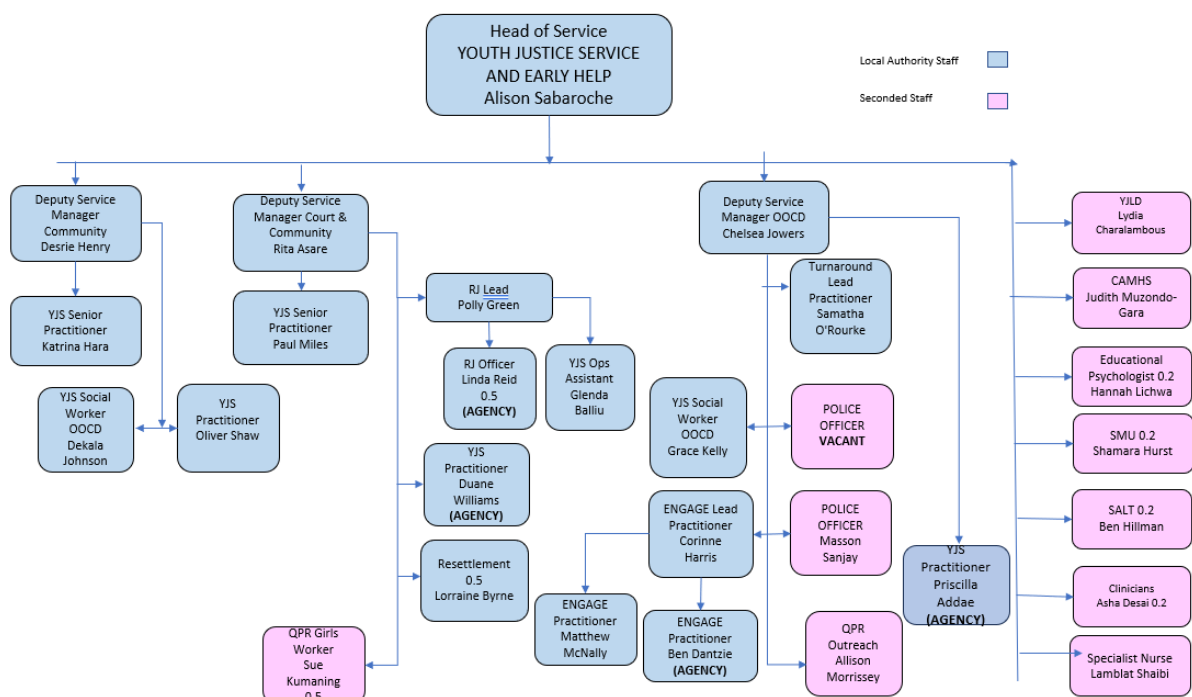
The service has three distinct teams-

- 1) Court and Community Team, including the restorative justice service.
- 2) Community Team
- 3) Out of Court Disposal team, which will be renamed Prevention and Diversion Team, reflecting the focus on prevention and early intervention with the success of Turnaround and ENGAGE programmes which this team also delivers.
- 4) 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. There is currently one seconded police officer who sits within the OOC team with Police colleagues seeking to recruit to fill a second police officer vacancy. There are currently two QPR outreach workers who are based within the community and court and OOC teams.

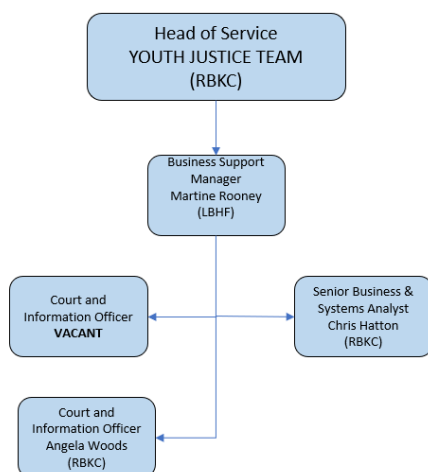
The service is diverse with regards to ethnicity, age, and skillset; the practitioners and senior practitioners are either social work or probation qualified. However, only 25 percent of staff are males.

The Service Structure is displayed in the below figures.





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.

Wipers 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. Wipers also deliver specialist mentoring across CYPS.

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 as part of Fulham Palace's get into gardening offer. Young people who show aptitude have the opportunity to undertake a paid employment/apprenticeship. More information is available here- [get into gardening video fulham palace gardens - Google Search](#).

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.

2.0 UPDATE ON THE PREVIOUS YEAR

This section comprises the Progress on priorities in previous plan, performance over the previous year, risks and issues.

2.1 PROGRESS ON PRIORITIES IN PREVIOUS PLAN

In our 2024-25 Youth Justice Plan our priorities were:

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.

2.2 PERFORMANCE OVER PREVIOUS YEAR

Supporting Young People to remain in the community (Minimising use of custody)		
Last Years Action	Current Progress	RAG
Joint working/outreach to OOB courts/YJS's Escalation/influence system.	0 Children were remanded to Youth Detention Accommodation (YDA) in OOB courts. YJS practitioners continue to attend OOB courts when aware H&F children are appearing, supporting YJS colleagues to challenge and affect change in decision making.	
Develop group work/bespoke intervention for Serious Youth Violence (SYV) offences – Embed delivery of robbery and one to one weapons awareness workbook.	Use of robbery and weapons awareness workbooks is well embedded within the service. Bespoke groupwork for Serious Violence offences still to be developed. Of 2024-25 reoffending cohort so far only 1 child has reoffended.	
Review use of Family Group Conferencing, including engagement with fathers, particularly black fathers.	There has been an increased capacity within the Family Group Conference (FGC) Team. FGCs profile across CYPS has risen with an additional focus on Safeguarding FGCs. DSMs continue to advocate for FGCs where appropriate in joint supervision with CYPS colleagues.	
Reduce disproportionality/ over representation		
Review impact of Unheard Gender Programme on YJS work/engagement of fathers	6-month review survey Practitioners indicated that they have a greater awareness of the importance of fathers in their children's lives. more acute awareness and more curious in	

	<p>general about where the father is and what their role is like. Discussions take place in supervision and in team meetings about fathers.</p>	
<p>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.</p>	<p>Whilst work is conducted within individual partner agencies the partnership has not yet come together to explore.</p> <p>This has been scoped for delivery for board development day in July 2025.</p>	
<p>Review of stop and search data for black and mixed heritage and other global majority groups to identify any themes.</p>	<p>Stop and search profile completed for the borough, with a profile developed for under 24's. Themes identified such as possession of cannabis and possession of weapons, addressed within Combatting Drugs Strategy and Serious violence working duty strategic assessment. Ongoing meetings between vice chair YCPP and Cllr with lead for Community Safety.</p>	
Prevention/Diversion (reduce 1 st time entrants)		
Last Years Action	Current Progress	RAG
<p>Embed Turnaround Programme in family hubs.</p> <p>Develop and embed Turnaround as business as usual.</p>	<p>Turnaround has been successfully embedded as business as usual. Over the 3 years of the programme 45 children have closed who received an intervention. 3 of those children reoffended a 7% reoffending rate. This demonstrates a significant impact. With a 1/3 of the YJS cohort being open on Turnaround.</p>	
<p>Develop and identify funding to ensure Turnaround sustainable post March 2025</p>	<p>MOJ have confirmed funding for Turnaround for 2025/26 although this has been reduced by 50%. ENGAGE has been successfully</p>	

Roll out delivery of ENGAGE across Hammersmith & Fulham. and Charing Cross Custody Suites.	rolled out across Central West BCU at Hammersmith and Charing Cross Custody Suites. ENGAGE has strengthened identification and referral to Turnaround as well as straight diversion activity.	
Keeping young people safe and secure, enabling them to thrive		
(Reduce re-offending)		
Last Years Action	Current Progress	RAG
Support YJS under 16s to remain/reintegrate to mainstream school.	Well-being Team continues to successfully support under 16's to remain/reintegrate into mainstream school with the numbers of children in alternative provision much reduced on 2023-24.	
Support YJS 16+ into suitable EET pathways.	This has remained challenging. The YJS 16+ cohort is most likely to be within a custodial setting and/or within the reoffending cohort, much more likely to have complex issues which make sustaining an educational or training placement much more difficult.	
Identify, assess, signpost/intervene health, and special education/additional needs.	The YJS well-being team continued to support children and practitioners to ensure needs identified and supported.	
Develop a girl's group.	Girls group delivered in conjunction with the GVEU. GVEU continues to offer a girls group Glow and Grow through My Ends funding.	
Refer for specialist mentoring support.	There continues to be a wide offer of specialist mentoring support particularly for Black and mixed heritage boys.	
Risk Outside the Home training.	Training was delivered and undertaken by the whole service.	

2.3 RISKS AND ISSUES

An emerging factor impacting the delivery of positive outcomes within YJS is the Code for Crown Prosecutors (CPS) has been updated alongside the NPCC update of the Child Gravity Matrix 2025, however whilst this has provided more guidance to police officers when considering out of court disposals/resolutions it has led to police officers referring more to CPS for consideration of an OOCD/R in the case of robbery offences and knife offences. This has led to an increase of children being referred to court for those offences and therefore less likely to receive an OOCD/R, even where the court may have referred (back to YJS) for consideration of an OOCD/R. This has meant that the first-time entrant rate is starting to rise as robbery and knife offences are amongst the top 3 offences committed by the cohort.

The YJS continues to make representations to CPS and remain in dialogue with CPS over each child who is referred back to CPS. This issue has also been raised at the London Heads of Youth Justice Services meeting held by the Youth Justice Board with the YJB Head of Oversight.

3.0 PLAN FOR THE FORTHCOMING YEAR

This section comprises, Child First, Resources and Services, Board development, workforce development, Evidence-based practice and innovation, evaluation, priorities for the coming year, standards for children and service development

3.1 CHILD FIRST

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 themes of the 2025 consultation were the level of satisfaction with our service and safety in the borough.

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



I felt I was always involved myself, as his mum.

I felt the service was clear on what was going to happen and how everything works.

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

This had never happened to me before; I had no idea. Our practitioner is a great guy, I am very happy with him, I am so glad that he is taking care of my son. I think he is very professional.

There is professional and empathic staff that provide support to families.

I like Hammersmith, it is a nice and relaxing we have a lot of nice things there. You can get a lot of support if you meet the right people at the right time.

There is support for the children and involving the myself and the rest of my children.

Previous consultation events/surveys have also 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 are continuing to work with the 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.

3.2 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 2024/25 Grant.

Youth Justice Service 2025/26

Partner Contributions	Staffing Costs (£)	Payments in Kind (£)	Other Delegated funds (£)	Total (£)
Local Authority	517,000		47,700	564,700
Police Service		100,000		100,000
National Probation Service	25,000		5,000	30,000
Health		110,000		110,000
Police and Crime Commissioning	45,326			45,326
YJB Grant	432,629		12,000	444,629
Other QPR 1.5 fte / SMU 0.2fte		59,500		59,500
Turnaround	65,000		5,299	70,299
Engage	135,000		10,000	145,000
TOTAL	1,219,955	269,500	79,999	1,569,454

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 first 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.

3.3 BOARD DEVELOPMENT

The YCCP operates as the YJS management board and holds an annual board development workshop. In July 2024 the board development workshop was centred around the following:

- Review remand consultation and agree partnership actions
- Review progress against the 2023 workshop actions
- Review progress against 2023/24 YJ Action Plan

The table below captures the actions for the partnership arising from the board development workshop.

RECOMMENDATION	ACTION	LEAD AGENCY/PARTNER
1. Review the Workforce Development to deliver training and workshops in understanding the cultural and safeguarding needs of black African and ethnic children at risk of offending to work with them and their families (East African and mixed heritage children). 2. Commissioning of East African lead voluntary and community sector groups to deliver family support and mentoring to children.	CYPS/CS Commissioning to explore funding 3 RD Sector Partners to deliver training and family support and mentoring interventions CYPS Performance and Improvement to develop Workforce training plan LSCP to develop training offer and identify how to monitor and target offer	CYPS Commissioning Workforce Development Safeguarding
3. Earlier identification for referrals to GEVU to be promoted within contact and assessment service as part	Exploration of automation of GVEU referrals	CSP GVEU

of transfer to CIN services and to Early Help as step down offer, for more prevention and early intervention can take place with children and families at risk of serious youth violence and exploitation	Internal audit to test system post establishment of Weekly Exploitation/CSE drop-ins and consultation has been established by the Risk Outside the Home Co-ordinator	CYPS Safeguarding
4. Greater scrutiny of Mash screening tool for decision making for NFA of cases - to support increased earlier assessment/identification and interventions for families of children with earlier indicators of ACEs and SEND.	Stop and Search Safeguarding Pilot	Police Stop and Search Lead CYPS Safeguarding
5. Tracking and sharing information from LA education of children missing education or who have been missing, so early help referrals can be made for initial assessment to be completed to support prevention and Early intervention.	BI dashboard review	CYPS Operational director Education and SEND
6. Develop a working protocol between schools and YJ service to work collaboratively and preventatively to support children, a specific referral process via Turnaround for children who have SEND and are displaying offending behaviour.	Explore continuation development of existing models such as Thrive in schools Promotion/training of restorative approaches with schools	
7. Tracking and review of referrals alongside an escalation process made for NRM so timely interventions can be offered to safeguard	Referral numbers to come to YCPP Coproduction interviews	

escalation of serious youth crime and more children becoming victims.		
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The board development workshop is scheduled for July 2025 and will focus on the partnerships approach to anti racist practice.

3.4 WORKFORCE DEVELOPMENT

Youth Justice Service (YJS) workforce development and training activity over the past year, has reflected our continued commitment to staff development, systemic practice, and high-quality service delivery.

The YJS has maintained staffing stability, with all roles currently filled. Internal movement has supported the staffing of both the ENGAGE and Turnaround Projects, with several staff members achieving promotions through these transitions. This reflects our ongoing commitment to 'growing our own', exemplified by our Operations Assistant successfully completing the Youth Justice Effective Practice Certificate and being appointed to an ENGAGE Project Worker role.

Our annual skills and training audit, which includes seconded staff, has informed the training priorities for 2025–26. All practitioners and managers have access to YJB INSET training, which may be undertaken based on audit findings or appraisal outcomes. Staff are also encouraged to pursue training aligned with their professional interests.

Systemic practice remains a cornerstone of our approach. Over the past year, a Community Team practitioner and an OOCDC Team social worker completed the AFT-accredited 15-day systemic social work course. The OOCDC social worker (currently seconded as Turnaround Lead) will progress to the second year of the intermediate course this year. Additionally, Senior Practitioners from the Community and Court & Community Teams will undertake the Systemic Supervision Course, further embedding systemic principles in our relational, child-first practice.

To enhance our capacity in working with children who have displayed harmful sexual behaviour, the DSM and Senior Practitioners from the Court & Community and Community Teams completed AIM3 training. This equips them to conduct assessments and develop responsive safety and intervention plans using the AIM3 model.

Practice workshops continue to be delivered by DSMs, Senior Practitioners, and Leads for Turnaround, Restorative Justice, and Community Inclusion. These sessions address key practice areas and close the feedback loop from audits and youth justice standards self-assessments.

In the past year, the YJS has undertaken several whole service training sessions, including:

- Risk Outside the Home
- Talking Mats

- Understanding Justice Sensitivity
- Prevention and Diversion Assessment Tool
- Emotionally Based School Avoidance
- Use of Self

Monthly reflective team meetings, facilitated by systemic family therapists, provide a space for case reflection and team-wide discussions. These have included reflections on the national disorder last year and other significant incidents.

YJS staff also benefit from access to CYPS's Clinical Practice Team workshops on vicarious trauma, resilience, and self/collective care. These participatory sessions support individual and team wellbeing, which is vital for sustaining our work. Staff are also encouraged to take two well-being days per month in recognition of the demands of their roles.

Looking ahead, the service will undertake whole-service Trauma-Informed Training to refresh our approach, alongside training on online harm and safety (again) in response to the evolving digital landscape. Additionally, the Turnaround Lead will undertake the Unitas **Child First Effective Practice Award**, further enhancing our commitment to child-first principles in practice.

3.5 EVIDENCE- BASED PRACTICE AND INNOVATION

The H&F YJS has focused group work, specialist interventions this year on developing resources to help tackle weapons awareness, the sudden increase in robberies, and disproportionality. These topics and the innovative interventions used are explained below.

Weapons awareness, group work is a traditional intervention usually conducted by the YJS with support of the GVEU. It was becoming difficult to collate a cohort due to children either being co-defendants or rival peers. Therefore, YJS senior practitioner devised an 8-session workbook to complete 1:1 between practitioners and children in supervision sessions in mid-2024. Every young person/child who has been convicted of an offence or carrying/using a weapon or bladed article should complete this workbook as part of their intervention goal. To date we can confirm that the weapons awareness workbook has been used by practitioners since its implementation and feedback received from colleagues at H&F has confirmed that it has had a positive impact on how we raise awareness of the subject with both children/young people and their parents.

The YJS has seen a sudden and increasing number of children and young people being convicted of Robbery offences, H&F YJS senior practitioner as well as other senior practitioners from other boroughs completed a robbery workbook to use within their service as a part of Intervention work. This was completed towards the end of 2024. To date we can confirm that the Robbery workbook has been used by practitioners since its implementation and feedback received from colleagues at H&F has confirmed that it has had a positive impact on how we promote safety and

prevention of such offences in the community with both children/young people and their parents.

The YJS cohort reflects a high level of disproportionality when it comes to the ethnicity of the children and young people we work with. As a diverse YJS workforce we understand the significance of children and young people forming and exploring their individual identities in order for them to make sense of the world they live in. Therefore, YJS senior practitioner and educational psychologist completed an Identity workbook in March 2025. A workshop on how to use the workbook will be completed in April 2025 and from then YJS practitioners can use this within intervention sessions with their young people/children. All practitioners are expected to complete this workbook as part of their young person/child's goals and particularly at the beginning of the intervention, so a practitioner is aware on how best to support a young person/child based on their identities e.g. disabilities, spoken language etc.

3.6 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 OOC
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.

4.0 PRIORITIES FOR THE COMING YEAR

This section comprises standards for children and service development.

4.1 STANDARDS FOR CHILDREN

Youth Justice Service Activity in Practice Week October 2024

Four Observations	Highbury Youth Court	Referral Order Panel
Referral Order Panel Volunteer Training	Direct Work – Your Choice Intervention	We could not do audits because YJS was transitioning to its new recording system.

Highbury Youth Court

The Youth Court Team consists of a Lead Court Officer and the team of three Youth Justice Service practitioners from the three boroughs (shared court day).

We have gathered reflections after observations of the court process:

- The YJS team was very professional unit, well organized and led, and worked collaboratively together.
- Careful preparation time before court, reviewing the list and the flexible team-work during court sitting.
- Accurate recording by YJS staff on the national database - important for follow up/children aware of appointments.
- Supported the bench and decision making by explaining the family circumstances and any changes, the work completed, the maturity/attitude of the child, and the impact of coming to court etc.
- Negotiation with solicitors – providing the s10 form.

Highlighted Themes for the Youth Justice Service

Taking a Child First Approach was central to the entire Youth Court system; dealing with children before they are 18 and using this time for programmes of support and the right interventions is crucial to its success.

The Youth Justice Service meet with the Police Liaison and officer and carry out an inspection of detention cells, ensuring the welfare of children held overnight. The team also check that children have legal representation present and know how to access and navigate this process.

The team also meet with parents in the public waiting area and provide them with information and guidance at the end of court proceedings. The H&F YJS team also liaise with other YJS teams to assist with bail packages – ensuring we provide a flexible and child focused service.

We ensure that the courts have all the information available to get the best outcome for the child – this is a process the child is involved in, with the team checking that their rights are being upheld, and interpreters are present if necessary. Magistrates will also see the children from cells first.

Disproportionality and Additional Needs

The majority of children held on the list were black males. There are intersection presentation with:

- Diagnosed or outstanding assessments for learning needs, Autism Spectrum Disorder and Attention Deficit Hyperactivity Disorder.
- Children who are vulnerable to exploitation – possession of drugs/carrying knives for self-protection.
- Adultification - most children were 17 and developmentally in a transition phase. There was reflection on their unmet needs and levels of maturity in the court, in terms of outcomes.

The observation supported the pattern of increase in more serious offences for First Time Entrants (FTE) – specifically of class A drugs/weapons. Referral Orders were given.

Referral Order Panel – An Example of Early Revocation

This case is an example of best practice – the panel acted as a celebration of her success. The young woman had a 12-month Referral Order for GBH – this was completed in 6 months. There was an impressive programme of effective support and interventions in place, which were “delivered in a compassionate manner” and “culturally aware”.

The young woman in question had completed all reparation and supervision hours. This included attending the Nourish Club where she made bracelets for charity, writing a written letter of apology, attending the West Zone Girls Group. She also utilised the Queens Park Rangers Education Advisor and is now in full-time employment. She engaged in Your Choice and CAMHS interventions, and after completing this the young woman *“gained in confidence and developed a greater sense of identity through the process. She has clear aspirations and has expressed a desire to be a social worker in the future”*.

Restorative Justice Team – Referral Order Panel Volunteer Training

The Youth Justice Service continually exhibits commitment to engaging with volunteers – these are *concerned members of the public who have a desire to supporting children involved in Youth Justice*. The training we offer is flexible and offered at the weekend and in the evenings to accommodate volunteer schedules.

The theme of the training was ‘Child First – seeing the child’. This was a creative session that used a video about the Youth Justice Board Childre First Self-Assessment tool. Our Restorative Justice Lead invited volunteers to use the assessment tool to benchmark the Referral Order panel practice. This included methods of involving children and partners, particularly the police. The session also introduced ideas about curiosity, how to stay child focussed, how to build rapport and ask questions of children, how to align with parents. It also looked at unpicking unconscious bias, confidentiality, language. Attendees were asked to read reports about the offence and then see the child in panel – this can give panel members a different view/feeling for the child. We have a particularly diverse group of volunteers; our Restorative Approaches lead ensures that we create a safe space for volunteers to share their different experiences/ideas openly and listen to others.

Reparations Direct Work – Your Choice Interventions Example

A child was on a Referral order and the Your Choice programme was part of his reparations. He was accompanied by a Restorative justice worker to his Boxing gym for a one-to-one session with his coach. He discussed his goals which included getting fitter, stronger and eating more healthy foods. He was highly motivated, whilst studying for his A Levels he was also working as a Person Trainer at the weekends.

He reflected on how the programme had supported the development of his sense of identity and how this transferred to other parts of his life. He concluded that he had developed a strong relationship with the boxing coach and RJ worker – both provided a good balance of challenge and support. The benefits of Your Choice are that *“Young person receives intensive support, engages in an activity of their own choosing to develop confidence, motivation and self-esteem.”*

Next Steps and Recommendations

We are re-circulating the YJS/SW team Referral Pathway to ensure YJS is aware that young people have been arrested and may attend court (2 H&F boys were added to the list – but no information). We are also planning future auditing work of with YJS and the Front Door. We will strengthen communication and the offers of early intervention and preventive programmes and embed the YJS Referral Pathway.

We are going to roll out training on adultification to partner agencies, including the police, health staff and A&E to strengthen their child first approach. We will also introduce peer mentoring – using the positive experiences of YJS to motivate other young people in similar situations. Finally, we will further share the Child First RO Panel assessment.

4.2 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 will success look like
Intervening early to reduce first time entrants	<ul style="list-style-type: none"> *Rename OOCd Team to Prevention and Diversion team in recognition of the focus on early intervention of this team. *Rename OOCd to Out of Court Resolutions (OOCR) *Increase offer of Turnaround as per expanded criteria from MOJ *Embed use of mandatory YJB Prevention, Diversion and Assessment Tool (PDAT) 	DSM Prevention & Diversion Turnaround Lead Head of YJS/EH	December 2025	<ul style="list-style-type: none"> *Increased numbers of children accessing turnaround *Increase in children diverted from YJS *Reduction in OOCR *Reduction in FTE
	<ul style="list-style-type: none"> *Increase diversion intervention offers for ENGAGE cohort *Implement learning from Stop & Search Pilot including strengthening links with MASH to divert children at the earliest opportunity *Embed Children's social care reforms 	DSM Prevention & Diversion ENGAGE Lead Head of YJS/EH CYPS	March 2026	<ul style="list-style-type: none"> *Increase in numbers of children diverted/referred to Turnaround Program *Reduction in OOCR *Reduction in FTE

Reducing Disproportionality	<p>*Black and Mixed-heritage boys are overrepresented in stop and search in H&F, implement learning from Stop & Search Pilot including strengthening links with MASH to divert black and mixed heritage boys particularly from YJS at the earliest opportunity</p>	<p>YJS DSM's Head of YJS/EH CYPS</p>	<p>March 2026</p>	<p>*Increase in black and mixed heritage boys diverted from YJS *Increase in black and mixed heritage boys accessing Turnaround</p>
	<p>*Black and mixed heritage boys are overrepresented in stop and search in H&F and higher than the London rate for overrepresentation. Work with police colleagues to implement recommendations from Racial Disproportionality Youth Endowment Fund Around intelligence led stop and search and hotspots and problem orientated policing. Reviewing and monitoring the</p>	<p>YCPP Police Rep AD Community Safety Resilience and CCTV & Vice Chair YCPP Head of YJS/EH Cllr Harvey</p>	<p>March 2026</p>	<p>*Reduction in stop and search of black children *Increase in police positive outcome rate for stop and search of black children *Reduction in the numbers of black and mixed heritage boys entering the YJS</p>

	policing of black and mixed heritage children particularly boys at YCPP/CSP			
	*Continue to deliver culturally appropriate interventions such as Ether Programme and mentoring	Senior Practitioner Community Team DSM Community Team	December 2025 & ongoing	*Increase in black and mixed heritage boys accessing interventions *Reduction in reoffending by black and mixed heritage boys undertaking the programmes
	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	December 2025	Delivery of Exploring Decision Making in Anti-Racist Organisations to YCPP and attendance by Senior Leaders from CYPS, Police, Probation & Health
Supporting Young People to remain in the community, minimising use of custody	*Embed youth remand concordat, reviewing YCPP practice in relation to remand concordat . The concordat brings together learning from the MOJ Review of Custodial Remand for Children (2022)	YCPP Police Representative YCPP vice chair Operational Director of CYPS DSM Court & Community Team Senior Practitioner Court &	March 2026	*Reduction in children kept overnight in police custody *Reduction in children remanded/sentenced to custody

	and the HMIP Joint Thematic Inspection of Work with Children Subject to Remand in Youth Detention Accommodation (2023), both of which highlighted the importance of partnership working between relevant agencies to support children in the remand process.	Community Team Resettlement worker		
	*Join London Accommodation Pathfinder (LAP) either as a partner or spot purchase. LAP offers a robust community alternative to custody for children who may otherwise be remanded or sentenced to custody	HoS YJS/EH Children's Commissioning Operational Director CYPS - Vice Chair YCPP	September 2025	*Reduction in children remanded/sentenced to custody
	*Continue to attend OOB courts to support H&F children	DSM Court & Community Team, Senior Practitioner Court & Community Team	March 2026	*Improved outcomes for H&F children who appear in OOB courts *Continued reduction in H&F children remanded into custody at OOB courts
Keeping young people safe and secure in the community,	*Undertake whole service trauma informed training.	YJS	September 2025	*Increased engagement of children with complex and

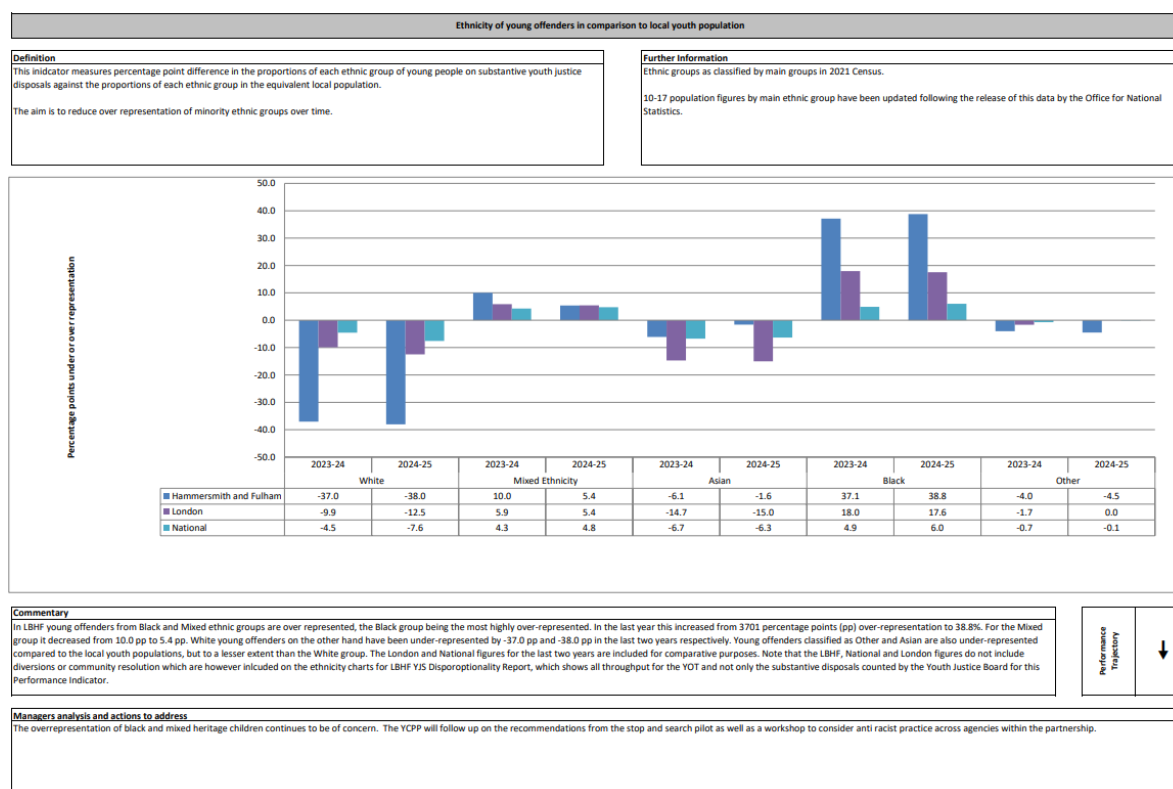
enabling them to thrive and reducing re-offending.	Refresh and update training for whole staff group on understanding trauma approaches and trauma in children			intersecting needs and increased/refreshed practitioner understanding of the impacts of trauma
	*Knife enabled crime Virtual Reality group work	YJS Senior Practitioner Community Team, Early Help Team Manager	September 2025	*Reduction in reoffending with a knife or knife enabled crime
	*Robbery profile completed for H&F shows in 2023-24 25% robbery suspects are under 18 and 49% of all robbery suspects were black. Numbers of children entering YJS for commission of robbery offences has remained consistent over the last few years but significantly reduced on 2019-20 figure. An identity booklet will be rolled out to all children within YJS but specifically aimed at black and mixed heritage children to facilitate building a pro social identity	Senior Practitioner Community Team	September 2025	*Reduction in black and mixed heritage children reoffending

	*Therapeutic approaches can reduce violence. All children in the YJS receive screening to identify their specific needs, capacities, and rights, and to ensure that all work with children is developmentally informed and child focused.	YJS well-being team	March 2026	*Reduction in reoffending with a violent offence
	*The Victim & Prisoner's Act 2024, came into force in March 2025 strengthening victims rights, making it clear victims should receive their rights under the Victims code of Practice 2020. Victims and RJ practice and policy will be reviewed, audited and refreshed to ensure practice is victim and child first focussed.	HoS, DSM's, RJ Lead, RJ Practitioner	October 2025	Increase in victim engagement

5.0 NATIONAL PRIORITY AREAS

This section comprises, children from groups which are overrepresented, policing, prevention, diversion, education, restorative approaches and victims, serious violence and Risk Outside the Home, detention in police custody, remands, use of custody and constructive resettlement, and working with families.

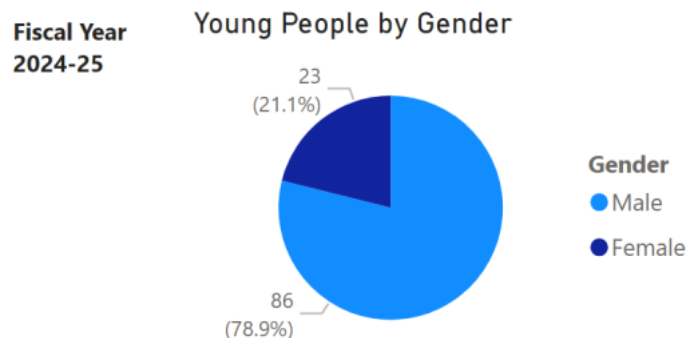
5.1 CHILDREN FROM GROUPS WHICH ARE OVERREPRESENTED



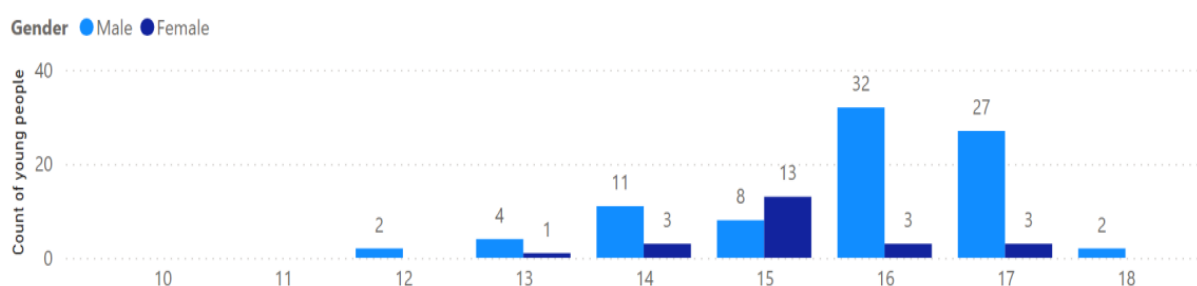
Despite local actions to address disproportionality/overrepresentation black and global majority groups continue to be over-represented, with the over representation of black children increasing to 38.8% with a decrease for mixed heritage children from 10.0 to 5.4%. Other children from other global majority backgrounds are also under-represented compared to the local youth populations.

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.
- Specialist Mentoring Provision from Wipers, ASE and BE Inspired
- Work on Identity
- Policing of Black and mixed heritage children



Young People by Age and Gender



The number of girls increased in 2024-25 from 15 (17.2%) in 2023-24 to 23 (21.1%). The YJS continues to have a seconded 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. In addition, the GVEU as part of the MyENDS programme offers a specific programme to girls which YJS can access.

5.2 POLICING

Update Provided by Craig Knight, Superintendent for Hammersmith & Fulham.

The police are responding to young people within the criminal justice system with increased awareness and understanding, recognising the child first strategy and ensuring victims, offenders, or witnesses are treated in accordance with their individual needs.

The Police acknowledge the ongoing issues associated with disproportionality in the system and are working alongside partners, the LA and MOPAC to build increased awareness with our officers and staff of the issues faced and react appropriately. The stop and search review, jointly conducted with the local authority has already yielded some excellent early success. The recent release of the London stop and search charter is a recent positive step in rebuilding the trust lost in young people in the use of stop and search as a tool to prevent violence against them.

The Police continue to enjoy excellent partnership relationships with the Local Authority of Hammersmith and Fulham and remain embedded within the relevant boards to improve joint services to young people.

The New Met for London Plan has continued to be rolled out. Police now embed youth intervention at Ward and Borough level with Schools and Youth Specialist Dedicated Ward Officers. This focuses the youth intervention on the neighbourhoods themselves, rather than simply within schools, and broadens the work of these officers to provide stronger emphasis on young person's safety and security in their communities.

The Police will continue to contribute to the work of the Youth justice plan throughout 2025-2026.

5.3 PREVENTION

Please see below details of our early and targeted prevention work with children and their families.

5.4 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

Additional specialist mentoring services that offer targeted 1:1 intervention for young people at risk of offending and exploitation are also available via Early Help and the Youth Justice Service. These are provided by VCS organisations including Wipers, Be Inspired and QPR. These organisations can also introduce their mentees to additional groups and activities they operate in H&F, including the Ether programme and careers taster days (Wipers), boxing sessions (Be Inspired) and football and employment, education and training programmes (QPR).

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.

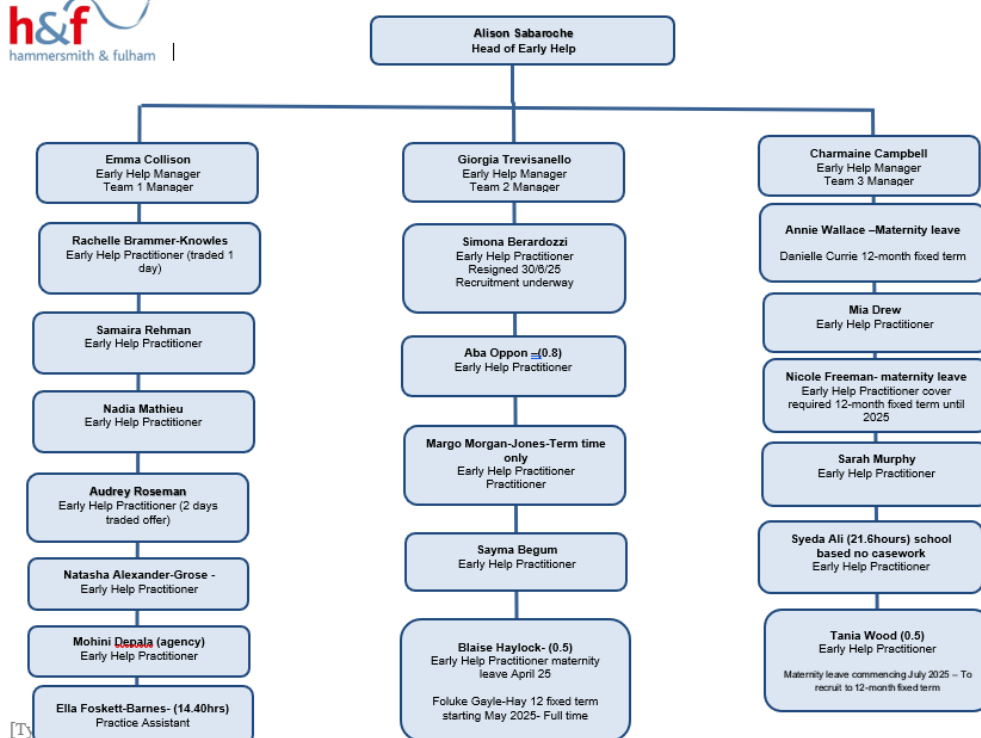
We have some great activities that we run both in holiday's and during term time from cinema trips, indoor golf, GoApe, sports day to KidZania and some science workshops with the Royal institution and cooking classes. YJS can again liaise with Early Help to agree best way forward. YJS will be encouraged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

The Violence Intervention Project (VIP)

The VIP (the Violence Intervention Project) offers therapeutic outreach to an older cohort of young people affected by Serious youth violence, using the AMBIT model. Working closely also with the GVEU, they provide 1:1 support to a small number of young people and adults and can continue to work with individuals even when they move out of the borough.

Early Help Staff Structure

Please see the diagram below for the 2025 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.

5.5 DIVERSION

At Hammersmith and Fulham Youth Justice Service, we are fully committed to embedding the Child First approach across all areas of our work. This framework underpins everything we do by placing children's rights, strengths, and needs at the heart of our prevention and diversion offer. We see each child as children, whilst focusing on their interests, strengths and their potential, rather than their behaviour or circumstances.

The Child First approach is not just a principle, it's the foundation of how we operate as a Youth Justice Service. We align our practice with the six key tenets outlined by the Youth Justice Board.

1. Prioritise the best interests of children, recognising their needs, capacities, rights and potential

We recognise each child as an individual, not defined by their offence. Our assessments, planning, and interventions are designed to be systemic, holistic, strengths-based and rooted in a deep understanding of children's lived experiences. Our multidisciplinary team benefits from a comprehensive Health and Wellbeing Team which enables us to identify and meet unmet needs that may sit behind behaviour, including trauma, neurodiversity, speech and language needs, and mental health challenges at the earliest opportunity.

2. Build on children's individual strengths and capabilities as a means of developing a pro-social identity for sustainable desistance, promoting positive child outcomes.

We focus on identifying what's strong, not just what's wrong. Through partnerships like QPR's mentoring and community outreach, and tailored work with specialist workers and practitioners, we help children rediscover purpose, interests and aspirations. We support them in building positive narratives about themselves and their futures.

3. Encourage children's active participation, engagement and wider social inclusion.

We co-create plans with children and their families, ensuring their voice shapes the support they receive. We actively involve them in decision-making processes, from assessments to intervention planning. We also help them re-engage in education, training, employment and pro-social peer networks, supporting wider inclusion and belonging.

4. Promote diversion.

We're committed to keeping children out of the criminal justice system wherever it is safe and appropriate to do so. Our partnership with the police, early help, and children and young people services ensures robust pre-court pathways. We deliver the Turnaround Project, working with children on the edge of offending and offering voluntary, early support. We also support the Engage Project, where Engage practitioners offer support at Hammersmith and Charing Cross custody suites during key 'reachable moments.'

5. Promote the importance of relationship-based practice.

Strong, trusting relationships are at the heart of everything we do. We prioritise consistency, empathy and collaboration. Whether it's through our practitioners, specialists, mentors or health and systemic therapist, we know that positive relationships are key to engagement, safety, and long-term change.

6. Encourage and support children to navigate positive constructive life journeys.

Our role is not just to supervise or enforce, but to guide and walk alongside children as they move forward. We connect them with opportunities, remove barriers, and offer support that enables them to achieve their potential whether that's through positive activities, education, employment, creativity, or stable family life.

We've embedded this philosophy in multiple ways. For instance, our Health and Wellbeing Team, made up of speech and language therapists, educational psychologists, CAMHS workers, family therapists and a school nurse, provides a wraparound, multidisciplinary response to the complex needs of children encountering our service. This ensures that we're not just responding to the behaviour but understanding and addressing the underlying causes.

Our commitment to early intervention is reflected in our support of the Engage Project, now operating out of Hammersmith and Charing Cross police stations. This initiative places trained Engage practitioners directly in custody suites, where they engage with children at crucial 'reachable moments' following arrest. The engage practitioners work independently from the police and focus on building trust, offering immediate emotional support and connecting young people with services that can help them move forward positively.

Following on from that, we also deliver the Turnaround Project, which offers voluntary support to children on the periphery of offending. This early intervention initiative, funded by the Ministry of Justice, allows us to work with children before they reach statutory thresholds. It's designed to be flexible and responsive, allowing us to co-create tailored support plans with each young person, addressing issues such as education, emotional wellbeing, family relationships, and access to positive activities. The goal is to strengthen protective factors and reduce the likelihood of future offending.

We also work in close partnership with QPR's community outreach team, who deliver mentoring, sports, music, and engagement activities, helping to inspire young people and foster positive identity development. 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.

All of this reflects our broader ambition: to respond to the child behind the behaviour, to understand their story, and to work alongside them and their families to create real, sustainable change. For us, Child First isn't just a framework, it's the foundation of our culture and our practice. It guides how we think, how we plan, and how we support children to move forward with hope and opportunity.

Out of Court Disposals and Panel Process

Our commitment to diversion is supported by a robust and collaborative Out of Court Disposal (OCD) Panel. The panel brings together representatives from the YJS, Metropolitan Police, and partner agencies to review cases and agree proportionate, child-centred outcomes that avoid unnecessary escalation into the formal youth justice system.

We take a holistic and systemic view of each child, considering the child's background, needs, strengths, and the context of the offence. Restorative principles underpin our approach, ensuring the victims needs and wishes are heard. Also, whilst ensuring accountability and reparation where appropriate, while also promoting learning and positive change. Wherever possible, we offer tailored interventions through community resolutions, triages, youth cautions, or youth conditional cautions that are meaningful and rehabilitative rather than punitive.

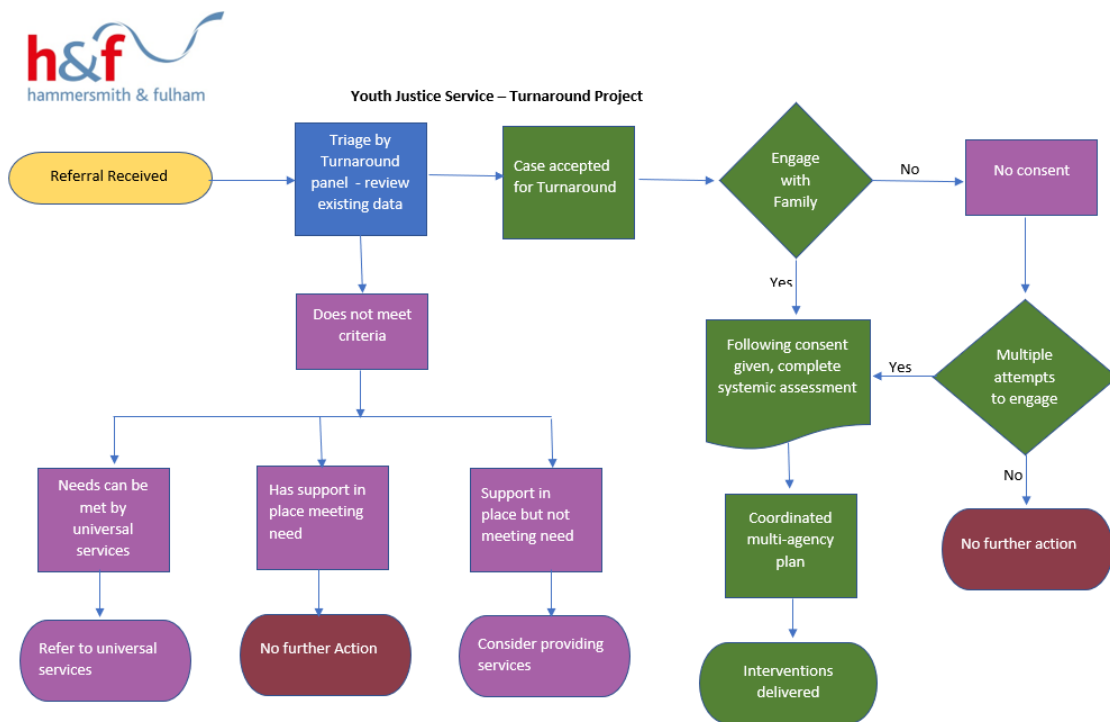
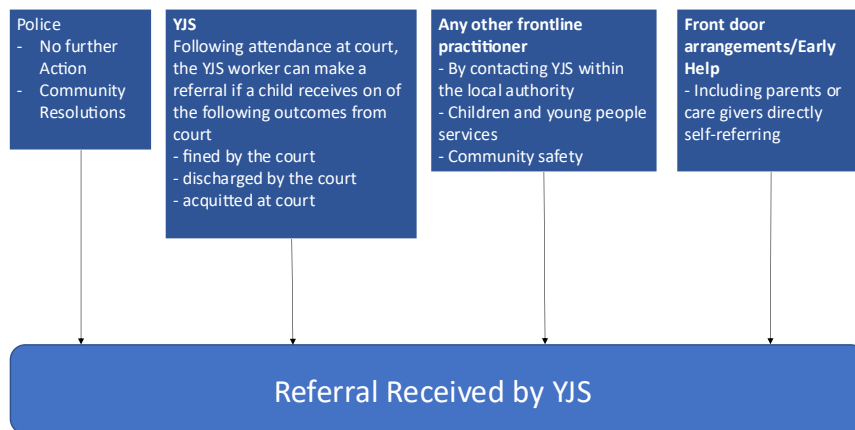
We place great emphasis on timely intervention. The panel meets regularly, and decisions are made swiftly to ensure that responses remain relevant and impactful for the child involved. We also ensure that the child and their family are kept fully informed and engaged in the process.

Turnaround Panel

In addition to our formal OCD process, we operate a dedicated Turnaround Panel as part of our delivery of the national Turnaround Project. This panel focuses specifically on children who are at risk of entering the criminal justice system but do not yet meet the threshold for statutory intervention.

Referrals come from a range of partners including police, court, early help, and children and young people's services. The panel provides a space to explore concerns collaboratively and identify the most appropriate voluntary support pathways. We ensure each decision is child-focused, taking into account individual vulnerabilities, risks, and protective factors.

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.



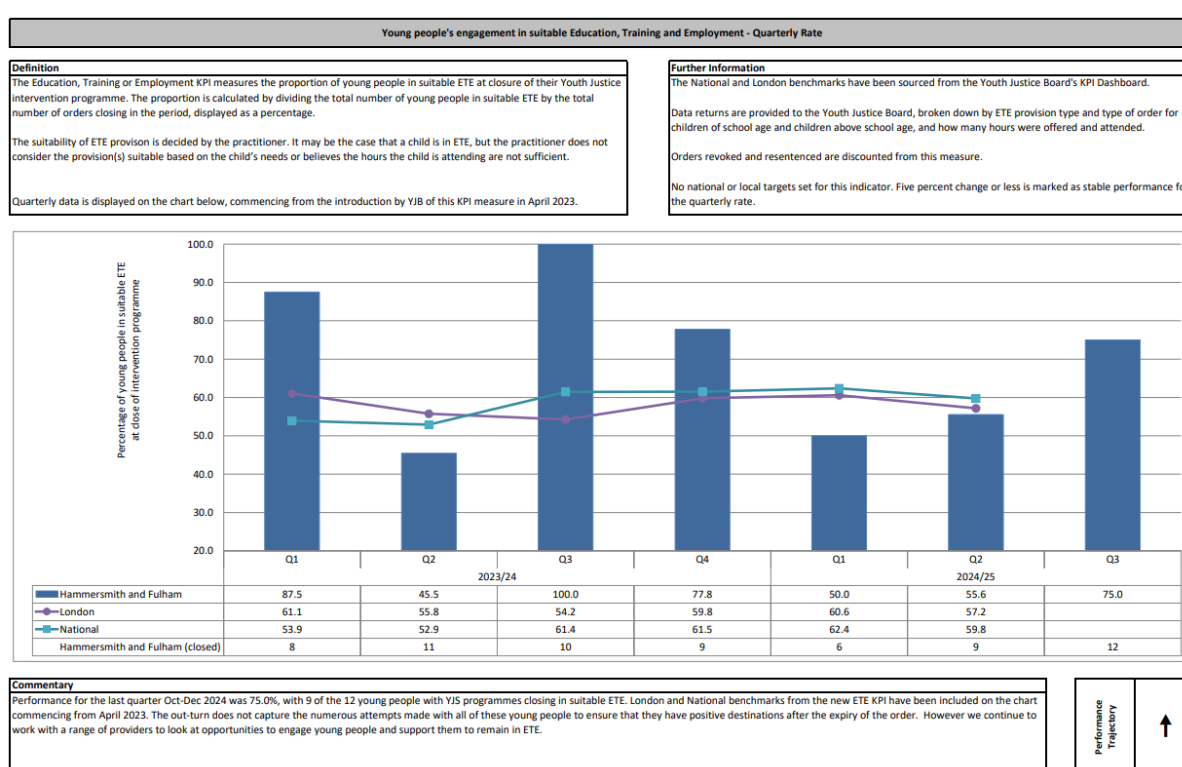
This early intervention model allows us to act quickly, reducing the likelihood of further escalation. It also provides a joined-up forum for professionals to share information, avoid duplication, and ensure that children receive the right support at the right time.

Both the OOC and Turnaround panels reflect our wider commitment to diversion, collaboration, and child-first practice. They ensure we are consistently considering the whole child, not just the offence or presenting behaviour, and that we are offering interventions that are proportionate, relational, and focused on long-term positive outcomes.

5.6 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.



According to the data there has been an improvement in this year's ETE performance. However, we still have not managed to match or exceed the previous year's performance. The data shows a shift in patterns which are reflective of traditional academic year transition periods. For example, there was an increase during Q3 of young people closing to YJS being in secure ETE provision which coincides with the start of the academic year. Whilst this may reflect a normal trend there has also been ongoing resources targeted at our NEET cohort to ensure that all children and young people are given maximum opportunity and support to start the academic year with an ETE provision/placement. Our challenges as a YJS have been supporting young people to sustain and build upon their ETE provision/placement and avoid becoming NEET.

As a YJS we remain committed to exceeding both Local and National average ETE performances by working with our ETE partners and brokerage agencies. Our goal this

year is to support aspirational opportunities that provide quality and sustainable ETE pathways.

5.7 RESTORATIVE APPROACHES AND VICIMS

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

Changes in the law have meant that from our perspective the victim has been given more rights and a stronger voice. The Victims Code of Practice 2020 and The Victim & Prisoner's Act 2024, and, which came into force in March 2025, strengthen and extend the rights of victims. We are training practitioners in these newer developments as well as using this to work more closely and better with our own YJS police colleagues.

Our work focuses on involving victims of youth crime with bespoke restorative processes that seek to put right the harm they have experienced. Where it is possible, the 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, care-homes, and other community links, such as Sands End and Nubian Life. 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 were 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.

5.8 SERIOUS VIOLENCE, EXPLOITATION & CONTEXTUAL SAFEGUARDING

At Hammersmith & Fulham, we refer to Contextual Safeguarding as 'Risk Outside the Home', for the purpose of this document we have used the language set out in the Youth Justice Plan guidance as well as our preferred language.

Thank you for the contributions of our Community Safety Unit colleagues to the sections below.

Serious Violence and Exploitation

The YJS/EH 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. The strategy is updated annually, the latest version was published on the website in January 2025. which was published on the council's website on 31 January 2024. Additional aims and objectives under the Serious Violence Duty involve:

Taking account of the Strategic Needs Assessment and the consultation responses, the Serious Violence Duty Working Group agreed the following strategic objectives to prevent and reduce serious violence:

- Engage young people who are vulnerable to violence and exploitation in meaningful and accessible support
- Deliver early intervention initiatives and diversion activities to prevent violence
- Improve support for victims both within and outside of the criminal justice system
- Enhance our collaborative partnership network to improve information and data sharing
- Deliver crime prevention and reduction strategies in our town centres and other key areas
- Improve the safety of public spaces particularly where there have been reports of sexual violence
- Help build trust and confidence between our communities, young people and statutory services

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.

In 2024, there were over 5,000 offences related to violence against the person (including domestic abuse), of which 71% were for violence without injury and 29% were for violence with Injury. Violence with Injury offences include more serious offences such as murder, ABH (actual bodily harm) and GBH (grievous bodily harm) whilst Violence without Injury includes more offences such as assault without injury or harassment.

There has been a statistically significant 7% increase in Violence without Injury offences in 2024 for the second year in a row, with violence without injury offences now 18% higher than pre-pandemic levels. Over half of all violence without injury offences are for assault without injury.

There was a 5% decrease in offences that involved a victim or suspect aged under 25.

Achievements this year:

- 'My Ends' 2024/25: As part of the 2024/2025 'My Ends' funding from London's Violence Reduction Unit (VRU), the GVEU have delivered various projects for young people in and around the wider West Kensington area. The GVEU successfully collaborated with Minaret Community Centre in Fulham to fund a year's worth of weekly Parent & Carer sessions to raise awareness on identifying signs of gang involvement, violence, and exploitation among young people, and signpost support services. We have also funded Minaret to deliver 12 months of weekly sessions to young people in West Kensington, equipping them with the knowledge to recognise and avoid gang involvement, violence, and exploitation.
- As part of this fund, the GVEU is also collaborating with local youth club, The Harrow Club, to deliver a motor-vehicle training programme designed to attract young people who have engaged in or are at risk of engaging in the theft of bikes or other vehicles. The GVEU and the Harrow Club have also collaborated to provide an opportunity for young people to leave London and spend a week in a rural location engaging in 'Debate Boxing', encouraging young people to express themselves through reasoned debate rather than arguing and regulated boxing rather than fighting.
- Critical Incident Grant – Comeragh Road
Following the tragic murder of a young person in Comeragh Road, West Kensington, in early 2024, the GVEU successfully applied for a Critical Incident Grant to support the local community.
- As part of this grant, we are delivering physical activities for young people in the community to contribute to their physical and emotional wellbeing while promoting community cohesion and raising awareness around serious youth violence. The Unit has collaborated with Be Inspired Boxing to deliver boxing classes for young people on Lisgar Terrace and on the Queen Caroline

Estate. We are also delivering street dance classes to young people at the Queen Caroline Estate Community Hall.

- Glow & Grow
We have listened to young women and girls who have expressed their interest in the beauty industry and introduced the 'Glow & Grow' project, in collaboration with local youth organisations West Youth Zone and The Harrow Club. Through this programme we delivered a 5-week makeup course to a cohort of ten girls, followed by an accredited individual lash extension course and an accredited nail extension course.
- Following a successful delivery of Glow & Grow to the first cohort of participants, the GVEU is tailoring it to the needs of communities in and around the Clem Attlee Estate for the 2025/26 My Ends spend.
- 'My Ends' 2025/26
The GVEU has begun to deliver projects for young people and communities in and around the Clem Attlee Estate under the 2025/26 London VRU's 'My Ends' fund. Upcoming projects consist of a variety of positive diversionary activities for young people including our longstanding music production project, Rebel Records, street dance and boxing classes, a dental jewellery 'Grillz' making programme, a fashion brand design course, a theatre programme and more. The projects will provide participants with a variety of vocational and creative skills, while promoting community cohesion and raising awareness on gang activity, violence and exploitation.
- Young Person's Action Group (YPAG)
The GVEU drew inspiration from the successful practices of the VRU's YPAG to form our YPAG. The GVEU facilitates YPAG sessions with young people who are either open to the GVEU, have been open to us in the past, or who have taken part in our projects. This has enabled us to gain a fruitful understanding of the needs and interests of young people, to inform our service delivery and co-production. So far, YPAG discussions have led to the formation of our 'My Ends' 2025/26 dental jewellery making project from the recommendation of one of our young people.
- We have so far delivered taster sessions to introduce the initiative and gain an understanding of how young people would like the YPAG to function; and are looking to continue quarterly sessions over the next year.
- Community Development Outreach
Our CDOWs continue to build relationships with residents, alongside internal and external partners such as the Youth Justice Service (YJS), social services, the police, local schools, youth clubs and PRUs and the Voluntary & Community Sector (VCS). Over the last year, our CDOW's have connected with over 50 services, reaching over 1,000 residents.

Priorities for next year:

- To continue the delivery of hyper-local early intervention and positive diversionary projects under London's VRU's 'My Ends' Programme fund for 2025/26 in the Clem Attlee area.

- The GVEU have successfully bid for an increase of £300,000 under the London Crime Prevention Fund (LCPF) from London's VRU and have begun to discuss innovative ideas for spending factoring in residents' needs.
- To continue working with our colleagues in the Community Safety Unit on initiatives following the implementation of the Serious Violence Duty.
- To continue collaborating with our police colleagues on operational work and enforcement action.
- For our Community Development Outreach Workers to continue working with services and organisations linked to serious youth violence to raise awareness on the risks and signs of gang activity, violence and exploitation and signpost support.
- To contribute to the Community Drug and Alcohol Partnership and Parental Substance Misuse Hidden Harm Forum where required.
- To successfully introduce a Power BI application as a new system for the GVEU to data capture and measure service delivery and Key Performance Indicators.

Serious Violence Figures

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). In 2024 there were close to 5,000 offences relating to violence against the person, of which 76% were for violence without injury and 24% were for violence with injury.

For a second year in a row there has been a 7% increase in offences grouped under Violence without Injury over the last year, and violence without injury offences are now 18% higher than pre pandemic offences and account for 18% of all offences across Hammersmith and Fulham. Most of the offences (57%) are assault without injury, which also accounts for the majority of the increase in offences.

For the offences grouped under Violence with Injury there was a decrease by 3% in 2024.

Modern Slavery and Exploitation

H&F Council is fully committed to ending Modern Slavery and Exploitation (MSE) and in 2021 released its inaugural five-year strategy. Our strategy is split across four key objectives. These are:

- Victims identified
- Exploitation prevented
- Victims Supported
- Exploiters brought to justice

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

The delivery of our MSE strategy is monitored by the Modern Slavery and Exploitation Operational Group (MSEOG). Members include representatives from

H&F Council Children & Young People Service, GVEU, H&F Council Refugee and Asylum Team, Police colleagues, health partners and local supporting organisations. Where applicable, MSEOG meetings are utilised as a space for Police colleagues to share updates on policing operations such as County Lines Intensification Week. Due to the large number of member organisations, the MSEOG is also a useful space for partners to share local MSE patterns, trends and concerns which are fed into the wider three-borough Multi-Agency Child Exploitation (MACE) Panel.

Since the publication of our strategy over 800 council staff and local partner agencies have received training on how to recognise, respond and report MSE. These training sessions are delivered each quarter and include information on the Modern Slavery Act 2015 and the section 52 statutory 'Duty to Notify' (DTN). The DTN requires local authorities to refer all CYP into the National Referral Mechanism (NRM) if there is reason to suspect they are affected by MSE.

To support practitioners to fulfil the DTN, in November 2024 the Ending MSE Coordinator and the Community Adolescent Advisor hosted an NRM 101 workshop. The workshop provided key information on the NRM referral and decision-making process, the support available to CYP in the NRM and post-18 requirements. This session was well received, and two further sessions have been scheduled for Spring and Autumn 2025. To support CYP to understand why they have been referred into the NRM and how the NRM can support them, CYP NRM guides have been developed in six languages including Arabic, Vietnamese, and Pashto.

In March 2025, funding was provided for H&F Council Children and Young People Service to purchase an NWG membership. NWG is a national organisation providing specialist advice, guidance, and resources to support professionals working with CYP at risk of/affected by child exploitation. Membership access includes subject-specific materials such as boys and young men, adolescence, missing and parents and carers.

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

Risk Outside the Home

Risk Outside the Home 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 Risk Outside the Home approach that seeks to change the context and not just the individual.

H&F Children's services have a Community Adolescent Advisor 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 Community Adolescent Advisor attends the YWRP and OOC 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.

5.9 DETENTION IN POLICE CUSTODY

Update provided by Emergency Duty Team Bi-Borough Colleagues.

From 1/4/24 to 31/3/25, 75 young people from Hammersmith & Fulham were recorded as detained in custody overnight. Of these 3 were remanded, 2 requests for secure placements which could not be sourced, the rest are recorded as in custody awaiting interview/decision. 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.

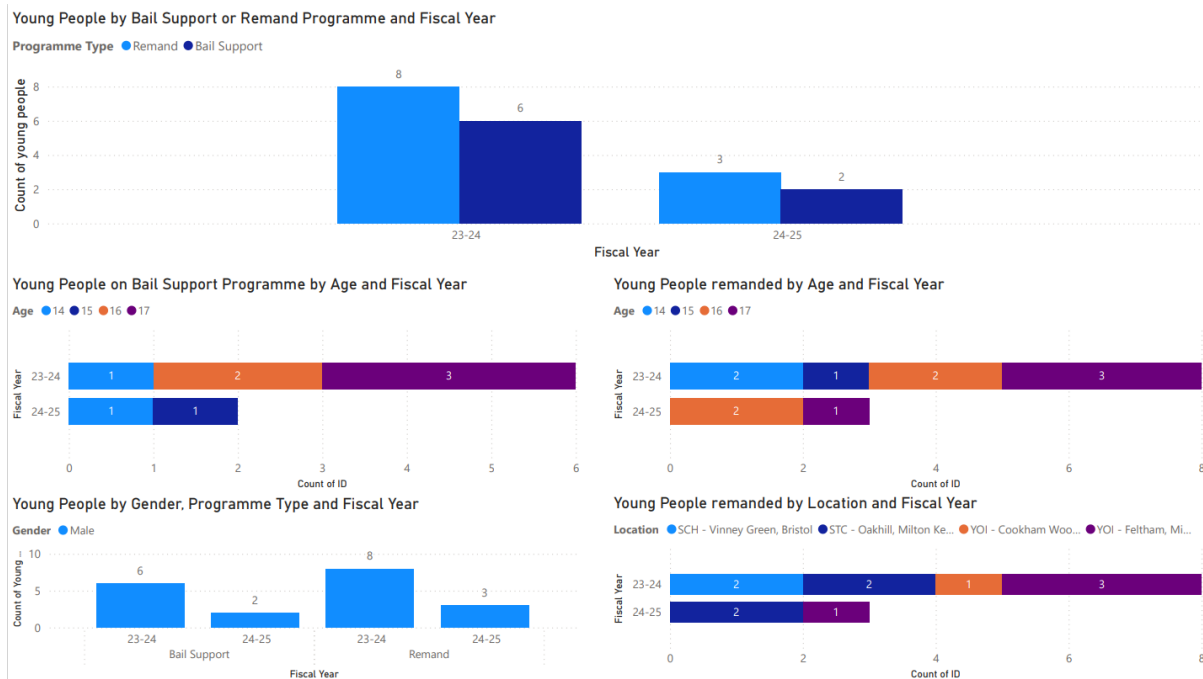
All identified issues are being addressed through work to improve communication with the custody officers on shift by the Emergency Duty Team (EDT) social workers, and regular meetings with YJS managers and CAIT for EDT adults and children's.

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.

5.10 REMANDS

The partnership is committed to reducing the use of remands by working closely and taking a child first approach 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 and the LAP to support young people to remain in the community as an alternative to custody. We continue to lead a cultural shift in decision making regarding bail and remands, via the use of the Post Sentence Review Panel where a young person is Youth Detention Accommodated or sentenced to custody.



5.11 USE OF CUSTODY AND CONSTRUCTIVE RESETTLEMENT

The London Borough of Hammersmith and Fulham (LBHF) saw a reduction in the number of children who had been remanded in 2024 compared to 2023. The narrative remains, 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 (0.5 or 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. The analysis remains that 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 actively engage in constructive resettlement planning by visiting young people in custody to provide support and conduct assessments. They maintain regular communication with secure estate staff, including practitioners, educators, and custody wellbeing teams, to ensure coordinated care. Additionally, the team have developed communication profiles tailored to each young person to facilitate effective interactions during their time in custody and upon release. The Wellbeing Team have developed communication profiles for CYP in custody.

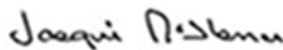
The YJS wellbeing team are involved in constructive resettlement, Members of the Wellbeing Team will sometimes visit CYP in custody. The purpose of these visits can

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.

5.12 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 3 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.

SIGN OFF, SUBMISSION AND APPROVAL

Chair of YJS Board - name	Jacqui McShannon
Signature	
Date	30/06/25

GLOSSARY OF 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
Risk Outside the Home	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

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

Agenda Item 6.2

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Full Council

Date: 22/10/2025

Subject: Disability Confident Leader

Report author: Lucy Robinson, Strategic Resourcing Lead

Responsible Director: Sukvinder Kalsi, Executive Director of Finance & Corporate Services

SUMMARY

We are delighted to share that we have officially been recognised as a Disability Confident Leader—the highest level of accreditation within the UK Government’s Disability Confident scheme.

This milestone reflects our commitment to creating an inclusive, accessible, and supportive environment for all colleagues, customers, and community members.

Becoming a Disability Confident Leader is not just a badge of honour—it is a testament to the values we live by. It demonstrates that we are not only meeting but exceeding best practices in recruiting, retaining, and developing Disabled people. It also means we are actively championing disability inclusion across our networks and encouraging others to follow suit.

The external validator for our submission said, *‘You have clearly been on an amazing journey to support not only colleagues and candidates but the boroughs service users. You are partnering intelligently and using the co-production models to hugely good effect. You should be very proud of what has been a serious commitment’.*

This achievement is the result of collective effort, continuous learning, and a shared belief that diversity strengthens our organisation. We look forward to building on this momentum and continuing to lead by example.

RECOMMENDATIONS

1. That Full Council notes that H&F has officially been recognised as a Disability Confident Leader – the highest level of accreditation within the UK Government’s Disability Confident scheme.

Wards Affected: None

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	Working with local SMEs, local jobs for local people, supporting returners to work and unemployment.
Creating a compassionate and inclusive council	Compassion and inclusivity form a key part of how the Council approaches employment programmes, recruitment activity and the full employee life cycle based on equal, fair treatment to all.
Doing things with local residents, not to them	Resident engagement form part of the Council's approach to activities engaging those affected by changes.
Being ruthlessly financially efficient	Ensuring continued governance of workforce spend against employment programmes, recruitment activity and the full employee life cycle.
Taking pride in H&F	Residents can take pride the approach the Council is taking to create an inclusive environment where everyone can thrive.
Rising to the challenge of the climate and ecological emergency	Minimising the impacts on climate change across agendas' forms part of the Council's approach.

DETAILED ANALYSIS

1. In 2022, we proudly announced that Hammersmith & Fulham had achieved **Disability Confident Employer (Level 2)** status. At that time, we recognised the immense value and talent that Disabled people bring to our workplace and committed ourselves to creating an inclusive environment where everyone can thrive.
2. Through rigorous self-assessment, we demonstrated our dedication to recruiting, retaining, and developing disabled colleagues—changing attitudes, behaviours, and cultures across our organisation and community.
3. Our commitment to being an inclusive, equitable, and forward-thinking employer is embedded in everything we do. Through a wide range of accessible employment programmes, inclusive recruitment practices, and a culture rooted in co-production and lived experience, we are actively removing barriers and creating meaningful opportunities for all.
4. We have officially been recognised as a **Disability Confident Leader**—the highest level of accreditation within the UK Government's Disability Confident scheme.
5. To achieve Disability Confident Leader status (Level 3) through the Disability Confident scheme, we followed a structured process that builds on the

commitments we made at Levels 1 and 2 including external validation of our self-assessment that provides evidence on our inclusive practices, leadership and reporting.

6. As a Level 3 Disability Confident Leader, we are proud to lead by example ensuring that Disabled people are not only included but empowered to thrive.
7. Our partnerships, training, digital tools, and wellbeing initiatives reflect a whole-organisation approach to equity and inclusion.
8. By continuing to invest in our people, listen to our communities, and share best practice across the sector, we are building a workplace and a borough where everyone can belong, contribute, and succeed.
9. H&F offers a range of programmes to support diverse entry points into employment including:
 - **Work Experience Programme** - Provides placements for H&F residents, care-experienced young people and SEND learners, helping bridge the gap between education and employment.
 - **Supported Internship Programme** - Delivered in partnership with **Action on Disability (AoD)** and **West London College (WLC)**, this programme supports young adults (16–24) with learning disabilities through work placements, employability qualifications, and pathways to paid employment or apprenticeships.
 - **Earn While You Learn** - Offers accessible apprenticeships from **GCSE to Masters level**, with tailored adjustments provided by H&F and education partners. Part of the H&F Academy and Upstream London to ensure shared prosperity.
10. We are embedding inclusive practices throughout the recruitment and employment lifecycle through:
 - **Inclusive Recruitment**
 - Guaranteed interviews for Disabled candidates who meet essential criteria.
 - Pre-interview contact to identify and implement reasonable adjustments.
 - Disability Confident badge displayed on job adverts and recruitment communications.
 - **Workplace Adjustments** - Delivered through Microlink, including assessments, equipment, ergonomic aids, and Access to Work support.
 - **Manager Training** - Mandatory Disability, Equity & Co-production training, with refresher workshops on autism, dementia, and Alzheimer's.
 - **Accessibility & Digital Inclusion**

- **Preparing for a Recruitment Platform Audit** - With Microlink and Disabled staff we will be auditing the platform to identify and improve accessibility and user experience.
- **Read&Write Tool** - A digital tool available to all staff, supporting neurodiverse and Disabled colleagues without requiring disclosure.
- **Wellbeing Passport** - A transferable document that outlines an employee's condition, support needs, and guidance for wellbeing which has been piloted and will be launched more widely.
- **Learning & Internal Progression** H&F supports continuous development and career progression through:
 - **Get Ahead Programme** - Prioritises internal applicants and offers career coaching.
 - **MentorConnect** - Enables staff to select mentors based on shared characteristics and lived experience.
 - **Leadership Development** Includes “Be a Leader, Build a Leader” and other mentoring schemes.
 - **Learning Zone** - Offers training on disability etiquette, neurodiversity, inclusive customer service, and more.
- **Wellbeing & Support**
 - **Employee Assistance Programme** - 24/7 confidential support for personal and work-related issues.
 - **Wellness Centre** - Occupational health support including lifestyle advice, immunisations, and health assessments.
 - **Wellbeing Champions** - Trained in Mental Health First Aid, offering peer support across departments.
 - **Wellbeing Wednesdays** - Inclusive sessions covering topics such as mental health, menopause, HIV awareness, and more.
- **Equity, Diversity & Inclusion (EDI) in Action**
 - **Disability Equity Network (DEN)** - A staff-led group promoting the **Social Model of Disability**, providing a platform for lived experience and influencing policy.
 - **Pulse Surveys** - Used to gather insights and improve workplace culture.
 - **Policy Integration** - Inclusive practices embedded in recruitment, development, and organisational policies.
- **Co-Production & Community Engagement** -H&F champions the principle of “**Nothing about Disabled People without Disabled People**” through:
 - **Resident led commissioning and co-production groups** - Including Civic Campus, Housing Strategy, Digital Accessibility, and Inclusive Design.
 - **Tools for Inclusion** - A **Barriers Map** and **Co-production Checklist** ensure accessible and inclusive engagement.

- **Award-Winning Projects** - The Civic Campus, co-designed with Disabled residents, won the **NLA People's Choice Award (2020)**.
 - **Collaboration & Best Practice Sharing**
 - **Joint Delivery** - Through H&F Works, People & Talent, People Services (Childrens & Adults), Parents Active and partners such as **Shaw Trust** and **Jobcentre Plus**.
 - **Community Engagement** - Active participation in job fairs, school events, and employment workshops.
 - **Sector Leadership** - Sharing best practice through **London Councils**, **LGA webinars**, and national blogs (e.g., *Growing Our Own*).
 - **Macbeth Centre** - Provides SEND-focused courses that support progression into employment or higher education.
11. Achieving Disability Confident Leader status is a proud moment for Hammersmith & Fulham—but it is not the end of our journey. It is a powerful affirmation of the inclusive culture we have built, and a call to continue to push boundaries, removing barriers, and champion equity at every level of our organisation.
 12. As we look ahead, our focus remains on momentum, sharing what works, and amplifying the voices of Disabled people in everything we do.
 13. We are committed to being a bold, inclusive employer and a leader in disability equity—not just in words, but in action. Together, with our staff, partners, and community, we will continue to build a borough where everyone can belong, contribute, and thrive.

List of Appendices

None.

Report to: Full Council

Date: 22/10/2025

Subject: Transformation of Playgrounds and Other Play Facilities

Report of: Councillor Florian Chevoppe-Verdier, Cabinet Member for Public Realm and Councillor Frances Umeh, Cabinet Member for Housing and Homelessness

Report author: Ian Hawthorn, Assistant Director of Highways & Parks

Responsible Director: Bram Kainth, Executive Director of Place

SUMMARY

The following report is presented to Full Council for noting, following approval at Cabinet on 15 September 2025.

The report sets out an ambitious 3-year, £8.3m improvement programme that will transform the play facilities in the borough, creating exceptional facilities for our children.

The Council manages 95 playgrounds (33 in parks and 62 in Housing estate areas). Regular investment has been made to improve and maintain the playgrounds, but the standard of the playgrounds remains inconsistent.

The proposed investment programme will provide exemplar play facilities in our major parks that will be some of the very best public playgrounds found in the country, including significant enhancements for Ravenscourt Park play facilities and replacing its outdated paddling pool with a state-of-the-art water play area. It will also bring a high standard of play equipment to all our public play areas across the borough, and in collaboration with the Housing Department playgrounds in strategic locations in housing estates will be enhanced. This will ensure excellent play facilities are readily accessible to all families across the borough.

RECOMMENDATIONS

1. That Full Council notes the investment of £8.3 million into a three-year programme of improvement works to deliver an enhanced high-quality playground offer across LBHF, including developing exemplar playgrounds in our major parks of Ravenscourt Park and Bishops Park. Working with the Housing Department to make sure the play offers in both Housing and Parks is coordinated.
2. That Full Council notes the establishment of a Play Forum to advise on the proposed changes and priorities, ensuring the programme is co-produced with

local communities and there is a coordinated approach with schools, housing, and other providers of play in LBHF.

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	The maintenance of playgrounds will enhance the local environment, making it more attractive for residents and businesses.
Creating a compassionate and inclusive council	Ensuring all playgrounds are well-maintained and accessible to children, young people and their parents and carers.
Doing things with local residents, not to them	Engaging with the community through the proposed Play Forum to understand their needs and preferences for improving and maintaining playgrounds.
Being ruthlessly financially efficient	Allocating resources effectively to maintain high standards without overspending.
Taking pride in H&F	Maintaining playgrounds to a high standard reflects the pride we take in LBHF.
Rising to the challenge of the climate and ecological emergency	Implementing sustainable practices in playgrounds improvements and maintenance.

Financial Impact

The proposed Improvement Programme for Playgrounds and other Play Facilities requires one off capital investment of £8.3m over a 3-year period. This is expected to be fully funded from external sources, including £8.05m in developer funding and a £0.25m third-party contribution for playground works proposed at Wormwood Scrubs. Of the £8.05m required developer funding, £5.05m has already been secured (£2.6m S.106 and £2.45m Community Infrastructure Levy (CIL)) with the remaining £3.0m expected to be secured from future expected receipts over the next 3 years. This secured developer funding is specifically from funds relating to parks, leisure and outdoor sports facilities, community facilities, environmental improvements, regeneration areas and borough neighbourhood CIL.

The funding is summarised in the table below.

Funding Source	Amount (£m)
Secured S.106	2.60
Secured CIL	2.45
Expected future developer receipts	3.00
3 rd party contribution	0.25
Total Funding Required	8.30

Kellie Gooch, Head of Finance (Place), 10 July 2025

Verified by Sukvinder Kalsi, Executive Director of Finance and Corporate Services, (S.151 Officer), 10 July 2025

Legal Implications

The Council has the power to provide and incur expenditure on parks and open spaces under a range of legislation, in particular s10 of the Open Spaces Act 1906, s76 of the Public Health Acts Amendment Act 1907 and s19 of the Local Government (Miscellaneous Provisions) Act 1976.

Any works required to carry out works of improvement will, depending on their value, need to be subject to a competitive tendering exercise pursuant to the Procurement Act 2023. The requirements of Contract Standing Orders, including the preparation of a procurement strategy will need to be complied with.

John Sharland, Special Projects Lawyer, 21 May 2025

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Proposals and Analysis of Options

1. The Council has 95 playgrounds across the borough, consisting of 33 in public parks and 62 in housing estates. Several of the larger public open spaces have more than one playground such as Bishop's Park, Ravenscourt Park, and Wormwood Scrubs. The report sets out an ambitious 3-year, £8.3m improvement programme that will transform the public play facilities in the parks, and those in housing areas where there are gaps in public provision, creating exceptional facilities for families across the borough.
2. Over several years the Council has consistently invested to make improvements to its play facilities. For instance, in 2023/24 £100,000 was invested in phase 1 of the Braybrook Street playground improvements on Wormwood Scrubs, and further substantial enhancements are in development

for this playground in 2025/26. The safety surfacing has recently been refurbished in Frank Banfield Park and the playground was enlarged in 2024/25. In addition, play equipment improvements to Lillie Road Recreation Ground and Rowberry Mead playgrounds have been delivered, and improvements to play in Margravine Gardens will be delivered in 2025/26 following consultation with the local community.

3. The facilities are a vital asset for young children, resulting in heavy use so there is a considerable amount of wear and tear. Adding to the maintenance challenge are incidents of vandalism damaging equipment.
4. It has become increasingly apparent, through regular inspections of the public playgrounds, that the level of investment being made to improve and maintain them is no longer achieving the desired standard and there is inconsistent quality provision across LBHF.
5. An independent evaluation was commissioned in late 2024 to provide a detailed assessment of the 33 park playgrounds. This assessment has been used to assess the quality of the current playground provision and to inform the investment required to enhance the quality of play experience for children across the borough.
6. Each playground was assessed against 15 evaluation criteria which consisted of all the industry best practice criteria including the Royal Society for the Prevention of Accidents (ROSPA) playground inspection checklist. Each of the 15 criteria were scored out of a maximum of 10 for different playground features including accessibility, play value and equipment. The assessment also considered the quality, safety standards, inclusivity, and the overall amenity value of the play spaces. In addition, any play 'gaps' within LBHF were identified i.e., areas where children have less access to quality play spaces within certain walking time/distance. The playgrounds were also assessed against the best available in London to understand what would be required to deliver exemplar play facilities in the borough.
7. In addition to the 33 public park playgrounds there are a further 62 playgrounds in the borough that are managed by Housing for residents from specific estates. A strategic review will be carried out in collaboration with the Housing Department to identify playgrounds in housing areas that would benefit from improved play facilities through this investment and remove gaps in public play provision. The aim being to ensure that excellent play facilities are readily accessible to all families across the borough.

Proposals

8. In addition to the sums proposed in this report, £714,000 of funding has already been committed for 2025/26 to deliver improvements to several playgrounds, including, Bishops Park, Hammersmith Park, Margravine Gardens and Wormwood Scrubs – Braybrook Street.

9. It is now proposed to create a consistent high quality play provision for children across the borough as part of a 3-year programme using the findings from the playground assessment to inform investment decisions. This will include investment in strategically placed housing estate playgrounds in collaboration with the Housing Department, to ensure all families across the borough can readily access high quality play facilities.
10. There will be a particular focus in the main parks (i.e. Ravenscourt Park and Bishops Park) to deliver facilities that will compete with the best play facilities in the country. This will include replacing the outdated padding pool in Ravenscourt Park with a water play area.
11. The creation of a Hammersmith & Fulham Play Forum is proposed to help advise on the development of the 3-year playground development programme and future initiatives involving play.

Reasons for Decision

12. The Council places a high priority on ensuring LBHF's children and young people have access to high-quality, accessible play facilities. This report has set a clear framework for improvements in the current provision and collaboration with other providers to improve play sufficiency across LBHF and deliver exemplar destination playgrounds.

Risk Management Implications

13. This initiative incurs multiple risks should it be adopted and whilst clearly necessary it should not be embarked upon until mitigations are put in place both at a programme wide level and at an individual playground improvement level.
14. There is a programme wide operational risk that the management of such a multi-delivery initiative becomes overly complex, that the involved parties are not coordinated, that planning and local implications (including closures) are not understood, and that the delivery is piecemeal or incomplete.
15. This risk must be reduced. It is recommended that the initiative is constituted with a defined programme board with a clear programme director and sponsor. It is advised that rigour is applied to the board through the addition of external industry experts. It is further recommended that the programme is supported by tranches for playground delivery (as defined in Managing Successful Programmes (MSP)) determining specific areas of responsibility and control; this should be reinforced with a regularly updated programme risk register, programme and project support documents, change management process, communication plan with regular reporting as well as defined and tracked benefits/disbenefits. These items will contribute to warding off any external criticism of management failures.
16. There is a severe financial risk (as defined above) that funds to complete the initiative will be reduced or be insufficient to complete delivery.

17. Furthermore, it is apparent that the costs to complete delivery by LBH&F will be unduly onerous especially when other budgets are being reduced.
18. This risk must be reduced. Only through clear, agreed funding will delivery be completed. The associated risk is that delivery will be piecemeal and sporadic leading to an associated reputational risk (see below).
19. It is recommended that further sponsors and contributors are sought to support delivery costs. Budget planning must be tightly controlled and planned with associated change control and contingency funds. It is recommended that a 'big bang' delivery approach is not used to complete the playgrounds as this may result in multiple playgrounds being incomplete and unusable / dangerous; again, leading to a reputations and human risk.
20. There is a reputational risk that the delivery is incomplete or piecemeal. There is an associated people risk that injury could occur in the case where children attempt to use incomplete playgrounds. This would result in potential legal risks, bad press, and resident dissatisfaction.
21. This risk must be reduced. As noted above it is recommended that careful delivery planning as part of a wider programme is implemented and that a big bang delivery is not used.
22. Other associated risks include:
 - Operational risk that any third-party supplier is unable to undertake and implement such an extensive project.
 - People and operational risk that due consideration is not given to maintaining the playgrounds once they are complete.
 - Financial and operational risks that sufficient consideration has not been given to the design, planning, and resident involvement in the construction of the playgrounds. Further consideration should be given to the costs of security (including CCTV), safeguarding, disabled access, and specialist disabled playgrounds.

Jules Binney, Risk and Assurance Manager, 3rd June 2025

Equality

23. The report seeks to enhanced play across the borough. Officers will engage with care-experienced youth or their advocates to understand their needs. Consideration will be applied on how play facilities can support social inclusion, emotional wellbeing, and a sense of belonging. Inclusive designed principles will be applied. This is set out in the included attached EIA.

Procurement Implications

24. If the play facility review is approved to proceed, any associated procurement activity will require a procurement strategy to be agreed. The procuring officer must work with the Procurement and Commercial team to ensure any

procurement activity is undertaken compliantly and in accordance with the relevant legislation and the Council's own Contract Standing Orders (CSOs).

Chris Everett, Category Lead – Procurement and Commercial, 29th May 2025

Consultation

25. The condition survey completed by the consultants included feedback from parents as part of the analysis of the playgrounds. In addition, there has been continuous engagement with Park Friends Groups, Parks customer satisfaction surveys and playground users. Engagement with leaseholders will take place before any enhancements are made to facilities in housing estate areas.

List of Appendices

None.

Agenda Item 6.4

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Full Council

Date: 22/10/2025

Subject: Digital Inclusion Strategy Launch Event Update

Report author: Mia Peters, Assistant Director of Resident Experience and Access Programme

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

SUMMARY

The aim of this report is to provide an update about the launch event for the council’s Digital Inclusion Strategy.

On 15th October 2025, between 5-7pm, councillors, residents and members of the VCS were invited to an event to talk about our ambition to be a digitally inclusive borough, where residents have access to the skills, devices and the support they need to achieve their aspirations.

The launch event took place at The Archive Search Room, Hammersmith Library, Shepherds Bush Road, W6 7AT.

The event was scheduled alongside the regular Digital Accessibility Group (DAG) co-production monthly meeting, which includes a group of disabled and non-disabled residents.

RECOMMENDATIONS

1. That Full Council notes the event launch and the ongoing initiatives that arise as part of the Digital Inclusion Strategy.

Wards Affected: All

H&F Priorities

Our Priorities	Summary of how this report aligns to the H&F Priorities
Building shared prosperity	Our Digital Inclusion Strategy will ensure that every resident, regardless of age, income, education, disability, or race, can benefit from the opportunities

	that technology and an increasingly digitalised world presents.
Creating a compassionate council	This strategy is built on a foundation of collaboration, in partnership with residents, and our voluntary and community sector. It outlines our vision for a digitally inclusive borough where everyone has access to the connectivity, skills, devices, and support they need to thrive
Doing things with residents, not to them	By working together, we believe we can help our residents, third sector and businesses access the skills, devices and connectivity required for everyone to fully participate in work, education and training opportunities
Being ruthlessly financially efficient	At Hammersmith and Fulham, we recognise the risk of deepening existing inequalities through the digital divide and are committed to making sure that no resident is left behind.
Taking pride in H&F	We are using technology to deliver our services better and respond to the changing demands of our residents. Our primary concern is making sure that in this digital age, no resident is left behind and all residents have access to the support, skills and devices they need.
Rising to the challenge of the climate and ecological emergency	Our borough is rich in the economic opportunities and cultural richness it offers, and our vision is to make sure everybody benefits from these and nobody is left behind. We know that we can move to a more sustainable service model if our residents become more confident in using digital services.

1. Background

The Digital Inclusion Strategy was approved by cabinet on 7th October 2024. The strategy was co-produced with resident participants of the Digital Accessibility Group (DAG) and went through a series of iterations with them and officers and members before the final version was approved.

Since the approval of the strategy, we have recruited a Digital Inclusion Programme Manager, Alison Evans, who took up her post in June 2025.

Since her appointment, she has been gathering data to baseline the levels and types of exclusion in the borough and mapping our objectives against the range of

embryonic ideas we had. This work is helping us to ascertain which of these we can turn into actionable initiatives where we can measure progress.

2. Objectives

There are a set of clear objectives included in the strategy.

- ✓ All residents will have the opportunity to gain the digital skills, knowledge and access to thrive in education, work or socially
- ✓ Everyone who needs and wants support has it
- ✓ Everyone knows where to go for the help that they want
- ✓ Residents will be able to access digital services, independently or with support
- ✓ No one is disadvantaged by a lack of digital awareness, skills or access to equipment
- ✓ Residents have developed skills that enable them to use digital services and devices with confidence
- ✓ Residents feel safe and secure when online
- ✓ We've had a measurable impact on the level of digital exclusion

3. Launch and Event

Residents, members of the VCS, Cllrs and Council officers were invited to the official launch of the Digital Inclusion Strategy. Updates were shared by Cllr Ree, the portfolio holder for Cabinet Member for Finance and Reform, and council officers about the ambitions the council has to bridge the digital divide and provide residents with the skills and opportunities they need to thrive.

The event was a great success, with around 30 attendees who were highly engaged and very proactive in sharing ideas for collaboration on Digital Inclusion activities. Attendees were invited to contribute to the Digital Inclusion Wish Wall, where we captured their ideas and suggestions for how H&F can become more digitally inclusive and to inform ideas for future Digital Inclusion interventions.

There were opportunities to network, while discussing forthcoming digital inclusion initiatives, such as the roll out of the Digital Champions programme in collaboration with the West London Alliance. We also held a Digital Inclusion quiz, where attendees could test their knowledge about the resources available to digitally excluded residents, and copies of the Digital Inclusion Strategy were shared for attendees to take away.

Following on from the event, we will also be conducting some face-to-face focus groups with residents who are experiencing digital exclusion, to understand their lived experience and what kind of help they think the council could offer.

4. Measurement

We are busy baselining the extent of digital exclusion in the borough and will be reaching out to residents through the VCS, digital surveys and online focus groups so that we can track progress.

Objective	Trackable Metric 26/27
All residents have the opportunity to gain the digital skills, knowledge and access to thrive in education, work or socially	20% of residents enrolled in and complete basic digital skills training
Everyone who needs and wants support has it	20% increase in residents reporting improved digital confidence from a baselined position after focus groups, digital surveys and input from DAG participants
Everyone knows where to go for the help that they want	25% of residents aware of digital support services
Residents are able to access digital services, independently or with support	10% increase in low-income households with access to internet-enabled devices
	10% reduction in residents reporting digital exclusion
No one is disadvantaged by a lack of digital awareness, skills or access to equipment	10 partnerships with device donation schemes
	20% increase of residents who report applying new skills in daily life
Residents have developed skills that enable them to use digital services and devices with confidence	20% positive change in local digital exclusion index*
Residents feel safe and secure when online	25% of residents feel confident about identifying scams or fraud
	30% of target population** moved from “digitally excluded” to “digitally included”
We’ve had a measurable impact on the level of digital exclusion	Independent evaluation or audit results***

*Criteria for local digital exclusion index TBC

**Target population to be defined

***Independent evaluation partner to be selected

List of Appendices

Appendix 1 – Digital Inclusion Strategy

Digital Inclusion Strategy



A digitally inclusive borough where residents have access to the skills, devices and support they need to achieve their aspirations

Contents

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01 Councillor foreword

While technology provides immense potential for improving residents' lives and the way we deliver council services, so many of the services that we rely on have moved online in recent years.

The digital world will continue to change the way residents live, work and learn, and we know that a considered approach rooted in resident experience and need is essential to ensure they continue to be able to access the services they need.

At Hammersmith & Fulham, we recognise the risk of deepening existing inequalities and are committed to making sure that no resident is left behind. Our Digital Inclusion Strategy will ensure that every resident, regardless of age, income, education, disability, or race, can benefit from the opportunities that technology and an increasingly digitalised world presents.

This strategy is built on a foundation of collaboration, in partnership with residents, and our voluntary and community sector. It outlines our vision for a digitally inclusive borough where everyone has access to the connectivity, skills, devices, and support they need to thrive.

By working together, we believe we can help our residents, third sector and businesses access the skills, devices and connectivity required for everyone to fully participate in work, education and training opportunities.

I invite you to join us on this journey towards digital inclusion. Together, we can bridge the digital divide and create a borough where everyone can succeed in the digital world.

Cllr Rowan Ree
H&F Cabinet Member for Finance and Reform



02 Introduction

Technology is reshaping all aspects of our lives: the way we work, learn, manage our money, access public services and interact with our friends and family.

Residents are becoming increasingly digitally savvy and in the [2021 Census](#) 95% of residents completed their return online (where they had been provided with the code) suggesting a high proportion of residents are experienced at using online services. This is the 40th highest percentage in the country.

Residents, communities, and businesses want to see the borough at the forefront of adopting technology which makes people's lives easier and improves our services. At Hammersmith & Fulham we are using technology to deliver our services better and respond to the changing demands of our residents. Our primary concern is making sure that in this digital age, no resident is left behind and all residents have access to the support, skills and devices they need. But we recognise that digital is not the right channel for everyone or every need, so the council is committed to continuing to provide a range of access channels, including telephony and face to face support, alongside improving access to digital channels.

The digital divide is a societal challenge and intrinsically linked to wider inequity – affecting people's ability to access employment, education and lifelong learning, health and other critical services, social engagement, community participation and financial products and services. It is those already at a disadvantage – through age, education, income, disability, or race – who are most likely to be missing out, further widening the social inequality gap.

Since the pandemic we've seen the digital divide deepen. The [Good Things Foundation](#) reports that people excluded from the internet are locked out of all the economic benefits it brings, like cheaper costs, improved job prospects and the ability to work flexibly – as well as the higher risk of loneliness.

Ensuring our residents and small businesses have the skills and access they need to thrive has the potential to improve outcomes across all our community aims.



Digital Inclusion is therefore essential to our ability to deliver the best possible outcomes for our residents and this strategy recognises the significant costs of digital exclusion to people's quality of life and outcomes, as well as to wider society and the economy.

With the right partnerships between the public, businesses and voluntary sector we can build on the excellent work that is already taking place to address digital exclusion. Working together in a joined up way, we will generate new initiatives that support local residents to access digital services and support organisations to remain resilient in the face of an uncertain world.

This digital inclusion strategy sets out our vision for how Hammersmith & Fulham can become an incubator of ideas and deliver solutions to help the most digitally excluded. Doing things with residents and not to them is a core value at the heart of everything that we do, and this means making sure that all residents feel included, represented and are able to actively participate in work, school, community, and social activities. Equally the council cannot deliver the aims set out in this strategy alone. It will require the whole community – residents, businesses, partner organisations, schools and our voluntary and community sector – to work together in a collaborative and innovative alliance to maximise our impact and resources.

03 Understanding digital exclusion

There is currently a lack of data at a local level to understand the level of digital skills and access in the borough. However, national studies have shown the scale of exclusion.

According to the Ofcom, [Communications Affordability Tracker](#), there are 1.9 million households, equating to 8% of households that struggle to afford internet access in the UK today, while statistics by the [Good Things Foundation](#) highlight that 8.5 million adults still lack the most basic digital skills.

Even though 1.5 million more people went online during the Covid-19 pandemic, the [Good Things Foundation Strategy 2022-25](#) states that in some groups digital engagement actually declined – such as older, less affluent groups, and people with impairments and health conditions.

As can be seen from the infographic on page 6, digital exclusion is linked not just to a person's age (which is a factor) but more to one's socio-economic status.

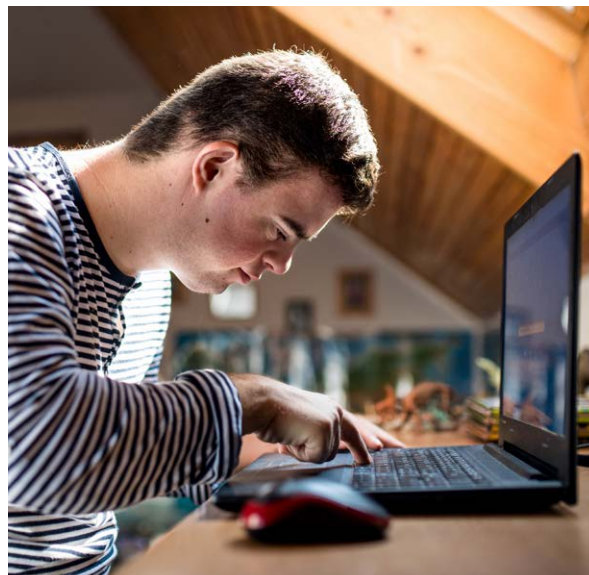
This means that many people remain excluded from the internet – and from the economic benefits it brings. The number of people without all of the most basic 'foundation' digital skills is not improving.

The digital divide may have narrowed in the past two years, but it has also deepened.

This means there is a complex picture that needs to be unpicked.

We know that 24% of our population are income deprived and that around a third of children aged 0-15 live in income deprived families in the borough. Forty-nine percent of our older people aged 65+ are also income deprived (Agilisys Research for Hammersmith & Fulham – 2019).

Through using a range of data sources, we intend to build on our understanding of residents in the borough and use this data to deliver targeted support and interventions in partnership with residents, our voluntary and community sector and businesses. Our work



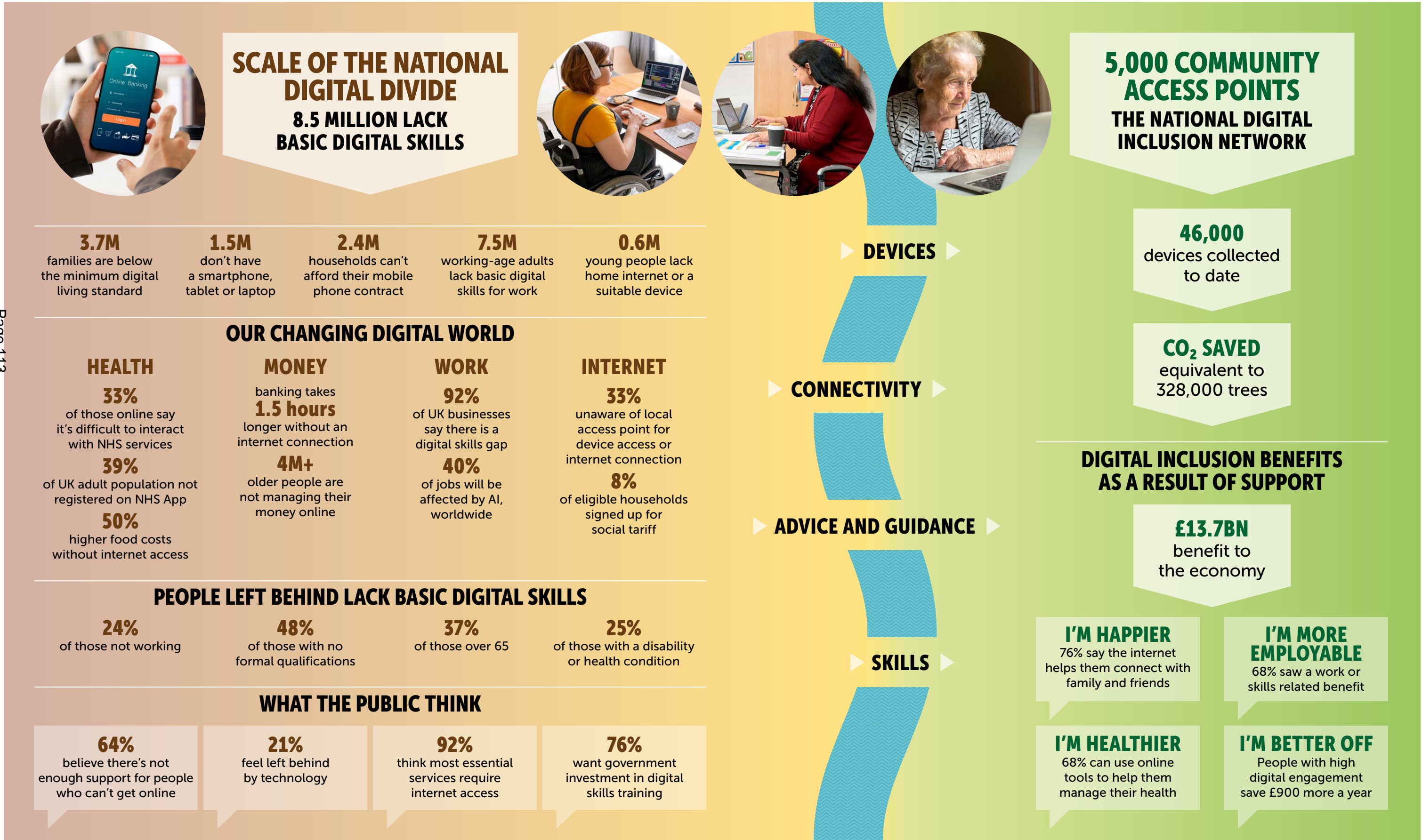
with key partners, such as the London Office for Technology and Innovation (LOTI), has already helped us to better understand the groups most at risk of digital exclusion: older people, low-income adults and children, minority ethnic communities, the unemployed, people with disabilities and small/micro-businesses.

We have great connectivity across our borough with extensive coverage of high speed fibre but there are still some areas constrained by connectivity issues, whether it is mobile data 'not spots' or poor broadband speeds and connections. These gaps can show up in various scenarios from workplace environments, such as small businesses, through to temporary accommodation placements which leave families with limited access to the internet.

Understanding the needs of our residents is the foundation on which we are building our efforts in digital inclusion and therefore, a key element of how we will measure our success will be building our data capabilities. By using a targeted approach we will ensure the most effective use of limited resources whilst enabling evidence-based decision making. We will use data to understand who is affected by digital exclusion to connect them to the support that they need and to track and measure our progress. This will include developing standard data capture and referral forms to standardise datasets at the beginning and end of engagements.

Digital inclusion

Facts and stats to fix the digital divide for good



04 Our vision

By 2030, Hammersmith & Fulham will be a more digitally inclusive borough; a place where residents have access to the digital skills, devices and support they need to achieve their aspirations.

This strategy supports the wider vision of a borough that is prosperous, where residents can participate in society fully and thrive at work, home and in the community. To make sure that Hammersmith & Fulham remains the thriving diverse borough that it is, our residents need to

be empowered and equipped with the skills and support they need to confidently navigate the new complex digital landscape of work, social interaction, public services and online businesses.

Our borough is rich in the economic opportunities and cultural richness it offers, and our vision is to make sure everybody benefits from these and nobody is left behind. Making sure that our ecosystem of residents, voluntary and community organisations, businesses and public services work towards this same vision in a coordinated fashion is at the heart of this strategy.



05 Our principles

This Digital Inclusion Strategy has been coproduced with our residents, voluntary and community sector and public sector partners.

We have made sure that the resident voice is embedded in our digital inclusion strategy and action plan.

We know that our residents want us to focus on outcomes, work together, deliver more consistently, improve communication and keep listening (source: Hammersmith & Fulham's [Our Resident Involvement Strategy 2019-2022](#)).

That is why this strategy is driven by our core principles:

Resident led

Our strategy is led by what residents have told us they need

Holistic

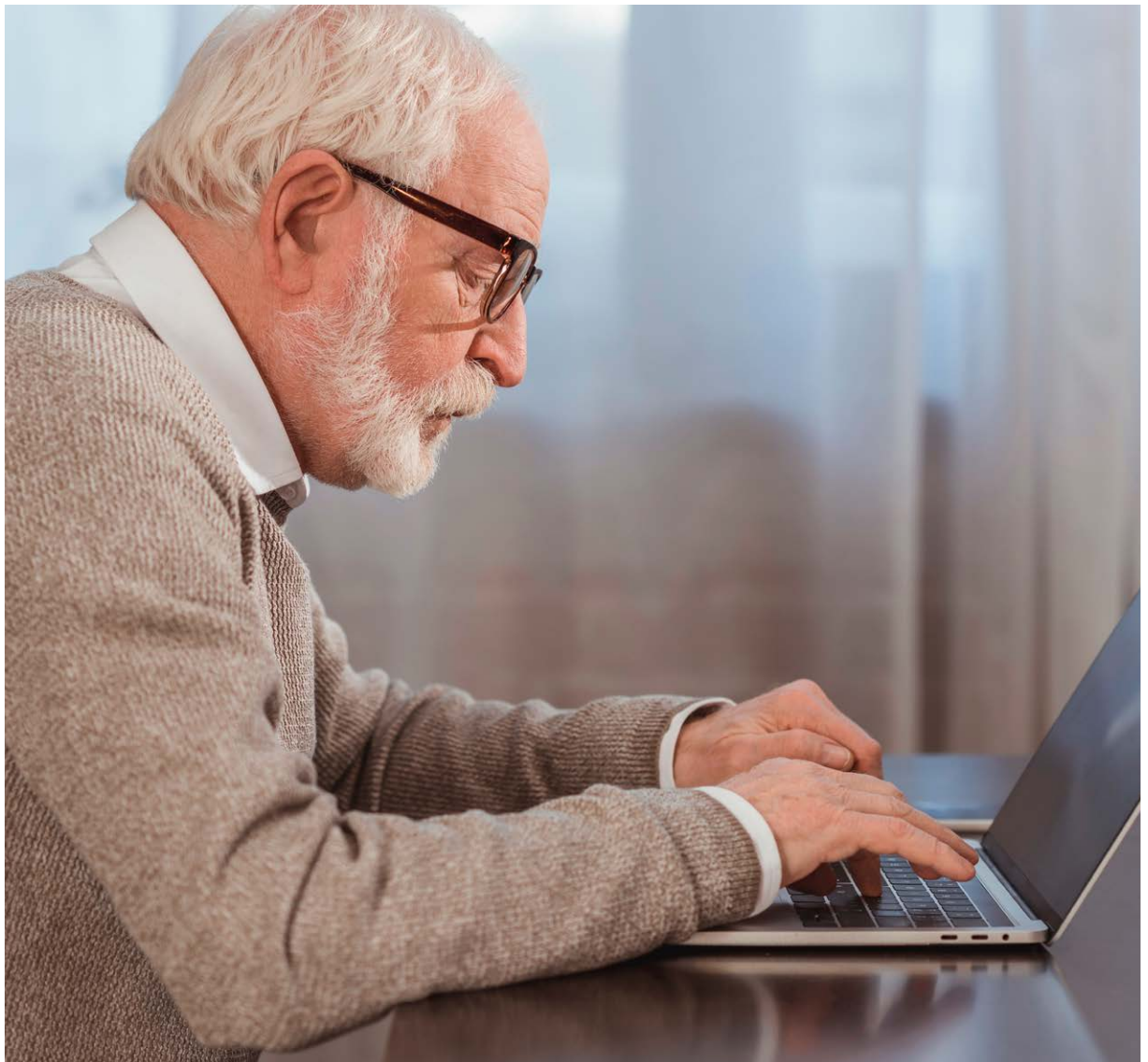
We recognise barriers to digital inclusion in their wider social and economic context

Collaborative

We work together to break down barriers and deliver the best results

Insight-driven

We use insights from data to make evidence-based decisions

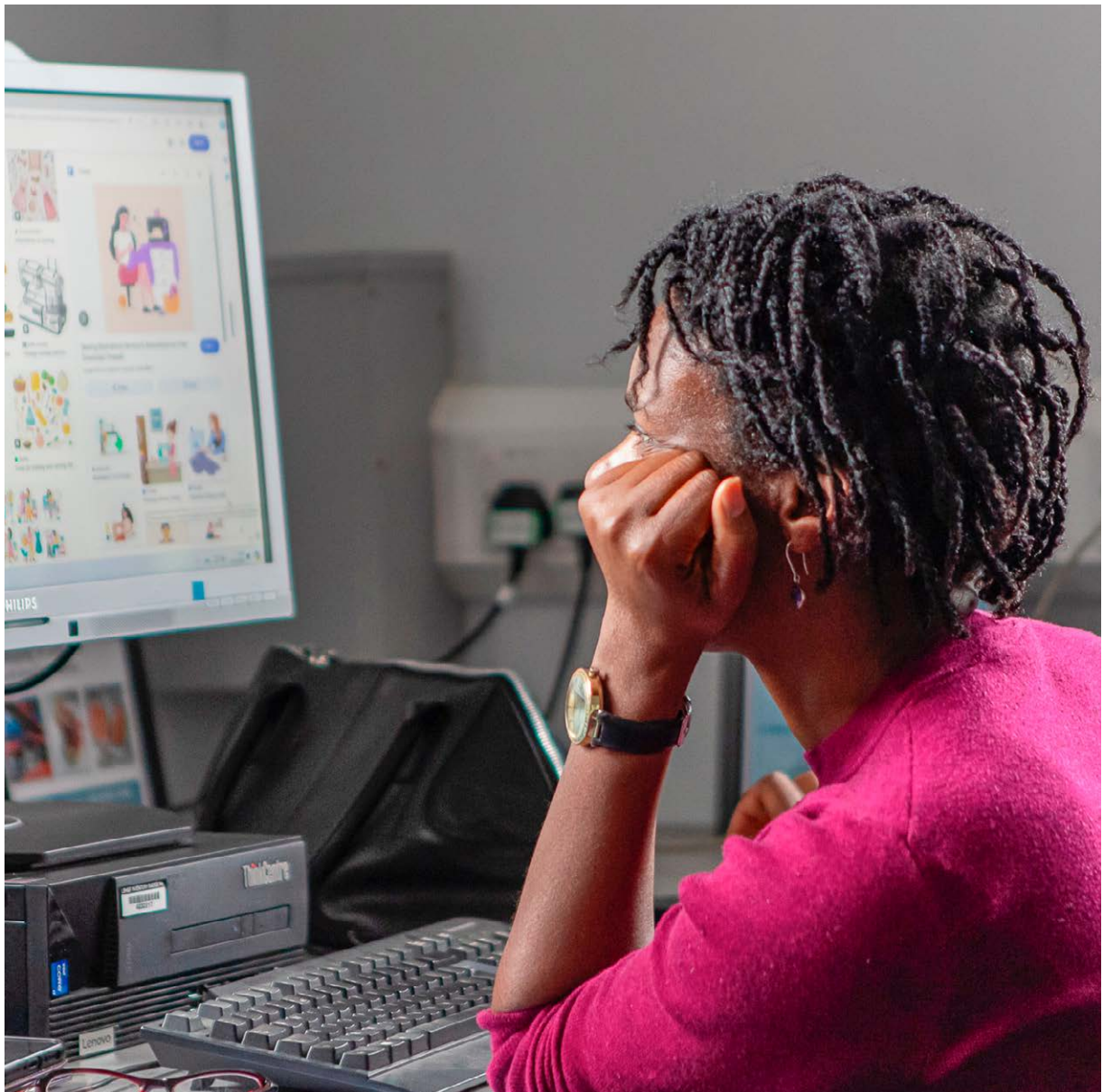


06 Objectives

The objectives for this Digital Inclusion Strategy are based on our four pillars of Digital Inclusion: access to devices, connectivity, advice and guidance, and skills (see pages 12 to 15).

Through the process of coproduction with residents and our voluntary and community sector we have identified these core objectives:

- All residents have the opportunity to gain the digital skills, knowledge and access to thrive in education, work or socially
- Everyone who needs and wants support has it
- Everyone knows where to go for the help that they want
- Residents are able to access digital services, independently or with support
- No one is disadvantaged by a lack of digital awareness, skills or access to equipment
- Residents have developed skills that enable them to use digital services and devices with confidence
- Residents feel safe and secure when online
- We've had a measurable impact on the level of digital exclusion



07 Delivering our strategy

We will deliver our digital inclusion vision for Hammersmith & Fulham by working collaboratively with residents, partners and services across the council, the borough and beyond to drive a coordinated and joined-up approach to digital inclusion that is informed by data.

Residents and partner organisations have played a critical role in the development of this strategy and this coproduction will remain an integral part of our future work.

We know that we already have multiple council services, voluntary, community and other organisations providing support in this area but, for the most part, these services and organisations work alone and on specific areas and are not always joined up. This can mean that residents who need help often don't know where to turn, and the help they receive may not address all their needs.

We need to work together across services and organisations to maximise the use of our scarce resources and to make sure that there are no gaps or duplication in the delivery of digital inclusion services.

We will deliver our strategy by:

- Developing a more joined up and coherent digital inclusion 'ecosystem' – we are working towards a shared vision and programme of change across H&F, the West London Alliance, and London with a coordinated group of partners in the voluntary and community sector, health and industry to support our vision that by 2030 all our residents will have access to connectivity, devices and digital skills – we are calling this the Digital Inclusion Alliance
- Underpinning this work by data to help us identify who needs help, who provides it, what help is effective, and to track and measure our progress
- Ensuring more H&F residents will be digitally confident and motivated and will feel safe and secure online
- Working with voluntary and community 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, underpinned by an effective 'signposting' platform to provide clear pathways to advice, learning and support
- Continuing to coproduce our digital inclusion work with residents, voluntary and community sector and incorporating user led data, to ensure it remains a living document and adapts to changing needs and opportunities



08 Delivery across the four pillars of digital inclusion

Through this strategy we will deliver a Digital Inclusion Programme for Hammersmith & Fulham.

We will also continue to engage residents to make sure that we understand the changing environment for residents and respond appropriately to emerging technology which may impact our services and our residents.

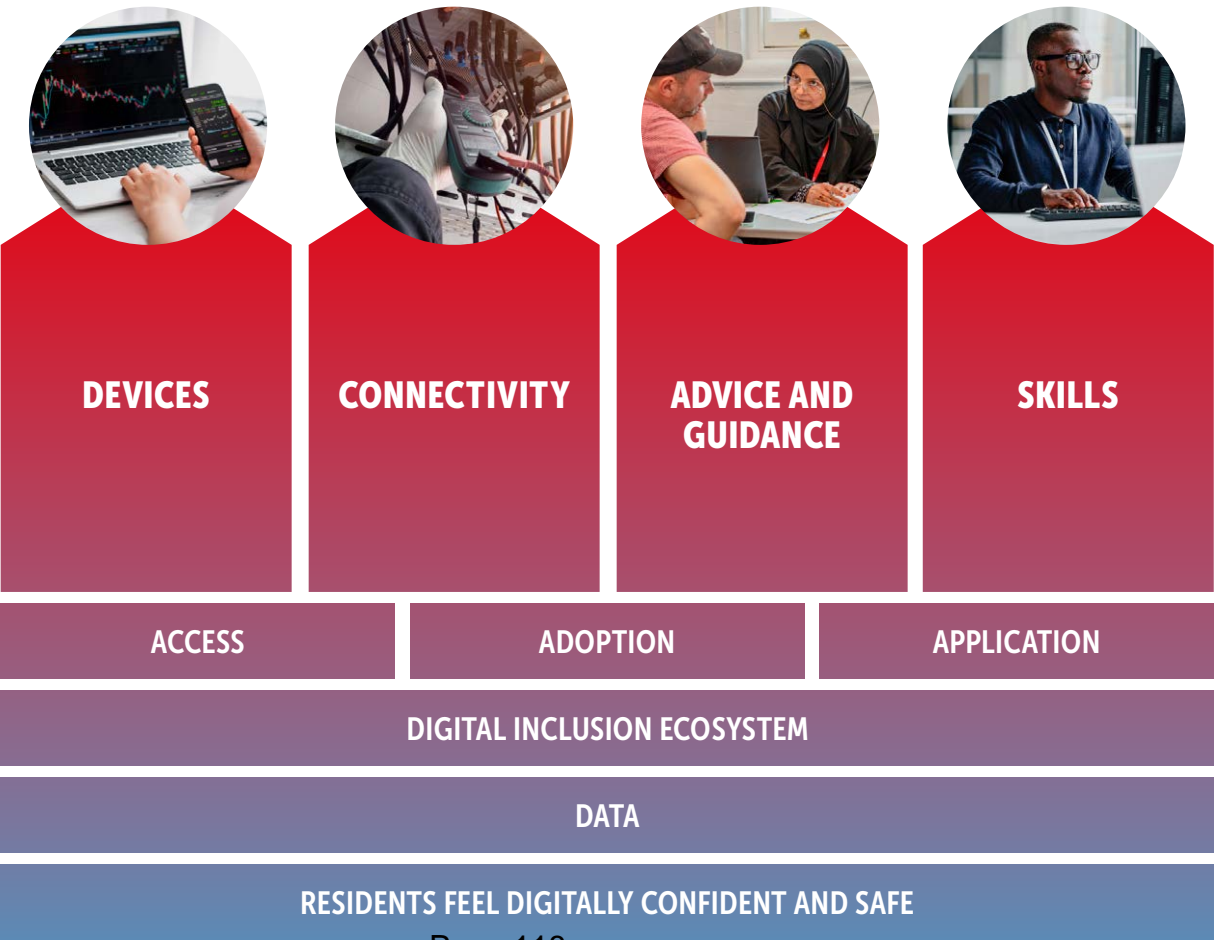
Our strategy will focus on providing support across the four pillars of digital inclusion:

- **Devices**
- **Connectivity**
- **Advice and guidance**
- **Skills**

Working with all partners, we will promote access, adoption and application across these four pillars with the aim of achieving a digital inclusion ecosystem where residents feel digitally confident and safe.

However, we recognise that there will be a need for effective collaboration and facilitation to bring this work together. Therefore, we recommend that the borough create a cross-sector Digital Inclusion Alliance that will initially be chaired by a councillor. This is with the aim of kickstarting a new digital inclusion programme in the borough and promoting an ecosystem that fosters collaboration and partnership.

Four pillars of digital inclusion



8.1

Devices

Our vision and priorities

We want to make sure that no one is disadvantaged by a lack of access to equipment and that residents have developed the skills that enable them to use digital services and devices with confidence.

Our residents reminded us that digital accessibility isn't just about having a device, but it is also about considering the end-to-end support needs around digital inclusion (e.g. skills and advice) as well as the clear link between connectivity and devices.

The voluntary sector sees the council as a powerful ally with the potential to engage industry as an active collaborator in our work to end digital exclusion in the borough, ensuring the council maximises its use of pan-London and local businesses' support.

The discussions with residents and local groups centred on recognising the different needs of users with the potential for different devices and specifications, considering accessibility for disabled people and those unable to travel to central hubs, how the borough would prioritise specific groups and the pros and cons of loaning vs giving and new vs recycled devices. The practicalities of how devices would be coordinated and managed was highlighted as an area of concern.

We will work collaboratively across our digital inclusion ecosystem to ensure that everyone who needs a device has access to a supported device that they know how to use and ensure that residents are signposted to additional sources of support for their wider needs.

Key actions

- 1 Work with pan-London, regional and local organisations and 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.
- 2 The council will work with suppliers and partners to ensure that council devices and equipment that are no-longer required are made available to residents that need them through appropriate delivery partners.
- 3 Ensure the council's social care and occupational therapy teams are able to access appropriate technology enabled care to support digitally excluded residents and those at risk of digital exclusion.



How will we measure progress?

- Number of affordable devices provided as part of the digital inclusion ecosystem/alliance
- Take up by priority groups and provision of accessible devices for those with disabilities
- Percentage accessing training and support
- Percentage confirming continued use and improved skills/confidence

8.2

Connectivity

Our vision and priorities

Connectivity and fast broadband access is in the 90%+ range across the region although there are still households with limited access to sufficient broadband connectivity. The deployment of full fibre connections has continued, with 76% of premises in Hammersmith & Fulham having access to full fibre according to the [Connected Nations 2023 report by Ofcom](#). Nonetheless this leaves 24% of residents in the borough who are not benefiting from full fibre. Better coordination is needed by providers and local government to progress these efforts.

There are a range of places offering free public access Wi-Fi in the borough – ranging from libraries, the new Family Hubs, Tenant Resident Association (TRA) halls on housing estates and communal areas of sheltered housing blocks, but this isn't clearly signposted and there is an inconsistency in approach and speed.

The council seeks to improve connectivity in the borough through granting 'wayleaves', for example through the right to access publicly owned buildings and spaces to install equipment and necessary connections. The council will work in partnership with service providers that might need access and progress a coordinated approach to delivering this ambition.

From an individual and family perspective, our residents told us that many didn't understand how to access 'social tariff' offers from telecommunications providers. Indeed only 8% of those eligible across the country are accessing social tariffs according to [Digital Nation 2024](#). It is the responsibility of providers to promote their offer but the plethora of contracts is also confusing and

difficult to navigate. However, local charities and the council have had success in getting free SIMs for residents from mobile providers.

We will work with partners like Good Things Foundation, the London Office for Technology and Innovation (LOTI), the Greater London Authority (GLA), the West London Alliance (WLA) and telecoms providers to ensure that all residents have access to high-speed internet connectivity and great service at a price that they can afford.

Key actions

- 1 Actively promote and raise awareness of social tariffs available in the borough to address misunderstanding and potential stigma.
- 2 Map all free public access Wi-Fi in the borough and make this available through a signposting tool.
- 3 Achieve better connectivity outcomes using 'wayleaves' to ensure positive outcomes for residents.
- 4 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.
- 5 Work with pan-London, regional and local partners to improve access to free SIMs linked to devices.
- 6 Improve access to free and good quality Wi-Fi provision in community settings including schools, faith organisations, colleges, food banks, jobs centres, community centres and through our own highway infrastructure.

How will we measure achievement?

- Percentage of homes in the borough within 1 mile of free Wi-Fi provision
- Percentage of homes in the borough with access to high-speed fibre
- Number of free SIMs provided (aligned to free devices)
- Take-up of social tariffs
- Percentage of community settings offering free Wi-Fi
- Resident survey data – percentage of residents regularly going online and % of residents that know how to use the internet
- Pupil data – percentage of pupils with access to the internet and a device at home

8.3 Advice and guidance

Our vision and priorities

Our residents told us that many of them did not feel safe online. They also didn't know who to trust for advice and guidance on digital matters, such as understanding social tariffs on offer from Internet Service Providers (ISPs) or know where to go for other sources of support.

Voluntary and community partners struggle to recruit, train and retain volunteers and the role of statutory partners, including the council, to provide digital inclusion advice and guidance was unclear.

We will work with digital inclusion ecosystem partners to signpost residents to trusted and accessible sources of advice and guidance, and will develop a network of volunteer digital champions across the borough that reflect its diversity, energy and the community strength of residents, organisations and businesses. We will identify and target those most likely to be digitally excluded and improve awareness of the local offer.

Key actions

1 Develop a network of digital champion volunteers:

- a.** Encourage local businesses to use their corporate social responsibility days to become digital champions in the community.
- b.** Link with local schools and work experience/ Duke of Edinburgh schemes to encourage inter-generational volunteering using school facilities.

c. Encourage council staff to use their volunteering allowance to support residents.

d. Develop a digital platform to enable volunteering and to link digital champions with settings/programmes with clear advice and information online.

e. Enhance the digital assistance available to residents as part of the council's core face to face offer.

f. Increase resident confidence in faith and other community settings to offer digital inclusion support and guidance.

2 Proactively identify and target support at those most likely to be digitally excluded or with the greatest need:

a. Develop specific support offer for priority groups working with trusted organisations – older and disabled people, non-English speaking residents, those unable to attend traditional settings.

b. Capture information on exclusion and needs in our daily interactions (e.g. contact centre surveys).

c. Use different channels of communication to promote offers – including posters and other non-digital channels.

d. Increase awareness of the offer among council, statutory partner and other organisations' front-line staff.

e. Raise awareness of the role of technology and voice activated devices to enable independent living.

How will we measure achievement?

- Number of trained and accredited digital champion volunteers
- Number of partners engaged to deliver digital support in the community
- Number of visits to online advice pages and digital inclusion signposting tool
- Number of people supported through the network including demographics
- Percentage of residents knowing how to access support if they need it (residents' survey)
- Number of excluded groups accessing targeted support
- Percentage of those feeling more confident after support (post engagement survey)
- Percentage of SMEs knowing how to access advice and support (SME survey)

8.4 Skills

Our vision and priorities

We are a borough proud of our academic and educational standards, led by our world class university and excellent further educational institutions. However, the skills and confidence of residents vary and there are still significant needs to be addressed. Digital skills needs vary by age – a school leaver may need support to ensure that they bring sufficient digital skills to their employment; while older people may want support to connect with friends and family that are not otherwise accessible to them. Low levels of literacy and numeracy can also impact people's ability to engage in digital skills.

A recurrent theme in feedback from our residents and voluntary and community sector was that digital skills extend to feeling safe and secure online, and confidently navigating the different options that are available around devices and connectivity.

Through the council's own adult learning services, community partners, banks and local/regional/national partners there is a wealth of training on offer, often free or very low cost. However, for those beginning their journey, this can feel confusing and difficult to navigate and needs to be aligned to wider support. Equally, there is no common standard or progression pathway shared by providers in the borough and an unclear offer for those that cannot easily attend a community venue in person.

We will work across our ecosystem – including education providers and employers – to develop and promote a range of digital skills development programs that meet the needs of excluded residents and enable them to be digitally confident and secure online.

This will include providing ongoing support to upskill and reskill residents to enable their continued participation in an increasingly digital workplace and to ensure those volunteering to help others also have the skills and knowledge to do so effectively.

Key actions

- 1** Convene a digital skills working group to develop a set of common standards and connect with education providers and local businesses.
- 2** Map and promote the full range of training and skills development opportunities available in the borough.
- 3** Develop targeted offers for specific groups – foster carers, disabled people, those with low levels of literacy, older people and those unable to physically attend venues.
- 4** Develop and implement an accreditation, support and training offer for digital champion volunteers.



How will we measure achievement?

- Number of residents participating in digital inclusion training/learning sessions including by priority group/demographic
- Number of volunteers accredited/trained
- Percentage of participants in learning completing the sessions
- Percentage of participants in learning meeting relevant skills at the end of the pathway (appropriate to their wishes at the beginning)
- Percentage of training providers confident in their ability to deliver digital inclusion training
- Percentage of council tenants that regularly use the internet and feel confident to do so (annual tenants' survey)

09 Conclusion

As we look towards a digitally inclusive future for Hammersmith & Fulham, we recognise the crucial role that our voluntary and community, public and private sector play in the ecosystem that shapes the life chances of our residents.

Our Digital Inclusion Strategy is not just a document – it is our commitment to ensuring that every resident can thrive in a world increasingly shaped by technology. We have laid out a vision that, by 2030, our borough will be a place where all residents have access to the digital skills, devices and support they need.

We acknowledge the collective efforts that have brought us to this juncture. As such, this strategy is a roadmap to that future, built on the principles of collaboration and coproduction with our residents and partners.



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Report to: Full Council

Date: 22/10/2025

Subject: Allocation of Seats and Proportionality on Committees

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

Report author: David Abbott, Head of Governance

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

SUMMARY

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

RECOMMENDATIONS

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

Wards Affected: All

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

Financial Impact

There are no direct financial implications from this decision.

Alex Pygram, Head of Finance – Corporate Services, 3rd October 2025

Verified by Andre Mark, Head of Finance – Strategic Planning and Investment, TBC

Legal Implications

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

Glen Egan, Assistant Director of Legal Services, 30 September 2025

Background papers used in preparing this report

None.

DETAILED ANALYSIS

Allocation of Seats

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

7. It is open to the Council when carrying out a review to adopt some arrangement other than that prescribed by the Act and the Regulations. Notice of such a proposal would have to be given in the Summons, and a decision would need to be made with no one voting against it. The remainder of this report therefore assumes that the Council will not want an alternative arrangement to that prescribed by law.

Political proportionality

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

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

9. The political balance of the Council is set out in Table 1 below:

	No of seats on the Council	Proportionality
Labour	37	74%
Conservative	10	20%
Green	2	4%
Independent	1	2%
Total	50	100%

PROPOSAL AND ISSUES

10. The Labour and Conservative Groups hold respectively, 37 and 10 of the 50 Council seats. While there are two Green and one Independent Members. The proportion by which seats on Committees should be allocated is 74% Majority Group, 20% Minority Group, Green Group 4% and 2% for the Independent member. This equates, based on 90 committee seats to: 66 Majority Party, 18 Minority Party, 4 Green Party and 2 Independent seats.
11. Membership of the Council's Standing Committees (except the Licensing Committee and the Health and Wellbeing Board) and Sub-Committees is governed by the Local Government (Committees and Political Groups) Regulations 1990, as amended, which provides for Members of Standing Committees and Sub-Committees to be those whose names have been notified to the Chief Executive, who is the duly appointed proper officer for these purposes. The Chief Executive has the power to appoint to all Standing Committees (except the Licensing Committees) and Sub-Committees in accordance with any notification received under the Regulations.
12. All political groups on the Council have to notify the Chief Executive of the names of the Members to serve on the Standing Committees, Sub-Committees and subsidiary bodies.

REASONS FOR DECISION

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

LIST OF APPENDICES

Appendix 1 - Allocation of Seats

Allocation of Seats and Proportionality

Seats are allocated with the following calculation:

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

Administration councillors (Labour): 37
 Opposition councillors (Conservative): 10
 Green councillors: 2
 Independent councillor: 1
Total number of councillors: 50

Committees	Total seats	Administration allocation	Opposition allocation	Green allocation	Independent allocation
Planning and Development Control Committee	8	6	2	0	0
Policy and Oversight Board	6	5	1	0	0
Appointments Panel (A)	5	4	1	0	0
Appointments Panel (B)	5	4	1	0	0
Appointments Panel (C)	5	4	1	0	0
Appointments Panel (D)	3	2	1	0	0
Audit Committee	5	3	1	0	1
Pension Fund Committee	5	4	1	0	0
Standards Committee	5	4	1	0	0
General Purposes Committee	7	4	1	1	1
Children and Education Policy and Accountability Committee	5	3	1	1	0
Health and Adult Social Care Policy and Accountability Committee	5	4	1	0	0
Social Inclusion and Community Safety Policy and Accountability Committee	5	4	1	0	0
Climate Change and Ecology Policy and Accountability Committee	5	4	1	0	0

Appendix 1

The Economy, Arts, Sports and Public Realm Policy and Accountability Committee	5	3	1	1	0
Housing and Homelessness Policy and Accountability Committee	5	4	1	0	0
Wormwood Scrubs Charitable Trust	5	3	1	1	0
Joint Health Overview & Scrutiny Committee	1	1	0	0	0

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

Report to: Full Council

Date: 22/10/2025

Subject: Review of the Constitution

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

Report author: David Abbott, Head of Governance

Responsible Director: Grant Deg, Director of Legal Services and Monitoring Officer

SUMMARY

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

RECOMMENDATIONS

1. That Full Council notes the changes to party appointments detailed in paragraphs 5 and 6.
2. That Full Council notes and approves the committee membership changes detailed in paragraphs 7 and 8.
3. That Full Council notes the creation of a new Lead Member for Libraries role, as detailed in Appendix 1, and the appointment of Councillor Patricia Quigley to it.
4. That Full Council approves the updates to the Departmental Registers of Authorities, as detailed in Appendix 2.
5. That Full Council approves the revised Functions and Procedure Rules for the West London Economic Prosperity Board, as detailed in Appendix 3.

Wards Affected: All

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

Financial Impact

The Lead Member for Libraries will be entitled to an special responsibility allowance. Details of this change are noted in the Member Allowances report.

Alex Pygram, Head of Finance – Corporate Services, 2 October 2025

Legal Implications

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

Glen Egan, Assistant Director of Legal, 30 September 2025

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Proposals and Analysis of Options

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

Party Appointments

5. Full Council is asked to note the party appointment of Councillor Callum Nimmo as Deputy Whip, replacing Councillor Patrick Walsh.

6. Full Council is asked to note that the Chief Executive received notification of the resignation of Councillors Liz Collins and Trey Campbell-Simon from the Labour Party and that they are now sitting on the Council as Green Party councillors. As the second Opposition Group on the Council the following positions have been notified:
 - a. Councillor Trey Campbell-Simon – Leader of the Green Group
 - b. Councillor Liz Collins – Green Group Business Manager

Committee Appointments

7. Full Council is asked to note the appointment of Councillor Patricia Quigley to the Licensing Committee.
8. Full Council is asked to approve the following changes to committee memberships:
 - a. To appoint Charlotte Moar as a non-voting independent member on the Audit Committee.
 - b. To appoint Councillor Max Schmid to Wormwood Scrubs Charitable Trust Committee following a change in proportionality.
 - c. To remove Councillors Stala Antoniades and Helen Rowbottom from the Policy and Oversight Board following a change in proportionality.
 - d. To remove Councillor Genevieve Nwaogbe from the Children and Education Policy and Accountability Committee following a change in proportionality.
 - e. To appoint Councillor David Morton to the General Purpose Committee following a change in proportionality.
 - f. To note that the Green Group have not nominated members to the committee seats allocated to them.
 - g. To appoint Councillor Nikos Souslous to the Climate Change and Ecology Policy and Accountability Committee to fill a vacancy.

Lead Member for Libraries

9. Full Council is asked to note the creation of the Lead Member for Libraries role. The full role description can be found in Appendix 1. The Leader appointed Councillor Patricia Quigley to the role on 14 July 2025.

Updates to the Departmental Registers of Authorities

10. Full Council is asked to approve updates to the Departmental Registers of Authorities that reflect changes to legislation, job titles, and operational structures.

West London Economic Prosperity Board – Revised Functions and Procedure Rules

11. Full Council is asked to approve the revised functions and procedure rules for the West London Economic Prosperity Board, detailed in Appendix 3, following the admittance of the London Borough of Hillingdon to the Board, and the subsequent revisions to the Board's functions and procedure rules which govern the Board's operation.

Reasons for Decision

12. 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.

LIST OF APPENDICES

Appendix 1 – Lead Member for Libraries

Appendix 2 – Updates to the Departmental Registers of Authorities

Appendix 3 – West London Economic Prosperity Board – Revised Functions and Procedure Rules

Appendix 1 – Lead Member for Libraries

Reporting to the Cabinet Member for the Public Realm, the Lead Member for Libraries will:

- Champion a visionary approach to library services, fostering increased usage.
- Foster the libraries' cultural and aspirational identity, aligning services with the Borough's commitment to community and cultural enrichment.
- Promote the use of libraries by children, including through reading sessions.

Appendix 2 – Updates to the Departmental Registers of Authorities

Housing Register of Authorities

To add the following delegation:

Legislation	Function	Proper Officer(s)
Renters' Rights Act 2025	Duty to enforce the landlord legislation in the Act, namely the sections of the Act specified in the "Enforcement by local housing authorities: general duty"	Private Housing Standards Officers and Private Sector Housing Team Leaders and Managers; Assistant Director Housing Standards

Place Register of Authorities

To add the following delegations:

Legislation	Function	Proper Officer(s)
Digital Markets, Competition and Consumer Act 2024	Prohibited unfair commercial practices, including a new banned practice relating to fake consumer reviews and a prohibition of the 'drip pricing' of unavoidable fees.	Director of Planning and Property, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Head of Regulatory Services, Any post incorporating the words "Environmental Protection", Environmental Health, Trading Standards and, any post incorporating the words "Health and Safety Officer".
The Environmental Protection (Single use Vapes) (England) Regulations 2024	Prohibits the sale and supply of single-use vapes in England. Aims to reduce environmental pollution from plastic, lithium batteries, and hazardous chemicals.	Director of Planning and Property, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Head of Regulatory Services, Trading Standards Manager, Any post incorporating the words "Health and Safety", Any post incorporating the words "Trading Standards.

Product Regulation and Metrology Act 2025	Regulations governing the marketing and use of products in the UK. Reduce or mitigate risks posed by products, ensure products operate efficiently and effectively, and guarantee accuracy in products designed for weighing or measuring.	Director of Planning and Property, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Head of Regulatory Services, Trading Standards Manager, Any post incorporating the words "Health and Safety", Any post incorporating the words "Trading Standards.
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Appendix 3 – West London Economic Prosperity Board – Revised Functions and Procedure Rules

JOINT COMMITTEE OF THE BOROUGHES OF BARNET, BRENT, EALING, HAMMERSMITH & FULHAM, HARROW, HILLINGDON AND HOUNSLOW (KNOWN AS “WEST LONDON ECONOMIC PROSPERITY BOARD”)

Functions and Procedure Rules

1. Purpose of the Joint Committee

- 1.1 The London Boroughs of Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow (“the Participating Boroughs”) have established the Joint Committee pursuant to powers under the Local Government Acts 1972 and 2000, and under the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.
- 1.2 The Joint Committee shall be known as ‘WEST LONDON ECONOMIC PROSPERITY BOARD’ (EPB).
- 1.3 The Joint Committee’s role and purpose on behalf of the Participating Boroughs relates to ensuring appropriate, effective and formal governance is in place for the purposes of advancing Participating Boroughs’ aspirations for greater economic prosperity in West London, including promoting the ‘Economic Prosperity Agenda’, in partnership with employers, business and trade bodies, representatives from regional and central government, education and skills providers and other partners.
- 1.4 The purpose of the Joint Committee will be collaboration and mutual co-operation and the fact that some functions will be discharged jointly by way of the Joint Committee does not prohibit any of the Participating Boroughs from promoting economic wellbeing in their own areas independently from the Joint Committee.
- 1.5 The Joint Committee is not a self-standing legal entity but is part of its constituent authorities. Any legal commitment entered into pursuant of a decision of the Joint Committee must be made by all of the Participating Boroughs.
- 1.6 These Procedure Rules govern the conduct of meetings of the Joint Committee.

2. Definitions

- 2.1 Any reference to “Access to Information legislation” shall mean Part V and VA of the Local Government Act 1972 (as amended) and, to the extent that they are applicable, to the Openness of Local Government Bodies Regulations 2014 (as amended) and the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (as amended).
- 2.2 Any reference to “executive”, “executive arrangements”, “executive function” or “committee system” has the meaning given by Part 1A of the Local Government Act 2000.

3. Functions

- 3.1 The Joint Committee will discharge on behalf of the Participating Boroughs the functions listed below related to promoting economic prosperity in West London:
- 3.1.1 Making funding applications and/or bids to external bodies, in relation to economic prosperity for the benefit of the local government areas of the participating local authorities.
- 3.1.2 Providing direction to a nominated lead borough on the allocation of any such funding awards to appropriate projects for the benefit of the local government areas of the participating local authorities, including, where applicable, approving jointly the approach to the procurement to be undertaken by the lead borough.
- 3.1.3 Seeking to be the recipient of devolved powers and/or funding streams for the local government areas of the participating local authorities, which relate to the economic prosperity agenda.
- 3.1.4 Exercising any such powers and allocating any such funding.
- 3.1.5 Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities.
- 3.1.6 Representing the participating authorities in connection with the Greater London Authority, London Councils and other relevant London forums and institutions, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda.
- 3.1.7 Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.

- 3.1.8 Seeking to influence and align public and private investment in West London in order to boost economic growth within the local government areas of the participating authorities.
- 3.1.9 Agreeing and approving any additional governance structures as related to the Joint Committee, or any sub-committees formed by the Joint Committee.
- 3.1.10 Representing the participating local authorities in discussions and negotiations with relevant secretaries of state, particularly the Secretary of State for Housing, Communities and Local Government, to encourage legislative reform enabling participation and representation of local authorities and sub-regional partnerships in the governance of London, including the administration of devolved powers and funding.
- 3.1.11 Inviting representatives of stakeholders such as business associations, government agencies such as DWP or Jobcentre Plus, the further education sector, higher education sector, schools, voluntary sector, and health sector to engage with the Joint Committee and its members on issues affecting West London.
- 3.2 In relation to the Participating Boroughs which operate executive arrangements, only executive functions of each borough may be exercised.

4. Membership and Quorum

- 4.1 The membership will comprise of 7 members, with each Participating Borough appointing one person to sit on the Joint Committee as a voting member.
- 4.2 Each Participating Borough will make a suitable appointment in accordance with its own constitutional requirements.
- 4.3 Where a Participating Borough operates executive arrangements, then the appointment of a voting member of the West London EPB will be by the leaders of the executive or by the executive. It is anticipated that, where practicable, the leader of each such executive will be appointed to the West London EPB.
- 4.4 Where a Participating Borough does not operate executive arrangements, the appointment of a voting member of the West London EPB will be in accordance with the Borough's own procedures. It is envisaged that this will usually be one of its senior councillors.
- 4.5 In all cases, the appointed person must be an elected member of the council of the appointing Participating Borough. Appointments will be made for a

maximum period not extending beyond each member's remaining term of office as a councillor, and their membership of the Joint Committee will automatically cease if they cease to be an elected member of the appointing Participating Borough.

- 4.6 Members of the Joint Committee are governed by the provisions of their own Council's Codes and Protocols, including the Code of Conduct for Members and the rules on Disclosable Pecuniary Interests.
- 4.7 Each Participating Borough will utilise existing mechanisms for substitution as laid down in their own Standing Orders. Continuity of attendance is encouraged.
- 4.8 Where a Participating Borough wishes to withdraw from membership of the Joint Committee, this must be indicated in writing to each of the committee members. A six month notice period must be provided.
- 4.9 When a new borough wishes to become a Participating Borough, then this may be achieved if agreed by a unanimous vote of all the existing Participating Boroughs.
- 4.10 The quorum for the Joint Committee is four members. If the Joint Committee is not quorate it cannot transact any business. If there is no quorum at the time the meeting is due to begin, the start of the meeting will be delayed until a quorum is achieved. If no quorum is achieved after 30 minutes has elapsed, the clerk will advise those present that no business can be transacted and the meeting will be cancelled.

5. Chair and Vice-Chair

- 5.1 The Chair of the Joint Committee will be appointed for 12 months, and will rotate amongst the Participating Boroughs.
- 5.2 Unless otherwise unanimously agreed by the Joint Committee, each Participating Borough's appointed person will serve as chair for 12 months at a time. Where the incumbent Chair ceases to be a member of the Joint Committee, the individual appointed by the relevant borough as a replacement will serve as Chair for the remainder of the 12 month term.
- 5.3 The Joint Committee will also appoint a Vice-Chair from within its membership on an annual basis to preside in the absence of the Chair.
- 5.4 The Committee will draw up the rotas for Chair.

- 5.5 Where neither the Chair nor Vice-Chair are in attendance, the Joint Committee will appoint a Chair to preside over the meeting.
- 5.6 In the event of any disagreement as the meaning or application of these Rules, the decision of the Chair shall be final.

6. Sub-Committees

- 6.1 The Joint Committee may establish sub-committees to undertake elements of its work if required.

7. Delegation to officers

- 7.1 The Joint Committee may delegate specific functions to officers of any of the Participating Boroughs.
- 7.2 Any such delegation may be subject to the requirement for the officer to consult with or obtain the prior agreement of an officer (or officers) of the other boroughs.
- 7.3 It may also be subject to the requirement for the officer with delegated authority to consult with the Chair of the Joint Committee and the Leaders of the one or more Participating Boroughs before exercising their delegated authority.

8. Administration

- 8.1 Organisational and clerking support for the Joint Committee, and accommodation for meetings, will be provided by the Participating Borough whose representative is Chair unless otherwise agreed by the Joint Committee. The costs of this will be reimbursed by contributions from the other Participating Boroughs as approved by the Joint Committee.

9. Financial matters

- 9.1 The Joint Committee will not have a pre-allocated budget.
- 9.2 When making a decision which has financial consequences, the Joint Committee will follow the relevant provisions of the Financial Procedure Rules of LB Ealing.

10. Agenda management

- 10.1 Subject to 10.2, all prospective items of business for the Joint Committee shall be agreed by a meeting of the Chief Executives of the Participating Boroughs

or their representatives.

- 10.2 It will be the responsibility of each report author to ensure that the impacts on all Participating Boroughs are fairly and accurately represented in the report. They may do this either by consulting with the monitoring officer and chief finance officer of each Participating Borough or by some other appropriate method.
- 10.3 In pursuance of their statutory duties, the monitoring officer and/or the chief financial officer of any of the Participating Boroughs may include an item for consideration on the agenda of a meeting of the Joint Committee, and may require that an extraordinary meeting be called to consider such items.
- 10.4 Each Participating Borough operating executive arrangements will be responsible for considering whether it is necessary [in order to comply with Access to Information legislation regarding the publication of agendas including Forward Plan requirements] to treat prospective decisions as 'key-decisions' and/or have them included in the Forward Plan. Each Participating Borough operating a committee system will apply its local non-statutory procedures.

11. Meetings

- 11.1 The Joint Committee will meet as required to fulfil its functions.
- 11.2 A programme of meetings at the start of each Municipal Year will be scheduled and included in the Calendar of Meetings for all Participating Boroughs.
- 11.3 Access to meetings and papers of the Joint Committee by the Press and Public is subject to the Local Government Act 1972 and to the Openness of Local Government Bodies Regulations 2014. The Joint Committee will also have regard to the Local Authorities (Executive Arrangements) (Meetings and Access to information) (England) Regulations 2012, notwithstanding the fact that its provisions do not strictly apply to the Joint Committee for so long as the committee has any members who are not members of an executive of a Participating Borough.

12. Notice of meetings

- 12.1 On behalf of the Joint Committee, a clerk will give notice to the public of the time and place of any meeting in accordance with the Access to Information requirements.

12.2 At least five clear working days in advance of a meeting a clerk to the Joint Committee will publish the agenda via the website of the clerk's authority and provide the documentation and website link to the Participating Boroughs to enable the information to be published on each Participating Borough's website. "Five clear days" does not include weekends or national holidays and excludes both the day of the meeting and the day on which the meeting is called.

12.3 The clerk to the Joint Committee will arrange for the copying and distribution of papers to all Members of the Committee.

13. Public participation

13.1 Unless considering information classified as 'exempt' or 'confidential' under Access to Information Legislation, all meetings of the Joint Committee shall be held in public.

13.2 Public representations and questions are permitted at meetings of the Joint Committee. Notification must be given in advance of the meeting indicating by 12 noon on the last working day before the meeting the matter to be raised and the agenda item to which it relates. Representatives will be provided with a maximum of 3 minutes to address the Joint Committee.

13.3 The maximum number of speakers allowed per agenda item is 6.

13.4 Where the number of public representations exceed the time / number allowed, a written response will be provided or the representation deferred to the next meeting of the Joint Committee if appropriate.

13.5 The Joint Committee may also invite representatives of stakeholders such as business associations, government agencies such as DWP or Jobcentre Plus, the further education sector, voluntary sector, and health sector to take an interest in the business of the committee including by attending meetings and commenting on proposals and documents.

13.6 The Chair shall have discretion to regulate the behaviour of all individuals present at the meeting in the interests of the efficient conduct of the meeting.

14. Member participation

14.1 Any elected member of the council of any of the Participating Boroughs who is not a member of the Joint Committee may ask a question or address the Committee with the consent of the Chair.

15. Business to be transacted

15.1 Standing items for each meeting of the Joint Committee will include the following:

- Minutes of the previous meeting
- Apologies for absence
- Declarations of interest
- Provision for public participation
- Substantive items for consideration

15.2 The Chair may vary the order of business and take urgent items as specified in the Access to Information Requirements at his / her discretion. The Chair should inform the Members of the Joint Committee prior to allowing the consideration of urgent items.

15.3 An item of business may not be considered at a meeting unless:

(i) A copy of the agenda including the item (or a copy of the item) is open to inspection by the public for at least five clear days before the meeting; or

(ii) By reason of special circumstances which shall be specified in the minutes the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency.

15.4 “Special Circumstances” justifying an item being considered as a matter of urgency will relate to both why the decision could not be made at a meeting allowing the proper time for inspection by the public as well as why the item or report could not have been available for inspection for five clear days before the meeting.

16. Extraordinary meetings

16.1 Arrangements may be made, following consultation with the Chair of the Joint Committee, to call an extraordinary meeting of the Joint Committee. The Chair should inform the appointed Members prior to taking a decision to convene an extraordinary meeting.

16.2 The business of an extraordinary meeting shall be only that specified on the agenda.

17. Cancellation of meetings

- 17.1 Meetings of the Joint Committee may, after consultation with the Chairman, be cancelled if there is insufficient business to transact or for some other appropriate reason warranting cancellation. The date of meetings may be varied after consultation with the Chairman and appointed members of the Joint Committee in the event that it is necessary for the efficient transaction of business.

18. Rules of debate

- 18.1 The rules of debate in operation in the Chair's authority shall apply.

19. Request for determination of business

- 19.1 Any member of the Joint Committee may request at any time that:
- The Joint Committee move to vote upon the current item of consideration.
 - The item be deferred to the next meeting.
 - The item be referred back to a meeting of the Chief Executives of the Participating Boroughs for further consideration.
 - The meeting be adjourned.
- 19.2 The Joint Committee will then vote on the request.

20. Urgency procedure

- 20.1 Where the Chair (following consultation with the appointed Members of the Joint Committee) is of the view that an urgent decision is required in respect of any matter within the Joint Committee's functions and that decision would not reasonably require the calling of an Extraordinary Meeting of the Joint Committee to consider it and it cannot wait until the next Ordinary Meeting of the Joint Committee, then they may request in writing the Chief Executive of each Participating Borough (in line with pre-existing delegations in each Borough's Constitution) to take urgent action as is required within each of the constituent boroughs.

21. Voting

- 21.1 The Joint Committee's decision making will operate on the basis of mutual cooperation and consent and will take into account the views of the special representatives. It is expected that decisions will be taken on a consensual basis wherever reasonably possible.
- 21.2 Where a vote is required it will be on the basis of one vote per member and unless a recorded vote is requested, the Chair will take the vote by show of

hands.

- 21.3 Any matter (save for a decision under Rule 4.7 above) shall be decided by a simple majority of those members voting and present. Where there is an equality of votes, the Chair of the meeting shall have a second and casting vote.
- 21.4 Any two members can request that a recorded vote be taken, whereby, immediately after a vote is taken at a meeting, there shall be recorded in the minutes of the proceedings of that meeting whether each member cast his / her vote for or against the matter or whether he/ she abstained from voting.

22. Minutes

- 22.1 At the next suitable meeting of the Joint Committee, the Chairman will move a motion that the minutes of the previous meeting be agreed as a correct record. The meeting may only consider the accuracy of the minutes and cannot change or vary decisions taken at a previous meeting as a matter arising out of the minutes.
- 22.2 Once agreed, the Chairman will sign them.
- 22.3 There will be no item for the approval of minutes of an ordinary Joint Committee meeting on the agenda of an extraordinary meeting.

23. Exclusion of Public and Press

- 23.1 Members of the public and press may only be excluded from a meeting of the Joint Committee either in accordance with the Access to Information requirements or in the event of disturbance.
- 23.2 A motion may be moved at any time for the exclusion of the public from the whole or any part of the proceedings. The motion shall specify by reference to Section 100(A) of the Local Government Act 1972 the reason for the exclusion in relation to each item of business for which it is proposed that the public be excluded. The public must be excluded from meetings whenever it is likely, in view of the nature of business to be transacted or the nature of the proceedings, that confidential information would be disclosed.
- 23.3 If there is a general disturbance making orderly business impossible, the Chairman may adjourn the meeting for as long as he/she thinks is necessary.
- 23.4 Background papers will be published as part of the Joint Committee agenda and be made available to the public via the website of each authority.

24. Overview and Scrutiny

- 24.1 Decisions of the Joint Committee which relate to the executive functions of a Participating Borough will be subject to scrutiny and 'call -in' arrangements (or such other arrangements equivalent to call-in that any Participating Borough operating a committee system may have) as would apply locally to a decision made by that Participating Borough acting alone.
- 24.2 No decision should be implemented until such time as the call-in period has expired across all of the Participating Boroughs.
- 24.3 Where a decision is called in, arrangements will be made at the earliest opportunity within the Participating Borough where the Call-In had taken place for it to be heard.
- 24.4 Any decision called in for scrutiny before it has been implemented shall not be implemented until such time as the call-in procedures of the Participating Borough concerned have been concluded.

25. Access to minutes and papers after the meeting

- 25.1 On behalf of the Joint Committee, a clerk will make available copies of the following for six years after the meeting:
- (i) the minutes of the meeting and records of decisions taken, together with reasons, for all meetings of the Joint Committee, excluding any part of the minutes of proceedings when the meeting was not open to the public or which disclose exempt or confidential information.
 - (ii) the agenda for the meeting; and
 - (iii) reports relating to items when the meeting was open to the public.

26. Amendment of these Rules

- 26.1 These Rules shall be agreed by the Joint Committee. Any amendments shall be made by the Joint Committee following consultation with the monitoring officers of the Participating Boroughs. Note that Rule 3 (Functions) may only be amended following a formal delegation from each of the Participating Boroughs.

27. Background Papers

- 27.1 Every report shall contain a list of those documents relating to the subject matter of the report which in the opinion of the author:

(i) disclose any facts or matters on which the report or an important part of it is based;

(ii) have been relied on to a material extent in preparing the report but do not include published works or those which disclose exempt or confidential information and in respect of reports to the Joint Committee, the advice of a political assistant.

27.2 Where a copy of a report for a meeting is made available for inspection by the public, at the same time the clerk shall make available for inspection

(i) a copy of the list of background papers for the report;

(ii) at least one copy of each of the documents included in that list.

27.3 The Clerk will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of background papers.

Agenda Item 6.7

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Full Council

Date: 22/10/2025

Subject: Members' Allowances Scheme Review 2025/26

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

Report Author: Kayode Adewumi, Assistant Director of Democratic, Registration and Coroner's Services

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

SUMMARY

This report updates the 2025/26 Members' allowances approved at the Annual Council meeting in May. The review reflects the creation of a Lead Member position and the notification of the creation of a Green Party group on the Council. It also includes the new uplifted 2025/26 special responsibility allowance rate of 3.2% paid in line with the national local government pay settlement for employees.

RECOMMENDATIONS

1. That the Members' Allowances Scheme 2025/26 as set out in the report and attached as Appendix 1, be approved.
2. To note from 1st April the Members' basic allowance rate was increased in line with the average basic allowance paid across London for the previous year and the special responsibility allowance uplifted in line with the national local government pay settlement for employees.
3. To note the review and implementation of some of the recommendations of the 2023 Report of the Independent Panel on "The Remuneration of Councillors in London."
4. To note the Government's announcement that Councillors will be able to join the LGPS soon.

Wards Affected: All

H&F Values	Summary of how this report aligns to the H&F Values
Creating a compassionate council	The council froze the basic and special responsibility allowance for eight years to ensure that scarce resources have been spent on other key priorities such as meeting the needs of the most vulnerable in society.

Being ruthlessly financially efficient	The proposed basic allowance of £12,347 is lower than the £15,960 recommended by the Independent Remuneration Panel. The Council is not supporting the Independent Panel's recommendations on Basic and Special Responsibility Allowances which would prove considerably more costly to local council taxpayers. However, in light of the creation of an additional political group on the Council, it is using its local discretion to set out how it will allocate SRA (Special Responsibility Allowance) to additional postholders.
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Financial Impact

Following the 2025/26 Members' allowances approved at the Annual Council meeting in May, the budget was set to fund the annual expenditure on all the proposed allowances (including SRAs) at £1.270m for 2025/26 (this includes employer's national insurance).

A new Lead Member for Libraries role has been created and will require a special responsibility allowance of £3,549. The Deputy Whip post will be paid a special responsibility allowance of £7,314. The two changes above will require additional funding of £10,863 (only part year required in 2025/26) which will need to be added to the budget from corporate contingency.

Alex Pygram, Head of Finance (Finance and Corporate Services), 3rd October 2025 and verified by Andre Mark, Head of finance (Strategic planning and investment), 14th March 2025

Legal Implications

The payment of both basic and special responsibility allowances is governed by the Local Authorities (Member Allowances) (England) Regulations 2003 ("The Regulations"). The Regulations also require the Council to have regard to the Independent Panel report on Member Allowances in London. The Independent Panel's report makes it clear that payment of a special responsibility allowance may only be made where an individual councillor has significantly greater responsibilities and time commitments than other members.

It is confirmed that there are no legal impediments to agreeing the recommendations set out in the report.

Glen Egan, Assistant Director of Legal Services 6 October 2025

Background Papers Used in Preparing This Report

The Remuneration of Councillors in London 2023 (published January 2024) - Report of the Independent Panel.

DETAILED ANALYSIS

Proposals and Analysis of Options

1. This report updates the 2025/26 Members' allowances approved at the Annual Council meeting in May. The review reflects the notification of a new Lead Member position and the notification of the creation of a Green Party group. It includes the new uplifted 2025/26 special responsibility allowance rate of 3.2% paid in line with the national local government pay settlement for employees. It also asks the Council to approve a local discretion setting out how it will allocate allowances to some SRA postholders.

Creation of New Lead Member role and other positions

2. A new Lead Member for Libraries role was created in July by the Leader and Councillor Patricia Quigley was appointed to it. She will be paid an SRA of £3,549 from 14th July 2025.

Councillor Patrick Walsh has been replaced by Councillor Nimmo as one of the Administration's Deputy Whips. He will be paid an SRA of £7,314.

Green Group

3. On 21 July, the Chief Executive received notification of the resignation of Councillors Liz Collins and Trey Campbell-Simon from the Labour Party and that they have become members of the Green Party of England and Wales. They are now sitting on the Council as Green Party councillors. As the second Opposition Group on the Council the following positions have been notified:-
 - Councillor Trey Campbell-Simon – Leader of the Green Group
 - Councillor Liz Collins – Green Group Business Manager

4. The Independent Remuneration Panel Findings – SRA Payments

The Independent Remuneration Panel on "The Remuneration of Councillors in London" makes a list of recommendations regarding allowances. These recommendations are listed in Appendix 2 of the report.

It requires reasons for the payment of a special responsibility allowance to be clearly set out in local allowances schemes. In LBHF, SRAs are paid to positions where there are significant differences in the time requirements and levels of responsibility from those generally expected of a councillor. The Panel has determined that all other SRAs are calculated as a proportion of the Leader's SRA. It also recommended using bands rather than fixed amounts, in order to allow flexibility and recognise local variations on how the roles are performed. The proposed amounts for each band are a percentage of the figure suggested for a council leader depending upon levels of responsibility

of the roles undertaken. It is for each borough to decide how to allocate their councillors between the different bands, having regard to the recommendations and how to set the specific remuneration within the band.

5. Regard has been had to the recommendations in the Independent Remunerator's report for differential banding in relation to the payment of Special Responsibility Allowances (SRAS), but in line with the Administration's priorities, it has been decided not to follow the independent remunerator's recommendations which would have proved considerably more costly to local council taxpayers. However, in light of the creation of an additional political group on the Council and the need to futureproof our arrangements, it will be using its local discretion to set out how it will allocate SRAs to postholders of such groups:-
 - A person acting as the leader of a 2nd or 3rd Opposition political group within the authority will receive a SRA if the group consists of 4 or more members.
 - The SRA paid will be 20% of the amount received by the main Opposition Leader.
6. This will make it easy to apply, easy to adapt, easy to explain and understand, and easy to administer in the event of having councillors from more than two political groups.

2025/26 Annual Lift - Basic and Special Responsibility Allowance

7. The basic allowance paid to all Members for 2025/26 is £12,347.
8. The Independent Panel for the Remuneration of Councillors in London in its recent report reiterated its previous recommendation that members allowances should be uplifted annually in line with the pay settlement for employees. The Council supported this for SRAs and the uplift for 2025/26 was 3.2%. This was backdated to 1st April.
9. The table below shows the new Special Responsibility Allowances.

Position	No	2025 SRA 3.2%
The Leader	1	£42,312
Deputy Leader	1	£35,253
Other Cabinet members	8	£28,203
Chief Whip (where not a member of Cabinet)	1	£28,203
Chair, Policy and Oversight Board	1	£28,203
Deputy Chief Whip (2)*	1	£7,314
Chair of Policy & Accountability Committee	6	£7,314
Leader of the Opposition	1	£21,147
Deputy Leader of the Opposition	1	£7,314
Opposition Whip	1	£7,314

Chair of Planning and Development Control Committee, Audit Committee*, Pension Fund Committee, Licensing Committee* (4)	4	£9,143
Vice-Chair of Planning and Development Control Committee*	1	£7,314
The Mayor	1	£21,147
Deputy Mayor	1	£7,314
Lead Members **	9	£3,549
Total	38	

Local Government Pension Scheme (LGPS) – Announcement to reinstate Members’ Entitlement

10. The Secretary of State for Housing, Communities and Local Government, Steve Reed, announced at the recent Labour Party Conference that Councillors will once again be able to join the Local Government Pension Scheme. Councillors were excluded from the Local Government Pension Scheme in 2014. Reinstatement of Councillors in the LGPS has been an issue that many people within the sector have supported over the years. Members’ inclusion will encourage more people of all ages and backgrounds to serve as elected members. Once the Government announces the full implementation details of the new proposal, we will inform Members how they can join the scheme and its financial implications.

Equality Implications

11. Locally elected representatives play a vital role are at the heart of our democratic and civic society. They fulfil many roles within the council which are time consuming and demanding. Low allowance could be a disincentive to the recruitment and retention of high-quality councillors from a wider range of backgrounds.
12. However, a robust Members’ allowance scheme will encourage a wider representation from our local community to contribute to open government and democratic renewal. The Basic Allowance covers basic out-of-pocket expenses incurred by councillors while undertaking their duties. With the increased workload faced by Members, an uplift will make the role more attractive to recruit a wider representation of our local community. The Members’ allowances scheme provides for special circumstances, such as support for councillors with disabilities or sickness and encourages people with children to take up office as expenses incurred for the care of a Councillor’s children or dependants while attending meetings of the authority is covered.
13. Members’ inclusion in the LGPS will encourage more people of all ages and backgrounds to serve as elected members.

List of Appendices:

Appendix 1 – Members’ Allowances Scheme 2025/26

Appendix 2 – Summary of the Recommendations of the Remuneration of Councillors
in London 2023 (Report of the Independent Panel published January 2024)

Members' Allowances Scheme 2025-26

Effective from 22 October 2025

This scheme is made in accordance with the Local Authorities (Members' Allowances) (England) Regulations 2003 ("the Regulations") for 2025/2026 and subsequent years. The allowances scheme has been prepared having regard to the report of the Independent Panel on the Remuneration of Councillors in London established by London Councils on behalf of all London Councils, co-authored by Mike Cooke (Chair), Sir Rodney Brooke CBE DL and Anne Watts CBE and published in January 2024.

1. Basic Allowance

- 1.1 The Independent Remunerator's report suggests a flat-rate basic allowance be paid to each member of the authority of £15,960 per annum to be paid in 12 monthly instalments on the 15th of each month.
- 1.2 The Council has considered the independent remunerator's recommendation but has decided to set lower levels of allowances than those recommended.
- 1.3 It proposes to increase basic allowance in line with the average basic allowance paid across London for the previous year. The basic rate allowance for all Hammersmith & Fulham Councillors will therefore be £12,347 - to be paid in 12 monthly instalments on the 15th of each month.

Councillors only receive an allowance for the period of their term of office in cases where it is less than the whole financial year.

	No.	Basic Allowance	Total
All Councillors	50	£12,347	£617,350

2. Special Responsibility Allowances

- 2.1 The Panel requires reasons for the payment of a special responsibility allowance to be clearly set out in local allowances schemes. SRAs are paid to positions where there are significant differences in the time requirements and levels of responsibility from those generally expected of a councillor. The Panel has determined that all other SRAs are calculated as a proportion of the Leader's SRA. It also recommended using bands rather than fixed amounts, in order to allow flexibility and recognise local variations on how the roles are performed. The proposed amounts for each band are a percentage of the figure suggested for a council leader depending upon levels of responsibility of the roles undertaken. It is for each borough to decide how to allocate their councillors between the different bands, having regard to the recommendations and how to set the specific remuneration within the band.

2.2 Regard has been had to the recommendations in the Independent Remunerator's report for differential banding in relation to the payment of Special Responsibility Allowances (SRAS), but in line with the Administration's priorities, it has been decided not to follow the independent remunerator's recommendations which would have proved considerably more costly to local council taxpayers. However, in light of the creation of an additional political group on the Council and the need to futureproof our arrangements, it will be using its local discretion to set out how it will allocate SRAs to postholders of such groups:-

- A person acting as the leader of a 2nd or 3rd Opposition political group within the authority will receive a SRA if the group consists of 4 or more members.
- The SRA paid will be 20% of the amount received by the main Opposition Leader.

2.3 This will make it easy to apply, easy to adapt, easy to explain and understand, and easy to administer in the event of having councillor from more than two political groups.

2.4 The following Special Responsibility Allowances shall therefore be paid to Councillors holding the specified offices indicated:

Position	No	2025 SRA 3.20%	Total Cost
The Leader	1	£42,312	£42,312
Deputy Leader	1	£35,253	£35,253
Other Cabinet members	8	£28,203	£225,624
Chief Whip (where not a member of Cabinet)	1	£28,203	£28,203
Chair, Policy and Oversight Board	1	£28,203	£28,203
Deputy Chief Whip (2)*	1	£7,314	£7,314
Chair of Policy and Accountability Committee	6	£7,314	£43,884
Leader of the Opposition	1	£21,147	£21,147
Deputy Leader of the Opposition	1	£7,314	£7,314
Opposition Whip	1	£7,314	£7,314
Chair of Planning and Development Control Committee, Audit Committee*, Pension Fund Committee, Licensing Committee* (4)	4	£9,143	£36,572
Vice-Chair of Planning and Development Control Committee*	1	£7,314	£7,314
The Mayor	1	£21,147	£21,147

Deputy Mayor	1	£7,314	£7,314
Lead Members **	9	£3,549	£31,941
Total	38		£555,085

*Portfolio holders who hold two SRA positions will only receive one SRA in respect of duties undertaken.

** There are fourteen positions. However, nine portfolio holders will receive only one SRA in respect of duties undertaken.

Councillors only receive an allowance for the period of their term of office in cases where it is less than the whole financial year. A Special Responsibility Allowance would cease where the SRA entitled post ceases to exist during year.

Basic Allowance Policy

- 2.3 All Members shall continue to receive their Basic Allowance in full whilst on maternity, paternity, adoption or sickness leave as long as they remain a Member (subject to the six month councillor attendance at meetings requirement in section 85 of the Local Government Act 1972).

Special Responsibility Allowances Policy

- 2.4 Members entitled to a Special Responsibility Allowance shall continue to receive their allowance in full in the case of maternity, paternity, shared parental, adoption or sickness leave.
- 2.5 Where a replacement is appointed to cover the period of absence that person shall receive an SRA on a pro rata basis for the period of the temporary appointment.
- 2.6 The payment of Special Responsibility Allowances, whether to the primary SRA holder or a replacement, during a period of maternity, paternity, shared parental or adoption leave shall continue for a period of six months, or until the date of the next Annual Meeting of the Council, or until the date when the member taking leave is up for election (whichever is soonest). At such a point, the position will be reviewed, and will be subject to a possible extension for a further six month period.
- 2.7 Should a Member appointed to replace the member on maternity, paternity, shared parental or adoption leave already hold a remunerated position, the ordinary rules relating to payment of more than one Special Responsibility Allowances shall apply.
- 2.8 Unless the Member taking leave is removed from their post at an Annual General Meeting of the Council whilst on leave, or unless the Party to which they belong loses control of the Council during their leave period, they shall return at the end of their leave period to the same post, or to an alternative

post with equivalent status and remuneration which they held before the leave began.

3. Other Allowances and Leave

Dependent Carer Allowance

- 3.1 Dependant carer allowance is payable in respect of expenses incurred for the care of a Councillor's children or dependants in attending meetings of the authority, its Executive, Committees and Sub-Committees and in discharging the duties set out in paragraph 7 of the Regulations.

- a) £6.93 per half hour before 10pm; £7.50 per half hour after 10pm (not payable in respect of a member of the Councillor's household).

Travel and Subsistence

- 3.2 Travel allowances are payable (at the same rates as employees) for duties undertaken away from the Town Halls when discharging duties under paragraph 8 of the Regulations. There will be no payment for intra-borough travel under this scheme unless where a member requires assistance to discharge his or her duties due to ill health, disability or other circumstances approved by the Monitoring Officer. Taxis can be taken by Members who attend approved outside bodies and committee meetings out of the borough.

Public Transport

- a) Actual travel costs (second class only) will be reimbursed.

Car mileage

- b) 45 pence per mile.

Subsistence

- c) Allowance payable at same rates and conditions as employees. Payment is only made for expenses incurred outside the Borough and is subject to a maximum of £5.00 per claim.

General Policy - Maternity, Paternity, Shared Parental and Adoption Leave

- 3.3 Any Member who takes maternity, paternity, shared parental or adoption leave retains their legal duty under the Local Government Act 1972 to attend a meeting of the Council within a six month period unless the Council Meeting agrees to an extended leave of absence prior to the expiration of that six month period.
- 3.4 Any Member intending to take maternity, paternity, shared parental or adoption leave will be responsible for ensuring that they comply with the relevant notice requirements of the Council, both in terms of the point at which the leave starts and the point at which they return.
- 3.5 Any member taking leave should ensure that they respond to reasonable requests for information as promptly as possible, and that they keep officers and colleagues informed and updated in relation to intended dates of return and requests for extension of leave.

Resigning from Office and Elections

- 3.6 If a Member decides not to return at the end of their maternity, paternity, shared parental or adoption leave they must notify the Council at the earliest possible opportunity. All allowances will cease from the effective resignation date.
- 3.7 If an election is held during the Member's maternity, paternity, shared parental or adoption leave and they are not re-elected, or decide not to stand for re-election, their basic allowance and SRA if appropriate will cease from the Monday after the election date when they would technically leave office.

Maternity and Neonatal Care Leave

- 3.8 Members giving birth are entitled to up to 6 months maternity leave from the due date, with the option to extend up to 52 weeks by agreement if required.
- 3.9 In addition, where the birth is premature, the Member is entitled to take leave during the period between the date of the birth and the due date in addition to the 6 months' period. In such cases any leave taken to cover prematurity of 28 days or less shall be deducted from any extension beyond the initial 6 months.
- 3.10 In exceptional circumstances, and only in cases of prematurity of 29 days or more, additional leave may be taken by agreement, and such exceptional leave shall not be deducted from the total 52 week entitlement.

Paternity Leave

- 3.11 Members shall be entitled to take a minimum of 2 weeks paternity leave if they are the biological father or nominated carer of their partner/spouse following the birth of their child(ren).

Shared Parental Leave

- 3.12 A Member who has made Shared Parental Leave arrangements through their employment is requested to advise the Council of these at the earliest possible opportunity. Every effort will be made to replicate such arrangements in terms of leave from Council.
- 3.13 Where both parents are Members leave may be shared up to a maximum of 24 weeks for the first six months and 26 weeks for any leave agreed thereafter, up to a maximum of 50 weeks. Special and exceptional arrangements may be made in cases of prematurity.

Adoption Leave

- 3.14 A Member who adopts a child through an approved adoption agency shall be entitled to take up to six months adoption leave from the date of placement, with the option to extend up to 52 weeks by agreement if required.

Sickness Leave

- 3.15 A Member who is sick will continue to receive the basic allowance as long as they remain a councillor and comply with the attendance requirements regarding council meetings under section 85 of the Local Government Act 1972.
- 3.16 Where a Member is entitled to a Special Responsibility Allowance, it will continue to be paid in the case of sickness leave on the same terms as employees (for a period of 6 months followed by a further period of 6 months at half rate).

4 Annual increase

- 4.1 The updated allowances in this scheme apply from 1 April 2025. Any future basic allowance uplift will be set at the average basic allowance paid across London for the previous year. While special responsibility allowances will be uplifted annually in line with the pay settlement for employees.

5 Election to forego allowances

- 5.1 In accordance with the provisions of regulation 13, a Councillor may, by notice in writing to the Chief Executive, elect to forego any part, or all, of his or her entitlement to an allowance under this scheme.

6 Time limit for claims

- 6.1 The majority of allowances are payable monthly, but where allowances are the subject of claims, these claims should be made in the agreed form with the appropriate declaration within six months of the duty to which they relate.

7 Membership of more than one authority

- 7.1 A member may not receive allowances from more than one authority (within the meaning of the regulations) in respect of the same duties.

8 Non-entitlement to more than one SRA

- 8.1 A member shall not receive more than one SRA in respect of duties undertaken with the authority. Where a Councillor is entitled to two SRAs, he or she will be paid the highest allowance.

9 Pensions

- 9.1 The Secretary of State for Housing, Communities and Local Government, Steve Reed, announced at the recent Labour Party Conference that Councillors will once again be able to join the Local Government Pension Scheme. Councillors were excluded from the Local Government Pension Scheme in 2014. Reinstatement of Councillors in the LGPS has been an issue

that many people within the sector have supported over the years. Members' inclusion will encourage more people of all ages and backgrounds to serve as elected members. Once the Government announces the full implementation details of the new proposal, we will inform Members how they can join the scheme.

10 Allowances for co-opted members and independent members of The Pensions Sub Committee

Co-optees

- 10.1 Co-opted members shall be paid £642.01 per annum by equal monthly instalments of £53.50 on the 15th of each month.
- 10.2 Co-opted members shall be entitled to the same travel and dependent carer allowances as Councillors but shall not be entitled to subsistence payments.

Independent Members

- 10.3 The London Borough of Hammersmith & Fulham shall pay an allowance to the appointed Independent Members for:-
 - Standards Committee at a flat rate allowance of £1,000.00 per annum payable by equal monthly instalments of £83.33 on the 15th of each month.
 - Audit Committee at a flat rate allowance of £2,000.00 per annum payable by equal monthly instalments of £166.66 on the 15th of each month.

Report of the Independent Panel - Recommendations of the Remuneration of Councillors in London 2023

Level of Basic Allowance

In 2022, the Panel recommended that the Basic Allowance of £12,014 should be paid to every councillor. Updated for the local government staff pay awards since then brings the figure to £12,499.

The latest Independent Panel has set the Basic Allowance at £15,960. The Panel considers that this allowance better reflects the high cost of living in London, than the previous recommendations. It is also of the view that its implementation in 2024 will contribute to recruiting and retaining a diverse range of good quality candidates to stand for office in London.

Special Responsibility Allowances

The Panel has previously determined that all other SRAs are calculated as a proportion of the Leader's SRA. It has recommended using bands rather than fixed amounts, in order to allow flexibility and recognise local variations on how the roles are performed. The proposed amounts for each band are a percentage of the figure suggested for a council leader depending upon levels of responsibility of the roles undertaken.

A snapshot of the recommended bands and levels of allowance are below.

Elected Mayor	Leader	Deputy Leader/Cabinet Member/Scrutiny Chair	Opposition Leader/Planning Chair/Mayor	Cabinet Assistant/Scrutiny Vice Chair
£93,575	£62,092	£37,255 - £46,569	£15,523- £31,046	£3,105 - £9,314

Training and Support

The responsibilities of councillors are substantial, extensive and complex.

The Pandemic has also resulted in an acceleration of more flexible ways of working including greater use of digital technology. While this has provided a range of benefits including less travelling for work it has required councillors to have the necessary digital skills. Additionally, the move to audio visual conferencing has resulted in a growth in meetings for many contributing to an overall increase in 'screen time'.

We believe that every borough should:

- have an ongoing programme of member training and development
- provide members with the logistical and clerical support and the appropriate IT equipment to help them deal with their workload.

Barriers to being a councillor

- **Allowance for care of dependents.**

It is important that obstacles to becoming a councillor should be removed wherever possible. Care costs can be a significant deterrent to service as a councillor. Our strong view is that in appropriate cases when they undertake their council duties, councillors should be entitled to claim an allowance for care of dependents.

- **Dependents' carers' allowance**

The dependents' carers' allowance should be set at the London living wage but (on presentation of proof of expense) payment should be made at a higher rate when specialist nursing skills are required.

- **Special Responsibility Allowances in the case of sickness, maternity and paternity leave**

Our view is that members' allowances schemes should allow the continuance of Special Responsibility Allowances in the case of sickness, maternity and paternity leave in the same terms that the council's employees enjoy such benefits (that is to say, they follow the same policies).

Travel and Subsistence allowances

The Basic Allowance should cover basic out-of-pocket expenses incurred by councillors, including intra-borough travel costs and expenses. The members' allowances scheme should, however, provide for special circumstances, such as travel after late meetings or travel by councillors with disabilities. The scheme should enable councillors to claim travel expenses when their duties take them out of their home borough, including a bicycle allowance.

Allowances for Mayor or Civic Head

Many councils include the allowances for the mayor (or civic head) and deputy in their members' allowance scheme. However, these allowances do serve a rather different purpose from the 'ordinary' members' allowances, since they are intended to enable the civic heads to perform a ceremonial role. There are separate statutory provisions (ss 3 and 5 of the Local Government Act 1972) for such allowances and councils may find it convenient to use those provisions rather than to include the allowances in the members' allowance scheme.

Update for inflation

We continue to recommend that all allowances should be updated annually in accordance with the headline figure in the annual local government pay settlement.

The Regulations make it obligatory for the annual updating of the Scheme to be formally authorised by the council each year.

SPECIAL MOTION NO. 1 – SUPPORTING H&F's PRIMARY SCHOOLS

Standing in the names of:

- (i) Councillor Alex Sanderson
- (ii) Councillor Callum Nimmo

This Council notes recent data from the Department for Education showing that Hammersmith & Fulham's primary schools achieved the best Key Stage 2 results in the country across maths, reading, and writing. This represents another example of the exemplary performance of the borough's primary schools, all of which are rated either Outstanding or Good by Ofsted.

This Council congratulates the borough's teachers, support staff, officers, parents, governors, and students for their collective efforts in achieving these outstanding results.

This Council resolves to continue supporting better primary school facilities across the borough, such as the fantastic new Ark White City facility, to provide students and teachers with the modern, high-quality learning environments they deserve.

Agenda Item 7.2

SPECIAL MOTION NO. 2 – STRENGTHENING PUBLIC SAFETY THROUGH INVESTMENT IN CCTV

Standing in the names of:

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

This Council notes:

1. That H&F has one of the densest CCTV systems in the country, with over 2,000 cameras in operation.
2. That Hammersmith & Fulham Council is investing £3.2 million in upgraded CCTV and surveillance technology to support the Met Police in fighting crime and protecting residents.
3. That this investment builds on a prior £5.4 million CCTV programme and is part of a multi-year plan running through to 2027/28.
4. That the new enhancements include artificial intelligence – enabling features such as more efficient video playback, automatic vehicle tracking, and retrospective facial recognition across the CCTV network.
5. That “live recognition” cameras will be placed at 10 high-traffic sites, matching faces against a defined police database in real time, contingent on police support.
6. That 500 existing cameras will be upgraded to allow better retrospective searching of footage to solve crimes.
7. That 50 cameras will get speakers so officers can step in as and when anti-social behaviour is taking place.
8. That the CCTV network complements the work of both the Metropolitan Police and the Council’s Law Enforcement Team, established in the face of opposition from the Conservative opposition.

This Council believes that all residents have the right to feel safe in public spaces and that technology, when used responsibly, can enhance community safety.

The Council affirms that the adoption of advanced tools will go hand in hand with robust policies, transparency and oversight.

SPECIAL MOTION NO. 3 – CELEBRATING H&F's AWARD-WINNING PARKS AND COMMITMENT TO GREEN SPACES

Standing in the names of:

- (i) Councillor Florian Chevoppe-Verdier
- (ii) Councillor Nicole Trehy

This Council notes that the London Borough of Hammersmith & Fulham has been awarded four new Green Flag Awards by *Keep Britain Tidy*, recognising excellence in the management, safety, and community value of local parks and open spaces. The newly awarded sites are:

- Eel Brook Common
- Marcus Garvey Park
- St Paul's Church and Open Space
- Vicarage Gardens

The Green Flag Award is an independently assessed, nationally recognised standard that celebrates parks which are safe, welcoming, well-maintained, environmentally responsible, and inclusive.

The Council believes this achievement is a testament to the hard work of our parks staff, gardeners, volunteers, the Law Enforcement Team and Friends groups, who deserve public recognition for their contributions. Recognising this, the Council has launched a new H&F Parks Forum to further strengthen community involvement, offering residents and local groups the opportunity to help shape the future of our borough's open spaces.

The Council notes that new investment has also played an important role in park improvements, with over £3.5 million spent in recent years and a further £1.1 million planned between 2025 and 2027, supporting new planting, improved lighting, pathways, signage, and community facilities.

The Council notes that the new awards bring the total number of Green Flag-accredited parks in H&F to 25. In 2014, under the last Conservative administration, the borough had only 11 Green Flag-accredited parks. At that time, parks were threatened with privatisation, such as through plans for a longer-term 35 lease of much of Hammersmith Park to a private company.

Agenda Item 7.4

SPECIAL MOTION NO. 4 – CELEBRATING BLACK HISTORY MONTH 2025 IN HAMMERSMITH & FULHAM

Standing in the names of:

- (i) Councillor Frances Umeh
- (ii) Councillor Max Schmid

This Council notes:

That the national theme for Black History Month 2025 is “Standing Firm in Power and Pride”, reflecting the resilience, strength, and enduring contributions of Black communities across the UK.

That Hammersmith & Fulham is a richly diverse borough, and our schools, community organisations, and cultural institutions play a vital role in amplifying Black history, heritage, and voices.

This Council believes that Black history is British history, and celebrating it strengthens our shared identity and social cohesion. That the theme “Standing Firm in Power and Pride” encourages us to not only honour past achievements but also to commit to power, representation, and dignity for all in our community.

This Council resolves to:

1. Promote and support Black History Month 2025 events across the borough, including the open-air King Street exhibition.
2. Work with our schools and cultural partners to embed Black history in curricula and public programmes beyond October, ensuring sustained engagement and learning.
3. Celebrate local Black leaders, artists, educators and organisations through Council communications, awards, and recognition, showing pride in our community's heritage.

SPECIAL MOTION NO. 5 – OPPOSING ONLINE HATE SPEECH

Standing in the names of:

- (i) Councillor Callum Nimmo
- (ii) Councillor Nikos Souslous

The Council condemns all forms of hate speech, harassment, and abuse that seek to divide our communities. It agrees that the rise of racist and discriminatory content on social media runs counter to the decent values and inclusive and diverse nature of Hammersmith & Fulham.

The Council notes the important role which councillors play as trusted local leaders. It agrees that there is no excuse for any councillor in any local authority to like or share vile, hate-inciting, racist material and also agrees there are no reasonable circumstances for any elected representative of good character to associate with or campaign alongside anyone who has done so.

The Council recognises the insidious impact of hate, in all its forms, and reaffirms its commitment to building unity and understanding across Hammersmith & Fulham.

Agenda Item 7.6

SPECIAL MOTION NO. 6 – DRUGS IN PUBLIC SPACES

Standing in the names of:

- (i) Councillor Adrian Pascu-Tulbure
- (ii) Councillor Liam Downer-Sanderson

This Council calls on the Administration to take a zero-tolerance approach to drugs in our public spaces and on our high streets.

SPECIAL MOTION NO. 7 – TAKING CARE OF OUR HIGH STREETS

Standing in the names of:

- (i) Councillor Jose Afonso
- (ii) Councillor Amanda Lloyd-Harris

This Council calls on the Administration to take the decline of our high streets seriously, and engage with residents to tackle these issues across the borough.

This Council regrets the lack of satisfactory engagement with residents by the Administration since the cabinet meeting on 15 September at which Uxbridge Road was discussed, notes that earlier this year, 2,917 residents signed a petition to “Fix the Uxbridge Road”, and calls on the Administration to stop dismissing these valid and important concerns.